

ABORIGINAL HOUSING BOARD OF VICTORIA

ACN 006 210 546

WORKING TOWARDS THE FUTURE

3rd August, 1990

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Summary of the Forward Plan

Title to the properties

Title to all 725 properties held under the Victorian Aboriginal Rental Housing Program would be transferred from the Office of Housing to the Aboriginal Housing Board which would hold clear title to all its properties with the power to manage and dispose of them as it saw fit.

Communities and housing programs

Communities who wish to manage housing held under the Aboriginal Rental Housing Program will be able to do so, subject to certain conditions. The major conditions to be met include:

- ◆ The establishment of a separate housing management structure;
- ◆ Agreeing to follow housing management guidelines as set by the Aboriginal Housing Board over a trial period;
- ◆ Demonstrating an ability to maintain good rates of rental collection and keep rent arrears under control;
- ◆ The provision of democratic community processes which ensure tenants have a say in the management of their housing.

Consultation with communities

Communities will have greater representation on the Board. The Board will be expanded to 20 elected members, with a minimum of two members per region.

To improve communications with the communities, a newsletter is to become a regular feature. A comprehensive information package setting out tenants rights and responsibilities is also to be prepared.

New guidelines for everything from housing selection to rent collection are to be developed by the Aboriginal Housing Board in consultation with the communities and relevant funding bodies. The process for setting new guidelines will be:

- **First step** - Circulate a draft paper setting out the suggested new policy;
- **Second step** - Hold workshops between Aboriginal Housing Board directors and communities to discuss the new policy;
- **Third step** - The Aboriginal Housing Board finalises the policy taking into account community and funding bodies comments, then re-circulates the final policy.

The Plan proposes that guidelines be reviewed on an annual basis in consultation with the communities. The Board's Annual General Meeting is to become an event for consultation on the guidelines, thereby encouraging a sense of common purpose among tenants and communities.

Property purchase and construction

The Aboriginal Housing Board would decide how many houses were to be bought or built, dependent on capital funds available through the Office of Housing and federally through the Commonwealth State Housing Agreement.

In consultation with the communities, the Board would draw up guidelines concerning:

- ◆ How many new houses each region would get annually;
- ◆ Housing standards, and the purchase and construction price limits to apply;
- ◆ Purchasing and construction procedures to be followed.

The Aboriginal Housing Board will set up its own Spot Purchase and Building Branch which will have all the expertise necessary for assessment of properties, the calling of tenders and the supervision of construction of buildings.

Koori Building Teams may freely tender for contracts using a select tender system whereby a small number of approved firms are invited to compete. All things being equal, Koori Building Teams will be preferred.

Housing allocation

In consultation with the communities, the Aboriginal Housing Board will establish uniform guidelines spelling out the priorities to be followed in selecting tenants.

These will then be applied at the local level through the local Aboriginal Housing Board regional office. Their will then be applied at the local level through the local Aboriginal Housing Board regional office. Their uniformity should ensure everyone gets a fair go.

The Aboriginal Housing Board's Allocations Committee will arbitrate over any tenant selection and priority listing disputes.

Lease conditions and tenant information

A model lease appropriate to the needs of Aboriginal people is to be drafted. The lease will be in plain English and emphasise to tenants their rights and responsibilities in relation to the Aboriginal Housing Board.

A comprehensive Housing Information Kit is to be developed, describing how the Aboriginal Housing Board works. It will also include a directory of all services provided by the Board and any other relevant bodies. Every tenant will receive a copy of this Kit on the signing of their lease.

Maintenance: short and long-term

First port of call for tenants with maintenance problems would be the Aboriginal Housing Board's local, regional office. Maintenance work would be undertaken by contractors (including Koori Building Teams where appropriate) and supervised by the Aboriginal Housing Board maintenance supervisor responsible for the area.

Regional Aboriginal housing officers would receive training in the assessment and supervision of emergency maintenance procedures so they can take responsibility when maintenance supervisors are not available locally.

A long term replacement schedule would be developed for all parts of each house, from floor to roof. A Preventative Maintenance Reserve Fund is to be created, so funds are available for regular upgrading of houses.

Rent assessment

Rent is most likely to be set at 20% of the net income of the household's main breadwinner. Rent assessments and rebate calculations would be undertaken by the Aboriginal Housing Board regional offices.

