



Planning,
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Asset Management Framework

For NSW Land and Housing Corporation Properties
Managed by Community Housing Providers

July 2020



Land and Housing Corporation

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This Asset Management Framework (AMF) is to be read in conjunction with the 'relevant Long Term Lease, being a lease of fifteen (15) years or more commencing on or after 1 January 2018, or any lease forming part of the Social Housing Management Transfer Program (the Long Term Lease), the Maintenance Engagement Deed (MED), as applicable, and the relevant Short Term Lease being a lease of three (3) years or less (Short Term Lease). This Asset Management Framework does not limit the obligations of the Lessee (community housing provider) as prescribed in the Long Term Lease, the MED¹, and the Short Term Lease.

The community housing provider (CHP) acknowledges that the Asset Management Framework Operational Procedures form part of this AMF, with which the CHP is required to comply.

For CHPs to whom this Asset Management Framework applies, please note that the AMF supersedes all other NSW Land and Housing Corporation (LAHC) policies unless expressly stated otherwise within this document.

NOTE: Communities Plus sites are excluded from this Asset Management Framework as they are governed by the Communities Plus Asset Management Framework on an as needs basis.

¹ **Note:** The MED is only applicable to CHPs where stated on the relevant Long Term Lease

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1 Introduction

1.1 The NSW Land and Housing Corporation

The NSW Land and Housing Corporation (LAHC) operates under the portfolio and direction of the Minister for Water, Property and Housing and owns and manages the NSW Government's social housing portfolio.

LAHC seeks to ensure that the NSW Government's social housing portfolio meets the needs of current and future social housing eligible clients.

The NSW Department of Communities and Justice (DCJ) supports vulnerable people and families across NSW. In this role, DCJ strives to achieve its vision of empowering people to live fulfilling lives and to achieve their potential in inclusive communities through a number of initiatives.

This Asset Management Framework (AMF) forms part of the contracting arrangement between LAHC and CHPs regarding the management of social housing.

1.2 Aim of the Asset Management Framework

LAHC aims to deliver and maintain more high quality social housing to meet social housing needs within the community. The community housing sector plays a significant role in achieving this objective by managing an increasing number of social housing properties.

maintenance of social housing by Community Housing Providers (CHPs), and how LAHC will support CHPs in this role.

This AMF applies to all LAHC-owned properties being managed by CHPs where compliance with the AMF is required under the relevant Community Housing Agreement.

The AMF is the foundation that ensures LAHC's property assets are aligned with social housing priorities, service delivery requirements and strategic goals. The AMF supports the achievement of LAHC's asset life-cycle management approach for social housing properties.

The AMF is structured to facilitate the effective delivery of maintenance services by CHPs for the LAHC-owned property assets under their management, and enable LAHC to proactively plan to meet their obligations related to undertaking any structural repairs that may be required.

This AMF sets out the requirements and responsibilities for management and

2 LAHC's Asset Life-Cycle Management

2.1 Introduction

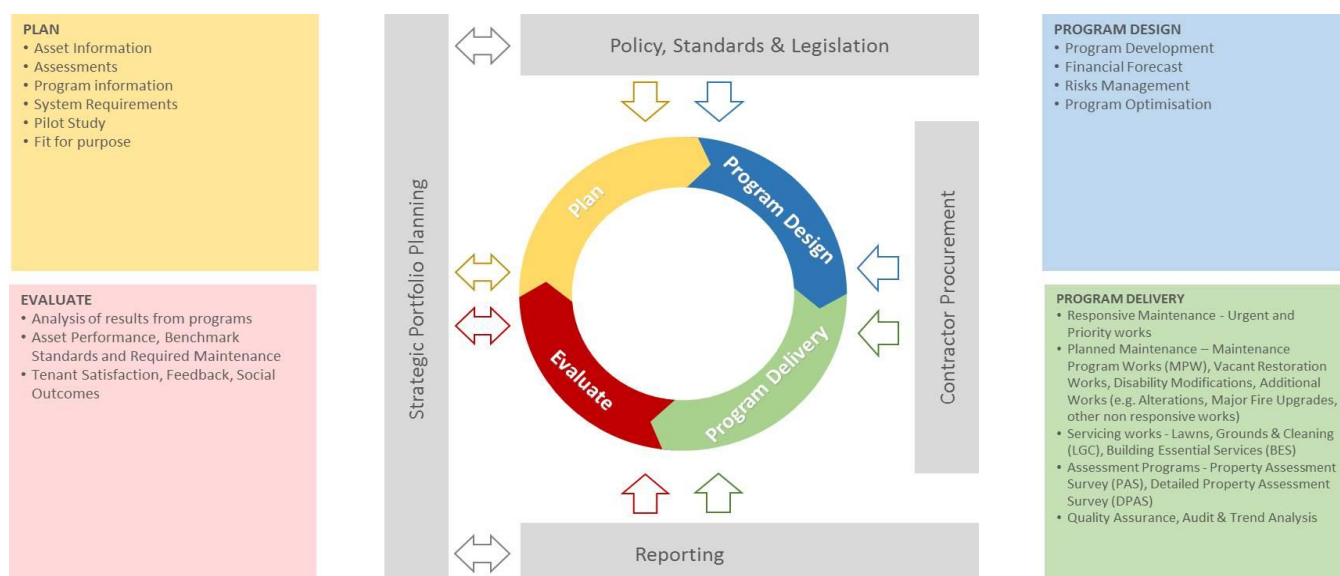
LAHC seeks to provide social housing dwellings that:

- function efficiently
- provide a safe and comfortable environment
- operate on a sustainable basis.

To deliver on the above outcomes, LAHC has developed a property asset life-cycle management approach in four stages as set out in **Figure 1** below. An overview of each of the stages is provided. Some aspects of the life-cycle management will continue to be undertaken by LAHC with input from CHPs, whilst other parts will be delivered by CHPs in their role as managers of the social housing properties.

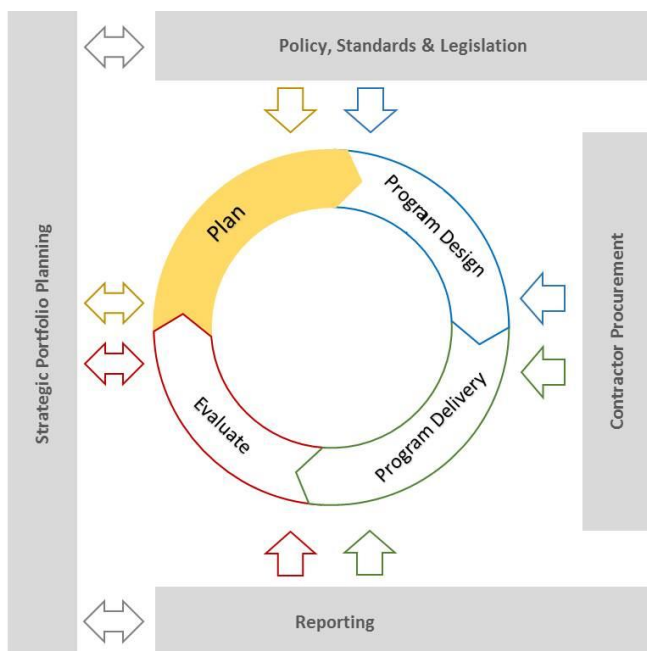
LAHC's asset life-cycle management takes a cyclical approach with each stage informing the next. This delivers best value outcomes, ensuring the life of social housing properties is maximised.

Figure 1 | LAHC Asset Management Lifecycle



2.2 Planning

Figure 2 | Plan



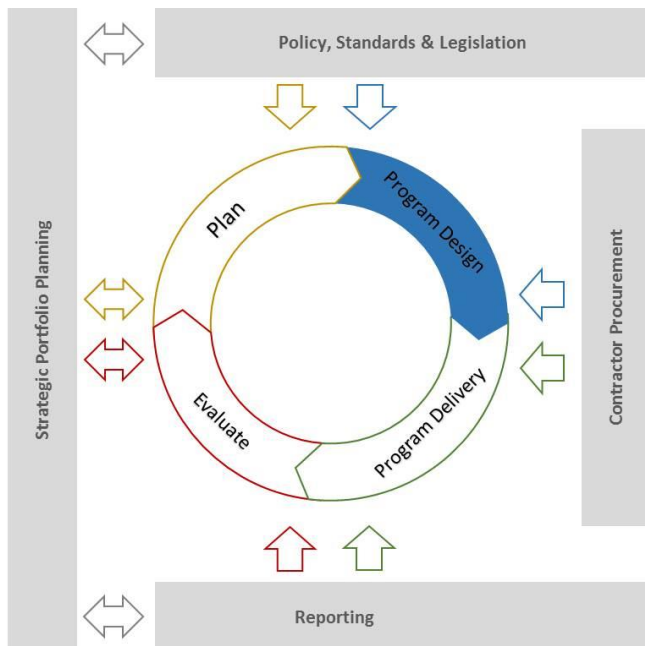
There are a number of key components in the asset maintenance planning process including:

- collation and analysis of asset information covering location, status, costs and usage
- asset assessment including current and accurate condition, functional and compliance assessments
- analysis of program information ensuring all programs work as designed
- system requirements, assessment supports, service delivery and required maintenance, and identifies whether any system enhancements are required
- pilot study development allowing for testing of financial and operational performance, status of the assets against maintenance regimens, and performance of systems support delivery and resources deployment
- fit for purpose assessment of assets to inform program design and program delivery
- input and collaboration with personnel from DCJ and LAHC frontline, policy and program development teams.

LAHC will work collaboratively with CHPs in strategic portfolio planning as part of the planning stage, to assist CHPs to undertake detailed asset planning for properties that they manage.

2.3 Program Design

Figure 3 | Program Design



Program design:

- enables the efficient and economic use of resources
- ensures strategies are converted into actions
- adopts a consultative approach with stakeholders in the planning of program activities
- provides a reference to ensure required activities are being undertaken
- makes sure investments occur on a timely basis and expenditure is effective and efficient
- identifies, mitigates and manages risks.

