
ACHL (NSW) Housing Services

Tenancy User Guide

**Aboriginal Community
Housing Ltd.**

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ABORIGINAL COMMUNITY HOUSING LTD
PART OF THE CHL GROUP OF COMPANIES



Aboriginal Community Housing Ltd (NSW) Tenancy User Guide Housing and Tenancy Policy Framework (Version 1.0)

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1. Overview

Aboriginal Community Housing Ltd. (ACHL) aims to ensure that ACHL:

- Embeds a strong policy foundation and implements good practice measures to ensure fairness and transparency of the management of housing services for its tenants;
- Delivers culturally appropriate and cost effective housing and tenancy management;
- Maintains its housing stock to a high standard through good asset management practices and financial planning for future generations;
- Meets the policy and statutory requirements outlined by the Aboriginal Housing Office (AHO); and
- Maintains National Regulatory System registration approved housing status as a tier two provider and approved housing status with the AHO.

2. Good Governance Practices

To maintain a high standard of delivery of its housing and tenancy management policies and ensure the long term financial viability ACHL has implemented a number of key good governance practices and strategies.

3. Working in Partnership with Local Aboriginal Land Councils (LALC)

3.1. Management Agreements with LALC

ACHL will enter into Management Agreements with LALC. In these circumstances, ACHL will meet the following criteria:

- Sensitive to cultural and local cultural issues
- Have a demonstrated capacity to work with Aboriginal and Torres Strait Islander peoples in the local area
- understands Aboriginal and Torres Strait Islander peoples experiences in the mainstream housing market
- can offer value for money
- Investigate employment of an Aboriginal and Torres Strait Islander trainee's and employees for the life of the tenancy management agreement, including training and development of the trainee
- all ACHL staff to undertake cultural awareness training and be culturally competent as per ACHL Aboriginal Competency Charter

- provides appropriate reporting on rental and repairs and maintenance for the LALC Board; and
- agrees to the conditions of the management agreement and review on a regular basis

In relation to housing matters, under ALRA section 62 (c1) LALC Board function is

- without limiting paragraph (a), to enter into [short-term residential tenancy agreements](#) in relation to [land vested](#) in the Council and to manage or terminate such [agreements](#),

3.2. LALC Board responsibilities

The LALC Board will remain responsible for the following actions/items:

- Approve the current housing waiting list
- Approve succession tenancy and mutual exchange application
- Approve notice of termination of tenants
- Address applicants appeals and complaint requests around housing waiting lists, and mutual exchange application decisions
- Be provided with tenants appeals and complaint requests and outcomes of appeals and complaints

3.3. LALC Boards Annual Review of services

LALC Boards will undertake an annual evaluation of services provided by ACHL that will include review of the Management Agreement and contractual obligations against:

- Bi-Annual tenancy feedback surveys
- ACHL support services
- LALC applicant waiting lists
- Applicant and tenancy complaints and outcomes
- ACHL management agreement
- ACHL housing operations
- to continually review improve practice and focus on positive outcomes for Aboriginal peoples



Aboriginal Community Housing Ltd (NSW) Tenancy User Guide Access and Allocation to Housing (Version 1.0)

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1. Overview

Aboriginal Community Housing Ltd. (ACHL) has sound and unbiased policies and procedures that will ensure that housing is allocated in a fair, equitable and consistent process for eligible applicants. Aboriginal Community Housing Limited does not maintain any Housing Registers but applies to the owner organisation when an ACHL Housing Officer is alerted to a vacancy.

Should there be a dispute regarding the allocation process, the provider may lodge an appeal in accordance with ACHL Appeals Policy.

2. Applying for housing

- Applications for NSW Aboriginal Housing Office – Application for housing are as per AHO application criteria and applications for AHO housing can be made through ACHL partner CHL NSW.
- Applications for NSW LALC – Application for Housing are lodged, accessed and processed by the LALC, ACHL requests an updated waiting list from the LALC at the time of a current vacancy.
- Applications for Aboriginal Housing Co-operatives - Application for Housing are lodged, accessed and processed by the Aboriginal Housing Co-operative, ACHL requests an updated waiting list from the Aboriginal Housing Co-operative when there is a current vacancy.

3. Eligibility for Housing

3.1. General criteria

To be considered eligible for housing with AHO, LALC, Aboriginal Housing Co-operatives and other Aboriginal Housing options, applicants must meet the following general criteria as per the organisation's application requirements.

- a. Aboriginal or Torres Strait Islander Confirmation
- b. Current housing status
- c. Income and asset eligibility criteria
- d. Age requirements
- e. Any other eligibility requirements determined by the housing program

3.2. Aboriginal or Torres Strait Islander Confirmation

It is a requirement that the applicant complete a Confirmation of Aboriginality Form as part of the Housing Application. If the confirmation form cannot be completed, then the applicant should contact the Aboriginal Housing Information Service (AHIS) on 1800 727 555.

The confirmation of Aboriginal and Torres Strait Islander people can only be confirmed by Aboriginal Organisations or people. If required, the confirmation of Torres Strait Islander people can only be confirmed by Torres Strait Islander Organisations or people.

4. Housing Minors

An applicant under 18 years of age (but not younger than 16 years old) will be considered for housing

ONLY if:

- the minor meets all the eligibility criteria; and
- has independent income; and
- the housing need cannot be met by other housing assistance programs; and
- the minor is a main care-giver of a child or sibling or
- the minor has a disability or serious medical condition.

As a precaution, Aboriginal Community Housing Limited will ensure that an independent representative/advocate be engaged to explain the full contents of the Residential Tenancy Agreement. The representative/advocate must explain the agreement to the minor and certify that they understand their obligations of the Residential Tenancy Agreement and that the rent is not more than their capacity to pay or above market rent. A minor should not sign the Residential Tenancy Agreement until it is explained to him/her.

5. Allocation Procedures

Aboriginal Community Housing Limited will ensure that it maintains a transparent allocation process that is fair, just and equitable and abide by its Eligibility and Allocations Policy and related processes. Aboriginal Community Housing Limited will access the appropriate Housing Register and allocate from the register, as per program requirements, to the client that best meets the vacancy, all records and documentation of the allocation will be contained on the tenant files. ACHL will ensure it's updated, accurate and in date order. Aboriginal Community Housing Limited will request waiting list documentation for the allocation of a vacant property. AHO, LALC and Aboriginal Housing Co-operatives waiting list requested documentation will include the following:

- The date of the application;
- Household complement/members;
- The dates of birth of applicants and all household members;
- Age and sex of all household members;
- Bedroom category required;
- Any special needs or cultural requirement which directly affects the design of the house – e.g. modifications as a result of special needs;
- Any medical conditions - these should include what kind of medical condition, and whether it is long term or short term;
- Location requirements;
- Combined Gross weekly total household income for all income earning/ receiving house members (proof of income such as current payslips, group certificates or Centrelink income and asset statement must be provided. If no Centrelink payments are received, then a letter from Centrelink must state nil payments);



Aboriginal Community Housing Ltd (NSW) Tenancy User Guide ACHL Tenant and Family Support Plan (Version 1.0)

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1. Overview

The Tenant and Family Support Plan aims to ensure access to addresses areas in the tenant and families' life that require supports. The Tenant and Family Support Plan is a written document that details the supports, activities, and resources needs required for the tenant and household to achieve goals of housing sustainability and independent living. The Tenant and Family Support Plan is developed to articulate the agreed action plan.

