



Community Housing  
*Nga Wharerau o Aotearoa*

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## Best Practice Guide April 2018

# Community Housing Aotearoa

# CHA Community Housing Standards - 2018

## THE STANDARDS

### Core Standards

<b>1. Governance &amp; Probity Standards</b>	
The CHO is well governed, and maintains high standards of probity to support the aims and intended outcomes of its business and maintain the reputation of the Community Housing Sector.	
<b>CHA Community Housing Standards:</b>	<b>Compliance CHRA Performance Standards</b>
<b>1.1 Legal structure</b> The CHO has a legal structure appropriate to its purpose, size and the nature of its operations and its governing document and objects give it the power to provide social or affordable housing.	CHRA – Reg 5, 6 Community Housing Provider Regulations 2014 Eligibility Criteria
<b>1.2 Governance effectiveness</b> The CHO is well governed at all times and has effective, transparent and accountable processes and controls for making decisions.	CHRA – 1.1 (b) (iii)
<b>1.3 Governance capability</b> The governing body comprises members with the right mix of skills and experience, and governing body members have a clear understanding of their roles and responsibilities, and share a commitment to the vision, mission and strategic goals of the organisation.	CHRA – 1.1 (a)
<b>1.4 Probity</b> The CHO operates in a manner that demonstrates integrity and probity in its business activities at all times.	CHRA – 1.4 (a), 1.4 (b), 1.4 (d)
<b>1.5 Purpose and strategy</b> The CHO is clear about its purpose and direction and has a clear strategy in place outlining how it will achieve its stated direction and goals. The plan is used to inform activities and there is a clear “line-of-sight” between the strategy, business plans and the performance expectations of the CEO and staff.	CHRA – 1.1 (b) (i)

<b>1.6 Risk management</b> The CHO is aware of and considers any risks it faces (business, strategic, financial and regulatory) and has clear plans in place to reduce or mitigate these risks.	CHRA – 1.1 (b)(ii)
<b>1.7 Legislative, regulatory and contractual compliance</b> The CHO complies with relevant legislation, regulatory standards and contractual obligations.	CHRA – 1(2)(b)
<b>1.8 Financial oversight by governing body</b> The CHO's governing body understands the financial status of the CHO at all times.	CHRA – 1.3

2. Management Standards and Systems	
The CHO manages its resources efficiently and effectively to ensure it achieves its intended outcomes.	
CHA Community Housing Standards	Compliance CHRA Performance Standards
<b>2.1 Management and organisational structure</b> The CHO has appropriate and clearly defined organisational and management structures in place in order to meet its business goals.	CHRA – 2(d)
<b>2.2 Leadership and management capability</b> The CHO is well led and managed by people with appropriate skills and experience.	CHRA – n/a
<b>2.3 Staffing capacity and capability</b> The CHO has the staffing capacity and capability to deliver services effectively and efficiently.	CHRA –
<b>2.4 Business planning</b> The CHO plans its activities in a structured way to give effect to its strategic objectives, and this is reflected in the day-to-day work of the organisation's managers and staff.	CHRA – 2(d) (i) & (ii)
<b>2.5 Management systems and review</b> The CHO is well run and has the necessary systems in place to ensure that its outcomes and operational needs can be met.	CHRA – 2 (b)
<b>2.6 Accountability</b> The CHO has appropriate accountability measures in place in respect to decision making and service delivery.	CHRA – 1.1 (b) (iii), 2 (a)
<b>2.7 Human resources – staff and volunteers</b> The CHO effectively recruits and manages staff and volunteers to ensure the business achieves its goals.	CHRA – 1(4)(c)

<b>2.8 Health and safety</b> The CHO creates a safe working environment and ensures that clients, staff, volunteers and visitors are protected from hazards and that the organisation is compliant with health and safety legislation.	CHRA – n/a
<b>2.9 Quality focus</b> The CHO demonstrates a commitment to and a culture of excellence through continual improvement.	CHRA – 1 (1)(b)(ii)
<b>2.10 Business continuity</b> The CHO is prepared for adverse events and has business continuity and recovery plans in place.	CHRA – n/a
<b>2.11 Client centred services</b> The CHO puts clients at the centre of service delivery and treats clients with respect and delivers services in a manner that has regard for their dignity, privacy and independence.	CHRA – 2(b)
<b>2.12 Equal opportunities</b> The CHO provides services that are free from discrimination and are accessible to all potential clients.	CHRA – n/a
<b>2.13 Cultural competence</b> The CHO provides services in a way that is culturally appropriate to clients and respect bicultural principles and the Treaty of Waitangi.	CHRA – n/a

<b>3. Financial Management and Risk Standards</b>	
The CHO is financially viable and financially well managed at all times.	
<b>CHA Community Housing Standards</b>	<b>Compliance CHRA Performance Standards</b>
<b>3.1 Financial viability</b> The CHO is solvent and ensures that appropriate financial performance is maintained.	CHRA – 3(b)
<b>3.2 Financial planning and review</b> The CHO plans and reviews its finances on a regular basis.	CHRA – 1(3), 1(1)(b)(i), & 3(b)
<b>3.3 Financial systems</b> The CHO has financial management systems appropriate to the size and complexity of the organisation to ensure its financial viability and capacity to achieve its goals.	CHRA – 3(b)
<b>3.4 Accounting practices</b> The CHO complies with the relevant accounting standards and auditing practices.	CHRA – 1.4(e)

<p><b>3.5 Audit and review</b> The CHO has regular independent audits &amp;/or financial reviews of its accounts.</p>	CHRA – 1(4)(e)
<p><b>3.6 Appropriate use of funds</b> The CHO clearly understands and complies with all financial reporting obligations relating to its income sources.</p>	CHRA – 2(c)
<p><b>3.7 Financial (and capital) structure</b> The CHO has a viable financial structure (including capital structure) to ensure its viability and ability to deliver and maintain housing appropriate to its size and scope.</p>	CHRA – 3(a)
<p><b>3.8 Financial risk management</b> The CHO ensures that financial risk is understood, recorded and managed at all times.</p>	CHRA – 3(c)

## Social Landlord Standards

4. Tenancy Management and Service Standards	
The CHO provides affordable, good quality properties and allocates and manages its tenancies in a transparent and responsive manner, respecting and enhancing the rights of tenants.	
CHA Community Housing Standards	Compliance CHRA Performance Standards
<b>4.1 Applying for and allocation of housing</b> Tenants are selected and homes allocated openly and fairly using a transparent assessment and allocations process (based on clearly defined needs criteria).	CHRA – 4 (b)
<b>4.2 Determining and managing rents</b> Rents are affordable to the CHO's target client group and the method of setting rents is clear and transparent.	CHRA – 2 (b)
<b>4.3 Managing tenancies</b> The CHO ensures that its tenancy management processes are transparent and responsive, and that outcomes for tenants are appropriate, measurable and monitored.	CHRA – 4 (b)
<b>4.4 Tenants' rights, service standards and tenant satisfaction</b> The CHO respects the rights of tenants and clearly communicates the level of service tenants can expect, including how it deals with privacy, complaints and conflict resolution.	CHRA – 2(b), 4(b) & 4(c)

