

Social Housing Management Transfer Program Industry Sounding Paper 4

3 February 2017

1. Introduction

1.1 Social Housing Management Transfer (SHMT) Program

Future Directions for Social Housing sets out the NSW Government's vision for social housing over the next 10 years - with a focus on driving better outcomes for tenants including helping those who are able to transition out of social housing. *Future Directions* is underpinned by three strategic priorities:

- More social housing
- More opportunities, support and incentives to avoid and/or leave social housing
- A better social housing experience.

The achievement of these priorities is linked to three interconnected strategies:

- Significant expansion and redevelopment of LAHC dwellings through partnerships with private sector developers, CHPs and financiers;
- Transferring significant tenancy management responsibility to non-government housing providers; and
- "Wrap-around" services to support tenants build their capabilities and take advantage of the economic opportunities in our strengthening economy.

The SHMT program is one of a number of priorities to implement the *Future Directions* strategies. The program focusses on both transferring significant management responsibility to non-government housing providers, as well as increasing the focus of these management services on better outcomes for social housing clients.

The SHMT program will be implemented through a commissioning process that will be open to existing registered community housing providers (CHPs) and new market entrants capable of achieving registration through the National Regulatory System for Community Housing (NRSCH).

1.2 Industry Sounding

As part of the commissioning process, a series of Industry Sounding Forums are being held to communicate and discuss the government's strategic intent and expectations of the SHMT program.

Three Industry Soundings were held on 18 October, 16 November and 25 November 2016.

This paper presents additional background information with a focus on the SHMT program contractual arrangements and responses to queries raised following the first three Industry Soundings.

It is structured to reflect the proposed format for the Industry Sounding session on 3 February 2017, which will cover:

- Session 1: SHMT program contractual arrangements
 - Overview of the contracting framework
 - Key new or expanded asset related conditions
 - Agreement schedules
 - Reporting, compliance and performance monitoring
- Session 2: Additional information on questions raised at the previous Industry Soundings

Industry Sounding 4 will be the final engagement with the industry regarding the SHMT program before the commencement of the formal tender process which is expected in late March 2017.

Information in this document is provided to CHPs for information purposes only. It may not represent the final drafting adopted by the Land and Housing Corporation/Department of Family and Community Services (LAHC/FACS) in the Request for Tender (RFT) documentation issued regarding the SHMT Program. Any feedback regarding any draft document must be provided in writing via the management transfers mail box no later than 20 February 2017. LAHC/FACS do not guarantee they will adopt any feedback provided by CHPs (including any proposed alternate drafting) in preparing the final documentation for issue with the RFT.

Part A: SHMT Contractual Framework

2. Overview

The management transfer contracting framework between the successful proponents and FACS sets out what each party is required to deliver and how performance will be defined and assessed.

The SHMT program contracting arrangements will generally mirror the existing community housing contract framework. The framework comprises:

- Common Terms and Conditions Agreement,
- Community Housing Assistance Program Level Agreement and General Community Housing Property Lease and schedules,
- Maintenance Engagement Deed,
- FACS policies, frameworks and guidelines referenced in these Agreements.

A visual representation of the SHMT program contract framework is provided at Attachment 1.

2.1 Common Terms and Conditions Agreement

The Common Terms and Conditions Agreement is an overarching agreement that sets out the standard requirements such as reporting and undertakings from FACS, LAHC and the successful Proponents. CHPs who currently manage multiple FACS funded community housing programs have already signed a Common Terms and Conditions Agreement.

There will be some minor amendments to the existing Common Terms and Conditions Agreement and these will be reflected in the version provided for the RFT.

2.2 Community Housing Assistance Program Level Agreement and Community Housing Property Lease

The Community Housing Assistance Program Level Agreement will contain the contractual requirements specific to the SHMT program and property specific requirements reflected in the Lease. The Agreement outlines the core management functions (tenancy management and property management) and whole of location management functions (access and demand services; tenant support coordination services and social housing service system coordination).

