



## Irish Council for Social Housing Housing Association Performance Management (HAPM) Guidance Note

**HAPM** - the **H**ousing **A**ssociation **P**erformance **M**anagement framework is a standardised tool developed by the Irish Council for Social Housing, in consultation with members for measuring housing association performance. It is divided into 13 sections and gathers important information on 4 key areas:

- Rents and Service Charges
- Allocations and Voids
- Repairs and Maintenance
- Landlord Tenant Relations

The aim of HAPM is to promote good housing management practice in the voluntary housing association sector. A pilot study took place in 2005 and 2006 and following the success of this pilot, HAPM was rolled out to the entire sector and has been running very successfully since 2008.

In late 2010, the ICSH carried out an independent review of HAPM. This review confirmed the value of HAPM to the sector and made recommendations on how it can be refined and extended to encompass even more of the voluntary housing sector.

With HAPM now at this developed stage, the ICSH has put together this guidance note to assist organisations in completing HAPM as accurately as possible and to encourage even more organisations to take part.

For any queries, comments or suggestions on the HAPM indicators or assistance in completing the HAPM form, please contact Catherine McGillicuddy, Membership Support Officer on 01 6618334 or [catherine@icsh.ie](mailto:catherine@icsh.ie).

## Section 1: Contact Details

Please fill in all contact details as completely as possible. This could be important if the ICSH needs to clarify any information about your return.

It is also important to clearly mark which time period the information relates to, i.e., is it for a single quarter, 2 quarters (6 month return), 3 quarters (9 month return) or a full year return.

HAPM information is collected on a quarterly basis, but the information is reported cumulatively. Therefore, if a member wishes to make their first return of the year in Quarter 2, for example, they should provide information on the first 6 months of the year. Otherwise their information cannot be reported.

Each HAPM form will give members this option, so even if a member misses one quarter, there is always the option to bring them fully up to date each quarter.

## Section 2: Size of Housing Stock

Housing associations have acquired built or purchased their housing stock using funding schemes from the Department of the Environment, Heritage and Local Government, donated units, the Rental Accommodation Scheme, leasing schemes and other means. This section of the HAPM form attempts to build up as accurate a picture as possible of the size of the voluntary housing stock in Ireland and how it has been funded.

For each of these questions, you should count the number of housing units that are funded through each scheme.

**Capital Assistance Scheme (CAS):** This should be the number of housing units owned by your housing association that were originally built or acquired under the Capital Assistance Scheme.

**Capital Loan and Subsidy Scheme (CLSS):** This should be the number of housing units owned by your housing association originally built or acquired under the Capital Loan and Subsidy Scheme.

**Other (owned):** This should be the number of housing units owned by your housing association that were not built or acquired through the CAS or CLSS schemes, for example units that were donated. Do not include units that are owned by another organization but managed by your housing association here.

**Social Housing Leasing:** This should be the number of housing units that are owned by a third party, but managed by your housing association under a social housing leasing initiative.

**Rental Accommodation Scheme (RAS):** This should be the number of housing units that are owned by a private landlord or local authority but are managed by your housing association under a Rental Accommodation Scheme agreement. Many tenants of CAS funded properties are in receipt of Rental Accommodation Scheme rent assistance payments. These units should not be included here as they should already be counted as part of the CAS question. This question only relates to units that are managed under RAS agreements.

**Other (managed):** This should be all other social housing units that are owned by a third party (local authority, private landlord, other housing association, private developer, etc.) that are managed by your housing association under an agreement that is not a social leasing agreement and is not under the Rental Accommodation Scheme.

## Section 3: Rents

This section looks for the average, maximum and minimum weekly rents for five different types of housing: CAS funded, CLSS funded, Social Leasing Scheme units, Rental Accommodation Scheme units and other units of accommodation that are managed by your housing association under schemes other than Social Leasing and RAS.

In each section, you are asked for the average weekly rent, the maximum weekly rent and the minimum weekly rent.

To calculate the average weekly rent for, e.g., your CLSS funded units you should divide your total weekly rent by the number of units as in the following example.

