



Government of **Western Australia**
Department of **Communities**



EVIDENCE GUIDELINES

COMMUNITY HOUSING REGULATORY FRAMEWORK

APPENDIX D

Performance Outcome 1: Tenant and housing services

The community housing provider is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
a. Determining and managing eligibility, allocation, and termination of housing assistance	The provider makes information about its tenancy management policies and procedures available in a variety of formats	<ul style="list-style-type: none"> All applicants / tenants / residents receive information to enable the applicant / tenant/resident to make informed decisions and to understand decisions made by the provider The policies and procedures are applied so that there are no significant and ongoing or repeated failure to treat applicants and tenants/residents fairly and transparently 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenancy management policies and procedures (including: the process to determine eligibility; allocation; rent; charges; complaints; appeals; and termination of tenancy) Documents, such as brochures, booklets or information kits which are provided to applicants, tenants/residents and other stakeholders. For example, Tenant Handbook, Fact Sheets. <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website <p>Tier 1</p> <ul style="list-style-type: none"> Information for the range of housing services delivered <p>May be requested</p> <ul style="list-style-type: none"> Standard letters and forms to applicants and tenants/residents used in tenancy agreement Outsourcing engagement (if applicable) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenancy management policies and procedures where there has been a significant change Evidence that significant changes in policies and procedures have been communicated to tenants/residents (for example, letters to tenants/residents; brochures; posters; factsheet etc) Record of feedback from tenants/residents and response or action <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Tenant/resident survey results and analysis, undertaken at least every two years, addressing the information provided to tenants/residents. Website information Tenancy data Appeals register/data <p>May be requested</p> <ul style="list-style-type: none"> Records that confirm the provider complies with its own tenancy management policies and procedures and other legal and policy requirements relevant to its jurisdiction

Performance Outcome 1: Tenant and housing services

The community housing provider is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
	The provider manages housing assistance in accordance with its policies and the legal and policy requirements relevant to its jurisdiction	<ul style="list-style-type: none"> The policies and procedures are applied so that there are no significant and ongoing or repeated failures to manage housing assistance in accordance with policy and legal requirements Tenancy management policies and procedures reference legal and jurisdictional policy requirements where appropriate 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenancy management policies and procedures <p>Tier 2</p> <ul style="list-style-type: none"> System and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction <p>Tier 1</p> <ul style="list-style-type: none"> Integrated system and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction <p>May be requested</p> <ul style="list-style-type: none"> Sample tenancy/residency agreement 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenancy management policies and procedures where there has been a significant change Tenancy data Complaints and Appeals Register <p>May be requested</p> <ul style="list-style-type: none"> Records that confirm the provider complies with its own tenancy management policies and procedures and other legal and policy requirements relevant to its jurisdiction <p>Other sources</p> <ul style="list-style-type: none"> Decisions of appeals/reviews in relevant tribunals or bodies Record of complaints and notifications under the Framework
b. Determining and managing rents	The provider makes information about its policies and procedures to determine and manage rents available in a variety of formats	<ul style="list-style-type: none"> All applicants / tenants / residents receive information to enable the applicant / tenant/resident make informed decisions and to understand options The policies and procedures are applied so that there are no significant and ongoing or repeated failure to treat applicants and residents/tenants fairly and transparently 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Rent policies and procedures Documents, such as brochures, booklets or information kits which are provided to applicants, tenants/residents and other stakeholders <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website <p>Tier 1</p> <ul style="list-style-type: none"> Information for the range of housing services delivered <p>May be requested</p> <ul style="list-style-type: none"> Standard letters and forms to applicants and tenants/ residents used in tenancy management Outsourcing agreement (if applicable) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Rent policies and procedures where there has been a significant change Evidence that significant changes in policies and procedures have been communicated to tenants / residents Record of feedback from tenants/residents and response or action <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Tenant/resident survey results and analysis, addressing the adequacy of information provided to tenants/residents. Website

Performance Outcome 1: Tenant and housing services

The community housing provider is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
	The provider manages rent in accordance with the specific legal and policy requirements of each jurisdiction	<ul style="list-style-type: none"> Tenancy management policies and procedures reference legal and jurisdictional policy requirements where appropriate All tenants/residents are charged rent in accordance with jurisdictional policy requirements 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Rent policies and procedures <p>Tier 2</p> <ul style="list-style-type: none"> Systems and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction <p>Tier 1</p> <ul style="list-style-type: none"> Integrated system and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction <p>May be requested</p> <ul style="list-style-type: none"> Sample tenancy/ residency agreement 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Rent policies and procedures where there has been a significant change Tenancy data Complaints and appeals data Copies of rent review undertaken and letters informing tenants Rent arrears payment plans <p>May be requested</p> <ul style="list-style-type: none"> Records that confirm the provider complies with its own rent management policies and procedures and other legal and policy requirements relevant to its jurisdiction <p>Other sources</p> <ul style="list-style-type: none"> Decisions of appeals/reviews in relevant tribunals or bodies Record of complaints and notifications under the Framework
c. Setting and meeting relevant housing service standards	The provider communicates and monitors what tenants and residents can expect from the service	<ul style="list-style-type: none"> Standards address operating hours, response times, privacy, conduct and communication. Standards address access across geographical location (Tiers 1 and 2) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Service charter or relevant policies and procedures 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Service charter or relevant policies and procedures where there has been a significant change <p>May be requested</p> <ul style="list-style-type: none"> Records that demonstrate the provider monitors the implementation and effectiveness of the service charter or relevant policies and procedures