The specific performance requirements bid back in Tenders will also be a schedule to the Community Housing Assistance Program Level Agreement (see 3.3).

Under the Lease, The Lessee grants to the successful Proponent a Lease over the properties and sets out the conditions on which the properties may be used. CHPs which currently manage multiple FACS funded community housing programs have already signed a relevant Lease.

The Lease will be based on the standard General Community Housing Property Lease, but some of the existing Lease terms have been updated and additional provisions inserted to reflect the program's 20 year Lease term, requirements reflecting the tenancy outcomes being sought and whole of location management responsibilities.

Copies of the draft Lease and the draft Asset Management Framework will be available prior to the commencement of the request for tender process to organisations that have registered their interest.

Key changes referenced in the Lease and the Asset Management Framework, particularly those relating to questions asked at previous Industry Soundings) include:

- **Parties** – the parties to the Lease are the LAHC, FACS and the successful proponent (registered CHP).
- **Concurrence** - the Lease will be granted by way of a concurrent Lease for residential properties and a general lease in respect of non-residential properties from LAHC to the successful proponent. This will essentially leave the existing residential tenancies undisturbed, and the CHP will take over management of the property and the tenant. Recent amendments to the Housing Act 2001 make explicit provision for the concurrent leases for residential properties.
- **Term** – the term of the Lease is 20 years from its commencement.
- **Properties** – the list of properties under the Lease will be in a schedule to the Lease.
- **Use of properties** – the properties may only be used for social housing
- **Use of funds** – CHPs may only use rent collected and other associated funding relating to residential properties to fulfil tenancy and property management responsibilities for the properties transferred to it under the SHMT program and the whole-of-location responsibilities under the SHMT program (access and demand management; support coordination; service system coordination)
- **Condition of properties** - the CHP must make and rely on its own enquiries prior to entering into the Lease, and accept the properties as at the transfer date in their current condition and state of repair.
- **Maintenance and repairs** – the CHP will be required to use best endeavours to progressively achieve LAHC's maintained standard for all properties, maintaining or improving the standard during the term of the Lease.
- **Maintenance planning** – the CHP is expected to take a portfolio view of planning maintenance and upgrades over the term of the Lease to ensure avoidable structural defects do not develop and the life of the properties is maximised. Ten year rolling maintenance plans and Annual Asset Maintenance Plans will be required. The CHP will be required to complete a Property Assessment Survey (PAS) for 100% of properties every 3 years and report this information to LAHC.
- **Structural maintenance** - LAHC is responsible for funding any structural defects (except where they have arisen due to the CHPs failure to comply with its maintenance obligations under the Lease). The CHP will be responsible for proactively identifying and planning for them in the annual maintenance plan and for carrying out the works in accordance with the Asset Management Plan, subject to LAHC approval, unless the repairs are necessary immediately to make safe.
- **Outgoings** - the CHP will be required to pay all outgoing in respect of the properties, including any strata levies (subject to any part which relates to structural defects for which LAHC will reimburse the CHP).
- **Insurance** – the CHP must insure the properties for the full replacement value.
- **Reporting** – the CHP will be required to report in accordance with the Asset Management Framework and Community Housing Contract Compliance and Performance Management Framework.

- **Return of properties** – During the term of the Lease LAHC may require the return of certain properties, after providing at least 12 months notice, or less by agreement. This requirement enables LAHC to deliver strategic portfolio management programs. If LAHC proposes to withdraw more than 10% of properties within the package over the term of the lease, or more than 2% of properties within any 12 month period a regime will apply that allows the parties to renegotiate the Lease if the required return of properties exceeds these percentages and results in a 'material adverse event'.
- **Work Health and Safety** - The CHP is required to comply with all WHS laws and requirements
- **Change in law/legislative requirements** – the CHP and LAHC to share risk of change in law, where a change in law requires the CHP to perform work to the properties to ensure they comply with legislative requirements. CHPs are to bear the cost of complying with legislative change up to the first \$200 (GST inclusive) per property/per year (increased in accordance with CPI every 5 years) and thereafter LAHC will bear the cost over and above that amount. LAHC may direct that an alternate approach may be adopted regarding a change in law, provided such an approach is not less favourable to the CHP.