5. Property and Asset Management Standards	
The CHO manages its housing stock in a manner that ensures properties meet its housing objectives, meet appropriate property standards and are well maintained.	
CHA Community Housing Standard:	Compliance CHRA Performance Standards
<b>5.1 Housing portfolio</b> The CHO's housing portfolio is appropriate to meet the housing needs of its target group, its strategic direction and reflects an understanding of future housing needs.	CHRA – 5(a)
<b>5.2 Asset planning</b> The CHO takes a planned approach to the acquisition, development, maintenance, repair, redevelopment or disposal of its housing stock to ensure that it meets the CHO's strategic objectives.	CHRA – 5(a), 5(b), 5(c)
<b>5.3 Property standards</b> The CHO lets and manages good quality housing and ensures that relevant property standards are set, monitored and met on an ongoing basis and in accordance with legal and regulatory requirements in New Zealand.	CHRA – 5(b)
<b>5.4 Managing vacancies/voids</b> The CHO manages vacancies/voids in a way to maximise the availability of its housing stock and ensure prudent financial management.	CHRA – 3(b)
<b>5.5 Responsive repairs and maintenance</b> The CHO ensures that properties are well maintained, responsive repairs and maintenance are carried out in a timely and efficient manner by suitably qualified practitioners.	CHRA – 5(c)
<b>5.6 Planned and cyclical maintenance and upgrades</b> The CHO plans for and implements the maintenance and upgrade of its assets to ensure the quality and overall value is maintained.	CHRA – 5(c)

# COMMUNITY HOUSING STANDARDS – COMPLIANCE AND EVIDENCE

## 1. Governance and Probity Standards

<b>Governance &amp; Probity</b>	
The CHO is well governed, and maintains high standards of probity to support the aims and intended outcomes of its business and maintain the reputation of the Community Housing Sector.	
<b>Standard:</b>	
<b>1.1 Legal structure</b> The CHO has a legal structure appropriate to its purpose, size and the nature of its operations and its governing document and objects give it the power to provide social or affordable housing.	
<b>How to Comply:</b>	<b>Evidence:</b>
To meet this standard, the CHO will: <ul style="list-style-type: none"> <li>● Have a governing document that shows its legal status.</li> <li>● Have evidence of registration with the appropriate Registry dependent on its legal status (e.g. Companies Office, Charities Services).</li> <li>● Ensure that the governing document is well understood by the governing body and that it is kept up-to-date to reflect changes in the nature and operating environment of the CHO.</li> <li>● Have objects in the governing document that mandate or permit the organisation to provide affordable or social housing as one of its activities.</li> </ul>	The following types of documentation provide evidence: <ul style="list-style-type: none"> <li>● Governing document (constitution, Trust Deed etc.).</li> <li>● Certificate of incorporation, company registration, charities registration.</li> <li>● Powers or objects that permit the CHO to provide affordable or social housing as one of its objects.</li> </ul>
<b>Further explanation and examples:</b>	
In order to be eligible to register as a Class 1: Social Landlord (under the Housing Restructuring and Tenancy Matters (Community Housing Provider) Regulations 2014) the applicant must be a community housing provider. Section 3 of the Regulations define “community housing provider means a housing provider (other than HNZ or the Corporation) that has as one of its objects, the provision of one or both of the following types of housing: (a) social rental housing, (b) affordable rental housing.	



Regulation 6 requires that CHPs applying for registration must contain evidence from the organisation's empowering document that the organisation's objects include social rental housing or affordable rental housing (for example as set out in the organisation's constitution or trust deed.)

In addition, the Regulatory Authorities' guidance on how CHO's can meet the performance standards require the organisation to demonstrate how the CHO has effective, transparent and accountable arrangements and controls for decision making and CHRA require the CHO to provide copies of its empowering documents as evidence.

**Standard:**

**1.2 Governance effectiveness**

The CHO is well governed at all times and has effective, transparent and accountable processes and controls for making decisions.

**How to Comply:**

- To meet this standard, the CHO will:
- Ensure that the governing body is accountable for the activities and performance of the organisation.
  - Ensure that there is a clear and well understood split between governance and management with clear lines of responsibility, effective communication and respect for the difference between governance and management roles.
  - Ensure that the governing body sets the CHO's vision, mission, strategic direction and goals.
  - Ensure that the governing body appoints, supports and supervises the CEO/Senior Manager.
  - Ensure that the governing body sets organisational policy and ensures that policies are implemented, complied with and reviewed.
  - Ensure that the governing body scrutinises organisational performance on a regular basis to ensure it is meeting its goals and objectives.
  - Ensure the governing body has documented policies and procedures to ensure transparent decision making including:
    - Delegated authorities
    - how meetings are conducted
    - how decisions are made
    - how decisions are recorded.

**Evidence:**

- Governance policies/governing body handbook.
- A Governance policy, terms of reference or equivalent outlining the roles and responsibilities of the governing body and the conduct of governing body meetings.
- A Scheme of delegations outlining the delegated authorities between the governing body, managers and authorised staff.
- Governing body meeting agendas and minutes.
- AGM and special meeting agendas and minutes.
- Reports by management to governing body meetings
- Org chart showing governing body structure including sub-committees.
- Sub-committee TORs.
- Documented policies and procedures for setting and monitoring CEO performance expectations.
- Documented processes for setting, monitoring and reviewing organisational policies.
- The governing body can demonstrate compliance with its ethical practice policies and procedures, such as Conflict of Interest, Code of Conduct.

<ul style="list-style-type: none"> <li>● Ensure the governing body meets regularly and operates effectively by: <ul style="list-style-type: none"> <li>○ Having clear agendas and recording decisions clearly</li> <li>○ Receiving information in a timely and accessible format</li> <li>○ Ensuring meetings are well run, effectively chaired with effective participation in decision making by all members</li> </ul> </li> <li>● Ensure that the governing body has access to relevant external expertise as required<sup>1</sup>.</li> <li>● The governing body follows ethical practice.</li> <li>● The governing body meets regularly to ensure effective management of the organisation and receives timely and accessible information to assist in their decision making processes.</li> </ul>	
<b>Standard:</b>	
<h3 style="color: #4F81BD;">1.3 Governance capability</h3>	
<p>The governing body comprises members with the right mix of skills and experience, and governing body members have a clear understanding of their roles and responsibilities and share a commitment to the vision, mission and strategic goals of the organisation.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>● Identify the range of skills and experience required on its governing body.</li> <li>● Identify and recruit governing body members with appropriate skills and experience.</li> <li>● Plan for succession of governing body members and especially office holders (Chair and Treasurer).</li> <li>● Have a documented role description for governing body members clearly explaining their roles and responsibilities.</li> <li>● Formally induct all new governing body members.</li> <li>● Regularly assess the performance of governing body members.</li> <li>● Identify and meet the training and development needs of governing body members.</li> </ul>	<p>Evidence of compliance can include:</p> <ul style="list-style-type: none"> <li>● A documented statement on the mix of skills required to govern the CHO.</li> <li>● A documented policy and procedure on recruitment that is open and transparent of governing body members. This may include succession planning for key skills or key roles including office holders.</li> <li>● A documented role description for governing body members outlining their roles and responsibilities, time commitments, remuneration (if applicable).</li> <li>● A documented induction process for new governing body members to the organisation and their role.</li> <li>● A documented process for assessing the governing body's performance (this may include self-assessment by members).</li> </ul>

<sup>1</sup> Complies with CHRA standard 1.2(a)

