



Pacific Community Housing[®]

PROMOTING AND PROVIDING ACCESS TO SAFE
AND SECURE AFFORDABLE HOUSING



POLICY HANDBOOK

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Introduction

Who is Pacific Community Housing?

Greater Sydney is place full of opportunities to have a fulfilled life. Having a home that is affordable, accessible and comfortable is a vital ingredient to enable an individual to excel in life in Sydney.

Unfortunately, the cost of housing in Sydney can undermine the opportunities for those who struggle to find housing that is affordable. Pacific Community Housing understands that not everyone in society is able to access quality, safe and secure housing.

Pacific Community Housing is a community housing provider that is guided by the objective of promoting and providing access to safe and secure housing for those in need so they too can share in the opportunities Sydney provides.

We are committed to providing excellent services that will bring dignity to those who are vulnerable by offering financially affordable dwellings so our tenants can afford other basic living costs such as food, clothing, transport, medical care and education.

We seek to use the skills in our organisation and the value generated through our projects to make a difference to the lives of people on low to moderate incomes, including key workers, by reinvesting back into the community and growing the number of secure affordable housing options we provide.

If you would like to contact us to discuss our operations, our office hours are 9:30am to 4:30pm Monday to Friday. Phone: (02)9522 6575. (an answering service may collect your call if staff are unable to answer your call - if you leave your details and request a call back, we will return your call). email: information@pacificcommunityhousing.com.au.

The Policy Handbook

What is this handbook for?

This handbook outlines the policies and forms Pacific Community Housing will use to ensure high quality performance outcomes as a Tier 3 provider of Community Housing. They are intended to:

- Guide the operations of Pacific Community Housing.
- Guide the management and services of all Pacific Community Housing properties.
- Ensure fair, transparent and impartial allocations of all rental properties.
- Bring dignity to those who are most vulnerable by offering financially affordable dwellings.
- Provide assistance to people who are 'key workers' in an area.

How was this handbook created?

These detailed policies and forms have been created using the guiding principles of:

- The Goals, Vision, Mission and Values of Pacific Community Housing
- NSW Affordable Housing Ministerial Guidelines
- National Regulatory System of Community Housing (NRSCH)
- NRSCH National Regulatory Code
- NRSCH Tier Guidelines
- NSW Community Housing Rent Policy

How will we handle a person's privacy and confidentiality?

Pacific Community Housing will keep applicants', tenants' and residents' information and feedback confidential, in line with privacy laws and standards.

How will we handle complaints and appeals?

An applicant for affordable housing who is not happy with a decision made by Pacific Community Housing or who believes that Pacific Community Housing has not followed this policy can appeal using the appeals policy that is available on the Pacific Community Housing website www.PCH.com.au or by phoning Pacific Community Housing directly during business hours.

How will we provide quality assurance?

The Eligibility for Affordable Housing Policy will be formally reviewed every two years or when necessitated through a sufficient change in circumstances. These policies will also be assessed every two years or amended as required by Pacific Community Housing's Board of Directors.

How do we assess our performance outcomes?

All our performance outcomes are guided by the NRSCH National Regularly Code ensuring great quality across:

- Tenancy Management
- Housing Assets
- Community Engagement
- Governance
- Probity
- Management
- Financial Viability



PERFORMANCE OUTCOME 1
Tenancy Management

Range of Housing Services Delivered - Policy Number 100

Edited August 2023

1. Purpose

This policy outlines the range of housing services Pacific Community Housing delivers.

2. Scope

This policy applies to all assets managed by Pacific Community Housing.

3. Principles

Pacific Community Housing is committed to providing excellent services in supplying affordable housing to people who earn low to moderate incomes. The affordable housing options Pacific Community Housing delivers intends to:

- Ensure fair, transparent and impartial allocations of all rental properties.
- Include people who earn low to moderate income or are going through a significant change in their life which impacts their financial situation - such as having a baby, getting a divorce, people leaving home for the first time, moving into retirement or receiving a government pension or benefit.
- Bring dignity to those who are most vulnerable by offering financially affordable dwellings so they can afford other basic living costs such as food, clothing, transport, medical care and education.
- Provide assistance to people who are 'key workers' in an area where Pacific Community Housing has available housing assets.

4. Types of Housing

Types of affordable accommodation Pacific Community Housing delivers include:

- Single bedroom apartments
- Multibedroom apartments
- Studio apartments

5. Eligibility

Pacific Community Housing delivers affordable housing in some areas and only to those who are eligible. Eligibility for affordable housing mostly depends on whether a household income falls within the maximum limits set by the NSW and/or Australian Governments. The current limits are set out in the table below. More information can be found by reading the 'Affordable Housing Eligibility' policy.

6. Legislative Framework and Related Policies

- 'Affordable Housing Eligibility' - Policy.
- State Environmental Planning Policy (Housing) 2021
- NSW Affordable Housing Ministerial Guidelines 2023 – 2024
<https://www.facs.nsw.gov.au/download?file=843446>
- [Community Housing Providers \(Adoption of National Law\) Act 2012](#)

Eligibility for Affordable Housing Policy - Number 101

Edited August 2023

1. Purpose

This policy outlines eligibility and application requirements for affordable housing options managed by Pacific Community Housing.

2. Scope

This policy applies to all assets managed by Pacific Community Housing.

3. Principles

Pacific Community Housing is committed to providing excellent services in supplying affordable housing to people who earn low to moderate incomes. This policy outlines the eligibility criteria for people wishing to apply for affordable housing through Pacific Community Housing. It is intended to:

- Give clear guidelines on how Pacific Community Housing allocates properties to applicants.
- Ensure fair, transparent and impartial allocations of rental properties.
- Provide assistance to people who are 'key workers' in an area where Pacific Community Housing has available housing assets.
- Bring dignity to those who are most vulnerable by offering financially affordable dwellings so they can afford other basic living costs such as food, clothing, transport, medical care and education.

4. Eligibility Requirements

To be eligible for Affordable Housing, a prospective tenant must:

- Establish their identity.
- Generally, be 18 years of age or older.
- Be a citizen or have permanent residency in Australia.
- Be a resident in New South Wales (NSW).
- Meet income limits set in accordance with the NSW Ministerial Affordable Housing Guidelines <https://www.facs.nsw.gov.au/download?file=843446>
- Be able to sustain a successful tenancy without support or with appropriate support in place.
- Clear any former debts you may have with other social housing providers (if applicable).

Pacific Community Housing will also consider other factors when assessing eligibility. For example:

- **Housing Need:** Whether the prospective tenant is in housing stress whose housing need cannot be met in the short to medium term, those with the potential to transition into home ownership in the medium term and/or social housing applicants/tenant who are seeking another choice of housing more suited to their needs.
- **Private Rental Market:** Whether the prospective tenant would be able to secure suitable or adequate housing in the private rental market.
- **Owning Assets:** Whether the prospective tenant own any assets (e.g. property) that could be used to solve their housing need.
- **Key Worker Eligibility:** Some properties (usually owned by a local council) are only made available for 'key workers' who are permanently employed within the local government area. These include people working in health services, childcare, education, emergency services, public transport, etc.

5. Financial Requirements

In addition to the eligibility requirements, the gross household income must fall within one of the following bands:

National Rental Affordability Scheme (2023 - 2024 year)

Household composition	Initial income limit	Existing tenant income limit*
One adult	\$58,905	\$73,631
Two adults	\$81,441	\$101,801
Three adults	\$103,977	\$129,971
Four adults	\$126,513	\$158,141
Sole parent with one child	\$81,498	\$101,873
Sole parent with two children	\$101,039	\$126,299
Sole parent with three children	\$120,580	\$150,725
Couple with one child	\$100,982	\$126,228
Couple with two children	\$120,523	\$150,654
Couple with three children	\$140,064	\$175,080

*This column shows figures which are 25 per cent more than the initial household income limits. If the combined gross household income of existing tenants exceeds the initial income limit by 25 per cent or more (i.e. is at or is more than the existing tenant income limit) in two consecutive eligibility years, the tenants will cease to be eligible tenants

6. Former Tenants Eligibility for Affordable Housing

Former Pacific Community Housing tenants who left their property without debt, left the property in a satisfactory condition and who meet the above eligibility criteria are allowed to reapply for housing. If they are not eligible for tenancy reinstatement as per the Transfer Policy, then they will be assessed the same as a general applicant.

Any former tenant who owes a debt to Pacific Community Housing will be eligible to go onto the waiting list but will not receive an offer for housing until the debt is cleared, or they have made regular repayments for 6 continuous months.

Any tenant who had a poor tenancy history with either Pacific Community Housing, another Housing Provider, a private landlord, or who was evicted cannot be considered to go on the waiting list unless they can demonstrate to the satisfaction of Pacific Community Housing that they have adequate support in place, and they are now able to maintain a satisfactory tenancy.

7. Ongoing Eligibility

A review of ongoing eligibility will be conducted regularly. At each rent review an assessment will take place. However, if a tenant is on a fixed-term tenancy agreement and Pacific Community Housing remains the landlord, then the eligibility assessment will not be carried out earlier than six months before the end of the fixed term.

To remain in a Pacific Community Housing affordable dwelling, households must continue to meet all the criteria set out in section 4 and 5 of this policy. That is, households still need to meet general eligibility criteria, demonstrate an ongoing housing need and not have assets which could reasonably be expected to meet their housing need.

However, existing tenants are permitted to increase their incomes over time and earn up to 25% above the maximum eligibility income before they become ineligible.

The reason for this is to further assist households to achieve a higher standard of living and/or save in order to purchase a property for themselves to own and live in.

Pacific Community Housing in accordance with Section 85 of the Residential Tenancies Act 2010 may from time to time evict a tenant without cause, however in these circumstances all reasonable effort will be made by Pacific Community Housing to relocate the tenant into another affordable housing tenancy.

8. When a Tenant is No Longer Eligible

Where a tenant is found not to be eligible after a review of eligibility, Pacific Community Housing:

- Can use Section 143 of the Residential Tenancies Act 2010 to terminate the tenancy on the grounds that the tenant is no longer eligible to reside in the class of community housing to which the leasing agreement applies.
- Should assist the tenant in assess alternative housing options.
- Allow a tenant to be given up to twelve months to move to alternative accommodation, if possible.

A tenant may also give a termination notice to Pacific Community Housing without penalty under certain circumstances such as domestic violence in accordance with Section 105B rights for Domestic Violence Victims of the Residential Tenancies Act 2010.

9. Management Fee

In general, managing Affordable Housing involves:

- establishing and implementing rental policies
- determining household eligibility for affordable housing properties
- finding eligible tenants, managing applications and providing rental assessments
- collecting rent and maintaining properties
- reviewing annual and ongoing eligibility to ensure compliance with Affordable Housing schemes.

Pacific Community Housing will strive to set the management at such a level that is adequate for the operations of Pacific Community Housing regarding maintaining the rent affordable.

All Affordable Housing tenancy managers in NSW must comply with the Residential Tenancies Act 2010.

10. Legislative Framework and Related Policies

- Transfers – Policy 114
- State Environmental Planning Policy (Housing) 2021
- Residential Tenancies Act 2010
- [Community Housing Providers \(Adoption of National Law\) Act 2012](#)
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024
<https://www.facs.nsw.gov.au/download?file=843446>

Determining Rents for Affordable Housing - Policy Number 102

Edited August 2023

1. Purpose

This policy outlines how Pacific Community Housing determines rents for its tenants.

2. Scope

This policy applies to all Pacific Community Housing assets.

3. Principles

Pacific Community Housing is committed to providing excellent services in supplying affordable housing to people who earn low to moderate incomes. This policy outlines how rents are established for tenants. It is intended to:

- Give clear guidelines on how Pacific Community Housing sets and adjusts rental prices.
- Ensure fair, transparent and impartial rent prices for all Pacific Community Housing properties.
- Provide a discount to market rent taking account of household income, their individual situation and the capacity for households to pay rent without being financially burdened.
- Take each individual household's needs and relevant circumstances into account.
- Show compassion and give support when required should tenants fall into arrears and reach a positive agreement to help tenants resolve any rental arrears.

4. How Rents for Affordable Housing are Determined

Rent for Affordable Housing properties varies from area to area and will be determined using the principles set out under the National Rental Affordability Scheme Guidelines. If a household is eligible for community housing as outlined in the Eligibility for Affordable Housing policy, Pacific Community Housing will:

- Set rents at 80 per cent or less than the price of similar properties in the local area*.
- Aim to ensure households with low to moderate incomes not pay more than 30% of their gross income.
- Guarantee the rent is fixed for full term of the lease.

* A local area is defined as the average rent for a similar sized dwelling within a 3-kilometre radius of the Pacific Community Housing dwelling.

5. Adjusting Rents and Rent Reviews

Rent prices will be reviewed every 12 months, on the anniversary date of a tenant's occupancy or at the conclusion of a lease. Pacific Community Housing will assess the current rents in the local area and determine if an adjustment to the rent needs to be made according to market trends.

Each year Pacific Community Housing will assess if a tenant is still eligible to be offered Affordable Housing and ensure any rent changes will adhere to the rental guidelines in section 4 of this policy titled 'How Rents for Affordable Housing are Determined'.

Tenants will be informed in writing at least 60 days prior to any rent increase. The notice must specify:

- The increased rent.
- The day from which the increased rent applies.

The process for implementing rent increases must be consistent with the Residential Tenancies Act 2010 and, where relevant, with the Australian Government's NRAS Policy Guidelines.

6. When a Tenant is Found to be no Longer Eligible

Where a tenant is found not to be eligible after a review of eligibility, Pacific Community Housing:

- Can use Section 143 of the Residential Tenancies Act 2010 to terminate the tenancy on the grounds that the tenant is no longer eligible to reside in the class of community housing to which the leasing agreement applies.
- Should assist the tenant with exit strategies and assistance as outlined in the Breaking or Terminating a Lease policy.
- Allow a tenant to be given up to twelve months to move to alternative accommodation, depending on their circumstances.

