

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



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 40,000 **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 <u>Regulatory Framework</u> available on our <u>website</u>.

The Scottish Social Housing Charter

The Scottish Government's <u>Social Housing Charter</u> sets out the standards and outcomes which social landlords should aim to achieve. We monitor, assess and report landlords' performance against the Charter, through our regulatory assessments, published analysis and thematic work.

Our National Reports

Our National Reports provide an analysis of the information reported to us by Scottish social landlords on their performance in achieving the standards and outcomes in the Scottish Social Housing Charter.

In this report we outline our analysis of landlords' Annual Return on the Charter (ARC) for 2015/16. It covers the same areas as our landlord reports and is published alongside them on 31 August. We comment on:

- » landlords' progress towards achieving the Charter standards and outcomes;
- » the service areas most closely associated with overall tenant satisfaction; and
- » the extent to which landlords have improved the services they provide to tenants and other service users.

We use the findings from our analysis to inform our regulatory activity and engagement and in our annual risk assessment of RSLs and local authorities.

Over the coming months we will publish more analyses focusing on particular aspects of performance. We will also publish more findings from our work with our National Panel of Tenants and Service Users. You can read our previous National Reports and all of our publications on our website www.scottishhousingregulator.gov.uk.

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Key results

The general picture is one of strong performance and continued improvement over the first three years of the Charter.

Tenants satisfied



with the homes & services their landlord provides

Performance improved in

Charter standards & outcomes



Tenants

value for

money

satisfied their

rent is good

Services that matter most to tenants

Emergency repairs response time



Down to

Hours



Tenants satisfied with the quality of their home



Up to



Up to



Tenants satisfied with their landlord's neighbourhood management

Up to



1st stage complaints responded to within timescales



Up to



Average weekly rent

Up to

Anti-social behaviour responded to within timescales

Up to



Average planned rent increases

2016-17

Down to



Note: The Charter indicators above give the overall National average

Progress on the Charter

Most landlords continue to perform well across almost all Charter outcomes

This broad improvement across Charter outcomes, while modest, is particularly positive given the strong performance reported for 2013/14 and 2014/15.

Average performance for landlords has improved for those service areas that are most important to tenants.

We will publish further analysis later this year looking more closely at landlords and service areas where average performance could be improved.

Charter Outcomes	Progress
Equalities	1
Communication	1
Participation	1
Quality of housing	1
Repairs, maintenance & improvement	1
Estate management, anti-social behavi- neighbour nuisance & tenancy dispute	
Housing options and access to housing	g 👚
Tenancy sustainment	_
Homeless people	1
Value for money	1
Rents and service charges	1
Gypsy / Travellers	

Services that matter most to tenants



Homes and rents

In 2015/16 Scottish social landlords provided 584,715 homes available to rent. This is down by 96 from last year but up by 2,372 over the last three years.

Last year social landlords held a further 9,866 homes that were not available to rent, including houses that are awaiting demolition or being used as a decant.

584,715 homes available to rent

LA RSL 1,115 more

£ Average weekly rents

The average weekly rent for Scottish social landlords was just under £73 in 2015/16, up 2.8% on the previous year. Average local authority rents are £14 lower than average RSL rents. This gap has increased from £11 in the previous year.

Landlords' average planned rent increases have decreased from 3.5% in 2013//14 to 1.9% in 2015/16.

Average planned rent increases

2013/14	2014/15	2015/16
3.5%	2 70/	
0.0 /0	2.1 70	1.9%

Size of home	Number of tenant homes	RSL average	LA average	RSL & LA average	Minimum	Maximum ¹
1 apartment	10,664 (1.8%)	£63.76	£56.86	£65.97	£31.49	£89.65
2 apartment	160,552 (27.5%)	£72.78	£62.08	£70.47	£44.53	£121.04
3 apartment	265,767 (45.5%)	£78.76	£67.55	£71.65	£52.38	£126.75
4 apartment	130,599 (22.3%)	£84.81	£73.52	£77.67	£57.89	£109.74
5 apartment	17,133 (2.9%)	£94.94	£79.92	£86.02	£59.34	£119.46
Total/average	584,715	£81.14	£67.57	£72.99	-	-

The maximum rent values were calculated using a set of criteria designed to be more representative of the average maximum rent value for general or mixed provision housing. We excluded 14 landlords on the basis that they had 60%+ supported clients or care/support staff.



Overall tenant satisfaction remains high at 89%

110 landlords collected new satisfaction survey data from tenants this year.

Of those, almost half of RSL landlords have made a marked improvement in contrast to just over a quarter local authority landlords.

Average satisfaction levels for RSL tenants have improved slightly this year while local authority average tenant satisfaction has stayed the same.

Average tenant satisfaction is:

up in

43%

of landlords

down in
26%

of landlords

Overall tenant satisfaction

All landlords	89%
LA	RSL
83%	91%

This year, our analysis shows stronger links than before between tenant satisfaction and rent being good value for money



Charter indicators most closely linked with tenant satisfaction in order.



Tenants satisfied with their neighbourhood management

Tenants satisfied with opportunities to participate

The average time taken (days) for non-emergency repairs

Tenants satisfied with repairs and maintenance in the last 12 months

Existing tenants satisfied with the quality of their home

Tenants feel that their rent represents good value for money NEW



Repairs and maintenance

Overall landlord performance in repairs and maintenance is improving steadily

Landlords are responding faster on average to emergency repairs and have maintained their average response times to nonemergency repairs.

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

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.

Average response times to emergency repairs

2013/14 2014/15 2015/16

6.9 5.8 hours

5.1 hours

Emergency repairs completed right first time

2015/16

91%

Our National Panel of Tenants and Service Users tells us...

