



**Scottish Housing  
Regulator**

**Landlords' performance against  
the Scottish Social Housing  
Charter 2013-2016**

November 2016



## About us

We are the independent Regulator of just under 200 social landlords – around 160 Registered Social Landlords (RSLs) and 32 local authorities. We are led by a Board of non-executive members and directly accountable to the Scottish Parliament.

Our one objective is to safeguard and promote the interests of:

- nearly 610,000 **tenants** who live in homes provided by social landlords;
- around 118,000 **owners** who receive services from social landlords;
- around 44,000 **people and their families** who may become homeless and seek help from local authorities; and
- over 2,000 **Gypsy/Travellers** who can use official sites provided by social landlords.

Our role is to gather, monitor, assess and report on social landlords' performance of housing activities and RSLs' financial well-being and standards of governance, and to intervene where appropriate to achieve our objective. We also keep a public register of social landlords.

You can find out more about how we regulate social landlords in our [Regulatory Framework](#) available on our [website](#).

## **What's inside**

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# Overview

## Purpose of paper

This paper brings together publicly available evidence from our range of publications about how landlords have performed against the [Scottish Social Housing Charter](#). This is to help the Scottish Government in its review of the Charter.

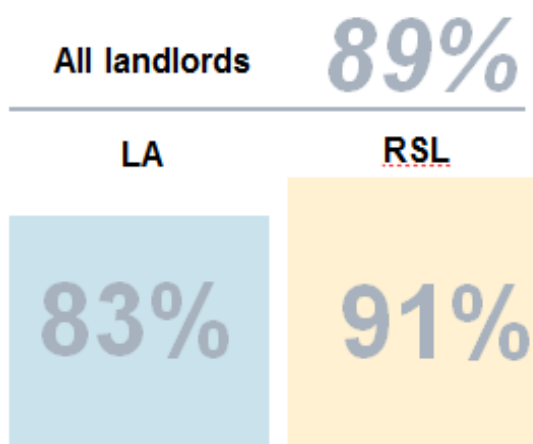
## National performance against the Charter



There is strong and improving performance across most social landlords in Scotland. In our most recent National Report we commented that Scottish social landlords are continuing to perform well across almost all of the standards and outcomes of the Scottish Social Housing Charter. Overall, landlords continue to deliver good services and tenant satisfaction remains high, with nine out of ten social housing tenants satisfied with the overall service their landlord provides.

We reported a broad and modest improvement across most Charter outcomes in 2015/16, which is particularly positive given the strong performance reported by landlords for 2013/14 and 2014/15. The national picture is positive and most landlords are performing strongly. However, there are variances, areas of dissatisfaction and some landlords that have more work to do to improve. To address that, we identify poor performance and engage with individual landlords to help ensure that improvement is delivered.

### Overall tenant satisfaction in 2015/16



### Progress between 14/15 and 15/16

Equalities	↑
Communication	↑
Participation	↑
Quality of housing	↑
Repairs, maintenance & improvement	↑
Estate management, anti-social behaviour, neighbour nuisance & tenancy disputes	↑
Housing options and access to housing	↑
Tenancy sustainment	—
Homeless people	↑
Value for money	↑
Rents and service charges	↑
Gypsy / Travellers	↓

### **Our monitoring of the Charter**

We gather information from landlords on a range of performance indicators. We use that information to monitor, assess and report landlords' performance against the Charter, through our regulatory assessments, published analysis and thematic work. These indicators, and the systems we have put in place to gather the information, have worked well.

How we communicate with tenants and other users is important. We keep them informed about our work and opportunities to get involved in this work. We communicate in a range of ways, because we know that is the best way to reach most people. Tenants and other service users have also told us what they would like to know about how their landlord is performing. We make that information available in ways which can help them to come to an informed view about the quality of the services that they receive and the standard of the homes that they live in.

### **Performance Matters ARC Data Accuracy Visits 2014/15**



**December 2015**

The Charter standards and outcomes, our performance indicators, what we communicate to tenants and other service users, and how we communicate it, are now well-established and understood. The systems that individual landlords have put in place to report performance information to us and their tenants is similarly well-established. Our latest Annual Return on the Charter (ARC) Data Accuracy Report highlighted that the landlords we visited demonstrated a high level of commitment to delivering the Charter.