7. Legislative Framework and Related Policies

- Eligibility for Affordable Housing - Policy 101
- Breaking or Terminating a Lease - Policy 108
- National Rental Affordability Scheme Act 2008
- Income Tax Assessment Act 1997
- State Environmental Planning Policy (Housing) 2021
- Residential Tenancies Act 2010
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024
<https://www.facs.nsw.gov.au/download?file=843446>

Water Charges Policy - Number 103

Edited August 2023

1. Purpose

The intent of this policy is to explain how water usage charges are calculated.

2. Scope

This policy applies to all tenants living in Pacific Community Housing properties.

3. Principles

Pacific Community Housing requires tenants living in properties owned or managed by Pacific Community Housing to pay water usage charges in accordance with any invoice received from the Water Authority. Each property incurs charges for water in two categories, fixed and usage charges. Fixed charges include water supply, sewerage and storm water charges. Pacific Community Housing pays for these costs in total and they are not passed on to tenants. Usage charges relate to the amount of water used by the household. give clear guidelines on how Pacific Community Housing sets and adjusts rental prices.

4. How Water Charges are Calculated

a) For properties with separate water meters:

Pacific Community Housing will charge tenants for their water usage in accordance with an invoice received from the Water Authority. Water charges invoices will be sent to the tenant and added retrospectively to the tenant's account following each water-billing cycle.

b) For properties with shared water meters:

Pacific Community Housing will pay for the estimated water usage for all common areas. Pacific Community Housing will deduct 5 percent off the total water usage bill for the property before charging the remainder of the costs to the tenants sharing the property.

Water usage charges will be levied on the number of people per household. For example, if you live in a block of apartments and there are a total of 50 people living at that block, the bill, after the 5 percent deduction for common area usage, will be divided by 50, and then be multiplied by the number of people in the household.

The water usage charge for new tenants will be adjusted to reflect the tenant's predicted water use from the commencement of tenancy. Shared water meter rates will be charged for the days in residence.

Where significant change in water usage has occurred at each site that is unexplained Pacific Community Housing may investigate to ensure there are no leakages at the site.

5. Ending a Tenancy

Tenants who leave their home are required to pay any water charges outstanding at the end of the tenancy, adjusted as at the termination date.

6. Legislative Framework and Related Policies

- NSW Community Housing Water Charging Guidelines
- Residential Tenancies Act 2010

Allocations Policy - Policy Number 104

Edited August 2023

1. Purpose

This policy outlines how Pacific Community Housing will make allocations for affordable community housing.

2. Scope

This policy applies to all Pacific Community Housing assets and the people applying for an affordable dwelling managed and leased by Pacific Community Housing.

3. Principles

Pacific Community Housing is committed to providing excellent services in supplying affordable housing to people who earn low to moderate incomes. Pacific Community Housing will therefore work diligently to treat every person with the dignity and respect they deserve as a human being. This policy therefore is intended to:

- Ensure all eligible people seeking affordable housing have equal access to such properties.
- Maintain a fair, just and respectful needs-based allocation process.
- Ensure applicants are not discriminated against based on their age, disability, race, colour, national or ethnic origin or immigrant status, sex, pregnancy, marital or relationship status, sexual orientation, gender identity or intersex status as outlined in the relevant anti-discrimination laws of Australia.
- Provide an open and transparent application process.

4. Allocations Process

Generally, these are the steps Pacific Community Housing will take to select new tenants for vacant properties. These steps are the same steps for every home offered to ensure a fair and just process. They include:

Making an Application

- Potential tenants will need to first contact Pacific Community Housing to make an initial enquiry.
- A Pacific Community Housing team member will answer any questions potential tenants may have.
- If a potential tenant sounds like they may be eligible for affordable housing Pacific Community Housing will provide an 'Application Form', which can be found on the pch.com.au website.
- Potential tenants will then return the completed form with any supporting documentation that may help their application be successful.

Initial Assessment of Eligibility

- Once an application has been received it will be dated and the eligibility assessment begins.
- All applications will be assessed according to the eligibility criteria set forward in the 'Affordable Housing Eligibility' policy and relevant ministerial guidelines.
- Should the applicant meet the eligibility guidelines their application will be stamped 'eligible' and may be contacted for an interview to finalise the eligibility assessment.
- Pacific Community Housing will advise the applicant if their application has been successful and inform them that, though eligible, it does not guarantee being offered an affordable housing property managed and leased by Pacific Community Housing.

Waiting List

- If there are no Pacific Community Housing properties vacant, they will go on a waiting list.
- Applicants should be advised they can apply for affordable housing through other providers listed with the Department of Social Services.
- Applicants have the responsibility to keep Pacific Community Housing up to date with any changes to their contact details or circumstances that might no longer make them eligible.
- Pacific Community Housing may in future contact eligible applicants on their wait list should an appropriate housing option become available.

Matching Applicants to Properties

In order to match applicants with the most appropriate property Pacific Community Housing will consider:

- The unique circumstances and needs of each individual household.
- Whether the prospective tenant is in housing stress.
- How much rent the applicant can reasonably pay in order to afford other necessities.
- Which property types are vacant (such as ground floor property, level access property, properties with yards, studio and high-rise properties, special modifications, maximum number of stairs etc.)
- Location of property to applicant's workplace and/or important relatives.
- Whether the applicant is considered a 'key workers' who are permanently employed within the local government area. These include people working in health services, childcare, education, emergency services, public transport, etc.
- Number of bedrooms according to family size (taking into account future accommodation needs).
- Background checks and previous rental history.

Pacific Community Housing will work closely with all eligible applicants to ensure that:

- the property being offered reflects the needs of the applicant's household.
- the location matches the applicant's needs.
- the neighbourhood and the new tenant are compatible.
- the rental value will not place the new tenant under any unreasonable financial stress.

Housing Offers

Once a suitable property match for an applicant is found the following will happen:

- Pacific Community Housing will contact the applicant and make arrangements for them to view the property as soon as possible.
- If the applicant cannot be contacted or fails to respond within 3 working days, the offer will be withdrawn, and the next suitable applicant will be offered the property.
- Pacific Community Housing will provide the applicant with a Lease Agreement Form.
- Once the property has been viewed by the applicant, they will have 24 hours to accept or decline the offer. If no response is received within the 24-hour timeframe the offer will be withdrawn and it will be permanently marked on their record for any future applications.
- If declined the applicant has 28 days to submit in writing the reasons for their rejection.
- Pacific Community Housing supports the rights for applicants to appeal any decision. Should Pacific Community Housing deem the reasons for their rejections as reasonable they will try to find an alternative suitable property.
- Applicants who continually reject suitable properties offered will no longer be eligible to apply for affordable housing through Pacific Community Housing and will permanently be placed on an ineligibility list. They may however apply through another affordable housing provider.

5. Legislative Framework and Related Policies

- Affordable Housing Eligibility – Policy 101
- Range of Affordable Housing Services – Policy 100
- Determining rents for affordable housing – Policy 102
- Leasing Agreement - Form
- National Rental Affordability Scheme Act 2008
- Income Tax Assessment Act 1997
- State Environmental Planning Policy (Housing) 2021
- Residential Tenancies Act 2010
- [Community Housing Providers \(Adoption of National Law\) Act 2012](#)
- NSW Affordable Housing Ministerial Guidelines 2023 – 2024
- <https://www.facs.nsw.gov.au/download?file=843446>

Tenant Rights and Responsibilities - Policy Number 105

Edited August 2023

1. Purpose

This policy outlines the rights and responsibilities of each tenant/household living in a Pacific Community Housing property.

2. Scope

This policy applies to all Pacific Community Housing assets and its tenants.

3. Principles

Having access to affordable housing is a human right, but it is also a privilege. This policy therefore outlines the rights and responsibilities each tenant/household has if they wish to continue to access affordable housing provided by Pacific Community Housing. The majority of these rights are defined in the Residential Tenancies Act 2010. This policy is intended to:

- Provide a clear understanding of a person's rights as a tenant
- Outline the responsibilities of a tenant
- Highlight the consequences should a person fail in their responsibilities as a tenant

4. Rights as a Tenant

A tenant living in one of Pacific Community Housing's properties has certain rights under law, including:

- Being treated fairly and respectfully.
- Being explained their tenancy, including how much rent they will pay.
- Being informed of all decisions made about their tenancy, including rent reviews, applications for additional occupants, relations and transfers.
- Being given copies of all documents required for tenancy.
- Having Pacific Community Housing's policies and procedures clearly explained to them when necessary.
- Having access to an interpreter, if needed.
- Having the right to have someone (an advocate) act on their behalf.
- That the property is reasonably clean when they move in and for repairs and maintenance to be arranged during the duration of their lease agreement.
- That the property has adequate security and a working smoke alarm/s.
- That Pacific Community Housing requests permission to access the property unless in an emergency.
- That Pacific Community Housing fulfils their obligations to refer child protection issues to the appropriate authorities.
- Having the right to enjoy the home peacefully.
- Having the right to end their tenancy early with no consequence if they are in circumstances of domestic violence and are not the perpetrator.
- That Pacific Community Housing provide the tenant with adequate notice for any breach of their tenancy agreement or notice to evacuate if the tenancy is at an end.

5. Responsibilities of the Tenant

Living in a Pacific Community Housing property means you live as part of a wider community. Therefore, in addition to the rights of a tenant, a person accessing the benefits of community housing also has a number of responsibilities to ensure the property and the larger community are safe and

well respected. A tenant is also responsible for all household members and any visitors who visit the property. These responsibilities include:

- Paying rent on time and continuing to pay rent until the tenancy ends.
- Meeting all payment responsibilities on time, including rent, water usage charges and bonds etc.
- Keeping the property clean and tidy to a reasonable standard, including gardens.
- Ensure no damage is done to the property by them, a household member or visitor.
- Reporting any repairs and maintenance to Pacific Community Housing as soon as problems occur.
- Personally, occupying the premises.
- Notifying Pacific Community Housing within 28 days of any change to your circumstances, such as employment, total income or number of people living in the property.
- Asking Pacific Community Housing for permission before making changes to the property.
- Looking after the security of the property, including advising if there are any issues with smoke alarms or other safety hazards.
- Treating all employees of Pacific Community Housing fairly and respectfully.
- Strictly abiding by Pacific Community Housing's Pets Policy.
- Having a good community spirit, helping keep the place you live in safe and pleasant.
- Ensuring the people living in your home and/or visitors do not cause a nuisance or annoyance to your neighbours and surrounding community.
- Not participating in any anti-social behaviour, including but not limited to, criminal activity, emission of excessive noise, littering, dumping of cars, vandalism and defacing of property.
- Not participating in and reporting abuse of any kind, including domestic abuse.
- Not discriminating someone for their age, being disabled, gender, gender identity, marital status, being pregnant or having a child, religious beliefs, race, skin colour, birthplace born or sexuality.
- Giving fair notice if you intend to move.
- Leaving the property in a good and clean condition as you found it.
- Paying all outstanding debts to Pacific Community Housing.

6. Consequences for Failing in the Responsibilities as a Tenant

If a tenant fails in their responsibilities as a tenant or if a complaint is logged against them, Pacific Community Housing will:

- Fairly and impartially investigate the issue or complaint.
- If not legally obliged otherwise, where possible, give the tenant in writing a formal warning and a reasonable timeframe to make reparations for their actions.
- When required evict the tenant adhering to Pacific Community Housing's 'Breaking or Terminating a Lease' policy.
- Encourage the tenant to contact the Tenants' Advice and Advocacy Service if required <https://www.tenants.org.au/tu/about/contacts>

7. Legislative Framework and Related Policies

- Breaking or Terminating a Lease – Policy 108
- Pets – Policy 107
- State Environmental Planning Policy (Housing) 2021
- Residential Tenancies Act 2010

Tenure of a Lease Policy - Number 106

Edited August 2023

1. Purpose

This policy outlines how long a tenant can lease an affordable housing property through Pacific Community Housing.

2. Scope

This policy applies to all Pacific Community Housing assets and its tenants.

3. Principles

Though there are no set limits on the length of time a household can remain in an affordable housing property, this policy intends to show how Pacific Community Housing will offer services, where possible, in an ongoing and ever-growing way.

4. Tenure

A tenant living in one of Pacific Community Housing's properties may continue to rent the property for either:

- A fixed term.
or
- A continuous basis.

This is conditional on whether:

- A tenant remains eligible to access affordable housing as outlined in Pacific Community Housing's Eligibility for Affordable Housing policy.
or
- Pacific Community Housing can reasonably demonstrate a better agreement for both the tenant and the provider. If this is the case, then Pacific Community Housing must have offered the tenant a similar or better and reasonable alternative property.

Should a tenant become ineligible to access affordable housing or if Pacific Community Housing can reasonably demonstrate a better agreement for both the tenant and the provider then the Breaking or Terminating a Lease policy will be followed.

5. Legislative Framework and Related Policies

- Eligibility for Affordable Housing - Policy 101
- Breaking or Terminating a Lease – Policy 108
- State Environmental Planning Policy (Housing) 2021
- Residential Tenancies Act 2010

Pets Policy - Policy Number 107

Edited August 2023

1. Purpose

This policy outlines what pets are and are not allowed in properties owned by Pacific Community Housing.

2. Scope

This policy applies to all Pacific Community Housing assets and its tenants.

3. Principles

Pacific Community Housing residents live as part of a wider community. Therefore, this policy aims to maintain a safe, peaceful and harmonious environment among all its residents.

4. Pets

With very few exceptions, Pacific Community Housing permanently maintains a 'no pets' policy.

5. Exceptions

Tenants may apply to keep a pet if:

- They require a companion animal for documented medical reasons. These requests will be considered on a case-by-case basis.
- The animals are small fish in an aquarium or small caged birds, such as budgerigars.
- If the specific property has a site-specific pets policy.

6. Before Getting a Pet

Pets require a certain amount of attention and care. Pacific Community Housing will therefore ask the tenant to consider if they have the time and finances to care for a pet with the kind of time and attention it needs to live a happy and healthy life. The RSPCA provides lots of excellent information about how to care for a pet. Information can be found on the RSPCA with their article titled [What do I need to know before I get a new pet?](#)

7. Written Requests

A tenant wanting to have a pet needs to send in a written request to Pacific Community Housing and receive approval before getting a pet. The following information needs to be provided:

- The type and breed of pet.
- The size of the pet.
- How many pets they want (for example - 10 fish).
- How the tenant will care for the pet.

