

Housing Registrar Report 2016–17





The Housing Registrar

Our mission

To protect social housing assets and ensure quality services to tenants by regulating well governed, well managed and financially viable rental housing agencies.

Our vision

A robust, vibrant regulated housing sector that grows affordable housing for the Victorian community.

Four key objectives

- > ensure all housing agencies are viable, well governed and properly managed;
- > protect and ensure accountable use of government assets managed by the affordable housing sector;
- > build confidence in the private sector to invest in and grow affordable housing; and
- > ensure quality and continuous improvement in service delivery and outcomes for tenants.

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Message from the Registrar



I am pleased to present the *2016-17 Housing Registrar Report*, which is the tenth annual report since the Housing Registrar was established in 2005. The report covers the activities of the Housing Registrar for the financial year ended 30 June 2017 including outcomes of the 2016-17 annual regulatory reviews, which are finalised in the subsequent year.

The role of the Registrar of Housing Agencies (Registrar) was created following the enactment of Part VIII of the *Housing Act 1983* (the Housing Act), which provided functions and powers to the Registrar to register and regulate rental housing agencies in Victoria. The aim of the regulatory framework is to ensure viable and well governed housing agencies that effectively use government assets and attract further investment from both the public and private sector.

On 27 March 2018, I was appointed as Registrar by the Governor in Council under section 74 of the Housing Act effective from 1 April 2018 to 31 March 2019. Prior to this I acted in the role of Registrar since July 2016. The Housing Registrar team also welcomed David Schreuder, who was appointed as Director and commenced on 26 March 2018.

We take on these roles, with the sector, regulator and community facing a number of emerging challenges and opportunities, including:

- > an environment where housing affordability is a key focus.
- > a range of new State and Commonwealth policy initiatives intended to address housing affordability by significantly increasing housing stock in the sector. Initiatives include *Homes for Victorians* and the Commonwealth's National Housing Finance and Investment Corporation Bond Aggregator, and
- > a changing regulatory landscape where Victoria has committed to cost effective alignment with the National Regulatory System for Community Housing (NRSCH), however it is not presently a participant.



In June 2018, key members of the Housing Registrar team, Michael Forbes and Sue Bell, took up opportunities to work in other areas of the Department of Treasury and Finance. Michael and Sue have dedicated more than 20 years working in the Housing Registrar. Both Michael and Sue were instrumental in introducing Victoria's community housing regulation in 2005, as the first housing regulatory framework in Australia. Since this time, Michael and Sue played key roles in implementing Victoria's regulatory framework.

I would like to thank Michael and Sue for their contributions to the Housing Registrar and broader community housing sector and wish them every success in their new roles. I would also like to thank the Housing Registrar team, our colleagues at the Department of Health and Human Services (DHHS), Community Housing Industry Association Victoria (CHIA Vic), the members of the Registrar's Advisory Panel and our registered housing agencies for their continued efforts and assistance over the past year.

I look forward to continuing to work closely with the sector and driving positive outcomes for community housing in Victoria.

Yours sincerely
Bernard Gustin

The year in review



NRSCH alignment

Victoria's alignment with the NRSCH intends to lower the barriers for Victorian providers wishing to operate interstate, and interstate providers wishing to operate in Victoria, whilst Victoria maintains its own regulatory system under the Housing Act.

In 2016-17, the Housing Registrar continued its close engagement with the NRSCH. This included involvement in NRSCH Registrar's monthly forums, as well as participation in bi-monthly communities of practice forums involving analyst staff from the offices of each state. Continued information sharing is an important tool for Registrars to improve regulatory practices nationally and for Victoria to explore further opportunities for closer, cost-effective alignment to the NRSCH.

Better regulation in practice

Annual regulatory reviews

Registered housing agencies are required to comply with Performance Standards, in accordance with the Housing Act. As part of this process the Housing Registrar conducts annual regulatory reviews of all registered agencies examining:

- > annual reporting received from registered agencies, including performance against the 13 key performance measures (KPMs) and financial performance results and projections;
- > progress on agreed compliance and improvement actions from the previous year's review;
- > evidence of compliance against Performance Standards, including policies, procedures and the outcomes of projects or improvement initiatives undertaken;

- > feedback from DHHS on:
 - agency performance against lease contracts held with the Director of Housing (DoH);
 - progress of capital development projects; and
 - delivery of services under agreements with the DoH; and
- > any non-routine contact with the agency in the past year including complaints and emerging risks and issues.

Table 1 provides an overview of the outcomes of the Housing Registrar's annual regulatory reviews over the past three years.



Table 1: Outcomes of regulatory reviews over the past three years

	2014-15	2015-16	2016-17
Number of annual reviews conducted*	41	40	39
Number of registered agencies assessed as meeting all Performance Standards	36	39	35
Number of registered agencies assessed as meeting other legislative requirements#	36	30	27
Number of registered agencies assessed as demonstrating continuous improvements#	39	40	39
Number of Performance Standards with assessment outcome of 'Capacity to meet'*	12	4	6
Number of Performance Standards with assessment outcome of 'Does not meet'	0	0	0

* The reduction in annual review numbers over the past three years reflects mergers within the sector.

Assessment outcomes for other legislative requirements and continuous improvements are either 'Yes' or 'No'. The Housing Registrar has more strictly enforced regulatory timeframes resulting in more agencies being assessed as non-compliant against legislative requirements.

* Assessment outcomes against the seven Performance Standards can be 'Met', 'Capacity to meet' or 'Does not meet'. 'Capacity to meet' means the agency is already taking relevant steps to address an issue/s and the Housing Registrar has assessed that the registered agency will return to full compliance in a timely and effective way.

Further information regarding the annual review process can be found in *Our Regulatory Framework* publication, available on the Housing Registrar [website](#).

Sector guidance

Several guidance and information fact sheets were published throughout 2016-17 to promote better regulation across the community housing sector.

Housing registration in Victoria – a guide for interstate organisations

This guide was completed in June 2017 to assist community housing providers registered under the NRSCH to understand Victoria's registration requirements to become a registered housing agency under the Victorian regulatory framework.

Asset Management Good Practice Guide

This guide was published to:

- > ensure registered housing agencies understand the performance requirements of the Housing Assets Performance Standard, including how the Registrar evaluates performance against the standard;



- > encourage agencies to take a proactive approach in assessing their current practices and policies based on their level of asset management requirements and to develop action plans to achieve best practice based on their size and scale; and
- > be used by agencies to consider additional asset management practices that might be needed if they choose to increase size and scale through acquisitions, development or other growth opportunities.

Information sheets

A range of new information sheets were also published by the Housing Registrar during the year on topics including:

- > housing regulation in Victoria – objectives and administration;
- > the regulatory framework;
- > regulation in action;
- > types of housing managed by the sector; and
- > registered housing agencies.

All guidance and information materials are available on the Housing Registrar [website](#).

Sector engagement and communication

Regulatory forums

Biannual regulatory forums were conducted in December 2016 and May 2017, with more than 50 representatives from across the sector.

The December forum included the following topics:

- > trends in results against KPMs from 2010-11 to 2015-16 and the launch of 2015-16 KPM dashboards for individual agencies;
- > implementation of the asset management good practice guide;
- > feedback on annual reporting from agencies and progress on annual reviews; and
- > updates on the Ministerial review of housing regulation and special initiatives included within the Housing Registrar's work plan for the year.

The May forum included:

- > preliminary outcomes on the comparison of Victoria's system with the NRSCH and next steps;
- > updates on planned Community Housing Information Management System (CHIMES) enhancements and website redevelopment;
- > findings from research into public online reporting of performance by regulators;
- > findings from project work to date on increased opportunities for sector feedback to the Housing Registrar; and
- > updates on the Ministerial review of housing regulation and special initiatives included within the Housing Registrar's work plan for the year.