# How we involve tenants and other service users

The Charter reflects the views of tenants and other service users, and the standards and outcomes describe the results that they can expect social landlords to achieve. That principle of putting tenants and other service users at the heart of social housing policy is one that we promote in how we regulate.

## We liaise closely with people who use landlords' services

In order to safeguard and promote their interests, it is important that we engage with them, listen to the diversity of views and take them into account in everything that we do.

Between 2012 and 2015 we:

- established a [National Panel of Tenants and Service Users](#) and ran two annual programmes to help us understand views and priorities;
- set up a new Registered Tenant Organisation (RTO) liaison group to help us involve tenants in our regulatory approach;
- worked with our Tenant Assessors to bring a tenant perspective to our scrutiny;
- asked for feedback from all tenant organisations; and
- involved Regional Networks and RTOs in regulatory consultations.

## How we Involve Tenants and Service Users in our Work 2016-18



May 2016

In May 2016 we re-affirmed our commitment to involving tenants and other service users in our work and continuing to put them at the heart of how we regulate. Since then we have, for example, re-defined the role of our tenant assessors, now called [tenant advisors](#), and recruited a pool of independent, volunteer tenants to perform this unique role. Our advisors will speak directly to other tenants to gather their views on landlords' services. We will then take these views into account when we engage with landlords or when deciding our other work priorities.

We set the performance information that we collect from landlords following extensive consultation with tenants and other service users. We did this at events across Scotland to help ensure that we gather information on the service areas which are important to them.

Through our business intelligence programme we have delivered a major digital transformation of how we engage with social landlords and how we get information to tenants and other service users. Social landlords, tenants and other service users helped us to develop and refine the systems that underpin that transformation.

# How we monitor, assess and report on performance

## Assessing risk in social landlords

We assess and prioritise the risks each landlord presents to the interests of tenants and other service users and decide what our regulatory response should be. We use the Charter information to help us do this.



You can read more about our approach in our “How we work” publications.

In March of each year we have published [regulation plans](#) for those RSLs that we need to engage with, and [local scrutiny plans](#) for local authorities in partnership with other regulatory bodies and Audit Scotland.

## How we report on the Charter

We have published a range of information and analysis which gives a comprehensive picture of landlords’ achievement of the Charter standards and outcomes.



Our annual [National Reports](#) are our analysis of the performance information reported to us by social landlords across Scotland. We focus on specific aspects or trends in the performance information. These have showed the extent to which landlords are achieving the Charter standards and outcomes.

Tenants and other service users also told us how we should report landlord performance. We have published a [landlord report](#) for each social landlord in Scotland, giving tenants and other users performance information about their landlord. Using our [online comparison tool](#) lets tenants and others compare performance between landlords and look at changes in performance from one year to the next.

## Gypsy/Travellers in Scotland – a thematic inquiry



November 2015

Our thematic inquiries have a strong focus on tenant services and other service users of landlord services. In 2015/16 we published a thematic report on Gypsy/Travellers. In 2016/17 we published further thematic reports on [factoring services](#), [equalities](#), and [openness and accessibility](#).

## Quality of performance information

### Performance Matters ARC Data Accuracy Visits 2014/15



December 2015

We have also visited a number of landlords to validate their submitted performance information, to help improve accuracy, share positive practice and lessons, and to build confidence in the information.

Our Business Intelligence system includes a number of automated checks on the information submitted by landlords and we have undertaken our own internal checks on some of the information. We have also:

- helped landlords provide good quality information to us by publishing [guidance](#) and [frequently asked questions](#) on our performance indicators; and
- put in place a [data corrections policy](#) and approach which means that landlords are able to amend their ARC submissions.



# Performance by Charter standard and outcome

Here we provide an overview of the key evidence from our existing publications, reports, performance information and analysis which tells us about how landlords are performing against each of the Charter standards and outcomes. More detail on each of the standards and outcomes is available in Annex 1 of this report.

## Outcome 1: Equalities

### Use of Equality and Diversity Information by Scottish Social Landlords – A thematic inquiry



June 2016

#### Our findings

- Many landlords collect equalities data about their existing tenants, new tenants, those on housing lists, governing body members and staff, but others could do more.
- Landlords know the ethnicity of 68% of all current tenants, but this figure varies widely amongst landlords.
- All but seven RSLs know the ethnicity of their governing body members: six do not know the ethnicity of 25% or more of their governing body and one does not know the ethnicity of any of its governing body.
- There is a wide range of reporting among landlords with approximately 125 landlords knowing the ethnicity of all or the vast majority of their staff. Two landlords did not submit any equalities data for their staff. Four do not know the ethnicity of any of their staff.

