

Whole of Location

Social Housing Management Transfer Program

Industry Sounding Paper 3

1. Introduction

1.1 Social Housing Management Transfers 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 stock through partnerships with private sector developers and finance;
- 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 Social Housing Management Transfer (SHMT) Program is one of a number of priority programs to implement the *Future Directions* strategies. The SHMT 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.

Two Industry Soundings have been held on 18 October 2016 and 16 November 2016.

This paper presents additional background information on the SHMT Program based on the topics discussed and the questions asked at these Forums. It is structured to reflect the proposed format for the next phase of the Industry Soundings, which is a:

- Property management session on the 25th November 2016, relating specifically to the 9 whole-of-location transfer packages as detailed in the second Industry Sounding materials:
 - Strategic portfolio planning
 - Reporting, review and ongoing consultation
 - Property maintenance requirements
 - The NSW Land and Housing Corporation (LAHC) Asset Maintenance Services (AMS) contract overview and requirements until March 2021

Industry Sounding #3 will be the final engagement with the community housing sector regarding the SHMT Program before the formal tender briefing in February next year.

2. Portfolio Approach

The whole of location property transfer leases will be for 20 years.

Commensurate with the long-term leadership role in whole of location social housing assistance, CHPs will be required to take a long term approach to planning for and delivering, maintenance services.

The packages will include all LAHC properties currently being managed by FACS in the location. Along with dwellings that provide general social housing, there may be a small number of other properties including vacant land, community leased dwellings and neighbourhood facilities. A summary of the properties in the packages is provided at Attachment 2.

LAHC will retain title to the properties and full responsibility for strategic portfolio management planning and programs.

CHPs will be required to plan for and fund, responsive and planned maintenance on the properties and will be required to ensure that all managed properties are maintained at or above standard.

With the longer lease term, it is expected that CHPs will take a portfolio view to planning future responsive and planned maintenance, upgrades and long term maintenance, to ensure avoidable structural defects do not develop and the life of the property is maximised.

LAHC will fund approved structural repairs where it is not reasonable to continue to maintain the repairs through ongoing CHP maintenance programs.

For consistency, CHPs will need to adopt LAHC's methods for measuring property condition and maintained standard.

LAHC will require regular reporting of the work being undertaken on transferred properties to ensure its asset register is current and complete, to inform LAHC portfolio discussions and to substantiate that the maintained standard is being met.

Where a CHP needs to undertake works that will have an impact on the building structure or footprint, owner's consent must be sought from LAHC.

CHPs will be required to use LAHC's existing maintenance contractors until the end of existing contracts with them in March 2021. After the expiry of the contract, CHPs will be free to enter into arrangements with alternate or existing maintenance providers.

LAHC will be seeking that CHPs propose and develop innovative and proactive approaches to addressing tenant damage such as partnerships with maintenance contractors to engage with tenants early to improve maintenance responses; partnerships with NGOs to support tenants to maintain property condition; and targeted initiatives in particular areas e.g. rubbish clean ups and maintenance pop-ups.

3. Strategic Portfolio Planning

As the property portfolio owner, LAHC will retain responsibility for strategic portfolio planning and program decisions.

LAHC undertakes portfolio analysis at a whole of portfolio level and makes decisions to reconfigure and align through state-wide new supply, re-purposing and disposal programs. The managing CHP will be consulted in the analysis and planning process and will be kept informed of program decisions.

Given the need to make decisions at a whole of portfolio level, LAHC may require the return of a CHP-managed property for reasons such as divestment or redevelopment. LAHC may offer new properties to the CHP particular location from time to time in accordance with allocations policy, but will not always be in a position to replace CHP-managed properties that are required to be handed back from the CHP for disposal or redevelopment purposes. Consultation and advice of timeline requirements will occur as early as is feasible.

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 also ensure that CHPs are kept well-informed to assist them with their property management planning.

CHPs will be required to prepare Ten Year Asset Maintenance Plans for the portfolios they manage, taking a strategic long-term view with the aim of ensuring the portfolio life is maximised and structural repair requirements managed and minimised. Required

contents for the plans will be identified in the LAHC Asset Management Framework. Plans will be reviewed by LAHC and discussed with the CHP in the context of its portfolio planning.