New sector feedback mechanisms

In response to the Minister for Finance's *Statement of Expectations*, the Housing Registrar reviewed existing feedback mechanisms and gathered ideas from registered agencies on options to improve and streamline regulatory processes.



From left: Trudy Ray, Haven; Home, Safe, Mary Horrocks, Sue Farrell and Michael Forbes.

The Housing Registrar introduced a survey for registered agencies to complete regarding their experience of the 2016-17 annual reporting and review process. The results from this survey will be collated in 2018 to inform the approach to the 2017-18 annual review process.

Website redevelopment

The Housing Registrar's refreshed website was launched in May 2017 following an extensive review of its format and content. The website incorporates a new user interface and an adaptive platform that provides a better experience for users when using mobile devices. The website also features new regulatory fact sheets, produced to explain housing regulation and the community housing sector in Victoria.

Newsletter

The Housing Registrar's newsletter, EQUIP, was published in August and November 2016, and March and June 2017. The Housing Registrar sought input from registered housing agencies on new initiatives, developments and other news items for incorporation into the newsletter. Copies of past newsletters can be found on the Housing Registrar's [website](#).

Australasian Housing Institute special commemorative award

The Australasian Housing Institute hosted the Victorian Professional Excellence in Housing Awards ceremony on 18 July 2017 at the Rydges Hotel in Melbourne.

The awards provide an opportunity to showcase social housing successes and the contribution that social housing makes to people's lives. They formally recognise and reward excellence in professional practice at all levels.

The awards featured the inaugural presentation of the Anthony Hardy commemorative award for 'Excellence in Social Housing'. The recipient of the award was Haven; Home, Safe for its Sidney Myer Haven housing development in Bendigo. The award was presented by Anthony's wife Mary Horrocks and Michael Forbes from the Housing Registrar.

Communication with other stakeholders

Registrar's Advisory Panel

The Registrar's Advisory Panel advises the Registrar and makes recommendations on matters falling under the Registrar's statutory powers. The Panel consists of senior executives from DTF and DHHS.

The Panel met as required throughout the year in relation to a range of regulatory issues.

Department of Health and Human Services

The Housing Registrar met monthly with representatives of DHHS' Housing Asset Strategy and Finance area, consistent with the information sharing protocol in place between the Registrar and the Director of Housing. The purpose of these meetings is to exchange information on the performance of the registered sector, housing policy and potential growth opportunities for registered agencies.



Bi-annual meetings were also held with the DHHS' Performance, Regulation and Reporting Branch to exchange information about registered agencies required to undertake accreditation under DHHS and who receive operating grants from the Department.

Complaints management

The Registrar has a legislated role in complaints management. Under subdivision 2 (Dispute Resolution of Part VIII of the Housing Act, the Registrar may investigate complaints by tenants or prospective tenants of registered agencies where these complaints have been referred to, but not resolved, by agencies.

Where there is evidence that a person has complained to the registered agency and is seeking the Housing Registrar's involvement, the Housing Registrar determines:

- > whether the matter falls under its jurisdiction; and
- > if the registered agency's complaints process has been concluded.

If a complaint investigation upholds a complaint against a registered agency, the Registrar may in writing, direct the registered agency to remedy the matter or to take other action to reduce the likelihood of future complaints.

Further information on the Registrar's approach to dealing with complaints is available in the *Our Regulatory Framework* publication, on the website.

Complaints and enquiries addressed by the Housing Registrar in 2016-17 are outlined in Table 2. This data highlights that the Registrar receives a number of complaints from tenants, prospective tenants, neighbours, other social housing stakeholders and the public. Many of these are outside the regulatory role of the Registrar and are referred either to DHHS or to advocacy services or alternative dispute resolution bodies such as the Victorian Civil Administration Tribunal. In 2016-17, 51 per cent (81 out of 159 total enquiries received) were not specifically related to a registered agency. Complaints and enquiries covered a wide range of topics. The most common queries were from members of the public seeking affordable housing.

Table 2: Enquiries and complaints addressed by the Housing Registrar in 2016-17

Enquiries	159
Complaints	20
Ministerial correspondence	28
Total	207

Registered agency enquiries and complaints referred to the Housing Registrar (including those communicated via Ministerial correspondence) increased by 62 per cent over the past three years (from 78 in 2014-16 to 126 in 2016-17).

In addition to handling complaints made to the Housing Registrar, the team also collects annual data on complaints received by each registered agency. Table 3 details complaints activity reported across all registered agencies.



Table 3: Complaints reported across the registered housing sector

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total number of complaints	930	957	811	817	886	881
Total number from tenants/prospective tenants	386	339	361	305	333	388
Tenant/prospective tenant complaints resolved within 30 days (percentage)	85.7	86.1	87.3	83.6	87.4	91.2

The total number of complaints reported across the sector decreased slightly compared to the previous year, while the number of complaints from tenants/prospective tenants increased over the same period. In contrast to the number of complaints, the resolution rate for complaints resolved by agencies within 30 days improved by 3.8 per cent. The number of complaints from tenants/prospective tenants also remained low relative to current tenancies at capacity for the sector (at two percent of 18 122 tenancies).

The registered sector







The registered sector as at 30 June 2017

Housing associations

Aboriginal Housing Victoria Limited
 Common Equity Housing Limited
 Community Housing (Vic) Ltd
 Housing Choices Australia Limited
 Loddon Mallee Housing Services Ltd (trading as Haven; Home, Safe)
 Port Phillip Housing Association Ltd
 Rural Housing Network Limited (trading as Beyond Housing)
 Wintringham Housing Ltd
 Unison Housing Limited

Housing providers

Active Community Housing Ltd
 Bapcare Affordable Housing Ltd
 BAYSA Ltd (trading as Barwon Youth)
 Centacare Housing Services Ltd
 EACH Housing Ltd
 Eastcoast Housing
 Eastern Suburbs Rental Housing Co-operative Limited
 Inner East Social Housing Group Limited
 Launch Housing Ltd
 Mallee Accommodation and Support Program Ltd
 Mission Australia Housing (Victoria)
 Northcote Rental Housing Co-operative Ltd
 Northern Geelong Rental Housing Co-operative Ltd
 Prahran/Malvern Community Housing Inc
 Salvation Army Housing (Victoria)
 Servants Community Housing Limited
 South Port Community Housing Group Inc
 SouthEast Housing Co-operative Ltd
 St Kilda Community Housing Ltd
 Sunshine/St Albans Rental Housing Co-operative Ltd
 The Haven Foundation Ltd

United Housing Co-operative Ltd
 UnitingCare Housing Victoria Ltd (trading as Uniting Housing Victoria)
 Urban Communities Ltd*
 Victorian Women's Housing Association Limited (trading as Women's Property Initiatives)
 VincentCare Community Housing
 WAYSS Limited
 West Turk Housing and Elderly Services Co-operative Ltd
 Williamstown Rental Housing Co-operative Ltd
 Women's Housing Ltd
 YWCA Housing

* Urban Communities Limited (UCL) merged with Yarra Community Housing in February 2017 to form Unison Housing Limited – UCL intends to deregister during 2018/19.

Snapshot of the sector



2016-17 profile of tenancies

As at 30 June 2017, the total number of tenancies for long term and transitional housing segments was 18 122, compared to 17 618 on 30 June 2016. Long term housing had 2 832 vacancies during the year compared to 3 618 in the transitional housing segment. This result is consistent with the number of tenancy exits. There were 2 021 tenancy exits for long term properties and 2 861 exits for transitional housing properties.