Performance Outcome 1: Tenant and housing services

The community housing provider is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
<p>d. Supporting tenant and resident engagement</p>	<p>The provider involves tenants and residents in the planning and delivery of housing services in a variety of accessible ways</p>	<ul style="list-style-type: none"> All tenants/residents are provided appropriate opportunities to be involved in the planning and delivery of housing services Formal tenant/resident engagement mechanisms such as governing body positions, representative forum, surveys, tenant advocate position etc. (Tiers 1 and 2) Tenant/resident survey is conducted at least every two years with positive outcomes for tenant and resident involvement (Tiers 1 and 2) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenant/resident engagement policies and procedures or strategy 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Annual Report Tenant/resident engagement policies and procedures or strategy where there has been a significant change Records of tenant/resident engagement (e.g. tenant/resident meetings; consultations etc) and actions taken as a result <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Tenant/resident survey results and analysis addresses the involvement of tenants/residents in planning and delivery of housing services
	<p>The provider promotes appropriate opportunities for tenants and residents to be involved in their community</p>	<ul style="list-style-type: none"> All tenants / residents are made aware of appropriate opportunities to be involved in their community 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenant/resident engagement plans/strategy and/or policies and procedures Website Information 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Annual Report Tenant/resident engagement plans/strategy and/or policies and procedures where there has been a significant change Newsletter and/or posters advertising upcoming events <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Plans or programs of opportunities for tenants to be involved in community <p>Tier 1</p> <ul style="list-style-type: none"> Communications to residents/tenants of opportunities to be involved in community (such as newsletters)

Performance Outcome 1: Tenant and housing services				
The community housing provider is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients				
Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
	The provider obtains feedback from tenants and residents on its services, and consults with them on proposals that will affect them	<ul style="list-style-type: none"> All tenants/residents are provided appropriate opportunities to provide feedback and to be consulted Formal mechanisms such as governing body positions, representative forum, surveys, tenant advocate position etc. (Tiers 1 and 2) Tenant/resident survey is conducted at least every two years with positive outcomes for feedback and consultation opportunities (Tiers 1 and 2) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenant/resident engagement plans/strategy and/or policies and procedures Feedback mechanisms (for example: written surveys, suggestion box, verbal feedback sought during tenant/resident contact) <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Methodology for the collection of tenant/resident feedback 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Annual Report Tenant/resident engagement policies and procedures or strategy where there has been a significant change Records of tenant/resident engagement (e.g. tenant/resident meetings; consultations etc) Complaints data Appeals data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Tenant/resident survey results and analysis
e. Facilitating access to support for social housing applicants and tenants with complex needs	The provider establishes and maintains arrangements that are adequate to ensure tenants and residents with support needs receive appropriate support, if relevant and where available, to maintain their tenancies		<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan Tenant/resident support facilitation policies and procedures inclusive of responding to changing resident/tenant needs List of current or proposed partnership arrangements through which support is facilitated for residents and tenants in need <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> List of current or proposed formal partnership arrangements through which support is facilitated for residents and tenants in need 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Tenant/resident support facilitation policies and procedures where there has been a significant change Annual Report Complaints and Appeals Register Support register/data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Sample of formal support partnership agreements and minutes of meetings with support partners Tenant/resident survey results and analysis, undertaken at least every two years, addressing access to support <p>May be requested</p> <ul style="list-style-type: none"> Records relating to the systems in place for monitoring and maintaining arrangements (tiers 1 and 2)

Performance Outcome 1: Tenant and housing services

The community housing provider is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
f. Managing and addressing complaints and appeals relating to the provision of housing services	Information is readily available and promoted to tenants on complaints and appeals	<ul style="list-style-type: none"> All applicants, tenants/residents receive information to enable the applicant, tenant/resident to make informed decisions about managing complaints and appeals 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Complaint and appeal policies and procedures Documents, such as brochures, booklets or information kits which are provided to applicants, tenants/residents and other stakeholders <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Complaint and appeal policies and procedures where there has been significant change Complaints register/data Appeals register/data Support register/data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website Communications to residents/tenants (such as newsletters)
	The provider manages complaints and appeals promptly and fairly	<ul style="list-style-type: none"> Complaints and appeals are managed so that there are no significant and ongoing or repeated failures in promptness or fairness There are no significant and ongoing or repeated failures to complaints and appeals are dealt with promptly and fairly. 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Complaint and appeal policies and procedures Service charter or relevant policies and procedures <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Complaint and appeal policies and procedures where there has been significant change Complaints register/data Appeals register/data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website
	The provider regularly monitors the effectiveness of the complaints and appeals system	<ul style="list-style-type: none"> The type, number and outcome of complaints and appeals are reviewed regularly to inform the fair, transparent and responsive delivery of the complaints and appeals system 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Complaint and appeal policies and procedures <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Systems and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan Annual Report Complaint and appeal policies and procedures where there have been significant changes <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Records of the Risk and Audit Committee