LAHC is updating its Asset Management Framework to provide the overarching guide for CHP management of LAHC's social housing properties. It will provide information on strategic portfolio planning and asset maintenance, as well as reporting requirements. The Framework will be included with the tender documentation (see Attachment 1).

LAHC determines its redevelopment programs at a whole of portfolio level and undertakes site feasibility across a wide range of sites on an ongoing basis. Program options are formulated on an ongoing long term basis, identifying sites with best redevelopment opportunity and outcomes across the portfolio. Programs are confirmed once funding is secured through annual budgeting processes.

In establishing priorities for redevelopment, input from the CHP manager will be sought, providing local level information that will inform LAHC's whole of program priorities.

When planning to redevelop identified sites, LAHC considers the best use of the site in terms of yield and dwelling types, along with future demand and local property manager input. CHPs will be engaged in this process, helping to provide local information and advice regarding priorities, connected issues such as maintenance requirements and opportunities within the portfolio and programs.

LAHC likewise determines its disposal programs at a portfolio level. Decisions regarding disposals take into consideration whole of portfolio, budget requirements and overall demand. Individual property decisions then consider the long term maintenance profile, demand, property value, planning opportunities and other local considerations.

Along with the Ten Year Rolling Asset Maintenance Plans, CHPs will be required to submit Annual Asset Maintenance Plans which, amongst other things, will identify properties which require significant maintenance spend. Required contents for the plans will be identified in the LAHC Asset Management Framework. LAHC will review the plans against their upcoming development or disposal pipelines and advise the CHP of any identified property that is being considered for future development or disposal.

Ongoing dialogue will support CHPs in decisions regarding significant maintenance decisions at an individual property level, with a view to ensure that expenditure is minimised on properties that are likely to be redeveloped or disposed of.

CHPs will be required to continue to undertake planned and responsive maintenance on managed properties that have been identified for sale or redevelopment to ensure that all properties achieve a 'maintained' standard whilst they are tenanted.

4. Property Maintenance

4.1 Property Assessment Surveys

LAHC measures asset performance by undertaking a Property Assessment Survey (PAS). The PAS is based on a condition assessment of each property, including dwellings, buildings and their common areas.

The information gathered during the PAS includes asset amenity, condition, component failures, environmental attributes and safety and structural integrity issues.

Components examined during the PAS are identified at Attachment 3.

A PAS will be undertaken by LAHC for each property around the time of the transfer date representing the condition of properties as at the commencement of the lease period.

The PAS will identify whether each property achieves a 'well maintained', 'maintained' or 'below maintained' standard.

CHPs are required to keep all properties under their management at a 'maintained' standard or above throughout the lease duration. Delivering ongoing maintenance that achieves this level helps to minimise the need for recurrent and extensive maintenance and structural repairs.

The condition of individual properties may vary over time, reflecting the nature of component life cycles, however the aggregated PAS must be maintained or improved.

CHPs will be required to undertake a PAS for each property every three years. It is expected that this will generally be achieved in equal proportions each year. CHPs will need to meet the cost of the PAS program.

4.2 'Maintained' Standard

The LAHC Asset Performance Standards identify the minimum design criteria against which the asset is assessed. Data from the PAS is used to identify whether a property is 'well maintained', 'maintained' or 'below maintained' standard.

'Maintained' standard represents a standard that meets the requirements of the Residential Tenancies Act 2010 and LAHC's Asset Performance Standards. It incorporates:

1. Property condition;
2. Safety faults
3. Estimated costs of outstanding maintenance.

4.3 Annual Compliance Assessments

The LAHC AMS contract includes a requirement for contractors to undertake an Annual Compliance Assessment (ACA), where each property is accessed to test smoke alarms and to undertake a visual inspection of key property condition components. This assessment should be taken in conjunction with the annual client services visit.

The components of the ACA are listed at Attachment 4.

The information is documented by the contractor and is used in the development of maintenance plans.

Following the expiration of the current LAHC AMS contract, CHPs will be required to undertake annual smoke alarm servicing and ACAs for all managed properties in whole of location areas. Results of the ACAs and servicing will be required to be reported to LAHC on a property basis. 100% compliance for smoke alarm servicing will be required.