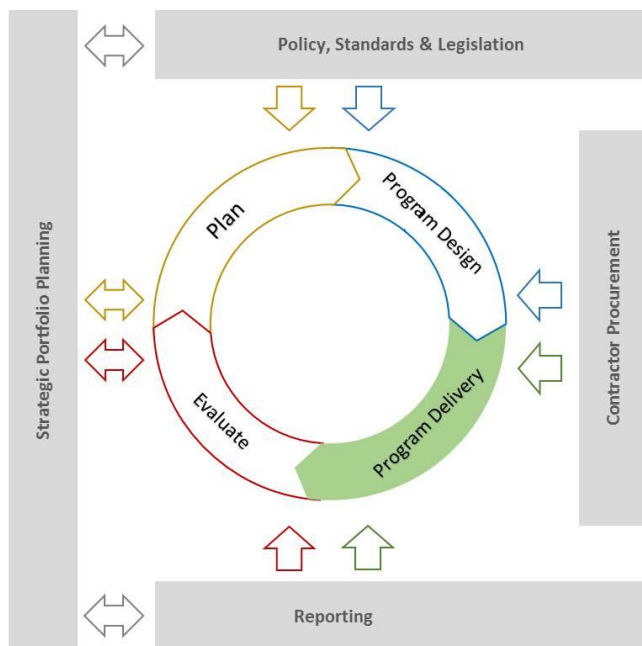
Key components of program design include:

- **Program development** - developing effective strategies for delivering programs informed by the planning and evaluation stages of asset life-cycle management
- **Financial forecasting** - involves property reviews, business case development, and capital versus revenue expenditure forecasts
- **Risk management** - analysis of implementation and modelling risks
- **Program optimisation** - development of realistic programs that maximise performance against cost to deliver affordability, value for money and long-term benefits.

Maintenance program design will predominantly be carried out by the CHPs with input from LAHC, whilst LAHC will design property replacement programs with input from CHPs.

2.4 Program Delivery

Figure 4 | Program Delivery



Program maintenance delivery should promote value for money and achieve dwellings that are clean, safe, and habitable in accordance with LAHC standards and the Residential Tenancies Act.

For properties managed under a Social Housing Management Transfer Lease issued prior to 2021, until the expiry of LAHC's current maintenance contracts, LAHC will facilitate the provision of maintenance services to the properties via the MED and the LAHC maintenance contracts (and the CHP will

receive the benefit of these services). The LAHC maintenance contracts operate via the following principles:

- **Responsive maintenance** - urgent and priority works
- **Vacant restoration works** - works to ensure that a property is in an appropriate condition for occupation by a new tenant
- **Planned maintenance** - evaluation, planning and design components of the life-cycle process and is intended to ensure that properties are at Maintained Standard
- **Servicing works** - development of maintenance programs for lawns, grounds and cleaning (LGC) and building essential services (BES), lift maintenance, security guarding /CCTV and fireline monitoring
- **Assessment programs** - programs for the assessment of property condition including the Property Assessment Survey (PAS)
- **Quality assurance, audit and trend analysis** - assessments and reviews to ensure that life-cycle management objectives are being met in the delivery of maintenance
- **Reporting on works program planning and delivery** - collaborating with LAHC in planning meetings, and providing regular reports to ensure service delivery goals are met.

LAHC will manage property replacement programs.

2.5 Evaluation

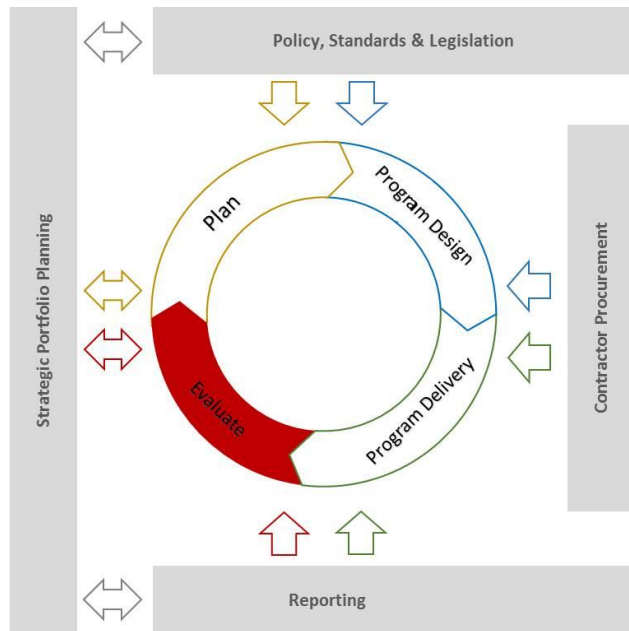


Figure 5 | Evaluation

Evaluation of the way in which maintenance impacts the condition and functionality of property assets (both individually and across the portfolio) is crucial in determining if program planning and program delivery are correctly structured, resourced and managed.

The key components of program evaluation involve:

- assessment of the effectiveness of maintenance programs based on PAS, local knowledge of the asset, assessment of property condition standards and required maintenance
- ensuring that tenant satisfaction with asset maintenance delivery is being achieved.

Evaluation of LAHC supply programs is undertaken by LAHC in consultation with relevant stakeholders.

3 Standards and Regulation

3.1 Legislative Obligations

3.1.1 Introduction

There are a range of legislative obligations for CHPs to consider when managing LAHC-owned properties. These include:

- *NSW Residential Tenancies Act 2010* (Residential Tenancies Act)
- *Commonwealth Disability Discrimination Act 1992* (Disability Discrimination Act)
- *NSW Community Housing Provider (Adoption of National Law) Act 2012* (CHP Act)
- National Regulatory System for Community Housing (NRSCH)
- The National Construction Code (NCC), which comprises the Building Code of Australia 2013 (BCA) and the Plumbing Code of Australia 2013 (the Plumbing Code)
- *Commonwealth Environment Protection and Biodiversity Control Act 1999* (EPBC Act)
- *NSW Heritage Act 1977* (Heritage Act)
- *NSW Environmental Planning and Assessment Act 1979* (EPA Act)
- *NSW Swimming Pools Amendment Act 2012* (Swimming Pools Act)
- *NSW Strata Schemes Management Act 2015* (Strata Schemes Act)
- *NSW Work Health and Safety Act 2011* and the *Work Health and Safety Regulations 2011* (WHS legislation).

A brief overview of key legislative obligations is found in the following sections.

3.1.2 Residential Tenancies Act

The Residential Tenancies Act requires leased residential premises to be clean, safe, and habitable. Part 7 (Social Housing Tenancy Agreements) is of particular relevance to the management of social housing properties.

The AMF provides information to assist CHPs to comply with the Residential Tenancies Act when responding to maintenance requests and undertaking maintenance to properties. The LAHC Maintained Standard² meets the requirements of the Residential Tenancies Act and incorporates an assessment of:

- property condition
- safety
- estimated costs of outstanding maintenance. (see section 3.2.1).

The PAS process is used to identify whether social housing dwellings meet the following relevant standards:

- well maintained
- maintained
- below maintained. (see section 3.2.2).

² Maintained Standard is defined as representing a standard which complies with the *Residential Tenancies Act 2010* and LAHC standards, in which a dwelling has no major safety faults, no more than two major functional faults, and no more than three minor safety faults, and the

total amount calculated to rectify identified safety and functional faults does not exceed \$5,500 for a cottage/townhouse/villa or \$3,500 for a unit (as at time of printing of this document).

3.1.3 Disability Discrimination Act and the National Disability Insurance Scheme

The Disability Discrimination Act sets out the obligations for social housing providers to make 'reasonable adjustments' to social housing dwellings to ensure they are suitable for people with disability. Compliance with all relevant provisions of the Disability Discrimination Act is required when delivering modifications on social housing properties. Consideration also needs to be given to the provisions of the National Disability Insurance Scheme (NDIS) which establishes roles and responsibilities between the Commonwealth and social housing providers in delivering modifications for NDIS-eligible tenants in social housing dwellings.

Specialist Disability Accommodation (SDA) under the NDIS refers to accommodation for NDIS participants who require specialist housing to cater for their very high support needs. SDA funding from the NDIS applies to the property the participant resides in and not to the supports themselves. SDA funding is intended to be a specialist solution for people with disability who require additional support even after assistive technologies and home modifications.

A property the subject of any Lease to which the AMF applies cannot simultaneously be a social housing dwelling and a SDA. LAHC properties can only be registered as SDA where LAHC has agreed that the property is eligible for SDA, (headlease the property to the Minister for Disability Services to sublease to the Provider under the DCJ SDA Contractual Framework) and give owner's consent for the SDA Provider to register the property as SDA.

3.1.4 National Regulatory System for Community Housing

The Registrar of Community Housing is a statutory appointment under section 10 of the CHP Act. The Registrar of Community Housing is responsible for registering and regulating CHPs in New South Wales under the NRSCH.

Registration is open to any housing provider that meets the requirements of the National Law, which includes:

- having an appropriate corporate structure for the proposed tier of registration e.g. Tier 1 housing providers must be incorporated as either a company limited by shares or by guarantee under the *Corporations Act 2001*; or a corporation incorporated under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*
- having in place mandatory arrangements that ensure in the event of wind-up and/or deregistration, surplus assets remaining after the payment of liabilities continue to be available for social housing
- having a demonstrated capacity to meet and achieve ongoing compliance with the NRSCH.

Registration under the NRSCH is required in order for a CHP to manage LAHC social housing properties.

3.1.5 National Construction Code

Compliance with the NCC is required for all works undertaken in LAHC properties. The NCC incorporates the BCA, which provides a uniform set of technical provisions for the design and construction of buildings and other structures throughout, and the Plumbing Code which relates to plumbing works.

The NCC details the minimum requirements for the design, construction and performance of new buildings and applies to all maintenance activities, disability modifications and alterations on social housing assets. For maintenance, it is to repair or restore the function of a building to an acceptable condition and standard to which it was originally designed.

3.1.6 Heritage Conservation Guidelines

The EPBC Act, the Heritage Act and the EPA Act are key pieces of legislation that apply to heritage-affected properties in NSW, including social housing properties.

A range of subordinate legislation and policies including the relevant regulations and local council environmental planning instruments (EPI) and policies also set out heritage obligations when undertaking works (including maintenance works) on heritage-affected properties.

Compliance with all relevant heritage regulations and good practice heritage conservation measure are required.