Unit	Weekly Rent
1 ABC Street	€68.50
2 ABC Street	€93.70
3 ABC Street	€124.00
4 ABC Street	€86.50
18 XYZ Street	€22.90
19 XYZ Street	€54.40

<b>Total Weekly Rent</b>	€450
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$$\begin{aligned} \text{Total weekly rent} / \text{Total number of units} &= \text{Average weekly rent} \\ €450 / 6 \text{ units} &= €75 \end{aligned}$$

In this case, the average CLSS rent is €75 per week. The maximum weekly rent is €124 and the minimum weekly rent is €22.90.

The same system applies to Questions 1-6 in this section.

Question 5 of this section asks for rent information for Rental Accommodation Scheme units. This question should only be completed if your housing association manages units owned by a third party under a RAS agreement. If your housing association has tenants in CAS funded units that are in receipt of RAS payments, you should not fill this information in here; it should be completed in Question 1 of this section which asks for information on CAS rents.

If your housing association has completed a rent review during the HAPM period and there have been significant changes in the total weekly rent, the best way to complete this section would be to take an average over the whole quarter, such as in the following example.

A HAPM quarter is 13 weeks in total and in this example, the total weekly rent for your housing association's 6 units of CLSS accommodation is €450. In week 8 of the period a rent review takes place and from week 9 to week 13, the total weekly rent has decreased to €410. The average weekly rent should be calculated as follows:

<b>Period</b>	<b>Total weekly rent</b>	<b>Total rent received in period</b>
Week 1-8	€450	€450 x 8 weeks = €3,600
Week 9-13	€410	€410 x 5 weeks = €2,050
Total		€5,650

The total rent for the period was €5,650. To get the average weekly rent, this figure should be divided by the number of weeks in the period and the number of units of housing:

$$€5,650 / 13 / 6 = €72.40$$

In this case, with a rent review changing the overall rents significantly during the quarter, the average weekly rent for a CLSS unit is €72.40.

## Section 4: Service Charges: Utilities

This section looks for information on charges that tenants pay from their own disposable income which are additional to their rent payments and are used to pay for utility services. These services would include communal heating and lighting, refuse collection, communal cleaning, charges for group water schemes or security services.

You should not include any charges which cover support services as these are looked at in a separate section.

This section asks for the total number of units that have a utility service charge under each funding scheme: total number of CAS, CLSS, Social Leasing, RAS and other units that have a utility service charge.

The average, maximum and minimum service charge for each type of unit is also requested. In some cases, especially if there is only one scheme with utility service charges, all service charges may be the same. However, if you have units in more than one scheme, the service charges incurred can vary depending on the features of the scheme.

To calculate the average utility service charge, you should add up all weekly utility service charges and divide by the number of units that have a service charge incurred. Do not include units that have no service charge.

Unit	Weekly Utility Service Charge
1 ABC Street	€5
2 ABC Street	€5
42 DEF Street	€0
43 DEF Street	€0
18 XYZ Street	€8
19 XYZ Street	€8
<b>Total Weekly Utility Service Charges</b>	<b>€26</b>

Total weekly utility service charges / Total number of units with a utility service charge =  
Average weekly utility service charge

$$€26 / 4 \text{ units} = €6.50$$

In this case, the average weekly utility service charge is €6.50. The maximum weekly utility service charge is €8 and the minimum weekly utility service charge is €5. The units that have no utility service charges are completely disregarded in this section.

## Section 5: Service Charges: Support Services

This section looks for information on charges that tenants pay from their own disposable income which are additional to their rent payments and are used to pay for support services. These services could include services such as chiropody, occupational therapy, 24 hour telecare services.

You should not include any nursing related care costs or costs that are already paid for by another funding agency, e.g., the HSE.

Like the previous section, here you are again asked for the total number of units that have a support service charge under each funding scheme: total number of CAS, CLSS, Social Leasing, RAS and other units that have a support service charge.