This is achieved through the principles set and held by ACHL Housing Officers:

ACHL Housing Officer Principles

- Be client focused
- Demonstrate consistency
- Show innovation and seek continuous improvement to services
- Have transparent processes
- Allocate appropriate levels of resources
- Share all appropriate information between partners
- Be based on a spirit of cooperation and acting in good faith between partners
- Promote ethical decision making

2. About Tenant and Family Support Plans

2.1. When is it applied?

The Tenant and Family Support Plan is required for ACHL tenants within the first six (6) months of commencing a new tenancy, to achieve goals of housing sustainability and independent living especially new tenants that may have complex needs. It also includes ACHL tenants that require extra assistance to exit the social housing environment. It is to be revised and/or updated as client's needs warrant. It is to be reviewed with the client at a twelve-monthly review and complete a new form if necessary due to changes in tenant and household's situation. The Tenant and Family Support Plan must be revised when a change occurs.

The Tenant and Family Support Plan will be developed with the tenant and household at the first tenant inspection, which is six weeks after the commencement of the tenancy, to ensure the goal of independent living and sustainable housing; The Tenancy worker can provide advice on access to support services and resources, including referrals to support services that have been identified. The Tenancy worker can also advocate on behalf of clients including with Centrelink and relevant Government Departments. If the client has numerous complex issues a referral to an ACHL manager to assist with the individual support plan is required.

2.2. Who takes part in this plan?

The Tenancy worker will work with the tenant and prepare a Tenant and Family Support Plan in conjunction with the tenant and their family. The tenant must agree with the Tenant and Family Support Plan and sign the plan. If the client refuses to sign, the reason for the refusal should be noted at the bottom of the Tenant and Family Support Plan, and that the client was made aware of the right to appeal.

Tenant and Family Support Plan will direct the service and support process to allow for the tenant and their family to make their own choices about how they wish to live their life, thus the tenant and their family are actively involved in the plan's development and implementation.

- Identify the appropriate support services, including referrals to assist in sustaining a tenancy
- Identify tenant and their family's goals and the way these can be achieved, including referrals regarding a holistic approach for clients
- Explore and implement supports that are flexible and wide-ranging

2.3. Is there a priority?

Priority is given to those outcome areas that are the most crucial to successfully sustaining housing, but the Tenant and Family Support Plan looks at the tenant and family's quality of life ensuring supports and outcomes are affective in all aspects of a person's life, such as employment, this contributes to ACHL's

social impact framework. The tenancy team can utilize the Tenant and Family Support Plan aimed at tenants that have the capacity of moving through and out of the social housing environment.

2.4. Referrals

If appropriate, the Tenancy worker may make an internal referral to one of the specialist, financial counselling, and My Foundation youth worker in order to fully ensure all supports are in place for the tenant and their family to allow positive steps towards the goal of independent living. Tenants that may require a referral may have some of the following indicators but not limited to:

- Mental health issues
- Domestic Violence issues
- Medical or health issues impacting on housing
- Drug and alcohol issues

3. Focus Sections within the Tenancy and Family Support Plan

These are the nine key areas within the Tenant and Family Support Plan are:

1. Housing and Tenancy issues (Housing and education focused solutions)
2. Physical Health (Including disabilities, aged care support services, OT's etc.)
3. Mental Health (Including D&A, mental health care etc.)
4. Safety (Child services/Family/Domestic Violence)
5. Finance/money/Legal
6. Education and Training
7. Employment
8. Cultural/Religious needs
9. Social Network

4. Reporting and Monitoring:

Once the Tenant and Family Support Plan is created, the worker who has created it is responsible for both implementing and monitoring the Tenant and Family Support Plan. A six monthly report is required by the responsible party of the Tenant and Family Support Plan to be placed on the tenants file. ACHL managers may utilize the Tenant and Family Support Plan to provide data on what are the trends, identify negative impacts, and provide clarity and strategic focus.

Importantly if a service gap or an issue with accessing a support service for a tenant or a family member then an immediate report to the ACHL Manager is required immediately. The monitoring and reporting is in place to enable ACHL to provide conclusive reporting data that supports our external support services by reporting upwards in Government; i.e. a support service has received a referral from ACHL regarding a tenant, the external service has no funding left to intake this tenant into its service, by reporting on this ACHL are better placed to support that service in a request for more funding.

The reporting will be strategic and continual planning based on the concept of a performance scorecard, providing a graphical representation of the progress over time of the ACHL's tenancy teams key performance indicators, including gaps or blockages in support services delivered and required by ACHL tenants and clients. The performance scorecard reporting mechanism will utilize performance indicators that are clearly identified for both strategic and contributing objectives. This approach will facilitate reporting to Government on gaps faced in areas of our communities. Reporting will deliver a continuous cycle of planning and reporting and continual feedback on performance measures and provide meaningful data that can be utilized to improve service delivery. Below are suggested measures to be included in the performance scorecard reporting.

5. Tenant and Family Support Plan Evaluation and Reporting

5.1. Assessment of system

- How many planned reviews were completed per plan?
- Number of sections/parts work on within the plan?
- Number of completed sections within the plan?
- Number per section (totals of each section)? (Showing focus area trends)
- Number of ACHL Tenancy workers involved in plan?
- Number of outcomes achieved?
- How many plans are overdue?
- Number of tenants and their families with Individual Plan?

5.2. Planning in partnership with client

To include information provided via the tenant and their family joint evaluation

- What worked in the plan?
- What did not work in the plan?
- What changes were needed?
- Overall tenant and family satisfaction with plan?

5.3. Support Services

- Number of Support Services linked with tenant and family within plan?
- Number of Support Services utilized within plan?
- Number of referrals that were rejected by support service and why?

5.4. Decision making at the end of life

- Number of successful support service referrals?
- Number of completed Individual Plans?
- Number of incomplete Individual Plans?

6. Referral Framework

Appropriate referrals to support services are fundamental to ACHL tenants and their families; ACHL's referral processes underpin all stages of a tenant's housing journey and are essential in the provision of supports to tenants and their families presenting with complex issues, especially issues that are negatively impacting on the tenants housing sustainability and ability in living independently.