Performance Outcome 1: Tenant and housing services				
The community housing provider is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients				
Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
g. Maintaining satisfaction with the overall quality of housing assistance	The provider maintains a satisfactory level of tenant and resident satisfaction	<ul style="list-style-type: none"> Housing assistance is delivered so that there are no significant and ongoing or repeated dissatisfaction with the overall quality of services provided Satisfaction rate with the overall quality of services $\geq 75\%$ Tenant/resident survey is conducted at least every two years (Tiers 1 and 2) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Feedback mechanisms <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Methodology for the collection of tenant/resident feedback 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan Annual Report Records of tenant/resident feedback (e.g. tenant/resident meetings; consultations etc) and actions taken as a result Complaints register/data Appeals register/data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Tenant/resident survey results and analysis addresses satisfaction with the overall quality of housing services

Examples and Notes – Performance Outcome 1 -
<ul style="list-style-type: none"> Outsourcing Agreement: This evidence is relevant where transactional activities are outsourced to another agency, for example, a real estate agent. The agreement (e.g. contract) may include conditions for service delivery related to quality and the rights of residents / tenants; and will be subject to review to monitor compliance with the requirements of the formal agreement. The provider makes its tenancy management policies and procedures available in a variety of formats: Information about eligibility, allocation and ongoing tenancy / residency management processes should be made available to applicants and residents / tenants to ensure that the processes are transparent and readily understood. Similarly, information about internal complaints and appeals processes should be accessible to applicants and residents / tenants. This information can be communicated through a range of media such as (but not limited to) brochures; booklets; information kit; posters; audio; and online. Complaint & Appeal Data: This evidence is reviewed to ensure there is no significant and ongoing or repeated failure to treat applicants and residents fairly.

Performance Outcome 2: Housing assets

The community housing provider manages its community housing assets in a manner that ensures suitable properties are available at present and in the future

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
a. Determining changing housing needs and planning asset acquisitions, disposals and reconfiguration to respond (strategic asset management)	The provider plans for the management of its housing assets to optimise outcomes on financial investment, service delivery and meeting housing needs.		<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Business Plan • Asset management policies and procedures <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Strategic asset management plan 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Business Plan • Annual Report • NRSCH Financial Performance Report <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Strategic asset management plan • Record of housing needs analysis at present and in the future
b. Setting and meeting relevant property condition standards	The provider manages community housing assets in accordance with the specific legal and policy property condition requirements relevant to its jurisdiction	<ul style="list-style-type: none"> • $\geq 70\%$ of all community housing assets managed by the provider meet state housing authorities property condition standards, or other property condition standards adopted by the provider that exceed state housing authorities standards against which the properties were inspected • Improving property condition standards (e.g. star ratings) over time • There are no significant and ongoing or repeated failures to meet property condition standards 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Asset management policies and procedures • Asset maintenance plan • Property condition standards <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Strategic asset management plan • System and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction <p>Tier 1</p> <ul style="list-style-type: none"> • Integrated system and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Asset management policies and procedures where there has been a significant change • Reports against the asset maintenance plan • Maintenance data • Complaints register/data • Appeals register/data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Reports against the strategic asset management plan <p>May be requested</p> <ul style="list-style-type: none"> • Records that confirm the provider complies with its own asset management policies and procedures and other legal and policy requirements relevant to its jurisdiction (tiers 1 and 2) <p>Other sources</p> <ul style="list-style-type: none"> • Decisions of appeals/reviews in relevant tribunals or bodies • Record of complaints and notifications under the Framework

Performance Outcome 2: Housing assets

The community housing provider manages its community housing assets in a manner that ensures suitable properties are available at present and in the future

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
c. Planning and undertaking responsive, cyclical and life-cycle maintenance to maintain property conditions (asset maintenance)	<p>The provider ensures (commensurate with its responsibilities):</p> <ul style="list-style-type: none"> - properties are well maintained - maintenance is undertaken in a timely manner - maintenance work is undertaken by suitably qualified staff / contractors / consultants 	<ul style="list-style-type: none"> • The condition of each property is inspected at least every three years by a party with appropriate qualifications and/or experience in the building/construction/maintenance fields or ability to identify issues and escalate within an appropriate system (Tiers 1 and 2) • Cyclical and life-cycle maintenance is scoped and budget allocated • Maintenance time frames are set and met in accordance with legal requirements relevant to its jurisdiction • Asset maintenance plan is for a minimum 10 year rolling period with budget forecasts (Tiers 1 and 2) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Asset management policies and procedures • Asset maintenance plan <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Strategic asset management plan 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Asset management policies and procedures where there has been significant change • NRSCH Financial Performance Report • Maintenance data • Complaints register/data • Appeals register/data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Reports against the strategic asset management plan <p>May be requested</p> <ul style="list-style-type: none"> • Reports against the asset maintenance plan • Certification to the specific legal and policy requirements relevant to its jurisdiction • Maintenance procurement processes and contracts • Example of an inspection report by a party with appropriate qualifications • Qualifications and experience requirements in relevant employment contracts • Qualifications and experience requirements in relevant maintenance procurement processes and contracts • Records that confirm the provider complies with its own asset maintenance policies and procedures and other legal and policy requirements relevant to its jurisdiction (Tiers 1 and 2)

