

Completing the registration application form

The registration application form sets out the requirements of an agency seeking registration as a housing association or housing provider. The form is accessed by making an enquiry on our online information system, REGIS on the Housing Registrar website.

The application form is divided into five sections or tabs:

1. Agency details

- > Information on the agency
- > Incorporation details
- > Members of its governing body
- > Details of its assets and those properties it manages for other owners
- > Details of leases or management agreements
- > Information required for the Register of Housing Agencies

2. Governance

- > Governance of the agency Performance Standard
- > Risk management Performance Standard and
- > Probity Performance Standard

3. Viability

- > Management of the agency Performance Standard
- > Business plan
- > Financial viability Performance Standard

4. Service delivery

- > Tenancy management Performance Standard
- > Housing management and maintenance Performance Standard

5. Declarations

Tab 1: Agency details

Category of registration

The first question on the application form asks agencies to indicate which category of registration they are seeking – housing provider or housing association.

Agencies, particularly agency boards, need to consider which category best reflects the current and future housing business of the agency. Further discussion of the two categories of registration is found in our publication, Registration.

Throughout this guide, the additional requirements of housing associations in registration applications are separately identified, and highlighted within a shaded box.

Incorporation details

In this section, agencies need to supply the required details of their incorporation and the legislation under which they are incorporated. Registered agencies must be either a company limited by shares or guarantee, a co-operative or an incorporated association.

To be registered as a housing association the agency must be a company limited by shares or by guarantee.

Other details, such as the address of the agency's registered office and any previous address of the registered office in the past 5 years, are required for the Register of Housing Agencies. The information to be included in the Register of Housing Agencies is listed in Schedule 8 of the Act. Schedule 8 also specifies the limited information of the Register of Housing Agencies that can be made available to the public.

Contact and board member details

The names and addresses of the agency's board members, including any board members of the past five years, are also required for the Register of Housing Agencies. The board member's address should be a home address - not a post office box or the agency's address. Please note addresses are not included in information made publicly available, and therefore will be kept confidential by the Housing Registrar.

Business details

Agencies must provide the names and addresses of all financial institutions at which the agency holds accounts of any description. The account numbers of these accounts are also required.

Statement of principal business

In this section, agencies are asked to describe the current business of the agency seeking registration. Agencies should describe in a few sentences:

> **their main business**

for example, provision of rental housing services, or housing and homelessness assistance and support services

> **key activities**

for example, tenancy management, housing information and referral, tenancy support, specialist support – listing also specific Office of Housing funding programs

> **the agency's target client groups**

A check box list will allow the agency to nominate the Department of Human Services region, regions or statewide area in which it operates.

Asset details

The list of assets owned or managed by a registered agencies is also a requirement of the Register of Housing Agencies and detailed in Schedule 8 of the Act. Assets are described in three categories:

1. land owned by the agency
2. land over which the agency holds a lease, tenancy agreement or licence or more than 3 years' duration and in which the Director of Housing has an interest
3. land at which the agency provides housing services to the public

The asset details of the agency are to be listed in a linked Microsoft Excel spreadsheet attached to the application form.

It is anticipated that most of an agency's properties would meet either category one or two (owned or leased) and category three (at which the agency provides housing services). The spreadsheet allows agencies to list each property only once and answer questions about ownership, management and use. The Register will collate information from answers to questions concerning ownership, lease arrangements and whether housing services are provided from the property.

Agencies can import data from existing asset registers or lists as long as the format of the spreadsheet is not changed. All columns need to be completed for each property.

Land in which the Director of Housing has an interest

The spreadsheet also asks the agency to identify those properties in which the Director has an interest. This includes a legal or financial interest, usually secured by a contract, caveat or mortgage.

Land at which the agency provides housing services to the public

The Act, does not define "housing services" as it relates to this reference in Schedule 8, so the Housing Registrar has adopted a broad definition: the provision of rental housing or housing related services such as the provision of information or referral about housing. This definition would therefore include properties that the agency owns or leases for offices at which they provide these services to the public.