Pacific Community Housing will assess applications within 14 days. If approval is given, the tenant will need to sign a pet agreement before getting a pet.

8. Consequences

Should a tenant be found to be housing a pet that is not allowed under this policy or if the tenant has not formally applied to keep the pet living with them, then:

- Pacific Community Housing will use the Breaking or Terminating a Lease policy to reasonably assess the situation.

- Pacific Community Housing has the right to ask the tenant to find another suitable home for the pet.

9. Legislative Framework and Related Policies

- Breaking or Terminating a Lease – Policy 108
- Companion Animals Act 1998
- Residential Tenancies Act 2010
- Prevention of Cruelty to Animals Act 1979

Breaking or Terminating a Lease - Policy Number 108

Edited August 2023

1. Purpose

This policy outlines what happens if a tenant breaks a lease agreement early or if Pacific Community Housing needs to terminate a lease and evict a tenant.

2. Scope

This policy applies to all Pacific Community Housing assets and its tenants.

3. Principles

Pacific Community Housing will work diligently to treat every person with the dignity and respect they deserve as a human being. This policy therefore is intended to:

- Honour and support tenants, should they struggle to fulfil their rental agreement.
- Highlight the rights Pacific Community Housing has should tenants fail to adhere to the 'Tenant Rights and Responsibilities' policy.

4. Breaking or Terminating a Lease

Should a tenant break a lease early a nominal break fee will be charged for administration purposes. Should there be any damage to the property or is left in an unsatisfactory way the tenant's bond will not be refunded. If a tenant intends to break a lease for any reason, Pacific Community Housing must be notified in writing at least 60 days prior. If notice is not given in the appropriate timeframe their bond will not be returned. The notice must specify:

- Why the tenant is breaking the lease agreement early.
- The day from which they will move out from the property.

Pacific Community Housing has the right to evict a tenant should they fail to adhere to the 'Tenant Rights and Responsibilities' policy. The following situations constitute a breach of agreement:

- Failure to pay rent.
- They are consistently late with payments.
- Damage is caused to the property.
- Being a nuisance to neighbours.
- Using the property for illegal purposes.
- Breach of any other obligations as outlined in the 'Tenant Rights and Responsibilities' policy.

If Pacific Community Housing intends to evict a tenant, they must:

- Provide an opportunity for the tenant to rectify the problem giving them a timeframe to reform.
- Highlight the opportunities under the Exit Strategies and Assistance of this policy.
- Give written notice at least 14 days prior to the eviction.
- Provide valid reasons for the eviction.
- Proceed to the appropriate governing body when necessary if a tenant does not respond to the request to vacate the property.
- Can get a warrant for possession from the tribunal if the tenant does not vacate. This warrant enables sheriff's officer to remove a tenant from the property.
- Keep written records of everything.

5. Exit Strategies and Assistance

Pacific Community Housing will work with tenants in a positive way to help them reach the end of their lease agreement. Any reached exit agreement should benefit and not hinder either the tenant or Pacific Community Housing.

Prior to an eviction for failure of rental payments Pacific Community Housing will first encourage the tenant to use government or third-party budgeting programs (for example www.mybudget.com.au) to help with budgeting, paying rent, paying back any arrears owed and/or saving for home ownership.

6. Vacating a Property

Pacific Community Housing may organise an initial inspection to clarify any issues that may need to be resolved prior to the tenant moving out. Discussion with the tenant arising from the inspection may include, but is not limited to:

- Repayment of any rent owed
- Any other outstanding debts
- Work which needs to be done to leave the property in a reasonable condition
- Removal of items/furniture/garbage
- Access to the property for viewings
- Forwarding address for mail
- Returning all keys

Pacific Community Housing and the tenant will then set a date for the final inspection of the premises when, or as soon as possible after, the tenancy has ended.

7. Legislative Framework and Related Policies

- Tenant Rights and Responsibilities – Policy 105
- Complaints and Appeals – Policy 110
- State Environmental Planning Policy (Housing) 2021
- Residential Tenancies Act 2010
- Community Housing Providers (Adoption of National Law) Act 2012 (NSW)

Arrears Management - Policy Number 109

Edited August 2023

1. Purpose

The purpose of this policy is to provide a clear framework for the management and collection of rent and non-rent arrears based on a fair and consistent approach. The policy recognises that early action is crucial if tenants' arrears are to be kept under control, thus avoiding the build-up of a debt they cannot repay, and which may ultimately lead to the loss of their housing.

2. Scope

This policy applies to all Pacific Community Housing tenants.

3. Principles

Tenants are responsible for ensuring that their rent and other charges (e.g., rental bond, rent, water charges or repayment of costs relating to property damage) are paid in full when due. Pacific Community Housing will take action to seek payment of this debt, in keeping with the relevant Residential Tenancies Act. Pacific Community Housing will manage this by:

- Monitoring the payment of rent and other charges and where appropriate will liaise with tenants to help them avoid arrears or to pay off arrears by instalments.
- Reminding the tenant that failure to pay rent and non-rent charges on time may ultimately result in Pacific Community Housing taking action to terminate the tenancy.

4. Applying this Policy

Early intervention is crucial when a tenant's rent account goes into arrears, in order to protect the tenant from further debt. Pacific Community Housing will monitor accounts and contact a tenant if they fall into arrears, with a view to clearing the debt. This may include contact by phone, letter, email or home visits.

Tenants are encouraged to speak to Pacific Community Housing staff before they get into difficulty with their payments. Managing rent and non-rent debt may involve different strategies depending on the circumstances. These strategies may include:

- Negotiating a repayment plan. If a tenant is unable to clear the debt in one payment, a minimum weekly repayment amount will be determined based on the tenant's gross household income.
- Referral to financial counselling or assistance (such as www.mybudget.com.au).
- Seeking government assistance.
- Obtaining a Specific Performance Order (SPO) through the NSW Civil and Administrative Tribunal (NCAT) <https://www.ncat.nsw.gov.au/ncat/about-ncat/contact-us.html>. An SPO is a legally binding order.

An SPO will generally be sought only when Pacific Community Housing has been unable to make contact with the tenant, the tenant refuses to seek financial counselling and/or assistance or if the tenant does not meet payments under an agreed repayment plan. In cases where the tenant repeatedly fails to keep to a repayment plan or SPO, or has arrears due to persistently late payments, Pacific Community Housing may issue a Termination Notice and proceed to the NSW Civil and Administrative Tribunal (NCAT) <https://www.ncat.nsw.gov.au/ncat/about-ncat/contact-us.html> to terminate the tenancy. However Pacific Community Housing will only seek to terminate a tenancy when all alternative strategies have been tried and failed.

5. Legislative Framework and Related Policies

- Breaking or Terminating a Lease – Policy 108
- Residential Tenancies Act 2010

Complaints and Appeals - Policy Number 110

Edited August 2023

1. Purpose

This policy explains what a complaint is, how people can make a complaint and how Pacific Community Housing will manage complaints received.

2. Scope

This policy applies to complaints received from applicants, tenants and stakeholders of Pacific Community Housing and its subsidiaries. This policy does not deal with complaints from tenants about other tenants.

3. Principles

Applicants, tenants and stakeholders have the right to complain and will not be disadvantaged for making a complaint. Pacific Community Housing will:

- Be fair and transparent when dealing with complaints.
- Welcome complaints and will use the outcomes to improve all services.
- Encourage applicants and tenants to get help from an advocate or support person at any point during the complaints process.
- Any applicants, tenants and stakeholders to remain anonymous when making complaints.

4. Definitions

Complaint

A complaint is when a customer tells Pacific Community Housing that they are unhappy with our service or products and the person expects a response from us. A person can complain about our services or products even if the service or product is being provided by a 3rd party on behalf of Pacific Community Housing. A complaint is not a request for information and is different to an appeal.

Complainant

The complainant is the person making the complaint.

Appeal

An appeal is when someone asks us to review a decision we made.

Working Days

Working days means days our offices are open (e.g. Monday and Friday). It doesn't include weekends and public holidays.

5. Lodging a Complaint

If a customer is unhappy with our services or products, they should make a complaint as soon as possible.

People can complain by email, letter and phone or by completing a Complaint form. This is on our website or a copy is available from our office.

Complaints should be made within 3 months from the time of the issue.

The Customer Feedback Representative is also available to discuss complaints to see if the matter can be resolved without the need for a formal complaint.

6. Investigating and Responding to Complaints

We will acknowledge complaints in writing within 3 working days of receiving them.

We will assess and respond to a complaint within 20 working days from the date we receive it.

If we think there might be a delay in our response, we will tell the person who made the complaint how long we think our response will take and the reasons for the delay.

If the matter falls within the jurisdiction of the NSW Civil and Administrative Tribunal (the tenancy tribunal), we may tell the person about any time limits that apply if they are thinking about applying to the tenancy tribunal.

Complaints will be directed to the Customer Feedback Representative who will formally lodge the complaint and coordinate the complaints handling process.

Any complaints received about the CEO or a Director will be directed to the Chairman of the Board of Directors. Complaints being handled by the Chairman of the Board of Directors will be monitored via Board meetings. Any complaints other than those about the CEO or a Director, received by a Director will be referred to the CEO who will delegate the complaint.

When we investigate a complaint, we will consider all information available at the time of making the complaint and will be fair and transparent.

It is the responsibility of the complainant to determine whether they should lodge an application with the tenancy tribunal.

7. Responding to Complaints and Record Keeping

Once we have investigated the complaint, we will respond to the person in writing and tell them the outcome of their complaint. Our response will explain the reason for our decision and will explain the options the person has if they still are not happy.

Complaints will be confidential, unless the person making the complaint give us permission to disclose the matter or when we are authorised or required to disclose the information by law.

Complaints will only be discussed with our team as needed to investigate the complaint.

Substantiated complaints about our employees will be kept in the employees personnel file and action will be taken under our relevant policies and procedures.

Complaints will be recorded in our electronic Feedback Register with limited access by employees. If the person making the complaint is an applicant or tenant, the complaint will be noted on their electronic record.

We will monitor trends in complaints, to improve our service or where required by contractual, legal or regulatory requirements.

8. Feedback

After the complaint process is complete, we might ask the person to provide feedback on their experience. Any feedback received will be confidential and used to improve our services.

9. Corruption

If a complaint concerns corrupt conduct, the matter will be referred to the CEO or a General Manager. All such information will be treated in a confidential manner.

10. Other Avenues

Making a formal complaint does not stop the person from taking other action. This may include:

- Seeking support from their local Member of Parliament.
- Contacting the Tenants Advice and Advocacy Service or Community Legal Centre for information, advice and advocacy.
- Making a complaint to the Federation of Housing Associations (FHA). FHA will address complaints against community housing providers who are signed up to the Code of Practice, when the person has tried to resolve the complaint through our internal complaints process and if the complaint relates to a breach of the Code of Practice.
- Making a complaint to the Registrar of Community Housing. The Registrar investigates complaints about community housing providers that have been registered under the Housing Act. Complaints can be lodged about a community housing provider's performance against the Regulatory Code.
- Making an application to the NSW Civil and Administrative Tribunal if they believe we have not met our legal duties under their tenancy agreement.
- Making a complaint to the Community Housing Industry Association. CHIA NSW is the peak industry body for NSW community housing and represent 100 members who own, manage and maintain 50,000 homes for low-income NSW families.

The contact details for the Registrar of Community Housing are:

Contact the Registrar of Community Housing on 1800 330 940 or see <https://www.rch.nsw.gov.au/contact-us>

The contact details for the NSW Civil and Administrative Tribunal are:

Contact NCAT on 1300 006 228 or see <https://www.ncat.nsw.gov.au/ncat/about-ncat/contact-us.html>

The contact details for the Community Housing Industry Association are:

Contact CHIA NSW on 02 9690 2447 or see <https://communityhousing.org.au/contact-us/>

11. Managing Unreasonable Complainant Conduct

We may modify or limit contact with a complainant where a complainant's behaviour has been unreasonable. Refer to our 'Managing Unreasonable Complainants' policy for more information.

12. Requests for Compensation

If a person requests compensation, they must submit the request in writing and provide details of the date of the incident, what happened and what they are claiming. After an investigation, the Head of Governance and Commercial Advisory will make a recommendation to the CEO for approval or advise the applicant that the matter should be dealt with at the tenancy tribunal. We will respond to the person, in writing, within 20 working days from the date we received the request. If there is likely to be a delay, we will tell the person how long we expect our response to take and the reasons for the delay.

13. Legislative Framework and Related Policies

- Complaints - Form
- Managing Unreasonable Complainants – Policy 111

- State Environmental Planning Policy (Housing) 2021
- Residential Tenancies Act 2010

Managing Unreasonable Complaints - Policy Number 111

Edited August 2023

1. Purpose

This policy explains what will happen if a tenant makes an unreasonable complaint or continues to contact Pacific Community Housing in an unreasonable and persistent way.

2. Scope

This policy applies to all tenants living in a property owned or managed by Pacific Community Housing.

3. Principles

Pacific Community Housing is committed to being accessible and responsive to all complainants who contact us for assistance with a complaint or a way to improve services. At the same time the success of Pacific Community Housing to provide quality affordable housing services depends on:

- Our ability to do our work and perform our functions in the most effective and efficient ways possible.
- The health, safety and security of Pacific Community Housing staff.
- Our ability to allocate our resources equally and fairly across all tenants.

When complainants behave unreasonably in their dealings with us, their conduct can significantly affect our ability to work effectively for the benefit of all. As a result, Pacific Community Housing will take proactive and decisive action to manage any complainants or ongoing behaviour that negatively and unreasonably affects our ability to function as an efficient provider of affordable housing.

4. What is Deemed to be Unreasonable

The five categories Pacific Community Housing deems to be unreasonable conduct are:

- Unreasonable persistence.
- Unreasonable demands.
- Unreasonable cooperation.
- Unreasonable arguments.
- Unreasonable behaviour.

5. Definitions

Unreasonable Persistence

Unreasonable persistence is continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on Pacific Community Housing staff, services, time and/or resources. Some examples of unreasonably persistent behaviour include, but is not limited to:

- An unwillingness to accept reasonable requests and considerations.
- Continually appealing a reasonable decision following a complaint.
- Reframing a complaint in an attempt to have a decision reviewed.
- Constantly contacting staff by phone, email, letter or visits.
- Bypassing Pacific Community Housing to contact 3rd party contractors directly to get their demands met.