4.4 Structural Maintenance

As part of managing long term asset maintenance planning, it is expected that CHPs undertake all necessary maintenance to ensure the structural integrity of LAHC properties. The intent is to minimise and manage structural failure that leads to danger to people, damage to the building and the surrounds and to minimise the need for property replacement or extensive structural repairs.

LAHC will be responsible for approving and funding reasonable structural repairs. These will be identified by the CHP in the Annual and Ten Year Asset Maintenance Plans. Structural matters that form part of LAHCs responsibility will be outlined in the tender documents, consistent with the LAHC Asset Management Framework.

4.5 Heritage Properties

There are approximately 600 properties within the packages that have a heritage overlay. CHPs will be required to adhere to best practice heritage conservation standards when undertaking maintenance.

The table below provides indicative numbers and locations of the heritage properties. This information is provided in good faith by LAHC, for information purposes only. LAHC does not warrant its accuracy or completeness:

Location	Packages (by LGA)	Number of Heritage Properties
Shoalhaven	1. Shoalhaven LGA	2
Mid North Coast	2. Coffs Harbour and Bellingen	1
	3. Nambucca, Kempsey, Port Macquarie-Hastings	3

Hunter New England (excluding Newcastle and Lake Macquarie LGAs)	4. Maitland and Port Stephens	31
	5. Singleton, Cessnock, Dungog, Mid-Coast, Muswellbrook	14
	6. Gunnedah, Tamworth, Walcha, Liverpool Plains, Armidale-Dumaresq, Glen Innes, Gwydir, Guyra, Inverell, Moree Plains, Narrabri, Tenterfield, Uralla	4
Northern Sydney (excluding the Ivanhoe Estate)	7. Ryde, Hornsby and Ku-ring-gai	89
	8. Northern Beaches and Mosman	0
	9. North Sydney, Hunters Hill, Lane Cove, Willoughby	462

4.7 Tenant Satisfaction

LAHC requires a 85% tenant satisfaction rating with maintenance outcomes throughout the contract term.

Tenant satisfaction surveys are undertaken by both the LAHC AMS contractor and LAHC and are a measure of the Contractors' performance in the completion of maintenance requests. The requirement under the LAHC AMS contract is 40 surveys or 1% of total Work Instructions per month, whichever is higher.

Since the commencement of the LAHC AMS contract tenant satisfaction survey results undertaken by LAHC have consistently exceeded 85%.

Details of the tenant satisfaction survey questions are included in Attachment 6.

The cost of the LAHC sample surveys is borne by LAHC.

CHPs should also be familiar with the tenant experience dashboard available on the FACS website. <http://www.housing.nsw.gov.au/living-in-public-housing/tenant-experience-dashboard>

5. Performance Review and Consultation

The SHMT Program will increase the proportion of the LAHC portfolio managed by CHPs from approximately 12% to 25%. For both LAHC and the managing CHPs to undertake their respective roles in planning for and managing the portfolio, an increase in portfolio information and reporting, review and consultation will be required.

LAHC will require a range of reports from CHPs including the following:

- Ten Year Asset Maintenance Plans for each property, provided on an annual basis
- Annual Asset Maintenance Plans for each property, provided on an annual basis
- PAS for entire portfolio conducted over a three year period
- Annual ACA findings
- Annual smoke alarm servicing data
- Completed maintenance work data
- Annual Tenant Satisfaction results

Property information reporting requirements and details in each of the plans will be included in the LAHC Asset Management Framework and LAHC will work with CHPs to streamline this reporting.

6. LAHC Asset Maintenance Services Contract

The LAHC AMS contract will be used to deliver planned and responsive maintenance on all properties transferred under the SHMT Program in whole of location areas until March 2021. LAHC will work closely with CHPs in the transition phase.

Following the expiration of the initial contract periods, CHPs will be enter into arrangements with their preferred maintenance providers.

6.1 Principles of the LAHC AMS Contract

The LAHC AMS contract is based on a collaborative contracting model to manage the maintenance of LAHC assets and delivery of maintenance services to tenants. It is designed to deliver continuous improvement in the quality and cost of maintenance and lead to ongoing better performance and prioritising of works. The contract has a strong focus on social outcomes, including tenant participation, training and local industry and community participation.