Tab 2: Governance

This section of the application form deals with the assessment of an agency's capacity to meet three Performance Standards:

- > Governance of the agency
- > Probity
- > Risk management

1. Governance

The agency must be governed effectively at all times

We believe that good governance lies at the heart of successful rental housing agencies.

Agencies seeking to be registered as a housing association or housing provider must demonstrate that they are well governed, well managed and financially viable. We will be looking for agencies to demonstrate how their agency is governed and provide measures of the quality outcomes of their agency's good governance.

Key aspects of governance that will contribute to an agency's registration assessment include how the board leads the agency in establishing its mission, strategic direction, values and operational policies and standards. Clear targets and executive responsibilities are also essential as well as compliance with all legal, statutory and regulatory requirements.

1.1 Governance performance measures

We have developed three key performance measures for Governance:

- > Regular board meetings
- > Active board members
- > Approval of the budget and business plan by the board

Regular board meetings

Agencies need to supply in the data column of the application form the number of board meetings that have been held, in quorum, in the past twelve months. Where this number is less than the total number of board meetings (if some were not in quorum) a note should be provided in the comments column to explain this. If the number of board meetings in the past 12 months were unusual, lower or higher than usual, then this should also be explained.

Housing associations

Given the complexity and scale of the business of a housing association, it would be anticipated that the boards of housing associations would meet at least 10 times each year, in quorum.

Active board members

This performance measure relates to the participation rate of board members in agency board meetings, expressed as a proportion of the total possible participation. Where board attendance is less than 50% participation for the year, this would be considered unsatisfactory.

Agencies should provide information in the comments column of unusual circumstances impacting the participation rate of board members in the past 12 months, for example prolonged illness of a board member preventing their attendance at meetings.

Date of approval of budget and business plan

These dates provide evidence of the board's approval of key agency matters – the annual budget and business plan. Where significant delays past the start of the financial year occurred, agencies can provide the reasons for this in the comments column.

1.2 Governance quality management

How does your board establish the mission and strategic direction of your agency?

The agency should provide comment on the board's leadership in strategic planning processes and setting the mission and direction of the agency in key documents. On an ongoing basis, the role of the board in the strategic direction of the agency should be established in board policies and /or other agency documents, and this could also be commented on.

How does the board set and evaluate policies?

In this question, describe the framework through which the board sets the direction, develops, approves and reviews the policies of the agency, including board policies. This framework could include further processes such as policy sub-committees set up to review or develop policies. It should show how the board maintains an involvement or ownership of the policies of the agency.

How does the board monitor performance and take action to achieve goals and meet agreed targets and milestones?

The board's involvement in monitoring the agency's performance should be fully described – including the type of reporting e.g. against agency performance indicators, business plans, activity reports etc, board involvement in strategic decision-making, the communication of board decisions and subsequent report-back, and reviews of agency performance.

Housing associations

A key focus of the board of a housing association will be the scale and pace of an agency's development program. We would expect to see the board of a housing association effectively monitoring key risks and achievements of the development program.

How does the board ensure the agency complies with all statutory and regulatory requirements?

While the board of an agency bears responsibility for the governance of the agency, administrative processes are often put in place to implement statutory and regulatory requirements, such as delegations and reporting responsibilities. Boards must however, ensure that compliance is maintained and have an active role in monitoring compliance.

What training has been undertaken by board members in the past 2 years, and/or is planned to occur in the coming 12 months? Please outline the purpose and content of this training.

The training program of a board should relate to board members' experience, skills and expertise as they relate to the business of the agency. An appropriate training plan would include needs analysis, identification of strategic planning objectives from agency strategic or business plan and tailored training opportunities.

1.3 Group structure

Is the agency part of a group structure in that it is or has parent, subsidiary or associate bodies?

Section 82 (2) of the Act allows the Registrar to approve the registration of a rental housing agency that is a subsidiary of a body other than a registered agency if the Registrar is satisfied that its status as a subsidiary will not adversely affect the ability of the agency to comply with the prescribed registration criteria and Performance Standards.