	<ul style="list-style-type: none"> <li>• A documented policy on governing body training and development.</li> <li>• Governing body members' biographies and curriculum vitae.</li> </ul>
<b>Standard:</b>	
<p><b>1.4 Probity</b> The CHO operates in a manner that demonstrates integrity and probity in its business activities at all times.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Adopt a Code of Conduct for its employees and members of its governing body outlining expected standards of conduct.<sup>2</sup></li> <li>• Identify and manage actual or potential conflicts of interest – including between governance and management, management and tenants.</li> <li>• Implement systems for preventing, detecting and responding to incidences of fraud, corruption and other criminal misconduct – covering governing body members, staff, volunteers and contractors.</li> <li>• Ensure that all procurement and contracting activities are managed appropriately.</li> <li>• Ensure that internal audit and assurance functions are carried out.</li> <li>• Ensure that the CHO does not bring the reputation of the community housing sector into disrepute.</li> <li>• Ensure gifts and hospitality (including Koha) are managed appropriately.</li> </ul>	<p>Evidence can include:</p> <ul style="list-style-type: none"> <li>• A Code of Conduct covering the governing body, staff, volunteers and contractors.</li> <li>• Evidence that the Code of Conduct has been sighted and agreed to by governing body, staff, volunteers and contractors.</li> <li>• The Code of Conduct has been signed and adhered to.</li> <li>• A documented policy on conflict of interest and procedures to guard against conflict of interest.</li> <li>• A conflict of interest register.</li> <li>• Fraud and criminal conduct policy and procedures for reporting.</li> <li>• Policies and procedures covering procurement and contracting.</li> <li>• Governing body e.g. TOR for risk and audit committee and policies and procedures covering internal audit and assurance.</li> <li>• Gift registers.</li> <li>• For CHRA registered CHPs hold a register of any events/activities that may bring the CHO or the community housing sector into disrepute and procedures around how these will be dealt with and reported to the Regulator.</li> </ul>
<b>Standard:</b>	

<sup>2</sup> Complies with CHRA standard 1.4(b)

### 1.5 Purpose and strategy

The CHO is clear about its purpose and direction and has a clear strategy in place outlining how it will achieve its stated direction and goals. The plan is used to inform activities and there is a clear “line-of-sight” between the strategy, business plans and the performance expectations of the CEO/Manager and staff.

#### How to Comply:

- To meet this standard, the CHO will:
- Have a strategic plan that outlines its vision, mission, the outcomes that it is seeking to achieve, organisational goals and objectives, and the strategies that it will employ to achieve these.
  - Demonstrate that the strategic plan is developed with input from the governing body, management, staff (and in some cases service users and stakeholders).
  - Develop a business, annual or operational plan that operationalises the strategic plan.
  - Ensure that strategic objectives are reflected in the CEO's/Management's performance expectations and staff/business unit work plans.
  - Demonstrate that progress against performance agreements, business plans and work plans is regularly monitored and reported on internally.
  - Report on its progress against the strategic plan to members, funders and other stakeholders.

#### Evidence:

- Strategic Plan.
- Documented planning systems and processes that support the development and release of planning documents.
- Business, annual or operational plans.
- CEOs/Manager's performance agreement.
- Publically available annual report.
- Reports etc. that show progress & achievements made against Strategic plans, business Plans, operational or annual plans.
- Regular reporting on the organisations performance against KPI's are submitted to the governing body.
- A current Strategic Plan has been developed in consultation with key stakeholders and is reflective of the organisations strategic direction, vision and mission and needs of its tenants.

#### Standard:

### 1.6 Risk management

The CHO is aware of and considers any risks it faces (business, strategic, financial and regulatory) and has clear plans in place to reduce or mitigate these risks.

#### How to Comply:

#### Evidence:

<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>● Have a documented risk management policy and system to: <ul style="list-style-type: none"> <li>○ Identify and record strategic, operational, financial and reputational risks</li> <li>○ Mitigate and manage strategic, operational, financial and reputational risks</li> </ul> </li> <li>● Have and maintain a risk register or equivalent risk management recording system.</li> <li>● Ensure that the governing body, or any delegated sub-committee of the governing body, considers risk on a regular basis.</li> <li>● Record and report risks identified to its governing body on a regular basis.</li> <li>● Responsibility for assigning risk is managed</li> </ul>	<ul style="list-style-type: none"> <li>● Risk policy/procedures that include details of roles, responsibilities, training and communication.</li> <li>● Risk register.</li> <li>● Governing body meeting minutes</li> <li>● Risk and assurance/audit sub-committee TOR.</li> <li>● Risk management plan.</li> <li>● Review cycle.</li> <li>● The Risk management system is aligned with strategic and business planning processes and include all business areas.</li> <li>● Each identified area of risk is allocated to a responsible person who is accountable for addressing actions and reporting on outcomes.</li> </ul>
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**Standard:**

**1.7 Legislative, regulatory and contractual compliance**

The CHO complies with relevant legislation, regulatory standards and contractual obligations.

<p><b>How to Comply:</b></p>	<p><b>Evidence:</b></p>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>● Maintain a record/register of any regulatory or contractual compliance requirements applying to it or imposed by funders</li> <li>● Comply with relevant regulatory requirements.</li> <li>● Ensure that where any aspect of the CHO's functions are outsourced or delegated to a third party, that the third party complies and is able to comply with legislative, regulatory and contractual requirements.</li> <li>● Comply with relevant government policies in relation to the delivery of social or affordable housing<sup>3</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>● Risk register.</li> <li>● Business Plan.</li> <li>● Annual reports to CHRA and plans showing how the CHO intends to meet any of CHRA's regulatory requirements.</li> <li>● Contracts and service level agreements with third party contractors.</li> <li>● Register of legislative compliance requirements.</li> </ul>

**Standard:**

<sup>3</sup> Complies with CHRA Reg 1.2(c)

### 1.8 Financial oversight by governing body

The CHO's governing body understands the financial status of the CHO at all times.

How to Comply:	Evidence:
<p>In order to comply with this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Report on the CHO's financial performance to the governing body at all meetings.</li> <li>• Provide exception reporting to the governing body where there is a significant variance between the actual or forecast expenditure and the budget.</li> <li>• Ensure that the governing body approves the annual budget and signs-off all year-end accounts and audit/financial review reports.</li> <li>• Have clearly documented systems to guide its financial management, and to maintain viability and probity.</li> </ul>	<ul style="list-style-type: none"> <li>• Governing body minutes.</li> <li>• AGM minutes.</li> <li>• Financial reports to governing body.</li> <li>• Financial delegations of authority at governing body, CEO and management levels.</li> <li>• Annual independent audited statements.</li> </ul>

## 2. Management Standards and Systems

Management Standards and Systems	
The CHO manages its resources efficiently and effectively to ensure it achieves its intended outcomes.	
<b>Standard:</b>	
<h3 style="color: #0056b3;">Organisational and management structure</h3> <p>The CHO has appropriate and clearly defined organisational and management structures in place in order to meet its goals and objectives.</p>	
How to Comply:	Evidence:
<p>To meet this standard, the organisation will:</p> <ul style="list-style-type: none"> <li>• Have an organisational structure that clearly demonstrates the CHO's ability to deliver social or affordable housing in addition to any other services offered by the organisation.</li> <li>• Demonstrate a clear separation of tenancy management from the provision of support services or social services (where appropriate).</li> </ul>	<ul style="list-style-type: none"> <li>• An organisation chart (or equivalent document) describing the reporting lines and relationships between governance, management and all levels of staff.</li> <li>• Delegations policy/scheme of delegations.</li> <li>• MOU/Service Level Agreements etc.</li> <li>• Job descriptions.</li> </ul>