3.1.7 Swimming Pools Act

Taking safety precautions is essential to protect people, and in particular young children, from drowning in swimming and spa pools. Pool owners are required to maintain the safety of their pool area.

The Swimming Pools Act requires swimming pool owners to register their swimming pool or spa pool on the NSW Swimming Pool Register.

This requirement does not apply to a lot in a strata scheme or in a community scheme if that strata or community scheme has more than two lots.

Generally LAHC does not approve the installation of swimming pools in LAHC properties. CHPs will need to obtain LAHC's prior written consent if they wish to install either a swimming pool or spa pool in a LAHC-owned property.

3.1.8 WHS Legislation

CHPs must comply with the WHS Legislation and their WHS related reporting obligations as required under the WHS Legislation and otherwise by LAHC. In respect of properties managed under a Social Housing Management Transfer Lease issued prior to 2021, CHPs must also comply with their specific obligations set out in the Lease and the MED regarding work health and safety.

For reporting purposes a current certificate of compliance is sufficient to meet the WHS Certification CHP reporting requirements, providing it is from an independent third party. If a CHP does not have certification, LAHC will require documentary evidence the CHP has safe systems of work in place. This will also involve an individual conversation with the relevant CHP and assessment of the documentation proposed in lieu of WHS certification.

3.1.9 Strata Schemes Act

Compliance with the *Strata Schemes Act* is a requirement in the management and delivery of any works in strata units within multi-tenanted medium and high density buildings.

In managing strata buildings, CHPs will play a significant role. Such role will include:

- representing LAHC under the *Strata Schemes Act* and informing LAHC of any issues that may impact the Asset Life-cycle Management of the strata building or units
- ensuring compliance with the resolutions approved by the relevant Owners Corporation and implemented by the appointed Strata Managing Agents and Building Agents as relevant
- making the required contributions to the Owners Corporation Administrative Fund and Capital Works Fund on a timely basis
- planning and undertaking maintenance works in accordance with the requirements of the *Strata Schemes Act* and any Owners Corporations rules
- ensuring that the strata lots are managed and maintained in accordance with all safety requirements including the installation of safety devices and maintenance of window safety devices as set out in Section 118 of the *Strata Schemes Act*.

CHPs' obligations regarding strata properties are set out in detail in the Long Term Lease and the Short Term Lease where applicable (also see section 7). Further statutory obligations which also form part of LAHC policy can be found in section 4.10

3.1.10 Relevant Planning Controls

A range of Commonwealth, State and local planning controls apply to social housing properties. Compliance with all relevant planning controls is required when carrying out works on social housing properties.

3.2 LAHC Standards

3.2.1 Asset Standards

All LAHC properties should meet basic provision standards which are established for LAHC's housing portfolio, as set out in Table 1, below. The basic provision standards ensure that no dwelling is without services such as hot water to the kitchen and bathroom and CHPs are required to ensure that all LAHC-owned properties meet these standards at all times.

3.2.2 Maintained Standard

Maintained Standard meets the requirements of the Residential Tenancies Act (see section 3.1.2) and overall property condition. The CHP must comply with the terms of the Long Term Lease and the Short Term Lease, as applicable, regarding the obligations imposed on them in relation to the care of properties, and to properties achieving a Maintained Standard.

Table 1 | Dwelling standards

Dwelling				
Security	Window locks, deadlocks as per existing policy for external front and rear doors (all property types)			
Safety	Smoke alarms as per existing policy, stove clips, Residual Current Devices, and Tempered water.			
Floor finishes	All dwellings to have finishes to floors waterproof, slip resistant finishes to wet areas (includes vinyl sheet and paint) carpet in cold climate towns (if not already provided)			
Telephone outlets	Only one telephone outlet required in dwelling and may be in any location			
Rooms	Hot & cold water	TV outlet	Power points	Fixtures
Kitchen	Yes	No	1x1,2x2	sink, benches*, drawer, stove
Bathroom	Yes	No	1x1	basin, wc, bath/shower
Laundry	Yes	No	1x2	tubs, washing machine connection
Living	No	Yes	2x2	
Main Bedroom	No	No	2x2	(Yes - for accessible housing only)
Other Bedrooms	No	No	1x2	

Asset Management Framework

FOR LAHC PROPERTIES MANAGED BY COMMUNITY HOUSING PROVIDERS

*Kitchen benches			
Dwelling size	Bench top area (excludes stove only, sink included)	Length for 600mm wide bench	Length for 450mm bench
Room (optional)	0.75 sq. metres	1.25 m	1.7m
Studio apartment	1.00 sq. metre	1.7m	2.2m
1 bedroom	1.20 sq. metres	2.0m	2.7m
2 bedroom	1.30 sq. metres	2.2m	2.9m
3 bedroom	1.45 sq. metres	2.4m	3.2m
4 bedroom	1.55 sq. metres	2.6m	3.4m
5 bedroom	1.75 sq. metres	2.9m	3.9m

Front Yard	
Address	letter box, street number, unit number if applicable
Access	footpath to front door, minimum 900 mm wide, non slip, no steep grades
Fencing	cut-off fencing [if applicable]
Car	nil

Backyard	
Clothes drying	drying line, small dwellings (bedsit & 1 bed) 15m, medium dwellings (2 bed - 3 bed) 20m large dwellings (4 + bedrooms) 35m
Access	footpath to drying line from rear external door, minimum 600 mm wide and or building complex.
Fencing	boundary fencing, secure, side gate access between front and rear
Other	1 x tap required for cottages, villas, townhouses 2 x taps required for common areas/building

3.2.3 Property Assessment Survey

LAHC uses the Property Assessment Survey (PAS) to measure the condition of its social housing dwellings. This tool is designed to assess the overall property condition and promote compliance with the Residential Tenancies Act, which requires leased residential premises to be clean, safe, and habitable.

LAHC measures asset performance by undertaking the PAS and identifies whether each property achieves a well maintained, maintained or below maintained standard (see section 3.1.2).

For all properties managed under the Long Term Lease, the LAHC PAS is required to be undertaken by the CHP for 100% of properties over a 3 year period, with between 30% and 36% of properties surveyed each year. Results of surveys undertaken are required to be reported on an annual basis.

The PAS assesses component failures, identification of defects, and overall property condition through the condition of key components.

A component that is not functioning correctly is deemed to have failed either in function, safety or appearance.

- **Function** - A component is not performing as designed, but is secure, complete and has no missing subcomponents.
- **Safety** - A failure that could cause a risk of injury. Components that have a safety-related failure will need to be made safe and repaired in a shorter timeframe (steps will need to be taken to ensure that no one is exposed to the risk whilst rectification works are undertaken).
- **Appearance** - Appearance failures have no impact on the function of the component. However, they affect the level of dwelling amenity.

Condition is used to indicate where the component lies within its lifecycle by using a rating of 1 to 10. Condition is assessed for the following key components:

- fences
- internal paint
- external paint
- floor finishes
- kitchen cupboards
- kitchen overall
- bathroom overall
- roof
- windows
- BES system components.

A condition grading tool is used to assess the component condition and a sample of this is set out in Tables 1a and 1b below.

For CHPs on the Short Term Lease, LAHC undertakes an annual PAS on a sample of properties managed by the CHP. The CHP's PAS results are sent to them by DCJ to assist the CHP with their maintenance planning and delivery activities.

Table 1a | Condition Grading Tool – Assessment of deterioration and repair

		Deterioration Rating									
		10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Repair Rating	10%	10	9	8	6	5	4	3	2	1	1
	20%	9	8	8	6	5	4	3	2	1	1
	30%	7	7	7	6	5	3	3	2	1	1
	40%	5	5	5	5	4	3	3	2	1	1
	50%	4	4	4	4	4	3	3	2	1	1
	60%	3	3	3	3	3	3	2	2	1	1
	70%	3	3	3	3	3	2	2	1	1	1
	80%	2	2	2	2	2	2	1	1	1	1
	90%	1	1	1	1	1	1	1	1	1	1
	100%	1	1	1	1	1	1	1	1	1	1

Table 1b | Condition Grading Tool – Adjustment for component age

		Age (years)									
		1-2	3-5	6-8	9-11	12-14	15-17	18-20	21-25	26-30	31+
Repair / Deterioration Rating	10	10	9	8	7	6	5	4	4	4	3
	9	9	8	7	7	6	5	4	4	3	3
	8	7	6	6	6	5	4	4	3	3	3
	7	5	5	5	5	5	4	4	3	3	3
	6	4	4	4	4	4	4	3	3	2	2
	5	3	3	3	3	3	3	3	2	2	2
	4	2	2	2	2	2	2	2	2	2	1
	3	2	2	2	2	2	2	2	2	1	1
	2	1	1	1	1	1	1	1	1	1	1
	1	1	1	1	1	1	1	1	1	1	1

The methodology for conducting the PAS is provided in 'An Overview of the Property Assessment Survey (PAS)', which is available on request from LAHC.

3.2.4 Aggregated Portfolio Condition Score

The Aggregated Portfolio Condition Score³ is the average PAS condition score for a group of properties. It is an indicator only and there may be minor variations in PAS scores for similar properties depending on a number of factors.

The condition of individual properties may vary over time, reflecting the nature of component life cycles, however the aggregated PAS score must be maintained or improved.

CHPs are required to comply with the Long Term Lease regarding maintaining the Aggregated Portfolio Condition Score for the portfolio for the Term of the Lease and any holding over period.

³ The Aggregated Portfolio Condition Score is the average value of individual property Condition Grading Indexes (CGI). LAHC currently uses the Aggregated Portfolio Condition Score to compare the overall condition of properties within the LAHC portfolio. The Aggregated Portfolio Condition Score can also show the overall condition of a group of properties compared to another group of properties in different

locations or properties managed by different agencies or providers. The formula to estimate the Aggregated Portfolio Condition Score is: Sum of Overall Property CGI of individual properties / Number of properties. The Aggregated Portfolio Condition Score is scaled between 1 and 10 (1 being the worst and 10 the best).

4 Policy Requirements

4.1 Introduction

The following LAHC policies are designed to ensure that legislative obligations are met, and/or that tenant outcomes and satisfaction are maximised.