The Lease will include a number of Schedules that include additional information and specifications about the properties and performance requirements, including:

- Property List – list of properties under the Lease
- Strata Management & Non Residential Properties – includes the expectations and requirements between the parties for managing such properties.
- Property Management Deliverables – covers arrangements and requirements around asset management planning and tenant satisfaction.
- Service Specifications – covering the core management functions (tenancy management and property management) and whole of location management functions (access and demand services; tenant support coordination services; and social housing service system coordination)
- Performance Monitoring & Review (reviewable schedule) – apart from the SHMT program-wide performance requirements that will be included in the *Community Housing Contract Compliance and Performance Management Framework*, there will be additional performance outcomes and indicators included in this schedule).

2.3 Maintenance Engagement Deed

The successful proponent will be required to enter into a Maintenance Engagement Deed with LAHC. The Deed will relate to the 'whole of location' area, in parallel with the Lease. The term of the Deed will be for the duration of the Asset Maintenance Services (AMS) contract, and will include other LAHC maintenance contracts, until March 2021. Information about the arrangements under the AMS contract was provided as part of Industry Sounding #3 on 25 November 2016.

The Maintenance Engagement Deed documents the contractual and operational relationship governing the use of the AMS contractor and other LAHC maintenance contractors to deliver maintenance services to the properties. The Deed also documents the governance framework arrangements that will underpin and support the use by CHPs of the AMS and other LAHC maintenance contractors to deliver maintenance. The Deed is designed to foster cooperation and collaboration between the Maintenance Contractor/LAHC and the CHP.

The objectives of the Deed are to:

- Establish a simple streamlined approach through collaborative relationship-management, which includes meeting, reporting, information-sharing and decision-making
- Support CHPs in the delivery of maintenance services until the expiry of the AMS contract

- Achieve a seamless transition from the AMS to the CHPs maintenance arrangement in 2021

Other Maintenance Contracts

In addition to the AMS contract there are three contracts currently in place and these will remain in place until March 2021. They are contracts for:

- Lift servicing
- Security services
- Fireline monitoring

The **lift maintenance contract** provides maintenance, servicing and repairs to all lifts in LAHC's building across NSW.

The AMS Contractor Call Centres (CCC) alert the contractor to service failures through their 24 x 7 day maintenance call line. The contractor will in turn report back to the CCC once a lift is restored/repared or should additional repair time be required.

LAHC has a contract for **security services** such as security guarding and CCTV at some LAHC sites.

The **fireline monitoring contract** services and monitors the fire panels installed in accordance with legislative requirements at LAHC's high and low rise sites. The contract provides:

- monitoring of fire alarms and relaying information to NSW Fire and Rescue for attendance
- alerts to LAHC and AMS contractors of all faults in fire panels
- administration of false alarm charges levied by NSW Fire & Rescue and coordinates recovery of fines as applicable.
- advice to LAHC and AMS contractors of systems issues identified through the analysis of faults generated by fire panels.

Maintenance planning and programming

LAHC will continue to carry out necessary functions to manage and administer the maintenance contracts. There will be nominal service fee for administration of the AMS contracts, details of which will be provided in the Data Room.

Successful proponents will work in partnership with LAHC to undertake maintenance planning and programming in accordance with the contracts that consider:

- responsive maintenance to properties,
- planned works,
- servicing works,
- vacant restorations,
- disability modifications,
- lawns, grounds and cleaning, and
- building essential services.

The successful proponent will be required to program maintenance for properties within their portfolio in accordance with the Annual Asset Maintenance Plan and the Ten Year Asset Maintenance Plan to ensure the properties are at or above the maintained standard.

LAHC will review the proposed program of maintenance to properties prepared by the successful proponent and provide comments, including but not limited to scheduling, allocation and prioritisation of properties, and require the successful proponent to prepare a further version of its program for comment and review.