Agencies must provide details of their group structure to allow this assessment to take place.

We would encourage early discussions to ensure that issues arising from the structure and form of the group structure are fully considered. At registration full implementation of a new group structure or subsidiary should be completed (e.g. including full transfer of assets).

1.4 Governance attachments

Key evidence of an agency's governance structure is the set of governance policies – these are required to show that responsibilities are clearly defined at board level and any delegations to management of the agency is also clear.

The list of documents required as attachments to the application form provides evidence of the agency's capacity to meet the Performance Standard, demonstrating both the agency's approach to quality management and the actual business practices in place in the agency.

The three sets of board minutes demonstrate the operations of the board, their decision-making processes and the types of reporting they receive and consider. The other attachments provide a summary of the skills and experience of board members, examples of management reports to the board, details of the annual general meeting of the agency and any strategic reviews of the agency conducted in the past two years.

Agencies are asked to number their attachments on the application form to ensure documents are managed appropriately, acknowledging that naming protocols are not being enforced.

Where agencies do not have specific documents as requested, they are in draft form and therefore not appropriate to provide or they are planned, not available should be inserted in the attachment reference column and notes provided in the comments column explaining the status of the document.

2. Probity

Decisions relating to the business and functions of the agency must be made ethically, and conform to the agency's code of conduct

The Performance Standard on probity requires that agency's decisions are made ethically and conform to the agency's code of conduct. The main indicator of this Performance Standard relates to the agency's code of conduct and as such this will be the key area of assessment for registration. Each agency should determine its own policies designed to influence appropriate behaviour by directors and key executives.

2.1 Probity quality management

How does the board ensure the probity of all aspects of the agency's operation?

An agency should have clearly defined roles and responsibilities for decision-making at board and senior management level. Board policies should refer to board decision-making and delegations to agency senior management. Agencies should have a code of conduct that relates to board members as well as agency staff.

What ethical statements/policies does the board adhere to?

These documents should clearly articulate the values and mission statement that board members need to adhere to. These could include a code of conduct, code of ethics, board mission statement or others. Principles such as privacy, conflict of interest, duty of care and grievances should be covered.

What ethical statements/policies do employees adhere to?

These documents should clearly articulate the values and mission statement that agency staff need to adhere to. These could include a code of conduct, code of ethics, board mission statement or others. Principles such as privacy, conflict of interest, duty of care and grievances should be covered.

Have there been any recent instances (in the last 3 years) that questioned and/or compromised the probity of the agency?

Even with the best practices and policies, instances of impropriety can occur in agencies. The agency's response to such a circumstance can demonstrate the agency's capacity to meet this performance standard. If there have been no such instances, respond with "no recent instance".

2.2 Probity attachments

The attachments required for the Probity Performance Standard are a code of conduct/ethics policy and a privacy policy. Where these are combined or contained in other policies, provide notes to explain this and ensure they are provided elsewhere.

Evidence of the recording of conflict of personal interest at board level and agency level is required. This usually takes the form of a register of conflict of interest.

3 Risk management

The agency must manage the risks associated with its business effectively.

The Performance Standard on risk management requires that agencies must manage the risks associated with their business effectively.

This includes identification of risks and developing financially sustainable strategies to deal with them, reviewing performance against its business plan, responding to risk situations and having appropriate policies and procedures in place.

3.1 Risk management quality management

Outline the agency's approach to risk management

The application requires agencies to outline their approach to risk management, including these types of issues.

An approved policy or set of policies concerning risk management is clear evidence of an agency's approach to risk management.

Risks should be detailed in a risk register that covers the full business risks of the agency, and likelihood and impact analysis should be referenced in the agency's business plan. Reporting on the agency's performance against risk should be part of an agency's risk framework.

Workplace risks and occupational health and safety should also be included here.

Housing associations

As agencies managing a more complex business, the risk management regime in housing associations would be expected to reflect the greater degree and extent of the risks it faces. Particular focus on the management of large development projects and significant commercial debt are examples of such risks.

Describe the agency's provision for the protection of the agency's activities and publicly funded assets including level and scope of insurance cover.