The average, maximum and minimum support service charge for each type of unit is also requested. The same procedure applies in calculating these figures as for the utility service charges. You should only report figures for units that have a support service charge. In some cases, especially if there is only one scheme with support service charges, all service charges may be the same. However, if you have units in more than one scheme, the service charges incurred can vary depending on the features of the scheme.

To calculate the average support service charge, you should add up all weekly support service charges and divide by the number of units that have a service charge incurred. Do not include units that have no service charge.

Unit	Weekly Support Service Charge
1 ABC Street	€0
2 ABC Street	€0
42 DEF Street	€3
43 DEF Street	€3
18 XYZ Street	€15
19 XYZ Street	€15
<b>Total Weekly Support Service Charges</b>	<b>€36</b>

Total weekly support service charges / Total number of units with a support service charge =  
Average weekly support service charge

$$€36 / 4 \text{ units} = €9$$

In this case, the average weekly support service charge is €9. The maximum weekly support service charge is €15 and the minimum weekly support service charge is €3. The units that have no support service charges are completely disregarded in this section.

## Section 6: Rent Collected

This section asks for information on your housing association's rent receivable and rent collected.

The total amount of rent receivable in the period will be the total amount of rent charged, regardless of how much rent was actually collected, for all units of accommodation for the number of weeks of the HAPM period. A HAPM quarter is 13 weeks so if you are responding on a quarterly basis, you would multiply your total weekly rent by 13; if you are completing a 6 month return, you would multiply the figure by 26; if it is a 9 month period, it should be multiplied by 39 and for a full year return, it would be multiplied by 52.

The total amount of rent collected in the period will be the actual amount of rent received in the period, regardless of whether this was over or under what you should have received.

Finally in this section, you are asked for the percentage of rent collected in the period against total rent receivable. This is calculated as follows:

$\text{Total rent collected} / \text{Total rent receivable} \times 100$

The following example illustrates these points, assuming that the return is for a 13 week HAPM quarter.

Unit	Weekly Rent Charged	Total Rent Charged in 13 Week Period = Rent Receivable for Unit	Total Rent Collected in 13 Week Period = Rent Collected for Unit
1 ABC Street	€68	€884	€884
2 ABC Street	€44	€572	€550
42 DEF Street	€29	€377	€390
43 DEF Street	€34	€442	€442
18 XYZ Street	€88	€1,144	€1,144
19 XYZ Street	€55	€715	€700
<b>Totals</b>		<b>€4,134</b>	<b>€4,110</b>

In this case, the housing association's total rent receivable is €4,134. The total rent collected is €4,110.

$4,110 / 4,134 \times 100 = 99.4\%$  rent collected as a percentage of rent receivable.

## Section 7: Rent and Service Charge Arrears

This section asks for information on the level of rent and service charge arrears owed to the housing association for all units of accommodation.

The first question in this section asks for the total amount of outstanding arrears from current tenants. The level of arrears reported should be ALL arrears owing to the housing association from current tenants, not just those accrued in the HAPM period in question. It should also include all service charge arrears accrued by current tenants.

If we take the same example from the last section, we have the following figures:

Unit	Weekly Rent Charged	Total Rent Charged in 13 Week Period = Total Rent Receivable	Total Rent Collected in 13 Week Period = Total Rent Collected
1 ABC Street	€68	€884	€884
2 ABC Street	€44	€572	€550
42 DEF Street	€29	€377	€390
43 DEF Street	€34	€442	€442
18 XYZ Street	€88	€1,144	€1,144
19 XYZ Street	€55	€715	€700
<b>Totals</b>		<b>€4,134</b>	<b>€4,110</b>

Although there is a difference of only €24 between the total rent receivable and the total rent collected, the rent arrears accrued in this period are actually slightly higher. There are two households that are in arrears and one household that has overpaid, potentially masking the true level of arrears incurred in the period.

Two households are in arrears - 2 ABC Street with €22 of arrears and 19 XYZ Street with €15 of arrears. The fact that 42 DEF Street overpaid by €13 should not affect the arrears figure. In this case, €37 of rent arrears was accrued in this period.