A panel of review would be established in cases of appeal against a rent assessment.

Rent collection

Tenants will have the choice of either paying rents directly at Aboriginal Housing Board regional offices, by post, by deposit book at a local bank or through direct debits from a tenant's bank account or social security payment.

A central computerised rental receipting system would record all rent paid to the Board.

Where a tenant falls into two weeks arrears, the local Aboriginal housing officer would pay a visit to see what's causing the problem. Continued failure to pay rent would result in proceedings being taken in the Residential Tenancies Tribunal to reach a rental agreement - which is what normally occurs with other public and private tenants.

New management structure of the AHB

Under the proposed Plan, the Aboriginal Housing Board will require a new structure to enable it to effectively address its greatly expanded role as the sole manager of the Victorian Aboriginal Rental Housing Program.

The Aboriginal Housing Board is to adopt a standard company structure with four subcommittees to aid in policy development. The roles of the four sub-committees are Property and Maintenance, Allocation, Finance and Administration and Community Participation and Skills Development. Each committee will be chaired by a Board member, with the power to co-opt other members as required. Each committee will be serviced by a project officer and will have the capacity to engage outside expertise as necessary, following approval by the full Board.

Background to the Forward Plan's Preparation

The Aboriginal Housing Board agreed in August, 1990 to a Forward Plan, which - if adopted - will significantly increase Aboriginal control of the 725 houses held under the Victorian Aboriginal Rental Housing Program.

Adoption of the Plan would finally realise the dream of the communities who founded the Aboriginal Housing Board ten years ago. It gives Victorian Aboriginals a new management structure which would put them firmly in the driving seat.

Currently, the Victorian Department of Human Services, Office of Housing, both sets guidelines and controls how the program is put in place, with the Aboriginal Housing Board acting in a largely advisory capacity. Under the Plan, the Aboriginal Housing Board would set all the guidelines for management of Aboriginal housing and would assume control of all service delivery.

The purpose of the Forward Plan is to set some clear objectives for the future role and functions of the Aboriginal Housing Board and the Victorian Aboriginal Rental Housing Program. The plan outlined here attempts to combine:

- (a) The preferred future role and function of the Aboriginal Housing Board, and the features essential for the carrying out of these activities, as identified by the Board Members themselves in the course of three workshops held with the Board.

These workshops discussed the aspirations of the Board, its future role, its management and a possible structure that would enable it to fulfil the tasks and functions agreed on.

- (b) The consultants' assessment of the feasibility of this role and structure, based on research carried out for the report *Options for Greater Self Management of the Victorian Aboriginal Rental Housing Program*, delivered to the Board in February, 1990. This research included consultations with the majority of local Victorian Aboriginal community organisations, government departments involved in the administration of Aboriginal housing programs, and staff and members of the Aboriginal Housing Board.

Wherever possible, the plan takes into consideration the views, desires and capabilities of the local Victorian Aboriginal organisations, expressed in the course or interviews with these groups carried out as part of the *Options for Greater Self Management report*, mentioned above.

Before final adoption of the Plan, the Board visited each of the communities and consulted with them about proposed changes. Negotiations are expected to begin with state and federal government funding bodies in 1991.

The Plan expands community representation on the Board. In setting new guidelines, a process has been struck which will ensure real, rather than token consultation. A process has also been put in place for communities who wish to manage their own housing under the Aboriginal Rental Housing Program.

The Plan recognises the need for extra staffing and resources if the Aboriginal Housing Board is to take full control. It assumes an increase in the budget of the Aboriginal Housing Board from \$3.6 million to over \$8 million in the first year of operations. Staff levels would rise from 9 to 32 people.

The Forward Plan

The proposal is presented under twelve headings, which reflect the management functions that are essential to any housing management program.