Outline the level and scope of insurance and other protections that the agency has arranged to secure its assets.

How does the agency manage risks associated with major development projects?

Outline how agency manages risks associated with major development projects.

Housing associations

A full examination of the risks, management strategies and review processes for major development projects would be expected of housing associations. In addition, an implementation plan or actions would be expected in the business plans of housing associations.

3.2 Risk management attachments

Risk management attachments include the agency's risk management policy and procedures, risk profile, workplace safety process, occupational health and safety reporting to the board and general risk management reporting to the board.

Tab 3: Viability

The Viability section of the application form relates to two Performance Standards:

- > Management of the agency
- > Financial viability

1. Management of the agency

The agency must be managed effectively to achieve the outcomes of its business plan in a timely manner and within a continuous improvement framework.

Registered agencies must have organisational structures that contribute to their efficient and effective operations, ensuring accountability and enabling them to deliver good outcomes for tenants and prospective tenants. Agencies are also expected to have clearly documented management structures with roles and responsibilities identified at all levels, strong reporting mechanisms to boards, funding bodies and to tenants.

For an agency to operate consistently it must have appropriately skilled and experienced staff .

The Performance Standard on management requires that agencies must be managed effectively at all times. It also provides a number of indicators under four major headings that contribute to the assessment of good management in an agency:

- > Organisational structure
- > Business systems and processes
- > Business planning
- > Reporting

1.1 Management of the agency performance measures

There are two performance measures required for Management of the agency:

- > Staff turnover
- > Senior staff turnover

While agencies may have unusual periods of significant staff turnover, over time this can lead to difficulties in maintaining service levels and may indicate structural deficiencies in the agency's management of staff.

Staff turnover

This performance measure relates to staff movement in the agency over the past 12 months, expressed as a proportion of total staff.

Senior staff turnover

This performance measure relates to senior staff movement in the agency over the past 12 months, expressed as a proportion of total senior staff. Senior staff includes the CEO and managers reporting directly to the CEO.

1.2 Management of the agency quality management

Describe the business planning processes in your agency

Agencies should include how the board, agency management and stakeholders are involved, how strategic directions are developed, what performance measure and monitoring regime exists, and how risks are evaluated in the process.

How does your agency's organisation and staffing structure meet the size and scale of its operation?

A description of the reasons for the structure of the agency and its current business should be provided, with comments on future plans for growth (if any) and how the agency intends to change to meet this growth.

Housing associations

For housing associations, plans and resources - which demonstrate how the agency will manage a significant development program and a growing stock portfolio - need to be evidenced.

What quality assurance processes or review systems does your agency employ to ensure quality outcomes?

Quality processes can be either internal processes employed by the agency to manage and monitor its quality outcomes (e.g. stakeholder views, tenant surveys, board reviews of the agency) or external quality processes (e.g. accreditation under external body).

What organisational systems, including IT systems, does your agency use to collect and report on key performance measures? Include details of both key agency performance data and monitoring systems/processes e.g. management meetings.

Agencies should provide an overview of the systems in place in the agency to monitor agency performance against key performance measures or outcomes. Reporting regimes could be described including whether the agency has developed its own set of key performance measures or uses those of its funder, for example, the Office of Housing's reporting requirements.

If your agency outsources any business or service delivery function, how does it ensure that these services comply with agency policies and are delivered to agency standards?

Detail any outsources of key business functions that the agency undertakes such as tenancy management. Outline the key contractual documents in place to control these outsources and the key features of the relationships.

Does your agency have a significant ongoing relationship with other agencies/organisations for the delivery of housing related activities?

Many housing agencies have developed close working relationships with local organisations to provide related services to the housing they manage. Detail the types of services this entails and describe the protocols/service agreements in place to define this relationship.

1.3 Management of the agency attachments

A good business plan is an essential tool any registered agency is required to have in place.

The annual business plan forms a critical component of Performance Standards:

One of the principal mechanisms for measuring performance and improvement will be the agency's annual business plan and the measures of performance contained in that document.

