



Management Arrangements Framework

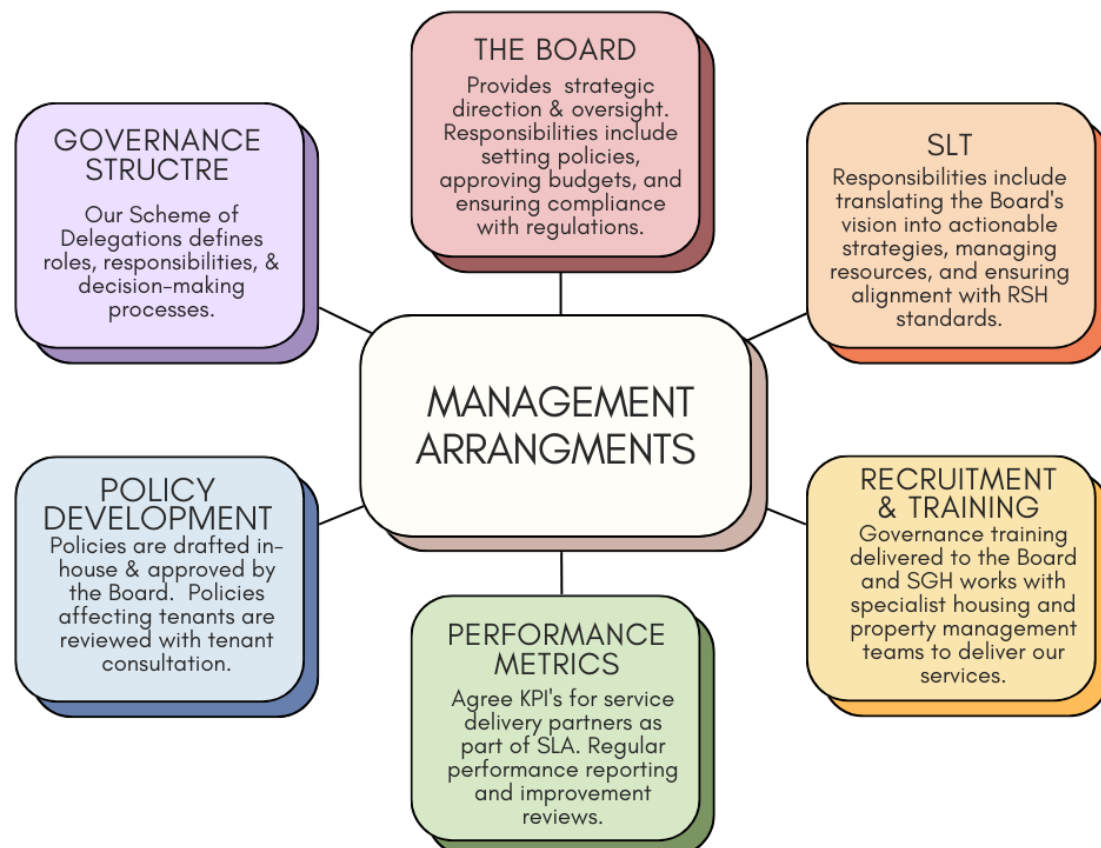
Regulating the Standards

OCTOBER 2024

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Management Arrangement Framework



1 Neighbourhood and Community Standard

Below we have set out the management arrangements we will put place to meet the Neighbourhood and Community Standard.