Performance Outcome 2: Housing assets

The community housing provider manages its community housing assets in a manner that ensures suitable properties are available at present and in the future

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
	Tenants are provided with easy to use information on repairs and maintenance	<ul style="list-style-type: none"> All tenants/residents receive information to enable the tenant/resident to make informed decisions about repairs and maintenance 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Asset management policies and procedures Documents, such as brochures, booklets or information kits which are provided to applicants, tenants/residents and other stakeholders <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Asset management policies and procedures where there has been a significant change Complaints data Appeals data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Website Communications to residents/tenants (such as newsletters) <p>Other sources</p> <ul style="list-style-type: none"> Decisions of appeals/reviews in relevant tribunals or bodies Record of complaints and notifications under the Framework
	The provider maintains a satisfactory level of tenant and resident satisfaction with maintenance and housing amenity	<ul style="list-style-type: none"> Tenant/resident survey is conducted at least every two years (Tiers 1 and 2) ≥75 percent of tenants/residents are satisfied with the condition of the property ≥75 percent of tenants/residents are satisfied with the maintenance of the property Records of complaints and appeals do not indicate ongoing and repeated instances of resident dissatisfaction with maintenance and/or housing amenity 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Feedback mechanisms <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Methodology for the collection of tenant/resident feedback 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan Annual Report Records of tenant/resident feedback (e.g. tenant/resident meetings; consultations etc) and actions taken as a result Complaints data Appeals data <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Tenant/resident survey results and analysis addressing satisfaction with the overall quality of housing services

Performance Outcome 2: Housing assets

The community housing provider manages its community housing assets in a manner that ensures suitable properties are available at present and in the future

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
d. Planning and delivering its housing development program (asset development)	The provider plans, monitors and reviews its development program to ensure effective and efficient delivery of new housing	<ul style="list-style-type: none"> • Development program and projects are managed to minimise variation to timeframe and/or budget • Expertise capable of ensuring development projects are delivered effectively and efficiently • Risks are identified and mitigated 	<p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Business Plan • Strategic asset management plan • Financial planning and forecasting • Risk management plan • Project management methodology • Industry partnerships • Corporate structure <p>Tier 1</p> <ul style="list-style-type: none"> • Strategic / development / growth plan • Debt financing arrangements and covenants 	<p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Business Plan • Strategic asset management plan • Financial planning and forecasting • Risk management plan and register • Industry partnership engagements, contracts and agreements • Project progress reports & closure reports • Development data <p>Tier 1</p> <ul style="list-style-type: none"> • Strategic / development / growth plan • Scenario planning / stress testing • Debt financing arrangements and covenants • Capital structure <p>Other sources</p> <ul style="list-style-type: none"> • Record of complaints and notifications under the Framework

Performance Outcome 3: Community engagement

The community housing provider works in partnership with relevant organisations to promote community housing and to contribute to socially inclusive communities

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
a. Promoting community housing to local organisations that work with potential residents, tenants or clients	The provider engages with relevant organisations using appropriate communication tools to promote community housing and benefits of partnership	<ul style="list-style-type: none"> Organisations are provided with information about community housing and its benefits 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan List of proposed engagements or documents <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Community engagement policies and procedures or strategy Website 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan Annual Report Records that demonstrate the provider engages with relevant organisations Newsletter <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Community engagement policies and procedures where there has been a significant change Website
b. Contributing to place renewal and social inclusion partnerships and planning relevant to the provider's community housing activities	The provider works with others to maximise positive economic and social outcomes for tenants and the community through place renewal (Tier 1 only)		<p>Tier 1</p> <ul style="list-style-type: none"> Business Plan Community engagement policies and procedures or strategy List of current or proposed formal partnership arrangements through which the provider contributes to place renewal Website 	<p>Tier 1</p> <ul style="list-style-type: none"> Business Plan Annual Report Website <p>May be requested</p> <ul style="list-style-type: none"> Sample of formal partnership arrangements and minutes of meetings with partner
	The provider works with others to maximise positive economic and social outcomes for tenants and the community through social inclusion		<p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Business Plan Community engagement policies and procedures or strategy List of current or proposed formal partnership arrangements through which the provider contributes to social inclusion Website 	<p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Business Plan Annual Report Website <p>May be requested</p> <ul style="list-style-type: none"> Sample of formal partnership arrangements and minutes of meetings with partner

Performance Outcome 4: Governance

The community housing provider is well-governed to support the aims and intended outcomes of its business