Table 4: 2016-17 profile of tenancies

Long term housing (including rooming houses)			
	Housing associations	Housing providers	Total sector
Tenancies as at 1 July 2016	11 606	2 889	14 495
Exits	1 331	690	2 021
Vacancies	1 900	932	2 832
New tenancies (excluding transfers)	1 630	751	2 381
Tenancies as at 30 June 2017	11 819	2 961	14 780
Transitional housing			
Tenancies as at 1 July 2016	1 351	1 772	3 123
Exits	1 107	1 754	2 861
Vacancies	1 486	2 132	3 618
Tenancies as at 30 June 2017	1 463	1 879	3 342

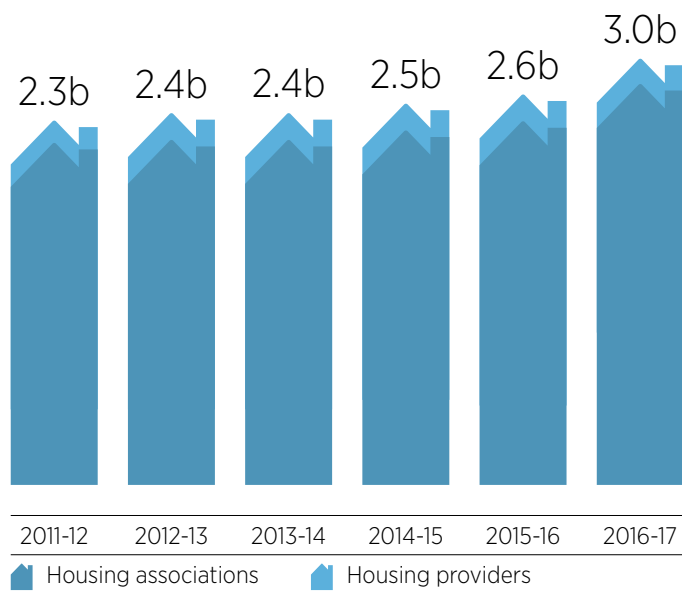
The above figures were reported by registered agencies as part of the 2016-17 KPM data collection. Figures were reviewed, and updated as necessary, during this reporting period.

Financial performance



Total housing assets

As at 30 June 2017, the total housing assets value of the sector increased by 14 per cent to \$3.0 billion. This result was primarily due to growth in the housing portfolio. Total housing assets of housing associations grew by 13 per cent to \$2.9 billion, contributing 90 per cent of the aggregate growth.

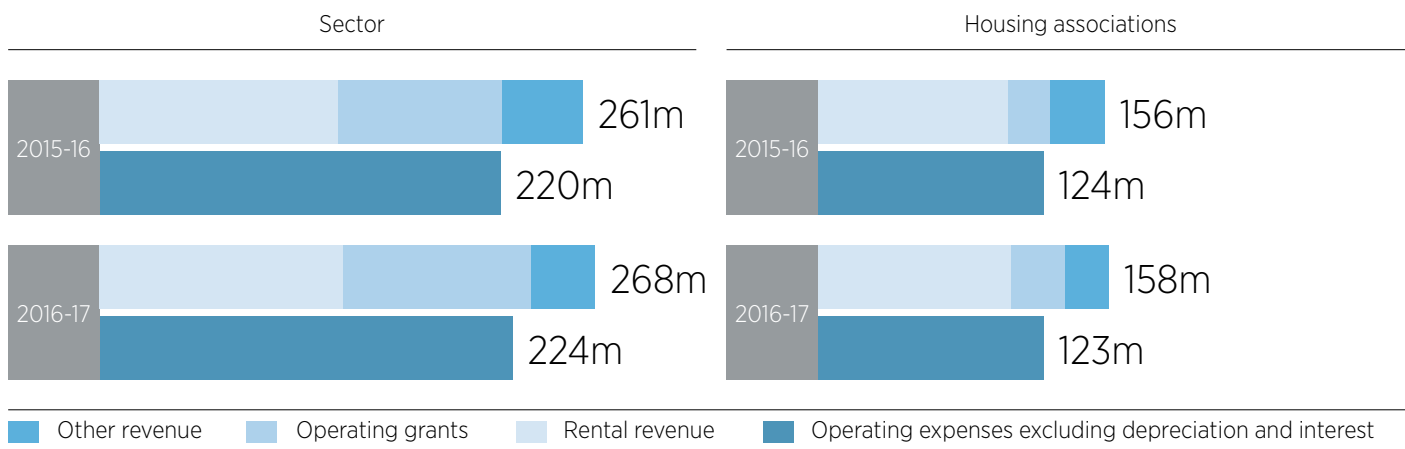


Operating revenue and expenses

Operating revenue of the sector increased by 3 per cent to \$268 million during 2016-17, mainly driven by increases in operating grants (\$14 million).

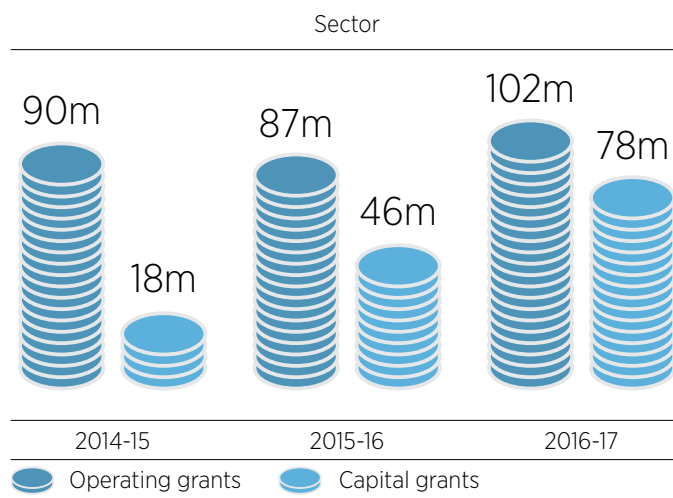
Operating expenses (excluding interest expenses and depreciation) increased to \$224 million in 2016-17, with administration expenses being the largest component (at 67 per cent).

Operating earnings before interest, tax, depreciation and amortisation (EBITDA) of the sector increased to \$44 million during 2016-17, from \$41 million in 2015-16. This increment is attributable to higher operating grants received, partially offset by lower other revenue and higher administration expenses.



Grant funding

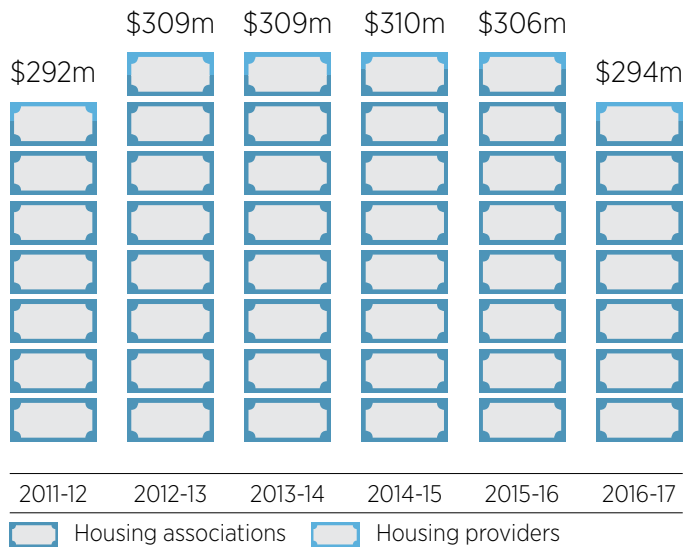
During 2016-17, the sector received \$78 million of new government funding, such as the Rapid Housing Program, as capital grants for development of housing assets. This result is significantly higher than the previous year of \$46 million. Operating grants received similarly increased to \$102 million from \$87 million at the end of 2016-17.