### Openness & Accessibility in Scottish Social Housing – A thematic inquiry



September 2016

#### Our findings

- Website, phone and other access methods are important, but tenants and other service users sometimes need to go to the landlord's office. The majority of landlords provide good external access to their offices and many, though not all, had good access within the office.
- We found all case study landlords were aware of potential translation and language barriers. They provided support such as access to translation services and information available in community languages.

## Outcome 2: Communication

### National Report on the Scottish Social Housing Charter: Headline Findings 2015/16



August 2016

#### Our findings

- Landlords' performance in keeping their tenants informed continues to improve.
- Average levels of tenant satisfaction with being kept informed by their landlord increased in 2015/16. It has improved steadily since 2013/14 and is now over 90% on average.

### National Panel of Tenants and Service Users – Report of the findings from year three



July 2016

#### Our findings

- Two thirds of panel members continue to feel well informed about how their landlord is performing. Most panel members had seen performance information from their landlords in the last year and had found it useful.
- Panel members are particularly interested in information about the services that impact most on their quality of life, including the quality of their home, speed of response to emergency repairs and annual rent increases.
- Other feedback shows that transparency around performance reporting is particularly valuable to enable tenants to better understand what services they are getting in return for their rent.

## Openness & Accessibility in Scottish Social Housing – A thematic inquiry



September 2016

### Our findings

- All landlords in our case studies asked tenants and customers about their communication needs and preferences and used this to inform what communication methods they offered. All landlords were innovative and sensitive in offering a range of ways to respond to different communication needs and preferences.
- All landlords used various methods to communicate and were flexible in taking account of customers' needs. We also found some landlords were not always ensuring a similar effective quality of response to different communication methods.
- Landlords worked in a variety of ways with tenants to provide information about performance and decision-making. The majority of landlords were involving tenants in the design of their Charter report content.
- Landlords provided a range of information about their services but the information available varied and sometimes was not always up-to-date. Some did not meet the requirement to use their website to report progress on meeting the Charter.

## Factoring Services in Scotland – A thematic inquiry



May 2016

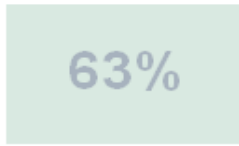
### Our findings

- Some factors had a well-developed approach to ensuring owners were given good quality information about the factoring service.
- Factoring invoices were generally clearly laid out and showed what owners were being charged for. But for a minority of factors the quality of information on the invoice was poor.

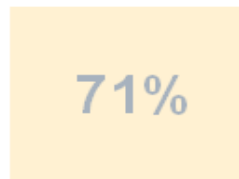
## Outcome 3: Participation

LA

2013/14

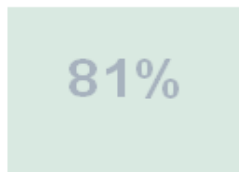


2015/16

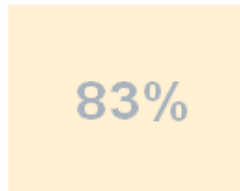


RSL

2013/14



2015/16



### Satisfaction with participation opportunities on the rise

Average levels of tenant satisfaction with having opportunities to participate in their landlords' decision-making increased in 2015/16. Local authorities have improved most with RSLs maintaining their higher average performance.

Our [National Report](#) series has also found that tenants feeling that they are given opportunities to participate in their landlord's decision making processes is closely related to overall tenant satisfaction.

### National Panel of Tenants and Service Users – Report of the findings from year three



National Panel of Tenants and Service Users

Year 3 (2015-16) Headline Report

Our findings

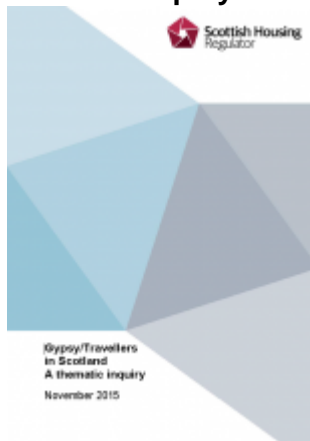
- Panel members fed back the importance of tenants having a voice and their contribution to service improvement.
- Panel members also suggested that participation is likely to be most productive when the opportunities are clearly focused on areas tenants are most interested in.