Historical maintenance data for each package location will be released in the Data Room when the request for tender is issued to market. LAHC may also provide additional data on the indicative budgets for planned and responsive maintenance during the AMS contract period based on current asset management plans.

2.4 Guiding Documents

Community Housing Contract Compliance and Performance Management Framework – the existing Framework is being revised to reflect the services outcomes expected from CHPs at a SHMT program level.

More specific reporting and performance requirements based on the respective transfer package and tender response from successful Proponents will be included in the performance monitoring and review schedule (a reviewable schedule) of the Agreement. Further details are provided in Section 3.

LAHC Asset Management Framework – the AMF provides the overarching guide for the management and maintenance of LAHC's properties by CHPs in whole of location transfer packages. It provides information on strategic portfolio planning, maintenance and reporting requirements.

Under the AMF, LAHC will establish regular reviews and planning consultation opportunities with CHPs to understand portfolio and local demand issues. Engagement with CHPs managing LAHC's properties will ensure that CHPs are kept well-informed to assist them with their property management planning.

The AMF will be made available in the Data Room.

3. Reporting, Compliance and Performance Monitoring

3.1 Existing requirements

Organisations successful in the Management Transfer Program Request for Tender will be required to report under the Community Housing Contract Compliance and Performance Management Framework (the Framework).

The Framework details the information requirements, performance indicators, benchmarks and tolerance ranges across all active Community Housing Assistance Agreements. The October 2016 version of the Framework can be found on the FACS website at <http://www.housing.nsw.gov.au/community-housing/community-housing-providers/contract-compliance-and-performance-management>. The Community Housing Data Collection Guidelines is under revision and will be available shortly.

3.2 Program specific requirements

Under the Community Housing Assistance Program Level Agreement, additional information will be required from CHPs. The information requirements recognise obligations for data already collected from CHPs under the Framework, and are intended to complement, rather than duplicate these.

Program specific information requirements relating to organisational compliance, access and demand, tenancy management, property management, tenant support coordination and social housing service system coordination will be incorporated into the Framework for 2017/18 reporting.

3.3 Provider-specific requirements

Additional reporting and performance requirements will be agreed between FACS and the CHP relating to access and demand, tenant support coordination and social housing service system coordination. These requirements are specific to each portfolio package and will be based on the tender submitted by the

successful CHP, with contract-specific performance thresholds set to take account of pre-transfer performance and the specific delivery context.

As part of the Future Directions strategies, all contracts for social housing assistance will include new performance measures for tenant outcomes. CHPs will be expected to set priorities and develop plans for improving tenant outcomes - and to propose how success will be measured based on agreed metrics with clear performance thresholds.

SHMT Program specific reporting requirements, performance indicators, benchmarks and tolerance ranges are detailed in Attachment 2 along with areas where CHP specific requirements will be agreed.

3.4 Review

Over the 20 years of the contract, it is expected that performance thresholds will need to be reviewed and updated to reflect changes in policy priorities and delivery contexts - particularly in relation to the achievement of the enhanced portfolio management functions and social outcomes.

It is recognised that these whole of location functions are more difficult to precisely define and the priorities for investment may change over the 20 year lease term - requiring a partnership approach to planning contracted services and setting and reviewing performance under the Lease.

The Lease will outline a mechanism to facilitate and document reviews - such as through the use of rolling, multi-year performance plans that define the specific, measurable outcomes and performance thresholds that will be used for a particular period.

FACS / LAHC will initiate regular review meetings with successful Proponents to discuss and assess their performance. They will be invited to provide substantiation to assist with the assessment of their requests for amending the performance areas and KPIs.

3.5 Human Services Outcomes Framework

The SHMT Program is an opportunity for FACS and CHPs to collaborate together to collect, test and improve data collection and performance indicators for social housing under the Human Services Outcomes Framework

The NSW Human Services Outcomes Framework is a common set of population-level wellbeing outcomes and indicators. It aims to improve the quality and effectiveness of human services in achieving client and tenant outcomes over time. FACS is using the Outcomes Framework to build a model of the pathways that lead to improved wellbeing for clients and tenants. FACS is also using research evidence and data analysis to attribute outcomes to service performance.