Over time, policies may alter to reflect changes to legislation, statutory obligations or strategic directions. LAHC will consult with CHPs in relation to strategic policy changes and will advise CHPs of policy changes as and when they occur.

CHPs must refer to the relevant AMF Operational Procedure when sending requests for approval to LAHC under this section.

4.2 Structural Repairs⁴

As part of managing long term asset maintenance planning, it is required that CHPs undertake all necessary maintenance to ensure the structural integrity of LAHC properties. The intent is to ensure the structural safety of LAHC properties by maintaining them at a level to eliminate so far as is reasonably practicable, and if elimination is not reasonably practicable, to minimise so far as is reasonably practicable, and manage structural failure that leads to danger to people, damage to the building and the surrounds, and to minimise the need for extensive structural repairs.

Annual and Ten Year Asset Maintenance Plans required under the Long Term Lease (and Annual Asset Maintenance Plans where required by LAHC in accordance with section 8.3 of the AMF) should identify any emerging Structural

Repairs and related Structural Defect⁵ issues and actions being taken and proposed to be taken to minimise the potential Structural Repair and Structural Defect issues and rectify any emerging and actual Structural Defect.

In addition to the requirements set out in this section 4.2, CHPs must comply with the Long Term Lease and the Short Term Lease (as applicable) regarding Structural Repairs.

4.2.1 Structural Engineer's Report

Where a CHP identifies a potential Structural Defect⁶ in a property, a report by an independent, registered structural engineer⁷ will be required to support a request for funding and obtain LAHC's prior written consent to undertake the necessary Structural Repair works.

In preparing their report the structural engineer should be engaged by the CHP to:

- conduct a site inspection to assess site drainage, topography, presence of trees and abnormal moisture conditions in the building and any other site conditions that may be contributing to adverse structural outcomes.
- identify any hazard that may pose a risk to safety and report this immediately and indicate any need for an urgent response. This includes reporting:
 - what action has been taken to eliminate the risk, so far as is reasonably practicable, and if elimination is not reasonably practicable, to minimise the risk, so far as is reasonably practicable; and

⁴ Structural Repairs is defined in the relevant lease.

⁵ Has the meaning given to it in the relevant lease.

⁶ Structural Defect is defined in the relevant lease as set out above.

⁷ Independent, registered, structural engineer is defined as an engineer not affiliated to either the CHP or to LAHC who is registered with the Association of Professional Engineers Australia.

- what action is planned to rectify the Structural Defect.
- capture appropriate visual documentation of the Structural Defect(s).
- identify and rate all Structural Defects in the buildings as per the defect assessment guide in Table 4 below.
- identify and evaluate the most likely cause(s) of each Structural Defect, for example, poor design or construction and lack of maintenance response, faulty material or workmanship etc.
- identify rectification options including any additional maintenance works that could extend the asset serviceability.
- estimate the cost of each rectification option obtaining the services of a qualified quantity surveyor if required.

Failed (a)	Likely to Worsen (b)	Impact (c)	Extent (d)	Hazard (e)	Structural Integrity rating (SIR)** SIR = $\frac{(a+b+c+d+e-2.5)}{2.5}$
Yes (1)	Yes (1)	High (1)	Large (1)	High* (1)	1
Partially (2)	Maybe (2)	Medium (2)	Medium (2)	Medium (2)	3
Potentially (3)	Unlikely (3)	Low (3)	Small (3)	Low (3)	5

Table 4 | Defect Assessment Guide (Example of how to calculate SIR)

Notes:

High Hazard*	A High Hazard rating requires an Urgent response as per an approved CHP Asset Maintenance Plan. High risk to occupants, visitors and the general public must be addressed immediately with suitable action such as barricades.
Rating** (SIR)	Scores of 2.2 or less have been set as a Critical Rating for urgent action regardless of the safety rating because this represents a serious structural problem. See below.

A SIR of 2.2 or lower is deemed by LAHC as a Critical Rating.

This rating derives from 3 or more assessment questions answered at the highest level (i.e. scoring 3 x 1 point) and at least 1 assessment question answered at the midrange (i.e. having a score of 2 points), or 2 answers at the highest level (2 x 1 point) and the remaining three answers at a medium level (3 x 2 points).

Answers of 2 or more 3 point responses will never generate a Critical rating.

To calculate the structural integrity rating, use the calculations as shown in Table 4⁸ above. This will give a final rating between 1 and 5, and will be used to identify whether there is a critical risk or high hazard Structural Defect, requiring urgent intervention to eliminate a risk to health and safety, so far as is reasonably practicable, and if it is not reasonably practicable to do so, to minimise the risk to health and safety, so far as is reasonably practicable.

Maintenance to prevent structural defects is the responsibility of CHPs and should be identified and planned using the Structural Integrity Rating (SIR). A SIR rating of >2.2 can be included in the CHP's Annual and Ten Year Asset Maintenance Plans.

For properties managed under a Short Term Lease, maintenance to prevent structural defects may be deferred to an Annual Asset Maintenance Plan request, at LAHC's discretion, in accordance with section 8.3 of the AMF. Non-structural components are to be funded by CHPs as part of their maintenance activities.

The structural engineer's report should include:

- a description of the defect
- cause of defect
- cause of defect group⁹

- a discussion of the risk(s) arising from the defect and the risk elimination and/or minimisation strategies proposed
- rectification strategy/approach
- the structural integrity rating
- direct costs to rectify, associated cost of any additional works required and proposed maintenance to be undertaken
- Photograph/raw data reference.

Any Structural Defect which is assessed as being a high hazard and risk to health and safety must be addressed immediately with suitable risk elimination so far as is reasonably practicable, or if elimination is not reasonably practicable, risk minimisation strategies such as barricades. LAHC must be notified in writing promptly of the risk management strategy implemented by the CHP.

CHPs should provide structural submissions to LAHC in accordance with the Structural Repairs Operational Procedure and using the CHP Structural Submission Pro-Forma¹⁰, which outlines the required information to assess a structural request.

Following the completion of any Structural Repairs a report should be provided by an independent, registered structural engineer confirming that the works meet relevant standards and legislative obligations and requirements. LAHC may conduct its own inspections where it considers necessary.

LAHC will pay for approved Structural Repairs (those where prior written consent has been provided), unless the cause of the Structural Defect relates to, is a consequence of, or arises from the CHP's failure to comply with its Lease obligations, including those regarding maintenance and repair.

⁸ Table 4 is reproduced from LAHC's Structural Integrity Manual (SIM), which is available from LAHC

⁹ For Cause of Defect Group see Appendix A, page 16 and note 1 in the SIM.

¹⁰ The CHP Structural Submission Pro-Forma is attached to the Structural Repairs Operational Procedure

4.3 Core Infrastructure

For CHPs under the Long Term Lease, core infrastructure will be maintained, and upgraded as necessary, at the cost of the CHP.

Planning for Core Infrastructure Upgrades to prevent urgent, unplanned upgrades is the responsibility of the CHP and must be planned for and budgeted in the CHP's Ten Year Asset Maintenance Plans and Annual Asset Maintenance Plans for properties managed under the Long Term Lease.

It is acknowledged that occasionally the need for an urgent upgrade to core infrastructure will occur. In these cases, LAHC will discuss funding options and liability for the cost of urgent Core Infrastructure Upgrades to properties managed under the SHMT Lease with the CHP in accordance with the SHMT Lease.

Examples of a Core Infrastructure Upgrade¹¹ include, but are not limited to:

- full systems replacements or majority upgrades
- replacements or majority upgrades to lifts within multi-unit buildings, which provide access to a common area
- replacement of storm-water and sewerage pipes outside the building footprint of a property
- replacement of roads in a housing estate.

Examples of works that are not a Core Infrastructure Upgrade include, but are not limited to:

- repairs for standard wear and tear to core infrastructure
- replacing glass to community areas in a housing estate.

CHPs under the Short Term Lease are responsible for immediately making safe any core infrastructure that does, or may, impact their tenants and/or the public, and notifying LAHC of the incident.

For the avoidance of doubt, LAHC is responsible for the cost of Core Infrastructure upgrades on LAHC-owned properties managed by CHPs under the Short Term Lease, other than where the need to undertake such works arises from:

- the negligence or willful act of the CHP or their invitees, or
- an express requirement of the lease, such as where the works would be required in order for a CHP to fulfil their make good obligations.

4.4 Disability Modifications

The NDIS principles affirm that social housing providers have obligations under the Disability Discrimination Act to provide 'reasonable adjustments' (disability modifications or relocation) to support a tenant with disability. Section 4 of the Disability Discrimination Act defines 'reasonable adjustment' as an 'adjustment to be made by a person is a reasonable adjustment unless making the adjustment would impose an unjustifiable hardship'.

Some applicants requesting modifications may be eligible for funding under the NDIS. If the tenant is not eligible for NDIS support, the CHP will be required to fund certain disability modifications which are necessary for the tenant.

LAHC's prior written consent is required for disability modifications where the modification(s) either:

component, or replacement of the majority of a major infrastructure component.

¹¹ A Core Infrastructure Upgrade is defined as upgrading that requires complete replacement of a major infrastructure

- exceeds \$30,000 excluding GST
- changes the number of bedrooms at the property
- requires owner's consent under planning legislation or
- reduces the value of the property.

In order to support tenants living with disability, LAHC expects priority will be given to modification works according to the following priorities:

- works identified as a safety/health risk must be completed within 72 hours regardless of whether approval has been given (with immediate on site attendance required on receiving notification of the risk or component fail)
- all other works should be scoped and quoted within 3 business days and completed within 12 business days, of receiving LAHC approval if required, (or longer by agreement with LAHC).

Steps will need to be taken to ensure that no one is exposed to the risk whilst rectification works are being undertaken.

For properties managed under a Social Housing Management Transfer Lease issued prior to 2021 these requirements are built into the LAHC Asset Maintenance Services (AMS) contract which will apply until 30 June 2021. CHPs must implement similar requirements for properties managed under other Leases, and for properties managed under a Social Housing Management Transfer Lease issued prior to 2021 post the AMS Contract's operation.

To assist in the delivery of modifications on social housing assets, it is recommended that CHPs:

- familiarise themselves with the LAHC Disability Modifications Operational Procedure
- familiarise themselves with the requirements of the Disability Discrimination Act
- familiarise themselves with the roles and responsibilities under the NDIS
- familiarise themselves with the current published version of the LAHC Home Modifications Guidelines which is available on the DCJ website.