The ACHL Referral Framework has been developed as a guide for all staff in ACHL and with support services within NSW including the Hastings, Macleay Valley, Nambucca Valley Shire, Coffs District, Far North Coast including Lismore and Tweed Heads, and Northern including Moree and Tamworth. It provides information on how the Referral Framework will operate in practice and documents outputs and key activities so that staff and stakeholders have a clear reference and blueprint on how referrals are to be made, monitored, and reported.

6.1. Purpose

The ACHL referral framework aims to provide a standardized approach to providing referrals to supporting services. ACHL staff will work closely with all support services who provide relevant supports to tenants.

6.2. Framework

The framework is relevant to all ACHL staff involved in Tenant and Family Support Plans who require to make a referral on behalf of the tenant or family member for supports to assist the tenants in sustaining a tenancy and living independently and supports services.

6.3. Documentation

Referral documents are a key tool in integrating appropriate supports with external support service providers and therefore needs to be clear and contain sufficient information to allow the support service provider to provide appropriate supports to the tenant and their family, without disclosing sensitive information that is not relevant to the referral. To support service providers our referral documents must contain sufficient information to facilitate optimal tenant and family support and clearly states the purpose of the referral.

There are four main documents that are a mechanism for facilitating information exchange between service providers.

- Tenant and Family Support Plan
- Client Consent form
- Referral tool box, which contains all relevant information about each service, including their preferred referral documentation, contact information, and how that service receives and processes their referrals.
- The support services preferred referral form

Table 1.	Referral Framework Documents
IP	<p>The Tenant and Family Support Plan aims to ensure access to support services that match the need of each unique household firstly then addresses areas in the tenants and their families life that require supports. There are nine key areas within the Tenant and Family Support Plan are:</p> <ul style="list-style-type: none"> • Housing and Tenancy issues (Housing Solutions) • Physical Health (Including disabilities, aged care support services, OT's etc.) • Mental Health (Including D&A, mental health care etc.) • Safety (Child services/Family/Domestic Violence) • Finance/money/Legal • Education and Training • Employment • Cultural/Religious needs • Social Network
Client Consent Form	<p>Our tenants and their family members need to be aware that their personal information is being disclosed in the referral process. Tenants and their families need to agree to the disclosure of information and sign a client consent forms before any referral can proceed.</p>
Referral Tool Box	<p>The referral tool box contains all relevant information about support services, including their preferred referral documentation, contact information, and how that service receives and processes their referrals, funding restrictions, capacity of service to deliver.</p>
ACHL Support Service Referral Forms	<p>Included in the referral toolbox is each support services preferred referral form. The ACHL also has a generalized Referral form template which incorporates most support services referral required information.</p>

7. Client Consent Form

Client consent is an essential part of the ACHL Tenant and Families support process. The ACHL client consent form is a legal document that clients must sign before a referral can be made to an external service or organization.

Client consent is a formal client agreement to the collection and exchange of their (the clients) personal information and their authorization to use or disclose this information to another, or multiple, support service providers and/or community sectors such as Family and Domestic violence service providers, state and commonwealth government agencies, drug and alcohol service providers mental health service providers, external programs, etc. Client consent is the launch pad for a significant part of the work we do to effectively deliver and coordinate our services. The ACHL client Consent form is located on ACHL SharePoint.

As the client consent form is an important and legal document the following are best practices that are required in each client's consent form:

- Be clear and specific when explaining the consent form to the client, tenant and their family members
- Demonstrate value of the consent form
- Ensure client has full comprehension and understanding of client consent form
- Take your commitments seriously

8. Referral Tool Kit

This is an internal ACHL tool which will contain all relevant information and specific requirements concerning all support services in order to provide the correct referral to the right support service for the client, it is located on SharePoint. The referral tool kits contain the following:

- Service provided – detailed
- Service general information
- Services specific requirements, including any eligibility criteria's
- Capacity of Service (funded for?)
- Main Contact Name and details
- Service Location – Address and coverage area
- Operating times
- Client Consent to share information form
- Required referral form
- Are we in an outreach location with the service?
- Is the service co-locating with us?
- Have we a MOU or Partnership Agreement with the Service.

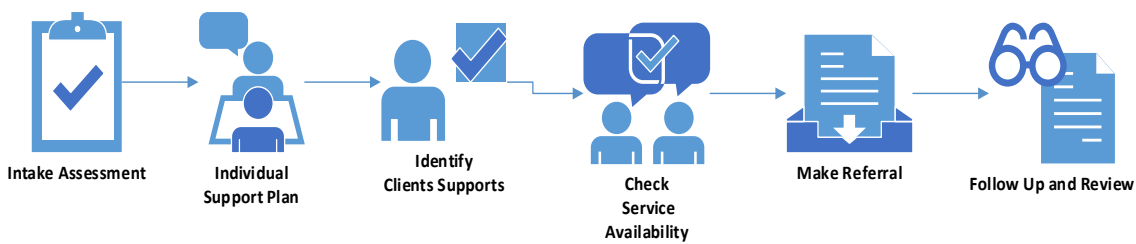
9. Referral Process

The Tenancy worker will develop the Tenant and Family Support Plan with the tenant and their family at the first property inspection which occurs (6) six weeks after the commencement of the tenancy, identifying the appropriate supports required by the tenant and their family members and determining the appropriate level of support needed. The Tenancy Worker will utilize the Referral Tool kit which contains all relevant information and specific requirements concerning all support services to provide the correct referral to the right support service for their tenant and family. Once a referral option is identified, the Tenancy worker will place a referral to the support service directly and as per their specific requirements; and complete a 'warm' referral by phoning the support service directly and establishing the link for the tenant or their family member with the service directly.

Once engaged with the support service, the Tenancy worker will monitor the referral engagement through regular and suitable meetings with the tenant and/or the support worker. The Tenancy worker will continue to build upon their initial Tenant and Family Support Plan to further refine the tenant and their family members goals and path towards achieving sustainable housing and independent living.

The worker that initiated the Tenant and Family Support Plan will track and monitor the tenant or family members engagement with the support service and provide alerts to the appropriate support service and ACHL manger where engagement is not occurring. The worker will also provide continuous monitoring of the effectiveness of the supports put in place for the tenant. The Tenancy worker in regard to tenant's non-engagement, will contact the client and support service to re-establish links. There may also be times where a tenants circumstances change leading to a need to revise the Tenants and Families Support Plan, the Tenancy worker can update the Tenant and Family Support Plan providing new referrals to ensure the correct supports are in place and exiting other supports when client is capable and competent to do so.