To begin this process, FACS is asking CHPs to collect relevant tenant and household level data that will match the Outcomes Framework's domains, and reflects consultation with CHPs and the NSW Federation of Housing Associations on outcome indicators.

CHPs will continue to collect and provide FACS with unit record data for the purpose of evaluation and measuring outcomes. This data will be sought, collected and stored in accordance with privacy and confidentiality arrangements. Wherever possible existing administrative datasets will be used to capture and link data on client and tenant outcomes, so as to reduce burden on data collection

To ensure the tenant and household level data is as useful as possible, any questions used to collect data (e.g. for a tenant survey on wellbeing) should comprise validated tools that are comparable to other NSW and national datasets. When this is not possible, questions from existing tools that measure social housing experience or outcomes should be used (e.g. the NSW Federation of Housing Association's tenant survey).

FACS will also work with CHPs to ensure data collected is reported in a way that best support FACS program management of social housing.

Part B: Additional information on service requirements

Over the first three Industry Soundings, industry participants raised a number of questions where information was not available at the time or where FACS needed to undertake additional development work to provide a response.

This section provides additional information in response to these questions.

Tenancy management

1. What FACS policies will apply to transferring tenancies?

Transferring tenants will retain FACS pre-approved conditions outlined below until either the end of the tenants lease and/or the end of the pre-approved period for that policy, whichever is applicable. Updated details of the relevant policies and period of application are summarised below.

The below 2 policies are the FACS Housing policies to be honoured by the CHPs until the end of the tenant's lease:

FACS Policy/ Practice	Description	CHP requirement in relation to transferred tenants
1. Types and Length of Lease Policy	<ul style="list-style-type: none">The type and length of lease that reflects a client's need and circumstances.Most new tenancy agreements will be for a period of twelve month probationary, two, five or ten years.	<ul style="list-style-type: none">As per Government commitment, the tenants will not see any changes to their lease as they are transitioning to the CHPs on a concurrent lease.
2. Managing Under-occupancy and the Vacant Bedroom Charge (VBC)	<ul style="list-style-type: none">Tenants are charged a VBC by FACS if they have refused to relocate or have rejected 2 reasonable offers of alternative housing on under-occupancy grounds.	<ul style="list-style-type: none">The VBC should be charged by the CHP until the end of the lease or until the tenant moves to a smaller dwelling which means they no longer have to pay this under the FACS policy.CHPs are encouraged to introduce the VBC where they do not do so now.

The below 4 policies are the FACS Housing policies to be honoured by the CHPs until the end of the pre-approved period for that policy:

FACS Policy/ Practice	Description	CHP requirement in relation to transferred tenants
1. \$5 rent abatement	Tenants or household member's payable rent is \$5, where tenants are in prison, nursing home, rehabilitation, respite care or a refuge after leaving domestic violence, due to their immigration status, no Centrelink or other income as spouse or partner earns too much.	<ul style="list-style-type: none"> If a transfer tenant has been pre-approved by FACS for either one of these 3 policies then the CHPs must temporarily accept the policy until the end of the pre-approved period for that individual tenancy. At the end of the pre-approved period the CHP may then apply their own policy/ practice for further assessing the client's needs.
2. Start Work Bonus, Tenant Employment Incentive Scheme	Offers tenants a grace period of up to 26 weeks within a financial year before adjusting their rent subsidy, in order to incentivise work participation.	
3. Absence from dwelling	<ul style="list-style-type: none"> Tenants need to obtain approval from FACS to be away from their home for more than six weeks. FACS may approve acceptable absences for up to six months for example: hospitalisation, respite care/nursing home, rehabilitation, custody, caring for a sick relative. Subsequently, in some of these circumstances if approved for this policy, the tenant will be eligible for the \$5 rent abatement as well. The tenant may apply for an approval to extend the absence beyond six months where there are unusual circumstances 	
4. Tenancy Charges and Policy Supplement	<ul style="list-style-type: none"> FACS uses various assessment rules to determine if a tenant is eligible for a rent subsidy by considering their household's income, size and age. In some cases, tenants do not pay the standard 25% and 30% of their household income towards rent for example: the pensioner supplement is not currently assessed; and Family Tax Benefit B is currently assessed at a lower level. 	<ul style="list-style-type: none"> Tenants will not see any changes to their income after rent and water, except that they will pay rent and Commonwealth Rent Assistance to their new CHP following the transfer. Commitments to tenants which are live at the point of transfer which relate to rent or water charges need to be preserved. Tenants on a rebated rent need to have that honoured until its review date. CHPs must adapt the FACS tenants rent and water charges until a new subsidy is assessed. CHPs will not be able to vary these until the client's income changes and a new subsidy is assessed. The concessions in this table need to be applied/ accepted by CHPs for the duration for which the concession is originally approved by FACS.