4.5 Alterations

Alterations relate to any request to alter a property for non-disability related reasons and the CHP should take care that the alteration:

- is consistent with the nature of the property and matches the current internal and external design
- does not impact on any entry or exit
- does not impact on adjoining neighbours
- complies with any caveats or covenants
- will not impact the structural integrity or asset standard of the property.

Alterations:

- must be kept at Maintained Standard throughout the lease term (see section 3.2)
- must be carried out by qualified/licensed/accredited contractors (where required)
- must meet current Australian guidelines and standards, where applicable
- must meet LAHC assets standards (see section 3.2)
- must be removed at the end of the Lease and any damage caused by the removal made good by the CHP at the CHP's cost; OR, as determined and directed by LAHC at its sole discretion,
- become the property of LAHC at the end of the relevant Lease if not removed.

Alterations on heritage-listed properties are not permitted.

LAHC's prior written consent is required where the alteration:

- exceeds \$30,000 excluding GST
- changes the number of bedrooms at the property
- requires owner's consent under planning legislation
- reduces the value of the property
- is to install solar panels or
- is to install a swimming or spa pool (see section 3.1.7).

Where LAHC's consent is required, the CHP should submit a written request to undertake the alteration to LAHC and obtain LAHC's written consent prior to commencing any such works. The request must be made in accordance with the LAHC Alterations and Additions Operational Procedure.

4.6 Residual Current Devices (RCD)

LAHC installs RCDs in all new dwellings as part of its construction program.

If LAHC transfers a property without RCDs, it will meet the reasonable costs incurred by CHPs in retrofitting RCDs.

- if not installed previously, RCDs should be retrofitted in existing buildings
- for existing dwellings without RCDs, CHPs should install these as part of a planned program of works. In some cases, the RCD installation could be a part of other responsive repairs
- RCDs must be installed in accordance with the Wiring Rules (AS/NZS 3000:2007).

- the installation of RCDs should be carried out with minimum changes to the existing electrical system, unless a significant electrical upgrading is required due to other circumstances.

4.7 Hazardous Materials

LAHC has provided CHPs that manage properties under the Long Term Lease with Hazardous Materials Reports¹², where relevant, for on-going maintenance planning prior to the Commencing Date of the Long Term Lease.

Hazardous Materials includes Lead paint, hazardous chemicals (as defined in the WHS Legislation) and any other contaminant in or on Properties or in or on the land on which the Properties are built that is likely to cause a risk to the health and safety of persons but does not include asbestos.

All costs associated with the management of, removal of and/or containment of Hazardous Materials (whether identified in the Hazardous Materials Reports provided by LAHC to the CHP or not) present at or on the properties during the Term of the Long Term Lease is the CHPs, save for when the CHP can establish to LAHC's satisfaction that any management and removal activities relating to contamination only (and not lead paint) are likely to give rise to significant expense, in which case LAHC and the CHP will discuss funding options and liability for such costs.

As part of the asset maintenance planning and management process CHPs that manage properties under the Long Term Lease must:

- assume that all properties constructed on or before 1970 contain lead based paint

¹² means the Hazardous Materials Report and the Contaminated Land Register

- note any Hazardous Materials disclosed in the Hazardous Materials Reports
- plan, manage and arrange the delivery of maintenance services, taking all reasonable, practical steps to eliminate or if elimination is not reasonably practicable, minimising the risks to health and safety so far as reasonably practicable, arising from the Hazardous Materials Reports including in accordance with all legislative obligations
- must report contamination (where contamination is significant enough to warrant regulation) to the NSW Environment Protection Authority (EPA) as required by the *Contaminated Land Management Act 1997* (CLM Act), the requirement for which is triggered when the representative of CHPs 'ought reasonably to have been aware' of the contamination
- must include updated Hazardous Materials Reports in the Annual and Ten Year Asset Maintenance Plans (where required) and outline the details of the activities for monitoring and management of Hazardous Materials at all properties.

With respect to lead paint CHPs that manage properties under the Long Term Lease must:

- investigate any reports of suspected lead paint and take reasonable, timely and practical actions to protect tenants, staff, contractors, neighbours when working with lead paint.

In managing lead paint risk, CHPs that manage properties under the Long Term Lease:

- should develop processes to ensure that where there is a risk posed by lead paint, reasonable, timely and practical action is

taken to protect occupants, visitors and neighbours

- should note that high-risk groups are:
 - families with children under the age of four years
 - pregnant women
 - those who are occupationally exposed to lead
 - adolescents up to the age of sixteen years.
- must not permit allocation of properties with identified lead paint risk until the identified risks have been eliminated, so far as is reasonably practicable, or if elimination is not reasonably practicable, minimised so far as is reasonably practicable and LAHC has been notified of the elimination or minimisation activities carried out.

4.7.1 Asbestos

In its management of asbestos, LAHC requires that CHPs that manage properties under the Long Term Lease will ensure that all reasonably practicable steps are taken to eliminate or if elimination is not reasonably practicable, to minimise the risk of people's exposure to asbestos and its fibres. Containment has been demonstrated to minimise the risks to health and safety arising from asbestos and should be adopted by CHPs as a control measure (where possible and appropriate) when managing properties that contain asbestos.

LAHC has provided CHPs with an Asbestos Register¹³ prior to the Commencing Date of the Long Term Lease

¹³ LAHC's register of known asbestos or ACM present in or on the properties.

CHPs must assume that all properties built in or before 1987 contain Asbestos Containing Materials (ACM).

As part of the asset maintenance planning and management process CHPs that manage properties under the Long Term Lease must:

- comply with the relevant Acts, Regulations and Codes of practice related to asbestos management and safety
- develop their own Asbestos Management Plan for compliance with the WHS Regulations, ensuring it aligns with their Asset Maintenance Plan
- investigate, prepare, act on reports of any property damage which may contain ACM manage actions related to working with ACM and take reasonable, timely and practical actions to protect the health of all parties involved
- ensure any maintenance or demolition work in properties that may have ACM is done safely by appropriately qualified and licensed contractors, using safe work methods and having appropriate supervision of work, in compliance with all relevant legislative obligations.

For CHPs that manage properties under the Long Term Lease, subject to a CHP complying in all respects with section 4.7.1 of the AMF and the terms of the Lease which relate to asbestos, LAHC will reimburse or pay for asbestos removal and/or containment works to be carried out to or at a Property, provided LAHC agrees such asbestos is Latent Asbestos¹⁴.

Subject always to the CHP complying with its legislative obligations to minimise so far as is

reasonably practicable, the risks to health and safety arising from the presence and removal of asbestos, if the CHP becomes aware of the presence of asbestos in or on the Properties either from LAHC's Asbestos Register or through the CHPs own investigations, the CHP that manages properties under the Long Term Lease must¹⁵:

- ensure Latent Asbestos is reported and recorded in the CHP's system(s) for recording the presence of asbestos in a property
- notify LAHC in writing as soon as possible of the probable or actual identification of asbestos at or on a property
- organise an asbestos consultant/ NSW Asbestos Assessor to confirm presence of asbestos and advise on appropriate risk management and control strategies
- follow advice from the asbestos consultant and
- where the asbestos is not Latent Asbestos, arrange for the carrying out of all asbestos-related works at its cost and advise LAHC that the works have been completed with appropriate clearances provided.

Where the CHP identifies probable Latent Asbestos at or on a Property (having followed the process set out above regarding engagement of asbestos consultant/NSW Asbestos Assessor), the CHP that manages properties under the Long Term Lease must follow the process below¹⁶:

¹⁴ Latent asbestos is defined as asbestos of 10m2 or more requiring removal in a single maintenance activity where it is not disclosed in the LAHC Asbestos register or agreed by LAHC

¹⁵ Post the expiry of the AMS Contract

¹⁶ Post the expiry of the AMS Contract.

- ensure Latent Asbestos is reported and recorded in the CHP's system(s) for recording the presence of asbestos in a property
- notify LAHC in writing as soon as possible of the probable identification of the Latent Asbestos
- provide LAHC with a quote for proposed asbestos-related works (whether containment or removal), where it is identified that such works are required
- obtain LAHC's written consent prior to commencing any such works (noting that such works may be containment rather than removal works).
- engage a Licensed Asbestos Removal Contractor to undertake asbestos clean-up works. Removal works must adhere to legislation, the WHS Legislation; and the Code of Practice: How to Safely Remove Asbestos (WorkCover NSW, 2011).
- arrange for Air Monitoring (if required by asbestos consultant)
- arrange for a Clearance Certificate and record in system(s)
- advise LAHC in writing that the relevant works have been completed; and
- provide LAHC with written evidence (including invoices) of the cost of the asbestos works.

NOTE: During the term of the AMS Contract and the operation of the MED (for CHPs under a Social Housing Management Transfer Lease issued prior to 2021) where asbestos is discovered that LAHC agrees is Latent Asbestos:

- LAHC will obtain a quote for the asbestos-related works from the AMS Contractor, where this is required

- LAHC will advise the CHP that works regarding Latent Asbestos are being carried out at property
- the AMS Contractor will engage the Licensed Asbestos Removal Contractor and
- LAHC will advise the CHP in writing that works have been completed.

During the term of the AMS Contract and the operation of the MED, where the asbestos is not Latent Asbestos the AMS Contractor will carry out the asbestos-related works and LAHC will advise the CHP that works have been completed and the cost of such works will be invoiced to the CHP in accordance with the terms of the MED.

NOTE: All CHPs must also comply (as applicable) with the relevant clauses of the Long Term Lease and of the Short Term Lease regarding asbestos.

4.8 Key Window Locks

The Strata Schemes Management Act sets out the legal obligation to install window safety devices in certain circumstances. Although LAHC has very few properties governed by registered strata title, LAHC has a policy of retrofitting key window locks in all properties, including non-strata properties, in accordance with the Act.

If LAHC transfers a property without key window locks to a CHP, it will meet the reasonable costs incurred by CHPs in retrofitting key window locks.