10. Flow Chart 1. Referral Process





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1. Overview

Aboriginal Community Housing Limited (ACHL) is committed to providing a rent setting method that is fair and equitable for all Aboriginal and Torres Strait Islander tenants. Rent is collected from tenants to ensure ACHL houses can be properly managed and repaired.

We believe rents need to be fair and equitable, that's why we use the Community Housing rent policy and we encourage organisations that we work with to set rents in accordance with the NSW Community Housing Rent Policy.

2. Purpose

The purpose of ACHL's Rent Policy is to ensure we calculate the rent to be charged to a tenant accurately and from the details provided by them, and to maximise the return on a dwelling without creating hardship for the tenant.

The policy aims to:

- ensure consistency in ACHL's calculation of rents
- ensure that ACHL and their tenants comply with their obligation under their tenancy agreements and NSW Residential Tenancies Act..
- ensure the rent calculated captures the maximum Commonwealth Rent Assistance (CRA), therefore assisting in achieving financial sustainability while ensuring the rent charged is affordable to tenants

(CRA is a rent supplement provided by the Commonwealth Government and paid to people on Centrelink payments to meet the cost of renting, provided they meet eligibility criteria).

ACHL will:

- collect the rent and hold it in a trust account
- apply for subsidies under certain circumstances
- pursue necessary action through the Consumer, Trader and Tenancy Tribunal hearings

3. Rent Calculation

ACHL applies the NSW Community Housing Rent Policy. The commencement of rent setting occurs at the start of a new tenancy or when undertaking a rent review. Rent calculations are to comply with contractual and sector guidelines. ACHL has the capacity to progress tenants from a low rent that does not capturing any CRA to a NSW community housing rent.

Rents are calculated as per NSW Community Housing Rent Policy and/or ACHL Rent Setting Policy and eligible tenants are charged 25% household income, the household rent is determined by family type, plus 100% of CRA, up to Market Rent. The tenant will either pay the market rent or the household rent, whatever is the lower amount.

Contract agreements are checked to ensure that rent percentages required by specific contracts are being met.

All rents will be revised every 6 months to ensure Aboriginal Community Housing Limited remains within this guideline.

4. Rent collecting

Rent is collected from tenants fortnightly to ensure that ACHL houses can be properly managed and repaired and that the costs of rates, insurances and services are met.

Tenants have the following rent payment options:

- Direct debit to the nominated bank account
- Deduction from Centrelink payments

Tenants who opt to pay rent via direct debit will be provided with a rent statement bi monthly. The rent statement will provide the tenant with rent received, rent period, and rental and water arrears if applicable.

Monitoring and reporting of rent payments and arrears will be undertaken every week, month, bi monthly, quarterly by Tenancy staff and rental income is reported to our board.

5. Rent Review

Aboriginal Community Housing Limited (ACHL) conducts income reviews every six months for Social Housing properties and every 12 months for Affordable Housing properties.. The purpose of ACHL's Income Reviews is to ensure we gather details from tenants and do an income assessment to work out how much rent to charge them. The reasons for doing this are to ensure we are charging tenants the correct amount of rent for the next six months, and that it will be sustainable, not creating financial hardship. It is also important to ensure maximum revenue and sustainability for ACHL

Income rent reviews occurs twice per year and are conducted six monthly or whenever a tenant advises a change to their household income.

6. Rent Arrears and Tenant Debt

Rent arrears occur when tenants do not adhere to the amount of rent payable and the date it is due, thereby falling behind with their payments. It is an important role of our Tenancy Worker to follow up with tenants as soon as they begin falling in arrears and assist them to get back on track. It is also an important financial consideration for ACHL as rent arrears reduce its income and service capacity.

ACHL will work very closely with tenants during the first three months of tenancies to build trust and establish regular rent and tenancy related payment practices. This will continue for any tenants who have been identified as experiencing financial difficulties or tending to fall into arrears. ACHL understands that non-payment of rent is one of the primary issues that can place pressure on the sustainability of the tenancy.

ACHL staff will always be able to arrange to have in-person meetings with people to discuss any issues or communications as it acknowledges that written communication, while important for confirmation and evidence, is not always successful in transmitting a message. Aboriginal tenant advisory organisations will be engaged to assist with providing tenants with a full understanding of their rights and responsibilities.

ACHL will work closely with tenants and/or their supports to ensure continuity of payment in changing circumstances, for example, in cases where there is hospitalisation, residential respite or treatment stays and/or short-term imprisonment, rent can still be collected and paid by electronic methods, including Centrepay or Direct Debit.

7. Rent Arrears Actions

ACHL has clear procedures on mitigating rental arrears and management of rent in accordance with NSW Residential Tenancy Act. ACHL manages all tenant debt with discretion in accordance with operating procedures and is committed to ensuring clients are empowered to access support and develop strategies and payment agreements that increase their financial confidence. ACHL will communicate with tenants quickly to take action on minor arrears as it recognises that prevention strategies are more effective than reacting to issues once they develop.

ACHL will ensure good practice in achieving full rent collection and a clear and concise default practice that ensures non-payments of rent are consistently and effectively identified, followed up and resolved. This ensures that our organisation maintains sustainable tenancies.

The way in which ACHL will control and recover arrears will include:

- **Early intervention:** This is so arrears or potential arrears are detected at the earliest possible time through adequate record keeping and monitoring of rent accounts. This can assist tenants from accruing any rental arrears.
- **Appropriate responses:** The accuracy of rent records should be checked before action is taken. Constructive methods of tenant contact should also be adopted. This includes explaining the seriousness of the arrears, sensitive and supportive use of NSW Residential Tribunal to assist tenants recognise the seriousness of their arrears and making formal repayment agreements. Where possible every attempt by ACHL to sustain the tenancy will be made. If all intervention, support, arrears recovery have failed the ACHL may then proceed to take action through the relevant Tribunal which may result in issuing a Notice of Termination to the tenant.
- **Clear policy guidelines:** Clear policy guidelines for dealing with tenant breaches of rent payment will be applied consistently, reliably and fairly. A range of strategies (incentives, persuasion, reminders, support, agreements, direct debit, denial of other housing services) that do not financially disadvantage, harass or deny natural justice to tenants will be made available to encourage the repayment of rent arrears.
- **Focus on repayment and future arrears prevention not eviction:** Where the tenant is in arrears, evictions should be minimised where other solutions can be found to the breach. This avoids the creation of unrecoverable 'bad' debts, additional costs from unpaid rent on vacant property and cleaning costs when a tenant moves out.
- **Clear understanding of the Landlords/Tenants roles and responsibilities in the delivery of housing management support and services:** This is so the tenant receives the best possible service from the housing provider and their support worker(s) without conflict of interest.
- **Bad debt recovery:** This is to establish clear responses for recovery action through the relevant Tribunals.