2. What tenancy data will be available for each package?

FACS is currently collating up-to-date information on the profile of tenants and tenancies for each package - and this information will be available in the Tender Data Room to registered users. The intention is that this will include:

- Income and wage profile of current tenants
- Age profile of current tenants
- Disability status of current tenants
- Support arrangements for current tenants
- Rent arrears profile of current tenants
- Number of antisocial behaviour cases
- Profile of high risk tenancies
- Profile of tenants with complex needs

Data will also be provided in the Data Room on the:

- Demand for tenancies in the package location (based on the NSW Housing Register)
- Type and number of support services working with the FACS Housing team in the package location
- Type and number of partnerships with community groups (including existing formal partnership arrangements)

Property management

3. What property data will be available for each package?

LAHC will provide historical maintenance spend, and property profile details, for each property in the Data Room. PAS data will also be provided.

4. What LAHC policies will apply to transferred properties?

LAHC policies for the transferred properties are contained in the LAHC Asset Management Framework. The AMF will be provided in the Data Room.

5. Maintenance on transferred properties

Property data provided in the Data Room will set a baseline for CHPs to understand the portfolio condition and will assist in identifying maintenance priorities. CHPs will be required to provide an annual plan proposing maintenance programs to mitigate risk and extend the life of the properties. The minimum requirement is to use best endeavours to achieve LAHC's maintained standard for all properties and to ensure the portfolio is maintained or improved during the Lease term.

Whole of location management

6. What data will be available on whole of location management functions

As indicated in previous Industry Sounding Papers, a partnership approach will be needed to plan future priorities and activities for whole-of-location management functions (access and demand; support coordination; service system coordination). As a starting point for this planning, the minimum service requirements in the tender will be linked to ensuring continuity of current whole of location management functions. Key points in response to questions submitted following the earlier Industry Soundings include that:

- Whole-of-location CHPs will be required to ensure that clients receive quality services at the front counter
- CHPs will be required to complete assessments for complex applications referred from the Housing Contact Centre
- CHPs will be required to manage the budget and services required to ensure continuity of client access to private rental assistance and Rentstart assistance products (including temporary accommodation)
- CHPs will have access to the Housing Connect channels for streamlining applications for housing assistance – including supporting clients to apply by phone or online.
- CHPs will be required to ensure continuity of existing tenant support and service system coordination initiatives that FACS Housing teams are involved in in the package locations.

FACS is currently collating up-to-date information on the FACS Housing activities associated with current whole-of-location management functions for each package. This will include

- The type and volume of services requested at FACS Housing counters in the package locations
- The type and volume of private rental assistance and Rentstart assistance product activities that require the direct involvement of FACS Housing staff
- The committees that FACS Housing team staff chair or participate in as part of their tenant support coordination and service system coordination roles and partnership arrangements
- Information of joint working groups that involve FACS Housing teams – including working groups with Police and Corrective Services to manage registered persons in whole of package locations

HR and staff

7. What data will be available on current staffing functions

As indicated in previous Industry Sounding Papers, registered users will have access to data on the number and profile of FACS employees currently working in FACS Housing tenancy management and access and demand teams. This will include:

- Number and position of staff
- Salary bands of staff positions
- Position descriptions of staff
- Number of specialist and identified positions
- Office locations of staff

FACS is also investigating whether it is possible to provide an estimate of the likely superannuation costs for staff.

