



Family &  
Community  
Services

# Community Housing Contract Compliance and Performance Management Framework



## Document approval

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## Table of contents

<b>1.</b>	<b>Context .....</b>	<b>5</b>
1.1	FACS as a commissioning agency.....	5
1.2	Human Services Outcomes Framework.....	5
1.3	Future Directions for Social Housing in NSW.....	6
1.4	Application of the Framework in 2017/18 .....	6
<b>2.</b>	<b>Framework update.....</b>	<b>7</b>
2.1	Application to the broader community housing sector .....	7
2.2	Framework structure.....	8
2.3	LAHC Asset Management Framework.....	8
2.4	Private Rental Assistance.....	8
2.5	Timely and accurate reporting .....	8
2.6	Annual compliance and performance surveys combined.....	9
<b>3.</b>	<b>Data collection and reporting principles.....</b>	<b>10</b>
<b>4.</b>	<b>How will compliance and performance be assessed? .....</b>	<b>12</b>
4.1	Principles .....	12
4.1	Assessing contract compliance .....	12
4.2	Assessing performance .....	13
<b>5.</b>	<b>How will performance results be used?.....</b>	<b>14</b>
5.1	Coordinated assessment.....	14
5.2	Assessment for contract management.....	14
5.3	Assessment outside annual and quarterly reporting processes.....	14
5.4	Resource allocation .....	14
5.5	Aggregation for internal and external reporting .....	15
<b>6.</b>	<b>What information will providers receive? .....</b>	<b>16</b>
<b>7.</b>	<b>Processes for remedial action .....</b>	<b>17</b>
<b>8.</b>	<b>Further work and ongoing review.....</b>	<b>18</b>
<b>9.</b>	<b>Where to go to for further information .....</b>	<b>19</b>
	<b>Appendix A: Framework overview.....</b>	<b>20</b>
	<b>Appendix B: Requirements for providers managing 30 or more general and/or transitional properties.....</b>	<b>21</b>
	<b>Appendix C: Requirements for providers managing between 10 and 29 general and/or transitional properties.....</b>	<b>24</b>
	<b>Appendix D: Requirements for providers managing less than 10 general and/or transitional properties.....</b>	<b>25</b>
	<b>Appendix E: Requirements for providers managing only crisis properties.....</b>	<b>26</b>
	<b>Appendix F: Social Housing Management Transfer Program requirements .....</b>	<b>27</b>
	<b>Appendix G: Community Housing Leasing Program requirements .....</b>	<b>29</b>
	<b>Appendix H: Vested Assets Program requirements .....</b>	<b>30</b>
	<b>Appendix I: Outsourced Maintenance Program requirements .....</b>	<b>31</b>

## The purpose of this paper

The Commissioning Directorate of Family and Community Services (FACS) has lead responsibility for contracting non-government organisations that receive assistance from FACS. Under Section 16 of the *Community Housing Providers (Adoption of National Law) Act 2012* FACS may require a provider to meet specified standards and targets in relation to community housing services and programs and ensure that the funding, housing and other assistance provided is used for the purposes for which it was provided.

In 2012 FACS developed the Community Housing Contract Compliance and Performance Management Framework with participation and input from both internal and external stakeholders.

The Community Housing Contract Compliance and Performance Management Framework (the Framework) aims to:

- assess, monitor and report on compliance by community housing providers against their contractual obligations
- determine the performance of community housing providers against agreed benchmarks
- identify early signals of poor performance and non-compliant activity by a community housing provider against contract
- provide a systematic approach to address poor performance and non-compliance and identify remedial actions
- gather information that can be used in resource allocation processes
- coordinate data requirements and collection processes to meet the performance management and contract compliance functions of FACS, and
- provide a platform that facilitates discussion about the contractual relationship between FACS and community housing providers.

The purpose of this paper is to:

- highlight areas that have been reviewed and subsequently updated, and
- provide information on the revised Framework for implementation from 2017/18.

This document should be read in conjunction with the *Community Housing Contract Compliance and Performance Management Framework: Data Collection and Reporting Guidelines* and the *LAHC Asset Management Framework*.

# 1. Context

## 1.1 FACS as a commissioning agency

The NSW Government *Commissioning and Contestability Policy and Guidelines* were approved by Cabinet in November 2016. The Policy applies to all government agencies and creates a platform for agencies to explore ways to create better service outcomes.