A tenant must pay and maintain rental payments 2 weeks in advance. A tenant will be considered in arrears if rent is unpaid more than 14 days after the due date, ACHL must attempt to contact tenant in person to resolve any rental arrears issues, all agreements and discussions with tenants about the tenant's arrears or debt is sent to the tenant via a letter. It is imperative that ACHL monitors and keeps accurate records of all their tenants rent received.

Rent Arrears action will start as soon as we become aware of a tenant falling behind in their rent, i.e. ACHL staff run an arrears report weekly to identify tenants in arrears and take appropriate action. ACHL abide by

the NSW Residential Tenancies Act in relation to providing correct notice and undertaking action in relation to tenant's rental arrears.

Rental Arrears Actions Chart

3 to 7 days in arrears	A phone call to the tenant to discuss arrears or missed payment. Letter sent to confirm agreement and conversation.
8 days in arrears	Phone call and Tenant visit with Rent Arrears Agreement. Letter sent to confirm agreement and conversation.
14 Days in arrears	Tenant Visit with Rent Arrears, Consent to liaise Aboriginal Tenant Advice Service and request to ask with support services. Letter sent to confirm agreement and conversation.
21 Days in arrears	Phone call and tenant visit and Notice to Vacate sent to tenant. Tenant Visit with Rent Arrears, Consent to liaise Aboriginal Tenant Advice Service and request to ask with support services. Letter sent to confirm agreement and conversation.

ACHL will seek to resolve tenant rent arrears by utilising a number of tools, these being:

- Rent Arrears Check List
- Rent Arrears Agreement
- Financial Counselling and Supports

Rent Arrears are deemed resolved when a tenant has either paid the outstanding arrears amounts in full or is actively engaged in a payment plan to resolve the arrears amounts. If a tenant stops making these payments, the arrears will be deemed unresolved again and this process must be enacted.

8. Appropriate Communication

ACHL acknowledges that English is a second language for many ATSI people across Australia and that literacy rates for ATSI people are well below the average of non-ATSI people in this country. ACHL also acknowledges that due to this many ATSI people do not have the fully developed functional skills to participate in some communication activities that may appear common to other cultural groups.

ACHL will always use clear and simple language, in its communication with its clients, employees, contractors and visitors. ACHL understands that communication is a "two-way street" and will always seek to ensure that communications are understood, and people always have a right to ask us to continue explaining until they are confident they have understood.

9. Tenant Engagement

ACHL values its relationships with its tenants and understands the importance of early intervention with vulnerable tenants and those most at risk of not being able to sustain their tenancy. ACHL will tailor its engagement with its tenants to meet their needs and ensure the method is appropriate for the environment and circumstance. ACHL housing officers are mentored to ensure that each incident of a failing tenancy is assessed based on its own circumstances and a suitable strategy is developed to work with the client using a capacity building approach. This would take into account various challenges the tenants may have including financial, health, mental health, living skills, responsiveness to contact, age/frailty, youth, incidences of domestic and family violence. This assessment will directly inform the methods and types of engagement used to correct a failing tenancy and support the client into sustainability.

10. Support Coordination

ACHL will work with tenants to identify proactively any additional tenancy skills they require in order to maintain their own tenancies and improve general wellbeing. ACHL will also engage with tenants to identify any other supports, resources or opportunities which would help overcome any barriers to successful tenancies, ACHL utilises a Tenant and family support plan. Acknowledging the importance of separating housing management from provision of support, ACHL will coordinate support for tenants where appropriate, including via referral to support partners.

ACHL Support Coordinators role works with the tenant and family, using a “Whole-of-person, whole-of-circumstances, whole-of-family, whole-of-community” approach. This position works with families on prevention strategies and also partners with Aboriginal services such as Aboriginal NSW Tenancy Advice Service to deliver information and knowledge.

ACHL works closely with tenants and, if required, relevant support providers to assist tenants to maintain their tenancies. This may include resolving neighbour disputes, identifying where tenants may need assistance with household tasks, daily occupations and/or yard work, putting arrears management and debt management plans in place as an alternative to eviction, linking people to support services through agreements and protocols developed with agencies and ACHL would take hardship into consideration.

11. Disputes

ACHL will promptly respond to any disputes that arise in relation to tenancy issues. This includes neighbourhood issues, tenant to tenant issues or issues that affect a tenant based on decisions made by ACHL. ACHL ensures it provides clear and accurate information to tenants and prospective tenants, however, from time to time, a tenant or prospective tenant may feel adversely affected by a decision. If this situation arises, tenants or prospective tenants are encouraged to raise their concerns with their local ACHL office and in case it is needed, utilise ACHL's Client Feedback System, to ensure ACHL has considered their concerns and to ensure that their rent is fair, and financially sustainable and their tenancy is managed in a fair and equitable manner. Refer to the ACHL Complaints and Appeals Policies and the Complaints and Appeals procedures for further information.

12. Changing Needs of Tenants

ACHL acknowledges that tenants' and household members' needs and priorities change over time. ACHL will endeavor to meet tenants' changing needs within program guidelines, legislative requirements and available funding. ACHL will work closely with tenants whose circumstances change suddenly for example as a result of ill health, domestic and family violence, bereavement or other life event, to coordinate additional supports as required.

Requests from tenants to modify their property or transfer to another property as a result of changing needs will be managed fairly and flexibly, taking into account the under/over utilisation of properties, safety issues regarding location and/or family breakdown and any required property modifications.

13. ACHL Policies, Procedures and Frameworks

ACHL will adhere and prescribe to its Policy and Procedure suite and associated Frameworks when managing all issue regarding rent for is customers. This includes, but is not limited to;

- ACHL Tenancy Operations Manual
- ACHL Sustaining Tenancies Policy
- ACHL Rent Setting Policy
- ACHL Eligibility and Allocations Policy
- ACHL Hardship Policy
- ACHL Linking Tenants to Supports Policy
- ACHL Working with Aboriginal and Torres Strait Islander Peoples Policy
- ACHL Customer Feedback Policy
- ACHL Appeals Policy
- ACHL Customer Promise
- ACHL Reconciliation Action Plan
- ACHL Social Impact Framework



Aboriginal Community Housing Ltd (NSW) Tenancy User Guide Tenancy Management (Version 1.0)

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1. Tenancy Agreement

At the commencement of the tenancy the following will be issued by Aboriginal Community Housing Limited to the tenant:

- Completed and signed Residential Tenancy Agreement. Two (2) original versions are completed during the lease sign up with the Tenant receiving one (1) version and Aboriginal Community Housing Limited retaining one (1) version
- Two (2) copies of the Property Condition Report. One (1) copy is to be returned to the Tenancy Manager within 7 days once the tenant has completed the tenant section
- Two (2) Set of Keys
- Rent – CRA form
- Centrepay Deduction and Direct Debit payment details if applicable
- Copy of the New Tenant Checklist published by NSW Fair Trading
- Aboriginal Community Housing Limited Housing and Tenancy Handbook including Complaints and Appeals procedures & Repairs & Maintenance procedures and tradespeople contacts
- ACHL Tenant letter, explaining ACHL tenant experience and what to expect including the next tenant visit and the Tenant and Family Support Plan
- NSW Aboriginal Tenants Advice and Advocacy Service flyer and contact information

The Tenancy Manager must create a tenant file containing the following documents:

- Residential Tenancy Agreement;
- Signed photocopy of keys handed to tenant;
- Signed copy of condition Report. (Tenant is then required to return one (1) of their copies to the Housing Officer within 7 days).
- Signed copy of New Tenant Checklist published by NSW Fair Trading
- Copy of ACHL Tenant letter, explaining the next tenant visit and the Tenant and Family Support Plan

2. Starting a Tenancy

The applicant will be contacted in via telephone and in writing and made a formal offer of the available property.

The successful applicant will be requested to view the property.

If the applicant accepts the property, the following will be discussed:

- The date when the tenancy is to start
- The weekly rent payable
- Water usage payments
- The total amount including 2 weeks rent in advance and bond, to be paid on the day of signing the lease. (Depending on negotiations with payment of bond).

If the applicant accepts the property, then action is to start to commence their tenancy.

If the applicant declines the property:

- Their reasons are to be in writing and will be considered by the owner organisation.
- A decision will be made whether the reasons are valid and accepted and if the offer of another property will be made.
- Aboriginal Community Housing Limited will make 2 offers to each applicant before their application is placed at the bottom of the waiting list.
- The Tenancy Manager will advise the applicant in writing of the decision within seven (7) days.
- The applicant will be informed of their right to appeal the decision. Refer to ACHL Appeals and Complaints.

3. Signing the tenancy agreement

Note: It is important the person signing the tenancy agreement understands the responsibilities they are taking on, it is important that NSW Aboriginal Tenants Advice and Advocacy Service flyer is provided to the new tenant.

At the appointment for signing the tenancy agreement the Tenancy Manager will explain:

- The tenancy agreement to make sure the new tenant understands their rights and responsibilities
- The amount of rent and other tenancy charges such as bond and water charges, and how they are calculated and when they are to start
- How to pay rent and other tenancy charges
- The main policies and procedures of Aboriginal Community Housing Ltd that are relevant to the tenancy

The tenancy starts when the tenancy agreement is signed.

4. After signing the tenancy agreement

Note: The Property Condition Report agent section must be completed before the tenant signs the tenancy agreement and photos must be placed on the file. After signing the tenancy agreement, Aboriginal Community Housing Ltd will issue the following to the tenant:

- Completed and signed Residential Tenancy Agreement. Two (2) original versions are completed during the lease sign up with the Tenant receiving one (1) version and Aboriginal Community Housing Ltd retaining one (1) version.
- Two (2) copies of the Property Condition Report completed by Aboriginal Community Housing Ltd and ready to be filled out and signed by the tenant
 - One (1) copy is to be returned to the Property manager within 7 days once the tenant has completed the tenant section.
 - One (1) copy is kept by the tenant
- Written confirmation of when and how any outstanding property repairs will be completed

- Two (2) Set of Keys.
- Rent details
- Centrepay payment details if applicable
- Direct Debit payment details if applicable.
- Copy of the New Tenant Checklist published by NSW Fair Trading
- Aboriginal Community Housing Ltd Housing and Tenancy Handbook including Complaints and Appeals procedures & Repairs & Maintenance procedures and tradespeople contacts
- ACHL Tenant letter, explaining the next tenant visit which will occur six (6) weeks from the signing of the Residential Tenancy Agreement and information regarding the Tenant and Family Support Plan
- NSW Aboriginal Tenants Advice and Advocacy Service flyer and contact information

5. Participating in the wider community - sustaining tenancies

As a community organisation, Aboriginal Community Housing Limited understands the importance of have good working relationship with government and community organisations to address the extra support needs of our community. Aboriginal Community Housing Limited have a formal MOU with a number of Aboriginal and Torres Strait Islander organisation including the NSW Aboriginal Tenants Advice and Advocacy Service where we have formalised our intention to work together to improve and build community capacity through advice, advocacy, education and training programs to our tenants and to assist us in building good homes and communities by empowering our tenants and communities with knowledge and understanding and making sure ACHL tenants and communities know their rights and responsibilities in relation to the residential Tenancy Act NSW 2010

Aboriginal Community Housing Limited have numerous formal MOU's with numerous Aboriginal and Torres Strait Islander organisations. Having these relationships ensure that Aboriginal Community Housing Limited have adequate and accessible arrangements to ensure those tenants who require additional support needs receive the assistance to maintain their tenancies.

6. ACHL Policies, Procedures and Frameworks

ACHL will adhere and prescribe to its Policy and Procedure suite and associated Frameworks when managing all issue regarding the tenancies of its customers. This includes, but is not limited to;

- ACHL Tenancy Operations Manual
- ACHL Sustaining Tenancies Policy
- ACHL Rent Setting Policy
- ACHL Eligibility and Allocations Policy
- ACHL Hardship Policy
- ACHL Linking Tenants to Supports Policy
- ACHL Working with Aboriginal and Torres Strait Islander Peoples Policy
- ACHL Customer Feedback Policy
- ACHL Appeals Policy
- ACHL Customer Promise
- ACHL Reconciliation Action Plan
- ACHL Social Impact Framework

7. Related legislation, industry frameworks and standards, ACHL policy and procedures

NSW Residential Tenancies Act 2010
NSW Residential Tenancies Regulation 2010
NSW Community Housing Access Policy 2012
NRSCH Regulations
Community Housing Providers (Adoption of National Law) Act 2012 NSW
Privacy and Personal Information Protection Act 1998 (NSW)
Privacy and Personal Information Protection Regulation 2014
Privacy Act 1988 (National)
National Rental Affordability Scheme Act 2008 (National)
ACHL National Housing and Homelessness policies
NSW Program Contracts
ACHL Vacant Property Management Policy and Procedure
Related processes in the NSW Tenancy Manual

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ACHL Customer Feedback Policy (Version 1.0)

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1. Introduction

Aboriginal Community Housing Limited (ACHL) aims to provide a high standard of service in all areas of our operations. We recognise however that there will be occasions when customers and others receiving services from us, providing services to us or significantly affected by ACHL's operations may wish to compliment, comment on or complain about an aspect of our service. ACHL appreciates any feedback that our customers choose to provide and aim to resolve any complaints in a timely manner.