1. The management arrangements put in place to meet the Neighbourhood and Community Standard, as set out by the Regulator of Social Housing, involve a comprehensive approach to ensure that St George Housing (SGH) effectively addresses the needs and concerns of the local community and other local stakeholders. Below are examples of management arrangements that SGH intends to develop and implement to meet the Neighbourhood and Community Standard:
2. **Community Engagement Strategy:** SGH has a well-defined strategy for engaging with the local community. We send out regular tenant satisfaction surveys to capture feedback from residents. We also offer a range of channels including online through our website where residents can provide their views on how their homes are being managed.
3. **Tenant Involvement:** SGH's management arrangements include mechanisms to involve tenants in decision-making processes that directly impact their living conditions. Key policy and procedures such as tenancy management, ASB and allocations and letting will be reviewed in consultation with future residents. As we grow, we will aim to set up tenant forums which will seek to provide our residents with a platform to shape the way we deliver services and manage their homes.
4. **Consultation on Policies:** SGH consults residents when developing or revising policies that affect the community and tenants. These include policies related to repairs and maintenance, ASB, and zero tolerance policy.
5. **Transparency:** We intend to provide clear and transparent communication between the SGH and the residents. This includes providing regular updates via our websites about our performance in key areas such health and safety compliance, repairs and complaints via our annual report. We will also share annual benchmarking data to show how well we compare to our peers.
6. **Community Initiatives:** Our management arrangements will include initiatives that foster a sense of community and enhance the overall well-being of our residents. We provide an array of information on our website that our residents can get involved in including training, employment initiatives. As we grow, we may consult with residents organising social events, workshops, and activities that promote interaction among residents.
7. **Complaint Resolution:** SGH has a well-defined process for addressing and resolving resident complaints. Our complaints process ensures that concerns are acknowledged and resolved promptly. Residents have a number of channels to raise complaint by phone, online, email

and in writing. The SLT conduct an annual review of our complaints processes against the Housing Ombudsman complaint handling code which is published on our website. Lastly, our Chair is the board lead on complaints providing strategic oversight and accountability for complaints.

8. **Maintenance and Upkeep:** SGH has a clear plan for the maintenance and upkeep of communal areas. Regular inspections and preventive maintenance have been factored into our SLA agreements with our service delivery teams. For example, conducting regular inspections of common areas and promptly addressing any maintenance or waste disposal issues and reporting back to SGH.
9. **Support Services:** Our management arrangements include access to support services for residents who may need assistance, which is set out in our tenancy management policy under aid and adaptations. This might involve partnerships with the local authority and occupational teams to provide additional support, such as transportation services, aids and adaptations or wellness programs.
10. **Community Investment:** SGH is committed to investing in the community's well-being. Our fresh start project aims to raise funding to go towards tenancy home starter packs for new residents moving into an SGH home. We also aim to provide food bank vouchers to help support tenants and eligible individuals in the local community during the cost of living crisis.
11. **Monitoring and Evaluation:** SGH will regular monitor and evaluate the effectiveness of our management arrangements including the Board, executive management and our service delivery partners. This ensures that community's needs are being met and allows for service improvements to be made if necessary. We will carry out annual Board effectiveness surveys to identify gaps in skills, training and development. In addition, we will set KPI's and embed a culture of continuous improvement to enhance the services we provide. Resident feedback through annual surveys, and after repair resident checks will help assess resident satisfaction and proactively identifying areas for improvement.
12. By implementing these management arrangements and aligning them with the Neighbourhood and Community Standard as outlined by the Regulator of Social Housing, SGH can ensure we are fostering a positive and supportive living environment for our residents while meeting regulatory standards.

2 Tenancy Standard

Below we have set out the management arrangements we will put place to meet the Tenancy Standard.

1. To meet the Tenancy Standard set by the Regulator of Social Housing, SGH has establish effective management arrangements that ensure the rights and well-being of tenants are upheld. Below are examples of management arrangements that have and will be implemented to meet the Tenancy Standard, in accordance with regulatory standards:

2. **Clear and Comprehensive Tenancy Agreements:** SGH offers fully compliant and transparent tenancy agreements that clearly outline the terms and conditions of the tenancy, including rent, responsibilities, and rights. This ensures that tenants understand their rights and responsibilities and the obligation of SGH. Our social housing tenancy agreements have been approved by the National Housing Federation.
3. **Tenant Support and Information:** SGH provides all tenants with essential information about their rights and responsibilities, as well as guidance on how to access key support services. For example, we supply all new tenants with a welcome pack that include a tenancy handbook, containing information on SGH services, key policies, emergency contacts, and available tenant resources.
4. **Maintenance and Repairs:** SGH have implemented a robust 24 hour maintenance and repairs system to address issues promptly. We offer clear communication channels for reporting maintenance problems and have set out reasonable response times for different types of repairs which we set out in our policies, tenant handbook and on our website.
5. **Allocation and Transfer Policies:** SGH have in place policies that set out our approach to allocation, lettings and managing tenant transfers. In reviewing our policies against equality and diversity assessments and Blackpool's own allocations policy, we maintain a fair and transparent allocation process, prioritising those in greatest need, and establishing criteria for eligibility and transfer requests. SGH have full oversight over the allocations of our properties and approve referrals in-house.
6. **Rent and Arrears Management:** SGH has in place arrangements that include clear procedures for collecting and managing rent payments. Processes we implement to prevent rent arrears include providing flexible payment options, monthly rent statements, text message reminder, free welfare benefit advice and offering support to tenants facing financial difficulties. We also apply for direct payments with the DWP to prevent residents accumulating arrears.
7. **Anti-Social Behaviour Policies:** SGH has policies in place to address, prevent and manage anti-social behaviour. This includes procedures for reporting incidents, conducting investigations, and taking appropriate actions to ensure the safety and well-being of all tenants and those living in the local community. SGH works collaboratively with the Local authority and other key stakeholders to tackle ASB and hate crimes.
8. **Notice and Eviction Procedures:** Management arrangements at SGH define the procedures for issuing notices and conducting evictions when necessary. These procedures adhere to legal requirements and ensure that tenants are aware of their rights throughout the process. For example, we will follow the pre-action protocol when dealing with possession procedures and to ensure that resident receive the right support throughout the process.
9. **Mutual Exchange:** SGH To meet the requirement of supporting residents in mutually exchanging their homes, we have implemented several key measures. We have signed up with Home Swapper, a leading mutual exchange service that connects residents with potential swap partners, enhancing their chances of finding a suitable exchange. Additionally, we have developed a comprehensive Mutual Exchange Policy, which is available on our

website, providing clear guidelines and information on the exchange process. Residents can easily access and download the mutual exchange application form online, streamlining the application process and ensuring residents have the resources they need to facilitate their home exchanges efficiently.

10. **Tenant Participation and Consultation:** SGH encourages tenant participation in the decision-making processes that affect the community and the services we provide. This involves seeking input on policies and involving tenants in shaping future tenant based projects and services.
11. **Data Protection and Privacy:** Management arrangements at SGH ensure that tenant data is handled securely and in compliance with data protection regulations. This includes having policies in place for data storage, sharing, and obtaining tenant consent for data use. We also have in place robust malware and anti-virus software to protect our online systems against harmful cyber-attacks that can access data and corrupt our IT systems.
12. **Complaint Handling:** SGH has established a fair and transparent process for handling tenant complaints. This includes providing clear channels for submitting complaints, acknowledging receipt, conducting investigations, and providing timely feedback to tenants. We also annually review our complaints policy and procedures against the Housing Ombudsman Complaints Handling Code which is made available on our website. We regularly review our complaints handling processes and publish performance improvement plans to the Housing Ombudsman and on our website. These form an action plan to ensure we continuously utilise lessons learned and improve our complaint handling service.
13. **Safeguarding:** SGH have implemented procedures for identifying and safeguarding vulnerable tenants, such as elderly individuals or those with specific or complex needs. Our Safeguarding policy sets out our approach to supporting vulnerable residents and we are committed to working closely with social services and other relevant organisations to help support resident's needs.
14. By implementing these management arrangements, SGH ensure that we meet the Tenancy Standard as defined by the Regulator of Social Housing. These arrangements help create a safe, supportive, and respectful living environment for tenants while ensuring compliance with regulatory standards.

3 Safety & Quality Standard

Below we have set out the management arrangements we will put place to meet the Safety and Quality Standard.

1. To meet the Safety & Quality Standard set by the Regulator of Social Housing, SGH must have an effective management arrangement in place to ensure that the properties we offer meet the decent home standards, in so far they are safe, well-maintained, and of a good quality. Below are examples of management arrangements that we have implemented to meet the Safety & Quality Standard, in accordance with regulatory standards:

2. **Decent homes standards:** SGH will carry out regular stock condition surveys at least every 5-10 years. This will help us to evaluate the condition of our properties. Findings from the stock condition surveys will be used to develop a comprehensive five-year cyclical and planned maintenance repairs programme. This programme will ensure that we continue to meet the Decent Homes Standard in respect of thermal comfort, noise transmission, reasonable modern bathrooms and kitchens (facilities) and the structural integrity of our social housing properties.
3. **Property Inspections:** Regular property inspections will be conducted to identify any maintenance or repair needs. We will use the HHSRS to assess the quality and condition of our homes and carry out home MOT's to identify any repairs that have not been resolved or picked up. These inspections will be scheduled at least annually, as our properties have been fully refurbished to a high standard in 2023.
4. **Responsive Repairs:** SGH has in place a system for tenants to report repairs, and our management arrangements ensure that responsive repairs are carried out promptly and, in a cost, effective way. This includes addressing urgent repairs within a specified timeframe and categorising repairs based on their level of urgency. This is clearly defined in our tenancy handbook, repairs policy and on our website. Getting repairs right first time will be one of the KPI 's used to measure performance in our repairs and maintenance service.
5. **Planned Maintenance:** A maintenance schedule has been established to proactively address property issues before they become significant problems. This will involve routine checks of heating systems, roofs, plumbing, and electrical systems.
6. **Gas and Electrical Safety:** SGH will adhere to strict gas and electrical safety regulations. This includes conducting annual gas safety checks by certified engineers, ensuring electrical installations are safe, and providing tenants with safety certificates. We also have a policy that sets out our approach to managing gas and electrical safety within our homes that is available on our website and embedded in our service delivery processes. To ensure full compliance checks will be commenced 60 days before the expiry of a certificate.
7. **Fire Safety:** Management arrangements include comprehensive fire safety measures, such as regular fire risk assessments, maintenance of fire alarms, other fire preventative measures, and clear evacuation plans for tenants. Our fire risk management policy sets out our approach to managing fire risk in our homes and is available on our website. Board will receive regular updated on progress with FRA remedial works that have been categorized as high or medium risk.
8. **Asbestos Management:** Where our properties contain asbestos, there is a clear management plan in place to monitor its condition and address any risks. This will involve annual inspections and maintenance to prevent asbestos-related health hazards. Our asbestos management policy sets out our approach to managing the risk of asbestos in our homes and is available on our websites. SGH has also establish an asbestos register that must be signed by contractor where there is asbestos found to be present in our homes.
9. **Energy Efficiency:** All SGH properties meet energy efficiency standards. We provide advice to our residents about implementing insulation measures, using energy-efficient appliances,

and providing guidance to tenants on reducing energy consumption. In accordance with Government carbon net zero target, we will aim to ensure all our properties have a minimum EPC rating of C and above by 2028. SGH work collaboratively with Cosey Homes in Blackpool to support our residents access free sustainability upgrades to their homes.

10. **Environmental Health:** SGH has in place management arrangements that address potential environmental health concerns, such as pest control and waste management. This involves regular inspections of our properties and communal areas, published guidance on waste management on our website and prompt action to address any issues.
11. **Accessibility:** Some of SGH properties are accessible to tenants with disabilities. Management arrangements include provisions for making necessary adaptations or modifications to ensure that tenants can continue to live comfortably should their circumstances change.
12. **Damp and Mould Prevention:** SGH has procedures in place to prevent dampness and mould growth. This involves addressing plumbing leaks, improving ventilation, and providing practical guidance to tenants on maintaining a dry environment. Our approach to how we manage damp and mould is set out on our website along with guidance for residence on how to minimise the risk of damp in their home. In 2023 our properties receive damp proofing treatment to minimise the chance of damp occurring.
13. **Security Measures:** Management arrangements at SGH are in place should ensure that properties have appropriate security measures in place, such as secure door entry systems, individual post collection boxes, functioning locks, and well-lit common areas, which includes emergency lighting.
14. **Tenant Communication:** SGH has established clear communication channels with tenants to inform them about property-related matters, repairs program, and any changes in management provisions. SGH produces a quarterly tenant newsletter that is available on our website providing useful information to our residents.
15. **Tenant Property Management Education:** SGH provides tenants with guidance in the tenant handbook about property care and maintenance to help them take proactive steps to prevent property issues. There is also useful information, videos and resources available on our website.
16. **Quality Assurance:** Regular quality assurance checks will be conducted to ensure that management arrangements are being followed and that properties meet the Decent Home Standard consistently. These checks are set out in service delivery SLA agreements and resident feedback will help SGH to evaluate performance in this area.
17. **Accessibility and Adaptations:** SGH has measures in place to accommodate the needs of tenants with disabilities or specific requirements. This involves working in partnership with the local authority, adult social and primary care trusts to provide adaptations to our homes to ensure adequate living conditions are maintained for all tenants.