Unreasonable Demands

Unreasonable demands are any demands (express or implied) that are made by a complainant that have a disproportionate and unreasonable impact on Pacific Community Housing staff, services, time and/or resources. Some examples of unreasonable demands include, but is not limited to:

- Insisting on talking to a Senior Manager when it is not warranted.
- Issuing instructions to staff or contractors on how things should be conducted.
- Using emotional blackmail or threats with the intention to guilt, intimidate or shame.
- Demanding services that are of a nature or scale that Pacific Community Housing cannot provide.

Unreasonable Cooperation

Unreasonable cooperation is an unwillingness and/or inability by a complainant to cooperate with Pacific Community Housing staff, or complaints system and processes that result in a disproportionate and unreasonable use of our services, time and/or resources. Some examples of unreasonable cooperation include, but is not limited to:

- Writing a letter or issuing a complaint which is unreasonably lengthy, incomprehensible, disorganised or intended to harm the reputation of Pacific Community Housing instead of dealing with the situation.
- Giving little detail when making a complaint.
- Refusing to follow reasonable instructions, suggestions or advice.
- Acting dishonestly or giving misinformation.

Unreasonable Arguments

Unreasonable arguments include any arguments that are not based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon Pacific Community Housing staff, services, time, and/or resources. Arguments that are unreasonable may include, but are not limited to:

- Failing to follow a reasonable and logical order.
- Not being supported by evidence.
- Being trivial when compared to the amount of time and resources the complainant demands.
- Being intentionally inflammatory or defamatory.

Unreasonable Behaviour

Unreasonable behaviour is conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated that a complainant is – because it unreasonably compromises the health, safety and security of Pacific Community Housing staff or the complainant. Some examples of unreasonable behaviours may include, but is not limited to:

- Acts of aggression including physical or verbal abuse.
- Derogatory, racist, sexist or defamatory remarks.
- Harassment, intimidation or emotional manipulation.
- Rude, confronting or threatening correspondence.
- Stalking (in person or online).

6. Managing Unreasonable Behaviour

Should Pacific Community Housing deem a tenant's behaviour to be unreasonable according to the above five descriptions of unreasonable behaviour, Pacific Community Housing will initially serve a formal warning letter to the tenant about their conduct and outlining what Pacific Community Housing reasonably requires of them. The formal letter of warning may include, but is not limited to:

- Who the tenant may have contact with at Pacific Community Housing.
- How they are allowed to make contact.
The length of time they may visit or the length of phone calls made.
- What they are and are not allowed to raise with Pacific Community Housing.

If the tenant continues with the unreasonable behaviour a second warning letter will be issued reminding them of the above requirements and also issuing a warning of possible:

- Refusal to respond to their correspondence.
- Return all correspondence to the tenant.
- Restrictions on allowing only one complaint per month.
- Eviction should their behaviour remain unreasonable.
- Intervention from police and/or other authorities if needed.

7. Legislative Framework and Related Policies

- Complaints – Form
- Complaints and Appeals Policy 110
- Residential Tenancies Act 2010

Anti-social Behaviour Policy - Policy Number 112

Edited August 2023

1. Purpose

This policy defines Pacific Community Housing's approach to responding to anti-social behaviour by tenants of Pacific Community Housing.

2. Scope

This policy applies to all Pacific Community Housing tenants.

3. Policy Details

Antisocial or illegal behaviour puts the safety of neighbours at risk and impacts negatively on the local community. Antisocial behaviour is a problem that affects and damages communities.

Antisocial behaviour has a strong link to stigmatisation of people living in social housing. It has a significant impact on the quality of people's lives through fear of crime and the long-term effects of victimisation. It also gives rise to additional costs for a wide range of organisations and individuals including families, schools, NSW Police, non-government organisations, local government, social landlords and businesses.

This policy aims to balance the responsibilities of tenants, the rights of their neighbours in social housing, private residents, and the broader community with the need to support tenants to sustain their tenancies.

4. Definition of anti-social behaviour

Antisocial behaviour is behaviour which disturbs the peace, comfort or privacy of other tenants or neighbours or the surrounding community which results in a breach of the tenancy agreement and/or the provisions of the Residential Tenancies Act 2010 (the Act).

5. What is anti-social behaviour

Pacific Community Housing will always investigate a complaint about anti-social behaviour.

Pacific Community Housing will also work with tenants to resolve neighbourhood problems and, where required, will involve the Community Justice Centres.

If the anti-social behaviour involves criminal activity, Pacific Community Housing will work with the NSW Police.

There is a wide range of anti-social behaviours and the following list provides some examples:

- The use of a property to manufacture, store or deal drugs;
- Intentional or reckless damage to a Pacific Community Housing property.;
- The use of the premises as a brothel;
- Physical assault or acts of violence against other tenants, neighbours or Pacific Community Housing staff;
- Threats, abuse, intimidation or harassment towards neighbours, visitors, Pacific Community Housing staff or their contractors;
- Victimisation and intimidation towards neighbours or visitors;
- Provoking pets to attack neighbours or visitors;
- Having unsuitable or an excessive number of pets or livestock;
- Treating neighbour's pets badly;
- Hate and threatening behaviour that targets members of identified groups because of their perceived differences (e.g. race and ethnicity, gender, age, religion, sexual orientation, mental health or disability);

- Obscene language or bullying towards neighbours and visitors;
- Loud and uncontrolled noise, e.g. from music, parties, excessive shouting/screaming or television;
- Environmental and common area issues e.g. vandalism, graffiti, abandoned vehicles, carrying out noisy vehicle repairs in communal areas;
- Leaving large amounts of rubbish within the home, garden or on communal areas;
- Behaviour which limits other tenants' access to communal facilities, such as preventing other tenants from accessing communal gardens or laundry facilities.

6. How Pacific Community Housing manages anti-social behaviour

Pacific Community Housing is committed to sustaining tenancies and will work in partnership with other government and non-government organisations to support tenants, including when there is anti-social behaviour.

Pacific Community Housing will investigate allegations of anti-social behaviour and, where appropriate, facilitate early intervention and referral to support services to minimise the escalation of anti-social behaviour and the need to resolve cases through the NSW Civil and Administrative Tribunal (NCAT).

Pacific Community Housing aims to support tenants and families by effectively addressing anti-social behaviour that places them at risk. Pacific Community Housing will seek to refer tenants to support services when required as well as when a breach of the tenancy agreement or the Act has occurred.

When Pacific Community Housing receives a complaint about anti-social behaviour, Pacific Community Housing will investigate the matter, collect evidence, and apply the rules of natural justice so that those involved are given the opportunity to provide information about their views of events. Pacific Community Housing will provide feedback to relevant parties on the outcomes of the investigation while also protecting people's privacy.

Pacific Community Housing will always exercise discretion and in particular will consider the safety of victims of anti-social behaviour when making decisions on the action to be taken for substantiated incidents. When a substantiated breach of the tenancy agreement or the Act has occurred and it relates to anti-social behaviour and it is appropriate to take formal action, Pacific Community Housing may apply directly to the NCAT to seek termination of the tenancy.

7. Legislative Framework and Related Policies

- Residential Tenancies Act 2010
- Smoking Free Environment Act 2000

Serious and On-going Harassment Policy - Policy Number 113

Edited August 2023

1. Purpose

This policy outlines Pacific Community Housing's commitment to deal with all incidents involving the harassment, intimidation and victimisation of its tenants and residents promptly and positively.

2. Scope

This policy applies to all Pacific Community Housing tenants.

3. Policy Details

Pacific Community Housing's vision is 'a better future for those in need, through safe affordable housing'. Pacific Community Housing will therefore not tolerate harassment, discrimination or intimidation.

Pacific Community Housing will:

- Support victims of harassment in resolving issues related to their tenure and safety by taking the following steps
 - Take a victim centred approach to reports of harassment
 - give priority to the safety of victims and children
 - take action to evict perpetrators of harassment where appropriate
 - except what victims say until evidence suggests otherwise
- only take action in support of victims with their consent

where there is evidence of criminal or violent activity, Pacific Community Housing encourages tenants to refer the issue to the police.

3.1 Definition of Harassment

Harassment is unwanted, unwelcome and uninvited behaviour, which is intimidating, humiliating, degrading, offensive or distressing to the recipient.

Harassment can consist of acts of intimidation against a person because of their race/ ethnicity, sexual orientation, gender, age, religion/ belief or disability [there may be other reasons].

General examples of harassment may include:

- Verbal abuse or taunting
- leering or insulting gestures
- embarrassing comments
- intrusion or pestering, stalking, spying etc
- graffiti
- damage to home or personal property
- display or circulation of offensive materials
- intrusive or persistent questioning
- persistent unwanted telephone calls and text messages

3.2 Nuisance behaviour

Nuisance behaviour is behaviour that unreasonably interferes with other people's rights to use and enjoy their home and community such as:

- excessive noise
- intimidation

- aggressive or abusive behaviour or language
- vandalism
- nuisance caused by pets
- vehicle nuisance such as where they are parked

people may be unaware that an issue has occurred until you bring it to their attention in a friendly manner. Once aware, most people are reasonable and will take your request into consideration prior to repeating the behaviour.

3.3 Distinction between Harassment and Nuisance

Whilst all acts of harassment will be acts of nuisance, few acts of nuisance will be harassment.

Nuisance is usually antisocial behaviour committed by people who do not care who suffers, while perpetrators of harassment will single out their victim(s). (For example, an owner who allows their dog to urinate outside a neighbour's door would be creating a nuisance; an owner who deliberately took their dog to the neighbour's door to urinate there would be committing an act of harassment).

3.4 Impact of Serious and Ongoing Harassment

Pacific Community Housing recognises that harassment affects the well-being of a person and can result in:

- isolation
- humiliation and feeling ridiculed
- low self-esteem and confidence
- depression and/ or other symptoms of ill health
- inability to cope with day-to-day activities
- anxiety and stress

3.5 Tenant Relocation from Serious and ongoing Harassment

Where serious and ongoing harassment has been proven, Pacific Community Housing will take action to evict perpetrators under breaches of the Residential Tenancies Act.

Pacific Community Housing also recognises that due to personal circumstances there may be occasions where tenants will seek a transfer as a result of serious and ongoing harassment.

To be eligible for a transfer resulting from serious and ongoing harassment, tenants need to show that:

- the risk is serious and ongoing
- the risk means that they cannot remain in the current dwelling and/ or location beyond a medium length of time (generally six months)
- the property and/ or location significantly increases the risk and reduces their safety
- apart from transferring, there are no practical steps that can be taken by the tenant's household to lower or remove the risk
- being relocated will help or resolve the situation and remove or significantly decrease the risk

4. Legislative Framework and Related Policies

- Residential Tenancies Act 2010
- The Anti-Discrimination Act 1977
- Complaints and Appeals Policy 110

6. Privacy and Confidentiality

Pacific Community Housing will be mindful of its responsibilities under its privacy and confidentiality policy. Information released will be on a need-to-know basis only unless required by law. Wherever possible special arrangements will be made without informing contractors or external parties of the reason why.

7. Complaints and Appeals

A tenant who is not happy with the decision made by Pacific Community Housing or who believes that Pacific Community Housing has not followed this policy may complain or appeal using the Complaints and Appeals policies.

Transfer Policy – Number 114

Edited August 2023

1. Policy

Pacific Community Housing may initiate the transfer of a tenant to facilitate improved management of its property portfolio. In exceptional circumstances a tenant may be transferred for tenancy management purposes.

2. Scope

This policy relates to affordable housing tenants.

Pacific Community Housing will only require a tenant to relocate for valid reasons related to the management of a tenancy or the property portfolio.

This policy will apply to any tenant asked by Pacific Community Housing to relocate for management purposes, including a tenant who:

- has been approved for a transfer
- is seeking a mutual exchange
- has a household income that is over the eligibility limit. For more information, go to eligibility for Affordable Housing Policy 101.

3. Reasons for Transfer

3.1 Portfolio Management

The following reasons can lead to a transfer of a tenant for portfolio management purposes:

- Pacific Community Housing intends to sell a property or a group of properties, demolish a property or group of properties or redevelop the land the property is on to provide more appropriate or additional housing;
- The property has been designated for occupation by a particular client group such as people over 55 and the tenant/s in the household do not belong to this client group;
- The property is not owned by Pacific Community Housing and the lease with the private landlord has been terminated;
- The property has features such as modifications for people with a disability, which are no longer needed by those living in the property;
- Pacific Community Housing intends to carry out substantial upgrading work on the property and the property needs to be vacant in order for this work to be carried out;
- A property that Pacific Community Housing does not own is deemed substandard and the owner of the property does not intend to improve the property.

3.1.1 Ending a Tenancy

The Residential Tenancy Act provides for a landlord to give the following notice periods for ending a tenancy:

- 30 days – if the fixed term of the tenancy agreement is due to end
- 30 days – if the premises have been sold after the fixed term has ended and vacant possession is required by the buyer under the terms of the sale contract
- 90 days – if the fixed term period has expired and no new agreement has been signed.

Where Pacific Community Housing has received a notice of termination from a landlord for one of Pacific Community Housing's Headlease properties, Pacific Community Housing will similarly issue a corresponding notice of termination to the affected tenant. Pacific Community Housing will then work

with such tenants to find alternative accommodation and, where possible, tenants will be encouraged to be actively involved in the sourcing of replacement properties.

In the event that a tenant is unwilling to relocate following the issuing of a notice of termination in accordance with the Residential Tenancy Act 2010, Pacific Community Housing will follow the NCAT process in relation to a termination of the tenancy.

3.2 Tenancy Management

Tenants who are ineligible for a tenant initiated transfer may be eligible for an internal management transfer for the following reasons:

- In order to address a serious or protracted tenancy management issue,
- A tenant who is at risk of not being able to sustain a tenancy due to the location of the property they are in or the suitability of the area for that tenant.

