



Soha Housing Self Assessment of compliance with TSA standards 2010-11

Introduction

Under the regulatory framework, every registered provider must do an annual self assessment to check compliance with the Standards set by the Tenant Services Authority. In 2011, we are no longer required to return this to the TSA, but instead must report to our tenants.

This change sits well with Soha's approach to accountability and its strong record of tenant produced Annual Reports, with clear benchmarking and financial information.

This report is given in summary as a part of Soha's Annual Report of 2010-11.

Challenge

This report has been read and challenged by two groups of tenants: the first who looked in depth at the evidence and asked for more where they felt this was necessary and made comments and changes; the second (the Tenants' Forum) who were asked for formal approval before the statement went to Soha's Board.

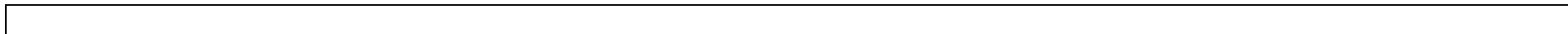
This challenge is part of Soha's Co-Regulatory approach.

Jargon

There is a jargon buster at the end of this report. Thanks to David Robinson of the Tenants' Forum for his work on this.

Soha Housing – Compliance with Tenant Service Authority Standards 2010-11

This report shows how Soha is meeting the TSA regulatory standards and how we plan to continue improving in 2011-12. Notes on Value for Money and Equality & Diversity are included under each standard. The former is in blue, the latter in red. A summary report is contained in Soha’s Annual Report.



Tenant involvement and empowerment standard –		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>1 <u>Customer service, choice and complaints</u> Registered providers shall:</p> <ul style="list-style-type: none"> • provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards • have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly 	<p>Soha’s ‘ten solid principles’ in the Customer Charter set out how services will be delivered and how residents will be treated equally and fairly. These are in the Residents’ Handbook and on Soha’s website. We provide targeted services and choice where possible, using customer profiling information to inform this, for example a targeted Winter Warmth campaign for older residents.</p> <p>Information is provided through newsletters, website, events and other means, including text message. Communications are targeted, for example two versions of <i>Hometalk</i> target older and younger residents. Large print and audio versions of the magazine are available.</p> <p>We have a clear, 3 stage complaints process. In 2010-11 we received 106 complaints. Satisfaction with the process is at 82%.</p> <p>Soha has achieved the Government’s Customer Service Excellence accreditation.</p>	<ul style="list-style-type: none"> • We will carry out a Major Service Review of Choice throughout our services. • Over the next year, the Tenant Scrutiny Group is going to be looking at the types of complaints we receive to see how we learn from them. • We will review our complaints process in line with the Localism Bill when passed. • We will develop a new Customer Charter with tenants in 2011. • We will apply for re-accreditation for the Customer Service
<p>2 <u>Involvement and empowerment</u> Registered providers shall support co-regulation with their tenants by:</p>	<p>Soha has a tenant led model of co-regulation. This means tenants are involved at strategic, as well as operational</p>	

Tenant involvement and empowerment standard –

Soha complies with TSA standard ✓

Required outcomes	Compliance	Plans to continue improving
<ul style="list-style-type: none"> offering all tenants a wide range of opportunities to be involved in the management of their housing, including the ability to influence strategic priorities, the formulation of housing-related policies and the delivery of housing-related services consulting with their tenants and acting reasonably in providing them with opportunities to agree local offers for service delivery providing tenants with a range of opportunities to influence how providers meet all the TSA's standards, and to scrutinise their performance against all standards and in the development of the annual report providing support to tenants to build their capacity to be more effectively involved 	<p>level to:</p> <ul style="list-style-type: none"> Help make decisions about policy and service delivery Monitor Soha's performance Check Soha is delivering service standards and make recommendations to improve this Challenge why and how Soha's Board and managers have made decisions. <p>This model has been recognised as one of the best in the country by the TSA, which named Soha tenants as one of ten 'Co-Regulation Champions' nationally.</p> <p>In addition, all tenants have a wide range of opportunities to get involved, through our menu of involvement, which we continue to develop.</p> <p>A robust consultation plan meant that a wide group of tenants had input to developing Soha's Local Offers. The Tenant Scrutiny Group reviewed Soha's decision making in establishing local offers and reported to Board that "<i>Soha already has high standards, developed and maintained via resident involvement. Local offers provide a good opportunity to do new things and for continuous improvement.</i>" They also found that the term 'local offers' was not widely understood and requested Soha change this to <i>New Services</i>. New Services are referred to throughout this report.</p> <p>E&D: We monitor the profile of involved residents each</p>	<p>Excellence award.</p> <ul style="list-style-type: none"> We will continue to develop and embed our model of Co-Regulation. A comprehensive training plan is already offered to involved tenants and others. This will be further improved by the provision of Customer Services training for tenants to help tackle worklessness. We continue to work hard to increase the diversity of tenants involved, especially the number of younger tenants.

Tenant involvement and empowerment standard –

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Required outcomes	Compliance	Plans to continue improving
<p>3 <u>Understanding and responding to the diverse needs of tenants</u> Registered providers shall:</p>	<p>year to check this is representative. In 2010-11, for the second year in a row, involvement represented our resident profile in terms of age, disability, gender and ethnicity. We continue to develop partnership working with LGB and faith groups. We also have more to do to involve younger men. Soha's successes in this area have been recognised by winning a regional TPAS award.</p> <p>VfM Soha checks the Value for Money of different RI activities in its Resident Involvement Impact Report. This cost benefit analysis is reviewed by tenants who give their views on the VfM of each activity.</p> <p>Training and support is provided to involved residents so they can be involved in an effective way. An annual plan is set to meet individual and group training needs. The impact is set out in the RI Impact Report.</p> <p>Tenants are involved in checking this compliance report and it is approved by the Tenants' Forum. Soha's Annual Report is written and designed by tenants.</p> <p>We measure the impact of Resident Involvement (asking 'So What?') in an annual report. This sets out the impact on service improvement, accountability and social capital.</p> <p>Soha has collected profiling information on more than 96% of tenants and uses this to help tailor services to meet individual needs. Information is collected for six diversity</p>	