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July 2016  
Lead author: Chris Thomson, Director, Craigforth

July 2016

### Gypsy/Travellers in Scotland – A thematic inquiry



Our findings

- Few of the Gypsy/Travellers we spoke to could cite instances where their landlords had specifically asked them for their views on the services they received.
- Gypsy/Travellers also told us that where their landlord had engaged with them they particularly appreciated the landlord's efforts to give them comprehensive feedback on the results and proposed actions.

November 2015

## Factoring Services in Scotland – A thematic inquiry



May 2016

### Our findings

- Some factors had a good approach to consulting with owners and set up regular owners' meetings, owners' forums and produced good quality newsletters.

## Standard 4: Quality of housing

Percentage of homes that meet the Scottish Housing Quality Standard 2015/16



up to  
**93%**

### Strong performance on quality of the home

Analysis from our [National Report](#) headline findings for 2015/16 show that the percentage of stock meeting the SHQS was 93% up from 91% in 2014/15 and 85% in 2013/14. Exemptions and abeyances from the standard (rather than failures) account for the vast majority of the remaining stock.

Tenant satisfaction with the quality of their home is closely related to overall tenant satisfaction. 86% of existing tenants report that they are satisfied with the quality of their home – this figure has showed modest improvement since 2013/14.

## National Panel of Tenants and Service Users – Report of the findings from year three



National Panel of Tenants and Service Users

Year 3 (2015-16) Headline Report

### Our findings

- Quality of the home was identified as the single most important factor for National Panel members being a “satisfied customer” in 2015/16.
- The majority of respondents (78%) rated this as the key driver of satisfaction, up from 72% last year.
- Quality of home is also key to panel members' perceptions of their rent as being good value for money.

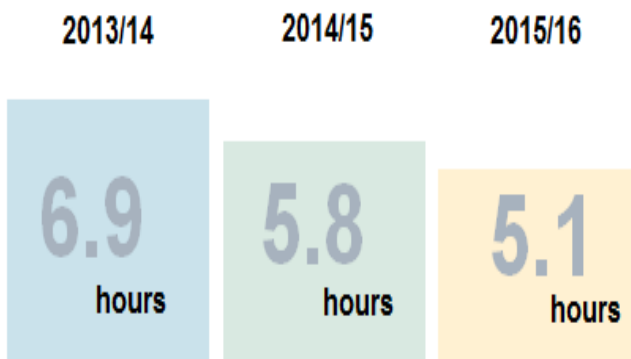
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July 2016  
Lead author: Chris Thomson, Director, Craigforth

July 2016

## Outcome 5: Repairs, maintenance and improvements

### Emergency repair response times falling



#### Improvement in quality of repairs

The percentage of repairs carried out right first time has also improved over the last three years from 87% in 2013/14 to 91% in 2015/16. Average tenant satisfaction with the repairs service is high at 90% in 2015/16 with slight improvement over the last three years. On average, RSLs perform better than local authorities on repairs and maintenance.

However, it is likely that on the whole local authorities face bigger challenges in delivering their repairs and maintenance service. Local authorities tend to have a larger housing stock spread over larger geographical areas which means their response times can be longer. Similarly, local authority housing tends to be older which could put greater pressure on the service.

#### Overall landlord performance in repairs and maintenance is improving steadily

Analysis from our [National Report](#) headline findings for 2015/16 show that landlords are responding faster on average to emergency repairs and have maintained their average response times to non-emergency repairs.

Tenant satisfaction with repairs and maintenance is improving – up from an average of 88% in 2013/14 to 90% in 2015/16.

Average tenant satisfaction with repairs is higher for RSLs (90%) than for local authorities (88%), and there is a broader range of performance across RSLs. We know from our National Panel that tenants place a high value on repairs and maintenance services as they have a significant impact on quality of life.

**Emergency repairs completed right first time**

2015/16



up to

**91%**

## Outcome 6: Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes

### National Report on the Scottish Social Housing Charter: Headline Findings 2015/16



August 2016

#### Our findings

- 86% of tenants reported to their landlords that they were satisfied with the management of the neighbourhood that they live in.
- The percentage of anti-social behaviour cases reported and then resolved within target times has improved from 76% in 2013/14 to 87% in 2015/16.