- A complaint is a registered expression of dissatisfaction with a service, lodged by a complainant or their representative. It must relate to a specific occurrence or episode, including the non-delivery of service, which has an impact in the individual complainant. It may be lodged verbally, in writing via post, email or by completing a form available from our office, or online by visiting the website, or over the telephone, or in person.

This policy describes our overall arrangements for responding to comments and complaints. It is supported by detailed operational procedures. The policy and procedure applies to any person[s] who receives, requests or provides a service from or to us, or is significantly affected by ACHL.

2. Aim

The aim of the policy is to ensure that:

- All comments on the standards of services are considered and where appropriate acted upon, with a response provided to the person providing the feedback.
- All complaints are dealt with in a timely manner within the prescribed timeframes, and where possible to the satisfaction of both the complainant and ourselves.
- Any improvements to our policies and procedures identified as a result of a comment or complaint are implemented.
- We perceive comments and complaints as an opportunity for positive action.

3. Principles of ACHL Customer Feedback Policy

3.1. General

ACHL is committed to the efficient and fair resolution of all comments and complaints lodged.

The management of complaints will meet all legislative requirements, industry standards and guidelines and comply with any specific program requirements.

3.2. Visibility

Information on how to provide feedback and/or make a complaint will be available in the form of brochures located at all ACHL offices and on the ACHL website at www.ACHL.org.au.

The ACHL Customer Feedback Policy will be published on the organisation web site and can be requested to be viewed by a customer at any time. This will include information on external bodies that customers can contact to assist in resolving the complaint.

3.3. Responsiveness

All complaints will be dealt with courteously. We will aim to respond within specified timeframes. The current timeframes are detailed in Complaints Indicative Timeframes document and in the ACHL Customer Promise.

3.4. Confidentiality

ACHL staff members shall respect the privacy of complainants and treat all documentation as confidential. A customer's personal information will not be given to another person unless there is lawful reason to do so and/ or with consent. Wherever possible, we will respect the confidentiality of complainants and those being complained about. Where it is necessary to reveal the name, we will only do so with the individual's consent.

3.5. Objectivity

To provide ACHL customers with the opportunity to have feedback received by ACHL and any complaint to be reviewed in a fair and equitable way. To encourage continual improvement in the operational policies and practices of ACHL.

3.6. Accountability

The complaint handling procedure must follow due process and be just to all parties. All complaints will be dealt with fairly and professionally without consequence to the customer or their status as a ACHL customer.

3.7. Accessibility

We will, where necessary, assist those wishing to make a comment or complaint by arranging translation facilities or providing help for those with hearing or sight impairment. An advocate can assist a customer during the complaints procedure.

The person making the complaint may advise ACHL in writing if they wish to authorise a particular person to act on their behalf. The authority will include the advocate's name, contact number and relationship to the customer.

Staff should also acknowledge that some complainants may only wish to make a verbal complaint and in those instances, they should be treated no differently to complaints lodged in writing via post, email or by completing a form available from our office, or online by visiting the website or over the telephone.

3.8. Appeal

A person making a complaint has the right to pursue a formal Appeal Process if they are dissatisfied with the ACHL Complaints Process and subsequent outcome. Any complaint received from a customer that fails to be resolved within the ACHL Complaints Process will be referred to the internal appeal process with the permission of the customer.

Should the customer still not be satisfied with the outcome of this process, they will be referred to an appropriate external Appeal Body for their State and requirements in which ACHL has operational presence. A list of agencies that may assist in resolving the complaint is detailed in the External Avenues of Appeal document.

3.9. Staff

If a complaint involves investigations into staff conduct, ACHL Disciplinary Procedures may be applicable. In the case of complaints being made against the Managing Director, the Board of Management will undertake the investigation.

4. How ACHL aims to achieve these policy principles

4.1. Responsibility

The Manager of each business unit is responsible for ensuring this Policy is implemented. They must:

- ensure the *Complaints Procedure* is adhered to
- ensure that all complaints received are entered into the *ACHL Customer Feedback Register*

4.2. Monitoring

ACHL will:

- record and respond to all complaints received and ensure it is operating effectively and responding to changing needs and circumstances.
- make changes to policies and procedures if this is recommended as a result of a complaint. The approval of the ACHL Board of Directors is required.

5. Related legislation, industry frameworks and standards, ACHL policy and procedures

5.1. Standards

National Community Housing Standards
Department of Human Services Standards

Related legislation, industry frameworks and standards, ACHL policy and procedures (cont.)

5.2. Legislation

Aboriginal Land Rights Act 1983 No. 42 (NSW)
Housing Assistance Act 1996 (COM)
Housing Act. 1983 (VIC)
Housing Act 2003 (QLD)
The Australian Consumer Law, 2011 (ACL)
The Privacy Act 1988
Victorian Charter of Human Rights and Responsibilities Act 2006
Queensland Human Rights Act 2019

5.3. Residential Tenancy Acts

Residential Tenancies Act. 1997 (VIC)
Residential Tenancies Act 2010 (NSW)
Residential Tenancies Act 1987 (WA)
Residential Tenancy Act 1997 (TAS)
Residential Tenancies Act 1995 (SA)
Residential Tenancies and Rooming Accommodation Act 2008 (QLD)

5.4. Codes, frameworks and agreements

National Disability Insurance Scheme (Complaints Management and Resolution) Rules 2018
The National Affordable Housing Agreement
OOH, Homelessness Assistance Program Guidelines and Conditions Funding 2006-2009 (VIC)
Consumer Charter for Community Managed Housing and Homelessness Services
Western Australian Community Housing Regulatory Framework
National Regulatory Code
Victorian Regulatory Framework
The Human Rights and Responsibilities Charter Act 2006 (VIC)