The business plan will not be static and the agency will be required to demonstrate continuous improvement against its measures to the satisfaction of the Registrar.

We require agencies to provide us with their annual business plan, and any other strategic or corporate planning documents.

The annual business plan may be a separate, stand-alone document, or a component of a longer-term strategic plan (generally 3-5 years) the registered agency has in place.

It sets out major objectives the registered agency aims to achieve during the year, key initiatives it intends to take, and major targets it aims to reach.

The business plan also provides key evidence as to an agency's business and its capacity. It must be a real document that is actively owned by the board and the agency as a whole.

Business plan checklist

From a registration and regulatory point of view we would expect a business plan to provide evidence on a range of criteria.

Overall

- Does the business plan set out the agency's vision and objectives?
- Is the business plan coherent and robust?

Does it

- Focus on key organisational objectives, setting out
 - > what they are e.g. growth and/or service improvement
 - > how they will be achieved
 - > how achievement will be monitored
 - > how responsibilities are identified and managed
- Assess the key risks to achieving objectives specifically by
 - > identifying key risks
 - > addressing how these will be managed given their likelihood and impact
 - > and is this consistent with our knowledge of the key risks the agency faces and its approach to risk management
- Assess the impact of the environment in which the agency works by identifying
 - > key changes in policy
 - > key client demands and market opportunities
 - > local, regional or national opportunities/threats
 - > is this consistent with our knowledge and understanding - are there any significant omissions
- Demonstrate that it has the financial resources available to
 - > meet its objectives
 - > meet its commitments to lenders
 - > demonstrate short and long term viability
- Does the business plan demonstrate linkages to key strategies such as asset management, treasury management etc? What degree of cross subsidisation occurs?
- Does the business plan demonstrate a commitment to tenants and continuous improvement?

The business planning process

- How does the review of the business plan fit with the agency's overall business cycle, e.g. budget etc.?
- How have key strategies been properly considered and subsequently built into the business planning process?

Governance

- How does the board effectively provide leadership and ownership of the business plan?
- How does the board regularly review and monitor the overall achievement/effectiveness of its business plan?
- What additional skills, resources and governance arrangements does an agency require to achieve the extent and type of growth and diversification as defined in the business plan?

In assessing agencies' business plans on these elements, the Housing Registrar looks for clarity and demonstration that the agency understands the business environment in which it operates, the main priorities of a registered agency, and the integration of the business plan and the financial performance report.

Housing associations

A key feature of the business plan of a housing association is its development program, which permeates all areas of its business.

We would expect to find reference to this activity throughout the business plan, specifically in financial planning, risk management and general agency organisational planning.

Agency management policy and procedures should reflect the scale and complexity of the agency's business. Where agencies are currently reviewing or developing specific policies and procedures, comments should be provided in the application form, with expected completion dates.

2. Financial viability

The agency must remain financially viable and solvent to the satisfaction of the Registrar at all times.

The Performance Standard on financial viability requires that an agency demonstrates its financial viability on registration and then demonstrates continuing financial viability. An agency's business plan is key to the assessment of the agency's viability and the agency's financial planning should be at all time consistent with its strategies and objectives in its business plan.

2.1 Financial viability performance measures

From the business plan, each agency needs to prepare a financial performance report, which reflects key initiatives in the business plan. To assist agencies in preparing the financial performance report for assessment of financial viability, we have developed a template where agencies can provide details of their financial activity. The report requires the last three years' audited financial information and projections for the next five years, and includes all activities of the agency. It then produces a number of performance measure outcomes and related charts.

The financial performance report comprises three main pages: the supporting information page, the performance measures page and the trends page. Agencies input financial data to the supporting information page, in the form of a profit and loss statement, balance sheet and cash flow statement. Some additional information is also required to generate the performance measures. The trends page charts the agency performance over the eight-year period. This page also allows agencies to explain changes in performance, and assumptions, to assist us to interpret the financial performance report.

Depending on whether the agency owns housing stock, housing providers should complete either the 'housing provider-manager report' or 'housing provider-owner report',.