If for this example, we assume that there are historical arrears of €150, this figure is added to the €37 rent arrears accrued in this period, giving a total arrears figure of €187. In practice, the arrears figure will be the balance on each tenant in arrears' rent account.

The second question in this section asks for the amount of rent and service charge arrears from former tenants that are still being pursued by the housing association. Do not include arrears that have been written off in the period as that will be asked for in a subsequent question.



In calculating the next question, the percentage of total rent arrears against total annualized rent and service charges receivable, it is important that the rent receivable figure that is provided in Section 6 is annualized. If your rent receivable figure is for a quarter, the figure should be multiplied by 4; if you are giving a 6 month return, the figure should be multiplied by 2 and if you are providing a 9 month return, the figure should be divided by 3 and then multiplied by 4.

To find the percentage, your total rent and service charge arrears should be divided by the total annualized rent receivable and then multiplied by 100. In this case, and using the service charge figures from Sections 4 and 5, the figures would be as follows:

- Total utility service charges receiveable per week x 52 = Total Annualised utility service charges receivable =  
 $€26 \times 52 = €1,352$
- Total support service charges receiveable per week x 52 = Total Annualised support service charges receivable =  
 $€36 \times 52 = €1,872$
- Total Annualised utility service charges receivable + Total Annualised support service charges receivable = Total Annualised service charges receivable =  
 $€1,352 + €1,872 = €3,224$
- Quarterly Rent Receivable x 4 = Total Annualised Rent Receivable =  
 $€4,134 \times 4 = €16,536$
- Total Annualised rent and service charges receivable =  $€3,224 + €16,536 = €19,760$
- Total Arrears / Total Annualised Rent and Service Charges Receivable =  
 $€187 / €19,760 \times 100 = 0.94\%$

The final question in this section asks for the amount of rent and service charge arrears written off in the period. This is the total amount of arrears written off in the HAPM period as unrecoverable from previous tenants.

## Section 8: Allocations (Re Lets)

This section collects information on the allocation of existing units of accommodation.

The first question asks for the number of properties re-let in the period. This should include units are being re-let after a previous tenant has left. Units that are being let for the first time should not be included here.

The second question in this section asks for the average time taken in weeks to re-let the unit. In answering this question, you should state the total re-let time, including time spent on repairs and refurbishment, time spent waiting on nominations for the unit, time spent interviewing the tenant and waiting for a Garda check. It should be the entire time the unit is vacant from the termination of the previous tenancy to the beginning of the new tenancy.

In this section, only the properties that were re-allocated should be considered. Empty units that remained un-let at the end of the HAPM period should not be counted, as these void units are looked at in detail in Section 10.

To calculate the re-lets as a percentage of the total housing stock, the following formula applies:

$$\text{Number of re-lets} / \text{Total housing stock including re-let units} \times 100$$

For example:

$$1 \text{ re-let} / 6 \text{ units of housing stock} \times 100 = 1 / 6 \times 100 = 16.6\%$$

The final four questions ask from where the tenancies originated – from nominations from the local authority, from the option some CAS funded schemes have of allocating 25% of units to people not on the local authority list, from the Safe Home Programme which houses returning Irish emigrants or to existing tenants of your housing association transferring to a different unit.

## Section 9: Allocations (First Lets)

This section collects data on the allocation of new units of accommodation.

The first question asks for the number of properties let for the first time in the period. This should only include units that are being let by your housing association for the first time.

The second question in this section asks for the first lets as a percentage of the total housing stock. The same formula applies as in the previous section.

$$\text{Number of first lets} / \text{Total housing stock including first let units} \times 100$$

For example:

$$5 \text{ new lettings} / 80 \text{ units of housing stock} \times 100 = 5 / 80 \times 100 = 6.25\%$$

The last four questions here are the same as in Section 8 in that they ask where the tenancies originated – local authority nomination, CAS 25% option, the Safe Home Programme which houses returning Irish emigrants or to existing tenants of your housing association transferring to a new unit.