Tenant involvement and empowerment standard –

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Required outcomes	Compliance	Plans to continue improving
<ul style="list-style-type: none"> • treat all tenants with fairness and respect • demonstrate that they understand the different needs of their tenants, including in relation to the seven equality strands and tenants with additional support needs <p>Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants. Registered providers shall take the obligations of the Tenant Involvement and Empowerment Standard into account in setting out how they are meeting and intend to meet all the other TSA standards.</p> <p>Specific expectations</p> <p>1 Customer service, choice and complaints</p> <p>1.1 Registered providers shall provide tenants with accessible, relevant and timely information about:</p> <ul style="list-style-type: none"> • how tenants can access services • the standards of housing services their tenants can expect 	<p>strands (transgender comes under gender following advice from Press for Change). Some of the uses of this data are shown throughout this report (in red). They include monitoring services to check equality of outcome, individualising services and targeting services appropriately.</p> <p>We have a corporate Service Improvement Plan on equality & diversity.</p> <p>Specific evidence</p> <p>1.1</p> <p>Around 80% of our tenants contact us by phone and we offer a freephone and a local number.</p> <ul style="list-style-type: none"> • <i>Hometalk</i>, website, letters, reception, home visits • Service Standards in service leaflets, handbook and on website. <i>New Services</i> (local offers publicised in 	<ul style="list-style-type: none"> • Develop a Single Equality Scheme in consultation with tenants, staff and stakeholders. • We have a Corporate Objective to use customer profiling information to deliver two new ways of individualising the service.

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Required outcomes	Compliance	Plans to continue improving
<p>1.2 Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall</p> <ul style="list-style-type: none"> • how they are performing against those standards • the service choices available to tenants, including any additional costs that are relevant to specific choices • progress of any repairs work • how tenants can communicate with them and provide feedback • the responsibilities of the tenant and provider • arrangements for tenant involvement and scrutiny 	<p><i>Hometalk</i>)</p> <ul style="list-style-type: none"> • Performance against key indicators published quarterly in <i>Hometalk</i> and on our website. Annual benchmarking is given in our Annual Report. • The Tenant Scrutiny Group receives a quarterly management report. • Choices are shown in service leaflets and promoted in <i>Hometalk</i> and on our website. • Progress of repairs can be checked via our interactive website or through a phone call. Appointments are confirmed in writing. • Service leaflets, our website and <i>Hometalk</i> all give contact details. A freephone number is promoted, along with a local number. Feedback is also invited via our website and proactively encouraged through surveys and other involvement mechanisms. • Responsibilities are clearly outlined in service leaflets and on our website. • A leaflet on RI is included in the tenants’ handbook. Information is also included on our website and in regular articles in <i>Hometalk</i>. <p>Service standards are checked by Tenant Inspectors who choose which area to inspect. 85% of tenants say we’re good or very good at keeping them informed of things which may affect them.</p> <p>1.2 Soha actively welcomes complaints and has clear service standards published to set out how we will respond to complaints and what people can do if they are unhappy with the outcome of a complaint. Complaints are accepted in any format and we have a Complaints Co-ordinator. We publish the number and impact of complaints on</p>	<ul style="list-style-type: none"> • Soha’s website is a major form of communication and, of course, tenants will be involved in website improvements over 2011-12. In 2011, we will employ a member of staff specifically to write for the website.

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Required outcomes	Compliance	Plans to continue improving
<p>inform tenants how they use complaints to improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.</p> <p>2 Involvement and empowerment</p> <p>2.1 Registered providers shall consult with tenants on the desirability and scope of local offers in relation to services to meet the following TSA standards: Tenant Involvement and Empowerment, Home and Neighbourhood and Community. In providing opportunities for tenants to agree local offers by no later than 1 April 2011 they shall offer commitments on:</p> <ul style="list-style-type: none"> • local standards for performance • how performance will be monitored, reported to and scrutinised by tenants • what happens if local offers are not met (including procedures of redress) • arrangements for reviewing the local offers on a periodic basis <p>2.2 Registered providers shall enable tenants' opportunities to scrutinise the effectiveness of their policies in relation to tenant</p>	<p>service improvements in our RI Impact Report (published on our website) and in articles in <i>Hometalk</i>. Complaints are accepted from any source, including advocates authorised to act on someone's behalf.</p> <p>2.1 Soha has consulted widely on its Local Offers (now called <i>New Services</i>). The process was reviewed by the Tenant Scrutiny Group. The new services have been promoted in <i>Hometalk</i>.</p> <p>In addition to ongoing performance reports which were agreed with tenants, we will report proactively quarterly on New Services.</p> <p>Tenants have the opportunity to give their views to the Co-Regulation Groups if they feel local offers (new services) are not being delivered, as well as the usual complaints channel.</p> <p>2.2 Tenants have a say on how we involve tenants through:</p> <ul style="list-style-type: none"> • Involvement in the review of and agreeing the RI 	<ul style="list-style-type: none"> • We will carry out a Major Service Review on Choice which will include how we communicate. • We will review our complaints procedure to meet the requirements of the Localism Bill when it is passed. • Proactive promotion of New Services in a variety of ways. • Quarterly reports to

Tenant involvement and empowerment standard –

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Required outcomes	Compliance	Plans to continue improving
<p>involvement.</p> <p>2.3 Registered providers shall inform tenants about the results of their consultations on issues related to the standards.</p> <p>2.4 Registered providers shall consult with their tenants, setting out clearly the costs and benefits of relevant options, if they are proposing to change their landlord or when proposing a significant change in their management arrangements.</p> <p>2.5 Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation’s housing management service. They shall ensure that any changes to tenant involvement in governance and scrutiny leads to an enhancement of the overall effectiveness of their approach.</p>	<p>strategy</p> <ul style="list-style-type: none"> Helping set Annual Priorities and Action Plan <p>Tenant Inspectors have, in the past, specifically inspected how staff RI objectives support effective involvement. The effectiveness of involvement often forms a part of their inspections.</p> <p>2.3 <i>Hometalk</i> is the usual means to inform all tenants about the results of consultations. Local newsletters feedback following neighbourhood surveys. Our website also carries information, for example, where standards have been revised.</p> <p>2.4 Soha consulted with all residents affected over the re-tendering of grounds maintenance and communal cleaning contractors.</p> <p>2.5 Tenants led the development of Soha’s Co-Regulation model. This includes Tenant Inspectors, a Tenants’ Forum and a Tenant Scrutiny Group. The model has been recognised as good practice nationally by the TSA and Soha tenants are one of ten Co-Regulation Champions. The Co-regulation model sits within a well respected approach to Resident Involvement. The Tenants’ Forum is currently consulting on how tenant Board members are chosen. Tenants involved in Co-Regulation have self-assessed the</p>	<p>Tenants’ Forum and on website on New Services.</p>