### National Panel of Tenants and Service Users – Report of the findings from year three



#### National Panel of Tenants and Service Users

Year 3 (2015-16) Headline Report

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July 2016  
Lead author: Chris Thomson, Director, Craigforth

July 2016

#### Our findings

- Panel members continue to place a high priority on neighbourhood management and they are becoming more satisfied with their landlords' service in this area.
- More recent work with the National Panel in the last year included a detailed discussion with members about their experiences of anti-social behaviour and views of their landlords' response. We will say more about this in a report later in 2016/17.

## Outcomes 7,8,9 and 10: Housing options and access to Housing

### Housing Options in Scotland – A thematic inquiry



May 2014

#### Our findings

- The focus on prevention of homelessness and the promotion of a solutions-based, person-centred approach that provides people with genuine options is clearly an appropriate policy response.
- The diversion of people from a homelessness assessment to Housing Options was not always appropriate or in their best interests.
- Some local authorities missed opportunities to give advice to people at risk of losing their homes.
- Housing Options has resulted in an under-recording of homelessness.
- Most people received narrow Housing Options advice which was not person-centred.
- We saw local authority interviews with people seeking assistance where there was no or only brief discussions about support needs.

### National Report on the Scottish Social Housing Charter: Headline Findings 2015/16



August 2016

#### Our findings

- The number of households getting social housing increased or broadly stayed the same for:
  - existing tenants;
  - people on the waiting list;
  - existing tenants swapping homes;
  - statutorily homeless people;
  - homeless people nominations; and
  - other homeless people.
- The number of households getting social housing fell for:
  - section five referrals.



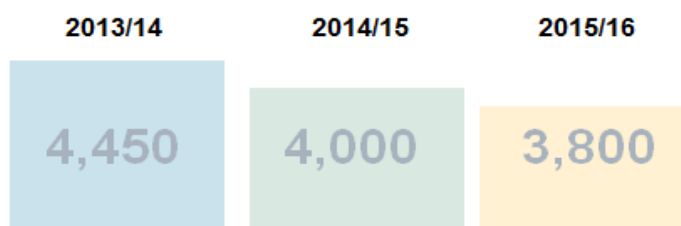
## Outcome 11: Tenancy sustainment

### National Report on the Scottish Social Housing Charter: Headline Findings 2015/16



August 2016

### Properties abandoned falling



#### Our other findings

- The percentage of tenancies sustained for more than one year for all lets in 2015/16 was approximately 88% which is largely unchanged from the previous two years.
- The same figure for applicants assessed as homeless was 87% in 2015/16 and is again similar to 2014/15 and 2013/14.

## Outcome 12: Homeless people

Each year we analyse Scottish Government [information](#) on homelessness to inform our annual risk assessment of local authorities.

### Outcome of Annual risk Assessment



April 2016

The performance of homelessness services continues to be a key area of risk and we have been engaging with thirteen local authorities on various aspects of their homelessness services in 2016/17.

From Scottish Government information for the year to 31<sup>st</sup> March 2016 (unless otherwise stated) we see the following

- There were 34,662 homelessness applications. This was 1,287 (4%) lower than the previous year.
- The number of applications has fallen in 22 out of Scotland's 32 local authorities.
- 82% of applicants (28,226 assessments out of 34,357) were assessed as homeless or threatened with homelessness. This proportion is down from 83% in 2014/15 and up from 81% in 2013/14.
- At 31 March 2016, there were 10,555 households in temporary accommodation, a decrease of 12 since last year and an increase of 274 from two years ago. The average length of time in accommodation was 91 days up from 90 days in 2014/15 and down from 101 days in 2013/14.
- Our [National Report](#) shows that 87% are satisfied with the quality of temporary or emergency accommodation.
- Of those households in temporary accommodation at 31<sup>st</sup> March 2016, 2,884 had children – an increase of 209 households (+8%) compared with one year earlier. The number of children in temporary accommodation increased by 591 (+13%), at the same date one year ago.
- For those households assessed as unintentionally homeless (with a right to settled accommodation), two-thirds (16,395) secured a social rented tenancy or a private rented sector tenancy. This proportion has varied between 65% and 68% since 2008/9.

## Standard 13: Value for Money

### National Report on the Scottish Social Housing Charter: Headline Findings 2015/16



August 2016

#### Our findings

- Our main value for money Charter indicator is closely related to overall tenant satisfaction.
- This indicator – the percentage of tenants who feel that their rent represents value for money – improved in 2015/16 by increasing to 79% from 77% in both 2013/14 and 2014/15.