Commissioning and contestability are about making informed decisions based on good evidence and the right processes. They embody a customer centric approach that positively challenges current ways of working and seeks to introduce competition as a lever for improving quality, productivity and access.

Commissioning is concerned with creating a closer link between policy and delivery, performance regimes and resourcing (time, funding and people) to deliver outcomes. It provides the opportunity to unlock value in service delivery systems beyond traditional models and government contributions.

Contestability is the process of evaluating and benchmarking services against credible alternatives and/or market testing in order to drive productivity, learning and improvement. It is just one tool that is available to commissioners and does not have a predetermined outcome.

The Policy will apply to new FACS initiatives and major contract renewals and will shape the development and application of the Framework and use of resulting data going forward.

## 1.2 Human Services Outcomes Framework

The Human Services Outcomes Framework provides a common set of population-level wellbeing outcomes and indicators for NSW government and non-government agencies. The seven wellbeing domains (standard of living, health, achieving in life, relationships, safety, community-connectedness, future security) were co-designed by agencies and non government organisations, and informed by a review of national and international research on what determines a person's wellbeing.

The Human Services Outcomes Framework is led by the NSW Social Innovation Council. It is hoped that this framework will:

- act as a tool for government agencies and non government organisations to work together to achieve better results
- facilitate collaboration and opportunities for working together, and
- help pinpoint programs and services that achieve the greatest impact.

The Personal Wellbeing Index (International Wellbeing Group, 2013) has been selected by FACS for use in measuring the well-being of clients in receipt of FACS services. This, along with demographic information already collected and de-identified data linkage across government programs will provide critical information on our clients' wellbeing.

All social housing providers, whether non-government or government, will be accountable and their performance measured under the Human Services Outcomes Framework. This will require alignment of reporting requirements over time.

### **1.3 Future Directions for Social Housing in NSW**

In January 2016, FACS launched *Future Directions for Social Housing in NSW* (Future Directions), a ten year strategy aimed at:

- increasing social housing
- providing more opportunities, support and incentives for people to avoid and/or leave social housing, and
- providing a better social housing experience.

By 2025, Future Directions will seek to transform the social housing system in NSW from one which is dominated by public sector ownership, control and financing of assets and services, to a dynamic system characterised by much greater involvement of private and non-government partners in financing, owning and managing an expanded stock of social and affordable housing assets.

Future Directions will be supported by a range of initiatives, including:

- transferring management of around 18,000 public housing properties to the non government sector under the Social Housing Management Transfer Program
- developing 23,000 new and replacement social housing dwellings, 500 affordable housing dwellings and 40,000 private housing dwellings through major urban renewal projects and neighbourhood projects under Communities Plus, and
- delivering access to 3,400 additional social and affordable homes across NSW, together with access to support services through tailored support coordination under the Social and Affordable Housing Fund (SAHF)<sup>1</sup>.

Measuring the contract compliance and performance of community housing providers will be a critical aspect of delivering the government's commitments to increasing social housing and improving outcomes for tenants. It will provide assurance that community housing providers are contributing to the broader aims of social housing.

### **1.4 Application of the Framework in 2018/19**

2017/18 will see significant changes to the Framework in terms of application to a broader subset of the community housing sector and additional program-specific requirements under Future Directions.

The assessment of providers' performance will continue, with Annual Contract Review meetings scheduled with providers with the largest FACS-assisted portfolios in late 2018 (see Section 5).

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<sup>1</sup> Given the unique and complex nature of SAHF contracts, compliance and performance for this program will not be measured under this Framework.

## 2. Framework update

### 2.1 Application to the broader community housing sector

From inception, the Framework has been developed using a risk based approach, whereby monitoring activity is proportionate to risk. This is an enduring principle that underpins the Framework and reflects FACS' commitment to not place undue reporting burden on providers with small FACS-assisted property portfolios.

Through implementation to date, this has meant that only providers that manage 30 or more general social housing properties have been required to submit quarterly unit record level data relating to residents, households, tenancies, properties and vacancies, and annual compliance and performance information.

In order to strengthen the Framework it has been updated with amended criteria with which to attribute proportional reporting requirements to the broader community housing sector. Namely:

1. Transitional properties will be included in the property count that determines the categorisation of providers for the purposes of reporting under the Framework. Quarterly unit record level data will be required to be submitted by providers that manage **30 or more general social housing and/or transitional properties**, rather than 30 or more general social housing properties.

The inclusion of transitional properties reflects the commonalities between general social housing and transitional housing in terms of the requirement for a tenancy agreement and the applicability of occupancy and turnaround performance indicators. Transitional properties are included in performance assessment of providers that currently submit unit record level data.