<ul style="list-style-type: none"> <li>• Have clear written agreements in place between the CHO and any organisation with which it is affiliated which clearly describes the roles and responsibilities of all parties.</li> <li>• Have clear written agreements in place with organisations the provider uses to deliver services and programmes to clients which clearly describes roles and responsibilities of all parties.</li> <li>• Clearly describe managers' responsibilities, reporting lines and accountabilities.</li> </ul>	
<b>Standard:</b>	
<h3>2.1 Leadership and management capability</h3> <p>The CHO is well led and managed by people with appropriate skills and experience.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Have Senior Managers with the necessary skills and experience to provide leadership to the CHO</li> <li>• Have processes for the governing body to set and monitor the CEO/Senior Manager's performance, including being clear who has responsibility for carrying out performance appraisals.</li> <li>• Ensure managers are appropriately remunerated considering roles and responsibilities and the size and nature of the organisation.</li> <li>• Ensure managers are given appropriate induction, training and support to carry out their roles effectively.</li> <li>• Reviews management structures regularly to ensure its effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• CVs of senior managers/managers.</li> <li>• Role descriptions of leaders and managers.</li> <li>• Policies and procedures for: <ul style="list-style-type: none"> <li>○ Recruiting, selecting and retaining senior staff who have appropriate skills and experience</li> <li>○ Inductions and training of senior staff</li> <li>○ Professional development for senior staff</li> <li>○ Remuneration for senior staff</li> <li>○ Succession planning for senior staff</li> </ul> </li> <li>• Support systems and performance assessments for senior staff.</li> <li>• Business plans.</li> </ul>
<b>Standard:</b>	
<h3>2.2 Staffing capacity and capability</h3> <p>The CHO has the staffing capability and capacity to deliver services effectively and efficiently.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>

<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Have sufficient qualified and competent staff to deliver its services.</li> <li>• Demonstrate that the staffing capacity matches any requirements of funding bodies to deliver services at agreed levels.</li> <li>• Monitor and report on staff turnover, sickness, leave and satisfaction to the governing body.</li> <li>• Ensure staff are fairly and transparently recruited and are vetted to ensure that they are suitable to deliver services to clients.</li> <li>• Have clear job descriptions for all management and staff positions</li> <li>• Ensure staff are appropriately inducted when they join the organisation.</li> <li>• Ensure staff hold relevant, current qualifications where appropriate.</li> <li>• Ensure staff receive appropriate support and supervision from management.</li> <li>• Ensure staff have clear performance expectations and systems for monitoring performance against objectives.</li> <li>• Ensure staff have access to training and professional development as appropriate to help them deliver good quality services.</li> <li>• Ensure staff are given clear information on their rights and responsibilities and access to complaints and grievance procedures, whistle blowing provisions of legislation.</li> <li>• Ensure staff have to opportunity to join a Trade Union or professional body (e.g. Australasian Housing Institute) to represent their interests.</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation chart showing staffing structure and positions.</li> <li>• Information on staff vacancies.</li> <li>• Job descriptions and person specification for roles.</li> <li>• CVs/application forms of staff recruited.</li> <li>• Records of staff qualifications and currency of registration etc.</li> <li>• Systems and records of support and supervision offered to staff</li> <li>• Examples of pro-forma performance agreements.</li> <li>• Evidence of training needs assessments and training and development programmes.</li> <li>• Evidence of training attended by staff.</li> <li>• Examples of employment agreements given to staff</li> <li>• Staff induction pack.</li> <li>• Information given to staff on grievance procedures etc.</li> </ul>
<p><b>Standard:</b></p>	
<p><b>2.3 Business planning</b>  The CHO plans its activities in a structured way to give effect to its strategic objectives, and this is reflected in the day-to-day work of the organisation's managers and staff.</p>	
<p><b>How to Comply:</b></p>	<p><b>Evidence:</b></p>



<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Produce an annual business/operational plan that shows how the organisation will implement the strategic plan. (There may be one business plan for the whole organisation or business plans for specific business units of the organisation).</li> <li>• Ensure that the business/operational plan contains SMART objectives and detailed action plans.</li> <li>• Ensure the business/operational plan clearly identifies resource requirements, accountabilities and time scales for each objective</li> <li>• Produce a budget that identifies the resources required to achieve the Business/operational plan objectives.</li> <li>• Identify appropriate metrics and Key Performance Indicators (KPIs) for each objective.</li> <li>• Monitor and report on progress against the KPIs and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual business/operational plan.</li> <li>• Budget supporting business/operational plan.</li> <li>• Metrics/KPIs used to measure progress.</li> <li>• Management reports showing progress against objectives.</li> </ul>
<p><b>Standard:</b></p>	
<p><b>2.4 Management systems and review</b>  The CHO is well run and has the necessary systems in place to ensure that its outcomes and operational needs are met.</p>	
<p><b>How to comply:</b></p>	<p><b>Evidence:</b></p>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Have financial systems that ensure viability, accountability and probity.</li> <li>• Ensure that IT systems and resourcing (staffing, software &amp; IT hardware) support effective management and accountability.</li> <li>• Have management systems that enable the CHO to analyse and report on key data to inform the organisation on its effectiveness in achieving key business goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Information on finance and IT systems used by the CHO.</li> <li>• Information on metrics and KPIs used to monitor performance</li> <li>• ICT Strategy.</li> <li>• IT back-up on and off-site.</li> <li>• Access to good IT support.</li> <li>• Virus and security protections.</li> </ul>
<p><b>Standard:</b></p>	

## 2.5 Accountability

The CHO has appropriate accountability measures in place in respect to decision making and service delivery.

### How to Comply:

- To meet this standard, the CHO will:
- Ensure that the management of the organisation is efficient, effective, accountable and regularly reviewed.
  - Ensure that there is clear guidance on how decisions are made and have a delegations policy in respect of decision making and expenditure sign-off.
  - Have clear and well understood reporting lines and relationships between management and all levels of staff.

### Evidence:

- Organisation chart.
- Business or work plans showing accountabilities for delivering objectives linked to the strategic plan.
- Delegations policy.
- Management reports to governing body.

### Standard:

## 2.6 Human resources – staff and volunteers

The CHO effectively recruits and manages staff and volunteers to ensure the organisation achieves its goals.

### How to Comply:

- To meet this standard, the CHO will:
- Ensure that employment practices comply with relevant legislation.
  - Recruit and select staff in a fair and transparent manner.
  - Have job descriptions and person specifications for all staff and volunteer positions.
  - Carry out appropriate reference checks and Police checks for any staff/volunteers offered positions.
  - Utilise written employment agreements signed by staff and volunteers.
  - Have a system in place to set clear performance expectations and effectively manage the performance of all staff and volunteers.
  - Provide appropriate induction, training and professional development and support to staff and volunteers.
  - Have a system for an annual performance review of all staff.

### Evidence:

- Recruitment and selection policy and procedures.
- Sample job descriptions.
- Sample employment/volunteer agreements.
- HR policies and procedures manual/handbook.
- Documented system for performance reviews and development of staff.
- Where appropriate, volunteer policy and procedures.
- Evidence of training needs analysis and training and development opportunities for staff and volunteers.