18. **Tenancy Sustainment:** We provide a range of free support services aimed at helping residents maintain their tenancies successfully. We offer complimentary assistance with accessing benefits and setting up utility bills, ensuring residents are financially stable and can manage their household expenses. Our benefit advice service provides tailored guidance on available support, while our signposting service connects residents to additional community resources and services. Moreover, we have established a dedicated WhatsApp line for residents' queries, providing a convenient and accessible way for them to seek help and advice promptly, thereby promoting tenancy sustainment and reducing the risk of eviction.
19. By implementing these management arrangements, SGH can ensure that we meet the Safety and Quality Standard as outlined by the Regulator of Social Housing. These arrangements contribute to the safety, quality, and overall well-being of tenants while ensuring compliance with regulatory standards.

4 Transparency, Influence and Accountability Standard

Below we have set out the management arrangements we will put place to meet the Tenant Involvement and Empowerment Standard.

1. To meet the Transparency, Influence and Accountability set by the Regulator of Social Housing, SGH has established effective management arrangements that actively involve tenants in decision-making processes and empower them to have a meaningful impact on the management of their homes and communities. Here are examples of management arrangements that can SGH have and intend to implement to meet the Transparency, Influence and Accountability in accordance with regulatory standards:
2. **Tenant Forum:** As we grow SGH will develop and tenant forum which will provide a platform for tenants to voice their opinions, concerns, and suggestions regarding SGH property management, policies and procedures.
3. **Regular Meetings:** SGH will schedule regular meetings between our tenants and management. These meetings allow for open discussions on various issues, providing tenants with the opportunity to contribute to decisions that affect their homes and the community they live.
4. **Participation in Decision-Making:** SGH will involve tenants in decision-making processes that impact the community. For example, tenants will be included in the selection of service delivery partner when due for review.
5. **Resident Feedback:** Management arrangements within SGH include clear and accessible channels for tenants to provide feedback on property management and operation services. Annual Tenant Standard Measures, Online complaints and compliments, and proactive repair satisfaction follow up are just some of tools we will use to help resident feedback shape our future services.

6. **Tenant Training and Workshops:** As we develop SGH will tap into grant funding to offer training sessions and workshops to empower tenants with the knowledge and skills needed to become more effective. These could cover topics such as, budgeting, money management, upskilling in Information technology.
7. **Transparent Communication:** SGH will maintain clear communication with tenants, keeping them informed about property-related matters, policy changes, and ongoing initiatives. This will involve regular tenant newsletters, online updates and information sessions run by the local authority
8. **Tenant Satisfaction Measures:** Conducting periodic tenant surveys allows SGH to gather comprehensive feedback on various aspects of property and tenancy management. The results of these surveys can inform decision-making processes and will be reported to the Regulator of social housing as requested and published on our website.
9. **Reporting:** We will collect and report annually on our performance using the core set of defined Tenant Satisfaction Measures (TSMs). These measures are integral to providing tenants with greater transparency about our performance as their landlord. Together with our service delivery we will systematically gather data on various aspects of our services, including repairs response times, tenant satisfaction with communication, complaints and the overall quality of housing. This information is compiled into an annual performance report, which will be made readily available on our website. By transparently sharing these results, we ensure that tenants can hold us accountable and influence future improvements, fostering a more open and responsive relationship between us and our residents.
10. **Community Engagement Events:** Organising community events and activities encourages social interaction among tenants and fosters a sense of belonging. Should the opportunity arise, we will work with other local registered providers, community groups and the local authority in putting together events. As part of our resident engagement strategy, we will involve our tenants in planning and organising these events.
11. **Tenant-Led Projects:** In the future, SGH will explore funding opportunities to develop tenant-led projects that enhance the quality of life in the community. Projects may include activities like garden beautification, community art installations, or skills-sharing workshops.
12. **Recognition and Appreciation:** Management arrangements will include recognition and appreciation for tenant involvement. SGH will acknowledge the contributions of tenants through awards, certificates, or other forms of recognition like gift vouchers or free preloaded sim data.
13. **Feedback Loop:** SGH will demonstrate how tenant feedback has influenced decisions and actions. Showing residents that we are listening, and their voices are heard helps build trust and encourages more tenant participation in the future.
14. By implementing these management arrangements, SGH can meet the Tenant Involvement and Empowerment Standard set by the Regulator of Social Housing. These arrangements empower tenants to actively participate in shaping their living environment and contribute

to decision-making processes, ultimately creating a more inclusive and responsive housing community.