Landlord repairs and maintenance services have a major impact on tenants' quality of life.

Almost half of Panel survey respondents saw an improvement in their landlord's response to emergency repairs in the last two years.

Tenants also told us that good communications with their landlord were a key part of being satisfied with their repairs response.



Quality of homes and services

Existing tenants' satisfaction with the quality of their homes is improving – up to 86% this year

Average satisfaction with the quality of homes has remained high for RSL tenants at 86% and has improved for local authority tenants from 81% to 84% over the last two years.

Average tenant satisfaction with rent being good value for money has also improved over the last two years from 77% to 79%.

Local authorities have improved most from a baseline average of 74%. They are now equal to RSL average satisfaction levels at 79%.

Properties abandoned

2013/14	2014/15	2015/16
4,450	4,000	3,800

Percentage of homes that meet the Scottish Housing Quality Standard

93%

2015/16

Our National Panel of Tenants and Service Users tells us ...

Quality of their homes is key to feeling that their rent is good value for money.

Affordability, rent increases and value for money are more important to being 'a satisfied customer' than before.

Four in five Panel survey respondents were concerned about the future affordability of their rent.

Energy Efficiency Standard for Scottish Social Housing (EESH)

Landlords have until 2020 to meet the first milestone for the Energy Efficiency Standard in Social Housing. Landlords have reported to us that 68.6% (407,174) of houses in the scope of EESSH already meet this standard.

Energy Efficiency Standard for Social Housing (EESSH)											
	RSLs	LAs		All landlords							
Indicator	Average 15/16	Average 15/16	Average 15/16	Min 15/16	Max 15/16						
% of stock meeting the Energy Efficiency Standard for Social Housing (EESSH).	72.6%	65.2%	68.6%	0.0%	100.0%						
Energy Efficiency Standard for Social Housing (EESSH) – Anticipated exemptions as at 31 March 2020. ¹	6,475	7,317	13,792								
% of properties with a valid EPC.	61.8%	34.4%	47.2%	0.0%	100.0%						



Communication & participation

Landlords' performance in engaging tenants continues to improve

Average levels of tenant satisfaction with being kept informed by their landlord and having opportunities to participate in their landlords' decision-making have both increased this year.

Tenant satisfaction with being kept informed has improved steadily since 2013/14 and is now over 90% on average.

For satisfaction with opportunities to participate, local authorities have improved most with RSLs maintaining their higher average performance.

Tenants satisfied with opportunities to participate

LA 2013/14	2015/16
63%	71%
RSL 2013/14	2015/16
81%	83%

Our National Panel of Tenants and Service Users tells us ...

Most tenants continue to feel well informed about their landlord's performance.

Good quality performance information from their landlord helps tenants to better understand how their rent is used and to decide whether services are good value for money.

Other landlord services

Mixed picture on satisfaction with other landlord services

The Charter also covers performance on other landlord services, including factoring, management of sites for Gypsy/Travellers and services for those who are homeless or at risk of becoming homeless.

There is a more mixed picture of user satisfaction with these services this year.

Of those households homeless in the last 12 months, average satisfaction with temporary or emergency accommodation has increased to 87% from 85% last year.

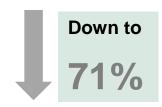
Satisfaction amongst Gypsy/Travellers returned to the baseline level of 71% after improving last year (to 79%).

Owners' average satisfaction with factoring services has risen from 63% to 65% since last year. There remains considerable scope for improvement in performance across landlords offering factoring services.

Average satisfaction with temporary or emergency accommodation



Average satisfaction amongst Gypsy/Travellers



Average satisfaction with factoring services



Want to know more?

We will publish further reports with more detail throughout the year. These will link our Charter analysis to findings from our National Panel and Thematic Inquiries.

You can see the landlord reports and comparison tool on our <u>website</u> www.scottishhousingregulator.gov.uk. For more analysis, a full csv dataset is also available as Open Data (3* format).

Annex 1

Charter Indicators and Data by Standard/Outcome

A full list of indicators with all Scottish averages, and by landlord, is available at http://www.scottishhousingregulator.gov.uk/publications/charter-data-all-social-landlords.

Some indicators appear more than once as they apply to multiple standards and outcomes.



average has increased since last year



average has decreased since last year



average is unchanged

These arrows are allocated to each indicator once we apply our thresholds for substantial change. Green and red colours denote whether the change is an improvement or a deterioration in performance. All rightward pointing arrows are in orange. We only use arrows for those indicators that are demonstrably indicators of performance.

Table 1: Total satisfaction – All outcomes												
	RS	Ls	L	As	All landlords ¹							
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16		
% of tenants satisfied with the overall service provided by their landlord.	88.9%	90%	83.1%	83.1%	87.9%	88.1%	89%	71.7%	100%	\Rightarrow		

¹ This is RSLs and LAs combined.

