Area	Indicator	Y/e 2018 Actual	P9/Q3 Actual	Target 2019/2020
People	Headcount (FTE)	80.4	54	59*
Debt	Percentage collected of rent due	101.23%	102.49%	100%
	Gross rent arrears as a percentage of rent due for the reporting year (current tenants)	5.67%	5.37%	3.9%
Tenancy	Percentage of rent lost due to property being empty during the last year (excluding garages)	0.42%	0.37%	0.65%
	Average length of time taken to re-let properties in the last year	23	24	23
	Percentage of antisocial behaviour cases reported last year which were resolved within locally agreed targets	84.7%	88.1%	95%
	Vacant Stock (Available)	42	28	25
Complaints Housing Manageme nt	Number of complaints/1,000 properties	54	7	15
	Stage 1 Complaints escalating to Stage 2 %	11.80%	12.80%	10%
	Percentage all 1st stage complaints responded to in full within SPSO timescales	75.3%	93.04%	100%
	Percentage all 2nd stage complaints responded to in full within SPSO timescales	85.3%	92.54%	95%
	The percentage of all complaints responded to in full within SPSO timescales	76.8%	92.9%	95%
Customer Satisfaction	Percentage of tenants satisfied with the overall service provided by landlord	83.7%	74.7%	93%
	Percentage of tenants who feel their landlord is good at keeping them informed about services and decisions	88.8%	TBA	92%
	Percentage of tenants who feel the rent for their property represents good value for money	80.2%	TBA	85%
	Percentage of tenants satisfied with management of neighbourhood	84.4%	TBA	90%
	Percentage of tenants satisfied with opportunities to participate in the landlords decision-making process	80.5%	TBA	90%
	Percentage of tenants satisfied with the standard of their home when moving in	84.7%	TBA	95%
	Percentage tenants satisfied with the quality of their home	82.1%	TBA	90%
	Percentage of tenants who have had repairs and maintenance carried out in the last 12 months satisfied with the service	78.9%	88%	95%
Repairs and Maintenanc e	Average length of time taken to complete emergency repairs (hours)	6.77	8.4	6
	Average length of time taken to complete non-emergency repairs (days)	8.3	8.2	6
	Percentage of reactive repairs completed right first time	77.64%	90.84%	95%
	Percentage of reactive repair appointments kept	89.82%	90.33%	95%
	Percentage of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date	98.72%	98.61%	100%
Finance	Management cost per property per annum	£406	£281	£270
	Operating Margin	81.6%	87.0%	86.3%

^{*}Housing operations only