



NRSCH Readiness Resource Evidence Self Check

The following checklist is designed to assist **tier 3** community housing providers to prepare to register their service with the NRSCH. It is a list of evidence that you may want to provide the Registrar to demonstrate your capacity to deliver quality community housing services.

This document has been structured around the seven performance outcome areas noted in the National Regulatory Code. They are:

- | | | |
|---------------------------------|-------------------------|------------------------|
| 1. Tenants and Housing Services | 3. Community Engagement | 6. Management |
| 2. Housing Assets | 4. Governance | 7. Financial Viability |
| | 5. Probity | |

The checklist identifies a range of evidence that could be used to demonstrate your organisation's capacity. This list is neither prescriptive nor exhaustive. It has been separated into three types of evidence, including:

- **Policies & Procedures**
- **Supporting Documents** – this may include: agreements with external parties, internal forms, Annual Reports promotional materials.
- **Planning Documents** - this includes documents that have been developed by the organisation to define, inform, analyse and direct its future directions.

This tool has been designed so providers can tick off the pieces of evidence that have been identified by Queensland Shelter as demonstrating capacity. Keep in mind your evidence should be:

- Available to upload onto the application form
- Current, or recently reviewed
- Have appropriate endorsement (not draft).

If you do not have all the boxes ticked don't panic. Check the performance indicator for each requirement and make a judgement whether you have other sources of evidence that demonstrates your capacity. Your evidence may be in other resources, labelled differently or organised in a different way to this checklist. It is also important to remember that the content and detail of your evidence should be fit for purpose and suitable for your organisation. If in doubt, contact QS Connect on qsconnect@qshelter.asn.au or 3831 5900.

Even if you have all these sources of evidence, it will not ensure you will be registered, as an analyst from the Registrar's office will assess this. However, going through this list will enable you to assess your readiness to apply. In addition to these sources of evidence the Registration Application will ask you for a range of data around each of the performance outcomes. A separate checklist for this data is available from QS Connect.

A fourth column has been left blank to give you space to make your own notes and comments. Items written in *italics* have been identified as evidence in previous performance outcome areas. Evidence written in grey is usually for tier 1 and 2 organisations but may be useful for your organisation to demonstrate if you have this evidence. Items marked * are explored further in the back page.

It would be useful if these sources of evidence are in a format that can be uploaded on the web-based NRSCH application form known as CHRIS (Community Housing Information Regulatory System). Having all these pieces of evidence in one location on your computer will assist you with this registration process.



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If you would like further information on any of the performance outcomes that your organisation will be assessed against, you should refer to the NRSCH Publications:

- Evidence Guidelines
- Registration Return Guide
- Community Housing Asset Summary and Performance Reports
- Tier 3 Financial Performance Report
- The Financial Viability Guidance Notes

See www.nrsch.gov.au/publications for copies of these documents.

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Performance Outcome – Tenants and Housing Services

Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>1a- Determining and managing eligibility, allocation and termination of housing assistance.</p> <p>Performance Indicator: The Provider makes information about its tenancy management policies and procedures available in a variety of formats</p> <p>The provider manages housing assistance in accordance with its policies and the legal and policy</p>	<p>Policies and procedures that guide the issues that could be considered when starting and ending a tenancy. This could include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Process to determine eligibility <input type="checkbox"/> Allocation and Transfers <input type="checkbox"/> Starting a tenancy <input type="checkbox"/> Complaints, Feedback & appeals <input type="checkbox"/> Termination of tenancies <input type="checkbox"/> Property Succession Rights 	<ul style="list-style-type: none"> <input type="checkbox"/> Service Charter* <input type="checkbox"/> Standard letters or forms sent to tenants in relation to tenancy management. <input type="checkbox"/> Promotional Materials (potential tenants) <input type="checkbox"/> Tenancy Agreement <input type="checkbox"/> Outsourcing agreement/s (if applicable) between provider and another agency to deliver support to tenants. <input type="checkbox"/> Tenant Information Handbook <input type="checkbox"/> Complaints forms and Register 		