<ul style="list-style-type: none"> <li>• Where the CHO uses volunteer workers, treat them with respect and to all intents and purposes in the same manner as staff.</li> <li>• Where the CHO uses volunteers have a documented volunteering policy and procedure.</li> </ul>	
<b>Standard:</b>	
<b>2.7 Health &amp; Safety</b> The CHO creates a safe working environment and ensures that clients, staff, volunteers and visitors are protected from hazards and that the organisation is compliant with health and safety legislation.	
<b>How to Comply:</b>	<b>Evidence:</b>
To meet this standard, the CHO will: <ul style="list-style-type: none"> <li>• Have a commitment, approved by the governing body, to ensure the Health and safety of clients, staff, volunteers and visitors.</li> <li>• Provide appropriate information and training on health and safety to the governing body, management, staff and volunteers.</li> <li>• Systematically identify hazards, risks and near misses faced by clients, staff, volunteers and visitors and take appropriate measures to reduce or eliminate them.</li> <li>• Ensure that its premises and any work environment is safe and has been assessed for hazards and risk.</li> <li>• Maintain a safe environment – physically and emotionally – for all those that enter its premises or come into contact with its staff.</li> <li>• Plan for dealing with any emergency.</li> <li>• Comply with the Health and Safety at Work Act (2015).</li> <li>• Physically accessible for people with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Health and safety policy (adopted and approved by governing body).</li> <li>• Information on health and safety and the organisation's obligations.</li> <li>• Evidence of compliance with the Health and Safety at Work Act (2015).</li> <li>• Hazard register/work place health and safety risk assessment.</li> <li>• Training/information materials on health and safety.</li> <li>• Compliance with policies and procedures in the identification, reporting and recording of incidents, accidents and near misses, investigate cause and determine corrective actions</li> <li>• Analysed regularly to identify trends for review and action</li> <li>• Ramps, automatic doors, wheel chair accessibility etc.</li> </ul>
<b>Standard:</b>	
<b>2.8 Quality focus</b> The CHO demonstrates a commitment to and a culture of excellence through continual improvement.	
<b>How to Comply:</b>	<b>Evidence:</b>
To meet this standard, the CHO will: <ul style="list-style-type: none"> <li>• Have a quality improvement policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality improvement policy including processes for reviewing/updating policies and procedures.</li> </ul>

<ul style="list-style-type: none"> <li>• Have a process for regularly reviewing and updating all organisational policies and procedures.</li> <li>• Have a system of document control.</li> <li>• Carry out monitoring and evaluation of outcomes and service delivery in order to ensure it is meeting its organisational objectives and vision.</li> <li>• The effectiveness of the complaints and appeals process is regularly monitored.</li> <li>• Policies and procedures are reviewed at least every three years.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of document control system.</li> <li>• Evidence of monitoring/evaluation and recommendations for improvements based on results.</li> <li>• Annual report.</li> <li>• Staff training in complaints and appeals process.</li> </ul>
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**Standard:**

**2.9 Business continuity**

The CHO is prepared for adverse events and has business continuity and recovery plans in place.

**How to Comply:**

- To meet this standard, the CHO will:
- Have a business continuity and recovery plan.
  - Communicate and make the continuity and recovery plan available to staff, tenants, funders and other stakeholders.
  - Ensure the plan considers:
    - o IT and data storage
    - o Physical assets
    - o Service delivery
    - o Staff and volunteers
  - Demonstrate that sufficient resources are available to implement the plan.
  - Up-to-date insurances which cover all assets and potential liabilities.

**Evidence:**

- Copy of business continuity and recovery plan.
- Evidence of plan's implementation and resourcing.
- Copy of information provided to staff, tenants, funders and stakeholders.
- Insurances.

**Standard:**

**2.10 Client centred services**

The CHO puts clients at the centre of service delivery and treats clients with respect and delivers services in a manner that has regard for their dignity, privacy and independence.

**How to Comply:**

**Evidence:**

<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>● Place clients at the centre of its service delivery and design.</li> <li>● Inform clients of their rights and responsibilities in a manner that can be easily understood.</li> <li>● Respect and uphold the right of clients to seek independent advice and advocacy.</li> <li>● Have and communicate clear and accessible processes for clients to appeal against decisions of the CHO.</li> <li>● Have a clearly documented and accessible complaints process – including processes and timelines for responses to complaints – and communicate this to clients.</li> <li>● Collect, record and store information on clients in compliance with the Privacy Act 1993.</li> <li>● Documented privacy and confidentiality policy and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>● Policy or statement outlining CHO commitment to client centred service.</li> <li>● Client/tenants handbook/welcome pack giving information on: <ul style="list-style-type: none"> <li>○ Complaints and appeals process</li> <li>○ Privacy and confidentiality policies</li> <li>○ Contact information for independent advice/advocacy agencies (e.g. Tenancy Services, TPPA, CABx)</li> </ul> </li> <li>● Client/tenant satisfaction survey forms and results/analysis of satisfaction surveys carried out.</li> <li>● Ensures that tenant files are stored and destroyed in a confidential manner.</li> <li>● Password access to electronic information for approved users.</li> <li>● Completed consents forms.</li> <li>● Lockable filing cabinets.</li> </ul>
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**Standard:**

**2.11 Equal opportunities.**  
The CHO provides services that are free from any discrimination and are accessible to all potential clients.

<p><b>How to Comply:</b></p>	<p><b>Evidence:</b></p>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>● Provide services that are free from discrimination, coercion, harassment or sexual, financial or other exploitation.</li> <li>● Provide services and facilities that are accessible to people with a disability wherever practicable.</li> <li>● Monitor, record and report on the demographics of applicants and tenants at all stages of the tenancy process (application, sign-up, eviction).</li> <li>● Not discriminate against a person in the granting or continuation of services on grounds of race, sex, sexuality, religion or disability (compliant with Section 12 of the RTA 1986 and the Human Rights Act 1993).</li> <li>● Monitors its accessibility to the full range of service users.</li> </ul>	<ul style="list-style-type: none"> <li>● Equal opportunities policy.</li> <li>● Information provided to applicants/tenants on equal opportunities.</li> <li>● Statistics on applicants and service users with equal opportunities monitoring.</li> <li>● Periodic tenant and stakeholder surveys.</li> </ul>

<b>Standard:</b>	
<p><b>2.12 Cultural competence</b>  The CHO provides services in a way that is culturally appropriate to all clients and respects bicultural principles and the Treaty of Waitangi.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>● Provide services that recognise and respect applicants and clients' ethnic, cultural and spiritual values and beliefs.</li> <li>● Reflect the principles of the Treaty of Waitangi in policies and procedures and, where appropriate, follow or acknowledge Tikanga Maori and use Te Reo Maori in its communication to Maori clients.</li> </ul>	<ul style="list-style-type: none"> <li>● Equal opportunities statement/policy.</li> <li>● Examples of information demonstrating use of Te Reo Maori, Tikanga, incorporation of Pacific Island or other cultures as appropriate, etc.</li> </ul>

### 3. Financial Management and Risk

Financial Management and Risk Standards	
That the CHO is financially viable and financially well managed at all times.	
<b>Standard:</b>	
<h4>3.1 Financial Viability</h4> <p>The CHO is solvent and ensures that appropriate financial performance is maintained.</p>	
How to Comply:	Evidence:
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>Regularly monitor accounts to ensure it is solvent and is able to meet its outgoings and debt.</li> <li>Demonstrate that the value of its assets is greater than the value of its liabilities.</li> <li>Have sufficient capital resources to to be able absorb unexpected losses and manage adverse shocks so that it can meet its financial commitments. (What constitutes sufficient resources will be for the CHO to determine in relation to its size and risk profile, although this should be supported by a documented rationale to the governing body).</li> <li>Have appropriate financial controls to ensure that finances are not mismanaged or misappropriated.</li> </ul>	<ul style="list-style-type: none"> <li>Audited/reviewed financial accounts.</li> <li>Profit and Loss, cash flow and balance sheet for past 3 years.</li> <li>12-36 months' budgets and cash flow forecasts.</li> <li>Financial reports to governing body.</li> <li>Whistle-blower policy.</li> <li>Requirement for dual authorities for payment approvals.</li> </ul>
<b>Standard:</b>	
<h4>3.2 Financial Planning and Review</h4> <p>The CHO plans and reviews its finances on a regular basis.</p>	
How to Comply:	Evidence:
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>Implement financial planning processes to ensure it remains financially viable.</li> </ul>	<ul style="list-style-type: none"> <li>Annual budgets for coming year.</li> <li>Evidence of financial reports that allow accurate monitoring of actual expenditure against budgeted and forecast expenditure.</li> </ul>