Tenant involvement and empowerment standard –

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Required outcomes	Compliance	Plans to continue improving
<p>3 Understanding and responding to diverse needs 3.1 Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.</p>	<p>influence and power they have, and what they want to achieve. The RI Impact Report sets out the effectiveness of the approach. Soha's approach has been recognised as a national Co-Regulation Champion.</p> <p>3.1 An annual Diversity report to Tenants' Forum and Board sets out service use and satisfaction for different tenants. We have carried out a comprehensive Data Capture and hold profiling information for over 96% of tenants. All policies undergo an initial Equality Impact Assessment and a programme of full service EIAs is underway. Full EIAs are published on our website. Brief details of the Diversity report are included throughout this report (highlighted E&D).</p> <p>E&D Information from Data Capture is used to help target RI activities. It has helped us to increase the diversity of tenants involved, particularly younger tenants. We have also been able to invite tenants to activities in which they have an interest by using profiling information.</p>	<ul style="list-style-type: none"> • Soha tenants are leading on four Co-Regulation Champion seminars to let other housing providers and tenants know their story and to give tips to others. • Tenant Inspectors will look at Sheltered Housing standards. • The Tenant Scrutiny Group have a timetable in place for reviews including Housing for Older People.

Home standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>1 <u>Quality of accommodation</u> Registered providers shall:</p> <ul style="list-style-type: none"> ensure that tenants' homes meet the standard set out in section 5 of the Government's Decent Homes Guidance¹ by 31 December 2010 and continue to maintain their homes to at least this standard after this date meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance², if these standards are higher than the Decent Homes Standard in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section 6 of the Government's Decent Homes Guidance 	<p>Soha met Decent Homes Standard in December 2008 and continues to maintain homes to at least this standard. There are just 5 homes remaining which do not meet Decent Homes. These are all due for re-development. In consultation with tenants, a higher standard 'Decent Homes Plus' is set out in a service leaflet (included in the tenants' handbook and on our website).</p> <p>All new homes meet agreed standards of design and quality. All homes funded by the HCA meet at least level 3 of the Code for Sustainable Homes.</p> <p>85% of GN tenants are satisfied with the quality of their home (an increase of 10% since 2007). 91% are proud of their home.</p> <p>VfM – Following re-tendering for major projects in 2009/10, we have made the following savings: Kitchens - 11.6% Bathrooms - 14.4% Replacement Heating - 25.3%. The quality of finish has been consistently strong over a number of years. This consistency has remained</p>	<ul style="list-style-type: none"> In 2011/12, we will validate our understanding of what drives tenants' satisfaction with the quality of their home and review whether our investment is focused appropriately

¹ 'Decent Homes Guidance' means A Decent Home: Definition and Guidance for Implementation, published by the Department for Communities and Local Government in June 2006, and any guidance issued by the department or its successors, in relation to that document.

² 'Financial assistance' is defined in section 19(3) of the Housing and Regeneration Act, 2008. For the purpose of this standard it means financial assistance provided by the Homes and Communities Agency and its predecessor bodies.

Home standard		
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Required outcomes	Compliance	Plans to continue improving
	<p>despite reductions in cost Satisfaction with planned maintenance is above 95% for all these projects.</p> <p>We have also continued to invest in high quality gas servicing, with 100% of properties having current gas certificates for 12 months to March 11 and 99.4% of these being serviced before becoming overdue. These figures are monitored monthly by SMT and quarterly by Board, as well as through contract monitoring meetings which include a tenant. Satisfaction with gas servicing for the year was 92.7%.</p> <p>Soha has continued to maximise the potential for grant subsidy to assist with the funding of our capital works projects. For example, an Eco Demonstration project in Didcot was fully funded through an SBRI grant of £150,000. Solar panels were installed on 65 of our existing properties with the benefit of a £130,000 grant subsidy from the Low Carbon Buildings Programme and over £18,000 was received in grant to part fund insulation works and fuel switching.</p> <p>E&D - Satisfaction with quality of home is equal across the equality groups, with the exception of LGB tenants (a very small sample). 85% of General Needs tenants are satisfied; younger tenants are the least satisfied age group, but 80% of them are satisfied. 86% of disabled residents and 87% of BME residents are satisfied with the quality of home.</p>	<ul style="list-style-type: none"> In 2011-12, we will set a target and deliver PV panels through the feed-in tariff scheme

Home standard		
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Required outcomes	Compliance	Plans to continue improving
<p>2 <u>Repairs and maintenance</u> Registered providers shall:</p> <ul style="list-style-type: none"> • provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time • meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes <p>Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.</p>	<p>In 2010-11, Soha completed 69 major adaptations. These included installing level access showers, widening doorways and adapting kitchens for use.</p> <p>Soha’s repairs and maintenance service for homes and communal areas sets out to meet tenants’ priorities, which are:</p> <ul style="list-style-type: none"> • Getting repairs completed quickly - we have set challenging targets with contractors for repairs completion • First time fix (we have set a target of 85% with contractors) • High quality repairs • Good customer service from contractors • Keeping appointments. <p>We monitor these through regular contractor meetings with a tenant involved in each of these. We met and published performance on repairs on target in 2010-11.</p> <p>Overall tenant satisfaction with repairs and maintenance is high at 86% (top quartile nationally).</p>	<ul style="list-style-type: none"> • Soha will do process mapping and make improvements to emergency procedures related to Soha’s housing stock.