Interest bearing debt

Interest bearing debt for the sector decreased from \$306 million to \$294 million, predominantly due to agencies repaying their debt from free cash flow. The reduction in interest bearing debt in 2016-17 also lowered the average debt to housing assets ratio to 9.9 per cent, compared to 11.8 per cent the previous year.

Higher operating EBITDA and lower interest bearing debt resulted in the increase in interest cover ratio from 2.9 times to 3.2 times



Other financial indicators

Prudential measures	Sector			Housing associations			Housing providers		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Debt to housing assets (%)	12.2	11.8	9.9	12.1	11.9	9.7	13.3	10.1	12.4
Interest cover (based on Op. EBITDA)	2.7	2.9	3.2	2.3	2.4	2.7	7.9	8.4	12.9

Liquidity

Liquidity is measured in terms of the working capital ratio. The ratio reflects the relative proportion of the sector's current assets to its current liabilities, and is intended to show the ability to pay for its current liabilities with its current assets. As at 30 June 2017, the ratio (2.3 times) remained in line with previous years, highlighting the sector's strong working capital.

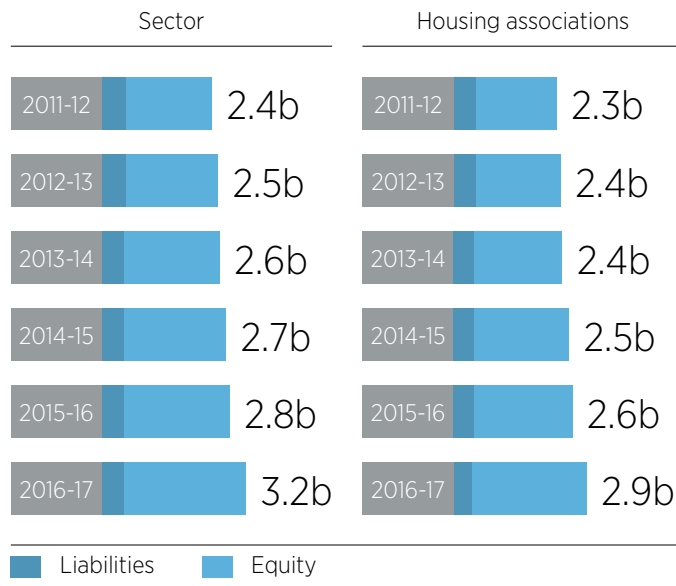
Prudential measures	Sector			Housing associations			Housing providers		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Working capital ratio*	2.4	2.3	2.3	2.3	2.2	2.4	2.8	2.4	2.2

*excludes capital grants received in advance



Capital structure

Equity continues to represent a major portion of total assets as earnings accumulated over a number of years, while liabilities recorded a marginal decrease. The capital structure highlighted for the past six years highlights the equity position. Increased equity and reduced borrowings helped the gearing ratio to drop from 13.0 per cent in June 2016 to 10.7 per cent in June 2017.



Prudential measures	Sector			Housing associations			Housing providers		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Gearing ratio	13.8	13.0	10.7	13.9	13.3	10.7	11.3	8.4	11.3

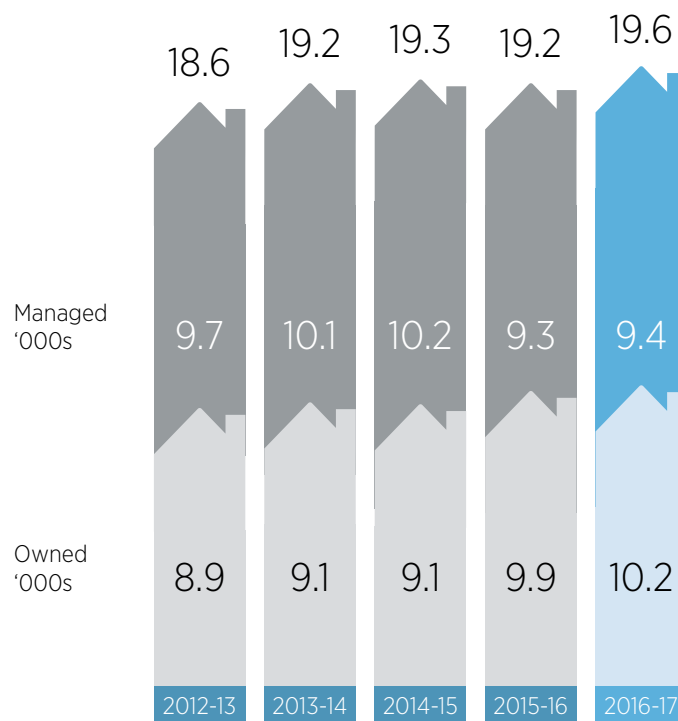
Service delivery



Housing stock

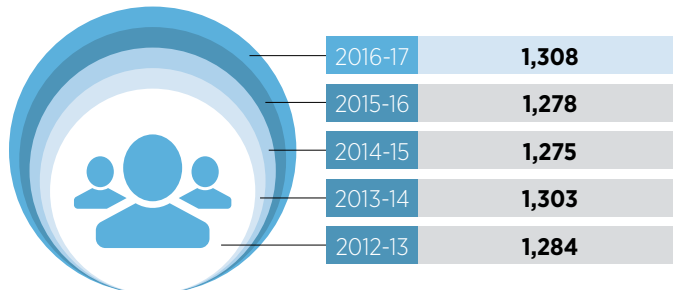
At 30 June 2017, the sector had 19 611 tenancy (rental) units under management, of which housing associations managed 68 per cent and housing providers 32 per cent. Housing associations owned the majority of their stock at 72 per cent. In contrast, housing providers managed 91 per cent of their stock on behalf of the DoH or other third parties. The housing stock increased by almost 400 new units compared to the previous year of which:

- > 47 per cent were newly built or purchased by agencies; and
- > 53 per cent were newly managed by agencies on behalf of a third party.



Staffing

The increase in staff numbers reflects overall growth in the housing portfolio. Staff turnover across the sector averaged 23 per cent, slightly higher than the previous year at 21.2 per cent. This result was mainly due to agency restructures and staff movements for personal reasons.



Turnaround time

Average vacant tenatable (VT) turnaround time of housing stock was 15 days, slightly higher than the previous year of 14.2 days. Average vacant untenatable (VUT) turnaround time was 32.9 days, up from 25.9 days in 2015-16. Housing associations recorded an average VT turnaround time of 19.1 days and VUT turnaround time of 34.2 days. Both results were higher relative to the previous year, at 16.9 days and 26.8 days respectively.

As highlighted above, around 400 new units were added to the sector's portfolio during the year. Tenating new properties may take time and this was one of the key reasons for the increase in VT turnaround time for the year. The increase in the sector VUT rate was mainly due to maintenance, tenant related damage, properties awaiting demolition/ redevelopment and capital works.