Table 2: Equalities - Charter ou	itcome 1 ²									
	RSLs LAs All landlor						ords	ds		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of tenants satisfied with the overall service provided by their landlord.	88.9%	90%%	83.1%	83.05%	87.9%	88.1%	89%	71.7%	100%	\Rightarrow
% of tenants who feel their landlord is good at keeping them informed about their services and decisions.	90.8%	92.2%	80.4%	81.23%	88.9%	89.3%	90.6%	63%	100%	Î
% of 1st and 2nd stage complaints, including those related to equalities issues, responded to in full in the last year, that were resolved by the landlord and also the % upheld. 1st in full 1st upheld 2nd in full 5 2nd upheld	97.7% 60.4% 92.5% 50.4%	98.1% 58.2% 95% 50.5%	98.1% 51.4% 92.8% 39.8%	98.2% 49% 96.2% 44.3%	98.1% 56% 95.6% 44.9%	97.8% 57.3% 92.6% 45.7%	98.2% 54.7% 95.4% 48.2%	66.7% 0% 66.7% 0%	100% 100% 100% 100%	⇒

² The ARC submissions have allowed us – for the first time – to monitor a wide range of equalities data including the ethnic origins and disability details of service users, staff and RSL governing body members. You can find this information at https://www.scottishhousingregulator.gov.uk/find-and-compare-landlords. You can also find our analysis of the 2014/15 equalities data at https://www.scottishhousingregulator.gov.uk/news/regulator%E2%80%99s-thematic-inquiry-highlights-importance-good-quality-equalities-information

A landlord has met the service user's expectations or provided a full explanation at the point of frontline solution.

The landlord considers the case put to them and decides in favour of the complainant.

After an investigation a landlord has met the service user's expectations or provided a full explanation.

Table 2: Equalities – Charter ou	tcome 1 ⁶ C	Continued								
-	RSLs LAs		As	All landlords						
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of 1st and 2nd stage complaints responded to in full in the last year, within the Scottish Public Services Ombudsman (SPSO) Model Complaint Handling Procedure (CHP) timescales. SPSO 1 ^{st 7}	81.9%	87.6%	81.5%	82.6%	81%	81.8%	87.3%	0%	100%	Î
SPSO 2 ^{nd 8}	76.1%	79%	72.6%	76.6%	76.7%	74.6%	81.8%	0%	100%	
Number of lets during the reporting year, split between 'general needs' and 'supported housing'. General Supported	-	-	-	-	51,127 6,430	46,662 7,436	45,832 8,177	0	3,493 843	-
The number of lets during the reporting year by source of let. (Totals not averages) Tenants Applicants Mutual Exchanges Other source Statutorily Homeless Section 5 referrals Homeless Other Other Nominations	-	-	-	-	12,452 25,891 N/A 1,868 10,630 4,039 1,437 1,327 1,234	10,165 24,251 3,759 1,676 10,394 3,861 1,437 1,393 92	10,185 25,126 3,911 1,156 9,911 3,483 1,621 1,509 1,018	0 0 0 0 26 0 0	1,095 1,635 253 97 994 849 843 187	-

⁶ The ARC submissions have allowed us – for the first time – to monitor a wide range of equalities data including the ethnic origins and disability details of service users, staff and RSL governing body members. You can find this information at https://www.scottishhousingregulator.gov.uk/find-and-compare-landlords. You can also find our analysis of the 2014/15 equalities data at https://www.scottishhousingregulator.gov.uk/news/regulator%E2%80%99s-thematic-inquiry-highlights-importance-good-quality-equalities-information

Within 5 working days.
 Within 20 working days.

Table 2: Equalities – Charter ou	tcome 1 ⁹ C	Continued								
·	RS	RSLs LAs			All landlords					
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
Types of tenancies granted for lets during the reporting year. (Totals not averages) Occupancy Agreements SSSTs SSTs	-	-	-	-	1,146 755 56,317	951 604 52,546	1,202 587 52,219	0 0 0	843 59 3,591	-
Housing lists. (Totals not averages) New applicants added to housing list(s) Applicants on housing list(s) at year end Suspensions from housing list(s) year end Applications cancelled from housing list(s) Section 5 referrals received	-	-	-	-	536,408 1,331,009 38,499 405,772 11,388	573,396 1,412,676 30,782 414,115 18,159	603,126 1,338,035 32,993 465,552 18,668	0 0 0 0 0 0	28,730 73,201 1,629 20,963 2,546	-

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⁹ The ARC submissions have allowed us – for the first time – to monitor a wide range of equalities data including the ethnic origins and disability details of service users, staff and RSL governing body members. You can find this information at https://www.scottishhousingregulator.gov.uk/find-and-compare-landlords. You can also find our analysis of the 2014/15 equalities data at https://www.scottishhousingregulator.gov.uk/news/regulator/62/880/99s-thematic-inquiry-highlights-importance-good-quality-equalities-information

	RS	Ls	L	As			All land	ords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of tenants who feel their landlord is good at keeping them informed about their services and decisions.	90.8%	92.2%	80.4%	81.2%	88.9%	89.3%	90.6%	63%	100%	Î
% of 1st and 2nd stage complaints, including those related to equalities issues, responded to in full in the last year, that were resolved by the landlord and also the % upheld. 1st in full 1st upheld 2nd in full 2nd upheld	97.7% 60.4% 92.5% 50.4%	98.1% 58.2% 95% 50.5%	98.1% 51.4% 92.8% 39.8%	98.2% 49% 96.2% 44.3%	98.1% 56% 95.6% 44.9%	97.8% 57.3% 92.6% 45.7%	98.2% 54.7% 95.4% 48.2%	66.7% 0% 66.7% 0%	100% 100% 100% 100%	1
% of 1st and 2nd stage complaints responded to in full in the last year, within the Scottish Public Services Ombudsman (SPSO) Model Complaint Handling Procedure (CHP) timescales. SPSO 1st SPSO 2 nd	81.9% 76.1%	87.6% 79%	81.5% 72.6%	82.6% 76.6%	81% 76.7%	81.8% 74.6%	87.3% 81.8%	0% 0%	100% 100%	Î