2. Providers that manage **between 10 and 29 general social housing and/or transitional properties** will be required to submit compliance and performance information through an online annual survey. Organisational compliance with contractual obligations will be assessed and performance reviewed, although not against formal benchmarks.
3. Providers that manage **less than 10 general social housing and/or transitional properties** will be required to submit organisational compliance information through an online annual survey. Organisational compliance will be assessed annually.
4. Providers that manage **only crisis properties** will be required to submit organisation compliance information through an online annual survey. Organisational compliance will be assessed annually.
5. Providers that were **unable to be registered or exempt** under the NSW Regulatory System, including local government, Aboriginal Land Councils and providers that manage a small portfolio of only joint equity properties with no plans for portfolio growth, will not be required to report under the Framework at this time, pending consideration of reporting provisions under the new NSW Regulatory System.

## 2.2 Framework structure

The structure of the Framework has been amended to reflect the abovementioned changes to reporting requirements and the growing complexity of program deliverables across community housing contracts.

To align with the Social Housing Management Transfer Program, information requirements have been placed in the following categories: access and demand; tenancy management; property management; tenant support coordination; service system coordination; reporting requirements.

In addition, core reporting requirements, and where applicable, related performance assessment information have been separated from program-specific reporting requirements and related performance assessment information to clearly represent what is applicable to each provider, dependent on the FACS assistance received.

An overview of the structure of the Framework and the applicability of reporting requirements and performance assessment is represented at **Appendix A**.

Core reporting requirements, and where applicable, performance indicators, benchmarks and tolerance levels are detailed at **Appendices B, C, D and E**.

Program specific reporting requirements, performance indicators, benchmarks and tolerance levels are detailed at **Appendices F, G, H and I**.

## 2.3 LAHC Asset Management Framework

The LAHC Asset Management Framework has been developed to consolidate asset-related policies that apply to properties managed by community housing providers. This Framework includes minimum dwelling requirements that serve as the standard against which properties are to be assessed.

## 2.4 Private Rental Assistance

The indicator 'extent to which the provider facilitates access to private rental assistance (PRA)' has long been under review due to providers' differing roles in delivering PRA, and the inability to collect data through existing mechanisms to effectively reflect this.

Changes to the Housing Pathways data collection were made in December 2016 which made it possible to collect data on both referrals made and applications processed for PRA. This indicator has been amended to reflect these different roles.

## 2.5 Timely and accurate reporting

The timeliness aspect of the reporting requirements indicator has been easily implemented, however accuracy has been difficult to both define and measure. A theoretical distinction between 'major' and 'minor' errors was developed to measure accuracy, however it has been difficult to implement this in a consistent way. Also, the combined indicator meant that providers sometimes sacrificed accuracy to ensure timeliness and visa versa.

The accuracy and timeliness indicators will be joined to reflect the benchmark of both timely and useful data.

Revised requirements relating to PRA and timely and accurate reporting are included in core reporting requirements for providers who manage 30 or more general social housing and/or transitional housing properties at **Appendix B**.

## **2.6 Annual compliance and performance surveys combined**

The existing annual performance and compliance surveys will be combined into one survey to be administered in July. The surveys are currently administered in July and October respectively. The change is intended to streamline administrative processes both for community housing providers and FACS. The July timeframe was selected to allow FACS' enough time to meet its reporting commitments to the Commonwealth Government. The surveys will remain as is for the 2016/17 financial year, with the combined survey implemented in July 2018.

### 3. Data collection and reporting principles

The following Community Housing data collection and reporting principles articulate the guiding rationale and assumptions that underlie decisions around what data FACS collects from community housing providers to whom it provides assistance, how it is collected and how it is used.