	Sector					Housing associations				
	2012-13	2013-14	2014-15	2015-16	2016-17	2012-13	2013-14	2014-15	2015-16	2016-17
Turnaround time (days)										
Vacant tenatable	16.8	17.1	15.3	14.2	15.0	23.6	24.1	17.4	16.9	19.1
Vacant untenatable (long term housing)	20.9	25.8	26.9	25.9	32.9	21	27.8	27.1	26.8	34.2

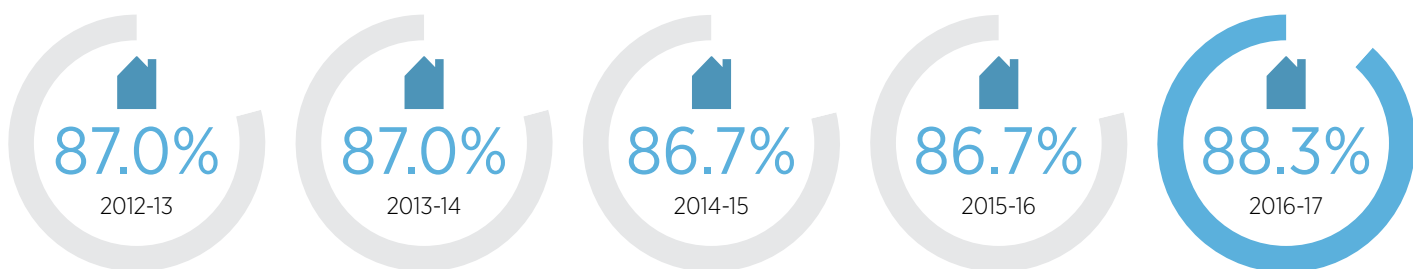
Rent outstanding from current tenants

Average rent outstanding from current tenants as a percentage of total rent was satisfactory at 1.7 per cent. This result is slightly higher than the previous year average of 1.4 per cent.

	Sector					Housing associations				
	2012-13	2013-14	2014-15	2015-16	2016-17	2012-13	2013-14	2014-15	2015-16	2016-17
Rent outstanding from current tenants (%)	1.6	1.6	1.5	1.4	1.7	1.3	1.3	1.4	1.3	1.8



Tenancies maintained



The average for tenancies maintained in long term housing across the sector was 88.3 per cent, compared to 86.7 per cent reported in the previous year. A greater proportion of tenancies were maintained in long-term housing. The diagram above shows a consistent trend over the past five years. Housing associations reported a rate of 89.5 for tenancies maintained, slightly higher than previous year's result of 88.7 per cent.

Tenant satisfaction – housing services

Registered housing agencies conduct tenant surveys to understand the tenants' satisfaction and experiences in various areas including maintenance, housing services and consideration of views. The survey results, as reported to the Housing Registrar, highlighted that 87.8 per cent of tenants were satisfied with the housing services provided. The result for housing associations was 84.4 per cent. Notably, over the past three years, the results for this KPM have remained consistently between 84 per cent and 88 per cent.

Tenant satisfaction – consideration of views

This KPM measures tenant satisfaction around consideration of their views by the housing agency. In 2016-17, the total average tenant satisfaction rate for consideration of views was 82.3 per cent. Both the sector and housing associations recorded a significant increase in tenant satisfaction around consideration of views, noting an average 7.2 per cent increase across the sector and 9.2 per cent for housing associations.

Tenant satisfaction – maintenance

All agencies, on average, recorded a satisfaction rating for maintenance of 81.6 per cent, an improvement from the previous year's result of 78.6 per cent. Tenants of housing associations recorded a similar result of 81.1 per cent satisfaction with maintenance – the highest rate recorded since 2013-14.

	Sector					Housing associations				
	2012-13	2013-14	2014-15	2015-16	2016-17	2012-13	2013-14	2014-15	2015-16	2016-17
Tenant satisfaction - housing services (%)	89.2	84.6	88.0	86.9	87.8	92.1	81.2	87.6	84.5	84.4
Tenant satisfaction - consideration of views (%)	85.7	74.8	77.2	75.1	82.3	85.4	67.6	75.6	70.6	79.8
Tenant satisfaction - maintenance (%)	83.1	77.2	80.2	78.6	81.6	81.0	72.7	79.4	76.6	81.1

Housing management and maintenance

Of the urgent repairs requested of housing agencies during the year, 90.8 per cent of the repairs were fully completed within 24 hours. Notably, over the past five years, the results for this KPM have remained above 86 per cent.

Of non-urgent repairs requested, 89.3 per cent were completed in 14 days. This result is consistent with that recorded in previous years.

Overall, reasons for repairs not being completed on time included tenants being unavailable for contractors to access properties, waiting periods for parts (particularly in rural locations) and major repairs required.

	Sector					Housing associations				
	2012-13	2013-14	2014-15	2015-16	2016-17	2012-13	2013-14	2014-15	2015-16	2016-17
Urgent requested repairs completed in 24 hours (%)	89.2	86.5	90.3	91.2	90.8	88.7	90.1	93.0	94.2	90.7
Non-urgent requested repairs completed within 14 days (%)	88.5	91.3	89.3	89.1	89.3	87.6	90.9	90.2	90.7	88.8

Summary financial statements



Income statement (in \$millions)	Housing associations				Housing providers				Sector			
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2014	FY 2015	FY 2016	FY 2017	FY 2014	FY 2015	FY 2016	FY 2017
Rent revenue	96.0	99.8	104.5	106.2	25.9	25.4	26.0	26.8	121.9	125.2	130.5	133.0
Operating grants	20.7	24.6	22.2	29.0	66.9	65.6	65.1	72.6	87.6	90.2	87.3	101.6
NRAS subsidy	10.3	12.0	12.9	12.9	0.7	0.1	0.1	0.1	11.0	12.1	13.0	13.0
Other revenue	7.8	7.0	16.3	10.3	15.1	14.2	13.6	10.5	22.9	21.2	29.9	20.8
Total operating revenue	134.8	143.4	155.9	158.4	108.6	105.3	104.8	110.0	243.4	248.7	260.7	268.4
Admin expenses	53.2	56.6	67.7	70.5	76.1	76.2	75.3	78.9	129.3	132.8	143.0	149.4
Property expenses	37.0	40.0	48.3	45.1	17.7	17.8	17.7	18.7	54.7	57.8	66.0	63.8
Depreciation	13.9	13.7	7.8	15.2	3.1	3.5	3.1	3.1	17.0	17.2	10.9	18.3
Finance costs	17.4	16.8	13.2	13.1	1.5	1.1	1.0	0.7	18.9	17.9	14.2	13.8
Other expense	5.5	7.5	7.8	7.3	3.0	2.6	3.4	3.4	8.5	10.1	11.2	10.7
Total operating expense	127.0	134.6	144.8	151.2	101.4	101.2	100.5	104.8	228.4	235.8	245.3	256.0
Net operating surplus	7.8	8.8	11.1	7.2	7.2	4.1	4.3	5.2	15.0	12.9	15.4	12.4
Capital grants	15.9	16.5	39.9	51.1	3.8	1.9	5.6	26.6	19.7	18.4	45.5	77.7
Other one-off items	24.8	65.5	27.9	279.9	0.0	1.5	1.9	-0.7	24.8	67.0	29.8	279.2
Net surplus	48.5	90.8	78.9	338.2	11.0	7.5	11.8	31.1	59.5	98.3	90.7	369.3

Balance sheet (in \$millions)	Housing associations			
	FY 2014	FY 2015	FY 2016	FY 2017
Cash and short term investments	57.6	65.3	60.8	72.2
Other current assets	20.5	26.6	42.8	27.2
Current assets	78.1	91.9	103.6	99.4
Housing assets	2,294.4	2,420.2	2,468.0	2,806.5
Other non-current assets	24.3	31.6	43.4	40.3
Total non-current assets	2,318.7	2,451.8	2,511.4	2,846.8
Total assets	2,396.8	2,543.7	2,615.0	2,946.2
Interest bearing loan liabilities	1.3	2.5	5.7	1.7
Other current liabilities	87.6	91.1	61.1	60.7
Current liabilities	88.9	93.6	66.8	62.4
Interest bearing loan liabilities	285.2	291.0	286.8	270.9
Other non-current liabilities	57.2	52.9	62.8	54.4
Total non-current liabilities	342.4	343.9	349.6	325.3
Total liabilities	431.3	437.5	416.4	387.7
Net assets	1,965.5	2,106.2	2,198.6	2,558.5
Reserves	74.1	122.2	687.5	708.6
Earnings	1,891.6	1,984.0	1,510.9	1,849.9
Total equity	1,965.7	2,106.2	2,198.4	2,558.5