Home standard		
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Required outcomes	Compliance	Plans to continue improving
	<p>Soha has a strong approach to health and safety and complies with all legislation and good practice around health and safety. For example, our responsive repairs contract states explicitly that the contractor must take all practical steps to prevent harm being caused to anyone living in our properties. It also states that the contractor must take extra care if working in the property of someone who is frail, elderly or ill.</p> <p>Further, the contract states that the contractor must act in accordance with the health and safety at work act 1974, the management of health and safety at work regs 1999, the construction, design and management regs 2007 (this includes identifying any potential risks and designing method statements to mitigate them) and other relevant maintenance related health and safety legislation.</p> <p>VfM: Following re-tendering of our responsive repairs contract, our average responsive repairs cost dropped below the median cost for a housing association of our type (Housemark).</p> <p>In November 2010 we held a repairs standard review day. A group of tenants reviewed our main void and responsive repair standards. This included a review of our empty homes standard and reaching agreement on our first time fix definition. The revised standards were introduced in April 2011.</p> <p>Voids costs remain higher than average. There is always a balance between quality and cost and we will continue to work to get better VfM on voids.</p>	<ul style="list-style-type: none"> We continue to monitor voids costs and are identifying costs and profiling tenant circumstances to help us understand this better. <p>New Service: A handy person service for older and vulnerable tenants is being introduced in 2011/12.</p>

Home standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>Specific expectations</p> <p>1 Quality of accommodation</p> <p>1.1 The TSA may agree with a registered provider an extension to the 31 December 2010 date where this is reasonable. Providers shall ensure their tenants are aware of the reasons for any extension given.</p> <p>2. Repairs and maintenance</p> <p>2.1 Registered providers shall ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.</p> <p>2.2 Registered providers shall co-operate with relevant organisations to provide an adaptations service that meets tenants'</p>	<p>E&D: A full service EIA was carried out in 2010. This identified that the overall service was provided in a fair way, but some further improvements could be made. We use customer profiling information to help us individualise the service. For example, repairs tickets tell contractors if they need to knock loudly or wait a bit longer when visiting to do a repair.</p> <p>1.1 100% of properties not identified for re-development met Decent Homes Standard by December 2008.</p> <p>2.1 Soha has a good asset management strategy which sets out how we improve and maintain homes and communal areas. We have an expenditure ratio which meets good practice of 70:30 planned: responsive repairs.</p> <p>VfM: In 2010 we surveyed 965 residents in relation to communal cleaning contracts and used their feedback to improve the contract specification, also making a saving of £160,000 a year.</p> <p>2.2 Soha works closely with local authorities and Occupational Therapists to provide a good adaptations</p>	

Home standard		
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Required outcomes	Compliance	Plans to continue improving
needs.	service. In 2010-11, we completed 246 minor adaptations and 69 major adaptations.	

Tenancy Standard Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>1 <u>Allocations</u> Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how they:</p> <ul style="list-style-type: none"> • make the best use of available housing • are compatible with the purpose of the housing • contribute to local authorities' strategic housing function and sustainable communities <p>There should be clear application, decision-making and appeals processes.</p>	<p>Soha provides its homes mainly through a sub-regional Choice-Based Lettings scheme. We have a clear Lettings Policy, a Lettings Plan and a customer focused procedure, in partnership with the relevant local authority.</p> <p>We support vulnerable customers by:</p> <ul style="list-style-type: none"> • Providing good, clear information on access to housing; • Giving support to applicants, including internet access in our offices, sending out paper copies of lettings, help filling out forms and providing signposting to proxy bidding and tenancy support officer; and • Helping to identify benefits entitlement. <p>Around a third of our lettings are to people who are homeless.</p> <p>We are proactively addressing under-occupation by offering support and incentives to help people move. Soha is a member of the national HomeSwapper mutual exchange system.</p> <p>In 2010-11, 94% of new tenants were satisfied with the help and support they received from Soha.</p>	<ul style="list-style-type: none"> • In 2011, Soha is carrying out an Equality Impact Assessment (EIA) of lettings. • We are implementing improvements from the customer journey mapping.

³ Security of tenure is a matter for the Government and the drafting of this outcome in the Tenancy Standard is aimed at ensuring this is consistent with current Government policy and hence no changes are introduced as a result of the regulatory standard on this issue.

⁴ 'Rent influencing regime guidance' means the Rent Influencing Regime Guidance published by the Housing Corporation in October 2001, and any guidance issued by the Housing Corporation or TSA, or its successors, in relation to that document.

⁵ 'RPI' means the general index of retail prices (for all items) published by the Office of National Statistics or, if that index is not published for any month, any substituted index or index figures published by that office.

Tenancy Standard Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>2 <u>Rents</u> Registered providers shall charge rents in accordance with the objectives and framework set out in the Government’s Direction to the TSA of November 2009.</p> <p>3 <u>Tenure</u> Registered providers shall offer and issue the most secure form of tenure compatible with the purpose of the housing and the sustainability of the community. They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements³.</p> <p>Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The</p>	<p>E&D: A Customer Journey Mapping exercise helped us to check the lettings process from a customer perspective and to identify improvements. This included work with different tenant profiles.</p> <p>Rents are charged in accordance with the Government’s Direction to the TSA of November 2009. In consultation with tenants, Soha provides helpful information to tenants about rent rises and has reviewed its rent statements to make them clearer to tenants. Soha has a Financial Inclusion plan and an effective arrangement with the local CAB. Tenants have a wide range of ways to pay their rent. Soha has achieved good performance on rent collection at a low management cost.</p> <p>Soha continues to offer a starter tenancy for the first 12 months. This was introduced in 2008 following consultation with tenants. Following this one year probationary period, if tenancy conditions are met, an Assured Tenancy is offered.</p>	<ul style="list-style-type: none"> • Soha has developed an Affordable Rents strategy and will implement this in line with regulation. • The tenancy agreement will be updated to reflect best practice in 2011/12. • We are developing an Easy Read tenancy agreement.

<p>Tenancy Standard</p> <p>Soha complies with TSA standard ✓</p>		
<p>Required outcomes</p>	<p>Compliance</p>	<p>Plans to continue improving</p>
<p>provider shall then meet the commitments it has made to its tenants.</p> <p>Specific expectations</p> <p>1 Allocations</p> <p>1.1 Registered providers shall co-operate with local authorities' strategic housing function, and their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements. Where, in exceptional circumstances, registered providers choose not to participate in choice-based lettings schemes in areas where they own homes, they shall publish their reasons for doing so.</p> <p>1.2 Registered providers shall develop and deliver services to address under occupation and overcrowding in their homes, within the resources available to them. These services should meet the needs of their tenants, and will offer choices to them.</p> <p>1.3 Registered providers shall provide tenants wishing to move with access to clear and relevant advice about their housing options. They shall participate in mobility schemes and mutual exchange schemes where these</p>	<p>1.1 Soha is part of a sub-regional CBL scheme and fully co-operates with local authorities in meeting homelessness duties.</p> <p>1.2 Soha provides incentives and support to address under-occupation. In 2010-11 3 people decided to downsize.</p> <p>1.3 Soha is a member of HomeSwapper and offers help and support to tenants going through mutual exchange, including providing free internet access in reception.</p>	<ul style="list-style-type: none"> • In 2011/12 Soha will identify a number of homes that can be allocated to people requiring support • In 2011 the transfer Incentive Scheme will be promoted to older people as part of the Older Person's Visiting Scheme