1. Data is collected for a specific purpose. If it's not used and useful, it won't be collected.
2. The collection of information is coordinated across FACS and the Registrar. There is no unnecessary duplication, with information being collected once and used multiple times.
3. Reporting requirements are proportionate to the assessed level of risk associated with an organisation's business. This assessment will take into consideration the size of the community housing providers' property portfolio and assistance provided by FACS.
4. FACS informs community housing providers of the purpose of data collection, the manner in which data will be handled and how the results of the collection will be used.
5. When designing data collection methodologies and selecting data collection tools, FACS seeks to minimise the effort required of community housing providers in providing the data.
6. Data standards are developed to promote a common vocabulary between FACS and community housing providers and support data quality. Data items are accompanied by data definitions, which clearly articulate the item to be reported, the time period / frequency, the unit of measurement, the format in which it is to be provided and where applicable, the relationship to related data items.
7. Whilst FACS is committed to continuity of reporting requirements wherever possible, the collection, management and reporting of data is subject to a process of continual improvement, through identifying opportunities for rationalisation and reform. Any changes to data collection are made to improve data quality, consistency, comparability and completeness.
8. It is the responsibility of community housing providers to submit accurate and complete data. Data submitted is validated against previously submitted information, and checked for reasonableness and accuracy. The responsibility to correct data errors is that of the community housing provider.
9. It is the responsibility of FACS to analyse data and provide feedback to community housing providers in a timely manner.
10. Investment in the collection of data is prioritised based on the areas that best support the strategic directions of the community housing sector and the operational requirements of FACS.
11. A reasonable amount of notice is given to community housing providers before additional data items or changes to existing data items are required to be reported on.
12. FACS complies with the requirements of the Privacy and Personal Information Protection Act, 1998 and the Health Records and Information Privacy Act, 2002 in the collection, use, storage and disclosure of personal and health information.

13. Results of data collections are presented clearly and unambiguously. Caveats and other contextual information accompany reported data to identify data sources, limitations and statistical treatments.
14. Requests for data held by FACS are handled in accordance with the requirements of the *Government Information (Public Access) Act 2009* (GIPA).

## 4. How will compliance and performance be assessed?

### 4.1 Principles

The key principles guiding FACS's approach to community housing contract compliance and performance management are:

- The contractual relationship is a two-way relationship between FACS and the community housing provider, with opportunity provided for both parties to influence how the relationship will be facilitated.
- Monitoring activity will be proportionate to risk and a 'light touch' will be adopted wherever possible.
- Performance monitoring will provide a framework to demonstrate good performance which will assist community housing providers when seeking future business opportunities.
- Monitoring will be conducted in a systematic and proactive manner, with the aim of recognising good performance, and detecting and addressing non-compliant activity and poor performance as early as possible.
- Strategies to address non-compliant activity and poor performance will be developed, wherever possible, in partnership with community housing providers. In doing so, providers will be supported to meet their contractual obligations.
- Immediate action will be taken where it becomes known that a community housing provider has deliberately acted in contravention to their contractual obligations.

### 4.1 Assessing contract compliance

Information with which to assess providers' compliance with contractual obligations will include:

- community housing providers' current registration status, sourced from the Registrar
- compliance related data included in the annual survey
- results of responsive investigations as issues come to the attention of FACS, and where applicable
- data submitted as part of the quarterly unit record level data collections
- quarterly performance assessments
- program-specific reports.

In addition, providers are required to notify FACS of the occurrence of any non-compliance with the Community Housing Agreement outside the regular data collection and assessment schedule.

FACS may also refer to the provider's relevant obligations in the Lease or other relevant documents in conducting the compliance assessment.

## 4.2 Assessing performance

For providers managing 30 or more general social housing and/or transitional housing properties, and where applicable, benchmarks have been developed for individual performance indicators identified in the Framework. Tolerance levels have also been developed. The performance of community housing providers will be measured against these benchmarks and tolerance levels and categorised in a simple 'traffic light' system, as follows:

	<b>PERFORMANCE ASSESSMENT</b>
<b>GREEN</b>	The benchmark has been met
<b>AMBER</b>	The benchmark has not been met and performance is within the tolerance range
<b>RED</b>	The benchmark has not been met and performance is outside the tolerance range

For some indicators, targets have been negotiated with individual community housing providers and the benchmark will vary from provider to provider.

For other indicators, the application of benchmarks is not appropriate. Data relating to these indicators will be analysed for each individual provider. Analysis will be undertaken to identify significant changes over time and/or variations to expected results.

The triggers for remedying poor performance will be based on the assessment of each community housing providers' performance against the benchmarks. The frequency of data collection for each indicator will also be taken into consideration.

FACS will validate the compliance / performance results with the community housing provider to ensure they are accurate, and review any contextual information that has been submitted with the quarterly data returns.

Whilst contextual information will not change the 'performance result' in relation to assessment against the benchmark, it may mean that no remedial action is necessary (see Section 7).

For providers managing between 10 and 29 general social housing and/or transitional housing properties, performance will be reviewed annually with further follow up by FACS contract managers as required.