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
requirements relevant to its jurisdiction				
<p>1b- Determining and managing rents.</p> <p>Performance Indicator: The provider makes information about its policies and procedures to determine and manage rents available in a variety of formats</p> <p>The provider manages rent in accordance with the specific legal and policy requirements of each jurisdiction</p>	<p>Policies and procedures that determine and manage rent including, for example:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Rent setting and other charges <input type="checkbox"/> Rent Reviews <input type="checkbox"/> Rent Collection <input type="checkbox"/> Rent Arrears <input type="checkbox"/> Absences 	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Tenancy Agreement</i> <input type="checkbox"/> <i>Tenant Information Handbook</i> 		
<p>1c- Setting and meeting relevant housing service standards.</p> <p>Performance Indicator: The provider communicates and monitors what tenants and residents can expect from the service</p>	<p>Polices that demonstrate a quality service, such as:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Operating hours and access to services <input type="checkbox"/> Response times <input type="checkbox"/> Privacy and information management <input type="checkbox"/> Access and Equity 	<ul style="list-style-type: none"> <input type="checkbox"/> Service charter* <input type="checkbox"/> Service Standards & how they are explained to tenants. <input type="checkbox"/> <i>Tenant Information Handbook</i> 		



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>1d- Supporting tenant and resident engagement.</p> <p>Performance Indicator: The provider involves tenants and residents in the planning and delivery of housing services in a variety of accessible ways</p> <p>The provider promotes appropriate opportunities for tenants and residents to be involved in their community</p> <p>The provider obtains feedback from tenants and residents on its services, and consults with them on proposals that will affect them</p>	<p>Policies and procedures that explain how tenants are supported and engaged including, for example:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tenant engagement (policy or strategy) <input type="checkbox"/> Sustaining Tenancies <input type="checkbox"/> Tenant Feedback Mechanism/s* <input type="checkbox"/> Community Development <input type="checkbox"/> Tenant Participation 	<ul style="list-style-type: none"> <input type="checkbox"/> Annual Report <input type="checkbox"/> Tenant Newsletters <input type="checkbox"/> Tenant Surveys/activities 	<ul style="list-style-type: none"> <input type="checkbox"/> Tenant Engagement Plans OR <input type="checkbox"/> Strategic Plan (if tenants engagement plans included) 	
<p>1e- Facilitating access to support for social housing applicants and tenants with complex needs.</p> <p>Performance Indicator: The provider establishes and maintains arrangements that are</p>	<p>Policies and procedures that link tenants to appropriate levels of, for example:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilitating tenants' access to support services <input type="checkbox"/> Referrals (in and out) <input type="checkbox"/> Prevention and early intervention in tenancies at risk 	<ul style="list-style-type: none"> <input type="checkbox"/> Explain and list of any partnership agreements with support services and/or MOU's 	<ul style="list-style-type: none"> <input type="checkbox"/> Business Plan* 	



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
adequate to ensure tenants and residents with support needs receive appropriate support, if relevant and where available, to maintain their tenancies	<input type="checkbox"/> Responding to tenants at risk <input type="checkbox"/> Responding to tenants changing needs			
1f- Managing and addressing complaints and appeals relating to providing housing services. Performance Indicator: Information is readily available and promoted to tenants on complaints and appeals The provider manages complaints and appeals promptly and fairly The provider regularly monitors the effectiveness of the complaints and appeals system	Policies and procedures that guide complaints procedures within the organisation, for example: <input type="checkbox"/> Complaints, Feedback & appeals	<input type="checkbox"/> <i>Complaints forms and register</i> <input type="checkbox"/> <i>Tenant Newsletters</i> <input type="checkbox"/> <i>Tenant Information Kits</i> <input type="checkbox"/> <i>Service Charter*</i>		
1g- Maintaining satisfaction with overall quality of housing assistance.	<input type="checkbox"/> <i>Tenant Feedback Mechanism/s*</i>	<input type="checkbox"/> <i>Tenant Surveys/activities</i>		



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
Performance Indicator: The provider maintains a satisfactory level of tenant and resident satisfaction				



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Performance Outcome – Housing Assets

Check the Community Housing Asset Performance Report is completed

Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>2a- Determining changing housing needs and planning asset acquisitions, disposals and reconfiguration to respond. Strategic Assets Management</p> <p>Performance Indicator: The provider plans for how it will manage its housing assets to optimise outcomes on financial investment, service delivery and meeting housing needs</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Asset Management Policies and procedures. <input type="checkbox"/> Assessing Housing Need <input type="checkbox"/> Asset acquisitions, disposals and reconfiguration 		<ul style="list-style-type: none"> <input type="checkbox"/> <i>Business Plan</i> * <input type="checkbox"/> Financial Performance Report <input type="checkbox"/> Budget 	
<p>2b- Setting and meeting relevant property condition standards</p> <p>Performance Indicator: The provider manages community housing assets in accordance with the specific legal and policy property condition requirements relevant to its jurisdiction</p>	<p>Policies and procedures that deliver a framework for maintaining the condition of properties, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Inspections <input type="checkbox"/> Selection and management of tradespeople/contractors and property /assessors 	<ul style="list-style-type: none"> <input type="checkbox"/> Property Condition Standards. <input type="checkbox"/> Property Condition Report Template <input type="checkbox"/> <i>Tenant Information Handbook*</i> 	<ul style="list-style-type: none"> <input type="checkbox"/> Asset Maintenance Plan* 	<p>Are the qualifications of person doing inspections appropriate?</p>