4. Offers

Once approved for a management transfer, tenants will be given 2 reasonable offers of alternative housing. A reasonable offer is one that matches the number of bedrooms the household size requires, the preferred area (not suburb) and any special needs or medical/disability requirements that were included in the tenant's application for social housing. Pacific Community Housing does not consider factors such as preferences relating to a suburb, neighbours, the appearance of a property, or any other reason based on personal preference, to be valid reasons for rejecting an offer.

NOTE: Offers are restricted to type, size and location of properties Pacific Community Housing has available.

5. Legislative Framework and Related Policies

- Residential Tenancies Act 2010
- Eligibility for Affordable Housing Policy 101

6. Privacy and Confidentiality

Pacific Community Housing will keep applicants', tenants' and residents' information and feedback confidential, in line with privacy laws and standards.

7. Complaints and appeals

A tenant who is not happy with a decision made by Pacific Community Housing or who believes that Pacific Community Housing has not followed this policy can complain or appeal using the complaints and appeals policies that are available on the Pacific Community Housing website.

Domestic and Family Violence Policy - Policy Number 115

Edited August 2023

1. Purpose

Pacific Community Housing recognises that all reports of domestic and family violence require a fast and effective response. This policy provides a framework for staff when providing advice and support to the victims of domestic and family violence.

2. Scope

This policy applies to all Pacific Community Housing tenants.

3. Definition of Domestic and Family Violence

Pacific Community Housing has adopted the following definition of domestic and family violence:

Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial, emotional and/ or social isolation) between partners, family members and/ or co-tenants.

4. Policy

Pacific Community Housing will respond to any form of domestic and family violence by working with the tenant in collaboration with police, family and community services and other support agencies to resolve housing issues related to domestic and family violence.

5. Principles

Pacific Community Housing will:

- support victims of domestic and family violence by resolving issues related to their safety and tenure by taking the following steps:
 - take a person-centred approach to reports of domestic and family violence
 - give priority to the safety of victims and children
 - provide the victims with a consistent and effective response
 - protect victims' tenancy rights and choices regarding housing options
 - take appropriate action regarding the perpetrators of domestic and family violence
- Continue our membership and collaboration with partners in our response to domestic and family violence.
- Commit to the New South Wales government's domestic and family violence framework.

6. Tenancy Support and Assistance

Pacific Community Housing is committed to providing tenancy support and assistance to tenants who are victims of domestic and family violence.

Where appropriate Pacific Community Housing will:

- support the tenant to report any criminal activity to the police
- Meet with the victim in an environment where they feel safe
- keep all information confidential and only give to third parties with the persons specific consent or as required by law
- if there is a threat to safety, Pacific Community Housing will assist the person to access short and medium term housing options including refuge accommodation.
- Should the tenant wish to transfer accommodation the application for transfer will be assessed under the 'tenant initiated transfer policy'
- provide appropriate support and referral to ensure the safety of our tenants
- ensure that any necessary repairs or safety modifications are undertaken to ensure the property is secure

- take appropriate action against the perpetrators of domestic violence in collaboration with NSW police

7. Related Policies and Legislation

- Residential Tenancy Act 2010
- Complaints and Appeals Policy 110

8. Privacy and Confidentiality

Pacific Community Housing will keep applicants, tenants and residents' information and feedback confidential, in line with privacy laws and standards.

9. Complaints and appeals

A tenant who is not happy with the decision made by Pacific Community Housing or who believes that Pacific Community Housing has not followed this policy can complain or appeal using the complaints and appeals policies that are available on the Pacific Community Housing website.

PERFORMANCE OUTCOME 2
Housing Assets



Asset Maintenance - Policy Number 200

Edited August 2023

1. Purpose

This policy outlines how Pacific Community Housing will manage maintenance of all their properties. Pacific Community Housing will undertake maintenance of all owned properties to:

- ensure all our tenants live in properties that are safe, clean and liveable, as defined in Land and Housing Corporation (LAHC) Asset Performance Standards.
- maximise the useful life of our properties.
- ensure our maintenance decisions align with the Strategic Portfolio Planning and Programming.
- ensure maintenance on our properties is efficient, affordable, reliable, timely and to a good standard.
- meet our legal and regulatory duties as set out in any regulatory framework to which we are bound.

2. Scope

This policy applies to all properties owned, managed and leased by Pacific Community Housing and its subsidiaries. We carry out maintenance on all properties except for leasehold properties.

3. Principles

This policy sits within Pacific Community Housing's Asset Management Framework, which outlines a process for strategic asset planning, including 10-year plans and annual asset plans. Pacific Community Housing has a 10 Year Plan and Annual Plan for our overall portfolio and also has policies and procedures that cover all asset management activities.

Pacific Community Housing will:

- Base our planning and investment on agreed measures and rules around asset condition and portfolio need.
- Optimise our investment in maintenance across the whole portfolio to maximise the value for money achieved from this expenditure.
- Formulate our maintenance program in collaboration with Finance as part of budget management process.
- Consult widely with stakeholders, including tenants and LAHC, in developing asset plans.
- Look for opportunities to achieve broader social outcomes for tenants such as training or employment in the delivery of property services where it can be done cost effectively.
- Work collaboratively with LAHC to deliver on Government priorities.
- Work closely with stakeholders and other housing providers, particularly community housing providers in adjacent regions, and develop an efficiency in joint plans where appropriate.

4. Internal Maintenance

For maintenance inside properties, the general principle is that we will undertake work where it is most needed. Priority is derived from regular inspections of the properties with an emphasis on those Below Maintained Standard (BMS) or categorised as high priority. In practical terms, this means Pacific Community Housing will:

- Use data from assessment of the properties to develop an annual plan and allocate our budget.
- Obtain concurrent agreement and incorporate recommendations from LAHC.

- Create work scopes for properties below maintained standard and high priority component items.
- Review work scopes and prioritise to meet budget allowing a contingency.
- Issue work scopes and monitor the completion of the work.
- Assist with responsive repairs as required, whilst aiming to minimise responsive maintenance by optimising our planned maintenance.

To assess a properties condition and maintenance priority, we use a standard Property Inspection Report.

5. External maintenance

For external works on buildings and cyclical maintenance, Pacific Community Housing will:

- Assess the need for planned works based on whole buildings (not piecemeal work by component).
- Manage each building to a life cycle and factor replacement of essential items into plans (e.g. safety and emergency) based on condition surveys rather than replacement to a pre-set cycle (5/10/15/20 years).
- Manage common areas on a cycle of work—we have identified the regular maintenance requirements and have factored these into our plans (yearly or as required, such as essential services, lawns and grounds).
- Maintain quality by having a Quality Officer/Auditor to review work scopes and reports to confirm that the required work has been undertaken and delivered to LAHC Asset standards.
- Manage structural repairs and fire engineered compliances.
- Only replace items when they fail or are very close to failure to maximise their useful life.

6. General asset management

Common Area Management

This applies to common areas we manage. Where common areas are managed by a Strata Manager, responsibility for maintenance remains with the Strata Manager.

The common area management responsibilities encompass components such as:

- Building exterior
- Building entrance and lobby
- Stairs, walkways, passages, lifts
- Common carpark
- Common gardens and lawns
- Essential Fire Safety Services maintenance

Keys to properties

Pacific Community Housing will only keep keys for common areas and vacant properties.

Common Area keys are stored at Pacific Community Housing's Head Office and they are recorded in our housing and tenancy management database.

For high rise apartment buildings, we will install a security coded lock box on site which will contain Common Area keys to be used in case of emergency.

Vacant property keys will be stored on site in contractor's security lock box.

Tenant charges

Pacific Community Housing may charge tenants for repairing damage to a property or other costs which are the tenant's responsibility e.g. a locksmith to let the tenant into their property if they are locked out or replacing lost keys.

If the tenant is responsible for repairing damages or other costs and Pacific Community Housing will arrange the repairs or services and will charge tenants for the costs. These are known as Tenant Charges.

7. Legislative Framework and Related Policies

- Quality Assurance – Policy 201
- Repairs and Maintenance – Policy 202
- Tenant Damage - Policy
- Property Inspection Report - Form
- Residential Tenancies Act 2010 (NSW)
- Disability Discrimination Act 1992 (Cth) (Disability Discrimination Act)
- Community Housing Provider (Adoption of National Law) Act 2012 (NSW) (CHP Act)
- National Regulatory System for Community Housing (NRSCH)
- National Construction Code (NCC)
- Environmental Protection and Biodiversity Control Act 1999 (Cth) (EPBC Act)
- Heritage Act 1977 (Heritage Act)
- Environmental Planning and Assessment Act 1979 (NSW) (EPA Act)
- Swimming Pools Act 1992 (NSW) (Swimming Pools Act)
- Strata Schemes Management Act 2015 (NSW) (Strata Schemes Act)
- Work Health and Safety Act 2011 (NSW) (WHS Act)
- Work Health and Safety Regulations 2011 (NSW) (WHS Regulations)
- Dividing Fences Act 1991 (NSW)
- Housing Act 2001 (NSW)
- Home Building Act 1989 (NSW)

Quality Assurance - Policy Number 201

Edited August 2023

1. Purpose

This policy outlines how we ensure that our maintenance work is completed to an approved Pacific Community Housing standard.

2. Scope

This policy applies to all properties owned, managed and leased by Pacific Community Housing and its subsidiaries.

3. Principles

Our quality assurance covers:

- Condition assessments – based on Property Inspection Reports for our own properties.
- Safety compliance.
- Assessment of structural integrity.
- Audits of work performed by our Multi Trade Contractors (MTC).

We inspect all properties biennially using the Condition Assessment Survey Inspection methodology (CASI). This method assesses asset quality for safety, function and appearance including identification of structural defects (see Property Assessment policy).

4. Safety Compliance

We undertake a Property Safety Compliance Assessment (PSCA) annually for each owned, managed or leasehold property to make sure that we comply with our legal obligations and obtain annual certification where required for:

- Annual Fire Safety Statement, where applicable for each Essential Fire Safety Measure installed in the building as per legal requirements.
- Annual smoke alarm testing & servicing for statutory compliance.
- Residual current devices (RCD) testing compliance.
- Key window locks compliance.
- Swimming pool barriers compliance (as required).
- Thermostatic mixing valves compliance.

We conduct routine structural integrity checks of owned, managed or leasehold properties every two years. These assessments allow us to identify structural repairs and plan for any items that need repair (see Structural Repairs procedure for each asset for detail).

5. Contractor Audits

We check work done by our contractors to make sure it is satisfactory. Audits include desktop reviews of completed work orders, site inspections or call-backs to tenants after the work is undertaken to confirm that the work is complete and assess tenant satisfaction.

6. Privacy and Confidentiality

Pacific Community Housing will keep applicants', tenants' and residents' information and feedback confidential, in line with privacy laws and standards.

7. Legislative Framework and Related Policies

- Repairs, Maintenance and Damage – Policy 202
- Property Inspection Report – Form
- Residential Tenancies Act 2010

Repairs and Maintenance - Policy Number 202

Edited August 2023

1. Purpose

Pacific Community Housing is dedicated to providing quality, safe, well maintained and affordable housing. This policy applies to the repairs, maintenance and general upgrades for all properties managed and leased by Pacific Community Housing. It also outlines what happens should any damage be caused to the property during the tenancy.

2. Scope

This policy applies to all properties owned, managed and leased by Pacific Community Housing.

3. Principles

Pacific Community Housing will work diligently to ensure their properties are always fit to live in.

Pacific Community Housing will therefore:

- Be responsible for repairing and maintaining each property so that it is in a reasonable state of repair.
- Consider the age of the property, the amount of rent being paid, and the prospective life of the property before deciding what repairs or maintenance is required.
- Respond to maintenance requests or inspection reports and complete any repairs or maintenance in a timely fashion.

Tenants also have the responsibility to:

- Consider the age of the property before starting a tenancy.
- Keep the property in a reasonable state of cleanliness.
- Maintain minor things such as replacing light bulbs, cleaning windows (where possible), dusting, removing cobwebs and routine gardening such as watering, mowing and weeding (if required).

4. Repairs or Maintenance Reporting

Tenants must report all known property maintenance issues and faults to Pacific Community Housing in writing through their website www.PCH.com.au or if it's an emergency by phoning Pacific Community Housing on [02 95226575]. It is preferable that tenant use Pacific Community Housing 'Repairs or Maintenance Reporting' Form.

5. Issue Types and Response Times

Pacific Community Housing categorise all repair or maintenance requests into one of four possible streams. Pacific Community Housing will respond to each request based on its urgency. These include:

Type of Repair or Maintenance Request	Typical Response Time
Emergencies (e.g. Gas Leak, Dangerous Electrical Faults, Significant Water Loss)	0 to 6 Hours
Urgent (e.g. Broken Toilet, Smoke Alarm, Smashed Window)	6 to 24 hours
Non-Urgent (e.g. Ovens, Air-Conditioner, Hot Water System)	1 – 28 Days
Major Upgrades (e.g. Kitchen or Bathroom Replacement)	Subject to contractors and budget

6. Types of Urgent Repairs

Pacific Community Housing will work towards the above times for the following urgent repairs:

- smoke alarms
- a burst water service or a serious water service leak
- a blocked or broken toilet
- a serious roof leaks
- a gas leaks
- an electrical fault
- flooding or serious flood damage
- serious storm or fire damage
- a failure or breakdown of the gas, electricity or water supply to the property
- a failure or breakdown of the hot water service
- a failure or breakdown of the stove or oven
- a failure or breakdown of a heater or air-conditioner
- a fault or damage which makes the property unsafe or insecure.

7. Damage

Both Pacific Community Housing and tenants have the responsibility to ensure properties are kept safe and well maintained. Tenants must not cause or allow damage to be caused, either intentionally or through lack of care. These include every member of the household and any visitors. If the tenant causes or allow damage to be caused to the property, Pacific Community Housing has the right to ask the tenant to repair the damage or pay for the costs of the repair to be done by Pacific Community Housing. For more information refer to the Tenant Damage Policy.