The LAHC AMS contract delivers the following key principles:

- Deadlines for work completions are linked to payment
- Direct contact between the tenant and the contractor (tenants are able to contact contractors directly to explain their maintenance issues) improving tenant experience and satisfaction
- Provide greater incentives for contractor efficiencies to drive better value for money
- Improves social outcomes by requiring contractors to engage with and involve a broad cross-section of the community in traineeships and apprenticeships.
- Encourages and supports tenant participation, small and medium enterprises, local industry participation, disability employment service providers and Aboriginal participation.

6.2 How the LAHC AMS Contract Works

The LAHC AMS contract has been designed to drive greater accountability, better performance and value for money in the delivery of maintenance services.

Features of the contract include:

- An 'Open Book' approach that allows LAHC access the contractor's actual costs and processes. This information will be made available to CHPs.
- A Performance Management Framework with specific, relevant and measurable Key Performance Indicators (KPIs) including KPIs related to quality, tenant satisfaction and tenant experience. These KPIs will be made available to CHPs.

- A clearer definition of roles and accountabilities such as contractors managing the Work Order process end-to-end; contractors being accountable for the delivery of work programs; and LAHC focusing on compliance activities (including monitoring of contractor quality management systems, data analysis and verification activities). LAHC will continue to undertake these activities and will provide reports to the CHPs.

6.3 Building Essential Services

Building Essential Services (BES) includes fire detection systems, electrical and water services and a range of other mechanical components. Refer to Attachment 7 for further information.

The LAHC AMS contract includes regular maintenance or servicing of BES and Lawns, Grounds and Cleaning (LGC). The contractor maintains the BES and LGC in accordance with the requirements of the contract.

The extent of work is defined in the contract and includes repairs to all fixtures and fittings associated with each specified component of the BES. If the contractor considers that full replacement of any BES equipment or system is required, the contractor must submit a Scope of Works and Quotation to LAHC for approval.

LAHC has separate BES contracts for lift servicing and fire-line monitoring where required. The LAHC AMS Contractor will log maintenance requests for these services and refer the tenant to the appropriate service provider.

There is also a separate BES contract for security guarding and CCTV monitoring.

Details of these arrangements and associated costs will be provided as a part of the tender package.

6.4 Social Obligations under the LAHC AMS Contract

The LAHC AMS contract has a strong focus on social outcomes including tenant participation, training and local industry and community participation. They contain initiatives that embed better education, training and employment for tenants, including a requirement that each of the contractors develop and implement a tenant employment participation plan. This may assist CHPs in delivering 'wrap-around' services required as part of the SHMT program.

Local industry participation and small and medium enterprise participation, particularly including those in rural and regional areas, are promoted, with FACS requiring plans by contractors explaining how they engage with industry and enterprises to provide opportunities to deliver maintenance works in their local area. This is monitored through the life of the contract.

Contract conditions require contractors to actively engage and spend 5% of their contract price with community and or disability service providers. In addition, the contract requires compliance with the whole of government procurement initiatives such as Aboriginal employment requirements.

6.5 Performance Management

The LAHC AMS contract includes a Performance Management Framework providing a method through which contractor performance is monitored to allow LAHC to verify performance and authorise service payments.

The contract also has mechanisms to monitor contractor service delivery.

The contractors must also undertake inspections as part of their Quality Management System. The contractor's program of compliance inspections is risk-based and ensures that a cross-section of all work types (i.e. pre-work, work in progress and post-work inspections) and trade types are subject to inspection to manage quality across all stages of the work order life cycle.

6.6 Information Technology

The LAHC AMS contract incorporates an IT solution, which supports the requirements of the contract for exchanging information between the contractor and LAHC.

LAHC utilises Ariba, a software and information technology service company, for its cloud-based business-to-business (B2B) environment within a single, networked platform. In addition, Supplier Performance Management (SPM) facilitates the definition, measurement and collaborative enhancement of contractor performance to meet LAHC's AMS contract performance management needs.

Both systems provide opportunities to reduce risk and grow revenue through better collaboration with contractors.