### National Panel of Tenants and Service Users – Report of the findings from year three



July 2016

#### Our findings

- The key drivers of value for money judgements remain the quality of landlord's service, capital investment in tenants' homes, affordability and the size of annual rent increases.
- Panel members expressed an interest in more information on how landlords are using increased rental income to deliver (and improve) services.
- Specific factors which panel members felt could justify a higher rent and/or service charge appeared to be particularly important services for participants' perceptions of value for money.
- These included quicker repair response times, capital investment (frequency and standard of works), and additional support or advice services (e.g. benefits advice services, assistance securing more competitive house insurance).

## Outcomes 14 and 15: Rents and service charges

### National Panel of Tenants and Service Users – Report of the findings from year three



National Panel of Tenants and Service Users

Year 3 (2015-16) Headline Report

craigforth

July 2016  
Lead author: Chris Thomson, Director, Craigforth

July 2016

#### Our findings

- Around 80% of those that took part in the Panel survey are becoming more concerned about the affordability of their rent in the future.
- 57% reported that they had received information from their landlord in the last month about annual rent increases. Over a third had not received information in the last month and the remainder could not recall when they had last received such information.
- Of the 57%, half said that this gave tenants options for the levels of rent while the other half said that no options were available. Panel members were also given the opportunity to suggest how landlords could better engage with tenants in relation to annual rent increases. Around 20% of those who took that opportunity said they were satisfied with how their landlord currently handles this.
- We will be publishing a thematic report about how landlords consult on rent increases.

### Factoring Services in Scotland – A thematic inquiry



May 2016

#### Our findings

- There are significant differences between the level of management fees charged for broadly similar services.
- There is no standard method used to increase management fees. Some factors increase management fees following comparison with other factors, some increase in line with rent increases and others in line with inflation.
- Factors use a range of ways to assess value for money, such as comparisons with other factors, tendering for services, only charging actual costs and through owners' satisfaction with the service.
- Owners have mixed views on their understanding of charges and how they were being applied. When it was not clear how factors had determined charges, owners had a negative view on the value for money for the services they received.

## Gypsy/Travellers in Scotland – A thematic inquiry



November 2015

### Our findings

- Some landlords could not demonstrate a clear and structured approach to the setting of pitch rents for their Gypsy/Traveller sites.
- An important element in site residents' value for money judgement is the comparability of their pitch rent with rents for social rented houses locally.

## Outcome 16: Gypsy/Travellers

### National Report on the Scottish Social Housing Charter: Headline Findings 2015/16



August 2016

### Our findings

- Satisfaction amongst Gypsy/Travellers fell from 79% to 71% between 2015/16 and 2014/15. There remains scope for improvement in performance across landlords with Gypsy/Traveller sites.

## Gypsy/Travellers in Scotland – A thematic inquiry



November 2015

### Our findings

- There is little awareness among landlords that the relevant provisions of the Charter apply to residents of Gypsy/Traveller sites.
- Some landlords have made efforts to provide for the needs of residents including barrier free pitches and amenity blocks, offices or communal facilities, others have not.
- There is limited routine gathering, analysis and use of performance information, feedback and complaints from residents to improve the standard of sites and services.
- Few of the Gypsy/Travellers we spoke to could cite instances where their landlords had asked them for views on the services they received. They also told us that where their landlord had engaged with them they particularly appreciated efforts to give them feedback on the results and proposed actions.

# Annex 1: The Charter standards and outcomes

## Outcome 1: Equalities

Social landlords perform all aspects of their housing services so that:

- every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

This outcome describes what social landlords, by complying with equalities legislation, should achieve for all tenants and other customers regardless of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, or sexual orientation. It includes landlords' responsibility for finding ways of understanding the needs of different customers and delivering services that recognise and meet these needs.

## Outcome 2: Communication

Social landlords manage their businesses so that:

- tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

This outcome covers all aspects of landlords' communication with tenants and other customers. It is not just about how clearly and effectively a landlord gives information to those who want it. It also covers making it easy for tenants and other customers to make complaints and provide feedback on services, using that information to improve services and performance, and letting people know what they have done in response to complaints and feedback. It does not require landlords to provide legally protected, personal or commercial information.