1. Property Selection

How houses are bought or built

- 1.1 Budget allocation disbursed by the Department of Human Services, Office of Housing, from Commonwealth State Housing Agreement (CSHA) funds directly to the Aboriginal Housing Board (AHB). In the longer term the Aboriginal Housing Board (AHB) would deal directly with the Federal Government regarding their housing allocation under the CSHA.
- 1.2 AHB sets guidelines regarding budget allocation, location of properties, housing standards and purchasing procedure. Some flexibility with respect to interpretation of housing standards above the minimum will be acceptable, eg. non-standard items such as air-conditions may be retained and maintained at tenants expense.
- 1.3 Communities are to be consulted in the drafting of minimum, uniform guidelines in house construction and property upgrading, where houses are spot purchased.
- 1.4 AHB to apportion purchasing/construction budget between regions, with assistance of AHB Property Committee (see 8.8). Board Members, staff and Aboriginal Housing Services Officers (AHSO's) to provide information and advice on regional housing demand and needs.
- 1.5 Purchase or construction price limits based on government Valuer-General quarterly averages plus 10% margin. Review on a quarterly basis.
- 1.6 AHB Spot Purchase and Building branch has all the expertise necessary for assessment of properties, the calling of tenders and the supervision of construction of buildings. Where this is not available on staff, the AHB has access to personal with architectural, building, valuation, purchasing and contract administration skills and qualifications, eg. Office of Housing architects.
- 1.7 Koori building teams are to be encouraged in each region. Where they are constructing housing for the AHB, it will be compulsory for them to attend building construction management courses.
- 1.8 Koori Building Teams may freely tender for contracts using a select tender system where a small number of approved firms are invited to compete. All things being equal, Koori Building Teams will be preferred. The Property Committee could consider a limited range of house designs from which communities could choose.

- 1.9** All construction work to be done under standard set in the contract and payments will be made promptly by staff delegated by the Board, subject to work meeting standards set in the contract. AHB Contract Administrators to assess all work.
- 1.10** The Property Committee of the AHB (see 8.8) monitors the quality of stock (eg through inventory and condition reports) and progress of purchase program through annual audits. Board Members to provide ongoing monitoring of the purchasing program in their regions.

While the proposed Property Committee ought to include in its role the consideration of appropriate designs for new constructions, the Board believes it is important that any building should not be too different from other houses in the same street. Throughout Victoria, health and building regulations ensure houses are up to standard.

2. Property Upgrading

Renovation of houses purchased to bring them to a uniform standard

- 2.1** Guidelines set centrally by the AHB. Initially these are to be prepared in consultation with the communities, then reviewed regularly (eg. each year) by the Property Committee with an overall review conducted after three years. Emphasis will be on achieving minimum standards, with the retention of non-standard items interpreted flexibly by the AHB Spot Purchase and Building Branch staff.
- 2.2** Upgrading standards would appear in a Standards and Policy Manual. A schedule of fixed rates will be set by the AHB for all upgrading and maintenance work. AHB Property Committee will arbitrate any disputes arising between Contract Administrators, builders and tenants.
- 2.3** AHB Spot Purchase and Building Branch assesses and documents properties, and prepares an itemised lists of work required to bring properties up to standard.
- 2.4** AHB Spot Purchase and Building Branch to call for tenders, assess contractors and award contracts. Contract Administrators conduct inspections to ensure work is carried out to standard as per contract, and arrange prompt progress payments.
- 2.5** Koori Building Teams and local contractors may freely tender for contracts using a select tender system where a small number of approved firms are invited to compete. All things being equal, Koori Building teams will be preferred.

3. Housing Allocation

How households are selected or houses bought or built

- 3.1** The number of houses per region to be set by the AHB annually with the assistance of the Allocations Committee. Allocation will take into account size and nature of Aboriginal population, eg. proportion of elderly and others in special need. Demographic information will be based on specially developed AHB application form. AHB's Research Officer to develop a comprehensive data base on the housing needs of Victoria's Aboriginal population.
- 3.2** Uniform guidelines establishing criteria for eligibility and priority listing set centrally by the AHB in consultation with communities, using the set three stage process.
- 3.3** Eligibility and priority listings will be developed locally by AHB members and local AHSO's. This listing to be held both locally and on a central data base.
- 3.4** AHB Allocations Committee will arbitrate over allocation and priority listing disputes.
- 3.5** Approved tenants would be able to buy their properties. The proposed Housing Information Kit would include the advantages and responsibilities of home ownership. Only those who could demonstrate a capacity to repay would be approved as purchasers.