If not installed previously, key windows locks will be retrofitted in existing buildings as required in the Act, to all windows that open, and must be capable of being locked in a partial open (safe ventilation) and closed position, when:

- a tenant requests window locks
- as a part of vacant maintenance

- a member of staff or contractor reports a potential risk situation
- the dwelling is included in a planned Maintenance Programmed Works (MPW).

Compliance with this policy is required for all properties managed by CHPs.

4.9 Common Area Management

CHPs are responsible for the common area management of medium and high density properties that are multi-tenanted where they manage 50% or more of the dwellings in these properties. These elements of the buildings are non-exclusive to any particular tenant and are available for use by multiple tenants.

The common area management responsibilities encompass components such as:

- the building exterior
- the building entrance and lobby
- stairs, walkways, passages, lifts
- common amenities.

Maintenance, servicing and security requirements for common areas may include cleaning, servicing, maintenance, repair, replacement and care of all floors, walls, doors, windows, fittings, lighting, plumbing, roofs, parking surfaces, landscaped areas, signs and related non-structural repairs.

When undertaking asset maintenance planning and management of the common area of medium and high density multi-tenanted buildings, CHPs must:

- manage the common areas of the property including controlling the use by all people that come to the property
- prepare and adopt common property rules and regulations that control and direct the use of the property by the tenants and all other relevant people

- ensure that the common property is properly maintained and kept in a state of good and serviceable repair
- renew or replace any fixtures or fittings that form part of the common property to ensure the common property is retained at a good standard for the tenants and all other relevant people using the property
- undertake renovations to the common property to support the general use of the common property
- ensure that all people carrying out the works to the common property are:
 - suitably qualified, experienced, trained, and authorised to carry out the work
 - are supervised at all times by appropriately qualified persons
 - comply with the WHS Legislation when carrying out the works
- ensure that tenants and all other relevant people using the property do not damage and do not leave any disused goods, or deposit rubbish or debris in the common property and if this does occur ensure that any rubbish or debris is removed from the site
- not grant a licence or lease to any person for the use of common property that limits the use or amenity of the common property for the tenants and all other relevant people.

If action has been taken against a lot owner who has caused damage, the CHP may defer the carrying out of maintenance on common property until any action pending against a lot owner who has caused the damage to common property is complete.¹⁷

4.10 Gutter Cleaning

CHPs are responsible for ensuring gutters are cleaned and maintained on LAHC-owned properties, to minimise structural damage, fire hazards and other risks.

¹⁷ Section 106(4), *Strata Schemes Act*.

4.11 Estate Roads

Where maintenance or repair work is required for any estate road, CHPs are required to first contact the relevant local council and request that they undertake the maintenance and repair works (e.g. filling potholes). Where the relevant local council advises the CHP that it will not undertake the maintenance/repair works required for the estate road, the CHP must notify LAHC and include the details of the estate road maintenance or repairs required in their asset maintenance plans for properties managed under the Long Term Lease (and where required by LAHC for properties managed under the Short Term Lease).

Where the local council will not undertake the maintenance or repair works to estate roads, the CHP must obtain a quote for the cost of the maintenance or repair works and obtain LAHC's written consent prior to the carrying out of the estate road maintenance or repair works. LAHC will reimburse the CHP for the agreed cost of the maintenance or repair works to estate roads. The

CHP is required to manage all maintenance or repair work on estate roads, unless otherwise agreed in writing by LAHC.

4.12 Vegetation Management

CHPs are responsible for regularly pruning/trimming trees and shrubs to the maximum allowable by the local council to allow light into windows, let air circulate around buildings, minimise leaves building up in gutters and ensuring branches, root systems and tree trunks are away from buildings, structures or other assets, in order to prevent the risk of damage to the property¹⁸.

CHPs should consider whether a tree is likely to damage the building, structures or other assets structurally and/or cosmetically. In these instances, the CHP should consider whether the tree should be removed¹⁹. All tree pruning must be carried out in accordance with tree permit requirements/ approval from the relevant local authority prior to commencing such work.

¹⁸ Property/properties means as defined in the relevant lease

¹⁹ Local councils and planning legislation often refer to trees within 3m of a building as removable in certain circumstances. CHPs must check with their local council.

5 Maintenance Programs

5.1 Introduction

For all properties managed by CHPs under a Social Housing Management Transfer Lease issued prior to 2021, LAHC will facilitate the delivery of maintenance services by contractors within the terms of the AMS, and other maintenance contracts, as stipulated in the MED, until 30 June 2021 (or the earlier termination of those maintenance contracts or the MED). Following expiry of the maintenance contracts, CHPs may enter into their own maintenance contracting arrangements.

CHPs on leases other than a Social Housing Management Transfer Lease issued prior to 2021, should ensure appropriate maintenance contracting arrangements are in place to deliver maintenance services in accordance with the terms of the relevant Lease and this Asset Management Framework.

The CHP must comply with the Long Term Lease and the Short Term Lease, as applicable, regarding their obligations to keep LAHC-owned properties at or above the Maintained Standard. Maintenance programs should also support LAHC's Asset Life-Cycle Management approach.

LAHC anticipates that CHPs will have developed an agreed set of criticality indicators with which to categorise all maintenance requests for properties under leases other than a Social Housing Management Transfer Lease issued prior to 2021, and following the expiry of the LAHC maintenance contracts for properties managed under a Social Housing Management Transfer Lease issued prior to 2021. This will assist CHPs to determine the required time/dates for completion.

Maintenance programs should provide for responsive and planned maintenance (described below in Table 5).

Maintenance Type
<p>Responsive</p> <p>Repairs that are necessary to return a building or building component to a safe and functional level. Includes routine repairs that cause tenants discomfort and could become a risk to health and safety if not undertaken. These include:</p> <ul style="list-style-type: none">▪ Urgent works – services required to be performed when there is a functional failure resulting in an immediate risk to safety, health or security or in response to an emergency or major incident/risk. Due to their criticality, these works are associated with very short response timeframes.▪ Priority Works – services required to be performed when there is a functional failure of a component or when action is required to be performed when there is an immediate threat of safety or a security risk. These works should be undertaken within short timeframes (e.g. between 24 to 48 hours).
<p>Planned</p> <ul style="list-style-type: none">▪ scheduled upgrades completed at a known frequency, and that are necessary to ensure that properties are continually managed at or above the Maintained Standard.▪ planned maintenance includes upgrades and/or component replacements.▪ vacant restoration modifications.▪ annual compliance assessments.▪ property assessment surveys.▪ lawns, grounds and cleaning▪ servicing works.▪ building essential services.▪ lifts.▪ fireline monitoring.▪ security.

Table 5 | Maintenance Types

5.2 Responsive Works

CHPs should advise LAHC of the provisions and nature of expected responsive maintenance in their Annual Asset Maintenance Plans (where required by LAHC in accordance with section 8.3 of the AMF or otherwise by the terms of the relevant Lease).

5.3 Planned Works

Planned maintenance maximises the life-cycle of dwelling and assists with legislative obligations. The Ten Year Asset Maintenance Plans (as required for properties managed under the Long Term Lease) should provide a strategic long-term view of maintenance management with the aim of ensuring the portfolio life is maximised.

5.3.1 Annual Compliance Assessment (ACA)

CHPs are required to undertake an annual compliance assessment for each property managed under the Long Term Lease to ensure compliance with legislative obligations.

CHPs under the Long Term Lease are required to report to LAHC on:

- smoke alarm servicing and testing. 100% compliance per annum is required
- smoke alarm replacement. 100% compliance with 10 year replacement timeframe (or earlier if specified by the manufacturer of the smoke alarm) is required to be reported annually.

- testing and servicing of thermostatic mixing valves (TMV), where applicable
- Annual Fire Safety Statement, where applicable, for each Essential Fire Safety Measure installed in the building as per the Environmental Planning and Assessment Regulation.

For properties managed under the Short Term Lease CHPs are required to report to LAHC on:

- smoke alarm servicing and testing. 100% compliance per annum is required
- smoke alarm replacement. 100% compliance with 10 year replacement timeframe (or earlier if specified by the manufacturer of the smoke alarm) is required to be reported annually.
- Annual Fire Safety Statement, where applicable, for each Essential Fire Safety Measure installed in the building as per the Environmental Planning and Assessment Regulation.

LAHC recognises the importance of Annual Client Service Visits in establishing and maintaining positive relationships with tenants. As a suggestion, LAHC sees the benefit of the ACA coinciding with the CHP's Annual Client Service Visit.

5.4 Servicing Works

Servicing works include routine maintenance programs for lawns, grounds and Building Essential Services (BES)²⁰ assets such as; cleaning, lift maintenance, security / CCTV services and fireline monitoring. Servicing works ensure systems are receiving the cyclical

maintenance required to meet statutory, specification and manufacturers' requirements.

Annual Asset Maintenance Plans (where required by LAHC in accordance with section 8.3 of the AMF or otherwise by the terms of the relevant Lease) should identify provisions for servicing works.

CHPs are also required to report on completion of statutory maintenance via annual updates to LAHC's BES Component Register (described in the following section). 100% compliance with legislative and statutory obligations is required.

5.4.1 Maintenance of BES Asset Data (Post 2021)

Post 2021 LAHC will provide a BES Component Register to CHPs for the purpose of identifying the BES components at each property that requires Servicing Works, in accordance with statutory requirements. Providers are required to ensure the BES register remains up to date, and to provide annual updates to LAHC, in the format provided at the time. Should BES assets or components be installed or significantly altered, Providers are also required to provide a copy of associated documentation, such as as-built diagrams and maintenance regimes, to LAHC.

BES components are bar-coded. Providers must ensure bar code numbers are recorded for each component contained on the BES Component Register and replace bar codes where necessary (e.g. where components are replaced).

²⁰ Building Essential Services include, but are not limited to fire detection, alarm, extinguisher and suppression systems; electrical services; hot and cold water systems; sewerage, stormwater and sump

pumps; backflow prevention devices; mechanical / HVAC systems; lightning protection; and other building components covered by statutory maintenance regimes

5.5 Quality Assurance, Audit and Trend Analysis

CHPs must implement processes of confirmation and verification within their quality assurance regime, where the outcome of ongoing audits and monitoring are used to ensure that life-cycle management objectives are being met (during the term of the MED for properties managed under a Social Housing Management Transfer Lease issued prior to 2021, these processes may also be used to confirm the contractors' reported performance, including work health and safety compliance).