Table 4: Participation – Charte	r outcome :	3								
	RS	Ls	L/	As			All land	lords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of tenants satisfied with the opportunities given to them to participate in their landlord's decision making processes.	81.3%	83%	69.2%	71.3%	78.4%	79.6%	81.3%	46%	100%	Î
% of tenants who feel their landlord is good at keeping them informed about their services and decisions.	90.8%	92.2%	80.4%	81.2%	88.9%	89.3%	90.6%	63%	100%	Î

Table 5: Quality of housing - C	harter out	come 4								
	R	SLs	LA	\s			All land	lords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of stock meeting the Scottish Housing Quality Standard (SHQS).	91.7%	93%	90.4%	92.5%	85.4%	91%	92.8%	6.1%	100%	Î
% of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year.	95.2%	97%	95%	96.2%	93.4%	95.6%	96.5%	51.3%	100%	→
% of tenants satisfied with the standard of their home when moving in.	87%	88.3%	81%	83.7%	83.4%	86%	87.9%	0%	100%	Î
% of existing tenants satisfied with the quality of their home.	86.4%	87%	82.6%	83.6%	85.3%	85.9%	86.5%	63.6%	100%	\Rightarrow
% of tenancy offers refused during the year.	35.4%	32.1%	47.7%	43%	42.2%	42%	37.8%	0%	78.4%	Î

	R	SLs	LA	s			All land	lords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
Scottish Housing Quality Standard (SHQS) – Stock condition survey information. ¹⁰	51.6%	52.8%	74.5%	70.6%	56%	63.9%	62.3%	0.0%	100.0%	↓
Scottish Housing Quality Standard (SHQS) – Stock failing by criterion. Percentage failing for one criteria Percentage failing for two or more	79.4%	83.8%	93.9%	98.3% 1.7%	80.6%	81.7%	85.7%	0.0%	100.0%	\Rightarrow
criteria Scottish Housing Quality Standard (SHQS) – Working towards the standard. 11	73.3%	71.9%	6.1% 104.1%	110.7%	19.4%	92.7%	94.4%	0.0%	1438%	Î
Scottish Housing Quality Standard (SHQS) – Anticipated exemptions as at 31 March 2016. 12	10,606	9,339	8,514	5,465	30,876	19,120	14,804	0	1,829	↓
Scottish Housing Quality Standard (SHQS) – Actual and projected investment by criteria/element.	£2,547	£3,031	£4,644	£5,088	£3,850	£3,910	£4,299	£2	£67,211	-

Percentage assessed for compliance in the last 3 years.

Percentage of properties actually brought to the standard planned in the year.

Totals only.

Table 6: Repairs, maintenance and	l improven	nents – Cha	arter outco	me 5						
	RS	Ls	L	As			All land	ords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of stock meeting the Scottish Housing Quality Standard (SHQS).	91.7%	93%	90.4%	92.5%	85.4%	91%	92.8%	6.1%	100%	Î
% of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year.	95.2%	97%	95%	96.2%	93.4%	95.6%	96.5%	51.3%	100%	\Rightarrow
% of tenants satisfied with the standard of their home when moving in.	87%	88.3%	81%	83.7%	83.4%	86%	87.9%	0%	100%	Î
% of existing tenants satisfied with the quality of their home.	86.4%	87%	82.6%	83.6%	85.3%	85.9%	86.5%	63.6%	100%	\Rightarrow
% of tenancy offers refused during the year.	35.4%	32.1%	47.7%	43%	42.2%	42%	37.8%	0%	78.4%	
Average length of time taken to complete emergency repairs (hours).	4.6	3.6	6.5	6	6.9	5.9	5.1	0.6	15.1	Î
Average length of time taken to complete non-emergency repairs (days).	5.8	5.6	9.9	9.4	8.2	7.9	7.5	0.9	18.7	\Rightarrow
% of reactive repairs carried out in the last year completed right first time.	91.2%	92.9%	89.3%	89.3%	87.2%	90.2%	91.3%	72.5%	100%	Î
% of repairs appointments kept.	94.4%	96.1%	90.7%	91.3%	92.9%	92.4%	93.5%	77.2%	100%	Î
% of properties that require a gas safety record which had a gas safety check and record completed by the anniversary date.	99.5%	99.9%	99.5%	99.7%	98.1%	99.5%	99.8%	96.1%	100%	\Rightarrow
% of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.	89.7%	90.2%	87%	88.1%	87.6%	89.3%	89.9%	58.8%	100%	\Rightarrow
Average number of reactive repairs completed per occupied property.	3.4	3.5	3.8	3.8	3.7	3.6	3.6	0.9	6.1	\Rightarrow

	RS	Ls	L	As		·	All land	llords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of 1st and 2nd stage complaints, including those related to equalities issues, responded to in full in the last year, that were resolved by the landlord and also the % upheld. 1st in full 1st upheld 2nd in full 2nd upheld	97.7% 60.4% 92.5% 50.4%	98.1% 58.2% 95% 50.5%	98.1% 51.4% 92.8% 39.8%	98.2% 49% 96.2% 44.3%	98.1% 56% 95.6% 44.9%	97.8% 57.3% 92.6% 45.7%	98.2% 54.7% 95.4% 48.2%	66.7% 0% 66.7% 0%	100% 100% 100% 100%	1
% of 1st and 2nd stage complaints responded to in full in the last year, within the Scottish Public Services Ombudsman (SPSO) Model Complaint Handling Procedure (CHP) timescales. SPSO 1st SPSO 2 nd	81.9% 76.1%	87.6% 79%	81.5% 72.6%	82.6% 76.6%	81% 76.7%	81.8% 74.6%	87.3% 81.8%	0% 0%	100% 100%	Î
% of tenants satisfied with the management of the neighbourhood they live in.	85.6%	86.8%	80.8%	80.9%	84.2%	85%	86%	67.3%	100%	Î
% of tenancy offers refused during the year.	35.4%	32.1%	47.7%	43%	42.2%	42%	37.8%	0%	78.4%	Î
% of anti-social behaviour cases reported in the last year which were resolved within locally agreed targets.	84.1%	87.8%	82.4%	85.8%	75.7%	83.2%	86.6%	0%	100% ¹³	Î

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 $^{^{13}}$ One landlord did report higher than 100% but this was due to an error in its submission.