4. Lease Conditions and Housing Information

The agreement between households and landlord as to each party's rights and duties

- 4.1** Tenants would be tenants of the AHB.
- 4.2** AHB Allocations Committee develops a model lease consistent with the Residential Tenancies Act and in consultation with the communities. The Aboriginal Legal Service and Tenants Unions to be approached for advice. The model lease should be in plain English and be attractively designed and presented, to emphasise to tenants their rights and responsibilities and relationship to the AHB. The lease will be integral to a Housing Information Kit.
- 4.3** The AHB will develop a comprehensive Housing Information Kit. The Kit will describe the functions and operations of the Board, emphasising it as the custodian of Aboriginal property (ie. housing stock). It will also include a directory of all services provided by the Board and any other relevant bodies. Every AHB tenant will receive a copy of this Kit on signing of the lease. The Kit will act as the reference document for tenant education and counselling.

4.4 The rights and responsibilities outlined in the Kit will be explained face to face by AHSO's to all tenants at the signing of the lease, eg. reasons for eviction such as anti-social behaviour or rental arrears of two weeks.

4.5 Provisions of the Residential Tenancies Act to apply.

5. Rent Assessment

How the amount paid by each household in rent is set

5.1 Uniform rental assessment and rebate formulas to apply statewide, set by the AHB Allocations and Finance and Administration Committees in consultation with the communities. Formulas to be developed with reference to other relevant rent assessment formulas (eg. public housing and rental housing co-ops), with the aim of setting the rent at 20% of the net income of the household's main breadwinner. (In setting rent it must be remembered that rent represents the AHB's sole source of independent and recurrent income and, therefore, its capacity to provide housing services free of external control).

5.2 Rental assessments and rebate calculations would be undertaken by the AHB regional offices monitored centrally.

5.3 The AHB Allocations Committee would act as a panel of review in cases of appeal against the decisions of the AHB's administration of rental assessments.

5.4 Rebates would need to be self-generated through rental income or an additional grant sought for this purpose (see 9.4).

5.5 Existing rental arrears situation to be reviewed prior to the full hand-over of rental collection responsibilities to the AHB.

6. Rent Collection

How the rent is collected

6.1 Containing rent arrears is vital to gaining a management transfer from the Department to the AHB, and as the Board's only source of funds for meeting its ongoing operational costs.

Tenants to pay rents to the AHB either directly at Regional Offices, by post, direct to local bank to be credited to AHB's rental account, or through direct debits from renters bank accounts or social security payments.

6.2 A central computerised rental receipting system would record all rent paid to the Board. Regional offices to have free access to this information, for the purpose of monitoring rents.

6.3 Action to recover rent arrears to be the responsibility of the AHB. A staged recovery process to deal with rent defaulting will be developed in-line with the following:

- ◆ AHSO's to immediately visit households which fall into two weeks arrears;
- ◆ Continued failure to pay rent to result in a request for agreement to direct debit tenant's account or pay personally at AHB regional office;
- ◆ Proceedings taken in Residential Tenancies Tribunal to reach rental agreement;
- ◆ In the last resort, the AHB's Allocation Committee would issue a notice to quit and begin eviction proceedings. Secretary to the Board to be given delegated authority to appear at the Residential Tenancies Tribunal on behalf of the AHB.

7. Maintenance

How houses are maintained in the short and long-term

(i) Short-term maintenance (day to day, emergency)

7.1 Maintenance of all stock is to be the responsibility of the AHB.

7.2 Minimal standards will be established by the AHB. Guidelines for maintenance drawn up by the AHB in consultation with the communities using the set three stage process.

Standards, policies and schedules of fixed rates for maintenance work will be brought together in the Standards and Policy Manual.

7.3 Maintenance work would be undertaken by contractors (including Koori Building Teams where appropriate) and supervised by the Maintenance Supervisor responsible for the region.

7.4 Regional AHSO's to receive training in assessment and supervision of emergency maintenance procedures so they can take responsibility when maintenance supervisors are not available locally.

7.5 Claims for payment for work undertaken are dealt with through regional offices. Maintenance Supervisors have delegated authority from the Board to undertake maintenance works up to the value of a prescribed amount. Under the Residential Tenancies Act tenants can arrange for certain emergency repairs to be carried out, eg. blocked sewerage systems.

7.6 Those involved in maintenance sub-committees required to attend basic maintenance courses.

7.7 Communities delegated control over housing would be expected to undergo basic management training courses, train up a handyman, and would be required to carry out an annual preventative maintenance review of all properties, using the regional Koori Building Team, or approved contractors.