## **5. How will performance results be used?**

### **5.1 Coordinated assessment**

All compliance and performance information relating to an organisation's Community Housing Agreement will be assessed by FACS in a coordinated way. As additional performance requirements and targets are agreed with providers they will be included in the Framework and assessed by FACS to form a holistic picture of a provider's compliance and performance against the relevant contractual agreement/s.

An organisation's performance under other FACS contracts (e.g. SAHF, Specialist Homelessness Services and Permanency Support Programs) may also be reviewed when assessing a provider's contractual performance.

### **5.2 Assessment for contract management**

Where applicable, community housing providers' individual results will be analysed against stated benchmarks each quarter and monitored over time, to build a picture of trends in organisational compliance and performance. Data may also be reviewed more generally (i.e. not limited to performance indicators) to inform contract compliance and performance, for example, to assess compliance with relevant community housing policy.

Individual and aggregated performance results will be reviewed internally to inform FACS' assessment of sector performance.

For providers with the largest FACS-assisted portfolios annual results will be compiled for both FACS and the provider for review at pre-arranged annual meetings. This 'Annual Contract Review' will provide an opportunity for both parties to discuss contractual issues, reflect on the community housing provider's performance over the year, highlight good performance, and raise any issues outside of any processes relating to remedial action.

### **5.3 Assessment outside annual and quarterly reporting processes**

Should issues relating to non-compliance with the contract, or poor performance come to the attention of FACS outside the quarterly or annual reporting processes, FACS staff may access compliance and performance data to support any investigation they may undertake relating to the issue raised. This ensures there is no duplication of effort if, for example, the issue is already being addressed in a written plan under the Framework.

### **5.4 Resource allocation**

The performance of providers will be considered in determining the allocation of resources.

Compliance and performance information may be used to assist in the assessment of eligible providers relating to their capacity to operate at the increased scale required, and to leverage additional resources into the social housing system.

## **5.5 Aggregation for internal and external reporting**

Aggregated compliance and performance results may be used for FACS reporting as part of a sector 'report card'. Compiled information will not identify results of individual providers.

## **6. What information will providers receive?**

Community housing providers will have access to the results of their compliance and/or performance assessment on a quarterly and/or annual basis, as appropriate. Once data validation processes have been completed and a final data set has been confirmed, a report detailing summarised individual results will be available to each provider.

Where applicable, aggregated average performance for each indicator will also be presented, so providers will know how they compare to the subset of providers reporting under the Framework. Providers will not have visibility of the results of other individual providers.

Where there are no benchmarks, providers will receive the results of the analysis of trending data, and any issues identified for either immediate or future investigation will be flagged.

## 7. Processes for remedial action

Broadly, when a trigger for remedial action has been activated, either due to non-compliance with the Community Housing Agreement or poor performance, the following steps will be taken.

FACS will **review any contextual information** that has been submitted by the community housing provider and **discuss the compliance / performance issue** with them to determine why the non-compliance or poor performance has occurred. It may be determined that no remedial action needs to be taken.

Alternatively, the community housing provider will be required to **develop an action plan to remedy** the contract default or improve performance in the identified area/s. The nature and severity of the compliance / performance issue will determine the level of detail required in the plan. The plan must be agreed by both the community housing provider and FACS.

FACS will **monitor the implementation of the plan** and the outcomes of subsequent compliance and performance assessments.

Poor performance will be considered to constitute contract default where the provider fails to implement the action plan to the satisfaction of FACS. This will be made explicit in the plan agreed between FACS and the community housing provider.

Failure to submit an acceptable plan will also be considered to constitute contract default.

The Community Housing Agreement details action FACS may take if a default to the contract is not remedied.

There are also specific remedial actions that FACS may take with respect to vested assets and the Social Housing Management Transfer Program, which are detailed in the relevant Assistance Agreements.

With regard to the Social Housing Management Transfer Program, reference should be made to the Service Package Documents (as defined in the Lease), with reference to clauses relating to Cure Plans.

Processes for dispute resolution and appeals are also set out in the Common Terms and Conditions.

## 8. Further work and ongoing review

Regular reviews and updates of the Framework are conducted in order to ensure tools and processes are appropriate and benchmarks are accepted as an expected standard of performance relevant to the community housing sector.