The key capabilities of Ariba and SPM are to:

- Provide a service through which maintenance requests are categorised by the contractor call centre and can be communicated to LAHC;
- Support the need to maintain currency of information stored in both the contractor and LAHC's system without additional rework, data capture or expense; and
- Provide timely information to LAHC in order to support tenancy management functions, performance assessment and cost control.
- Identify works that fall outside of its predetermined completion time, allowing urgent escalation and monitoring of real-time performance.

CHPs will have access to the Ariba IT system for maintenance data. CHPs will not be required to pay for access to the IT system and training will be provided for staff.

Following expiry of the LAHC AMS contract, LAHC will continue to require flat file data from CHPs so that maintenance information can be populated into the Ariba system for portfolio management. Specific requirements for ongoing reporting will be developed in collaboration with CHPs.

6.7 LAHC/CHP Maintenance Agreement

A LAHC/CHP Maintenance Agreement will be entered into between LAHC and CHPs to document the governance arrangements and obligations of the parties regarding the ongoing delivery of maintenance via the LAHC AMS contract.

The Maintenance Agreement will be included in the whole of location tender documents. LAHC will need the approach adopted to be consistent for all CHPs managing properties in whole of location areas under the SHMT Program.

In this regard LAHC is the 'Principal' under the contract with the contractor. LAHC will continue to carry out all necessary functions to manage and administer the contract.

CHPs will be required to fund maintenance delivered under the LAHC AMS contract.

The Maintenance Agreement will establish the roles and relationships between LAHC and the CHPs in administering the LAHC AMS contract, including:

- Effective engagement for information sharing and decision making;
- A simple and streamlined approach;
- An outcomes focused approach; and
- Alignment of governance structure and relationships.

The Maintenance Agreement will be included in the RFT documents.

LAHC will continue to deliver a range of core roles under the LAHC AMS contract. CHPs will need to provide resources for participation and partnering with LAHC.

LAHC will establish a team for ongoing liaison with CHPs and each maintenance contractor to ensure maintenance obligations are delivered.

Under the LAHC/CHP Maintenance Agreement there will be monthly invoicing to CHPs on a cost recovery basis to include:

- actual costs of maintenance service delivered by LAHC AMS contractors to properties; and a
- monthly service fee to meet LAHC costs of managing/administering maintenance contracting arrangements.

6.8 Beyond the LAHC AMS Contract

CHPs will be required to continue to manage the properties in accordance with LAHC's Asset Management Framework and will be able to engage their own preferred contractors.

CHPs will be expected to continue to deliver a minimum 85% tenant satisfaction rating in relation to maintenance, consistent with the current LAHC AMS contract requirement.

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Attachment 1: Proposed LAHC tender documentation

- Detailed Portfolio information for each package location:
 - Property addresses
 - Bedroom profile
 - Dwelling types
- Maintenance information for each package location:
 - PAS data for properties to be transferred
 - past maintenance expenditure on properties
 - estimates of future maintenance liability
 - tenant satisfaction
- Definition and methodology for determining maintained standard for LAHC property condition standard.
- Maintenance agreement with CHPs for LAHC AMS contract
- Community Housing General Property Lease
- Common Terms Agreement
- LAHC Asset Management Framework

Attachment 2: Property Summary

Average property data is provided on a per package basis below.

This information is indicative only based on current data sources and is provided in good faith by LAHC, for information purposes only. LAHC does not warrant its accuracy or completeness.

Hunter New England – Package #1 – 2205 properties					
LGAs	Maitland, Port Stephens				
Suburbs	Aberglasslyn, Anna Bay, Ashtonfield, Corlette, East Maitland, Fingal Bay, Karuah, Metford, Morpeth, Nelson Bay, Raymond Terrace, Rutherford, Salamander Bay, Telarah, Tenambit, Thornton, Woodberry				
Estates	Raymond Terrace, Woodberry				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
72%	8%	2%	18%	-	1%
Number of Bedrooms				Average Asset Age	
1	2	3	4+		
18%	18%	52%	11%	39	