(ii) Long-term maintenance (preventative, on a cyclical basis)

7.5 Guidelines for long-term preventative maintenance drawn up by the AHB in consultation with the communities.

7.6 The AHB Spot Purchase and Building Branch to develop preventative care maintenance schedules, listing the expected life of all house components. This list will be used to develop condition and cyclical maintenance and will provide the Board with a comprehensive property portfolio management system.

7.7 Long-term, cyclical maintenance is planned and undertaken periodically by the Spot Purchase and Building Branch based upon the computerised data base.

7.8 AHB builds into its forward budget estimate the creation of a Preventative Maintenance Reserve Fund. Government to pay an average cost of repair and maintenance for each rental house owned, as a supplement to rent, which could come in the form of a contribution to the Preventative Maintenance Reserve Fund.

7.9 Contract Administrators have capacity to delegate minor maintenance contract management to the regional office. Administrative support for the preparation of major tender documents, advertising and acceptance of contracts is provided for centrally.

7.10 Much of the AHB's present stock is inappropriate or unsuitable. Under the AHB's Operational Plan for 1991-92 it is proposed to undertake a comprehensive stocktake of the physical condition of all ARHP housing.

Once the stocktake is completed, funding to be provided by government to either undertake major cyclical upgrading works or to replace housing stock where it is deemed inappropriate, and it has to be sold or demolished.

8. Administration

The systems developed to ensure the management functions are carried out effectively

Under this plan the AHB will take sole responsibility for the Aboriginal Rental Housing Program. Accordingly, it will require a new structure to enable it to effectively address its new brief. This section outlines a structure that would allow the Board to meet its new objectives

8.1 AHB to develop a corporate structure with sub-committees, which reflect the housing management and service delivery responsibilities of the Board.

8.2 The AHB to establish separate, identifiable offices in each region, staffed by Kooris.

Strong links with the Department of Human Services, Office of Housing, to be maintained which will aid in assisting people's contacts with state housing authorities.

8.3 Common criteria to apply to ensure equitable allocation of houses.

8.4 The Board to be expanded to twenty elected members, with a minimum of two members per region, with the rest apportioned according to size and distribution of tenant population and number of properties under AHB management. Board Members to receive an honorarium of \$10,000:00 (financial payment in recognition of service).

8.5 The Executive Committee of the Board to continue, with delegated decision-making powers.

8.6 To facilitate the effective decision-making capacity of the Board, four sub-committees will be established. Each committee will be chaired by a Board Member, with the power to co-opt other members as required. Each committee will be serviced by a project officer and will have the capacity to engage outside expertise as necessary, following approval by the full Board.

8.7 The functions of the committees will be:

- ◆ To implement AHB policy within the area of responsibility of the committee, as delegated by the Board Member;
- ◆ To identify needs;
- ◆ Recommend forward plans and policy;
- ◆ Monitor progress of plans, implementation of guidelines and delivery of services.

8.8 The committees will be responsible for overseeing the following functions:

Property Committee:

- recommendations to AHB on allocation of purchase and construction budget between regions;
- property selection;
- monitoring of stock quality;
- monitoring of purchase and construction program, including development of standard house designs;
- review property upgrading guidelines;
- emergency and cyclical maintenance;
- arbitration of disputes between Contract Administrators, builders and tenants;

Allocations Committee:

- housing allocation;
- assist AHB to set number of houses per region, in conjunction with the Property Committee;
- develop model lease;
- set rent and rebate formulas in conjunction with Finance and Administration committees;
- arbitrates disputes with respect to allocations and priority listings;
- arbitrates disputes over AHB administration of rent assessment formula.

Finance and Administration Committee:

- prepare budgets and monitors financial performance;
- development of administrative systems and procedures manual;
- negotiation of funding arrangements;
- set rent and rebate formulas in conjunction with the Allocations Committee.

Community Participation and Skills Development Committee:

- community development;
- tenant involvement;
- skills development;
- information;

8.9 The Board would receive monthly reports from each committee. It would set priorities and have responsibility for the development of an overall forward plan, bringing together the bids of each committee, taking into account overall funding constraints.