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>2c- Planning and undertaking responsive, cyclical and lifecycle maintenance to maintain property condition (assert Maintenance)</p> <p>Performance Indicator: 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 <p>Tenants are provided with easy to use information on repairs and maintenance</p> <p>The provider maintains a satisfactory level of tenant and resident satisfaction with maintenance and housing amenity</p>	<p>Policies and procedures that provide a framework for maintaining assets, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>Asset Management policies and procedures</i> <input type="checkbox"/> <i>Tenant Feedback Mechanism/s</i> *(this focus on assessing maintenance satisfaction) <input type="checkbox"/> <i>Selection and management of tradespeople/contractors and property /assessors</i> <input type="checkbox"/> Responsive maintenance <input type="checkbox"/> Cyclical maintenance (including upgrades) 	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Tenant Information Handbook</i> <input type="checkbox"/> Maintenance Records <input type="checkbox"/> Outsourcing agreement (if applicable) between provider and property maintenance services. 	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Asset Maintenance Plan*</i> (annual and 10 years) 	



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>2d- Planning and delivering its housing development program (asset development) – If applicable – usually tier 1 & 2</p> <p>Performance Indicator: The provider plans, monitors and reviews its development program to ensure effective and efficient delivery of new housing</p>	<p><input type="checkbox"/> Partnership and Procurement</p>		<p><input type="checkbox"/> <i>Business Plan*</i></p> <p><input type="checkbox"/> Financial Planning and forecasting</p> <p><input type="checkbox"/> <i>Risk Management plan*</i></p> <p><input type="checkbox"/> Project management methodology</p> <p><input type="checkbox"/> Industry partnerships</p> <p><input type="checkbox"/> Corporate Structure</p>	



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Performance Outcome – Community Engagement

Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>3a- Promoting community housing to local organisations that work with potential residents, tenants or clients.</p> <p>Performance Indicator: The provider engages with relevant organisations using appropriate communication tools to promote community housing and benefits of partnerships</p>	<p>Policies and procedures that provide a framework for community engagement, for example:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Networking and working collaboratively with others <input type="checkbox"/> Promoting Community housing and the service <input type="checkbox"/> Media, marketing and communication 	<ul style="list-style-type: none"> <input type="checkbox"/> Promotional Materials (community). <input type="checkbox"/> List (and details) of any partnership agreements with other services or companies. 	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Business Plan*</i> <input type="checkbox"/> Strategies/plans demonstrating community engagement initiatives. 	
<p>3b- Contributing to place renewal and social inclusion partnerships and planning relevant to the provider's community activities</p> <p>Performance Indicator: The provider works with others to maximise positive economic and social outcomes for tenants and the community through social inclusion</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Social Inclusion partnerships and planning <input type="checkbox"/> Community Development 	<ul style="list-style-type: none"> <input type="checkbox"/> List of proposed formal partnership arrangements through which the provider contributes to place renewal. <input type="checkbox"/> List of proposed formal partnership arrangements through which the provider contributes to social inclusion 		



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Performance Outcome – Governance

Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>4a- Ensuring coherent and robust strategic, operational, financial and risk planning.</p> <p>Performance Indicator: The governance 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 related party arrangements e.g. through a group structure agreement, service level agreement, partnership agreement or contract).</p>	<p>Policies and procedures that deliver a framework for governing the organisation, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Governance /organisational Structure including subcommittees <input type="checkbox"/> Board Roles and responsibilities <input type="checkbox"/> Conflict of Interest <p>Policies and procedures that provide a framework for setting implementing and scrutinising strategic direction including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Operational Planning <input type="checkbox"/> Strategic Planning <input type="checkbox"/> Risk Planning <input type="checkbox"/> Business Planning <input type="checkbox"/> Financial Planning 	<ul style="list-style-type: none"> <input type="checkbox"/> Constitution <input type="checkbox"/> Annual Report <input type="checkbox"/> Governance Manual/Induction Kit <input type="checkbox"/> Sample of Governance Body meeting minutes, action items and agenda. <input type="checkbox"/> Insurance register <input type="checkbox"/> Organisational Structure. <input type="checkbox"/> Third party arrangements, service agreements and contracts. <input type="checkbox"/> Certification or Accreditation of the provider relating to recognised standards. 	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Business Plan*</i> <input type="checkbox"/> <i>Strategic Plans</i> <input type="checkbox"/> <i>Financial Performance Report</i> <input type="checkbox"/> Risk management plan* 	