Table 7: Estate management, ant		<u> </u>			a tenancy o	aisputes –			Continue	2 a
	RS	SLs	L	As			All land	llords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of the court actions initiated which resulted in eviction and the reasons for eviction. ¹⁴										
All evictions	20%	19.7%	12.1%	13.5%	12.2%	14.7%	15.5%	0%	100%	-
Non-payment of rent	17.6%	17.5%	11.4%	12.8%	11%	13.4%	14.3%	0%	100%	-
ASB	1.8%	1.9%	0.5%	0.5%	1.0%	0.9%	1%	0%	25%	-
Other	0.6%	0.4%	0.2%	0.2%	0.2%	0.4%	0.3%	0%	100%	-
Abandoned properties. (Totals not averages)	-	-	-	-	4,448	4,042	3,841	0	234	Î
Number of notices of proceedings issued and court action initiated. (Totals not averages) NOPs Proceedings	-	-	-	-	34,804 4.159	34,414 5.515	37,557 4.684	0	4,684 883	-

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¹⁴ This percentage only relates to the number of evictions carried out.

Table 8: Housing options and acc	RS			As	and To		All land	lords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of lettable houses that became vacant in the last year.	9.2%	8.9%	8.6%	8.5%	9.7%	8.9%	8.7%	0%	36%	
% of the court actions initiated which resulted in eviction and the reasons for eviction. All Non-payment of rent ASB	20% 17.6% 1.8% 0.6%	19.7% 17.5% 1.9% 0.4%	12.1% 11.4% 0.5% 0.2%	13.5% 12.8% 0.5% 0.2%	12.2% 11% 1.0% 0.2%	14.7% 13.4% 0.9% 0.4%	15.5% 14.3% 1% 0.3%	0% 0% 0% 0%	100% 100% 25% 100%	- - -
Other Average length of time in days in temporary or emergency accommodation by type. (LAs only) Ordinary local authority dwelling RSL dwelling Local authority owned hostel RSL owned hostel Other hostel Bed and breakfast Women's refuge Private sector lease Other All	-	-	-	-	128.3 224.9 50.2 78.3 48.9 40.6 120.5 212.5 101.3 100.7	132.2 225.3 52 63 53 33 120 211.5 80.4 90.2	134.7 225.3 54.7 79.1 60 31.9 108.1 222 100.4 91.4	45.1 39.3 16.9 27.4 22.6 0 51 38.5 45.7 47.2	423.5 461.7 157.4 266.1 297 75.6 358.7 555.4 190.3 302.8	↓
% of households requiring temporary or emergency accommodation to whom an offer was made ¹⁵ . (LAs only)	-	-	-	-	107.3%	101.2%	103.5%	84.1%	160%	\Rightarrow

¹⁵ Households may be offered more than once placement for temporary or emergency accommodation. For example, a household already in temporary or emergency accommodation may receive another offer more suitable to their needs.

Table 8: Housing options and	access to h	ousing – Ch	arter outco	mes 7, 8, 9	and 10 Con	tinued				
-	RS	SLs	L	As			All landlor	ds		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of temporary or emergency accommodation offers refused in the last year by accommodation type. (LAs only) Ordinary local authority dwelling RSL dwelling Local authority owned hostel RSL owned hostel Other hostel Bed and breakfast Women's refuge Private sector lease Other All	-	-	-	-	6.9% 5.4% 9.8% 3.9% 11.5% 5.9% 1.7% 6.2% 11.6% 7.3%	8.0% 6.1% 6.6% 5.5% 8.7% 5.1% 3.3% 7% 8.2% 6.8%	8.2% 7.6% 6.9% 5.1% 11% 4.6% 7.4% 4.3% 9.6% 7%	0% 0% 0% 0% 0% 0% 0% 0% 0%	50% 20% 20% 14.2% 31.8% 17.7% 100% 25% 50% 32.2%	1
Of those households homeless in the last 12 months the % satisfied with the quality of temporary or emergency accommodation. (LAs only)	-	-	-	-	85.4%	84.8%	86.9%	72.4%	100%	Î
Number of lets during the reporting year, split between 'general needs' and 'supported housing'. (Totals not averages and LA only) General Supported	-	-	-	-	51,127 6,430	46,662 7,436	45,832 8,177	0	3,493 843	-

Table 8: Housing options and		SLs		.As		imaca	All landlor	ds		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
The number of lets during the reporting year by source of let. (Totals not averages and LA only) Tenants Applicants Mutual Exchanges Other source Statutorily Homeless Section 5 referrals Homeless Other Other Nominations	-	-	-	-	12,452 25,891 N/A 1,868 10,630 4,039 1,437 1,327 1,234	10,165 24,251 3,759 1,676 10,394 3,861 1,437 1,393 92	10,185 25,126 3,911 1,156 9,911 3,483 1,621 1,509 1,018	0 0 0 0 26 0 0	1,095 1,635 253 97 994 849 843 187	-
Types of tenancies granted for lets during the reporting year. (Totals not averages) Occupancy Agreements SSSTs SSTs	-	-	-	-	1,146 755 56,317	951 604 52,546	1,202 587 52,219	0 0 0	843 59 3,591	-
Housing lists ¹⁶ . (Totals not averages) New applicants added to housing list(s) Applicants on housing list(s) at year end Suspensions from housing list(s) year end Applications cancelled from housing list(s) Section 5 referrals received	-	-	-	-	536,408 1,331,009 38,499 405,772 11,388	573,396 1,412,676 30,782 414,115 18,159	603,126 1,338,035 32,993 465,552 18,668	0 0 0 0	28,730 73,201 1,629 20,963 2,546	-

¹⁶ Some applicants will be on more than one waiting list, such that the totals in this box (excluding section 5 referrals received) includes an unquantifiable amount of double counting.