8.10 The Board will delegate responsibility to the regions where this is appropriate and feasible.

8.11 Staffing: The following staff will be required:

- **Executive Director** - responsible for overall day-to-day operations and accountable to the full Board.
- **Secretary to the Board** - to provide administrative support and service to the Board.
- **Senior Project Officer** - to develop policy under direction of Executive Director and to co-ordinate sub-committee input to the Board. To support Executive Director's consultative function.
- **Research Officers (4)** - to provide administrative and research support to sub-committees.
- **Finance Officer** - to monitor and report on the Board's income and expenditure.
- **Accountant** - to collate all income and expenditure data.
- **Contract Administrators (2)** - to be responsible for the supervision of all capital works projects.
- **Maintenance Supervisors (2)** - to be responsible for the supervision of all repairs and maintenance works.
- **Spot Purchase Officer** - to be responsible for the implementation of the AHB's Spot Purchase and Property Disposal Programs.
- **Administrative Officer (2)** - to provide all necessary administrative support to the Board and its officers. To supervise clerical and secretarial staff.
- **Secretarial Officers (4)** - to provide all necessary secretarial support.
- **Clerical Officers** - to provide clerical support to the eight regional officers and central office.
- **Field Officers** - to implement the policies of the Board at a local level, under the direction of the regional Board members.
- **Technical Consultants** - to be engaged on specific tasks as required.

8.12 All positions to be advertised, and filled by Kooris where possible.

8.13 Staff responsible for property functions to be grouped in a Spot Purchase and Building Branch, which will work under supervision of the Property Committee. Functions to include:

- responsibility for implementing all policy relating to acquisition and upgrade of properties, eg. assessment of properties, calling for tenders, supervision of construction;
- assessment and documentation of all properties, and preparation of itemised list detailing condition and works required;
- development of preventative care and long-term maintenance schedules.

8.14 The AHB would develop a Procedures Manual, setting out guidelines, policies and procedures for each of the housing management functions. The conduct

of all Board activities will be regulated by the Manual. These procedures and policies will be subject to regular tenant review.

8.15 Administration would be streamlined through the development of a centralised network, with the AHB regional offices feeding information from their terminals into a mainframe data-base.

8.16 Where provision is made for handover of the Aboriginal Rental Housing Program to the communities in the medium to long-term, appropriate administrative systems will be required to be in place (refer 12.3-12.5).

9 Funding Arrangements

How the funds are raised to meet the cost of all management functions

9.1 AHB capital and ongoing costs to be met by a combination of rental income and government grants.

9.2 AHB negotiates for funds directly with the Federal government, eg. under the Commonwealth State Housing agreement.

9.3 Funds sought must meet all requirements as set out in AHB's Forward Plan. Any shortfalls in the short-term to be sought from the Department of Human Services. Rate of AHB rental returns to improve to a level where shortfalls do not occur.

9.4 Rental rebate programs proposed by the AHB that are additional to any currently in existence to be met by the AHB from rental income, or additional grants sought for this purpose.

Rent collected from AHB properties which are directly under the Board's control passes directly into AHB accounts.

Approved tenants will be able to purchase their rental properties. Funds so generated to be placed in a Revolving Funds Account to finance further purchases.

Where the AHB delegates management responsibility for housing functions to communities, full control of rental income is also transferred (See Section 11 **Skills Development** for discussion about the conditions under which this might occur).

10 Tenant and Community Involvement

The ways in which households and communities are involved in decision-making and looking after properties

10.1 Community participation in policy formulation encouraged. Participation processes to include:

- ◆ Consultation in drafting and review of AHB policy and procedural guidelines, using the set three stage process:
 - **First step** - Circulate a draft paper setting out the suggested new policy;
 - **Second step** - Hold workshops between Aboriginal Housing Board directors and communities to discuss the new policy;
 - **Third step** - The Aboriginal Housing Board finalises the policy taking into account community and funding bodies comments, then re-circulates the final policy.
- ◆ Communities and individuals to have access to AHB committees to propose policy initiatives, recommend changes or discuss problems;
- ◆ An increase in the number of directors elected to a minimum of two per region (see 8.4);
- ◆ Where major changes to AHB policy are proposed, a consultative process is established to ensure community input, eg. meetings between Board Members and / or AHB staff and communities to explain proposals and take comments.

10.2 The Board's Annual General Meeting to be developed as a means of encouraging a sense of common purpose and involvement among tenants and communities, eg. through holding of a dinner or a dance. Two representatives from each community to attend the AGM as observers, at AHB expense.