8. What employment conditions will be retained by FACS Housing staff employed by CHPs

FACS is currently collating additional information of the list of employment conditions that will be retained by FACS Housing staff employed by CHPs—to supplement the material presented at Industry Sounding 3. This information will be available to registered users in the data room.

Part C: Next steps

Industry Sounding 4 will be the final engagement with the industry participants regarding the SHMT program before the commencement of the formal tender process.

Additional feedback

Following Industry Sounding 4, industry participants have the opportunity to provide written feedback on the new SHMT Program Community Housing Leasing Agreement, the Asset Management Framework and any further issues arising out of Industry Sounding 4 noting that such feedback may or may not be taken into consideration by FACS and LAHC, in their sole discretion, in the final form of these documents released with the RFT. In order for FACS to fully consider this feedback it should be made by COB 20 February 2017 via the management transfers mailbox.

Request for proposals

The formal request for proposals is expected to commence in late March 2017 with an eight week period to prepare and submit proposals. It is anticipated that a formal tender briefing will be held in the first or second week of the tender process.

Probity arrangements

The tender process will be managed within strict probity requirements - overseen by independent probity auditors. A Probity Plan has been developed to ensure these probity requirements are fully met. Key elements and related actions include:

Key Elements	Action
Impartiality	<ul style="list-style-type: none">Formal minutes taken at stakeholder briefing sessions.Staff issued email clarifying need to remain impartial, in particular regarding limits of contact/advice possible with providers during tender.Confidentiality agreements for all internal and external stakeholders.
Best public value	<ul style="list-style-type: none">Public Value risks of the procurement process identified.Address public value risks in tender design.
Consistency and fairness of process	<ul style="list-style-type: none">Contact officer identified.Approval mechanism for procurement documents in place.
Confidentiality and information security	<ul style="list-style-type: none">Record security process identified and implementedDevelop security protocol.Confidentiality agreements for members of Specialist Assessment, Assessment and Executive Evaluation panels
Identification and resolution of conflict of interest	<ul style="list-style-type: none">Conflict of interest forms drafted and circulated.Sign and record conflict of interest documents.
Accountability and Transparency	<ul style="list-style-type: none">Roles and responsibilities clarified and included in procurement plan.Information request logs in place.Probity guidance for internal staff during the procurement process.All Procurement documentation to comply with the FACS Conditions of Tendering for Funded Services.All procurement documentation to be reviewed by FACS Strategic Procurement.

Other Relevant Documents

Asset Management Framework (LAHC)

- Requirements and responsibilities for the delivery of maintenance of LAHC properties by CHPs

Community Housing Contracting Compliance and Performance Management Framework (FACS)

- Assess, monitor, and report on compliance by CHPs against their contractual obligations
- Determine the performance of CHPs against agreed benchmarks

Maintenance Engagement Deed (LAHC) (until March 2021)

- An agreement between LAHC and CHP to facilitate the delivery of maintenance services under the AMS

Proposed Social Housing Management Transfer Program Contract Framework

Common Terms & Conditions

- An integrated agreement which sets out standard requirements across the suite of NSW Community Housing Assistance Agreements

Community Housing Assistance Program Level Agreement

– Social Housing Management Transfer Program (SHMT)

– Community Housing Property Lease (20 Years)

SHMT Program Objectives is to deliver a better experience for Social Housing Tenants in the Service Package through collaboration between FACS and the provider for the delivery of:

- Tenancy Management Services
- Property Management Services
- Access and Demand Services
- Tenant Support Coordination Services
- Social Housing Service System Coordination