Hunter New England - Package #2 - 1882 properties					
LGAs	Cessnock, Dungog, Gloucester, Great Lakes, Greater Taree, Muswellbrook, Singleton				
Suburbs	Aberdare, Abermain, Bellbird, Bendolba, Cessnock, Dungog, Forster, Gloucester, Hunterview, Kurri Kurri, Muswellbrook, Pelaw Main, Singleton, Singleton Heights, Stanford Merthyr, Taree, Tea Gardens, Tuncurry, Weston, Wingham				
Estates	Cessnock, South Muswellbrook, Taree - Bushland, Taree - Ruprecht				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
63%	8%	3%	23%	2%	-
Number of Bedrooms				Average Asset Age (years)	
1	2	3	4+		
22%	22%	45%	8%		

Hunter New England – Package #3 – 1850 properties					
LGAs	Armidale-Dumaresq, Glen Innes, Gunnedah, Guyra, Gwydir, Inverell, Liverpool Plains, Moree Plains, Narrabri, Tamworth, Tenterfield, Uralla, Walcha				
Suburbs	Armidale, Ashford, Barraba, Ben Venue, Boggabilla, East Tamworth, Glen Innes, Gunnedah, Guyra, Gwabegar, Hillvue, Inverell, Moree, Mungindi, Narrabri, North Hill, North Tamworth, Oxley Vale, Quirindi, South Tamworth, Tamworth, Tingha, Uralla, Urbenville, Walcha, Warialda, Wee Waa, Werris Creek, West Tamworth, Westdale				
Estates	Armidale - Girraween, Inverell, Moree, Oxley Vale, Tamworth (Coledale)				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
64%	8%	-	19%	8%	-
Number of Bedrooms				Average Asset Age	
1	2	3	4+		
17%	21%	42%	12%	38	

* Vacant land in this package is predominantly located in Moree and Tamworth

Shoalhaven – Package #1 – 961 properties					
LGAs	Shoalhaven				
Suburbs	Berry, Bomaderry, Huskisson, North Nowra, Nowra, Nowra North, Shoalhaven Heads, South Nowra, Ulladulla, West Nowra, Worrigee				
Estates	East Nowra, Nowra - Bomaderry				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
41%	13%	7%	38%	1%	-
Number of Bedrooms				Average Asset Age	
1	2	3	4+		
19%	27%	45%	9%	40	

Mid North Coast – Package #1 – 1093 properties					
LGAs	Bellingen, Coffs Harbour				
Suburbs	Bellingen, Boambee, Boambee East, Coffs Harbour, Dorrigo, North Boambee Valley, Sawtell, Toormina, Urunga				
Estates	Coffs Harbour - Argyll St, Coffs Harbour - Toormina				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
41%	19%	4%	35%	1%	-
Number of Bedrooms				Average Asset Age	
1	2	3	4+		
32%	23%	38%	6%	30	

Mid North Coast – Package #2 – 1359 properties					
LGAs	Kempsey, Nambucca, Port Macquarie-Hastings				
Suburbs	Bowraville, Crescent Head, East Kempsey, Kempsey, Laurieton, Macksville, Nambucca Heads, North Macksville, Port Macquarie, South Kempsey, Wauchope, West Kempsey				
Estates	Kempsey South, Kempsey West, Port Macquarie - Muston Park				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
14%	6%	12%	67%	1%	-
Number of Bedrooms				Average Asset Age	
1	2	3	4+		
32%	30%	31%	6%	30	

Northern Sydney – Package #1 – 1931 properties					
LGAs	Hornsby, Ku-Ring-Gai, Ryde				
Suburbs	Asquith, Berowra, Carlingford, Denistone, Denistone East, Eastwood, Epping, Gladesville, Hornsby, Marsfield, Melrose Park, Mount Colah, Mount Kuring-Gai, Normanhurst, North Ryde, Pennant Hills, Putney, Pymble, Ryde, Thornleigh, Turramurra, Wahroonga, Waitara, West Pennant Hills, West Ryde				
Estates	Nil				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
13%	5%	5%	77%	-	1%
Number of Bedrooms				Average Asset Age	
1	2	3	4+		
48%	28%	22%	2%	33	

Northern Sydney – Package #2 – 1273 properties					
LGAs	Manly, Mosman, Pittwater, Warringah				
Suburbs	Balgowlah, Balgowlah Heights, Beacon Hill, Brookvale, Collaroy, Cromer, Curl Curl, Dee Why, Fairlight, Forestville, Frenchs Forest, Freshwater, Manly, Manly Vale, Mona Vale, Mosman, Narrabeen, Narraweena, North Balgowlah, North Curl Curl, North Manly, Seaforth				
Estates	Nil				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
4%	-	-	96%	-	2%
Number of Bedrooms				Average Asset Age	
1	2	3	4+		
60%	20%	18%	2%	34	