Housing associations

A separate financial performance report is provided for agencies seeking registration as housing associations. This report requires more information concerning the development program and financial management of the agency, particularly regarding loan commitments and capital works.

2.2 Financial viability quality framework

What were the significant events or factors affecting the agency's financial performance in the last financial year?

Agencies should comment on significant or unusual events that materially affected financial performance in the last financial year. Issues such as growth, changes in asset type, and changes in funding of other services should be identified.

Outline the assumptions on which the agency's financial plan is based.

Agencies operate in different environments and assumptions assist us to evaluate the financial performance of agencies. Knowledge of the assumptions underlying the results is critical to interpretation of the results.

Assumptions should include consideration of rent levels, vacancies, arrears, bad debts, loan commitments, inflationary factors, and growth assumptions. These assumptions should also reflect anticipated funding of activities outside the agency's affordable housing business.

Detail the key features of your agency's growth strategy.

For housing providers, any plans for significant service growth or capital acquisitions should be outlined here. Otherwise – 'not applicable' should be noted. Plans will be considered in conjunction with the level of resources available for growth.

Housing associations

As housing associations are the government's primary growth vehicles for housing, prospective housing associations must be able to show significant growth plans, supported by a thorough and workable business plan.

The strategy should include consideration of the agency's target client groups, expected incomes, expenditures, agency and third party contributions, current and proposed borrowings.

Agencies must be able to show how they plan to leverage government capital grants to provide additional affordable housing units. We expect that housing associations will undertake some commercial borrowings, and will demonstrate that they can sustain the borrowings over the long term.

2.3 Financial viability attachments

Agencies should be able to provide samples of their financial policies and processes, including handling of rents, payment of accounts, and banking. A complete list of financial policies and processes should be provided, and agencies should be able to provide copies if we request them .

Housing associations

A separate financial plan detailing the development program of the agency is required.

This plan should provide details of current and planned capital projects, ongoing routine, cyclical maintenance and upgrade requirements, with financial projections over the life of the housing (25 years or more). Ideally results of discounted cash flows for the projects would be included to demonstrate the viability of projects and the agency as a whole.

Prospective housing associations would be expected to provide a list of its financial policies and processes, and include a copy of their treasury management and project evaluation processes. We may wish to sight financial policies and processes at a site visit to the agency.

Tab 4: Service Delivery

The Performance Standards regarding tenancy management and housing management and maintenance are covered in this section of the application form.

1. Tenancy management

The agency must provide effective tenancy management

Tenancy management is the provision of rental housing services to tenants and prospective tenants, including the allocation of properties, setting rents and sustaining tenancies. In order to deliver these services, it is incumbent upon the agency to have sound policies and procedures in place to ensure the quality of tenancy management services.

The methods agencies employ to deliver such services can be varied and individualistic and are provided by working within the resources available. This may involve having appropriate links and arrangements with other agencies for tenants and prospective tenants requiring related services, including personal supports.

The effectiveness of an agency's tenancy management service can be determined by methods of monitoring and measuring service delivery against agreed quality and performance standards.

1.1 Tenancy management performance measures

Allocations and accessibility	Turnaround time	Total number of days tenancy units* vacant during year ended 30 June averaged across the total number of vacant episodes** * Provision made for vacancies not immediately available for reletting and referred to asset manager for redevelopment or major maintenance or for which there are no eligible applicants on the waiting list (provision also made for nomination arrangements from outside agencies) ** Where an agreement exists with OOH for a tenancy unit to be vacant, unit not to counted
	Voids loss	Rent foregone* due to tenancy units being vacant as proportion of total rental income for year ended 30 June * Rent forgone is assumed to be discounted market rent for client type being targeted unless agency specifies otherwise
Affordability of rents	Tenant rent arrears	Total rent collected from tenants as proportion of total amount of rent charged in year ended 30 June
	Arrears written off as bad debt	The total annual rent loss due to arrears written off as bad debt due to vacated arrears as proportion of total amount of rent due in year ended 30 June * * For tenancy units available to let