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
<p>a. Ensuring coherent and robust strategic, operational, financial and risk planning</p>	<p>The governing body sets and implements its strategic directions and scrutinises performance using:</p> <ul style="list-style-type: none"> - Business planning - Financial planning - Risk management planning - Business continuity planning <p>The governing body provides effective control of affiliated entity arrangements (for example, through a group structure agreement, service level agreement, partnership agreement, or contract.)</p>	<ul style="list-style-type: none"> • The governing body meets regularly; at least six times a year in quorum with the Treasurer and / or other financial expertise and/or consistent with Constitution • The governing body has an appropriate subcommittee structure in place including an audit and risk management committee (or similar), with the risk management committee meeting at least four times a year (Tier 1 and 2) • The risk management system is consistent with AUS/NZ ISO 31000:2018 (Tier 1 and 2) • Affiliated entity arrangements appropriately address: <ul style="list-style-type: none"> - relevant corporations law in relation to directors duties and exposure to liabilities in relation to non-wholly owned subsidiaries; - actual or perceived conflicts of interest and conflicts of duty in the board's decision making where there are shared directors or executives; - protocols for managing directors' duties and the sharing of information in accordance with relevant corporations law; - the independence of the chairperson (non-employee of the provider or related parties) - appropriate balance between independent directors and executive directors - clear and transparent policies and/or agreements on affiliated entity arrangements where contracting or sharing services that are relevant to the achievement of performance outcomes under the National Regulatory Code - corporations law requirements (particularly in relation to shadow directors, insolvent trading scheme, and consolidated financial reporting) - risks in relation to reputation, governance, corporate entity and financial 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Constitution, charter or equivalent • Affiliated entity arrangements, and service agreements and contracts • Documented governance structure and governance policies and procedures • Business Plan <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Financial plan • Risk management plan and risk register • Business continuity plan • System for monitoring performance against its business plan • Sub-committee structure and associated terms of reference <p>Tier 1</p> <ul style="list-style-type: none"> • Integrated system and processes for monitoring performance against its business plan • Financial plan and scenario testing 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Business Plan • Annual Report • Related party arrangements where there has been a significant change • Governance structure and governance policies and procedures where there has been significant change • Annual General Meeting minutes and reports • Certification or accreditation of the provider relating to recognised standards, where relevant • NRSCH Financial Performance Report <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Financial plan • Risk management plan and risk register • Business continuity plan where there has been significant change <p>Tier 1</p> <ul style="list-style-type: none"> • Financial planning and scenario testing

<p>b. Ensuring effective, transparent and accountable arrangements and controls are in place for decision making to give effect to strategic, operational, financial and risk plans</p>	<p>The provider operates in accordance with a code of governance, consistent with the ASX Corporate Governance Principles, including in relation to:</p> <ul style="list-style-type: none"> - roles and responsibilities of the governing body and sub-committees - decision making process - management of conflicts of interest - internal business compliance - selection and performance of the CEO 	<ul style="list-style-type: none"> • There are no significant and ongoing or repeated failures to achieve the performance outcomes defined in the Regulatory Code • Independent chairperson (non-employee of the provider or affiliated entity) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Constitution, charter or equivalent • Documented governance structure and governance policies and procedures • Business Plan • Schedule of delegations • Code of governance • Conflict of interests policies and procedures • Standing financial instructions and key financial reporting requirements • Sample governing body meeting minutes including agendas, reports on progress against business plan and action items <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Sub-committee structure and associated terms of reference 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Business Plan • Annual Report • Governance code, structures, policies and procedures where there has been a significant change • Schedule of delegations where there has been a significant change • Conflict of interest register or record <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Risk management plan and register • Records of compliance reporting to the governing body <p>May be requested</p> <ul style="list-style-type: none"> • Sample governing body meeting minutes including agendas, reports on progress against plans (strategic, operational, financial and risk) and action items • Records that confirm the provider is performing against its code of governance (tiers 1 and 2)
<p>c. Complying with legal requirements and relevant government policies</p>	<p>The provider has a system in place to ensure compliance with all applicable legal requirements and relevant government policies</p>	<ul style="list-style-type: none"> • There are no significant and ongoing or repeated failures to meet legal requirements and relevant government policies • Any instance of non-compliance is dealt with in a prompt and effective manner 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Systems or processes for monitoring compliance with legal requirements and relevant government policies • Policies and procedures or processes for ensuring staff understand and comply with legal requirements and relevant government policies (such as training) <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Risk Management System <p>Tier 1</p> <ul style="list-style-type: none"> • Integrated system and processes for monitoring compliance with its own policies and the legal and policy requirements relevant to its jurisdiction 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Records that confirm the provider is complying with legal requirements and relevant government policies (such as a report of compliance to the governing body) • Annual report <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Risk Management Plan and register • Audit and risk committee agendas, minutes and reports <p>Tier 1</p> <p>Debt financing arrangements and covenants</p> <p>Other sources</p> <ul style="list-style-type: none"> • Decisions of appeals/reviews in relevant tribunals or bodies • Decisions of other regulatory authorities • Record of complaints and notifications under the Framework