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>4b- 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>Performance Indicator: 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"> • The roles and responsibilities of the governing body and sub committees • Decision making processes • Managing conflict of interest • Internal business compliance • Selection and performance of the CEO 	<p>Policies and procedures which details the responsibilities of the governing body for decision-making. This could also include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Decision making <input type="checkbox"/> Record keeping of meetings and decisions <input type="checkbox"/> Selecting and reviewing performance of senior staff person. <p>Policies and procedures that deliver a framework for managing the finance of the organisation, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Financial Instructions <input type="checkbox"/> Financial delegations <input type="checkbox"/> Financial reporting requirements <input type="checkbox"/> Conflict of Interest <input type="checkbox"/> Privacy and Information Management 	<ul style="list-style-type: none"> <input type="checkbox"/> Constitution <input type="checkbox"/> Governance Manual/Induction Kit <input type="checkbox"/> Code of Conduct/Governance* <input type="checkbox"/> Schedule of Delegations <input type="checkbox"/> Conflict of Interest Register and forms <input type="checkbox"/> Terms of Reference for relevant sub committees, where appropriate. <input type="checkbox"/> Sample of Board meeting minutes, agendas, reports against business plan. 	<ul style="list-style-type: none"> <input type="checkbox"/> Business Plan* <input type="checkbox"/> Risk management plan* 	



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>4c- Complying with legal requirements and relevant government policies.</p> <p>Performance Indicator: The provider has a system in place to ensure compliance with all applicable legal requirements and relevant government policies</p>	<p>Policies, procedures and systems for ensuring staff and the governing body understand and comply with legal requirements and relevant government policies. This could include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Staff training policies <input type="checkbox"/> Board training policies <input type="checkbox"/> Policy or system for reviewing /updating policies and procedures <input type="checkbox"/> Systems/policy for managing and planning compliance 	<ul style="list-style-type: none"> <input type="checkbox"/> List of compliance requirements including reporting timeframes <input type="checkbox"/> Staff Manuals 	<ul style="list-style-type: none"> <input type="checkbox"/> Staff Assessment and Training Plans 	
<p>4d- Ensuring the governing body has members with appropriate expertise or that such expertise is available to the governing body.</p> <p>Performance Indicator: The provider has a fair and transparent processes in place to ensure the governing body has members with, or access to, an appropriate range of skills and</p>	<p>Policies and procedures that deliver a framework for governing the organisation, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Roles and responsibilities of board of governors, sub committees <input type="checkbox"/> Board recruitment, selection, induction and training 	<ul style="list-style-type: none"> <input type="checkbox"/> Board member contact details including individual skills and expertise. <input type="checkbox"/> Constitution <input type="checkbox"/> Annual Report <input type="checkbox"/> Governance Manual/Induction Kit 	<ul style="list-style-type: none"> <input type="checkbox"/> Business Plan* 	



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>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"> <input type="checkbox"/> Board Performance review and management <input type="checkbox"/> Code of Conduct* <input type="checkbox"/> Board Succession Planning <input type="checkbox"/> Engaging consultants and/or outsourcing procedures. 			



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Performance Outcome – Probity

Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
5a- Establishing and administering a code of conduct. Performance Indicator: 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: <ul style="list-style-type: none"> • Whistle blowing • Conflict of interest • Gifts and hospitality • Procurement 	Policies, procedures and systems which ensure the providers delivers services in an ethical and proper manner, for example: <ul style="list-style-type: none"> <input type="checkbox"/> Code of Conduct/Governance* <input type="checkbox"/> Whistle-blowing <input type="checkbox"/> Gifts and hospitality <input type="checkbox"/> Donations <input type="checkbox"/> Procurement of Goods and Services <input type="checkbox"/> <i>Conflict of interest</i> <input type="checkbox"/> <i>Privacy and information management</i> 	<ul style="list-style-type: none"> <input type="checkbox"/> Gifts register <input type="checkbox"/> Sample of minutes where probity issues have been raised and addressed. <input type="checkbox"/> <i>Conflict of Interest Register and forms</i> 		
5b- Establishing and administering a system of employment and appointment checks.	Policies and procedures that direct practices associated with staff recruitment induction and training including: <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment, selection and employment of staff <input type="checkbox"/> Recruitment, selection and 	<ul style="list-style-type: none"> <input type="checkbox"/> Staff Induction Manual 		