Housing providers				Sector			
FY 2014	FY 2015	FY 2016	FY 2017	FY 2014	FY 2015	FY 2016	FY 2017
44.2	43.7	47.0	53.2	101.8	109.0	107.8	125.4
5.6	5.2	5.4	8.6	26.1	31.8	48.2	35.8
49.8	48.9	52.4	61.8	127.9	140.8	156.0	161.2
128.3	121.7	134.3	171.1	2,422.7	2,541.9	2,602.3	2,977.6
13.1	16.1	19.9	25.3	37.4	47.7	63.3	65.6
141.4	137.8	154.2	196.4	2,460.1	2,589.6	2,665.6	3,043.2
191.2	186.7	206.6	258.2	2,588.0	2,730.4	2,821.6	3,204.4
0.7	0.6	0.7	1.3	2.0	3.1	6.4	3.0
24.9	22.0	24.1	33.3	112.5	113.1	85.2	94.0
25.6	22.6	24.8	34.6	114.5	116.2	91.6	97.0
21.8	15.6	12.9	20.0	307.0	306.6	299.7	290.9
4.1	4.9	7.5	15.7	61.3	57.8	70.3	70.1
25.9	20.5	20.4	35.7	368.3	364.4	370.0	361.0
51.5	43.1	45.2	70.3	482.8	480.6	461.6	458.0
139.7	143.6	161.4	187.9	2,105.2	2,249.8	2,360.0	2,746.4
22.1	20.2	31.1	42.2	96.2	142.4	718.6	750.8
117.3	123.4	130.4	145.8	2,008.9	2,107.4	1,641.3	1,995.7
139.4	143.6	161.5	188.0	2,105.1	2,249.8	2,359.9	2,746.5

Housing developments



Baptcare Affordable Housing – Norlane Integrated Community

Baptcare Affordable Housing (BAH) was established in 2012 following a decision by the Board of Baptcare to provide affordable housing to low income and disadvantaged households as a mission priority. The decision was part of a major reorientation of Baptcare towards the most disadvantaged members of society and in recognition that human dignity, physical and mental health, family stability, ongoing education and workforce participation are eroded without access to safe, secure and affordable housing.

A vacant school site in Norlane, in the northern suburbs of Geelong, provided the opportunity for BAH to address this mission imperative. As a community hit hard by the declining manufacturing sector, Norlane is now listed on the Socio-Economic Indexes for Areas (SEIFA) as being the second most disadvantaged area in urban Victoria. Eighteen months of community consultation was undertaken to determine how the site could be best utilised to address the needs of the local community. BAH came to better understand the area during this time by local door knocking, public meetings, setting up information tables in local shopping centres, and by visiting other local agencies, businesses and key community leaders. A list of key needs was developed based on community feedback: aged care for those who have lived and worked in the area over

many years, a community centre where social activities and life skills training could be accessed, employment opportunities, healthcare and decent housing.

In response to findings, BAH developed a plan to build a community hub (including a café), a 90-bed (concessional only) aged care facility, and 52 new dwellings (all 6 star environmentally sustainably designed and gold level accessibility). The housing is now fully tenanted. The hub and residential aged care facility are due to be fully completed in October 2018.

The project was funded through a grant of \$7.25 million from the National Regional Development Fund and Baptcare's contribution of \$35 million.

In response to the mission imperatives the project created 100 permanent jobs in the aged care facility and numerous jobs through the community hub and maintenance and gardening of the residential site. GROW (G21 Region Opportunities for Work) Geelong estimated the project will bring \$150 million into the local economy through wages and new jobs over the next five years.

BAH's integrated community will feature healthcare on site, including allied health services, as well as promote opportunities for social engagement (through the hub) and community safety through the creation of a stronger sense of community and jobs.

EACH Housing Ltd – Ringwood and Officer developments

EACH Housing Ltd (EHL) undertook two major housing developments in Ringwood (completed in 2016) and Officer (completed in 2017) to respond to the need for independent living for people with disabilities. The developments include a total of eight fully self-contained units with a kitchen, bathroom, double bedroom, living/dining area and laundry. While the focus of the buildings is on independent, self-contained apartment living, the Ringwood property has shared areas for socialising with family, friends and other residents. The Officer units include a spare bedroom for occasional guests. Importantly, the units are designed to be homes, with great care being taken to eliminate the clinical feel so often associated with accessible living for people with significant disabilities.

Both projects were built on a model of independent yet cooperative living with the provision of supportive technology and carer support. Each development includes carers' quarters, providing an office and sleepover area for the carers. The supportive technology includes tablets for important operations such as front door release, heating, blinds and lighting control. All of these facilities allow residents greater mobility. Careful design of bathrooms and other facilities support tenants' independence.



The Commonwealth Government funded both the Ringwood and Officer developments through the Supported Accommodation Innovation Fund. EACH provided land and funding in excess of \$700 000.

EHL is committed to increasing housing for people with disabilities. It is noted that these new developments deliver only a fraction of the demand for independent living options for people with disabilities. Many of whom are often inappropriately placed in aged care facilities, living at home with ageing parents or other unsuitable arrangements.

Ingoing resident Julia stated: 'I have been becoming increasingly worried about my future as my parents age. My Dad, who does most of my personal care, turned 70 last year and while he is fit and healthy, the reality is that it is only going to be a matter of time before he can't look after me. Also, my parents deserve to be able to do what they want and enjoy life more. Before this opportunity, I wasn't confident I would be funded to live independently in the family home. And I'm terrified of being placed in a nursing home or residential group house with strangers. I currently lead a busy, socially active and happy life. If I am put into care I fear losing everything I love doing. This innovative development supports me to continue to live my life the way I have been, perhaps even better and more independently than before.'



Innovation



Aboriginal Housing Victoria – More Than A Landlord

Aboriginal Housing Victoria (AHV) consistently looks for new ways to support tenants. More Than A Landlord (MTAL) is a tenant engagement pilot program launched in 2016 through a partnership between AHV and The University of Melbourne. It is funded under DHHS' Koolin Balit: Aboriginal health strategy.

MTAL integrates and coordinates tenancy support with support services from a household or family point of view, which is consistent with Aboriginal cultural values. A survey designed and delivered by The University of Melbourne led to improved understanding of tenant and household members' needs, characteristics and aspirations.

The project builds on AHV's LifeSkills program and uses life coaches to strengthen service coordination and engagement. Interested tenants and household members work with a life coach, who assists in developing aspirations and encouraging achievement of them.

The pilot program commenced in the City of Whittlesea and has expanded to include other suburbs such as Preston, Thornbury and Northcote. In the past year, MTAL has worked with more than 35 tenants to achieve around 160 personal goals. These goals range from preparing healthier meals to gaining full-time employment. MTAL has also held a number of major events such as a family Christmas gathering and a day out at Funfields amusement park. These events were attended by 350 tenants and their family members, providing an opportunity for social interaction and further links to wellbeing services.





Aboriginal Housing Victoria – Title transfers

The ownership transfer of the second tranche of property titles in 2017, from the Victorian Government to Aboriginal Housing Victoria (AHV), brought the number of properties owned by AHV to 1 071. AHV celebrated this event on 21 September 2017, with an evening of music and dance in Shepparton, kicked off by the Bangerang Dance Group, a Welcome to Country by Bobby Nicholls and a performance by Kutcha Edwards.

Self-management through ownership of property has been a long-held aspiration of AHV and the Elders who founded it, as well as the current Board and AHV tenants.