Over the next 12 months particular attention will be given to:

- working with providers who are reporting under the Framework for the first time to ensure data collection and submission is streamlined and efficient, and reported information is meaningful and useful
- closer interrogation of data relating to affordable housing properties, with a focus on occupancy rates and the application of rent-setting models
- ongoing interrogation of reported data relating to 'exit reasons' and 'where next housed' where tenants have exited community housing
- closer interrogation of data relating to Aboriginal tenants, with a focus on 'exist reasons' and tenancy sustainability to support FACS' strategic objective that Aboriginal people, families and communities have better outcomes
- ongoing analysis of household income data to support work around Future Directions and the Human Services Outcomes Framework, and
- developing client outcome measures under the Human Services Outcomes Framework.

## 9. Where to go to for further information

For further information relating to the Community Housing Contract Compliance and Performance Management Framework, please contact Lisa Firth on (02) 9716 2133 or at [lisa.firth2@facs.nsw.gov.au](mailto:lisa.firth2@facs.nsw.gov.au).

For assistance in preparing and submitting data through the CHIMES portal for quarterly and annual data collections, please contact Jeffrey Maunder on (02) 8753 8313 or at [jeffrey.maunder@facs.nsw.gov.au](mailto:jeffrey.maunder@facs.nsw.gov.au).

For further information on the LAHC Asset Management Framework and other asset related queries, please contact Geraldine Lewis on (02) 8753 8534 or at [Geraldine.Lewis3@facs.nsw.gov.au](mailto:Geraldine.Lewis3@facs.nsw.gov.au)

## Appendix A: Framework overview



Changes to existing requirements OR new requirements



No change

	PROVIDERS / ASSISTANCE	REPORTING REQUIREMENTS	DATA COLLECTION METHOD	WHAT'S CHANGED
<b>CORE REPORTING REQUIREMENTS</b>	Providers that manage <b>30 or more general and/or transitional</b> properties	Annual Contract Compliance & Performance Survey Quarterly Unit Record level data	Online survey and data submission through CHIMES portal	PRA & timeliness indicators Performance and Compliance Surveys combined from July 2018
	Providers that manage between <b>10 &amp; 29 general and/or transitional</b> properties	Annual Compliance & Performance Survey	Online survey through CHIMES portal	<b>NEW</b> reporting requirements for all providers
	Providers that manage <b>less than 10 general and/or transitional</b> properties	Annual Compliance Survey	Online survey through CHIMES portal	<b>NEW</b> reporting requirements for all providers
	Providers that manage <b>only crisis</b> properties	Annual Compliance Survey	Online survey through CHIMES portal	<b>NEW</b> reporting requirements for all providers
<b>PROGRAM-SPECIFIC REQUIREMENTS</b>	Social Housing Management Transfer Program	Access & Demand, Tenancy & Property Management, Tenant Support & Service System Coordination	Additional requirements added to existing reporting mechanisms	<b>NEW</b> Program with additional reporting requirements
	Community Housing Leasing Program	CHLP Quarterly Reporting Annual Program Report	Submission through CHIMES portal Annual Program Report	No change
	Vested Assets Program	Vested Assets Program Quarterly Reporting	Submission through CHIMES portal	No change
	Outsourcing Maintenance	Customer satisfaction with maintenance services	Survey conducted by FACS	No change

## Appendix B: Requirements for providers managing 30 or more general and/or transitional properties

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 & Demand	Extent to which social housing allocations align with NSW Government and provider priorities	No. (%) of allocations to: - priority clients - previously homeless clients - Aboriginal clients	Quarterly	N/A	ANALYSIS of individual provider results over time	N/A		
	Extent to which people with unresolved housing need are able to access housing assistance	No. (and profile) of clients added to the Housing Register	Quarterly	N/A	ANALYSIS of individual provider results over time	N/A		
	Extent to which the provider facilitates access to private rental assistance	No. of referrals processed for private rental assistance	Quarterly	N/A	ANALYSIS of individual providers' results over time	N/A		
Tenancy Management	Extent of utilisation of social and affordable housing assets	No. of tenanted properties	Quarterly	≥ 97%	COMPARISON to benchmark and tolerance range	<95%	≥95%	≥97%
		Average length of vacancies (tenantable)	Quarterly	≤14 Days	COMPARISON to benchmark and tolerance range	>29 Days	≤29 Days	≤14 Days
		Average length of vacancies (untenantable)	Quarterly	≤28 Days	COMPARISON to benchmark and tolerance range	>36 Days	≤36 Days	≤28 Days