<p>d. Ensuring that the governing body has members with appropriate expertise or that such is available to the governing body</p>	<p>The provider has fair and transparent processes in place to ensure the governing body has members with, or access to, an appropriate range of skills and knowledge to deliver on its business plan and manage the risks in its business, including in relation to, where undertaken,:</p> <ul style="list-style-type: none"> - Recruitment and selection - Induction - Professional development - Succession - Engaging external expertise - Remuneration - Performance assessment of the governing body 	<ul style="list-style-type: none"> • The business plan includes maintaining appropriate governance structure, skills and knowledge • There is a clear process for identifying and acquiring the skills and knowledge needed for effective governance in the context of its business plan • The governing body accesses external advice, independent of the provider’s management, where appropriate • The governing body undertakes a governance review at least 3 yearly, or after significant change, with external input (Tiers 1 and 2) 	<p>Tier 1, 2 and 3</p> <ul style="list-style-type: none"> • Constitution, charter or equivalent • Business Plan • Documented governance structure and governance policies and procedures • Profiles of current governing body members identifying their skills and expertise • Governing body induction and training plan <p>May be requested</p> <ul style="list-style-type: none"> • Recruitment, induction, professional development, succession, remuneration and/or performance assessment policies and procedure 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Business Plan • Annual Report • Board member profiles / CV’s • Annual general meeting minutes and reports • NRSCH Financial Performance Report <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Methodology and outcome of governance reviews where they have been undertaken • Website <p>May be requested</p> <ul style="list-style-type: none"> • Recruitment, induction, professional development, succession, remuneration and/or performance assessment records
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Examples and Notes – Performance Outcome 4 -
<ul style="list-style-type: none"> • Reports to the governing body: Reports in the key operational areas assist the governing body to make informed decisions. A review of reports considered by the governing body assists to ascertain whether the provider receives appropriate information for the size and scope of its operation. Reports may be from internal or external sources. • Schedule of delegations: The provider should have policies and procedures which have been approved by the governing body relating to governance which details the responsibilities of the governing body for decision making. Delegations should be in place which authorise decision making for the governing body, management and operational staff. • Expertise: The knowledge and skills of governing body members, or those available to the governing body, may include: financial management; asset management; risk management; human resource management; and housing management

Performance Outcome 5: Probity

The community housing provider maintains high standards of probity relating to the business of the provider

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
a. Establishing and administering a code of conduct	<p>The provider has a code of conduct designed (or is supported by additional policies and procedures) to ensure it maintains high standards of probity, including in relation to:</p> <ul style="list-style-type: none"> - whistle blowing - conflict of interest - gifts and hospitality - procurement 	<ul style="list-style-type: none"> • All board members, staff members and volunteers have provided a written undertaking that they understand and will comply with the code of conduct • The provider regularly promotes the code of conduct • There are no significant and ongoing or repeated failures to abide by the code of conduct 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Code of governance • Code of conduct • Probity policies and procedures (such as whistle blowing; conflict of interest; gifts and hospitality; procurement) 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Code of governance and code of conduct where there has been a significant change • Probity policies and procedures where there has been significant change • Conflict of interests register or records • Gift register or records • Records of governing body and staff training (such as a plan or calendar) • Annual Report <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Website <p>May be requested</p> <ul style="list-style-type: none"> • Sample of de-identified signed agreements to abide by the code of conduct • Records that demonstrate the provider complies with its code of conduct (tiers 1 and 2) • Other sources • Record of complaints and notifications under the Framework • Media reports • Court decisions
b. Establishing and administering a system of employment and appointment checks	<p>The provider conducts checks for governing body members, employees, volunteers and agents commensurate with the requirements of the position, including in relation to relevant:</p> <ul style="list-style-type: none"> - Referees and previous employment 	<ul style="list-style-type: none"> • There are no significant and ongoing or repeated failures to conduct appropriate employment and appointment checks 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • System or processes to undertake employment and appointment checks 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Annual Report • Audit management letters (where they have been issued) <p>May be requested</p> <ul style="list-style-type: none"> • Sample employment and appointment check forms (e.g. police clearance, references, working with children, NDIS and others) • Employment checks policies and procedures

Performance Outcome 5: Probity				
The community housing provider maintains high standards of probity relating to the business of the provider				
Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
	<ul style="list-style-type: none"> - Criminal record - Bankruptcy - Working with children - NDIS/others 			
c. Establishing and administering a system for preventing, detecting, reporting on, and responding to, instances of fraud, corruption and criminal conduct	The provider's system is consistent with good practice established by relevant anti-fraud, anti-corruption and anti-crime agencies and professional standards bodies in the relevant jurisdiction.	<ul style="list-style-type: none"> • There are no significant and ongoing or repeated instances of fraud, corruption or criminal conduct • Any instance of fraud, corruption or criminal conduct is dealt with in a prompt and effective manner 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Systems and processes for detecting and responding to fraud, corruption and criminal conduct <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Fraud, corruption and criminal conduct prevention plan, policies and procedures • Risk Management System and risk register <p>Tier 1</p> <ul style="list-style-type: none"> • Integrated system and processes for detecting and responding to fraud, corruption and criminal conduct 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Audit management letters (where they have been issued) • Annual Report <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Risk Register <p>May be requested</p> <ul style="list-style-type: none"> • Records that demonstrate the provider's system for preventing, detecting, reporting on and responding to instances of fraud, corruption and criminal conduct are effective • Procurement and contracting controls • Financial controls <p>Other sources</p> <ul style="list-style-type: none"> • Record of complaints and notifications under the Framework • Media reports • Court decision
d. Maintaining the reputation of the community housing sector	The provider notifies the Community Housing Registration Office of any incident related to its operations (and its response) that damages or has the potential to damage the reputation of the community housing sector	<ul style="list-style-type: none"> • There are no significant and ongoing or repeated instances of incidents that damage or may damage the reputation of the community housing sector • Any incident that damages or may damage the reputation of the community housing sector is dealt with in a prompt and effective manner • Notifications are made consistent with the Provider Notification Guidance Note and WA Community Housing Regulatory Framework 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Notification policies and procedures 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> • Complaints data • Appeals data • Notifications policy • Notifications report <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> • Audit and risk committee meeting minutes • Risk register