Tenancy Standard Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>are available.</p> <p>1.4 Registered providers' published policies shall include how they have made use of common housing registers, common allocations policies and local letting policies. Registered providers shall clearly set out, and be able to give reasons for, the criteria they use for excluding actual and potential tenants from consideration for allocations, mobility or mutual exchange schemes.</p> <p>1.5 Registered providers shall develop and deliver allocations processes in a way which supports their effective use by the full range of actual and potential tenants, including those with support needs, those who do not speak English as a first language and others who have difficulties with written English.</p> <p>1.6 Registered providers shall minimise the time that properties are empty between each letting. When doing this, they shall take into account the circumstances of the tenants who have been offered the properties.</p>	<p>1.4 Soha's published lettings policy sets out how we work in partnership with local authorities to let homes in a fair, transparent way which provides choice. Reasons for excluding people from lettings are set out clearly in an appendix to the policy. Soha has an annual lettings plan setting out priorities and addressing local circumstances.</p> <p>1.5 Soha works closely with the local authorities to check fair access to housing. In our main area of operation, SODC has recently completed a full service EIA. Soha is now using CORE and survey information to complete our own EIA. The Customer Journey Mapping exercise helped to check the lettings process from the viewpoint of different customers. Soha is a member of Language line and offers translations / interpretation where needed.</p> <p>1.5 Void turnaround times have improved significantly following work to deal with hard to let sheltered bedsits. Process mapping work has also helped to improve times further. General Needs turnaround was in target for 2010-11 at 2.2 weeks (target 2.5 weeks) and overall turnaround was in target at 3.4 weeks (target 3.5 weeks).</p> <p>1.6 All lettings and sales are recorded in CORE.</p>	<ul style="list-style-type: none"> • In 2011, Soha will introduce its first Local Lettings Plan in agreement with the local authority. This is to address issues of community sustainability as part of a Community Action Plan. • In 2011 we will continue to check the views and experiences all new tenants • In 2011 an equality impact assessment of evictions will be undertaken

Tenancy Standard Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>1.7 Registered providers shall record all lettings and sales in the Continuous Recording of Lettings system.</p> <p>2 Rents</p> <p>2.1 Registered providers shall ensure they meet the following requirements, which derive from the Government's Direction to the TSA of November 2009 and published within Directions to the TSA – Summary of Responses and Government Response, November 2009, CLG.</p> <p>2.2 Subject to paragraph 2.3, registered providers shall set rents with a view to achieving the following as far as possible:</p> <p>2.2.1. Rents conform with the pattern produced by the rent formula set out in rent influencing regime guidance⁴ ('target rents') with a five per cent tolerance in individual rents (ten per cent for supported and sheltered housing) ('rent flexibility level') but subject to the maximum rent levels specified in that guidance ('rent caps').</p> <p>2.2.2. Weekly rent for accommodation increases each year by an amount which is no more than RPI⁵ + 0.5% + £2 until it reaches the upper limit of the rent flexibility level or the rent cap, whichever is lower.</p> <p>2.2.3. Weekly rent for accommodation that has reached or is above the upper limit of the</p>	<p>2.1 Soha meets all requirements of the Government's Direction to the TSA of November 2009 as detailed below.</p> <p>2.2.1 In January 2011, Soha's Board noted that from April 2011, 93.5% (the vast majority) of General Needs properties met target rents (with a 5% tolerance). By March 2012, 93.4% (the vast majority) of sheltered housing will be within 5% of target rent.</p> <p>We can confirm that rent increases have met the rules set out in 2.2.2 – 2.2.5.</p>	

Tenancy Standard Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>rent flexibility increases each year by an amount that is no more than the increase to the target rents. 2.2.4. Rent caps increase annually by RPI + one per cent. 2.2.5. Target rents increase annually by RPI + 0.5%.</p> <p>2.3 Where the application of the Rents Standard would cause registered providers to be unable to meet other standards, particularly in respect of financial viability including the risk that a reduction in overall rental income causes them to risk failing to meet existing commitments such as banking or other lending covenants, the TSA may allow extensions to the period over which the requirements of the Rents Standard are met.</p> <p>2.4 Registered providers shall provide clear information to tenants that explains how their rent and any service charge is set, and how it is changed, including reference to the RPI benchmark to which annual changes to rents should be linked (except where rents are controlled under different legislation).</p> <p>3 Tenure</p> <p>3.1 Registered providers shall publish clear and accessible policies which outline their approach to tenancy management. They shall develop and provide services that will support</p>	<p>2.3 The application of the Rents Standard causes Soha no problems with financial viability.</p> <p>2.4 In consultation with tenants, Soha provides an explanatory leaflet each year, setting out how rent and service charges are set and how increases have been calculated. Rent statements have been reviewed with tenants to make sure they are easy to understand.</p> <p>3.1 Soha has clear policies which are published on our website setting out our approach to tenancy management. Initiatives to support tenants to maintain their tenancies</p>	

Tenancy Standard Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
tenants to maintain their tenancy and prevent unnecessary evictions. The approach should set out how registered providers will make sure that the home continues to be occupied by the tenant they let the home to.	and to prevent unnecessary evictions include: <ul style="list-style-type: none"> • A tenancy support officer, appointed in 2010 to support tenants to maintain their tenancy An Evictions Panel which includes tenants and Board members and 'meets' electronically to review any evictions. This has improved the rigour of the escalation mechanism and access to support for vulnerable residents at an earlier stage	