Security	Evictions	<p>The number of evictions* over a 12 month period as a proportion of the total number of tenancies exiting**</p> <p>* An eviction is when the tenant is presented with an order of possession or warrant and subsequently ends their tenancy</p> <p>** Provision will be made for low number of total exits distorting figures and differences in housing type</p>
	Tenancies maintained	<p>The number of tenancies maintained* over a 12 month period as a proportion of total number of tenancies**</p> <p>* Provision will be made for differences in housing type, eg rooming house accommodation</p> <p>** This measure seeks to measure both turnover rates and length of tenure and includes all new tenancies created over the past 12 months</p>
Client Service	Current tenants owing more than 8 weeks rent at year-end	<p>The number of tenants whose arrears total more than eight weeks as a proportion of the total number of tenants paying rent as at 30 June</p>
	Prospective tenant / tenant complaints	<p>The number of tenant / prospective tenant complaints resolved within 30 days by the agency as proportion of all tenant / prospective tenant complaints* for year ended 30 June</p> <p>* A complaint is defined as contact from a tenant / prospective tenant about some action / lack of action by staff. Provision will be made for sound complaint management practices and circumstances where it appears everything possible has been done to manage a difficult situation, eg ageing properties</p>
	Tenant satisfaction - exiting	<p>100% minus the number of tenants over a 12 month period expressing dissatisfaction with their tenancy in an exit survey* as a proportion of number of tenants exiting over that period</p> <p>* It is expected all exiting tenants are offered the opportunity to complete an exit survey (no response is assumed to reflect satisfaction with tenancy)</p>
Tenant Participation	Tenant satisfaction – housing services	<p>The number of tenants expressing overall satisfaction with housing services in a tenancy survey* (at a point of time) as a proportion of number of tenants responding**</p> <p>* It is expected all agencies conduct a tenancy survey at a minimum once every two years (hence no requirement to report in between years)</p> <p>** Provision made for agency initiatives or innovation that may raise levels of tenant expectation around service delivery and translate to lower levels of tenant satisfaction in the short term</p>

1.2 Tenancy management quality management

Describe how the agency provides high quality housing services, including:

- > Establishing and maintaining tenancies
- > Changing needs of tenants
- > Ending tenancies

The agency's approach to, and effective management of housing services should be outlined, including specific policies of the agency relating to these aspects.

Describe your agency's access and allocations policy for the allocation of stock, addressing:

- > Providing fair and equitable access to applicants
- > Managing the balance between priority and non-priority need
- > Sensitivity to clients with complex needs and low incomes
- > Regularly reviewing allocations and eligibility status of applicants

An outline of the agency's policy for these matters is required.

How your agency offers properties for occupation at affordable rents, including:

- > Rent setting methodology
- > Affordability modelling and monitoring process
- > Process of rent determination and treatment of additional service charges

Describe your agency's client participation processes that are appropriate for all tenants, including:

- > Informing tenants and prospective tenants about their rights
- > Upholding those rights
- > Providing tenant participation opportunities

Detail your agency's dispute and appeals process to manage complaints received from clients and tenants, and describe tenant's access to these mechanisms

Agencies should have regard to the specific legislative responsibilities of registered housing agencies for complaints management, as outlined in the Act.

1.3 Tenancy management attachments

All agencies are required to provide the tenancy management attachments.

2. Housing management and maintenance

The agency must maintain its housing stock to a high standard

Housing management and maintenance refers to an agency maintaining its housing stock to a high standard in accordance with its asset management plan (it is applicable only to those agencies that have responsibility for maintenance).

The efficient and timely delivery of maintenance services should be a key feature of the agency's commitment to tenants. Effective maintenance services will maximise the amenity of properties for tenants and provide a consistent standard of service.

Maintenance should be targeted to extend the economic viability of an agency's assets and to minimise future capital costs. Agencies responsible for maintenance will need to have in place adequate policies and procedures along with well-developed asset management plans that include compliance with legislative requirements.

Where agencies to do own housing assets or have housing responsibility for the maintenance of properties they manage for others, they should complete the following form with N/A in the data column and provide a note concerning maintenance responsibilities.