Performance Outcome 5: Probity				
The community housing provider maintains high standards of probity relating to the business of the provider				
Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
				Other Sources <ul style="list-style-type: none"> • Record of complaints and notifications under the WA Community Housing Regulatory Framework • Decisions of appeals/reviews/matters in relevant tribunals, bodies or courts • Decisions of other regulatory authorities • Media reports • Court decisions

Examples and Notes – Performance Outcome 5 -
<ul style="list-style-type: none"> • Probity refers to integrity and honesty in the agency’s operations and in the conduct of its governing body, volunteers and standards. The performance standards require the agency to establish or adopt a code of conduct incorporating measures such as mechanisms to manage conflicts of interest and to make policy and business decisions within an ethical framework. • The code of conduct describes the behaviour and responsibilities an organisation requires of its people. The code of conduct will include requirements for ethical and appropriate conduct. A provider’s code of conduct and a signed undertaking that a staff, governing body and volunteer member has read, understood and will abide by the code of conduct demonstrates a provider’s commitment to guiding staff in ethical conduct. It is recommended that training and induction of staff, governing body and volunteer members should include training in the code of conduct.

Performance Outcome 6: Management

The community housing provider manages its resources in a cost effective manner

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
a. Demonstrating it utilises its assets and funding to meet business goals	The business planning process includes an assessment of costs and returns on assets and funding to meet its business goals	<ul style="list-style-type: none"> Costs are controlled and, where possible, are minimised Returns (financial and/or social) are sustained and, where possible, maximised Where cost-effective opportunities for improving financial and/or social returns are identified, they are achieved 	Tiers 1, 2 and 3 <ul style="list-style-type: none"> Business Plan Tier 1 <ul style="list-style-type: none"> Strategic / development / growth plan 	Tiers 1, 2 and 3 <ul style="list-style-type: none"> Business Plan Annual Report NRS Financial Performance Report Asset data Financial data Tiers 1 and 2 <ul style="list-style-type: none"> Development data Tier 1 <ul style="list-style-type: none"> Strategic / development / growth plan Scenario planning / stress testing
	The provider generates and utilises surplus to achieve its business goals (Tiers 1 and 2 only)	<ul style="list-style-type: none"> Return on assets Operating expense composition Equity and reserve composition 	Tiers 1 and 2 <ul style="list-style-type: none"> Business Plan Strategic asset management plan Tier 1 <ul style="list-style-type: none"> Strategic / development / growth plan 	Tiers 1 and 2 <ul style="list-style-type: none"> Business Plan Annual Report NRSCH Financial Performance Report Asset data Financial data Tier 1 <ul style="list-style-type: none"> Strategic / development / growth plan Scenario planning / stress testing

Performance Outcome 6: Management
The community housing provider manages its resources in a cost effective manner

Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
<p>b. Implementing appropriate management structures, systems, policies and procedures to ensure the operational needs of its business can be met (including having people with the right skills and experience and the systems and resources to achieve the intended outcomes of its business)</p>	<p>The provider's management structure, systems, policies and procedures are fit-for-purpose</p>	<ul style="list-style-type: none"> The provider's management structure, systems, policies and procedures are subject to regular review and enhancement, and when there has been significant change to the scale and scope of its business. 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan Corporate structure and systems 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business Plan Annual Report Audit management letters (where issued) <p>Tiers 1 and 2</p> <ul style="list-style-type: none"> Audit and Risk Committee meeting minutes Risk register <p>May be requested</p> <ul style="list-style-type: none"> Methodology and outcome of management structure, systems, policies and procedures review where they have been undertaken Quality management systems manual/policy or, if relevant, accreditation (tier 1 only) <p>Other sources</p> <ul style="list-style-type: none"> Record of complaints and notifications under the Framework

Examples and Notes – Performance Outcome 6

- Newly established provider with no history of tenancy management, should have a plan and clear business model that demonstrates how it intends to operationalise the business in a cost-effective manner. Assumptions should be reasonable and realistic.