8. Legislative Framework and Related Policies

- Quality Assurance – Policy 201
- Tenant Damage – Policy 203
- Property Inspection Report – Form
- Residential Tenancies Act 2010

Tenant Damage - Policy Number 203

Edited August 2023

1. Purpose

Both Pacific Community Housing and tenants have the responsibility to ensure properties are kept safe and well maintained. Tenants must not cause or allow damage to be caused, either intentionally or through lack of care. These include every member of the household and any visitors. If the tenant causes or allow damage to be caused to the property, Pacific Community Housing has the right to ask the tenant to repair the damage or pay for the costs of the repair to be done by Pacific Community Housing.

2. Scope

This policy applies to all properties owned, managed and leased by Pacific Community Housing.

3. Principles

Pacific Community Housing will work collaboratively with its tenant to ensure properties are always fit to live in. This includes responding to damage caused by a tenant. Tenants will be held responsible for any damage to their property either intentionally, through lack of care, failure to act to a reasonable request by the landlord or damage caused as a result of a crime, such as domestic violence.

This policy outlines:

- The responsibilities of a tenant.
- The rights Pacific Community has when damage to a property has occurred.
- How Pacific Community Housing will deal with tenant when damage has occurred.

4. Tenant Responsibilities

Section 51 of the Residential Tenancies Act, 2010 (NSW) states that tenants should:

- Keep the property reasonably clean.
- Notify the landlord of any damage to the premises as soon as practicable.
- Not intentionally or negligently cause or permit any damage to the premises.
- Leave the premises as near as possible in the same condition (except for reasonable wear and tear) as set out in the original condition report.

For more information on the responsibilities of a tenant refer to the Tenant Rights and Responsibilities Policy.

5. Procedure

Housing and asset management staff should be aware of any evidence of tenant damage when visiting or inspecting properties.

Where tenant damage is suspected, enquiries should be made as to how the damage occurred and why it has not been reported. If it is established that the tenant is responsible, arrangements must be made for the repairs to be carried out in accordance with this policy.

In working out responsibility for the damage staff from Pacific Community Housing will discuss the damage with the tenant and other residents. Consideration will be given to a range of factors including:

- The type of damage.
- The condition of the premises at the beginning of the tenancy, as stated in the Property Condition Report.

- Damage from reasonable wear and tear.
- Whether sickness, serious ill health or inability to maintain the premises has contributed to the damage.
- Whether a crime may have been committed.

Where Pacific Community Housing pays for the repairs with the expectation that the tenant will pay the debt, the amount will be charged to the tenant's non-rent account. In the event the tenant vacates, any unpaid amount to Pacific Community Housing will be deducted from the bond or pursued as a former debt if either the bond (where it has been paid) is not sufficient to meet the cost or no bond has been charged.

Where a tenant refuses to pay for work that occurs as a result of deliberate or negligent actions by the tenant, family member or visitor, and negotiations fail, the Housing Manager will seek an order for repayment through the NCAT within 90 days of raising the debt, in accordance with the Arrears Management Policy.

6. Legislative Framework and Related Policies

- Tenant Rights and Responsibilities – Policy 105
- Arrears Management – Policy 109
- Asset Maintenance – Policy 200
- Breaking or Terminating a Lease – Policy 108
- Property Inspection Report – Form
- Residential Tenancies Act 2010

PERFORMANCE OUTCOME 3
Community Engagement

Tenant Engagement and Participation - Policy Number 300

Edited August 2023

1. Purpose

This policy outlines how Pacific Community Housing tenants can participate in activities and have their say.

2. Scope

This policy applies to all tenant participation activities organised by Pacific Community Housing and its subsidiaries.

3. Principles

Pacific Community Housing will:

- Give tenants real opportunities to participate in activities, get information and have their say.
- Help tenants to get the skills and resources they need to improve their lives and their communities.
- Make sure that all tenants can participate by providing access to interpreters and disability access.
- Value input from our tenants and use their input to improve our services.
- Regularly tell tenants about opportunities to get involved.
- Help tenants to get involved in projects, activities and programs that help them to improve their lives.
- Encourage tenant involvement in community events, block meetings, outings and social gatherings.
- Understand that not all tenants will want to participate in our activities and events and respect a tenant's choice not to participate.

4. Feedback Form and Consultation with Tenants

Pacific Community Housing will gather feedback from our tenants:

- During home visits, tenant meetings, phone calls, face to face discussions and office interviews.
- Through tenant satisfaction surveys, evaluations, tenant consultations, suggestion box.

Pacific Community Housing will consult with tenants as appropriate by:

- Talking to a representative group of tenants.
- Block meetings.
- Postal surveys.
- Telephone surveys.
- Home interview surveys.
- Email surveys.
- Relevant associations or stakeholders.

Pacific Community Housing will make sure that tenants have opportunities to participate in decision-making by:

- Attending block meetings, local tenant meetings.
- Attending annual tenant forums.
- Attending community consultation on place making sites.

5. Informing Tenants

We will tell tenants about what is going on through:

- Our regular tenant newsletter.
- Our website, brochures and fact sheets.
- Social media.
- SMS message.
- Our publicly available policies.

6. Legislative Framework and Related Policies

- Residential Tenancies Act 2010
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024
<https://www.facs.nsw.gov.au/download?file=843446>

PERFORMANCE OUTCOME 4
Governance

Governance - Policy Number 400

Edited August 2023

1. Purpose

This policy outlines how Pacific Community Housing is governed as a provider of affordable housing.

2. Scope

This policy applies to all directors, board members, employees of Pacific Community Housing.

3. Principles

This policy sits within our quality governance structures which have been established to meet Pacific Community Housing goals of:

- Meeting affordable housing needs by increasing our property portfolio.
- Delivering quality homes and housing services.
- Governing effectively.
- Managing the business sustainably.
- Bringing on staff and supporting our people and improving our workplace.
- Enhancing our communication and increasing our profile.

In addition, aligning the governance structure to abide consistently with Pacific Community Housing's vision, mission and values to ensure the provision of affordable and sustainable housing for our tenants by:

- Providing housing which is affordable, has long-term tenure and appropriate services to live comfortably.
- Assisting residents to access housing and to maintain links with their communities.
- Ensuring that the development of housing improves social, economic and environmental sustainability.
- Creating employment and training opportunities in the development of housing wherever possible.
- Assisting the development and sustainability of strong communities with social diversity by fostering community building initiatives to improve the health and wellbeing of disadvantaged people.

4. Governance Policies

The way in which Pacific Community Housing will be governed is outlined in detail in the following documents:

- Pacific Community Housing - Business Plan 2020-2021
- Pacific Community Housing - Company Constitution

5. Legislative Framework and Related Policies

- Pacific Community Housing - Business Plan 2020-2021
- Pacific Community Housing - Company Constitution
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024
<https://www.facs.nsw.gov.au/download?file=843446>

Employment of CEO Policy - Policy Number 401

Edited August 2023

1. Introduction

The Board of Pacific Community Housing is responsible for the employment and monitoring of the organisation's Chief Executive Officer (CEO), who is the highest-level staff member of the organisation.

2. Purpose

To stipulate policy and procedures relating to the appointment and conditions of employment for Pacific Community Housing's CEO.

3. Policy

Pacific Community Housing will employ the best available person for the job of CEO, will utilise an open and transparent appointment process, and will be a good employer, providing fair and appropriate terms and conditions of employment.

When a new CEO is to be appointed, the position will be advertised in order to attract the widest possible range of potential applicants.

4. Responsibilities

The responsibility for appointing, monitoring and terminating the employment of Pacific Community Housing's CEO lies with the Board.

The process of advertising, interviewing and short-listing for the position of CEO is the responsibility of a committee that shall be set up by the Board for this purpose, with a membership selected by the Board. After due deliberation, this committee will make a recommendation to the Board.

The final decision for the appointment of the CEO is to be made by the full Board.

5. Procedures

The position statement for the CEO will be that approved by the Board. The CEO's terms and conditions of employment are contained in the Contract negotiated and signed by the Chair (or a person delegated to this role by the full Board) and the CEO. Procedures for the termination of the CEO's contract are to be contained in that Contract.

The CEO's performance, remuneration and conditions of employment are to be reviewed annually by the Board, or a committee delegated to this role. Any variations to the Contract shall be negotiated by the Chair (or delegate) and ratified by the Board.

The CEO and the Chair (or designated committee) will meet annually to carry out a formal appraisal of the CEO's performance based on criteria agreed to and set at the beginning of the monitoring period. The format and process for this meeting will be negotiated and agreed upon between the CEO and the Chair/committee.

Related Documents

- Staff Recruitment Policy 504.

Appointing Directors & Senior Management - Policy Number 405

Edited August 2023

When appointing a Director or CEO this checklist must be completed and given to the Chairperson.
When appointing a Senior Manager this checklist must be completed and given to the CEO.

Name of Appointee: _____

Name of Chairperson or CEO: _____

Checklist when appointing a Director or Senior Manager:

No.	Item	Name	Initial as complete
1	Criminal history check completed (attached)		
2	Bankruptcy check (attached)		

If the appointee is for the position of a Director also complete the following checklist:

No.	Item	Name	Initial as complete
4	Company Secretary to confirm ASIC documentation complete		
5	Company Secretary to confirm compliance with constitution		
6	The appointee is over 18 years of age		
7	The appointee is not disqualified from managing companies (unless with permission of ASIC or granted by a court)		
8	Conflict of Interest register updated		

Comments:

No	Comment

Delegations Policy - Policy Number 406

Edited August 2023

1. Purpose

The purpose of the Delegations Policy is to establish a framework for delegating authority within Pacific Community Housing in a manner that facilitates efficiency and effectiveness and increases the accountability of staff and volunteers for their performance.

Delegations of authority within Pacific Community Housing are intended to achieve four objectives:

1. to ensure the efficiency and effectiveness of the organisation's administrative processes;
2. to ensure that the appropriate officers have been provided with the level of authority necessary to discharge their responsibilities; and
3. to ensure that delegated authority is exercised by the most appropriate and best-informed individuals within the organisation; and
4. to ensure internal controls are effective.

Delegations are a key element in effective governance and management of Pacific Community Housing and provide formal authority to particular staff and volunteers to commit the organisation and/or incur liabilities for the organisation.

2. Scope

The policy applies to all members of the Board and the staff and volunteers of Pacific Community Housing who have delegated authority to act and sign documents on behalf of Pacific Community Housing.

3. Principles

The Board of Pacific Community Housing is responsible for the management of the organisation. Under the Corporations Act 2001 and Pacific Community Housing's constitution, the Board can delegate any of its functions except:

- (a) the power of delegation and
- (b) any functions reserved to the Board under the Corporations Act 2001.

The Board may in accordance with the company constitution, delegate its functions to:

- A member or members of the Board; and
- A sub-committee of the Board; and
- The Chief Executive Officer ('the CEO') and through the CEO to members of the staff of the organisation.

However, the Board may not delegate its power:

- to adopt the organisation's strategic plan; or
- to adopt the organisation's business plan; or
- to adopt the organisation's annual budget.

The CEO:

- is charged with the duty of promoting the interests and furthering the development of Pacific Community Housing; and
- is responsible for the administrative, financial, and other business of Pacific Community Housing; and
- exercises a general supervision over the staff and volunteers of Pacific Community Housing.

The CEO may seek the approval of the Board to delegate any function or any power or duty conferred or imposed upon them, subject to this delegation's policy, to any member of the staff of the organisation, or any person or persons, or any committee of persons.

Pacific Community Housing is committed to the highest standards of integrity, fairness and ethical conduct, including full compliance with all relevant legal requirements, and in turn requires that all its Board members, officers (including its Chief Executive Officer), managers, employees, volunteers and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behaviour, including compliance with all legal requirements.

There is no circumstance under which it is acceptable for Pacific Community Housing or any of its employees or contractors to knowingly and deliberately not comply with the law or to act unethically in the course of performing or advancing Pacific Community Housing's business.

5. Procedure

Responsibilities

The Secretary must maintain records of any delegations to members of the Board and of the terms of reference of any sub-committees of the Board.

The CEO must prepare delegation schedules within the framework of the Delegations Policy for approval by the Board.

Processes

The overarching delegation's policy applies to Pacific Community Housing as a whole, and units within the organisation must align their delegation's policies with the central policy.

Delegations are to be exercised within the framework of the Act, regulations, rules, policies, and any external legislative requirements.

Any delegation may be made subject to any conditions and limitations as the Board shall approve.

Delegations to members of the Board

Delegations to members of the Board shall be made by resolution of the Board and recorded in the minutes of the Board.

Delegations to sub-committees of the Board

Delegations to sub-committees of the Board shall be made by resolution of the Board and recorded in the terms of reference of the sub-committee.

Delegations to the Chief Executive Officer

Delegations to the Chief Executive Officer and through the CEO to members of the staff of Pacific Community Housing shall be made by resolution of the Board and recorded in the Delegation Schedules approved by the Board.

Delegations are attached to the position occupied, not to the occupant of the position. The responsibilities of a position appear in a duty statement, role statement or statement of responsibility appropriate to the position.

Delegations reflect Pacific Community Housing's organisational structure. Levels of authority are hierarchical through relevant lines of responsibility up to and including the CEO. This means that formal authorities held by any delegate are included in those held by that delegate's supervisor or line manager. A delegate who sub-delegates authority remains responsible and accountable for the decision or action.

The CEO may at any time vary or terminate any delegation, subject to confirmation by the Board at its next meeting.

A delegation cannot be exercised where the officer holding the delegation has a conflict of interest or where the delegation will result, either directly or indirectly, in any tangible benefit to the delegate. In such cases a transfer of the function to another appropriate position must be arranged with the CEO.

Permanent changes to delegations, either permissive or restrictive, require a written authority from the CEO. Any major variation to the standard delegations must be approved by the CEO.

Sub-delegation on a temporary basis is appropriate in circumstances where the officer normally responsible is absent for a period of less than two weeks by reason of authorised leave or secondment to other duties. Sub-delegations require a written authority from the individual with the delegated power, or a person in a position to approve the delegated authority.

This policy applies only to formal delegations. All delegations of an informal nature where no commitment or liability is incurred on behalf of Pacific Community Housing, are carried out in the normal business of the organisation without the requirement for a written authority.

Where an employee is acting in a higher position, that person will hold the delegation level appropriate to the higher position unless otherwise determined by the CEO.

A financial delegation can be exercised only within the approved line item budget.