<ul style="list-style-type: none"> <li>• Prepare annual budgets and carry out cash-flow forecasting.</li> <li>• Review financial performance at least quarterly to evaluate expenditures against revenue and against budgeted amounts.</li> <li>• Provide the governing body with reports at least quarterly on financial performance against budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of governing body meetings.</li> <li>• Financial reports.</li> </ul>
<b>Standard:</b>	
<h3>3.3 Financial Systems</h3> <p><b>Financial systems</b> The CHO has financial management systems appropriate to the size and complexity of the organisation to ensure its financial viability and capacity to achieve its goals.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Have financial policies and procedures in place that include: <ul style="list-style-type: none"> <li>o Documented policies and procedures for managing day-to-day financial processes</li> <li>o Processes for financial reporting to management, governing body, funding organisations and other stakeholders</li> <li>o A process for regular monitoring and recording of performance against budget</li> <li>o Documented internal financial controls, including processes for approving expenditure, signing cheques, banking cash or cheques, managing online banking processes, and segregating duties</li> <li>o Procedures detailing how information will be recorded and maintained, such as computerised systems, manual cash books or spreadsheets</li> <li>o Appropriate levels of financial delegations</li> <li>o Job descriptions confirming financial responsibilities and delegations</li> </ul> </li> <li>• Use an appropriate accounting system to produce accurate and timely financial information.</li> </ul>	<ul style="list-style-type: none"> <li>• Finance policies and procedures.</li> <li>• Annual reports.</li> <li>• Business plan.</li> <li>• Monthly reports.</li> <li>• Job descriptions.</li> <li>• Operating manuals for systems used.</li> </ul>



<ul style="list-style-type: none"> <li>• Ensure that financial processes meet contractual and regulatory requirements of funding bodies.</li> <li>• Comply with all legal requirements such as accurate and timely payment of Income Tax, GST, PAYE, ACC levies, KiwiSaver contributions.</li> <li>• Have payroll procedures that comply with the requirements of employment and tax legislation and employment agreements.</li> </ul>	
<b>Standard:</b>	
<h3>3.4 Accounting Practises</h3> <p>The CHO complies with the relevant accounting standards and auditing practices.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Implement accounting practices appropriate for the size and nature of the organisation (compliant with the XRB Standards Framework).</li> <li>• In the case of a not-for-profit organisation comply with the appropriate standards for Public Benefit Entities (PBEs).</li> <li>• Ensure that auditors or financial reviewers used by the CHO comply with appropriate auditing standards (compliant with the XRB standards).</li> </ul>	<ul style="list-style-type: none"> <li>• Signed-off and audited accounts.</li> <li>• Auditor's/Reviewers opinion and letter.</li> </ul>
<b>Standard:</b>	
<h3>3.5 Audit and Review</h3> <p>The CHO has annual independent audits &amp;/or financial reviews of its accounts.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Appoint an independent auditor to audit its accounts annually or if not statutorily or contractually required have its accounts reviewed by a suitably qualified independent practitioner.</li> <li>• Produce annual audited (or independently reviewed) accounts at year end.</li> <li>• Present the audited accounts to the governing body, or to an AGM (dependent on the requirements outlined in the governing document) and</li> </ul>	<ul style="list-style-type: none"> <li>• Annual audited accounts.</li> <li>• Audit reports and auditor's opinion.</li> <li>• Auditor's letter.</li> <li>• Evidence of financial review by independent qualified accountant.</li> <li>• Annual report (containing appropriate accounts).</li> <li>• Annual returns to Companies Office, Charities Services, IRD etc.</li> </ul>

<p>make them publicly available to members, funders and other stakeholders through an Annual Report or other format approved by the governing body.</p>	
<p><b>Standard:</b></p>	
<p><b>3.6 Appropriate Use of Funds</b> The CHO clearly understands and complies with all financial reporting obligations relating to different income sources.</p>	
<p><b>How to Comply:</b></p>	<p><b>Evidence:</b></p>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Implement accounting procedures and systems which enable the tracing of income and expenditure by funding source,</li> <li>• Be able to demonstrate that Crown funding for the purchase of tenancy services is used for the provision of tenancy services<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Budgets and financial statements (showing separate line items for income and expenditure related to provision of social housing, and clearly identifying sources of income).</li> <li>• Reports to funders,</li> </ul>
<p><b>Standard:</b></p>	
<p><b>3.7 Financial (and capital) Structure</b> <b>Financial (and capital) structure</b> The CHO has a viable financial structure (including capital structure) to ensure its viability and ability to deliver and maintain housing appropriate to its size and scope<sup>5</sup>.</p>	
<p><b>How to Comply:</b></p>	<p><b>Evidence:</b></p>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Manage and monitor its financial structure to achieve its business goals.</li> <li>• Maintain a debt-to-equity ratio adequate to ensure the level of financial risk is appropriate to the size and nature of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial accounts.</li> <li>• Cash flow projections demonstrating ability to meet debt repayments when due.</li> </ul>
<p><b>Standard:</b></p>	
<p><b>Risk management</b></p>	

<sup>4</sup> Complies with CHRA standard 2(c)

<sup>5</sup> Complies with CHRA standard 3(a)

The CHO ensures that financial risk is understood, recorded and managed.	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Identify financial risks (as part of its broader risk management policy) and demonstrate effective management and mitigation of those risks.</li> <li>• Maintain adequate insurance cover for the size and complexity of the organisation but must include public liability cover (Insurances may cover; indemnity for governing body and staff, asset and property insurance, business continuity insurance).</li> </ul>	<ul style="list-style-type: none"> <li>• Financial risk management policy and processes.</li> <li>• Evidence of a risk matrix or other means of recording and assessing financial risks.</li> <li>• Governing body minutes.</li> <li>• Financial reports to governing body.</li> <li>• Insurance policy schedules.</li> </ul>

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## 4. Tenancy Management and Service Standards

Tenancy Management and Service Standards	
<p>The CHO provides affordable, good quality properties and allocates and manages its tenancies in a transparent and responsive manner, respecting and enhancing the rights of tenants.</p>	
<b>Standard:</b>	
<p><b>4.1 Applying for and Allocating Housing</b>            Tenants are selected and homes allocated openly and fairly using a transparent assessment and allocation process (based on clearly defined criteria).</p>	
How to Comply:	Evidence:
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Have documented and publicly available policies and procedures on who is eligible to apply for housing, allocations criteria and a system for assessing and ranking applications based on housing need or any other objective outlined by the CHO (e.g. the creation of stable communities).</li> <li>• Make information on the process to applying for housing, eligibility criteria and housing allocation available to applicants and referral agencies in a variety of forms.</li> <li>• Comply with all relevant equal opportunities legislation to ensure its allocations policy is not discriminatory and equal opportunities monitoring and reporting of lettings decisions is carried out and reported to the governing body.</li> <li>• Maintain records of allocation decisions relating to the letting of specific properties.</li> <li>• Where the CHO is registered with the CHRA, have an allocation policy defining the process to allocate specific properties through either the Social Housing Register administered by MSD or through the Provider's own housing allocation scheme.</li> <li>• Communicate with applicants in clear and accessible ways to inform them of the progress of their application including any decision to remove them from the waiting list and reasons why.</li> </ul>	<ul style="list-style-type: none"> <li>• A copy of the CHPs eligibility criteria for assisting housing applicants and any scheme for prioritising them.</li> <li>• A copy of the CHPs allocation policy and procedures.</li> <li>• Examples of information provided to tenants and referral agencies (printed/website etc.)</li> <li>• A copy of the tenancy application form.</li> <li>• Copies of records for the allocation of properties/schemes.</li> <li>• Copies of appeals and reviews policy.</li> <li>• Conflict of interest policy.</li> <li>• Reports on allocations.</li> </ul>