Neighbourhood and community standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>Required outcomes</p> <p>1 <u>Neighbourhood management</u> Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.</p>	<p>Soha has introduced a Safer, Cleaner, Greener approach to neighbourhood management. This involves local people in setting priorities for their neighbourhood and helping to monitor these issues.</p> <p>We have timetable of neighbourhood inspections, where tenants are invited to join staff in checking standards. In addition, there are 'spot checks' by other members of staff and by residents on the camera project (where residents take regular photos of hotspots in their area) who feedback on their local area.</p> <p>We use an Estate Sustainability Matrix, which assesses issues including the physical appearance of the neighbourhood, Anti-Social Behaviour (ASB) and access issues to prioritise areas for major works.</p> <p>In 2011, the Community Action Plan on Great Western Drive comes to an end, having made improvements including:</p> <ul style="list-style-type: none"> • Better car parking • Diversionary activities for young people • A new community garden • A multi-agency Safer Neighbourhood Agreement. <p>Community Action Plans on other estates have delivered a number of outcomes including:</p> <ul style="list-style-type: none"> • Better living environments (including new play areas and community gardens) • Improved facilities (e.g. offering to provide bicycle lock ups on Fleet Meadow). <p>VfM: In 2010/11 we tendered our grounds maintenance,</p>	<ul style="list-style-type: none"> • Building upon our Community Action Plans (CAPS), we will out our 'Safer, Cleaner, Greener' approach to managing estates and neighbourhoods, exploring with residents and delivering a range of actions including: • * Our first neighbourhood agreement; • * Our first local lettings plan; and • * 2 new community gardens

Neighbourhood and community standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>2 <u>Local area co-operation</u> Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.</p>	<p>communal cleaning and window cleaning contracts. In doing so we reduced the number of contracts from 8 to 5, improved the contract specifications and service standards in consultation with our tenants and saved £160,000 per year.</p> <p>Satisfaction with the neighbourhood is high at 91% (STATUS survey). We carry out regular surveys of each neighbourhood and feedback results and actions through a local newsletter which is written specifically for an estate and includes results of estate inspections, surveys and improvements to be made as a result of feedback.</p> <p>Soha works with a range of partners across its area and in specific locations to help achieve a range of outcomes. For example, we sit on the local LSP and have worked with partners including the police, schools, other housing providers and other groups on Community Action Plans.</p>	
<p>3 <u>Anti-social behaviour</u> Registered providers shall work in partnership with other public agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.</p>	<p>A Tenant Inspection of Anti-Social Behaviour and an internal review led to a number of actions to improve our response to ASB. This included more investment in staff training, better communication with tenants on progress of cases, purchase of CCTV and greater emphasis upon enforcement (including hate crime) as well as prevention.</p>	<ul style="list-style-type: none"> • The Great Western Drive Safer Neighbourhoods Agreement will be launched in July 2011 and is signed by a

Neighbourhood and community standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.</p> <p>Specific expectations:</p> <p>Specific expectations</p> <p>1 Neighbourhood management</p> <p>1.1 Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their</p>	<p>1.1 Soha's published policy on maintaining and improving estates and communal areas was developed with tenants and last approved in 2011. In 2010, we developed a new Neighbourhoods and Estates standard with residents.</p>	<p>number of agencies, as well as local residents.</p> <ul style="list-style-type: none"> • New Services: Soha will purchase noise monitoring equipment to help with ASB cases. • Soha will sign up to the new ASB Respect Charter. • An ASB summer campaign will be undertaken in 3 neighbourhoods (Didcot, Berinsfield and Swindon) in 2011 to improve reporting, advise on disposal of waste and explain how we tackle ASB

Neighbourhood and community standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes.</p> <p>2 Local area co-operation</p> <p>2.1 Registered providers, having taken account of their presence and impact within the areas where they own properties, shall:</p> <ul style="list-style-type: none"> • identify and publish the roles they are able to play within the areas where they have properties • co-operate with Local Strategic Partnerships and strategic housing functions of local authorities where they are able to assist them in achieving their objectives <p>3 Anti-social behaviour</p> <p>3.1 Registered providers shall publish a policy on how they work with relevant partners to prevent and tackle anti-social behaviour (ASB) in areas where they own properties.</p>	<p>2.1 Soha consults with residents in each area where we own properties to check priorities and the major issues in the area.</p> <p>Using the survey results from each area, we prioritise work and publish in a local newsletter what the survey results were and the approach we will take.</p> <p>Soha is an active member of the South Oxfordshire Partnership (the Local Strategic Partnership) and works with other LSPs and the local authorities in all areas of operation where we can help them to achieve their objectives. Through joint working with Oxfordshire Rural Community Council and LSPs we have hosted a Community Places worker to help develop community led plans in 3 areas and to help LSPs to achieve positive outcomes at a local level.</p> <p>3.1 Soha's Anti-Social Behaviour policy was developed with tenants and has been reviewed as part of a Tenant Inspection. The Tenant Inspectors found Soha's partnership work to be particularly strong.</p>	

Neighbourhood and community standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>3.2 In their work to prevent and address ASB, registered providers shall demonstrate:</p> <ul style="list-style-type: none"> • that tenants are made aware of their responsibilities and rights in relation to ASB • strong leadership, commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies • a strong focus exists on preventative measures tailored towards the needs of tenants and their families • prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available • all tenants and residents can easily report ASB, are kept informed about the status of their case where responsibility rests with the organisation and are appropriately signposted where it does not • provision of support to victims and 	<p>3.2– Tenants’ rights and responsibilities around ASB are clear in their tenancy agreement and are set out further in the tenants’ handbook and ASB service leaflet</p> <ul style="list-style-type: none"> - Soha plays an active role in a number of partnerships to prevent and tackle ASB. For example, we take part in: <ul style="list-style-type: none"> MARMM (Multi Agency Risk Management Meetings) MARAC (Multi Agency Risk Assessment Conference) NAGS Mediation with RESOLVE SLCNG (Social Landlords Crime and Nuisance Group) Domestic abuse Champions JATAC (Joint agency tasking and Coordination) SOP (South Oxfordshire Partnership) CSP (Community Safety Partnership) Oxfordshire ASB Forum - Our policy sets out a strong focus on preventative measures required under the RESPECT agenda and Soha has funded and participated in a number of diversionary activities, e.g. work with youth services and the police to engage with ‘at risk’ young people. - Soha’s ASB procedures clearly set out prompt action to deal with issues before they escalate. We test satisfaction through a survey - ASB cases continue to increase, following proactive promotion of our approach and Soha’s performance on cases is benchmarked through Housemark. - Overall satisfaction with the progress of an ASB 	<ul style="list-style-type: none"> • Soha will pilot a MANTRA (previously know as MANTRAH - Multi Agency Network for Tackling Racially Aggravated Harassmen) Hate Crime initiative in Didcot to support the county policy. • Planned Service improvements. Use new TAGISH software to track case management and consistency. Record calls made to update and close cases on HCRM. • Soha will in 2011 refresh the actions against the new RESPECT agenda - The charter puts an even higher priority on tackling anti-social behaviour (ASB) in order to protect