Table 8: Housing options and	access to h	ousing – Ch	arter outco	mes 7, 8, 9	and 10 Con	tinued				
<u> </u>	RS	SLs	L	As			All landlor	ds		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
Number of notices of proceedings issued and court action initiated. (Totals not averages) NOPs Court actions	-	-	-	-	34,804 4,159	34,414 5,515	37,557 4,684	0	4,684 883	-
The number of self-contained properties void at the year end and of those, the number that have been void for more than six months. (Totals not averages) Year end Void for more than 6 months	-	-	-	-	7,195 1,459	7,260 1,372	6,651 1,034	0	634 219	↓

Table 9: Tenancy sustainment	- Charter	outcome 1	1							
	RS	Ls	L	.As			All lar	ndlords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of new tenancies sustained for more than a year, by source of let. Existing tenants Applicants assessed as statutory homeless Applicants from the housing list Nominations from local authorities (RSLs only) Other	All tenancies 89.45%	All tenancies 88.6%	All tenancies 88.2%	All tenancies 88.1%	93% 86.2% 86.8% 85.6% 83%	93.2% 87.2% 88% 89.3% 86%	92.5% 87.2% 87.6% 89.9% 83.4%	50.7% 0% 0% 0%	100% 100% 100% 100%	⇒

Table 9: Tenancy sustainment	- Charter	outcome 1	1 Continue	d						
	RS	Ls	L	.As			All lar	ndlords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of lettable houses that became vacant in the last year.	9.2%	30.1%	8.6%	43%	9.7%	8.8%	8.7%	0%	36%	\Rightarrow
% of approved applications for medical adaptations completed during the reporting year.	84.9%	81.6%	83.9%	64.4%	83.3%	84.3%	83.3%	31.7%	100%	↓
The average time in days to complete approved applications for medical adaptations.	67.1	56.6	46.9	45.1	65.7	54.8	49.9	0	316.44	↓
% of the court actions initiated which resulted in eviction and the reasons for eviction. All Non-payment of rent	20% 17.6%	19.7% 17.5%	12.1% 11.4%	13.5% 12.8%	12.2% 11%	14.7% 13.4%	15.5% 14.3%	0% 0%	100% 100%	-
ASB Other	1.8% 0.6%	1.9% 0.4%	0.5% 0.2%	0.5% 0.2%	1.% 0.2%	0.9% 0.4%	1% 0.3%	0% 0%	25% 100%	- -
Types of tenancies granted for lets during the reporting year. (Totals not averages) Occupancy Agreements SSSTs SSTs	-	-	-	-	1,146 755 56,317	951 604 52,546	1,202 587 52,219	0 0 0	843 59 3,591	-
Abandoned properties. (Totals not averages)	-	-	-	-	4,448	4,042	3,841	0	234	Î
Number of notices of proceedings issued and court action initiated. (Totals not averages) NOPs Court actions	-	-	-	-	34,804 4,159	34,414 5,515	37,557 4,684	0	4,684 883	-

Annex 1 Charter Indicators and Data by Standard/Outcome

Table 10: Homeless people – 0	Charter out	come 12 ¹⁷								
	RS	Ls	L/	As			All lar	ndlords		
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of new tenancies sustained for more than a year, by source of let. Existing tenants Applicants assessed as statutory homeless Applicants from the housing list Nominations from local authorities (RSLs only) Other	All tenancies 89.5%	All tenancies 88.6%	All tenancies 88.2%	All tenancies 88.1%	93% 86.2% 86.8% 85.6% 83%	93.2% 87.2% 88% 89.3% 86%	92.5% 87.2% 87.6% 89.9% 83.4%	50.7% 0% 0% 0%	100% 100% 100% 100% 100%	⇒
Average length of time in days in temporary or emergency accommodation by type. (LAs only) Ordinary local authority dwelling RSL dwelling Local authority owned hostel RSL owned hostel Other hostel Bed and breakfast Women's refuge Private sector lease Other All	-	-	-	-	128.3 224.9 50.2 78.3 48.9 40.6 120.5 212.5 101.3 100.7	132.2 225.3 52 63 53 33 120 211.5 80.4 90.2	134.7 225.3 54.7 79.1 60 31.9 108.1 222 100.4 91.4	45.1 39.3 16.9 27.4 22.6 0 51 38.5 45.7 47.2	423.5 461.7 157.4 266.1 297 75.6 358.7 555.4 190.3 302.8	↓

¹⁷ We also use Scottish Government homelessness statistics to inform landlord performance on this outcome. Data is available here http://scotland.gov.uk/Topics/Statistics/Browse/Housing- Regeneration/HSfS