<ul style="list-style-type: none"> <li>• Have a documented policy and procedure for dealing with appeals and reviews against eligibility or allocation decisions.</li> <li>• Make information available in accessible formats on policies and procedures for appealing a decision.</li> <li>• Mechanisms for conflict of interest to be identified and recorded.</li> <li>• Regular monitoring of allocations to ensure processes have been followed.</li> </ul>	
<b>Standard:</b>	
<b>4.2 Determining and Managing Rents</b> Rents are affordable to the CHO's target client group and the method of setting rents is clear and transparent.	
<b>How to Comply:</b>	<b>Evidence:</b>
To meet this standard, the CHO will: <ul style="list-style-type: none"> <li>• Have publicly available documented policies and procedures on how rents are calculated and set.</li> <li>• Provide a clear breakdown of how the rent is calculated to tenants, including information on any service charges included.</li> <li>• Demonstrate how Income Related Rents are dealt with separately from any non-IRR rents charged.</li> <li>• Comply with the RTA (1986) in relation to rent reviews and rent increases.</li> </ul>	<ul style="list-style-type: none"> <li>• Rent setting policy.</li> <li>• Information provided to tenants on rent for their property and rent setting policy.</li> <li>• Procedures/process documents showing how the CHP will manage IRR subsidy and other rental income.</li> <li>• Rent review policy and procedure.</li> </ul>
<b>Standard:</b>	
<b>4.3 Managing Tenancies</b> The CHO ensures that its tenancy management processes are transparent and responsive, and that outcomes for tenants are appropriate, measurable and monitored.	
<b>How to Comply:</b>	<b>Evidence:</b>
To meet this standard, the CHO will: <ul style="list-style-type: none"> <li>• Ensure that it is tenant focused in the way it deals with tenants and works with them to achieve successful housing outcomes.</li> <li>• Have documented tenancy management policies and procedures covering the main aspects of tenancy management.</li> </ul>	<ul style="list-style-type: none"> <li>• Tenancy Management manual/handbook.</li> <li>• Information on legislative compliance and evidence of RTA 1986 compliance in policies and procedures.</li> <li>• Copy of tenancy agreements used.</li> </ul>

<ul style="list-style-type: none"> <li>• Review and update its tenancy management policies and procedures in a planned and systematic way.</li> <li>• Comply with the RTA 1986 and any other relevant legislation.</li> <li>• Where the CHO provides shared accommodation comply with the Boarding house provisions of the RTA where these apply.</li> <li>• Provide tenants with up-to-date information on their rights and responsibilities and on the CHO's service standards.</li> <li>• Ensure that new tenants receive a structured 'induction' on sign-up and that there are processes for tenants leaving tenancies.</li> <li>• Keep and maintain relevant records in relation to its operations, and ensure these are kept confidential and adhere to Privacy Act requirements.</li> <li>• Monitor rent arrears as a proportion of rent owed, have targets to reduce rent arrears and monitor and report against these targets to management and governing body.</li> <li>• Give tenants clear and up-to-date information on their rent account, including any arrears owed and methods to pay these arrears.</li> <li>• Have documented policies and procedures on how rent arrears and other rent debt are dealt with including how it deals with tenant hardship.</li> <li>• Measure tenancy management performance across a range of tenancy management functions (e.g. rent arrears, void rates, re-let turnaround times etc.)</li> <li>• Monitor and report on tenancy management performance regularly to the governing body.</li> </ul>	<ul style="list-style-type: none"> <li>• Where shared accommodation is provided, copy of appropriate agreements for boarding house tenants.</li> <li>• Information and evidence of record keeping systems, including evidence that privacy and confidentiality is protected and legislation is complied with.</li> <li>• Policies and procedures for recording and managing rents and rent arrears.</li> <li>• Tenant hardship policy (may be part of rent arrears policy).</li> <li>• Move-In/Sign Up procedures.</li> <li>• Exit/abandonment procedures.</li> <li>• Key Performance Indicators (KPIs) on a range of tenancy functions.</li> <li>• Reports showing performance against KPIs and trends in KPIs.</li> </ul>
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**Standard:**

**4.4 Tenants' Rights, Service Standards and Tenant Satisfaction**  
 The CHO respects the rights of tenants, clearly communicates the level of service tenants can expect, including how it deals with privacy, complaints and conflict resolution.

<b>How to Comply:</b>	<b>Evidence:</b>
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To meet this standard, the CHO will:

- Make information available to all new tenants outlining levels of service they can expect and information on seeking remedies.

- Tenants handbook and information given to tenants.
- Copy of privacy and confidentiality policies.
- Copy of complaints policy and procedure.

<ul style="list-style-type: none"> <li>• Ensure that confidentiality of all tenancy information is maintained and keep information supplied by tenants confidential (complying with the Privacy Act 1993).<sup>6</sup></li> <li>• Have a complaints policy and procedure that is readily available to applicants and tenants.</li> <li>• Have a review and appeals policy and procedure that is readily available to applicants and tenants (review and appeals against decisions taken by the CHO).</li> <li>• Provide information to applicants and tenants concerning access to independent advice and advocacy services.</li> <li>• Carry out regular tenant satisfaction surveys.</li> <li>• Provides clear, useful information to ensure tenants understand their rights and responsibilities and on how the organisation may assist them.</li> <li>• Consider means to involve tenants in the governance and management of the CHO.</li> <li>• Respect the right of tenants not to access other social or support services delivered by the organisation.</li> <li>• Ensure that accessing housing assistance and being granted a tenancy is not conditional on the provision of any other social or support service <i>by the organisation</i>.</li> <li>• Where tenants provide documentation of support which allows them to meet allocation policy requirements, the on-going access of these supports is not made part of the tenancy agreement.</li> </ul>	<ul style="list-style-type: none"> <li>• Copy of complaints register and information showing how complaints are handled.</li> <li>• Copies of Board minutes/sub-committee meeting minutes showing how complaints are addressed.</li> <li>• Copies of information given to tenants.</li> <li>• Copy of tenants' satisfaction surveys carried out, results and actions resulting from surveys.</li> <li>• Provision of accessible information - plain English and translated if required.</li> </ul>
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## 5. Property and Asset Management

### Property and Asset Management Standards

The CHO manages its housing stock in a manner that ensures properties meet its housing objectives, meet appropriate property standards and are well maintained.

#### Standard:

<sup>6</sup> Complies with CHRA standard 4(c)

### 5.1 Housing Portfolio

The CHO's housing portfolio is appropriate to meet the housing needs of its target group, its strategic direction and reflects an understanding of future housing needs.

#### How to Comply:

- To meet this standard, the CHO will:
- Identify in the strategic plan what the CHO's core target group is and how the organisation plans to meet their housing needs.
  - Maintain a register of all its housing assets that identifies the condition and other relevant information of the stock.
  - Have an asset management plan/strategy (AMP/S) identifying how the CHO plans to meet identified housing need through the lease, acquisition, development, disposal or reconfiguration of properties.
  - Have an asset management plan/strategy (AMP/S), that ensures its stock is of appropriate size, condition and specification and is fully sustainable.
  - Through the annual business plan implement strategies to adjust the portfolio to ensure it meets current needs and the CHO's strategic goals.

#### Evidence:

- Strategic plan.
- Business plan.
- Assets register of CHOs housing stock.
- Asset management plan/strategy (AMP/S).