Performance Outcome 7: Financial viability				
The community housing provider is financially viable at all times				
Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
a. Ensuring a viable capital structure	The provider monitors and manages its capital structure to achieve its business goals	<ul style="list-style-type: none"> Capital adequacy – the provider has sufficient capital resources to be able to absorb unexpected losses and to manage adverse shocks so that it can meet its commitments to investors 	<p>Tiers 1,2 and 3</p> <ul style="list-style-type: none"> Business planning documents Recent governing body (and relevant sub-committees if applicable) minutes reflecting discussions about capital structure with relevant operational and financial reports Annual Report Audited financial statements for the last two financial years Audit management letter for the most recent financial year (where they have been issued) NRSCH financial performance report Financial viability measures data Board approved budget and forecast Assumptions underpinning forecasts Financial planning, sensitivity analysis and scenario testing Debt financing arrangements and covenants Property development and related financial plans Evidence of state's equity in housing assets <p>May be requested</p> <ul style="list-style-type: none"> Recent project proposals (development and capital investments) and governing body consideration and approval (sample minutes). 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business planning documents Recent governing body (and relevant sub-committees if applicable) minutes reflecting discussions about capital structure with relevant operational and financial reports Annual Report Audited financial statements for the last two financial years Audit management letter for the most recent financial year (where they have been issued) NRSCH financial performance report Financial viability measures data Board approved budget and forecast Assumptions underpinning forecasts Financial planning, sensitivity analysis and scenario testing Debt financing arrangements and covenants Property development and related financial plans Evidence of state's equity in housing assets Report of actions taken to address previous recommendations <p>May be requested</p> <ul style="list-style-type: none"> Recent project proposals (development and capital investments) and governing body consideration and approval (sample minutes).

Performance Outcome 7: Financial viability				
The community housing provider is financially viable at all times				
Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
b. Maintaining appropriate financial performance	The provider monitors and manages its financial performance to achieve its business goals	<ul style="list-style-type: none"> Financial performance is monitored and managed for short, medium and long term viability There are no significant and ongoing or repeated instances of incidents of inappropriate financial performance and/or failure to achieve business goals due to inappropriate financial performance 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business planning documents Recent governing body (and relevant sub-committees if applicable) minutes reflecting discussions about capital structure with relevant operational and financial reports Annual Report Audited financial statements for the last two financial years Audit management letter for the most recent financial year (where they have been issued) NRSCH financial performance report Financial viability measures data Board approved budget and forecast Assumptions underpinning forecasts Financial planning, sensitivity analysis and scenario testing Debt financing arrangements and covenants Property development and related financial plans Evidence of state's equity in housing assets <p>May be requested</p> <ul style="list-style-type: none"> Recent project proposals (development and capital investments) and governing body consideration and approval (sample minutes). Budget proposal and discussion papers and Governing body minutes reflecting approval. 	<p>Tiers 1, 2 and 3</p> <ul style="list-style-type: none"> Business planning documents Recent governing body (and relevant sub-committees if applicable) minutes reflecting discussions about capital structure with relevant operational and financial reports Annual Report Audited financial statements for the last two financial years Audit management letter for the most recent financial year (where they have been issued) NRSCH financial performance report Financial viability measures data Board approved budget and forecast Assumptions underpinning forecasts Financial planning, sensitivity analysis and scenario testing Debt financing arrangements and covenants Property development and related financial plans Evidence of state's equity in housing assets <p>May be requested</p> <ul style="list-style-type: none"> Recent project proposals (development and capital investments) and governing body consideration and approval (sample minutes). <p>Other sources</p> <ul style="list-style-type: none"> Record of complaints and notifications under the Framework.

Performance Outcome 7: Financial viability The community housing provider is financially viable at all times				
Performance Requirements	Performance Indicators	Thresholds	EXAMPLES of Evidence sources to demonstrate capacity	EXAMPLES of Evidence sources to demonstrate compliance
c. Managing financial risk exposure	The provider monitors and manages its financial risk exposure to protect its financial interests and the interests of investors	<ul style="list-style-type: none"> • Opportunities for financial risks to crystallise are minimised • There are no significant and ongoing or repeated instances of risks crystallising • Any crystallising risks are dealt with in a prompt and effective manner 	Tiers 1, 2 and 3 <ul style="list-style-type: none"> • Business planning documents • Audited financial statements for the last three financial years • NRSCH financial performance report • Financial and risk management policies and procedures • Financial risk management process • Governing body (and relevant sub-committee if applicable) • minutes reflecting discussions about financial events and risk management (sample) • Financial planning, sensitivity analysis and scenario testing • Documented risk management system • Risk management plan • Risk Register • Debt financing arrangements and covenants 	Tiers 1, 2 and 3 <ul style="list-style-type: none"> • Business planning documents • Audited financial statements for the last three financial years • NRSCH financial performance report • Financial and risk management policies and procedures • Financial risk management process • Governing body (and relevant sub-committee if applicable) • minutes reflecting discussions about financial events and risk management (sample) • Financial planning, sensitivity analysis and scenario testing • Documented risk management system • Risk management plan • Risk Register • Debt financing arrangements and covenants Other sources <ul style="list-style-type: none"> • Record of complaints and notifications under the Framework

Document Control

Responsible Officer	Contact Officer	Review Date	Next Review Date	File Number	Associated Documents
Community Housing Registrar	registrar@communities.wa.gov.au	September 2021	3 years from the review date	A43276937	<ul style="list-style-type: none"> • Community Housing Regulatory Framework • Appendix A – Tiers Guidelines • Appendix B - National Regulatory Code • Appendix C- Conditions of Registration • Enforcement Guidelines • Affiliated Entity Arrangements Guidance Note