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>Performance Indicator: The provider conducts check for governing body members, employees, volunteers and agents commensurate with the requirements of the position, including in relation to:</p> <ul style="list-style-type: none"> • Referees and previous employment • Criminal records • Bankruptcy • Working with children • Working with aged 	<p>employment of Volunteers</p> <ul style="list-style-type: none"> <input type="checkbox"/> Referee and previous employment checks <input type="checkbox"/> Criminal record checks <input type="checkbox"/> Working with vulnerable people (if applicable) 			
	<p>Policies and procedures associated with board recruitment induction and training, include checking:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Criminal record <input type="checkbox"/> Bankruptcy <input type="checkbox"/> Working with vulnerable people (if applicable) 	<ul style="list-style-type: none"> <input type="checkbox"/> Records such as nomination forms 		
<p>5c- Establishing and administering a system for preventing, detecting, reporting on and reporting to instances of fraud, corruption and criminal conduct.</p> <p>Performance Indicator: The provider's system is consistent with good practice</p>	<p>Policies and procedures that outline the steps to appropriately report, investigate and refer fraudulent, corrupt or criminal conduct for example:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Staff Grievance and Dispute Procedures <input type="checkbox"/> Risk Management 	<ul style="list-style-type: none"> <input type="checkbox"/> Provide examples as to how this has been dealt with in the past (if applicable) 		



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
established by relevant anti-fraud, anti-corruption and anti-crime agencies and professional standards bodies in the relevant jurisdiction				
<p>5d- Maintaining the reputation of the community housing sector.</p> <p>Performance Indicator: The provider notifies the primary Registrar 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</p>	<p><input type="checkbox"/> Policies and procedures that identify when and how the registrar is notified of any notifiable events.</p>			



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Performance Outcome – Management

Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>6a- Demonstrating it uses its assets and funding to meet business goals.</p> <p>Performance Indicator: The business planning process includes an assessment of costs and returns on assets and funding to meet its business goals</p>	<p><input type="checkbox"/> Policies and procedures that oversee the management of the organisations assets and finances.</p>	<p><input type="checkbox"/> Audited accounts and financial statements.</p> <p><input type="checkbox"/> Annual Report</p>	<p><input type="checkbox"/> Business Plan*</p> <p><input type="checkbox"/> Asset Management Plan*</p> <p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Budget</p>	
<p>6b- 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 systems and resources to achieve the intended outcomes of its business.</p> <p>Performance Indicator: The provider's management</p>	<p>Policies and procedures that oversee the Management structures including Human Resources of the organisation. Some examples could be:</p> <p><input type="checkbox"/> Recruitment</p> <p><input type="checkbox"/> Remuneration</p> <p><input type="checkbox"/> Assessment/Review/Evaluation</p> <p>Policies, procedures and systems that provide a framework for managing the organisation, including:</p> <p><input type="checkbox"/> Record keeping and databases</p>	<p><input type="checkbox"/> Organisational Structure</p> <p><input type="checkbox"/> Position Descriptions</p>	<p><input type="checkbox"/> Business Plan*</p> <p><input type="checkbox"/> Staff Assessment and Training Plans</p>	



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Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
structure, systems, policies and procedures are fit for purpose	<input type="checkbox"/> Office management <input type="checkbox"/> Workplace health and safety			



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Performance Outcome – Financial Viability