For properties managed under a Social Housing Management Transfer Lease issued prior to 2021, after the expiry of the MED CHPs must also implement these processes to confirm contractors' reported performance, including work health and safety compliance.

5.6 Maintenance of Vacant Land

As part of managing long term asset maintenance planning, the CHP is required to undertake all necessary maintenance on vacant sites, including lawns and nature strips, within the CHP portfolio to ensure that they are maintained to the required standard.

The work required to be performed includes (but is not limited to):

- grassed areas
- grassed areas of footpaths
- under fences
- plants, trees, shrubs and hedges
- nature strips and street gutters
- the removal of all debris and rubbish (including large items abandoned on site).

The CHP must determine the frequency of operations having regard to seasonal requirements and weather conditions to keep the vacant land maintained. In such cases, the CHP

must carry out the various tasks at whatever frequency is necessary to ensure a high standard of maintenance is achieved at all times.

5.6.1 Performance Standards

Vacant land must be kept maintained in a clean and tidy condition, generally free from rubbish and items abandoned on the site.

Grass must be cut to give a neat, even and regular finish. Grass is not to be close cut as this encourages weed invasion and desiccation of the grass and soil.

Large items that have been abandoned on the vacant land must be removed. Large items are defined as those that cannot safely be lifted by one person. Large items include, but are not limited to the following:

- furniture (chairs, wardrobes, tables, mattresses, etc.)
- shopping trolleys
- carpet
- appliances and equipment (e.g. fridges, hot water units, etc.).
- car parts/ body (does not include abandoned cars).

The CHP must:

- remove all extraneous debris (e.g. twigs, branches, leaves, litter, rocks, paper, plastic, dog faeces, and other unwanted material) from the lawns and gardens
- remove any hypodermic needles, place in approved puncture resistant containers, and dispose of in accordance with medical waste procedures
- clean open drains and storm water pits of leaves, silt, litter and debris
- clear street gutters of grass cuttings and other debris

- neatly trim edges to all grassed areas (e.g. garden edges, along fences, footpaths, around the base of trees, pathways, buildings, garden beds, kerbs, driveways, around meters, letter boxes, lattice work, etc.) at the time of each cut, and remove clippings.

6 Portfolio Requirements

6.1 Introduction

There are a number of portfolio-wide activities including wide-scale service disruption management, environmental sustainability and insurance activities for which CHPs should develop an approach and plans.

6.2 Disaster Management

In respect of properties managed under the Long Term Lease a Disaster Management Plan (DMP) must be prepared by CHPs to ensure a precise and coordinated response to any major disaster such as:

- flooding, storms, tempests, pandemics, and bushfire
- major incidents, such as emergencies in high and medium rise buildings to ensure the safety and well-being of tenants.

The DMP must include preventative programs, preparedness measures, response arrangements and the coordination of immediate and ongoing recovery measures to guide CHPs optimal response at a local level, and facilitate a seamless and concurrent interaction with LAHC and other organisations for rapid response and recovery to business as usual.

6.3 Environmental Sustainability

CHPs are encouraged to develop innovative approaches that improve the personal and social wellbeing of tenants and reduce energy, water and living costs as well as reducing environmental risks and continually improving environmental performance.

Objectives to support strategies may include:

- water and energy efficiency measures that reduce energy and water usage and costs for social housing tenants
- industry leading water and energy efficiency measures
- proactively managing environmental risks and implementing risk reduction strategies
- minimising environmental impacts from maintenance.

Where environmental sustainability improvements result in a change to the property, (for example, photovoltaic cells) information should be provided to LAHC annually in order to update its Asset Register.

For LAHC-owned properties, physical improvements may first require the consent of the owner. Please refer to the lease in the first instance.

6.4 Major incidents involving insurance assessments

Where a property suffers extensive damage, the CHP should promptly liaise with LAHC directly to streamline the insurance process and lessen unnecessary delays. In the event of an emergency, such as a fire, the managing CHP has immediate health and safety responsibilities with respect to their tenants/clients and other persons in the vicinity of the property and property management obligations.

A CHP is immediately required to inform LAHC of any significant damage to a property as the result of a major incident and the subsequent action taken to ensure the risks posed to residents and the public have been mitigated. This includes, but is not limited to, securing the property, reporting on affected asbestos and forensic requirements (if any),

arranging site fencing and disconnection of services, where necessary.

LAHC will work closely with the CHP during and following the insurer's assessment, to determine the most suitable course of action for the affected property.

Where a total loss is confirmed by the insurer, LAHC will request the property to be demolished as a priority.

See also the Notifiable Insurance Event Operational Procedure, clauses of the Long Term Lease, as applicable, the MED as applicable, as well as clauses of the Short Term Lease, as applicable, for information regarding insurance claims and major incidents.

7 Strata & Stratum Management

A number of strata-titled dwellings will be managed by CHPs.

In order to comply with section 186 of the *Strata Schemes Act*, the CHP is required to provide each tenant with a copy of the by-laws and any strata management statement within 14 days of:

- (a) A new tenancy agreement commencing;
or
- (b) A change in the by-laws or SMS during the term.

The CHP should endeavor to issue the tenant with a copy of the by-laws and SMS at the same time it provides the tenant with the final signed tenancy agreement. The CHP is also required,

pursuant to section 258 of the *Strata Schemes Act*, to provide written notice to the Owners Corporation within 14 days after a property is leased or subleased, or on assignment of any lease or sublease, subject to LAHC being able to rely on the *Privacy and Personal Information Protection Act 1998* (NSW) as an exemption to the obligation. The exemption is to be discussed by the CHP with the Owners Corporation on a case by case basis.

The CHP must comply with the Long Term Lease and the Short Term Lease, as applicable, in relation to its management of strata and stratum properties owned by LAHC.

8 Strategic Portfolio Management

8.1 Introduction

LAHC has responsibility for strategic portfolio planning and program decisions. CHPs will be consulted in the analysis and planning process and will be kept informed of program decisions.

Ongoing dialogue will support CHPs in decisions regarding significant maintenance decisions at an individual property level, with a view to ensure that expenditure is minimised on properties that are likely to be redeveloped or disposed.

8.2 Strategic Portfolio Planning and Programming

LAHC determines its redevelopment programs at a whole of portfolio level and undertakes site feasibility across a wide range of sites on an ongoing basis. Program options are formulated on an ongoing long term basis, identifying sites with best redevelopment opportunities and outcomes across the portfolio. Programs are confirmed once funding is secured through annual budgeting processes.

When planning to redevelop identified sites, LAHC considers the best use of the site in terms of yield and dwelling types, along with future demand and local property manager input.

CHPs will be engaged in this process, helping to provide local information and advice regarding priorities, connected issues such as maintenance requirements identified in Annual Asset Maintenance Plans (where required by LAHC in accordance with section 8.3 of the AMF or otherwise by the terms of the relevant Lease) and Ten Year Asset Maintenance Plans required under the Long Term Lease, and opportunities within the portfolio and programs.

Similarly, LAHC determines its disposal programs at a portfolio level. Decisions regarding disposals take into consideration whole of portfolio, budget requirements and overall demand. Individual property decisions then consider the long term maintenance profile, demand, property value, planning opportunities and other local considerations.

8.3 Annual Asset Maintenance Plan

CHPs are required to provide an Annual Asset Maintenance Plan for properties managed under the Long Term Lease and may be requested by LAHC to provide an Annual Asset Maintenance Plan for a property managed under a Short Term Lease. The Annual Asset Maintenance Plan should include but not be limited to the following information:

- introduction
- management processes for conducting responsive maintenance (following expiration of AMS contract period for properties managed under a Social Housing Management Transfer Lease issued prior to 2021)
- responsive and planned maintenance priorities
- building and services plans
- summary reports
- maintenance recommendations
- budget
- actual expenditure compared to prior year forecast
- spreadsheet(s) covering the required information.

Plans will be reviewed by LAHC and discussed with the CHP in the context of LAHC's portfolio planning.

8.4 Ten Year Asset Maintenance Plan

CHPs are required to provide a Ten Year Asset Maintenance Plan for properties managed under the Long Term Lease that identifies how maintenance plans and policies contribute to the aim of ensuring the portfolio life is maximised and structural repair requirements managed and minimised.

Plans should include but not be limited to the following information:

- introduction
- planned and preventative maintenance methodology
- building and services plans
- summary reports
- details of the activities for monitoring and management of Hazardous Materials at all properties, including that any deterioration or damage to lead paint has been considered for the purpose of mitigating the risk to the health and safety of occupants
- maintenance recommendations
- budget
- spreadsheet(s) covering the required information
- priority and budget for core infrastructure and other upgrades.

Plans will be reviewed by LAHC and discussed with the CHP in the context of its portfolio planning.

8.5 Withdrawal of Properties

Given the need to make decisions at a whole of portfolio level, LAHC may require the return of a CHP-managed property for reasons such as divestment or redevelopment.

The withdrawal of properties is addressed in the Long Term Lease.

CHPs are required to comply with the maintenance obligations under the Lease in

respect of managed properties that have been identified for withdrawal.

CHPs must use their best endeavours to relocate a tenant of a property that is proposed for withdrawal. LAHC and CHPs will work collaboratively to assist in the relocation of tenants from properties managed by other parties, including DCJ.

9 Reporting and Review

9.1 Introduction

LAHC seeks to promote and facilitate alignment of its relationship with CHPs based on the following key objectives, namely to:

- ensure a simple and streamlined approach, i.e. a governance model that is collaborative, focused and works based
- provide effective engagement for decision making focusing on peer-to-peer engagement, clear lines of communication, information sharing and delegated authority where risks, issues and variations are addressed efficiently and effectively
- engender an outcomes focused approach
- establish robust contract agreements that identify the key obligations of all parties, the outcomes sought, and that align systems, processes, tools and templates.

9.2 Reviews

Biannual engagement meetings are held with all CHPs in respect of properties managed under the Long Term Lease (and if required by LAHC, in respect of properties managed under the Short Term Lease) to discuss performance and compliance against agreed targets. These meetings will also provide the opportunity to discuss operational matters, process improvement, risk mitigation/action plans and strategic portfolio planning.