Annex 1 Charter Indicators and Data by Standard/Outcome

Table 10: Homeless people – Charter outcome 12 ¹⁸ Continued												
	RS	Ls	L/	As			All lar	ndlords				
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16		
% of households requiring temporary or emergency accommodation to whom an offer was made. (LAs only)	-	-	-	-	107.3%	101.2%	103.5%	84.1%	160%	↓		
% of temporary or emergency accommodation offers refused in the last year by accommodation type. (LAs only) Ordinary local authority dwelling RSL dwelling Local authority owned hostel RSL owned hostel Other hostel Bed and breakfast Women's refuge Private sector lease Other All	-	-	-	<u>-</u>	6.9% 5.4% 9.8% 3.9% 11.5% 5.9% 1.7% 6.2% 11.6% 7.3%	8.0% 6.1% 6.6% 5.5% 8.7% 5.1% 3.3% 7% 8.2% 6.8%	8.2% 7.6% 6.9% 5.1% 11% 4.6% 7.4% 4.3% 9.6% 7%	0% 0% 0% 0% 0% 0% 0% 0% 0%	50% 20% 20% 14.2% 31.8% 17.7% 100% 25% 50% 32.2%			
Of those households homeless in the last 12 months the % satisfied with the quality of temporary or emergency accommodation. (LAs only)	-	-	-	-	85.4%	84.8%	89.9%	72.4%	100%	Î		

¹⁸ We also use Scottish Government homelessness statistics to inform landlord performance on this outcome. Data is available here http://scotland.gov.uk/Topics/Statistics/Browse/Housing- Regeneration/HSfS

Annex 1 **Charter Indicators and Data by Standard/Outcome**

Table 11: Value for money – C								ndlords		
	RSLs		L	As						
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16
% of stock meeting the Scottish Housing Quality Standard (SHQS).	91.7%	92.9%	90.4%	92.5%	85.4%	91%	92.8%	6.1%	100%	Î
% of tenants satisfied with the standard of their home when moving in.	87%	88.3%	81%	83.7%	83.4%	86%	87.9%	0%	100%	1
% of existing tenants satisfied with the quality of their home.	86.4%	86.9%	82.6%	83.6%	85.3%	85.9%	86.5%	63.6%	100%	\Rightarrow
Average length of time taken to complete emergency repairs (hours).	4.6	3.6	6.5	6	6.9	5.9	5.1	0.6	15.1	Î
Average length of time taken to complete non-emergency repairs (days).	5.8	5.6	9.9	9.4	8.2	7.9	7.5	0.9	18.7	\Rightarrow
% of reactive repairs carried out in the last year completed right first time.	91.2%	92.9%	89.3%	89.3%	87.2%	90.2%	91.3%	72.5%	100%	1
% of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.	89.7%	90.2%	87%	88.1%	87.6%	89.3%	89.9%	58.8%	100%	\Rightarrow
% of tenants who feel that the rent for their property represents good value for money.	76.8%	79%	76.5%	79%	76.6%	76.8%	79%	43.8%	97.2%	1
Average annual management fee per factored property ¹⁹ .	£95.50	£92.23	£46.10	£44.68	£93.80	£84	£80.24	£0	£349.44	-
% of factored owners satisfied with the factoring service they receive.	63.8%	65.9%	55%	57.9%	63.9%	63%	65.1%	0%	100%	Î
Gypsy/Travellers – Average weekly rent per pitch.	£42.91	£45.52	£66.25	£67.31	£63.10	£64.71	£66.02	£41.89	£90.36	-

¹⁹ Only RSL data was collected in the first year of the ARC in 13/14. Local authority data was collected from 2014/15 onward. This reduction in the average fee across all landlords is due to the inclusion of the local authorities who appear to charge less on average.

Table 11: Value for money – Charter Outcome 13 Continued											
	RS	Ls	L	As			All lar	ndlords			
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16	
For those who provide sites - % of Gypsy/Travellers satisfied with the landlord's management of the site.	57.1%	83.3%	80.8%	70.7%	71.7%	79.4%	71.4%	0%	100%	↓	
Rent Increase.	2.5%	1.7%	3.4%	2.9%	3.6%	2.7%	1.9%	0%	7.7%	-	
The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year. (Totals not averages) Households Value	-		-	-	407,184 £1.1bn	406,386 £1.2bn	402,752 £1.2bn	0 £0	30,881 £103m	-	
Amount and % of former tenant rent arrears written off at the year end.	45.1%	42.6%	30.5%	29.4%	32.4%	37%	34.5%	0%	100%	-	
Average length of time taken in days to re-let properties in the last year.	32	29	41.4	41.5	35.7	36.9	35.4	0	141.9	↓	

Annex 1 Charter Indicators and Data by Standard/Outcome

	RSLs		L	As	All landlords							
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16		
Rent collected as % of total rent due in the reporting year.	99.7%	99.7%	99.2%	99.4%	99%	99.5%	99.5%	90.9%	107.2 ²⁰	\Rightarrow		
Gross rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year.	4.7%	4.3%	5.9%	6.2%	5.1%	5.3%	5.3%	0.6%	12.3%	\Rightarrow		
Average annual management fee per factored property.	£95.50	£92.23	£46.10	£44.68	£93.80	£84	£80.24	£0	£349.44	-		
% of factored owners satisfied with the factoring service they receive.	63.8%	65.9%	55%	57.9%	63.9%	63%	65.1%	0%	100%	Î		
% of rent due lost through properties being empty during the last year.	1.1%	0.9%	1.2%	1.1%	1.2%	1.1%	1%	0%	25.4%	\Rightarrow		
Average length of time taken in days to re-let properties in the last year.	32	29	41.4	41.5	35.7	36.9	35.4	0	141.9	Î		
The number of self-contained properties void at the year end and of those, the number that have been void for more than six months. (Totals not averages) Year end Void for more than 6 months	-	-	-	-	7,195 1,459	7,260 1,372	6,651 1,034	0	634 219	↓		
Rent Increase.	2.5%	1.7%	3.4%	2.9%	3.6%	2.7%	1.9%	0%	7.7%	-		

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²⁰ The total rent collected for current and former tenants for the reporting year and previous years.