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
<b>Property Management</b>	Extent to which social and affordable housing assets meet agreed property condition standards	No. (%) of properties (where provider is responsible for responsive and cyclical maintenance) assessed as meeting property condition standards	Annual	≥70%	COMPARISON to benchmark and tolerance range	<60%	≥60%	≥70%
<b>Tenant Support Coordination</b>	UNDER DEVELOPMENT - Human Services Outcomes Framework							
<b>Reporting Requirements</b>	Extent to which providers are timely and accurate in meeting agreed data and reporting obligations within the prescribed timeframes	No. of instances where required useful and accurate data was not submitted by the agreed date	Quarterly	On time	COMPARISON to benchmark and tolerance range	> 7 days late	≤7 days late	On time

## ANNUAL SURVEY QUESTIONS

1	Has your organisation undergone any material or significant changes to the operation of the business in the last 12 months?
2	In relation to NSW community housing business, has any part of the Community Housing Agreement been sub-contracted? Please also list cases where expressed consent has been sought from FACS.
3	Is assistance provided by FACS being utilised only to deliver community housing in NSW? If no, please provide further information.
4	Does your organisation have current and valid public liability / workers' compensation / loss & damage insurance policies? If no, please provide further information.
5	Was a fire safety inspection or an Annual Fire Safety Statement attesting to the property's compliance completed within the last 12 months? Were all smoke alarms tested and found to be working within the past 12 months? Where an inspection identified other fire safety non-compliance items, were all of these rectified?
6	Of the properties your organisation has responsibility to maintain, how many meet LAHC asset standards?
7	For properties that have been modified in the last financial year, what was the expenditure and source of funds? Template to be provided.
8	Please provide details of any changes to identified property valuation elements.
9	Is your organisation compliant with the LAHC Asset Management Framework? If no, please provide further information.
10	<u>Upon request</u> , please complete and submit the Annual Asset Maintenance Plan for LAHC owned properties. <i>Template to be provided.</i>
11	What was the total rent (a) charged and (b) collected for the last financial year?
12	What was the expenditure for your organisation in relation to (a) property management, and (b) administration for the last financial year?

## Appendix C: Requirements for providers managing between 10 and 29 general and/or transitional properties

ANNUAL SURVEY QUESTIONS	
1	Has your organisation undergone any material or significant changes to the operation of the business in the last 12 months?
2	Is your organisation using the properties for the purpose set out in the contract? If no, please provide further information.
3	In relation to NSW community housing business, has any part of the Community Housing Agreement been sub-contracted? Please also list cases where expressed consent has been sought from FACS.
4	Is assistance provided by FACS being utilised only to deliver community housing in NSW? If no, please provide further information.
5	Does your organisation have current and valid public liability / workers' compensation / loss & damage insurance policies? If no, please provide further information.
6	Was a fire safety inspection or an Annual Fire Safety Statement attesting to the property's compliance completed within the last 12 months? Were all smoke alarms tested and found to be working within the past 12 months? Where an inspection identified other fire safety non-compliance items, were all of these rectified?
7	Of the properties your organisation has responsibility to maintain, how many meet LAHC asset standards?
8	For properties that have been modified in the last financial year, what was the expenditure and source of funds? <i>Template to be provided.</i>
9	Please provide details of any changes to identified property valuation elements.
10	Is your organisation compliant with the LAHC Asset Management Framework? If no, please provide further information.
11	<u>Upon request</u> , please complete and submit the Annual Asset Maintenance Plan for LAHC owned properties. <i>Template to be provided.</i>
12	How many properties were tenanted on 30 June?
13	What was the average length of (a) tenantable vacancies and (b) untenable vacancies for the last financial year?

## Appendix D: Requirements for providers managing less than 10 general and/or transitional properties

ANNUAL SURVEY QUESTIONS	
1	Has your organisation undergone any material or significant changes to the operation of the business in the last 12 months?
2	Is your organisation using the properties for the purpose set out in the contract? If no, please provide further information.
3	In relation to NSW community housing business, has any part of the Community Housing Agreement been sub-contracted? Please also list cases where expressed consent has been sought from FACS.
4	Is assistance provided by FACS being utilised only to deliver community housing in NSW? If no, please provide further information.
5	Does your organisation have current and valid public liability / workers' compensation / loss & damage insurance policies? If no, please provide further information.
6	Was a fire safety inspection or an Annual Fire Safety Statement attesting to the property's compliance completed within the last 12 months? Were all smoke alarms tested and found to be working within the past 12 months? Where an inspection identified other fire safety non-compliance items, were all of these rectified?
7	Of the properties your organisation has responsibility to maintain, how many meet LAHC asset standards?
8	For properties that have been modified in the last financial year, what was the expenditure and source of funds? <i>Template to be provided.</i>
9	Please provide details of any changes to identified property valuation elements.
10	Is your organisation compliant with the LAHC Asset Management Framework? If no, please provide further information.
11	<u>Upon request</u> , please complete and submit the Annual Asset Maintenance Plan for LAHC owned properties. <i>Template to be provided.</i>