#### Standard:

### 5.2 Asset Planning

The CHO takes a planned approach to the acquisition, development, maintenance, repair, redevelopment or disposal of its housing stock to ensure that it meets the CHO's strategic objectives.

#### How to comply:

- To meet this standard, the CHO will:
- Plan for future acquisitions, renewals and disposals to meet the housing needs of its target group identified in an asset management plan/strategy (AMP/S).
  - Ensure the asset management strategy/plan and maintenance policies identify the property standards set by the CHO, (which must meet as a minimum the Residential Tenancies Act 1986,

#### Evidence

- Asset management plan/strategy (AMP/S).
- Repairs and maintenance budget.
- Evidence of legislative compliance.
- Reports to governing body on progress against AMP/S.



<p>Building Act 2004, Building Code Standards and Housing Improvement Regulations 1947).</p> <ul style="list-style-type: none"> <li>• Ensure that it complies with all relevant legislative and regulatory requirements in the execution of the strategy.</li> <li>• Monitor and report on the progress made against the asset management strategy/plan to its governing body.</li> <li>• Ensure it is reviewed and updated at least annually and cost implications are included in the financial planning process.</li> </ul>	
<p><b>Standard:</b></p>	
<p><b>5.3 Property Standards</b>  The CHO lets and manages good quality housing and has documented policies, systems and processes in place to ensure that relevant property standards are set, monitored and met on an ongoing basis and in accordance with legal and regulatory requirements in New Zealand.</p>	
<p><b>How to Comply:</b></p>	<p><b>Evidence:</b></p>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Ensure all properties let by the CHO meet property standards set by the Housing Improvement Regulations 1947 and the Residential Tenancies Act 1986.</li> <li>• Have publicly available statements outlining the condition that tenants can expect to find the property on allocation.</li> <li>• Demonstrate how through its responsive and planned maintenance programme, the CHO will maintain its property to the standards specified.</li> <li>• Have an asset register for each property.</li> </ul>	<ul style="list-style-type: none"> <li>• Asset management plan/strategy (AMP/S) Maintenance policies and procedures.</li> <li>• Design guides or standards.</li> <li>• Property inspection policy.</li> <li>• Property files.</li> </ul>
<p><b>Standard:</b></p>	
<p><b>5.4 Managing Vacancies/Voids</b>  The CHO manages vacancies/voids in a way to maximise the availability of its housing stock and ensure prudent financial management.</p>	
<p><b>How to Comply:</b></p>	<p><b>Evidence:</b></p>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Manage vacancies/voids.</li> <li>• Set and monitor KPIs on void rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Documented void/vacancy policies and procedures.</li> <li>• Evidence of monitoring of voids and reporting to management on void KPIs.</li> </ul>

<ul style="list-style-type: none"> <li>• Measure and report on vacancy/void rates on a regular basis.</li> <li>• Differentiate between different types of voids and how these will be treated in relation to the CHOs accounting policies and reporting.</li> <li>• Seek to minimise prolonged vacancies and loss of rental income.</li> </ul>	
<b>Standard:</b>	
<h3>5.5 Responsive Repairs and Maintenance</h3> <p>The CHO ensures that properties are well maintained; responsive repairs and maintenance are carried out in a timely and efficient manner by suitably qualified practitioners.</p>	
<b>How to Comply:</b>	<b>Evidence:</b>
<p>To meet this standard, the CHO will:</p> <ul style="list-style-type: none"> <li>• Ensure that responsive repairs and maintenance are undertaken.</li> <li>• Budget an appropriate amount for responsive maintenance and repairs.</li> <li>• Provide tenants with easy-to-understand information on repairs and maintenance including; the landlords and tenants' responsibilities for repairs, how to request repairs, clear information on priorities and time frames for different categories of repairs and ways to provide feedback on repairs undertaken.</li> <li>• Provide information to and work with tenants to reduce the need for maintenance call-outs by caring for their properties.</li> <li>• Regularly inspect properties on a programmed and systematic basis.</li> <li>• Have a transparent process for selecting contractors and ensuring that contractor staff are suitably qualified.</li> <li>• Measure and assess the standard of repairs including systems to receive tenant feedback and carrying out a sample of post-inspections.</li> <li>• Report on performance in repairs and maintenance on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Documented system for contracting out responsive maintenance and repairs that ensures: <ul style="list-style-type: none"> <li>o Transparency of decisions</li> <li>o Good service in a timely manner</li> <li>o Is equitable between tenants</li> <li>o Financial control and optimises use of resources.</li> </ul> </li> <li>• Information provided to tenants on reporting repairs and on timeframes for different repairs and how tenants can record satisfaction or dissatisfaction.</li> <li>• Business plans/budgets showing provision made for repairs and maintenance.</li> <li>• Schedule/list of approved contractors and records of their appropriate qualifications/registration status.</li> </ul>
<b>Standard:</b>	

## 5.6 Planned and Cyclical Maintenance and Upgrades

The CHO plans for maintenance and upgrade of its assets to ensure the quality and overall value is maintained.

### How to Comply:

To meet this standard, the CHO will:

- Plan and implement cyclical maintenance and upgrades including an asset register and plan for each property it manages.
- Ensure that the asset management strategy is supported by appropriate budgets.
- Demonstrate that it has allocated sufficient financial resources to carry out a programme of cyclical maintenance and upgrades
- Identify in the asset management strategy how the CHO will maintain the value and utility of its housing assets.
- Ensure that the asset register identifies the state and approximate life-cycle of the assets main components.
- Carry out cyclical maintenance and upgrades in a way that respects the welfare of tenants whilst achieving value for money for the provider.
- Ensure that its properties comply with any relevant health and safety legislation and are brought up to standard if these are changed.
- Tenants are provided with easy to use information on repairs and maintenance.

### Evidence:

- Asset management plan/strategy (AMP/S) asset/maintenance policy.
- Business plans/budgets showing provision made for repairs and maintenance.
- Examples of property schedules showing planned maintenance/replacement of key building components e.g. kitchens/bathrooms, roofing etc.

## a. Definitions

**Planned maintenance** - Refers to the work involved in replacing and renewing parts of the building fabric and components and features of the building. Planned works will be carried out for the following reasons:

- Where components or features have reached the end of their life cycle owing to ageing. Such repairs are relatively predictable.
- Where components require replacement owing to defects in design, construction and materials, external conditions or abuse. Such remedial work is relatively unpredictable.

**Cyclical maintenance** - This covers the planned servicing of buildings and associated elements to prevent the gradual deterioration of components and finishes. Cyclical maintenance is essentially preventative or protective and is largely predictable and therefore capable of forward planning. It includes cyclical inspections of components such as gutters, downpipes and the external fabric of buildings, but is mainly concerned with service contracts for the periodic testing and servicing of installations and components such as heating systems, lifts, roof anchors, door-entries and warden calls, fire alarms and smoke and carbon monoxide detectors. Gutter cleaning and the cleaning of other parts of building fabric, internal painting and decorating, landscaping and grounds maintenance are included as cyclical maintenance.

**Upgrades** - Where works are required to upgrade a property to current building standards, domestic safety regulations and Landlord's statutory obligations. Such improvements include the installation of energy efficiency measures, such as improved heating systems or standards of insulation, and the promotion of sustainability features throughout the CHO's housing stock.

**Responsive repairs** - Emergency, urgent and routine repairs whose attendance cannot wait until the next cycle of planned maintenance activity without presenting a threat to the safety, health or security of the tenant, the integrity of the building or the landlord's repair obligations. Repairs such as these, day-to-day jobbing repairs that are usually reported by tenants or arise during re-let, are intrinsically reactive and curative in nature.