Fable 12: Rents and service charges – Charter outcomes 14 and 15 Continued												
	RS	Ls	L	As	All landlords							
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16		
The number of households for which landlords are paid housing costs directly and the total value of payments received in the reporting year. Households Value	-	-	-	-	407,184 £1.1bn	406,386 £1.2bn	402,752 £1.2bn	0 £0	30,881 £103m	-		
% of former tenant rent arrears written off at the year end.	45.1%	42.6%	30.5%	29.4%	32.4%	37%	34.5%	0%	100%	Î		

Table 12a: Rents and service charges – Charter outcomes 14 and 15 (extract from Table 12 for factored owners)											
	RS	RSLs All landlords									
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16	
Average annual management fee per factored property.	£95.50	£92.23	£46.10	£44.68	£93.80	£84	£80.23	£0	£349.44	-	
% of factored owners satisfied with the factoring service they receive.	63.8%	65.9%	55%	57.9%	63.9%	63%	65.1%	0%	100%	Î	

Table 13: Gypsy/Traveller – Charter outcome 16												
	RS	SLs	LAs All landlords									
Indicator	Average 14/15	Average 15/16	Average 14/15	Average 15/16	Average 13/14	Average 14/15	Average 15/16	Min 15/16	Max 15/16	Change in average 14/15 to 15/16		
Gypsy/Travellers – Average weekly rent per pitch.	£42.91	£45.52	£66.25	£67.31	£63.10	£64.71	£66.02	£41.89	£90.36	-		
For those who provide sites - % of Gypsy/Travellers satisfied with the landlord's management of the site.	57.1%	83.3%	80.8%	70.7%	71.7%	79.4%	71.4	0%	100%	•		

Annex 2 Analytical Approach

Technical information

To analyse the strength of the relationship between overall tenant satisfaction and a range of other performance indicators, we have used statistical tests of 'correlation' between each pair of indicators. These statistical tests produce an 'r value' which will range from +1 through 0 to -1. Values at or close to +/-1 indicate a very strong relationship, where positive (+) values show that an *increase* in one indicator is related to an *increase* in the other, and negative (-) values show that an *increase* in one indicator relates to a *decrease* in the other. Values at or close to 0 indicate a very weak or no relationship.

It is very unusual to see a 'perfect' correlation value of +1 or -1 when analysing real world data. However, it is reasonable to suggest that a value of at or better than +/-0.7 would indicate a strong relationship, a value of around +/-0.5 would indicate a moderate relationship and a value of around +/-0.3 would indicate a weaker relationship. All of the top seven indicators reported this year have a correlation coefficient (r value) of +/-0.5 or above.

We have reported two measures of correlation in our analysis of ARC indicators – Pearson's Product Moment (P) and Spearman's Rho (S). These are both tests of 'association' between two sets of data from the same participants and have been used dependent on the type of data being analysed for each pair of indicators.

The criteria for using Pearson's Product Moment are more 'strict' as data must be on an interval scale, be normally distributed and show homogeneity of variance.

Spearman's Rho employs a different technique to provide a less rigorous test of association and can therefore be used with any type of data, even when the two sets of scores are on a category or different scale, are not normally distributed and have a high degree of internal variance.

Annex 3 Terms we use in this document

Annual Return on the Charter (ARC) – each year all social landlords must provide us with contextual data such as stock size. They must also provide data against particular performance (Charter) indicators.

Charter indicators – the measures we use to monitor landlords' progress in meeting the Scottish Social Housing Charter.

Continuous improvement – ongoing work carried out by an organisation to improve its processes and procedures, and enhance the quality of the services it delivers.

Energy Efficiency Standard for Social Housing (EESSH) – The Scottish Government's Energy Efficiency Standard for Social Housing (EESSH) has been developed to help improve the energy efficiency of the social housing stock in Scotland.

Landlord – this National Report is about social landlords only. These are Registered Social Landlords (RSLs), such as housing associations and housing cooperatives, local authority landlords or a local authority which provides homelessness services.

Local authorities (LAs) – there are 32 local authorities in Scotland. All provide homelessness services while 26 also provide social housing and housing services.

Performance – when we talk about performance, we mean what the landlord has told us it did to deliver services to its tenants.

Registered Social Landlord (RSL) – a landlord providing social rented housing that is registered and regulated by the Scottish Housing Regulator. RSLs are mainly housing associations and housing co-operatives.

Regulatory activity and engagement – we undertake a range of activities and communicate in particular ways with registered landlords that provide social housing in Scotland.

Scottish Government – housing policy in Scotland is the responsibility of the Scottish Government. The Scottish Government also collects housing and homelessness data.

Scottish Housing Quality Standard (SHQS) – a standard for the physical quality of all of Scotland's social housing. Landlords should achieve the standard by 2015.

Scottish Social Housing Charter – the Scottish Government's standards and outcomes that social landlords should be achieving for their tenants, homeless people and other service users.

Tenants and other service users – tenants are those that currently live in a home owned and managed by a social landlord. Other service users are those that are not tenants but use services provided by social landlords such as Gypsy/Travellers, homeless people and homeowners who receive factoring services.

Tenant satisfaction – social landlords are required to carry out surveys at least once every three years, to find out how satisfied their tenants are.



