

Performance Standards

Standard 1 – Tenant and housing services

Outcome:

Providers support stable tenancies and deliver quality housing services that comply with the *Housing Act 1983* (Vic) and *Residential Tenancies Act 1997* (Vic).

Requirements:

1. Maintain fair, consistent and transparent tenancy management processes that comply with relevant law and policy.
2. Provide responsive and accessible customer service, with clear service standards and multiple contact options.
3. Manage allocations effectively and efficiently so applicants are housed promptly in homes suited to their needs.
4. Set, explain and apply rents and charges lawfully and transparently, providing tenants with clear information.
5. Support tenancy sustainment through early intervention and referral to support services.
6. Manage tenancy disputes lawfully and proportionately, ensuring eviction is a last resort and tenants with complex needs are supported.

Standard 2 – Housing assets

Outcome:

Homes are safe and well-maintained across their life cycle.

Requirements:

1. Maintain and implement a documented asset strategy and long-term plan aligned to tenant needs and financial capacity.
2. Monitor housing condition and maintenance costs and use insights to optimise outcomes across the life of the asset.
3. Maintain compliance with all building, property safety and essential services obligations, and keep accurate compliance records.
4. Deliver timely responsive repairs and planned maintenance so that housing is kept at or above required standards.
5. Ensure asset planning and upgrades consider energy efficiency, climate resilience, and environmental sustainability, consistent with relevant laws and government policy.

Standard 3 – Engagement and community cohesion

Outcome:

Providers engage meaningfully with tenants and stakeholders, contribute to safe, inclusive neighbourhoods, and work with partners to improve local outcomes.

Requirements:

1. Engage tenants meaningfully in decisions that affect them.
2. Provide accurate, accessible information on rights, services, standards and how to engage or complain.
3. Provide effective processes for complaints, appeals, and feedback that are easy to use, timely, and fair, and that drive improvement.
4. Address anti-social behaviour affecting or involving tenants through timely, proportionate action and partnership with relevant bodies.
5. Engage with tenants and local stakeholders where relevant to support safety, inclusion and community cohesion.

Standard 4 – Governance and Board accountability

Outcome:

Governance is effective, lawful and transparent, with competent oversight of strategy, risk and performance.

Requirements:

1. Maintain a capable governing body with the skills, diversity and information needed to discharge its duties.
2. Set strategy and manage risk; oversee performance, compliance, and the integrity of reporting.
3. Ensure policies, delegations and controls, including for conflicts, related-party and group-entity dealings, support lawful, ethical decision-making and protect tenant rights.
4. Obtain independent assurance (e.g. audits or reviews) commensurate with size and risk, and act on findings promptly.
5. Ensure transparency and accountability to tenants, funders and the Registrar.
6. Comply with legal requirements and relevant government policies, including where functions are outsourced.

Standard 5 – Probity and ethical conduct

Outcome:

High standards of integrity protect tenants, public resources and sector reputation.

Requirements:

1. Prevent, detect and respond to fraud, corruption and misconduct, and maintain appropriate controls and training.
2. Identify and manage conflicts of interest, and manage gifts, benefits and hospitality transparently.
3. Procure goods and services fairly and competitively, with value for money and appropriate due diligence.
4. Protect whistleblowers and investigate disclosures appropriately.

Standard 6 – Management, risk and oversight

Outcome:

Structures, systems and capability underpin reliable service delivery and sound risk management.

Requirements:

1. Maintain a fit-for-purpose organisational structure, policies, systems and workforce.
2. Actively identify, manage and report risks, including financial, service, health and safety, ICT and cyber security risks.
3. Store and handle information securely and lawfully, protecting personal and sensitive data.
4. Oversee the performance of third parties (including ICT and maintenance providers) to ensure service quality and compliance.
5. Continuously improve service delivery through internal performance monitoring and timely operational adjustments.
6. Use tenant feedback, complaints and performance data to drive continuous improvement in housing services and outcomes.
7. Submit complete, accurate and timely regulatory data to the Housing Registrar, retaining supporting evidence.

Standard 7 – Financial viability

Outcome:

The provider remains financially viable at all times.

Requirements:

1. Maintain adequate solvency, liquidity and cash reserves to meet all financial obligations.
2. Prepare budgets and forecasts based on sound assumptions. Monitor actual results against budgets and forecasts and take timely action to address material variances.
3. Manage and monitor financial risks – including counterparty/credit, project funding adequacy, interest rate, covenant and refinancing risks – supported by appropriate stress testing, mitigation strategies and contingency planning.
4. Optimise revenue through effective management of tenancies, tenant mix, and, where appropriate, diversified income streams. Manage expenditure efficiently through effective use of resources.
5. Produce accurate and timely financial reports and comply with audit and regulatory reporting requirements.

Standard 8 – Aboriginal cultural safety, equity and inclusion

Outcome:

Services, homes and engagement recognise Aboriginal self-determination, are culturally safe, trauma-informed and inclusive.

Requirements:

1. Maintain genuine, ongoing partnerships with Aboriginal Community Controlled Organisations, community, and Aboriginal housing and homelessness services, with clear roles, referral pathways, information-sharing arrangements and protocols for engagement.
2. Design and deliver all tenant-facing processes – including allocations, arrears management, complaints, notices to vacate and dispute resolution – in ways that are culturally safe, trauma-informed, and recognise kinship, cultural obligations and connection to community and country.
3. Prevent, identify and respond to racism, discrimination, and culturally unsafe practices by staff, contractors and other tenants, and provide accessible, culturally safe ways for Aboriginal tenants and applicants to raise concerns and have them addressed promptly and fairly.
4. Build and maintain Aboriginal cultural safety and anti-racism capability across the Board, leadership and staff through ongoing training – beyond one-off awareness sessions – and embed culturally safe practice into internal and external operations.
5. Plan and design housing assets that support connection to Country, family, culture and Aboriginal services, where possible. Ensure offices and shared spaces are welcoming and visibly respectful of Aboriginal culture, guided by local Aboriginal input.