



INTRODUCTION

Thank you for taking part in our survey on Australia's affordable housing industry capacity. By capacity we mean 'the power, ability, or possibility of doing something' (Macquarie Dictionary) or 'the ability to perform work' (Yu-Lee (2002) 'Essentials of Capacity Management'). This survey has approval from the University of NSW Australia's Built Environment Human Research Ethics Advisory Panel (155112). A Project Information Statement is displayed on the next page for your consideration.

All Tier 3-registered providers (and the Victorian/Western Australian equivalents) are being invited to complete this survey, which will take about 20 minutes to complete. It is designed to be completed by the CEO (or equivalent senior manager responsible for housing) of your organisation. Your responses to this survey will inform us about the current capacity of the Australian affordable housing industry and help us formulate questions for further in-depth discussions with industry stakeholders. (For your information a separate survey is being undertaken by Tier 1 and Tier 2 providers.)

The survey is divided into six sections, each focussing on:

- Your organisation (including all subsidiary entities)
- Your organisation's (recent) past and current capacity building activities
- Your organisation's business growth plan
- Your organisation's capacity building needs under one growth scenario
- Capacity building needs/priorities for the industry as a whole
- Resourcing capacity building.

If you have any question on how to complete the survey, please contact Dr Edgar Liu (02 9385 4245, edgar.liu@unsw.edu.au). On behalf of the research team, thank you very much for completing the survey. With contributions from you and your peers, we hope the research will be useful to everybody associated with affordable housing.

Associate Professor Vivienne Milligan

Project leader

ORGANISATION PROFILE, FUNCTIONS AND OPERATING CAPACITY

1. All jurisdictions in which you currently operate social and/or affordable housing services (tick as many as apply):

- ACT
- NSW
- VIC
- QLD
- SA
- WA
- TAS
- NT
- International

2. Operational regions

- Metropolitan (capital city) only
- Non-metropolitan only
- Metropolitan & non-metropolitan

3. Tier/class of registration

- NRSCH: Tier 1
- NRSCH: Tier 2
- NRSCH: Tier 3
- Victoria: Housing Association
- Victoria: Housing Provider
- WA: Growth Provider
- WA: Preferred Provider
- WA: Registered Provider
- Not registered at this time

4. Which of the following categories BEST describes your organisation's core role?

- Mainstream social/community housing provider
- Crisis and/or transitional housing services provider
- Housing cooperative
- Specialist accommodation service provider (e.g. aged or disability housing specialist, youth)
- Welfare services provider (including housing)
- Indigenous community housing provider
- Indigenous community welfare services provider (including housing)
- Other (Please specify): _____

5. Please complete the following table of key indicators for your organisation as reported in your 2014/15 Annual Report. If 2014/15 Annual report figures are unavailable, please use figures as last reported to the Registrar.

| | |
|---|--|
| Number of FTE staff: | |
| Reported annual rent revenue (\$): | |
| Total number of residential dwellings under management that are used for long term social/community housing | |

CAPACITY BUILDING ACTIVITIES AND RESOURCING

6. Can you indicate which of the following strategies your organisation has:

- i. Given corporate priority to in the last 3 years (FY 2012/13-2014/15); and/or
- ii. Formally committed resources to in the next 3 years (FY 2015/16-2017)
- iii. Did not prioritise in last 3 years and will not commit in next 3 years

(Tick both i. and ii. categories if appropriate)

| | i. Conducted last 3 years | ii. Underway/committed next 3 years | iii. No major action in specified time-frame |
|--|---------------------------|-------------------------------------|--|
| (a) A reform of organisational ethos, values, mission or culture to align with changed business directions | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (b) A reform of governance (e.g. Board structure and membership, legal status of entity) and/or senior management arrangements to support planned business directions | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (c) Review/reform of client service policies/directions (e.g. policy review, tenant engagement strategies, tenant well-being initiatives) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (d) A major overhaul of asset management planning and/or delivery arrangements | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (e) An assessment of resource needs for business growth (e.g. workforce needs/planning, business/IT systems, corporate services, procurement policies and practices, marketing and communications) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (f) Development of the organisation's cultural competency (e.g. hiring Indigenous or minority group staff, cultural training of staff) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (g) An enhancement to external partnership arrangements (e.g. new partnerships and alliances, joint venturing) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (h) An enhancement to tenant engagement strategies | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| (j) Enhancement of internal housing development/project management capacity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

BUSINESS GROWTH PLANS

7. What scale of growth in your organisation's housing operations (e.g. as reflected by annual rent revenue) are you planning for in the next 3 years (2015/16 -2017/18)?