Northern Sydney – Package #3 – 1559 properties					
LGAs	Hunters Hill, Lane Cove, North Sydney, Willoughby				
Suburbs	Artarmon, Boronia Park, Cammeray, Chatswood, Cremorne, Crows Nest, Gladesville, Greenwich, Hunters Hill, Kirribilli, Lane Cove, Lane Cove North, Lane Cove West, Lavender Bay, McMahon's Point, Milsons Point, Naremburn, North Willoughby, Riverview, Waverton, Willoughby, Wollstonecraft				
Estates	Nil				
Property Type					
Cottage	Villa	Townhouse	Unit	Vacant Land	Heritage
68%	9%	6%	17%	1%	28%
Number of Bedrooms				Average Asset Age	Average Physical FFP Score (0-3)
1	2	3	4+		
53%	39%	7%	0%	47	1.48

Attachment 3: Property Assessment Survey Components

The PAS is a detailed assessment of the property. The information gathered during the PAS includes asset amenity, condition, component failures, environmental attributes and safety and structural integrity issues.

A condition assessment is conducted to inform the overall condition of the property. The components that are assessed are:

- Internal paint
- External paint
- Floor finishes
- Kitchen cupboards
- Kitchen overall
- Bathroom overall
- Windows
- Roof
- Fencing

Attachment 4: Annual Compliance Assessment

The components that are assessed during the annual compliance assessment for condition are:

- Internal paint
- External paint
- Floor finishes
- Kitchen overall
- Bathroom overall
- Windows
- Roof
- Fencing

Attachment 5: Tenant Satisfaction

The following information is included in surveys undertaken by AMS contractors and LAHC:

Question Number	Question	Response	Drop down answer
1	Do you have a few minutes to answer a few questions about the recent maintenance to the #insert repair#?	Yes/No	If no, ask Is it because you: <ul style="list-style-type: none"> • Are happy with the level of maintenance • Are unhappy with the level of maintenance • You recently completed a survey about this maintenance • Don't have the time? Select one answer only - most relevant. Then, discontinue survey and say 'Thank you for your time today'.
2	Overall were you happy with the level of service provided to you?	Yes / No	Yes or No answer only
3	Were you happy with the customer service you received when you first phoned to report your maintenance issue?	Yes/No	If no, was it because; <ul style="list-style-type: none"> • The operator was rude or unhelpful? • They were unable to help you? • You were on hold too long before speaking to an operator? Select only one - most relevant.
4	Did the tradesperson keep the agreed appointment time?	Yes/No	Yes or No answer only
5	Were you satisfied the Contractor did a good job on the maintenance or repairs carried out on your home?	Yes/No	If no, was it because of: <ul style="list-style-type: none"> • The problem still not fixed? • The poor quality of work? • The time it took to complete the work? • Didn't clean up after? • Or a combination of two or more of the above? Select one answer only - most relevant.
6	When the Contractor attended were the tradesmen friendly, polite and helpful?	Yes/No	If no, were they: <ul style="list-style-type: none"> • Unhelpful • Rude and abrupt • Disrespectful • Two or more of the above Select one answer only - most relevant.
7	Did the Contractor show you photographic ID and a company logo?	Yes/No	Yes or No answer only Thank you for your time today, we appreciate your feedback.

Attachment 6: Building Essential Services Component

Building Essential Services include but are not limited to the following:

- automatic fire detection systems;
- occupant warning systems;
- electrical services;
- cold water systems;
- central/solar/gas hot water system
- fire/smoke & solid core doors;
- emergency & evacuation lighting;
- fire hydrant & hose reels;
- automatic fire sprinkler system;
- fire extinguishers & blankets;
- lightning protection;
- mechanical services (HVAC);
- carbon monoxide monitoring systems;
- sewerage, storm water and sump pumps;
- master antenna television (MATV);
- automated access systems;
- thermostatic mixing valves; and
- backflow prevention devices.