A staffing delegation cannot be exercised in regard to staff for whom the delegate does not hold line management responsibility.

Separate Delegations Schedules shall be prepared for Financial Delegations and for Human Resources Delegations. The schedule will provide reports by function, by position profile and by administrative area.

Special care must be taken to retain currency of the Delegations Schedules when delegated authorities are redistributed, a position is reclassified, or a business unit is restructured in ways that affect position profiles.

The Board will, on advice from the CEO, approve the Delegations Schedule on an annual basis. The Delegations Schedule will be accessible to all staff.

6. Legislative Framework and Related Policies

- Corporations Act 2001

Risk Management Policy - Policy Number 407

Edited August 2023

1. Purpose

Pacific Community Housing will endeavour to minimise the risk any particular operation poses to our organisation, our staff, our volunteers, our clients, or the general public.

The purpose of this document is to identify applicable risks and to enable risk management procedures to be satisfactorily identified, organised and maintained.

2. Definitions

“Risk” is the probability that an occasion will arise that presents a danger to our organisation, our staff, our volunteers, our clients, or the general public. It includes, but is not limited to,

- Physical hazards
- Financial hazards
- Reputational hazards
- Legal hazards

3. Scope

Pacific Community Housing has a duty to provide a safe workplace for its staff and volunteers, a safe environment for its clients, and a reliable development path for the organisation.

4. Principles

[Name of organisation] will put procedures in place that will as far as possible ensure that risks are minimised and their consequences averted.

5. Procedure

Responsibilities

It is the responsibility of the Board, with the assistance of the CEO and the Risk Management Officer, to carry out risk management analyses of the organisation, and to take appropriate measures.

It is the responsibility of the CEO to ensure that:

- a Risk Management Officer for the organisation is nominated;
- effective risk management procedures are in place, applicable to all relevant areas;
- risk management procedures are reviewed regularly;
- recommendations arising out of the risk management process are evaluated and, if necessary, implemented; and
- employees and volunteers are aware of all applicable risks and familiar with the organisation’s risk management procedures.

It is the responsibility of the Risk Management Officer to ensure that:

- risk management analyses are carried out for all relevant sectors of the organisation;
- risk management checklists are prepared for each relevant section;
- risk management checklists are reviewed regularly by relevant staff with the assistance of the Risk Management Officer to ensure that no risks have been overlooked or have ceased to be relevant;
- each risk management checklist is reviewed by every section to which it is applicable at least once a year to ensure that procedures are in place to avert the risk or, if that is not possible, to mitigate its impact; and
- copies of up-to-date risk management checklists are kept in a central Risk Management Register.

It is the responsibility of all employees and volunteers to ensure that:

- they are familiar with the organisation’s risk management procedures applicable to their section;
- they observe those risk management procedures; and
- they inform their supervisor if they become aware of any risk not covered by existing procedures.

6. Procedures

Managing Risk

The Risk Management Officer shall nominate appropriate officers in each section of the organisation to carry out risk assessment exercises; this should involve:

- identifying the risks attached to every element of their operation and the likelihood of that risk eventuating;
- identifying practices to avert those risks;
- identifying practices to mitigate the effects of those risks; and
- recording those risks, those precautions and those remedies in the form of deliverable checklists.

The Risk Management Officer shall participate in each section’s risk management exercise to ensure consistency of approach.

Risk Management Checklists

The Risk Management Officer will ensure that:

- each section of the organisation has available to it all relevant risk management checklists;
- each risk management checklist is reviewed by the organisation at least once a year to ensure that no risks have been overlooked;
- each risk management checklist is reviewed by every section to which it is applicable at least once a year to ensure that procedures are in place to avert the risk or, if that is not possible, to mitigate its impact; and
- a current copy of each risk management checklist is held centrally in the organisation’s Risk Management Register.

7. Legislative Framework and Related Policies

- Risk Register

Legislative Compliance Policy - Policy Number 408

Edited August 2023

1. Introduction

The operations of Pacific Community Housing are subject to a wide range of legal requirements, embodied in legislation, regulations, licences, codes, guidelines and similar binding instruments. These include (but are not limited to):

- Occupational Health & Safety legislation
- Anti-discrimination legislation, including that relating to equal opportunity, racial vilification and disability discrimination
- Taxation legislation
- Privacy legislation
- 'Affordable Housing Eligibility' – Policy 101
- State Environmental Planning Policy (Housing) 2021
- Community Housing Providers (Adoption of National Law) Act 2012
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024

2. Purpose

This document sets out Pacific Community Housing's policy for compliance with the law and the governance structures, responsibilities and processes that have been established to give effect to that policy.

3. Policy

Pacific Community Housing is committed to the high standards of integrity, fairness and ethical conduct, including full compliance with all relevant legal requirements, and requires that all its Board members, officers (including its Chief Executive Officer), managers, employees, volunteers and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behaviour, including compliance with any legal requirement.

There is no circumstance under which it is acceptable for Pacific Community Housing or any of its employees or contractors to knowingly and deliberately not comply with the law or to act unethically in the course of performing or advancing Pacific Community Housing's business.

4. Procedures

4.1 Responsibilities

The Board will:

- Review and monitor the leadership and commitment given to legislative compliance through active promotion of the organisation's Legislative Compliance Policy.
- Review compliance management objectives and plans for legislative compliance.
- Monitor compliance performance by way of periodic management reports and assurances.

The CEO will:

- Prepare legislative compliance objectives and plans for review and consideration by the Board.
- Monitor performance against legislative compliance objectives and plans, and report to the Board on progress toward accomplishment of objectives.
- Where appropriate, delegate responsibility for compliance to officers with responsibility for particular sections.
- Oversee the performance of subordinate officers in these matters, including

- conforming to and applying relevant requirements of the Law within the workplace;
 - ensuring that systems and procedures established to make the policy effective are operational;
 - ensuring that staff are trained and have the necessary knowledge and understanding to perform their duties in compliance with the policy and all relevant requirements of the law;
 - ensuring that significant compliance responsibilities and accountabilities are included in position descriptions and performance reviews;
 - reporting and investigating any incident or occurrence thought or known to constitute a breach of any legal requirement; and
 - designing and implementing system enhancements to correct weaknesses that could result in a breach of such a requirement.
- Review and report annually to the Board on the effectiveness of the management systems established to deliver legislative compliance.
 - Analyse material breaches and identified compliance system weaknesses for systematic trends and ensure that any adverse trends are addressed.
 - Promote a culture of effective legislative compliance across the organisation.
 - Provide formal assurance to the Board as to the state of compliance of the organisation.

All staff, volunteers and contractors, at all levels, will

- Ensure that they are aware of any legal requirements that apply to their work activities and that they comply with them.
- Report all incidents of breaches of legal requirements.
- Where appropriate, suggest ways in which practices, systems and procedures could be improved so as to reduce the likelihood of a breach occurring.

4.2 Processes

The Board will, at least once a year, feature as an agenda item the monitoring of compliance performance.

Legislative compliance objectives and plans will be prepared by the CEO, approved by the Board, and held on file.

Delegation by the CEO of responsibility for compliance in any area will be managed under the organisation's Delegations Policy.

PERFORMANCE OUTCOME 5

Probity

Code of Conduct Policy - Policy Number 500

Edited August 2023

1. Purpose

To outline the standard of behaviour expected of individuals who represent Pacific Community Housing in the course of carrying out their roles and responsibilities for the Company.

2. Scope

This Code of Conduct (Code) applies to all Pacific Community Housing directors, employees (including staff engaged as contractors) and volunteers.

3. Principals

It is the Company's policy to engender an environment of inclusiveness, trust and integrity in serving the needs of customers and stakeholders by ensuring directors and employees:

- Demonstrate behaviours which support and are consistent with the Company's core values.
- Perform duties in a professional manner.
- Adhere to Company policies and relevant law, standards and applicable 3rd party policies and procedures.
- Act appropriately when a conflict arises between self-interest and duty to the Company.
- Exert responsible stewardship of Company resources.
- Uphold and enhance the reputation of the Company.

4. Core Values

Pacific Community Housing directors and employees are required to adopt the following core values at all times in the workplace with colleagues and all other stakeholders including housing applicants, residents, government authorities, partners and suppliers.

Honesty and Integrity – we act with sincerity; we do what is right not what is easy.

Empathy – we understand what others are going through and are there to help.

Accountability – it's what we do and do not do, for which we are accountable.

Respect – we show people they are important to us by what we say and do.

Inspiration – we instil the motivation and courage to do it better.

5. Personal Conduct

In demonstrating Pacific Community Housing's core values and complying with this code, directors and employees are expected to, for example:

- Treat everyone with courtesy, respect, kindness, consideration, and sensitivity to their rights.
- Act honestly and in good faith.
- Refrain from perpetrating or condoning all forms of bullying, intimidation and abuse, or harassment and discrimination based on gender, race, religious belief, political affiliation, pregnancy, disability, sexual orientation or illness.
- Respect each individual's rights to privacy and keep confidential information confidential.
- Consider the impact of decisions and behaviour on the well-being of others.
- Refrain from acting in any way that would unfairly harm the reputation or career prospects of other directors or employees.
- Refrain from allowing personal relationships to affect professional relationships.
- Seek advice from an appropriate manager or (in the case of a director) the Chair where a colleague's behaviour is perceived to be in breach of the Code, and report any suspected

corrupt, criminal or unethical conduct to the People and Culture Manager or the CEO, or in the case of a director to the Chair of the Board.

6. Professional Conduct

Directors and employees should behave professionally in all situations and with all stakeholders. Professional conduct is to be exhibited through methods of communication, personal appearance and the quality of workplace interactions.

Directors and employees are expected to, for example:

- Perform their duties diligently, impartially, conscientiously, with integrity, and to the best of their ability.
- Take responsibility for their health and safety and of others in the workplace.
- Keep up to date with advances and changes in the body of knowledge and the professional and ethical standards relevant to their area of expertise.
- Comply with any relevant legislative, regulatory and policy requirements.
- Foster teamwork and collegiality among all employees, and always give due credit for the contribution of others.
- Maintain adequate documentation to support any decisions made.
- Not make improper use or take advantage of any confidential information of which they become aware.
- Refrain from allowing personal political views and/or affiliations or other personal interests to influence the performance of duties or exercise of responsibilities.
- Refrain from developing personal relationships with clients, including after hours.

7. Discrimination, Bullying and Harassment

Pacific Community Housing has zero tolerance for discrimination, bullying and harassment. For further information and guidance refer to the Company's Equal Employment Opportunity & Anti-Discrimination Policy and the Bullying Policy.

8. Gifts and Benefits

Directors and employees must not solicit gifts, bribes, hospitality, benefits, services or favours as this may be considered corrupt conduct. Certain types of corrupt conduct may amount to a breach of a state or federal law.

Directors and employees may accept gifts or benefits of a nominal or token value in accordance with the Company's Gifts Benefits Policy, provided full disclosure is made in accordance with that policy.

For further information refer to the Company's Gifts Benefits Policy and Conflict of Interest Policy.

9. Conflicts of Interest

Directors and employees are to avoid any potential, actual or perceived conflict of interest and are required to disclose any conflict in advance, or as soon as reasonably practical in the circumstances. Directors and employees must ensure that their interests and actions do not conflict or appear to conflict with their obligations to the Company.

Directors and employees must disclose to the Company any situation which has, or is likely to arise, from a director or employee having a family, personal or commercial relationship with another party in relation to dealings with the Company, especially where the director or employee is likely to have direct or indirect decision-making input in relation to any dealings involving that party.

For further information and guidance refer to the Company's Conflict of Interest Policy.

10. Use of Company Equipment and Resources

Directors and employees must not abuse, waste or destroy Company equipment and resources. Reasonable use of Company equipment and resources for personal use is acceptable, however this must not impact on the operations of the business or the ability of the director or employee to complete work or impact the Company financially through time or resource wastage.

Company equipment must not be used for pornographic, racist or any unlawful purposes and its use must not put the reputation of Pacific Community Housing at risk. Equipment and resources should be treated with care and secured against theft.

11. Procuring Goods and Services

In procuring goods and services for the Company, directors and employees are required to be responsible with the Company's money, including by ensuring value for money. Directors and employees must follow the Board Delegations Policy and comply with the Company's procurement policies when purchasing or entering into agreements for or on behalf of the Company.

12. Privacy and Confidentiality

Directors and employees have a responsibility to maintain the confidentiality, integrity, security and safe storage of Company, employee and resident information and comply with Pacific Community Housing's obligations under the Privacy Act 1988 (Cth), the Australian Privacy Principles and any relevant state or territory privacy legislation.

Company information which has not been released to the public (for example, via the Company's website or media releases) is to be considered to be confidential.

13. Other Business Employment

Outside work must not be undertaken by an employee where it may cause a conflict of interest with Pacific Community Housing duties. An employee who is already involved in or considering outside employment or contract work that relates to the business of Pacific Community Housing or that might conflict with their role or duties must notify their direct report who will consult with, and seek approval from, the Chief Executive Officer.

The outside employment or business will not be given approval if it:

- Conflicts with the employee's role within Pacific Community Housing
- Involves using confidential information or Pacific Community Housing resources
- Disadvantages Pacific Community Housing in any way or discredits or negatively affects the reputation of Pacific Community Housing or has the potential to do so.

14. Company Reputation

Directors and employees are expected to:

- Promote the interests of Pacific Community Housing wherever possible in their professional dealings with others.
- Refrain from engaging in any activity that may compromise the Company's reputation.

Directors and employees, other than the Chair of the Board and the CEO, must not represent or make public comment on behalf of Pacific Community Housing in any form unless formally delegated to do so.

15. Compliance and Breaches

All directors and employees must comply with this Code and where they are aware or suspect a breach of this Code, they must immediately report the breach for further action.

A breach of the Code may lead to disciplinary action, including termination of employment where appropriate.

16. End of Employment

Upon employment or term as a director ending, an employee or director is required to return all Pacific Community Housing documentation, equipment and resources. After employment or term as a director ends the employee or director should continue to keep Pacific Community Housing's confidential information confidential and not use it for personal or financial gain.