## Appendix E: Requirements for providers managing only crisis properties

ANNUAL SURVEY QUESTIONS	
1	Has your organisation undergone any material or significant changes to the operation of the business in the last 12 months?
2	Is your organisation using the properties for the purpose set out in the contract? If no, please provide further information.
3	In relation to NSW community housing business, has any part of the Community Housing Agreement been sub-contracted? Please also list cases where expressed consent has been sought from FACS.
4	Is assistance provided by FACS being utilised only to deliver community housing in NSW? If no, please provide further information.
5	Does your organisation have current and valid public liability / workers' compensation / loss & damage insurance policies? If no, please provide further information.
6	For properties that have been modified in the last financial year, what was the expenditure and source of funds? <i>Template to be provided.</i>

## Appendix F: Social Housing Management Transfer Program 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
<b>Access &amp; Demand</b>	Extent to which the provider facilitates access to private rental assistance	No. of applications processed for private rental assistance	Quarterly	N/A	ANALYSIS of individual providers' results over time	N/A		
<b>Tenancy Management</b>	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		
<b>Property Management</b>	Extent to which social housing assets meet agreed property condition standards	No (%) of properties where Annual Compliance Assessment has been undertaken	Annual	100%	COMPARISON to benchmark	<100%	N/A	100%
		No. (%) of properties where Property Assessment Survey (PAS) has been undertaken	Annual	33.3%	COMPARISON to benchmark and tolerance range	<95%	≥95%	100%
		Aggregated Portfolio Property Condition (PAS) Score	Annual	Score at commencing date	COMPARISON to benchmark	Varies by provider < score at commencing date	N/A	Varies by provider ≥score at commencing date
	Extent to which customers are satisfied with maintenance services	No (%) of tenants satisfied with the maintenance experience, measured by an independent party (TO BE IMPLEMENTED in 2021 - POST AMS CONTRACT)	Quarterly	≥ 85%	COMPARISON to benchmark and tolerance range	<75%	≥75%	≥85%

## ANNUAL SURVEY QUESTIONS

1	What environmental sustainability initiatives and practices has your organisation put in place? Please also provide information on any relevant awards.
2	How many LAHC owned properties were the subject of lodged insurance claims?
3	What actions has your organisation taken to prevent tenant damage?
4	Please submit your 10 year Asset Maintenance Plan. <i>Template to be provided.</i>
5	Please submit your Annual Asset Maintenance Plan. <i>Template to be provided.</i>
6	Please submit your whole-of-location Disaster Management Plan.
7	Please submit your 3 year rolling whole-of-location Support Coordination Plan.
8	Please submit your 3 year rolling whole-of-location Service System Coordination Plan.

NB: Additional provider-specific requirements are contained in the relevant Assistance Agreement.

## Appendix G: Community Housing Leasing Program 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
<b>Tenancy Management</b>	Extent to which the agreed number of CHLP dwellings are available for social housing at any given time	No. of properties available for letting (leasehold or purchased) Average (%) of property quota met during the reporting quarter	Quarterly	Agreed quota	COMPARISON to benchmark and tolerance range	Varies by provider <95%	Varies by provider ≥95%	Varies by provider ≥100% of quota
	Extent to which CHLP properties meet client need	No. (%) of CHLP portfolio changes with: - number of bedrooms - geographic locations (low, medium and high demand areas)	Annual	N/A	ANALYSIS of individual provider results over time	N/A		

## Appendix H: Vested Assets Program 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
<b>Property Management</b>	Extent to which annual leverage targets for additional dwellings have been met	No. of additional properties available for letting through leveraging	Quarterly data collection / Annual performance assessment	Agreed target	COMPARISON to benchmark	Varies by provider <100%	N/A	Varies by provider ≥100% of target

## Appendix I: Outsourced Maintenance Program 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
<b>Property Management</b>	Extent to which customers are satisfied with maintenance services	Customer satisfaction score	Quarterly	≥70%	COMPARISON to benchmark and tolerance range	<60%	≥60%	≥70%