This transfer of titles will result in better outcomes for Aboriginal Victorians and remove the cost burden from the Government of rejuvenating the ageing and deteriorating stock. It will also put Victoria at the forefront of progress toward self-determination for Aboriginal people.

The final tranche of title transfers will be completed in 2018 bringing the total number of housing units to 1 522. This will make AHV the largest non-government owner of Aboriginal housing in the country.



Launch Housing – Education First Youth Foyers

On Census night 2016, 27 680 young people (aged between 12 to 24 years) in Victoria were counted as homeless, with 50 per cent estimated to not be involved in education or employment. To help address this issue, Launch Housing, in partnership with the Brotherhood of St Laurence (BSL), opened two Education First Youth Foyers (EFYF) – the Holmesglen Foyer based at Holmesglen Institute’s Waverley campus and the Kangan Foyer based at the Kangan Institute, Broadmeadows. Funded by the State Government, the Foyers are the first of their kind in Victoria and work with young people aged 15 to 26 years old who are at risk of, or experiencing, homelessness.

The Youth Foyer model initially started in France, spread to 140 Foyers in the United Kingdom, and now there are more than 15 Foyer and Foyer-like services in Australia. By providing and combining affordable accommodation, education, training and employment, EFYF help young people break the cycle of homelessness, create opportunities, and lead independent and fulfilling lives.

The EFYF are the first to focus on mainstream education and training as a pathway to a sustainable livelihood. This includes delivering on-site education in partnership with a co-located TAFE; assessing students’ motivation and capacity to learn; and ensuring they complete a mandatory Certificate I course in Developing Independence.

Typically the students stay in a Foyer from six to 18 months while they engage in education and training that they have been previously unable to obtain.



Part of the funding covers an extensive evaluation of the Foyer model, including process, outcomes and financial evaluation. While the full evaluation will be provided at the conclusion of funding in 2018, initial findings based on 100 responses as of December 2017 indicate that the EFYF model has been successful in:

Improving education outcomes

- > 81 per cent of participants have completed the mandatory Certificate I course.
- > Year 12 completions increased from 33 per cent at baseline to 43 per cent at exit.

Improving housing outcomes

- > Reduction in those in crisis accommodation from 32 per cent to 1 per cent.
- > Substantial increase in those living in their own home from 5 per cent to 41 per cent.

Improving employment outcomes

- > Participants engaged in full-time employment increased from 1 per cent to 11 per cent.
- > Increased student employment confidence from 3.65 to 4.30 on a 5-point scale.

Additionally, via surveys, interviews, focus groups and participation measurement, the evaluation is measuring change in living skills and personal development, health and wellbeing, and social and civic participation. So far, there has been a moderate overall improvement in mental health scores and a small increase in financial confidence.

Unison Housing – RMIT partnerships

In 2016, RMIT University and Unison Housing launched a partnership combining academic research and industry experience to tackle homelessness and housing affordability issues. The Unison Housing Research LaB will create an evidence base to guide service design and improve the social, economic and health outcomes for tenants and service users.

The LaB's research will examine interventions designed to prevent and resolve homelessness; analyse Unison's administrative data to enable evidence-based decision-making and track the long term outcomes of social housing tenancies.

The flagship project, *Maximising Impact: A longitudinal study of social, affordable and transitional housing tenants*, will track 400-500 new tenancies over a three-year period. It will be one of the largest longitudinal studies of social housing tenants in Australia.

The partnership extends to more than just research, supporting academic partnerships at RMIT and training the workforce of the future through a new course on homelessness at RMIT.

The LaB is led by Professor Guy Johnson as the Research Team Director and Deputy Director Dr Juliet Watson (pictured below).



Unison Housing – Kensington Urban Food Forest

Wheelbarrow loads of energy and support from the local community helped to grow a public food orchard at the Kensington Estate managed by Unison. The Kensington Urban Food Forest provides a sustainable green space within high density living. The project is led by Unison Housing and Jaqueline Van Heerden, a local resident and permaculture designer. With more than 90 species of fruits, berries, nuts, herbs and vegies the Forest has been planned, planted, nurtured and loved by residents, young and old. The vision was realised through a City of Melbourne Community Grant, with open space offered by DHHS. Local residents, living both on the estate and the surrounding neighbourhood, have worked together with Unison and Jacqueline. The Forest aims to provide neighbourhood connection, cultural exchange, outdoor physical and social activity, food education, healthy eating and increase local skills in sustainable gardening.





Salvation Army Housing (Victoria) – Neighbourhood complaints process

Salvation Army Housing (Victoria) (SAHV) has developed a Neighbourhood Response Pack for all staff to more positively respond to complaints by concerned neighbours, or in some cases, concerned neighbourhoods.

The Neighbourhood Response Pack provides useful tools for staff to support them in their roles. This new approach helps staff explain legal requirements and processes to follow in managing any anti-social behaviour by tenants. The pack includes:

- > a flow chart outlining procedures with attached time frames;
- > a complaints chart that neighbours can use to log complaint incidents;

- > a consent form for information disclosure; and
- > a handout explaining that tenants may be given access to the information.

Key information is also summarised in an easy to understand fridge magnet.

SAHV's new approach allows neighbours the opportunity to better understand the *Residential Tenancies Act (1997)*, expectations contained therein and the rights and responsibilities that the agency must meet.

Since implementing this system of responding to complaints, SAHV has found that repeat phone calls ceased in 85 per cent of cases. Staff have also found that

neighbours only ring to see if next steps have been taken. The tone of conversations has also changed between staff and neighbours and there is an improved sense of understanding on the neighbours' behalf. Staff morale has lifted and previous guarded responses by staff to a neighbour's call have been replaced with happy and helpful responses including 'let me send you some information'.

SAHV shared this tool with the registered housing sector at the December 2017 Housing Registrar Regulatory Forum and is happy to provide copies to any housing agency who would like an information pack.

Spotlight on a registered agency



Servants Community Housing

Servants Community Housing (formerly Servants in Hawthorn) (SCH) was established as an incorporated association in 1986 to manage 'Carrical', a Director of Housing rooming house in Hawthorn. In 2017, SCH became a publicly listed company. Today, SCH manages three houses within the City of Boroondara for 89 medium to long term residents. Most residents are on Newstart or Disability Support payments, many are living with a mental illness and many have experienced homelessness or institutionalisation. SCH provides a safe, welcoming and affordable home.

Service model of care

The SCH model is founded on the belief that every individual is worthwhile. SCH seeks to offer respect, dignity and hope to each of its residents from the moment they arrive. This leads to a carefully crafted approach to the structure of SCH homes and how agency staff select and interact with residents. As a result, people develop a strong feeling of belonging and tend to stay with SCH for many years, enjoying connectedness and a sense of community, fostered by care for each other and the involvement of numerous individuals and organisations in the wider Boroondara community.

Key features of the Servants housing model

The key features of the model are summarised as follows:

- > careful resident selection;
- > a private room for each resident, with furniture and linen provided for 81 rooms, plus eight self-contained flats;
- > live-in housekeepers to help build relationships and community and keep the facility safe and peaceful;
- > house rules applied by residents and management;
- > two cooked meals each day and communal kitchens for residents to cook their own lunches;
- > residents eat together and meet in communal areas;
- > community volunteers care for gardens and run barbeques on weekends;
- > high-quality amenities such as free broadband internet and cable TV;
- > close liaison with residents' carers, families and workers; and
- > two houses with a ban on alcohol.

Women's house

Since inception, SCH has become increasingly aware of the lack of affordable housing for single women in the Boroondara area. Women with low income can often be compounded by family breakdown or violence and mental health issues, leaving too many at risk of homelessness. It recognised that women in this situation may feel very uncomfortable in conventional rooming houses, especially given the predominance of men in this domain.