## Outcome 3: Participation

Social landlords manage their businesses so that:

- tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

This outcome describes what landlords should achieve by meeting their statutory duties on tenant participation. It covers how social landlords gather and take account of the views and priorities of their tenants; how they shape their services to reflect these views; and how they help tenants and other customers to become more capable of involvement.

## Standard 4: Quality of housing

Social landlords manage their businesses so that:

- tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015 and continue to meet it thereafter, and when they are allocated, are always clean, tidy and in a good state of repair.

This standard describes what landlords should be achieving in all their properties. It covers all properties that social landlords let, unless a particular property does not have to meet part of the standard. Beyond SHQS, landlords should be looking for cost-effective ways of achieving higher energy-efficiency standards for their properties, to provide warmer homes for their tenants and help to meet climate change targets.

During this Charter's lifetime, the Scottish Government will consult on higher standards. If adopted, these new standards will form part of the next Charter.

### **Outcome 5: Repairs, maintenance and improvements**

Social landlords manage their businesses so that:

- tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

This outcome describes how landlords should meet their statutory duties on repairs and provide repairs, maintenance and improvement services that safeguard the value of their assets and take account of the wishes and preferences of their tenants. This could include setting repair priorities and timescales; setting repair standards such as getting repairs done right, on time, first time; and assessing tenant satisfaction with the quality of the services they receive.

### **Outcome 6: Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes**

Social landlords, working in partnership with other agencies, help to ensure that:

- tenants and other customers live in well-maintained neighbourhoods where they feel safe.

This outcome covers a range of actions that social landlords can take on their own and in partnership with others. It covers action to enforce tenancy conditions on estate management and neighbour nuisance, to resolve neighbour disputes, and to arrange or provide tenancy support where this is needed. It also covers the role of landlords in working with others to tackle anti-social behaviour.

### **Outcomes 7,8 and 9: Housing options**

Social landlords work together to ensure that:

- people looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them; and
- tenants and people on housing lists can review their housing options.

Social landlords ensure that:

- people at risk of losing their homes get advice on preventing homelessness.

These outcomes cover landlords' duties to provide information to people looking for housing and advice for those at risk of becoming homeless. These duties include helping tenants and people on housing lists to review their options to move within the social housing sector or to another sector.

### **Outcome 10: Access to housing**

Social landlords ensure that:

- people looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.

This outcome covers what social landlords can do to make it easy for people to apply for the widest choice of social housing that is available and suitable and that meets their needs. It includes actions that social landlords can take on their own and in partnership with others,

for example through Common Housing Registers or mutual exchange schemes, or through local information and advice schemes.

### **Outcome 11: Tenancy sustainment**

Social landlords ensure that:

- tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations.

This outcome covers how landlords can help tenants who may need support to maintain their tenancy. This includes tenants who may be at risk of falling into arrears with their rent, and tenants who may need their home adapted to cope with age, disability, or caring responsibilities.

### **Outcome 12: Homeless people**

Local councils perform their duties on homelessness so that:

- homeless people get prompt and easy access to help and advice; are provided with suitable, good-quality temporary or emergency accommodation when this is needed; and
- are offered continuing support to help them get and keep the home they are entitled to.

This outcome describes what councils should achieve by meeting their statutory duties to homeless people.

### **Standard 13: Value for Money**

Social landlords manage all aspects of their businesses so that:

- tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

This standard covers the efficient and effective management of services. It includes minimising the time houses are empty; managing arrears and all resources effectively; controlling costs; getting value out of contracts; and giving better value for money by increasing the quality of services with minimum extra cost to tenants, owners and other customers.

### **Outcomes 14 and 15: Rents and service charges**

Social landlords set rents and service charges in consultation with their tenants and other customers so that:

- a balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them; and
- tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.

These outcomes reflect a landlord's legal duty to consult tenants about rent setting; the importance of taking account of what current and prospective tenants and other customers are likely to be able to afford; and the importance that many tenants place on being able to find out how their money is spent. Each landlord must decide, in discussion with tenants and other customers, whether to publish information about expenditure above a particular level, and in what form and detail.

What matters is that discussions take place and the decisions made reflect the views of tenants and other customers.

**Outcome 16: Gypsy/Travellers**

Local councils and social landlords with responsibility for managing sites for Gypsies/Travellers should manage the sites so that:

- sites are well maintained and managed.

This outcome applies only to those councils and other social landlords that are responsible for managing these sites.