5 Vale for money

Below we have set out the management arrangements we will put place to meet the Value for Money Standard

To meet the Value for Money Standard set by the Regulator of Social Housing, SGH has established effective management arrangements that ensure efficient and prudent use of resources while delivering high-quality services and maintaining the financial sustainability in our operations. Below are examples of SGH's management arrangements that have and will be implemented to meet the Value for Money Standard, in accordance with regulatory standards:

1. **Cost Transparency:** SGH maintains transparent financial records that clearly outline income, expenditure, and the allocation of resources. This transparency enables stakeholders to assess how resources are being utilised.
2. **Efficient Procurement Practices:** SGH Management arrangements include policies for competitive procurement of goods and services. SGH negotiates favourable contracts with suppliers and contractors to obtain quality products and services at competitive prices.
3. **Performance Measurement:** SGH have established key performance indicators (KPIs) and 'golden rules' to measure the efficiency and effectiveness of our operations. These KPIs and 'golden rules' relate to operating costs, maintenance costs, service delivery times, and tenant satisfaction.
4. **Asset Management Strategy:** Management arrangements within SGH include the development of a comprehensive asset management strategy that outlines long-term plans for property maintenance, repairs, and improvements. This strategy ensures that resources are allocated in a way that maximizes asset lifespan and value.
5. **Value-Added Services:** SGH offers additional services to tenants that enhance the overall value of their housing experience. Additional services include welfare benefit advice and sign posting to accredited services. These services will be regularly evaluated to ensure they align with tenant needs and deliver value for money.
6. **Risk Management:** Our risk management arrangements adopt a four-stage process which include risk identification, risk assessment and mitigation strategies, and review. This approach aims to avoid costly service disruptions that could impact the financial stability of the association.
7. **Continuous Improvement:** SGH fosters a culture of continuous improvement, regularly reviewing and refining our operations to identify areas where efficiency gains can be made.
8. **Benchmarking:** SGH management arrangements involve benchmarking our performance against industry standards and peers to identify areas for improvement and opportunities for

cost savings. We will review Value for money KPI's on a quarterly basis and will publish the regulatory VFM metrics in our annual financial statements.

9. **Investment Prioritisation:** SGH will prioritise investments based on cost-benefit analysis and anticipated long-term benefits. This ensures that resources are allocated to projects and services that deliver the greatest value.
10. **Technology:** Management arrangements across SGH include the adoption of technology solutions that streamline administrative tasks, reduce paperwork, and enhance communication, leading to cost savings whilst reducing our carbon footprint.
11. **Financial Planning:** SGH has develop robust financial plans that consider short-term needs and long-term sustainability. These plans address maintenance, repairs, carbon spend projects, and other operational expenses. Our financial plans have also been stress tested against extreme scenarios to enable management to understand and pre-empt which circumstances will break our plan. This helps our Board to implement effective risk mitigation and risk recovery controls at the right time.
12. **Tenant Engagement:** SGH will engage tenants in discussions about value for money by seeking their input on service quality, priorities, and cost considerations.
13. **Regular Reporting:** SGH management arrangements will include regular reporting to stakeholders, including tenants, board members, and regulatory bodies, to demonstrate how resources are being used effectively.
14. **Efficient resources:** SGH will review resources to ensure that the association is appropriately structured to minimise the risk of duplication of roles and operational inefficiency. By understanding the root cause of operational gaps, SGH will be more effective in identifying and evaluating effective resource solutions required to meet business need.
15. **Remote working:** no leased office costs and an association led by volunteers ensures the association can maximise our surplus back into delivering and enveloping our services.
16. By implementing these management arrangements, SGH can meet the Value for Money Standard as outlined by the Regulator of Social Housing. These arrangements promote efficient resource utilisation, financial sustainability, and the delivery of high-quality services to tenants.
17. This framework will be reviewed annually by the Board.

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