## Section 10: Voids

This section is related to the previous section about re-lets, however it is specifically about voids. It is likely that each organisation has a slightly different definition of voids. For HAPM, a void unit is defined as a property which is available for letting but has not yet been let. The void period is the entire period of time when a unit is vacant including time spent on repairs and refurbishment, time spent waiting on nominations for the unit, time spent interviewing the tenant and waiting for a Garda check. It should be the entire time the unit is vacant from the termination of the previous tenancy to the beginning of the new tenancy. It differs from the number of re-lets and re-let time in that not all void properties will be re-let in the HAPM period.

In this section do not include units which are unavailable for letting for a significant period of time due to major modernization/upgrading works or as a result of fire damage. Units that have been decanted should not be included here either.

The first question asks for the total number of void units in the period. In your answer, you should include all units that were void at any point in the period, even if they have been allocated and re-let by the time the HAPM period ended.

The second question asks for the number of new void units that arose in the period. In reporting HAPM information, it is essential that a single void unit that is void across two HAPM periods is not reported as two void units. In this answer, only include units that became void in the period in question and do not count any that are carried over from previous periods.

The next question asks for the average length in weeks of a void. To calculate this, add up the total number of weeks that your units have been void and divide by the number of units, such as in the following example.

Unit	Length of time void
1 ABC Street	8 weeks
2 ABC Street	9 weeks
42 DEF Street	16 weeks
43 DEF Street	5 weeks
18 XYZ Street	2 weeks
19 XYZ Street	14 weeks
<b>Total void weeks</b>	<b>54 weeks</b>

Average length of voids = Total void weeks / number of void units =

54 weeks / 6 units = 9 weeks

Average length of voids = 9 weeks

The next question here asks for the main reasons for the voids. This is very valuable qualitative information and in completing this section, it is most useful to state the reasons why voids have persisted, e.g., delays in receiving nominations from the local authority, as opposed to reporting why the vacancies arose in the first instance, e.g., tenant moved to nursing home.

In calculating the number of voids as a percentage of the total housing stock, the following formula should be used:

$$\text{Total housing stock} / \text{total number of voids in period} \times 100 = \text{voids as a percentage of total housing stock}$$

The final question in Section 10 asks for the total amount of rental income lost due to voids in the period. This will always be estimation as it is not known what the rent collected will be for the unit in the next tenancy. The easiest way to calculate this is to use the average rent for the type of unit in question as in the following example.

Unit	Type of Unit	Average Rent	Length of Time Void	Total Lost Rent
1 ABC Street	CAS	€63	8 weeks	€504
2 ABC Street	CAS	€63	9 weeks	€567
42 DEF Street	CLSS	€47	16 weeks	€752
43 DEF Street	CLSS	€47	5 weeks	€235
18 XYZ Street	CAS	€63	2 weeks	€126
19 XYZ Street	CAS	€63	14 weeks	€882
<b>Total Lost Rent</b>				<b>€3,066</b>

In this example therefore, the total amount of rental income lost due to voids in the period was €3,066.

## Section 11: Repairs and Maintenance

This section looks at the number of repair requests received and completed within target timescales. It is likely that housing associations have slightly different categorisations of what constitutes an emergency, urgent and routine repair and what the timescale for completing each of these.

For HAPM, they are defined as follows:

**Emergency repairs** are those that are potentially dangerous to tenants or other people, for example, serious electrical faults or burst pipes causing flooding. The timescale for completing these is 24 hours.

**Urgent repairs** are those that are potentially damaging to the structure of the unit if left unrepaired or would cause significant inconvenience to tenants, for example, leaking pipes, faulty windows or door locks, no hot water, etc. The target timescale for completing such repairs is 5-7 days.

**Routine repairs** are those that will not cause harm to persons or damage to property, for example, easing of doors and windows, clearing blocked guttering, faulty internal door handles, etc. The timescale for completing these is 28-30 days.

For each of these categories, the HAPM form asks how many repair requests for each type of repair was received and how many of these were completed in the target timescale. The completion rate should be based on from when the repair request was received, eg, if a window was faulty for 7 days before it was reported and the repair was completed 5 days after the repair request was received, it was completed on time.