10.3 The Board will develop information services in the following ways;

- ◆ Preparation and circulation of Procedures Manual;
- ◆ Preparation and circulation of a comprehensive information package for tenants, covering areas such as the lease, tenants' rights and responsibilities, reasons for eviction, the role and functions of the AHB, and an explanation of the need to pay rent;
- ◆ Preparation and circulation of a well-designed, desk-top published newsletter with graphics;

- ◆ Board Members and/or AHB staff to provide information to tenants on request;
- ◆ Regular meetings with tenants to be held where information about the AHB and its activities is given by Board Members and/or AHB staff. Means of encouraging tenants attendance to be examined, eg. personal contact and invitations, lunches etc.

11. Skills Development

How education resources are delivered to increase the level of skills

- 11.1** The AHB to take a lead role in preparing skills development courses, covering the full range of housing management functions. These will be offered in-house by the AHB employing outside expertise where appropriate, or through other agencies such as TAFE's, CES, and the Department of Human Services where appropriate courses already exist or could be developed at acceptable quality and cost.
- 11.2** Appropriate courses to be attended by Board Members and AHB staff. Expertise in all housing management functions will be required of Board Members and staff.
- Achievement of self-sufficiency in housing production and management is seen as a worthwhile aim.
- 11.3** Communities seeking to take on responsibility for managing housing programs and controlling AHB properties must first demonstrate capability in housing management. The AHB will offer ongoing management courses and seminars for communities managing ex-AHB stock. Involvement in these will be required for an executive (five people) of each community delegated management responsibilities over AHB housing.
- 11.4** Attendance at the appropriate courses would be compulsory for Koori Building Teams.
- 11.5** Special housing related skills and training needed as follows:
- meeting procedures, dispute resolution, self-assertiveness for tenant members in general.
 - management and financial skills for housing staff and for an executive in each community, and for AHB members and AHB staff;
 - building construction management course for Koori Building Teams;
 - basic maintenance courses for those involved in maintenance sub-committees.

- 11.6** The AHB would take a lead role in developing these courses and seeking their implementation at local level, through TAFE, CES offices, etc.
- 11.7** While outside expertise and resources would be sought in the development of training packages, the AHB believes that delivery should primarily take place within local communities rather than at formal institutions.
- 11.8** A skills stocktake to be undertaken with the aim of developing skills training packages in conjunction with the appropriate training institutions and taking advantage of existing local resources.

12. Ownership

Organisations or individuals who hold title to the houses

- 12.1** The AHB would hold clear title to all its properties, with the power to manage and dispose of its properties as it sees fit.
- 12.2** The AHB would continue to manage its own properties, except where a community expressed a preference to take over management of AHB properties in its area and could demonstrate sufficient management capacity.
- 12.3** In consultation with the communities, the AHB will develop guidelines under which communities could apply to take control of AHB properties in their areas and take over associated management responsibilities. Communities will be able to take out long-term leases on AHB properties or acquire them outright, depending on their level of management expertise. A condition of handover will be that communities establish a housing management program **that is independent of other community or co-operative functions**. A trial period may be imposed, in which adherence to AHB guidelines is monitored.
- 12.4** The AHB will develop performance indicators, to be used to measure a community's management capability. Assessment will be based on a community or co-operative's record in relation to the running of any other community functions or programs. Particular attention will be paid to:
- ◆ democratic processes, in relation to both elections and the general conduct of community business;
 - ◆ following of standard meeting procedures;
 - ◆ circulation of information;
 - ◆ level of tenant participation;
 - ◆ the percentage of rent collected over a given period.

- 12.5** Where communities do meet the necessary criteria to manage ARHP housing, their executives will be required by the AHB to undergo management and financial skills training.
- 12.6** Guidelines to be developed enabling the sale of properties to tenants. Housing Information Kit to be prepared, setting out the advantages and responsibilities of home ownership, eg. building up assets, payment of rates and insurance etc.
- 12.7** Funds generated from the sale of properties to tenants to be placed in a Revolving Fund Account for the purpose of purchasing further houses.