Performance Requirement	Policies and Procedures	Supporting Documents	Planning Documents	Comments/Actions
<p>7a- Ensuring a viable capital structure.</p> <p>Performance Indicator: The provider monitors and manages its capital structure to achieve its business goals</p>	<p><input type="checkbox"/> Policies and procedures that demonstrate how capital is managed and monitored.</p>	<p><input type="checkbox"/> Financial viability measures data.</p> <p><input type="checkbox"/> Audited accounts and financial statements</p>	<p><input type="checkbox"/> NRS Financial Performance Report</p> <p><input type="checkbox"/> <i>Business Plan*</i></p> <p><input type="checkbox"/> <i>Risk Management Plan*</i></p>	
<p>7b- Maintaining appropriate financial performance</p> <p>Performance Indicator: The provider monitors and manages its financial performance to achieve its business goals</p>	<p><input type="checkbox"/> <i>Policies and procedures that demonstrate how capital is managed and monitored.</i></p>	<p><input type="checkbox"/> Reports to board</p> <p><input type="checkbox"/> <i>Minutes of meetings</i></p> <p><input type="checkbox"/> <i>Governance Manual</i></p> <p><input type="checkbox"/> <i>Board skills</i></p> <p><input type="checkbox"/> <i>Financial delegations</i></p>		
<p>7c- Managing Financial Risk Exposure</p> <p>Performance Indicator: The provider monitors and manages its financial risk exposure to protect its financial interests and the interests of investors</p>	<p><i>Policies and procedures that deliver a framework for managing the finance of the organisation, including:</i></p> <p><input type="checkbox"/> <i>Financial Instructions</i></p> <p><input type="checkbox"/> <i>Financial delegations</i></p> <p><input type="checkbox"/> <i>Financial reporting requirements</i></p>		<p><input type="checkbox"/> <i>Business Plan*</i></p> <p><input type="checkbox"/> <i>Risk Management Plan*</i></p> <p><input type="checkbox"/> <i>NRS Financial Performance Report</i></p>	



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Definitions (see the *Registration Return Guide* for more definitions)

Business Plan

A business Plan typically identifies key aspects of business operations and business development, including but not limited to:

- Strategic objectives of the provider and its strategies to achieve those objectives
- Strategies to ensure delivery of quality services
- Strategy to optimise rent collection and recovery
- Process to ensure activities are financially sustainable
- Risk management plan including a framework for identifying key business risks and mechanisms for managing and mitigating those risks
- Plans for continuous improvements
- Strategies to sustain, expand and develop its housing portfolio including leverage on its portfolio through such avenues as private investment, philanthropic agencies and local government participation
- Strategies to secure additional funds and the sources of those funds

The business plan should be regularly reviewed to measure progress towards the achievement of business and broader strategic goals.

Asset maintenance plan

Asset or property management planning refers to the provider's processes for ensuring properties are well maintained as well as the provider's business and strategic goals in relation to its property portfolio. Asset management involves knowing accurately the value of an asset, protecting the value of an asset, maintaining the value of the asset, ensuring proper use of the asset and ensuring obligations of funding agreements are met.

The appropriate level of expenditure per property can vary due to factors including age and type of property as well as tenant type. The best evidence that a property is well maintained is its condition.

Asset maintenance plans typically:

- Identifies and covers all properties for which the provider has maintenance responsibility
- Is based on condition inspections and lifecycles of major items
- Identifies projected annual maintenance work
- Identifies total cost per year (for at least the first 10 years) for each property and for all properties which link with financial budget/cash flow projections in the financial performance report.
- Has an annual budget for all costs, which includes inflation that is based on the actual maintenance requirements of each property
- Links to annual targets, as set by the provider, for average per property maintenance costs and actual expenditure.

Code of Governance/Code of Conduct

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 staff, the governing body and volunteers have read, understood and will abide by the code of conduct demonstrates a providers commitment to guiding staff and others in ethical conduct. It is recommended that induction processes include training in code of conduct.

Service Standards/Service Charter

Some services, depending on size, may have these documents combined, organised or labelled differently (e.g. as part of the Tenants Handbook). These sources of evidence are focused on explaining what services are offered and the values that are applied across the service.

Feedback Mechanisms

Feedback mechanisms can include but are not limited to: written surveys, suggestion box, verbal feedback sought during tenant contact such as resident meetings. The complaints register could also be a source of feedback.

Risk Management Plan and Register

A risk management plan typically:

- Outlines both insurable and uninsurable risks to the provider
- Details strategies for mitigating unacceptably high risks
- Has risk mitigation strategies
- Has measurable indicators to show the effectiveness of strategies
- Addresses the financial risk associated with general financial controls and any major new projects.

Risk management should identify both financial and non-financial risk to the organisation and implementation strategies to minimise these risks. Effective implementation of risk management is part of business best practice at a corporate and strategic level as well as a means of improving operational activities. Having appropriate insurance cover is also a risk mitigation strategy. The provider should also have current and sufficient insurance cover for their business operations.

Queensland Shelter resources to support providers through the registration process are coming soon. Current products being considered include:

- Model Tenant Handbook
- Model Governance manual



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- Business Planning
- Asset Maintenance Planning
- Tenant Feedback Mechanism/s
- Strategic Planning

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