Finally, the percentage of repairs completed on target is asked for. The method of calculating this is as follows:

$$\text{Number of repairs completed on time} / \text{Number of repair requests received} \times 100 = \text{Percentage of repairs completed on time.}$$

## Section 12: Cost of Repairs and Maintenance

The first question in this section asks for the total amount spent on all response repairs in the HAPM period. This is the total spend on emergency, urgent and routine repairs in the period. Please ensure that your total spend on all response repairs is included here and is not calculated as an average. In this way, we will be able to report on the average cost of a repair and the average cost per unit from the information on the numbers of repairs carried out from Section 11.

This section also looks at more long term maintenance and the second section looks at cyclical maintenance. Cyclical maintenance is seasonal scheduled maintenance. It does not include any work carried out in response to requests from tenants, rather it would be scheduled in advance as part of your overall housing management and maintenance programme. Cyclical maintenance could include external painting of houses, servicing of equipment and cleaning of gutters. The first question here asks for the total spend on cyclical maintenance in the period followed by a question on the total number of units affected by cyclical maintenance in the period. Again, by asking for the total spend, rather than an average per unit, we will be able to report more accurately on average management and maintenance costs.

The third section here looks at planned maintenance, which would be work that would be planned in advance and carried out quite rarely, for example, replacing windows, upgrading insulation, replacing roofing. The same questions are asked here as with cyclical maintenance in asking the total spend in the period on planned maintenance and the total number of units affected.

The final question here asks for the amount of rental income set aside each period for a sinking fund. To express this as a percentage, the following formula is used:

$$\text{Amount set aside for sinking fund} / \text{Total rental income receivable in the period} \times 100 = \text{Percentage of rental income set aside for a sinking fund.}$$

## Section 13: Landlord Tenant Relations

This final section of the HAPM form looks at some of the measurable ways in which your housing association interacts with tenants by looking at notices to quit and complaints.

In looking at notices to quit (NTQs) the HAPM form asks how many NTQs were served in the HAPM period, as well as how many were enforced through court proceedings and how many resulted in evictions as a result of court proceedings. In stating how many resulted in evictions, do not include instances where the issuing of a notice to quit resulted in the tenant leaving voluntarily and without court proceedings. The reasons for NTQs being issued is also asked for.

Two new questions ask about NTQs issued that did not result in court proceedings – the number of such instances and the reasons why they were not enforced are asked for.

The final question in this section is also new and asks for the average length of time between a NTQ being issued and eviction taking place. This question only applies to NTQs that resulted in court action and not for those that resulted in a tenant leaving voluntarily.

The next section looks at complaints and asks how many formal complaints were dealt with by your housing association. You should only include formal complaints received as per your own organisation's definition of a formal complaint. For example, if your complaints policy states that all complaints must be issued in writing on a standard form, only include these in your HAPM return and do not include, for example, an instance of a tenant making a complaint by telephone.

The first question asks for the number of formal complaints received in the period. The next question asks for the number of complaints on-going in the period. This would refer to all complaints that were actively investigated during the HAPM period and should include complaints in which the investigation began during the HAPM period and those that began in a previous period but were still being investigated during the current period. This third question here asks for the number of complaints that were resolved in the HAPM period which is all complaints that had their investigation concluded in the period.

The final question in this section and in the entire form asks if your housing association has a complaints policy and is a simple yes or no answer. The Irish Council for Social Housing has a sample complaints policy template along with other policy templates on a range of housing management issues that are available to affiliated members.

At the end of the form there is a section for the chairperson of the housing association to sign and date which confirms that the information given in the form is true and accurate. This section is vital for the verification of HAPM information.

## Additional Queries:

The HAPM information provided by ICSH members is vital in demonstrating the high levels of housing management within the voluntary housing sector. If you have any queries in relation to this guidance note or if you have a query in relation to the HAPM form that is not dealt with here, please contact Catherine McGillicuddy, Membership Support Officer on 01 6618334 or [catherine@icsh.ie](mailto:catherine@icsh.ie).



Irish Council  
for Social Housing



HOUSING ASSOCIATION PERFORMANCE MANAGEMENT