Budget Estimates

Recurrent

Salaries

		\$
Executive Director		
Secretary to Board		50,000:00
Project Officer		38,000:00
	Consultation x 1	32,000:00
Research Officer	Sub-committee Officers x 4	128,000:00
Finance Officer	Needs analysis and general research x 1	32,000:00
Contract Administrator	Monitoring rental income	36,000:00
Accountant	Overall contract supervision	38,000:00
Info. & Publication Officer		37,000:00
Field Officers		35,000:00
Clerical Officers	x 2 per region x 20 @ \$27,000 each	540,000:00
Secretaries	x 2 @ \$18,000 each	36,000:00
Administrative Officers	x 4 @ \$25,000	100,000:00
Salary on costs	Waiting list and rental arrears x 2 @ \$26,000	52,000:00
Workcare	8% of Salaries	80,000:00
	1%	<u>12,000:00</u>
	Head office staff = 20	
	Regional Office staff = 20	<u>1,246,000:00</u>

Board Members

Board meeting expenses 200,000:00	Honorarium x 20 @ 10,000	
	12 Meetings	<u>2,000:00</u>
		<u>202,000:00</u>

Other costs

Consulting budget	(a) Building Skills Development @ \$6,000/region	60,000:00
	(b) Design @ 7% of capital new build.	
	(c) Management support (include. legal)	70,000:00
Skills Development Budget	(a) Budget teams	30,000:00
	(b) Community Management	40,000:00
Insurance	Including Property @ \$260/unit	80,000:00
Client Consultative Meetings		260,000:00
Publications budget	(a) Annual Report	10,000:00
	(b) Procedures Manual	6,000:00
	(c) Forms and stationary	15,000:00
	(d) Other	15,000:00
Office accommodation	(a) Central for 20 staff	10,000:00
	(b) Regional x 10 @ \$5,000 each	20,000:00
Communication expenses	Telephone, postage, etc	50,000:00
Auditors		15,000:00
Office expenses	(a) Central	15,000:00
	(b) Regional x 10 @ \$2,000 each	10,000:00
Energy expenses		20,000:00
Travel expenses	Including vehicle operations @ \$40,000/unit	5,000:00
Vehicle registration and R&M		100,000:00
Accommodation expenses (a) Board		25,000:00
	(b) Staff	10,000:00
Meeting place rental costs		20,000:00
Miscellaneous charges		1,000:00
		<u>5,000:00</u>
		<u>892,000:00</u>

Capital

Purchase budget	Spot purchase	3,000,000:00
Upgrading budget		200,000:00
Building Team establishment fund	5 per annum @ \$20,000	100,000:00
Construction budget	New building	500,000:00
Computer system	Unisys including software	60,000:00
Office equip./furniture	@ \$1,500 per employee	60,000:00
Housing maintenance	Cyclical @ \$350/house	350,000:00
	Short term	200,000:00
	Preventative @ 0.5% house value	
	Reserve fund annually x 1,000 @ \$65,000/unit	350,000:00
Vehicles	x 15 @ \$15,000 each including insurance	225,000:00
Purchasing expenses	Stamp duty, etc.	
	x 50 houses / annum @ \$600/unit	<u>30,000:00</u>
		<u>5,075,000:00</u>

AHB SUMMARY:	RECURRENT TOTAL	<u>2,340,000:00</u>
	CAPITAL TOTAL	<u>5,075,000:00</u>

TOTAL 7,415,000:00

COMMUNITIES

(Sourced for AHB and Rental Income above 50% return rate on rental)

(AHB) Consultants Fees		(200,000:00)
Travel		20,000:00
Communication budget		30,000:00
Housing officer	Salaries and on costs. Estimated 10 communities at \$27,000:00 per officer	270,000:00
(AHB) Preventative Maintenance budget		(350,000:00)
Training & Skills		
Development budget	x 10 communities @ \$5,000:00	50,000:00
Rates	@ \$300/unit average	<u>300,000:00</u>
		<u>670,000:00</u>

OFFICE OF HOUSING, DEPARTMENT OF HUMAN SERVICES

Aboriginal Housing Services Officer	Inc. on cost	45,000:00
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TOTALS	RECURRENT	3,055,000:00
EXPENDITURE	CAPITAL	<u>5,075,000:00</u>
		<u>8,130,000:00</u>

Income

Tenant rental	Assume collection rate at 50%. Currently AHB average of 32%.	
	Assume average rental x 1,000 of \$80:00/week	2,080,000:00
CSHA allocation	Assume static.	3,638,000:00
OOH, DHS allocation	Note this model would replace all allocation made include rebates and OOH staff costs.	<u>2,412,000:00</u>
		<u>8,130,000:00</u>