The Annual Contract Performance Review meetings led by DCJ are held adjacent to the biannual engagement meetings where these occur, if possible. The purpose of these meetings is to strengthen working relationships and accountability, as well as managing performance and identifying and eliminating risk as far as is reasonably practicable., or if risk elimination is not reasonably practicable, the minimisation of risks (including work health and safety risks), as far as is reasonably practicable.

Annual engagement meetings or other meetings to discuss performance are held with CHPs on a case by case basis at a mutually convenient time, and at LAHC's discretion.

CHPs may be requested by LAHC to provide an Annual Asset Maintenance Plan under the Short Term Lease in accordance with section 8.3 of the AMF. If LAHC makes this request, adequate notice will be given to enable the CHPs to submit an Annual Asset Maintenance Plan in advance of an engagement meeting.

9.3 Reporting Requirements

The Community Housing Contract Compliance and Performance Management Framework details reporting, compliance and performance requirements.

Reporting includes:

- historical information from the previous year, including maintenance completed, disability modification improvements and details of property condition assessments
- forward planning information comprising; responsive, planned and preventative maintenance methodologies (including timing for delivery of maintenance and processes and procedures for delivering maintenance services, including in accordance with legislative obligations) and programs as evidence that CHPs are addressing their short and long-term obligations to ensure LAHC properties are compliant with statutory obligations and asset standards, and that required maintenance is being prioritised
- additional unit-level data on assets is required by LAHC to satisfy Treasury, strategic and operational requirements. This will also act to reconcile LAHC and CHP property data and identify anomalies for further action and resolution.

The table below provides the reporting requirements and frequency.

Asset Management Framework

FOR PROPERTIES MANAGED BY COMMUNITY HOUSING PROVIDERS

Reporting components	CHP Obligation	Frequency		Purpose of Information
		Short Term Lease	Long Term Lease	
Annual Asset Maintenance Plan	<p>A detailed report completed on the template provided by LAHC that records:</p> <ul style="list-style-type: none"> responsive and planned maintenance works delivered over previous 12-months against planned priorities. Preventative maintenance building and services report summary reports forward maintenance priorities budget spreadsheet(s) covering the required information 	<p>Only as requested.</p> <p>Note: Adequate notice will be given to facilitate CHP Annual Asset Maintenance Plan submission</p>	Annually	Provides evidence of CHP performance against the planning and prioritising of maintenance in order to satisfy their obligations to provide safe, clean and habitable housing
WHS Report & Insurance Report	<ul style="list-style-type: none"> WHS Certification Public liability insurance Loss or damage insurance 	Annually (or more frequently if requested by LAHC).	Annually (or more frequently if requested by LAHC).	Provides evidence of CHP compliance with the WHS Legislation and all of the CHP's insurance obligations
Annual Compliance Assessment	<p>In respect of properties the subject of the Long Term Lease:</p> <ul style="list-style-type: none"> % of portfolio that is compliant signed certification from CHP Board for smoke alarm and Thermostatic Mixing Valves testing and servicing 100% compliance for smoke alarm servicing is required. Unit level data completed on the template provided by LAHC is required for each property including: <ul style="list-style-type: none"> PRN Address Date of last smoke alarm service 	<p>Annually</p> <p>100% compliance for smoke alarm servicing is an annual requirement to be reported Quarterly</p> <p>AFSS is required annually, as per due date of AFSS, and to be submitted in accordance with</p>	<p>Annually</p> <p>100% compliance for smoke alarm and Thermostatic Mixing Valve testing and servicing is an annual requirement to be reported Quarterly</p> <p>AFSS is required annually, as per due date of AFSS, and to</p>	Legislative obligations to ensure properties are safe, clean and habitable

Asset Management Framework

FOR PROPERTIES MANAGED BY COMMUNITY HOUSING PROVIDERS

Reporting components	CHP Obligation	Frequency		Purpose of Information
		Short Term Lease	Long Term Lease	
	<ul style="list-style-type: none"> smoke alarm replacement. 100% compliance with 10 year replacement timeframe (or earlier if specified by the manufacturer of the smoke alarm) is required. Unit level data is required for each where replacement occurs including: <ul style="list-style-type: none"> PRN Address Annual Fire Safety Statement (AFSS), where applicable, for each Essential Fire Safety Measure installed in the building. <p>In respect of properties the subject of the Short Term Lease:</p> <ul style="list-style-type: none"> signed certification from CHP Board for smoke alarm servicing 100% compliance for smoke alarm servicing is required. Unit level data completed on the template provided by LAHC is required for each property including: <ul style="list-style-type: none"> PRN Address Date of last smoke alarm service smoke alarm replacement. 100% compliance with 10 year replacement timeframe (or earlier if specified by the manufacturer of the smoke alarm) is required. Unit level data is required for each property where replacement occurs including: 	LAHC process requirements.	be submitted in accordance with LAHC process requirements.	

Asset Management Framework

FOR PROPERTIES MANAGED BY COMMUNITY HOUSING PROVIDERS

Reporting components	CHP Obligation	Frequency		Purpose of Information
		Short Term Lease	Long Term Lease	
	<ul style="list-style-type: none"> ○ PRN ○ Address <ul style="list-style-type: none"> ▪ Annual Fire Safety Statement, where applicable, for each Essential Fire Safety Measure installed in the building. 			
Property Assessment Survey	<ul style="list-style-type: none"> ▪ LAHC PAS score/rating for each property % of properties PAS assessed per year (This can be achieved through undertaking a PAS on a minimum of 30% of the portfolio in any year, provided that any shortfall below one third is caught up in the next financial year, with a maximum of 36% for any given year ▪ retain or improve on PAS score for each Package 	N/A	Annually	Provides data necessary for valuing assets in a way which satisfies Treasury's requirements
Structural (Asset failure)	<ul style="list-style-type: none"> ▪ : Number of properties with structural damage notified to LAHC 	Requirements in accordance with Structural Repairs Operational Procedure	Requirements in accordance with Structural Repairs Operational Procedure	Legislative obligations to ensure properties are safe. Gain a better understanding of CHP responses to structural risk.
Disaster Management Plan	<p>A detailed plan that shows the CHP response to:</p> <ul style="list-style-type: none"> • flooding, storms, tempests, pandemics and bushfire • major incidents 	N/A	Annually	Provides evidence of CHP compliance with its insurance obligations

Asset Management Framework

FOR PROPERTIES MANAGED BY COMMUNITY HOUSING PROVIDERS

Reporting components	CHP Obligation	Frequency		Purpose of Information
		Short Term Lease	Long Term Lease	
	<ul style="list-style-type: none"> The DMP must include preventative programs, preparedness measures and response arrangements. 			
Incorporate practices in environmental sustainability and innovation	<ul style="list-style-type: none"> report on sustainable initiatives, practices, grants 	N/A	Annually	Capital improvements can be recorded in the LAHC Asset Register, which may impact on asset valuations required by Treasury
Disability modifications	<ul style="list-style-type: none"> modifications funded by unit record source of funding 	Annually	Annually	To enable modifications to be recorded against its funding source
Tenant damage	Total tenant damage (\$) identified and amount verified and accepted by tenant or NCAT	N/A	Annually	Provides evidence of CHP planning and prioritising of maintenance in order to satisfy their obligations to provide safe, clean and habitable housing
Lodged Insurance claims	No. of instances of timely provision of complete insurable instance notifications	Requirements in accordance with Notifiable Insurance Events Operational Procedure	Requirements in accordance with Notifiable Insurance Events Operational Procedure	Provides evidence of LAHC properties subject to insurance claims
10-year Asset Maintenance Plan	A plan completed on the template provided by LAHC that provides a strategic long-term view with the aim of ensuring the portfolio life is maximised and structural repair requirements managed and minimized. The plan should include as a minimum:	N/A	Annually, and when there has been material change to a property, such as the addition or removal of disability modifications	Provides evidence of CHP planning and prioritising of maintenance in order to satisfy their obligations to provide safe, clean and habitable housing

Asset Management Framework

FOR PROPERTIES MANAGED BY COMMUNITY HOUSING PROVIDERS

Reporting components	CHP Obligation	Frequency		Purpose of Information
		Short Term Lease	Long Term Lease	
	<ul style="list-style-type: none"> portfolio summary planned and preventative maintenance methodology building and services plans summary reports, including details of the activities for monitoring and management of hazardous materials at all properties. maintenance recommendations budget spreadsheet(s) covering the required information priority and budget for core infrastructure and other upgrades 			Provides data required for informed allocation decision-making
Valuation Property Elements NOTE: This requirement is currently satisfied by the PAS. It is retained as a requirement in case of any future operational changes.	<p>Property identifier, address, other locational data, number of bedrooms, housing type and program purpose, floor level, level access, suitability for tenants with disabilities, other alterations</p> <p>Property aspect, interior and street appeal (poor, moderate, good), indicative yard size, approximate dwelling size, and car accommodation (small, medium, large)</p>	N/A	N/A	Valuation Property Elements are a Treasury reporting requirement
	Note: Unit-level data requirements may change; specific data requirements and file format/template will be provided to CHPs during pre-transfer preparation			

Table 6 | Reporting Requirement

Schedule A

Neighbourhood Facilities eligible for exclusion from nominated sections of the Asset Management Framework

Neighbourhood Facilities comprise a wide variety of property types and are used for a variety of purposes. Some sections in the AMF make reference to processes, items, obligations, Acts or Lease types that may not be appropriate or relevant to each individual Neighbourhood Facility. Depending on the type and use, some Neighbourhood Facilities may have additional obligations under other legislation.

Some Neighbourhood Facilities that are not already listed in the Exclusions on Page 2 of the AMF are eligible for exclusion from certain sections.

Eligible Properties Definition:

LAHC properties which are used for non-residential and community purposes, such as local community centres which run programs that benefit DCJ tenants, are eligible for exclusion from the nominated sections.

These eligible properties are distinct from LAHC properties which are used for non-residential, commercial purposes with market rents charged where the AMF is applicable.

Nominated Excluded Sections:

- 4.11. Estate roads
- 6.3. Environmental Sustainability
- 7.0. Strata & Stratum Management



Planning,
Industry &
Environment