- Very low growth: 0 - <5% expansion (of housing operations) over next three years → GO TO QUESTION 9
- Low growth: 5 - 10% expansion
- Modest growth: 11 - 20% expansion
- High growth: > 20% expansion

8. What are the main strategies that will enable the level of planned growth nominated (tick as many as apply):

- Organisational merger(s) or takeover(s)
- Partnership/alliance/joint venture with another (private or NFP) organisation
- Transfer of public housing to the organisation
- Expansion of current core service area(s) within one jurisdiction (i.e. into new towns or suburbs)
- Expansion of current core service area(s) interstate or internationally
- Introduction of one or more new housing services
 - Please specify what kind of new housing services your organisation will be introducing: _____
- Current supply pipeline (e.g. NRAS)
- New funding sources (e.g. NDIS)
- Changing tenant mix
 - Please specify how your organisation will change your tenant mix: _____
- Additional revenue generating activity
 - Please specify what additional revenue generating activity(s) your organisation will introduce: _____
- Other (Please specify): _____

ORGANISATIONAL CAPACITY BUILDING NEEDS UNDER ONE GROWTH SCENARIO

9. If your organisation was to increase the number of social housing tenancies under management by around 50% in the next 3-5 years (within your current jurisdiction(s)), in which of the following areas would you need to build your organisation's capacity the most (Maximum of 5)

- Tenancy services staff recruitment and training
- Property services staff recruitment and training
- Delivery of quality maintenance services
- Life cycle/strategic asset management planning
- Treasury management and financial planning
- Management of clients with complex needs
- Management of multi-unit housing complexes or estates
- IT infrastructure and business systems
- Governance and senior management leadership/structure/processes
- Human resources management capacity
- Back office administrative services capacity (e.g. record keeping, compliance, contract management, budgeting)
- Partnering arrangements with support service providers
- Capacity to engage tenants meaningfully in the organisation's planning and service delivery
- Other capacity building need areas (Please specify): _____

AFFORDABLE HOUSING INDUSTRY CAPACITY

10. Outside of your own organisation, which of the following factors do you consider to be the greatest barriers to the growth of the Australian affordable housing industry in the next three years (Maximum of 5)

- Lack of an integrated national / state housing policy
- Lack of a coherent legislative framework for the affordable housing industry
- Lack of an industry-wide strategic plan and affordable housing targets (state or national)
- Lack of specialist industry knowledge within relevant government agencies
- Inadequate administrative capacity within relevant government agencies (state or national)
- Current industry regulation requirements and methods (i.e. under the NRSCH or state equivalent)
- Lack of durable public subsidy
- Inadequate levels of funding and other resourcing for industry capacity building and supporting infrastructure
- Access to private finance on acceptable terms
- Insufficient funding for tenant support and community engagement services
- Lack of low income home ownership products (e.g. shared equity)
- Inadequate planning policy in support of affordable housing development
- Current rent setting arrangements
- Current workforce training arrangements
- Other (Please specify): _____

11. In your own words, please elaborate on what you think should be the key priorities for strengthening the institutions that support the affordable housing industry (e.g. professional associations, financial intermediaries)? _____

RESOURCING CAPACITY BUILDING

For each of the following questions about capacity building (Q12-Q15) please indicate your position along the scale given.

12. For my organisation to grow there needs to be a significant enhancement to the training budget.

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not applicable |
|--|----------------|-------|----------------------------|----------|-------------------|----------------|
|--|----------------|-------|----------------------------|----------|-------------------|----------------|

13. Please indicate how strongly you agree or disagree with the following statements about the overall capacity building resources and tools that are currently available to the industry. Capacity building resources and tools currently available...

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not applicable |
|---|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| a. Meet the needs of my organisation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Are regularly accessed and used by my organisation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Are of a high quality | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Need to be adapted to be useful for my organisation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Are kept up-to-date | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Have been largely wasted or poorly targeted in my jurisdiction | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

14. Industry peak bodies and peer networks are effective in assisting my organisation to build capacity.

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not applicable |
|--|----------------|-------|----------------------------|----------|-------------------|----------------|
|--|----------------|-------|----------------------------|----------|-------------------|----------------|

15. Please indicate how strongly you agree or disagree with the following statements about the impacts of community housing regulation in your organisation. In my organisation regulation has been an important driver of improvements in...

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Not applicable |
|---------------------------------------|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| a. Client service delivery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Property and asset management | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Organisational governance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Risk management | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Business systems and processes | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Financial management and reporting | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

16a. Name of person who completed this survey: _____

16b. Organisational name: _____

This is the end of the survey. Thank you for participating.