5.5. ACHL related policies and processes

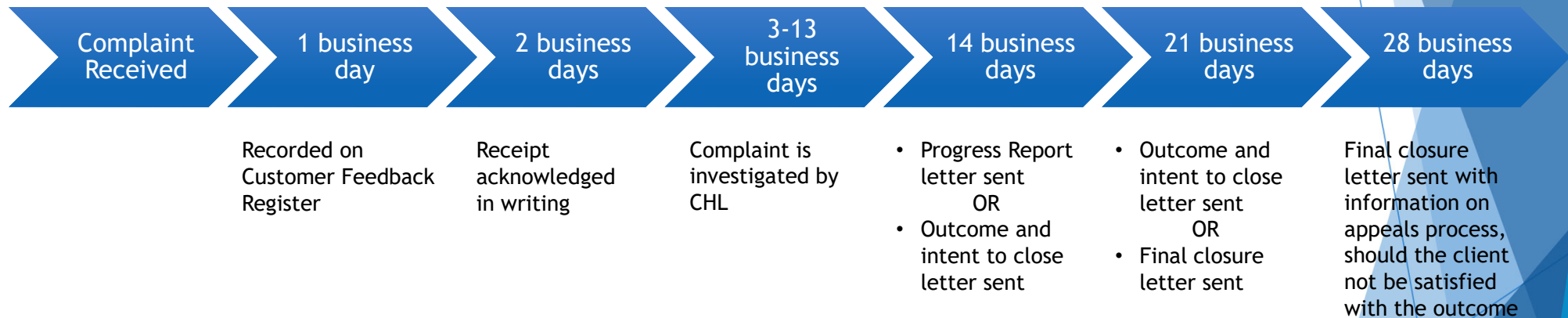
ACHL Housing and Homelessness Policies and Procedures
ACHL Customer Promise
ACHL Complaints Procedure
ACHL Appeals Policy and Procedure
ACHL Disciplinary Action Policy
ACHL Disciplinary Action Procedure
ACHL Tenancy Manual

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ABORIGINAL COMMUNITY HOUSING LTD
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ACHL COMPLAINTS PROCEDURE INDICATIVE TIMEFRAMES





ACHL Appeals Policy (Version 1.0)

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1. Introduction

Aboriginal Community Housing Limited (ACHL) Appeals Policy and Procedure outlines how we will handle dissatisfaction with our decisions, so that we have effective ways to:

- Register, investigate and record appeals
- Uphold customer rights
- Enable customer views to inform how we deliver our housing and other services

This policy applies only to appeals by customers. It does not include disputes and grievances of staff or management, complaints by a customer regarding another customer (or someone else outside the organisation), complaints about the organisation or our customers by people who are not service users, for example, neighbours, funding bodies, real estate agents.

2. Aim

The purpose of the ACHL appeals policy is to:

- Give customers the right to appeal a decision
- Make it easy for customers to exercise that right
- Help us review what is and isn't working well in our organisation.

3. Principles of ACHL Appeals Policy

3.1. Abbreviations and definitions

Term/ Abbrev.	Meaning
Appeal	A user of our service asks for a decision we made to be reviewed
CHP	Community Housing Provider
Complaint	A user of our service tells us they are dissatisfied with our service, standards, practices or policies
Customer	Generic term used to refer to a tenant or an applicant
Stakeholder	A person or organisation other than a customer that may be impacted on by the services delivered by ACHL

3.2. Information and communication

ACHL endeavours to:

- inform our customers about the Community Housing Standards and ACHL's Code of Conduct
- give customers information about the Appeals Policy and procedure and how to access it, if they want to appeal a decision we have made
- intends for its Appeals Policy and procedures to be easy to understand and use for all our customers
- provide clear information in its procedures about who is responsible for processing and dealing with an appeal, how long it takes and how records are kept
- give customers information about the Customer Feedback Policy and procedure and how to access it, if they want to make a complaint.

3.3. Fair, equitable and transparent processes

ACHL seeks to:

- resolve any appeal fairly, without fear of recrimination
- encourage customers to involve their own advocate or support person at any point in the appeals procedure, making it easy for them to do so
- provide customers with information on how to lodge an appeal with an independent external body to ensure the basic social justice principal of a fair hearing

3.4. Commitment to tenant and applicant rights

ACHL will:

- welcome appeals, and lets customers know this
- deal with appeals in the context of its broader customer relations strategy
- respond promptly and appropriately to any request for information about our service, or any concern or objection about our rules, practices or conditions, with the intention of firstly clarifying the customer rights, responsibilities and/or the services provided.

4. How ACHL aims to achieve these policy principles

Customers have the right to ask us to review decisions they disagree with or think are unfair.

4.1. Decisions that can be appealed

The types of decisions that can be appealed include (but are not limited to):

- rental rate assessment
- rejection for rehousing
- not eligible for housing
- not selected for housing
- allocated inappropriate property
- request for property improvements rejected
- complaint handled poorly

4.2. Grounds for appeal

The grounds for making an appeal are that we have not followed our policies and procedures or an applicable regulation or requirement, that our policies and procedures are not fair or that we made a decision without the right information.

4.3. Customers right to lodge an appeal

A customer has the right to lodge an appeal if they disagree with a decision, and the decision is believed to breach the law (e.g. The Residential Tenancies Act, or Anti-Discrimination legislation), regulatory requirements and/or ACHL's policies and processes. Customers may also wish to lodge an appeal if they are not happy with the outcome of an investigation conducted under the ACHL Complaints Process and review.

4.4. Process for making an appeal

The steps in the *Appeals Flowchart* are to be followed, unless the person making the appeal can give good reason why they are unable to use any part of the process. The *Appeals Flowchart* forms part of the ACHL Appeals Procedure and contains the documents *How to Appeal: Information for Tenants and Applicants* and the *ACHL Appeals Form*. These documents are also available separately for use by customers.

5. Related legislation, industry frameworks and standards, ACHL policy and procedures

5.1. Standards

National Community Housing Standards
Department of Human Services Standards

5.2. Legislation

Aboriginal Land Rights Act 1983 No. 42 (NSW)
Housing Assistance Act 1996 (COM)
Housing Act. 1983 (VIC)
Housing Act 2003 (QLD)
Victoria Charter of Human Rights and Responsibilities Act 2006
Queensland Human Rights Act 2019

Related legislation, industry frameworks and standards, ACHL policy and procedures (cont.)

5.3. Residential Tenancy Acts

Residential Tenancies Act. 1997 (VIC)
Residential Tenancies Act 2010 (NSW)
Residential Tenancies Act 1987 (WA)
Residential Tenancy Act 1997 (TAS)
Residential Tenancies Act 1995 (SA)
Residential Tenancies and Rooming Accommodation Act 2008 (QLD)

5.4. Codes, frameworks and agreements

The National Affordable Housing Agreement
OOH, Homelessness Assistance Program Guidelines and Conditions Funding 2006-2009 (VIC)
Consumer Charter for Community Managed Housing and Homelessness Services
Western Australian Community Housing Regulatory Framework
National Regulatory Code
Victorian Regulatory Framework
NSW Housing Appeals Committee Charter
The Human Rights and Responsibilities Charter Act 2006 (VIC)

5.5. ACHL related policies and processes

ACHL Housing and Homelessness Policies and Procedures
ACHL Customer Promise
ACHL Appeals Procedure
ACHL Complaints Policy and Procedure
External Agencies: Complaints and Appeals
ACHL Appeals: Indicative Timeframes
ACHL Tenancy Manual

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ACHL APPEAL PROCEDURE INDICATIVE TIMEFRAMES