2.1 Housing maintenance and management performance measures

Housing management & maintenance	Urgent repairs	<p>The number of urgent repairs* completed within 24 hours as a proportion of the total number of urgent repairs requested for year ended 30 June</p> <p>* Urgent repairs are repairs that need to be actioned immediately, eg a blocked toilet or dangerous electrical fault (urgent repairs are defined by the Residential Tenancies Act 1997)</p>
	Priority repairs	<p>The number of priority repairs* completed within a seven day time frame as a proportion of the total number of priority repairs requested for year ended 30 June</p> <p>* Priority repairs are repairs that are not hazardous but still important, and require prioritisation, eg a dripping tap</p>
	Routine repairs	<p>The number of routine repairs* completed within a fourteen day time frame as a proportion of the total number of routine repairs requested for year ended 30 June</p> <p>* Routine repairs are requests for maintenance that are not categorised as urgent or priority repairs</p>
	Tenants satisfaction - maintenance	<p>100% minus the number of tenants expressing dissatisfaction with quality of maintenance conducted* as a proportion of total number of tenants requesting maintenance for year ended 30 June</p> <p>* It is expected relevant mechanisms are in place in each agency to enable comments from tenants (no response / contact is assumed to reflect satisfaction with work completed)</p>
	Responsive maintenance expenditure	<p>Total expenditure on responsive maintenance* for year ended 30 June averaged against the total number of tenancy units</p> <p>* Responsive maintenance is day-to-day maintenance or repair works carried out on tenanted or vacant tenancy units in response to requests for such works (urgent, priority and routine), to restore an item or component to its working condition</p>
	Planned maintenance expenditure	<p>Total expenditure on planned maintenance*, excluding major upgrades, for year ended 30 June averaged against the total number of tenancy units**</p> <p>* Planned maintenance is the organised and systematic approach of carrying out non-urgent works that improve amenity or extend the life of the property</p> <p>** Provision will be made for cyclical factors in planned maintenance, eg via information collected over a number of years</p>



2.2 Housing management and maintenance quality management

Which maintenance functions is your agency responsible for?

Describe the agency's role in providing maintenance and / or asset management of the properties it owns or manages. Where the agency does not directly provide property management services, describe the role the agency takes in facilitating maintenance of the properties they manage on behalf of their tenants.

Describe the agency's asset management plan, policy and procedures, addressing:

- > Your system for urgent, priority and routine maintenance explaining what maintenance responsibilities the agency has, and which other bodies have maintenance responsibilities for properties managed by your agency
 - > Compliance of newly acquired properties with the Australian Building Code
 - > Revenue/ funding budget for all forms of maintenance, upgrading and new redevelopments
 - > Maintaining property lists for properties owned and managed
- Where applicable, an agency should outline its systems and mechanisms to manage housing assets.

Describe how the agency ensures properties are maintained in good repair, including:

- > Keeping accurate records of the condition of all stock
 - > Preventative strategies and regular inspections
 - > Selection of contractors, ensuring value for money and timely completion
 - > Ensuring maintenance is undertaken by qualified (and where applicable, licensed) tradespeople
- Where applicable, the agency's procedures for effective and efficient maintenance should be outlined here.

2.3 Housing management and maintenance attachments.

Agencies are required to provide the housing management and maintenance attachments that relate to the maintenance responsibilities of the agency. Comments should be provided in the form to explain these responsibilities.

Tab 5: Declarations

The declarations tab provides a one-page form that agencies need to print, sign and send to the Housing Registrar to complete their application for registration.

Agencies are also required to send a copy of the minutes or resolution of the board evidencing its intention to seek registration as a housing agency.

The declarations to be made by the agency are required by the Act. They relate to the agency's financial and other reporting requirements of the Act under which it is incorporated, any taxation reporting requirements of the Australian Taxation Office and the agency's current status as a trustee or subsidiary.

Declarations should be sent to:

The Housing Registrar
Level 24
50 Lonsdale Street
Melbourne Vic 3000