To help address this problem, SCH is planning to open a small, women-only rooming house in 2018, in collaboration with Hawthorn West Baptist Church. It is funded by the Federal Government and the Boroondara Cares Foundation. It will provide safe and secure accommodation for single women, with a live-in housekeeper. The women will share household tasks such as cooking and cleaning, and will be able to stay long-term.



Community engagement

One of the most important and integral features of SCH's mode of operation is the engagement of the broader community in the life of the residents and the organisation. Examples include:

- > local catering company Damn Fine Food cooked a special five-star meal for residents from all three houses to meet and mingle, along with staff and Directors. Based on connections made at this event, one resident is now working with Damn Fine Food;
- > Melbourne's 'Streets Barber' Nasir Sobhani and his team visit regularly and provide residents with smart new haircuts. The team also includes an optometrist. These are services that people on low incomes often miss out on, but they contribute to good health and confidence to interact in the wider community;
- > Ikea Richmond completely refurbished the communal lounge/dining area of one of SCH's houses. It included the installation of a new kitchenette and all the furnishings. More than 50 people attended the thank you afternoon tea, which included musical entertainment by two residents and speeches by a resident and the local Member of Parliament. New bathrooms were installed at another house thanks to local property developers, South Haven Group;
- > Carols at Carrical are held each December with the Sing Melbourne choir, local Rotary clubs and a large crowd from the surrounding community joining residents in singing and entertainment by candlelight;
- > collaborations with local schools have included two beautiful books containing photographs and stories about residents;
- > a theatre show 'Voices' to raise awareness of homelessness and mental illness; and gardening for community service;
- > the Patchwork and Quilters Guild of Victoria created a beautiful handmade patchwork quilt for every new resident that then belongs to them; and
- > fundraising is also often a community event for SCH. Residents and supporters combine to participate in Run Melbourne, Josh Frydenberg's annual Giving Tree, providing Christmas gifts for residents, and a mini-bus funded by North Balwyn Rotary, which can be used for resident outings.

Tenant selection

SCH provides accommodation for single people over 25 years of age. Males make up 95 per cent of the total number of current residents. The new women-only house will expand the options for women to join the community in an environment that feels comfortable.

Eligible applicants must be on a low income, and although the houses have some support, residents must be able to live independently. Prospective applicants are asked to visit in person for an interview, take a tour of one of the properties and then complete an application form. New residents are selected, based on their fit for the particular house.

Tenancy exit

Many residents plan to live the rest of their lives with SCH, and some have. Most of those who move on do so when they reach the point where other accommodation is more suitable. This can include moving to supported residential accommodation when more care is required or private rental when an individual's life circumstances and living skills have improved. Where tenancy issues do arise, extensive discussions with the person and their workers and carers are carried out to try to resolve issues. Occasionally residents will be asked to leave in order to preserve the safety and community in the house.

A resident's story

Debra is a former SCH resident. She is a gentle, quietly spoken lady in her early 50s, now living in a comfortable unit with a beautiful rose bush in the front. She gets on well with her neighbours and enjoys the sounds of children playing at the primary school down the street. She is studying to be a counsellor and seems at peace. 'I always wanted to help vulnerable people become their best selves,' she says. Just over two years ago, when Debra first came to SCH, she was in a very vulnerable place herself: physically, mentally and emotionally drained by her circumstances. She had lost her sense of self and purpose in life.

Debra was once an Officer with the Salvation Army in Qld and NSW. She enjoyed the pastoral work, but left to raise a family and later moved to Melbourne. The family was financially secure and owned a four-bedroom house in the leafy outer suburbs. However, about five years ago, Debra's marriage broke down and she returned to Queensland to her mother and sisters. Six months later she was diagnosed with breast cancer and underwent surgery, followed by a year of chemotherapy and biological treatments. An earlier bout of cancer as a young woman had damaged her pituitary and thyroid glands, leaving her body unable to cope with trauma and stress. This explained the years of exhaustion and inability to return to paid work.

After treatment, Debra returned to Melbourne to try and rebuild her marriage. However, her husband did not want reconciliation and Debra was left without a home. For months she moved from bed and breakfasts to house-sitting to boarding with friends. In the process she reconnected with her faith and church, but the stress of housing instability and her fragile health, devastated her.

A counsellor supported her to heal mentally and emotionally. The counsellor, Wendy, was a friend of SCH and took Debra to visit one of the houses. On that day, one of the four rooms in the women's wing of Romana House became vacant and Debra received an offer to move in. She was delighted to have a place of her own!

With SCH, Debra found stability and independence. She describes Romana House like a city, with safe, private rooms like little houses, corridors like streets and the dining area like a town square where the residents meet to eat and socialise. She formed a strong and continuing friendship with the lady 'next door', as well as getting on well with the male residents. 'I grew up with older brothers, so I was fine with men around,' she said and commented on how residents as well as management looked after each other when mental health crises arose. Servants gives people a chance, she says, and people respond with good behaviour out of gratitude and an understanding of the infrastructure Servants has set up to support and protect them.

Debra's life has come together: she is now feeling healthy and whole. New medications have stabilised her physical and mental health, she is on amicable terms with her ex-husband and reconnecting with her children, and has begun studying counselling again, for her own growth and to support others. Her experiences with SCH and her own difficulties have given her new insights and ease in interacting with people at the margins. After two years with SCH, Debra was ready to take the next step into a new home of her own.

Debra's name has been changed for this story to protect her privacy.

The future



Ministerial Statement of Expectations

A major indicator of future initiatives to be undertaken by the Housing Registrar is the Statement of Expectations (SOE) setting out the key expectations by the Minister for Finance regarding our contributions to the Government's Regulation Reform Program to reduce red tape and improve regulatory practices.

The SOE outlines key governance and performance objectives and targets aimed at promoting greater efficiency and effectiveness in the administration and enforcement of regulation, resulting in reducing its cost impact on businesses, not-for-profit organisations, government service providers and households.

The 2016-17 SOE was rolled over into the new year with minor updates applied, pending the development of a new SOE to apply from 1 January 2018 to 30 June 2019. The Registrar provides a written response to the Minister for each SOE, outlining actions to be taken to meet the Minister's expectations.

Many of the actions outlined in the 2016-17 SOE have been progressed this year, and information on the progress and current status is captured throughout this annual report.

SOE's, together with the Registrar's response, are now published on our [website](#).

Alignment to the NRSCH

In 2018-19, participating jurisdictions will review the NRSCH including barriers for entry by Victoria and Western Australia. Victoria has been invited to participate in the review.

Better regulation

- > Full CHiMES testing will be undertaken to assess the stability of the system and any enhancements will be explored.
- > The regulatory engagement tool will be reviewed to identify opportunities for continuous improvement.
- > Benchmarks for analysing results against KPMS will be reviewed, noting existing benchmarks have been in place since the KPMS were introduced in 2007-08.
- > Intervention guidelines will be reviewed to support clearer communications with the sector.
- > A survey will be developed for registered agencies to assess the performance of the Housing Registrar.
- > A Community Engagement Good Practice Guide will be developed to ensure registered housing agencies understand the performance requirements of the Community Engagement Performance Standard, including how the Registrar evaluates performance against the standard, and to encourage agencies to take a proactive approach in developing community engagement plans that best suit business needs.
- > Online public reporting of agency performance will be explored to support enhanced transparency of individual housing agency performance.

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Department of Treasury and Finance
1 Treasury Place
Melbourne Victoria 3002 Australia
Telephone: +61 3 9651 5111
Facsimile: +61 3 9651 5298
Website: www.dtf.vic.gov.au

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1 Treasury Place, Melbourne, 3002

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