Neighbourhood and community standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
witnesses	complaint is 73%, disabled people are now more satisfied at 70% and 25-40 are the least satisfied at 65%.	<p>vulnerable tenants and improve the lives of people resident in social housing</p> <ul style="list-style-type: none"> • Soha will identify likely impact from the Home Office reform of the tools to tackle ASB

Value for money standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>1 <u>Value for money</u> In meeting all TSA standards, including their local offers, registered providers shall have a comprehensive approach to managing their resources to provide cost-effective, efficient, quality services and homes to meet tenants' and potential tenants' needs.</p> <p>Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.</p> <p>Specific expectations</p> <p>1 Value for money</p>	<p>Soha has a robust approach to achieving Value for Money (VfM) and was the first housing association in the country to achieve the top mark for VfM in a Short Notice Inspection.</p> <p>Our approach is outlined in our VfM Strategy, which sets targets and priorities for a 3 year period.</p> <p>Staff and involved tenants have received training on VfM and there is a culture of achieving VfM throughout the organisation.</p> <p>VfM is set out as part of Soha's compliance report within the Annual Report, which is written and produced by tenants.</p> <p>Soha is a member of Housemark and uses its benchmarking club to check VfM through comparative performance and costs. The 2009-10 benchmarking report shows Soha is lower than average in cost for all services measures (except estate services) and that performance varies. All the performance indicators which are lower for 2009-10 have improved in 2010-11.</p> <p>1.1 VfM is addressed throughout each of the standards in this report.</p>	<ul style="list-style-type: none"> In 2011-12, Soha will review controls and procedures around consultants and sundry contractors to tighten these up.

Value for money standard		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>1.1 Registered providers shall demonstrate to their tenants:</p> <ul style="list-style-type: none"> • how expenditure has been prioritised in relation to each of the standards and in the delivery of local offers, and in meeting other needs such as investment in new social housing provision • how they have ensured value for money has been secured and tested • plans and priorities for delivery of further value for money improvements 	<ul style="list-style-type: none"> • Expenditure is prioritised through a three year corporate plan with an annual review of objectives. This is developed in consultation with tenants and leads to the budgeting process. • Tenants are involved in a spending prioritisation meeting with Directors. This is after core budgets have been set (driven by business need) and allots remaining money to different priorities. • We ensure Value for Money through a range of robust internal controls which are set out in our VfM strategy, including tendering processes, complying with OJEU and financial regulations around obtaining quotes. 	
<p>1.2 Registered providers shall have arrangements for tenants to influence the services delivered and the cost of those services that result in service charges to tenants.</p>	<p>1.2 Soha has a well respected model of Resident Involvement and tracks the impact of RI to show how tenants influence services delivered. This is outlined in the annual RI Impact Report. At a strategic level, tenants are involved in the development of Soha's Corporate Plan (more than 550 tenants took part in consultation on the 2010-13 Plan)</p> <p>Tenants are involved in all areas of Soha's service delivery. A good recent example of this is the involvement in the re-tendering of estates and communal areas contracts.</p>	

Governance and financial viability standard –		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>1 <u>Governance</u> Registered providers shall ensure effective governance arrangements that deliver their aims, objectives and intended outcomes for tenants and potential tenants in an effective, transparent and accountable manner. Governance arrangements shall ensure they:</p> <ul style="list-style-type: none"> • adhere to all relevant legislation • comply with their governing documents and all regulatory requirements • are accountable to tenants, the TSA and relevant stakeholders • safeguard taxpayers’ interests and the reputation of the sector • have an effective risk management framework 	<p>Soha has strong, effective governance arrangements in place, with a Board representing a range of skills and experience which are regularly reviewed to identify any potential gaps. The Board has appropriate BME representation and gender balance. Board members have annual appraisals to ensure performance and to check any training needs. This helps in keeping Board members’ knowledge and skills up to date on an individual basis.</p> <p>Soha has a nationally recognised model of Co-Regulation introduced in April 2010. This includes a Tenant Scrutiny Group to challenge Board and management decision making and Tenant Inspectors to check the delivery of service standards. In addition, tenants produce Soha’s Annual Report, which includes benchmarking of performance. Soha’s 2010 Annual Report was rated one of the best four in the country by a panel from the National Tenant Organisations. Accountability to tenants is measured through our annual Resident Involvement Impact Report. Soha has very good working relationships with stakeholders, including MPs, local authorities and community organisations. We consult with stakeholders (in</p>	<ul style="list-style-type: none"> • We will continue to develop our model of Co-Regulation with tenants. • Soha will undertake a stakeholder survey in 2011. • Governance review planned for 2011 / 12.

⁶ A “non-regulated element” refers to the activities, organisations or parts of organisations carrying out non-social housing activity within an organisation:
(1) which is a registered provider and which also carries out activities which are not regulated by the TSA;
(2) which is not a registered provider but which has as part of its organisation, corporate structure or group of organisations, a registered provider; or
(3) which is a registered provider and is controlled or substantially influenced by another organisation which is not a registered provider.

Governance and financial viability standard –		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>2 <u>Financial viability</u> Registered providers shall manage their resources effectively to ensure their viability is maintained.</p>	<p>addition to extensive resident involvement) on relevant policy reviews and in the development of our Corporate Plan.</p> <p>A range of systems and checks are in place to ensure that Governance arrangements are robust and effective, including:</p> <ul style="list-style-type: none"> • Governance review (last in 2009) • Self-assessment reviewed by Tenants’ Forum and Board • Board Away Days to help build relationships across Board and Senior Management • Open Discussion time on Board agendas to encourage reflective discussion of current issues • Board briefings before most Board meetings to keep members up to date on current issues. <p>The Board and management of Soha have a robust risk management framework in place, with a list of ‘top ten’ risks reviewed at regular intervals, along with a discussion of the full risk register.</p> <p>The Tenant Services Authority Regulatory Judgement of July 2010 sets out that Soha has achieved the top rating for meeting regulatory requirements for financial viability and meets the requirements for governance.</p>	<ul style="list-style-type: none"> • Financial viability continues to be a priority for Soha and we have an over-riding Corporate Objective, recognising the uncertain economic conditions and setting out that we must take decisions that are in the best interests of Soha economically.