Agreement between LAHC and CHP - additional /expanded conditions will include:

- Maintenance and Repairs Responsibilities and Condition Standards expectations
- Asset Management and Maintenance Plan Requirements
- Property Return for strategic portfolio management purposes including redevelopment or sale
- Property Assessment Survey requirements
- LAHC initiated audits (property & clients)
- Permissible use of non-residential dwellings
- Use of funds

Schedule - Property Listing

- List of addresses with lot and DP numbers that CHP will be managing under SHMT Program

Schedule – Strata Management & Non Residential Properties

- Other asset related conditions – Strata management & Permissible Use of non –residential properties

Schedule - Property Management Deliverables

- Asset Management Planning Reporting Requirements
- Tenant Satisfaction Rating

Schedule - Service Specifications

Outlines detailed requirements for the following key outcome areas:

- Tenancy Management Services
- Property Management Services
- Access and Demand Services
- Tenant Support Coordination Services
- Social Housing Service System Coordination

Schedule – Performance Monitoring and Review (Reviewable) as per CHP's tender bid

- Specifies KPIs, resourcing, performance & reporting commitments relating to:
- Tenancy Management Services
 - Property Management Services
 - Access and Demand Services
 - Tenant Support Coordination Services
 - Social Housing Service System Coordination

SHMT Program reporting, compliance and performance requirements

INFORMATION REQUIREMENTS				DATA ANALYSIS		PERFORMANCE ASSESSMENT		
Area / focus	Indicators	Information used for decision making	Frequency	Benchmark / target	Data analysis	Benchmark not met (outside tolerance)	Benchmark not met (within tolerance)	Benchmark met
ACCESS AND DEMAND	AS PER TENDER							
TENANCY MANAGEMENT	Extent to which tenants are satisfied with the overall service provided	No. (%) tenants satisfied with overall service	Annual	75%	COMPARISON to benchmark	<75%	N/A	≥75%
	Extent to which tenant damage is mitigated	Total \$ amount of tenant damage identified, and \$ amount verified and accepted by either tenant or NCAT	Annual	N/A	ANALYSIS of individual providers' results over time	N/A		
		Actions taken to prevent tenant damage	Annual	N/A				
PROPERTY MANAGEMENT	Extent to which social and affordable housing assets meet agreed property condition standards	No. (%) of properties where Property Assessment Survey (PAS) has been undertaken	Annual	33%	COMPARISON to benchmark and tolerance range	<28%	≥28%	≥33%
		Annual Asset Maintenance Plan	Annual	N/A	ANALYSIS of budget v actual expenditure in conjunction with PAS data	N/A		
		10 year Asset Management Plan	Annual	N/A	REVIEW of strategic plans	N/A		
	Extent to which customers are satisfied with maintenance services	No (%) of tenants satisfied with maintenance services, measured by an independent party (TO BE IMPLEMENTED in 2021 - POST AMS CONTRACT)	Quarterly	≥ 85%	COMPARISON to benchmark and tolerance range	<75%	≥75%	≥85%
	N/A	Environmental sustainability initiatives, practices and awards	Annual	N/A				
	N/A	\$ amount and source of funding for modifications	Annual	N/A				
	N/A	Number of LAHC owned properties referred to LAHC due to structural damage	Annual	N/A				
	N/A	No. of LAHC owned properties that were the subject of lodged insurance claims	Annual	N/A				
TENANT SUPPORT COORDINATION	UNDER DEVELOPMENT - Human Services Outcomes Framework							
	AS PER TENDER - 3 year rolling whole-of-location Support Coordination Plan							
SERVICE SYSTEM COORDINATION	AS PER TENDER - 3 year rolling whole-of-location Service System Coordination Plan							
ORGANISATIONAL COMPLIANCE	Is your organisation compliant with the Asset Management Framework?		Annual	N/A				
	Do you give consent for FACS to request your organisation's Asset Maintenance Plans and Asset Management Plans from the Registrar?		Annual	N/A				