Governance and financial viability standard –		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
Specific expectations		
1 Governance		
1.1 Registered providers shall adopt and comply with an appropriate code of governance. They shall give the reasons for their choice and explain areas of non-compliance with their chosen code.	1.1 Soha adopted the NHF Excellence in Governance Code in June 2005. In 2008, the Board adopted the principles of the NHF Excellence in Service Delivery and Accountability.	
1.2 Registered providers shall establish and maintain clear roles, responsibilities and accountabilities for their board, chair and chief executive and produce an annual assessment of the effectiveness of their arrangements.	1.2 Board members have a person specification and the Board members handbook includes agreement for services, detailing what is expected. Portfolio Holders have a Job Description. The effectiveness of Board is assessed through an annual appraisal which leads to a training plan. A Governance review took place in 2009 (HQN review late 2008 with special Board meeting Feb 2009)	
1.3 Registered providers shall submit an annual return, on an accurate and timely basis in a form determined by the TSA. This is currently the Regulatory and Statistical Return (and its successor, the National Register of Social Housing).	1.3 An accurate RSR for 2010 was submitted on time.	
1.4 Where there is a non-regulated element ⁶ , the registered provider shall demonstrate to the TSA that it has in place effective mechanisms	1.4 Non-regulatory elements are very small and Soha's Board would consider very carefully the need for anything other than this.	

Governance and financial viability standard –		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<p>(such as commitments, undertakings or other assurances between itself and the non-regulated element) which ensure that:</p> <p>1.4.1 it is and will be able to comply with the TSA's standards and other regulatory requirements;</p> <p>1.4.2 its ability to meet the TSA's standards and other regulatory requirements is not and cannot be prejudiced by the activities or influence of the non-regulated element;</p> <p>1.4.3 in the event that the registered provider does not or may not be able to comply with the TSA's standards or other regulatory requirements:</p> <p>a. the non-regulated element will give any necessary support or assistance to enable compliance; and</p> <p>b. the registered provider has the ability to require the support or assistance of the non-regulated element to enable compliance.</p> <p>In some situations it may be appropriate for the TSA to be a party to such arrangements.</p> <p>2 Financial viability</p> <p>2.1 Registered providers shall ensure that:</p> <ul style="list-style-type: none"> effective controls and procedures are in place to ensure security of assets and the proper use of public funds 	<p>Soha has in place robust procedures to assess the viability of any service or product outside of regulated activity. Risks are carefully assessed and controlled. Soha has charitable status and therefore must act as a charitable business.</p> <p>2.1</p> <ul style="list-style-type: none"> This is properly monitored annually by Audit Committee and Board. A range of different assurance mechanisms are identified for the Audit Committee to be kept informed of the controls and 	

Governance and financial viability standard –		
Soha complies with TSA standard ✓		
Required outcomes	Compliance	Plans to continue improving
<ul style="list-style-type: none"> • effective systems are in place to monitor and accurately report delivery of their plans • the risks to delivery of financial plans are identified and effectively managed <p>2.2 Registered providers shall ensure that they have a robust and prudent business planning and control framework. Through this framework they will ensure:</p> <ul style="list-style-type: none"> • there is access to sufficient liquidity at all times • financial forecasts are based on appropriate and reasonable assumptions • planning sufficiently considers the financial implications of risks to the delivery of plans • they monitor, report on and comply with their funders’ financial covenants 	<p>procedures in place.</p> <ul style="list-style-type: none"> • Soha produces an interlinked Business Plan and Corporate Plan on an annual basis. These are monitored regularly through progress reports and quarterly management reports at Senior Management, Tenants’ Forum / Scrutiny Panel and Board levels. • Soha has a robust Risk Management Strategy. We take an imaginative and innovative approach to focus the Board on the main risks facing our organisation, along with an understanding of the overall risk register. <p>2.2 Soha’s comprehensive 30 year business plan is produced annually which includes a range of scenarios. It is monitored quarterly through the management report.</p> <ul style="list-style-type: none"> • The business plan is monitored monthly by senior managers and quarterly by Board through the management report. • Assumptions underlying financial forecasts are tested through checking a range of scenarios interactively with Board • Soha has a strong risk management strategy and a good understanding of risk. We continually look at VfM and prioritise financial issues, introducing specific steps as appropriate, e.g. a credit crunch group from the Board. We are proactive at looking at financial viability. 	

Governance and financial viability standard –

Soha complies with TSA standard ✓

Required outcomes	Compliance	Plans to continue improving
2.3 Registered providers shall provide to the TSA accurate and timely statutory and regulatory financial returns and an annual report on any losses from fraudulent activity.	2.3 Accurate and timely statutory and regulatory financial returns are provided to the TSA. There have been no losses due to fraudulent activity and this is confirmed through an annual report.	

Jargon buster
Compliance with TSA Standards 2010 – 11

Jargon Buster

TSA	Tenant Services Authority
E & D	Equality & Diversity
LGB	Lesbian, Gay, Bisexual
TPAS	Tenant Participation Advisory Service
VfM	Value for Money
RI	Resident Involvement
EIAs	Equality Impact Assessment
HCA	Homes & Communities Agency
SMT	Senior Management Team
SBRI	Single Budget Regeneration Initiative
BME	Black & Minority Ethnic
RPI	Retail Prices Index
CAB	Citizens Advice Bureau
CBL	Choice Based Lettings
SODC	South Oxfordshire District Council
CORE	Continuous Recording System (monitors lettings statistics)
CLG	Communities and Local Government
ASB	Anti Social Behaviour
LSP	Local Strategic Partnership
HCRM	Housing Customer Relationship Management (system)
NHF	National Housing Federation
RSR	Regulatory Statistical Return
MARMM	Multi Agency Risk Management Meetings
MARAC	Multi Agency Risk Assessment Conference
NAGs	Neighbourhood Action Groups
SLCNG	Social Landlords Crime & Nuisance Group
JATAC	Joint Agency Tasking & Co-ordination
SOP	South Oxfordshire Partnership
OJEU	Official Journal of the European Union
CSP	Community Safety Partnership
MANTRA	Multi Agency Network Tackling Racially Aggravated Assault (Hate Crime Initiative)
Tagish	Anti Social Behaviour recording software system
Domestic Abuse Champions	Member of staff trained to deal with domestic abuse
Resolve	Mediation service
Oxfordshire ASB Forum	Forum for Domestic Abuse in Oxfordshire