17. Legislative Framework and Related Policies

- Equal Employment Opportunity & Anti-Discrimination - Policy 504
- Gifts and Benefits – Policy 503
- Conflict of Interest – Policy 501
- Pacific Community Housing - Business Plan 2020-2021
- Pacific Community Housing - Company Constitution

Conflict of Interest Policy - Policy Number 501

Edited August 2023

1. Purpose

To ensure Pacific Community Housing effectively identifies, discloses and manages any potential, actual, or perceived conflicts of interest in relation to the business decisions, operations, programs, services and dealings of the Company.

2. Scope

This policy applies to all Pacific Community Housing directors, employees (including staff engaged as contractors) and volunteers.

3. Definition of Conflict of Interest

A conflict of interest occurs when a person's personal interests' conflict with their responsibility to act in the best interests of the Company.

Personal interests include direct interests as well as those of family, friends or other organisations a person may be involved with, or in which the person has an interest.

A conflict of interest may be potential, actual, or perceived, and may be financial or non-financial.

A conflict of interest between personal interest and official duty (whether potential or actual) may arise, for example, from:

Other directorships or employment.

- Professional and business interests and associations.
- Financial interests in a matter the Company deals with or having friends or relatives with such interests. These could include real estate, shares, debts, gifts, business interests and investments.
- Personal relationships with people with whom the Company is dealing that go beyond the level of a professional working relationship.
- These situations present the risk that the person may make a decision based on, or affected by, these influences, rather than in the best interests of the Company.

4. Policy

It is the policy of Pacific Community Housing that conflicts of interest are to be avoided where possible, and that any such conflicts where they do arise, will be managed through a conflict of interest management framework which aims to:

- Avoid conflicts of interest where possible.
- Identify and disclose any conflicts of interest.
- Carefully manage any conflicts of interest.
- Respond to any breaches.

The conflict of interest management framework comprises of:

- This policy.
- The Director's Conflict of Interest Register.
- The Employee's Conflict of Interest Register.

5. Identification and Disclosure

To assist in identifying and managing conflicts of interest, directors and employees are required to:

- At the time of appointment – disclose in writing all relevant duties or interests which may give rise to any potential, actual or perceived conflict of interest by completing the Conflict of Interest (Directors) form which includes a Probity Check for directors or completing the Conflict of Interest (Employees) form for employees.
- On an ongoing basis – advise any change to previously made disclosures as soon as the director becomes aware of changes to relevant duties or interests which may give rise to a potential, actual or perceived conflict of interest by completing a new Conflict of Interest (Directors) form for directors or Conflict of Interest (Employees) form for employees.

Pacific Community Housing will actively monitor any changes to previously made disclosures, including by requesting confirmation at least annually from directors and employees that there have been no changes to previously made disclosures.

Directors are also to ensure that conflicts of interest are a standing item at every Board and Board committee meeting, and are to:

- State any conflicts of interest prior to the commencement of a meeting where they are known; and
- Where a director becomes aware of a conflict of interest, or potential conflict of interest during a Board meeting, immediately bring that conflict of interest to the attention of the Chair of the Board.

6. Managing Conflicts of Interest

Where a director or employee has declared a relevant interest or relevant duty that may give rise to a potential, actual or perceived conflict of interest:

- Where the disclosure is made prior to or during a Board or Board committee meeting the Board or the Board committee will consider whether the conflict can be managed in a manner that does not impact on the performance of the director's duties. – Where for example, the potential for a conflict of interest is perceived but not real, is minimal, or can be eliminated by full and proper disclosure, the Board may authorise the director to continue his or her duties.
- Where the conflict of interest can be managed by the director not taking part in Board or committee discussions or decisions involving the conflicted subject matter, the Board may require the director to absent himself or herself from the meeting room when any discussion or vote is taking place. Such occurrences will be recorded in the Board and Board committee meeting minutes.
- In some situations, the conflict of interest may require the director to consider whether it is appropriate for him or her to continue in his or her Board role, and whether he or she should resign from the Board or Board committee.
- Where the disclosure is made by an employee, he or she will not take part in any management decision making process relating to the interest or issue. The employee should consider divesting himself or herself of the relevant interest or duty or take such other action as is considered appropriate under the circumstances – in consultation with the Company Secretary.

7. Record Keeping

Appropriate records and registers of interest are to be maintained by the Company. For example:

- The minutes of all Board, Board Committee and other relevant Company meetings are to include details of each conflict of interest identified and the action taken to avoid or manage the conflict of interest.
- Conflicts of interest declared by an employee during the course of their work, for example regarding a particular business decision, operation or transaction, together with the action/s taken are also required to be recorded, for example in minutes of a meeting.

8. Registers

A Directors' Conflict of Interest Register will be maintained to record conflicts of interest involving directors.

An Employee's Conflict of Interest Register will be maintained to record conflicts of interest involving employees.

Both registers will be managed by the Secretary of Pacific Community Housing and are to include records of actions taken to ensure that the conflicts of interest are appropriately managed.

9. Reporting

Updates to the Directors' Conflict of Interest Register will be reported quarterly to the Board and as required in accordance with any related 3rd party transactions.

The Company Secretary will report any necessary updates of the Employee's Conflict of Interest Register to the CEO as required.

10. Compliance with this Policy

If the Board has reason to believe that a person subject to this policy has failed to comply with it, the Board, or their delegate, will investigate the circumstances.

If it is found that the person has failed to disclose a conflict of interest, appropriate action may be taken against that person, including seeking to terminate the relationship with the Pacific Community Housing.

11. Legislative Framework and Related Policies

- Pacific Community Housing - Business Plan 2020-2021
- Pacific Community Housing - Company Constitution
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024

Protected Disclosures Statement - Whistle-Blower - Policy Number 502

Edited August 2023

1. Purpose

The purpose of this document is to provide a framework for Pacific Community Housing in dealing with protected disclosures.

2. Scope

This policy applies to all Pacific Community Housing directors, employees (including staff engaged as contractors) and volunteers.

3. Policy

Pacific Community Housing expects all staff and Board members to act:

- Ethically, honestly, responsibly and diligently.
- In full compliance with the letter and spirit of the law.
- In the best interests of Pacific Community Housing, its applicants and tenants.

Pacific Community Housing is committed to:

- Encouraging individuals to report their concerns preferably openly but if necessary, anonymously.
- Ensuring that in reporting their concerns individuals are afforded respect and confidentiality.
- Ensuring that the matter is properly investigated with a view to establishing the truth and correcting any wrongdoing.
- Ensuring that the individual is advised of the outcome and any action taken; and
- Ensuring that the individual is not victimised or adversely affected because of their actions.

4. Responsibilities

An employee, Board member, member of the public or contractor wishing to make a protected disclosure should contact either the CEO or the Chair of the Board who are designated appropriate Officers.

Where it is not appropriate to contact the above officers, individuals are encouraged to contact the Registrar of Community Housing (www.nrsch.gov.au).

Upon receipt of a protected disclosure the CEO or Chair will:

- Ensure the matter is appropriately investigated in a timely manner.
- Ensure that confidentiality is maintained at all times.
- Where appropriate seek external consultancy or legal advice to ensure efficacy of the investigation and confidentiality for all parties.
- Ensure a written report is prepared for the Board.
- Ensure appropriate action is taken to correct any wrongdoing.
- Ensure that the individual is advised of the outcome and any action taken, and
- Ensure that the individual is not victimised or suffer any detrimental action in reprisal as a result of their disclosure.

5. Legislative Framework and Related Policies

- Code of Conduct – Policy 500
- Complaints and Appeals – Policy 110
- National Regulatory System
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024

Gifts and Benefits - Policy Number 503

Edited August 2023

1. Purpose

The aim of this policy is to ensure all business-related gifts and benefits given and received by Pacific Community Housing and its staff are properly managed and disclosed. It is essential that all staff not place themselves in situations which could lead to or be seen to give rise to a conflict of interest.

This policy is based on and complies with the Independent Commission Against Corruption (ICAC) managing gifts & benefits in the workplace toolkit and the AS 3806 Compliance Standard.

2. Scope

This policy applies to all employees working for Pacific Community Housing, whether employed directly or indirectly, such as via a recruitment agency or through a work placement.

3. Definitions

- **Employee** – any person employed by, or engaged to represent, Pacific Community Housing
- **Workplace** – the office or any alternative location where an employee is representing the company
- **Gift** – an item of value. For example; a gift voucher, entertainment, hospitality, travel, commodity, property etc. which one person or organisation presents to another
- **Gift of Influence** – a gift that is intended to generally ingratiate the giver with the recipient for favourable treatment in the future
- **Gift of Gratitude** – a gift that is offered to an individual or an organisation in appreciation of performing specific tasks or for exemplary performance of duties
- **Bribe** – a gift or benefit offered to or solicited to influence that person to act in a particular way and to induce the recipient to act in a way that is contrary to the known rules of honesty and integrity
- **Benefit** – similar to a gift in that it is of value to the recipient, but less tangible. For example meals, seats at sporting events, access to corporate boxes at sporting venues, upgrades on flights, or access to confidential information
- **Gifts and Benefits Register** – an official organisation record that details gifts and benefits received or given by Pacific Community Housing employees
- **Nominal Value** – the monetary limit of acceptable gifts. By accepting the gift, there would be no obligation, perception or expectation for reciprocation or providing preferential treatment. For Pacific Community Housing, all items received should be declared, including token gifts from tenants e.g. biscuits, chocolates, homemade items. Any benefits/gifts with a value limit greater than \$100 must not be accepted at all.

4. Policy

This policy states the organisation's requirements regarding the management of gifts and benefits, which protects staff members, their reputation and that of the company and minimises potential negative consequences for you and the organisation.

Pacific Community Housing is committed to be a professional and ethical workplace. This can only be achieved and maintained if the community is confident that staff are not influenced by gifts, benefits and bribery.

For employees, there are many real and perceived risks associated with being offered or accepting gifts or benefits. Gifts may be offered/received as an expression of gratitude, rather than influence, with no obligation to repay in kind, or given to create a feeling of obligation. In the business context, gifts can have different meanings and purposes.

The purpose of the gift, to a certain extent, affects how it should be managed. Employees should exercise judgement in determining whether receipt of a gift could be seen by others as an inducement which could place that staff member under an obligation to the donor or associated parties.

Any benefits/gifts with a value limit greater than \$100 must not be accepted at all.

If an employee is ever unsure about whether or not to accept/give a gift/benefit, clarification can be sought from their relevant Line Manager or the Governance Senior Manager.

If an employee believes that s/he has been offered a bribe they should notify their most senior manager within the department/function and the Governance Senior Manager. Where necessary, ICAC and the NSW Police will be notified immediately.

All employees must provide an email notification to the Governance Senior Manager within 10 days of receiving/being offered/giving any gifts or benefits. The following details must be included in the email notification:

- Date the gift/benefit was received;
- Person(s) or organisation(s) involved in giving/receiving the gift;
- A description of the gift/benefit
- Reason the gift/benefit has been given/received
- The estimate of the value of the gift/benefit – this must be provided even with token gifts.

This will then be added to the Gifts & Benefits register.

A quarterly review of the register enables the Finance Risk & Audit Committee to identify and manage any emerging risks. This register is also submitted to the Registrar of Community Housing on an annual basis as a part of registration requirements.

This policy applies at all times including Christmas and other cultural and religious occasions which involve the giving of gifts.

5. Compliance & Breaches

Pacific Community Housing may commence applicable disciplinary procedures if an employee is found to be deliberately not reporting received/given gifts and benefits. An incident report will also be lodged with the Finance Risk & Audit Committee (FRAC).

This policy is subject to change from time to time at the discretion of Pacific Community Housing. Where an individual is observed to not be working within the scope of this policy, the breach will be addressed by a team leader.

6. Responsibilities

It is the responsibility of the:

- **Chief Executive Officer** to ensure this policy and associated procedures are applied and committed to by the Business Leadership Team.
- **Team Leaders** to ensure familiarity with this policy and related procedures, to commit to following them accordingly and where relevant, promote the policy to their team.
- **Employees** to ensure they comply with this policy, be responsible for their own behaviour and if required, attend relevant training as provided by the company from time to time.

7. Legislative Framework and Related Policies

- Code of Conduct – Policy 500
- Complaints and Appeals – Policy 110
- NSW Affordable Housing Ministerial Guidelines 2023 - 2024
- National Community Housing Standards 2010

Equal Employment Opportunity & Anti-Discrimination - Policy Number 504

Edited August 2023

1. Purpose

This policy outlines the equal employment opportunities and anti-discrimination guidelines.

2. Scope

This policy applies universally to all Pacific Community Housing Workers. This policy also applies in the context of members of the public, particularly those seeking to enrol or apply for employment with Pacific Community Housing.

3. Principals

Guided by Pacific Community Housing's vision, mission and values to be a fair, equitable, transparent and quality provider of affordable housing, Pacific Community Housing will:

- Give equal opportunity employment to all people
- Provide a culture where all employees and stakeholders are, and feel, valued
- Nurture an environment of zero tolerance for any form of discrimination in the workplace
- Comply with all state and federal laws

4. Equal Opportunity and Discrimination

Pacific Community Housing supports the principles of equal opportunity in all aspects of the relationship between Pacific Community Housing and its Workers. This is consistent with Pacific Community Housing's philosophy and concern for social justice and equity. By designing this policy, Pacific Community Housing supports the principle that Workers are selected or promoted according to merit, irrespective of race, sex, marital status, age, physical, intellectual impairment or other grounds as listed in this policy.

Discrimination occurs when a person, or group of people, is treated less favourably than another due to a particular attribute or personal characteristic. At Pacific Community Housing, directors, board members, employees, volunteers and managers must not treat job applicants and employees unfairly or harass/discriminate against them because of their:

- Age
- Criminal Record
- Gender
- Race, colour, nationality, national extraction
- Impairment, mental, intellectual, psychiatric and physical disability
- Marital status
- Medical Record
- Family or carers responsibilities
- Pregnancy
- Religion
- Sexual orientation
- Political opinion
- Social origin (elements a person adopts from surrounding culture)

Examples of discrimination may include:

- Offensive jokes, comments or gestures which refer to a person's characteristics.
- Display or circulation of material which can be considered offensive.
- Expressing negative stereotypes of a particular group.

- Sending offensive material by email.
- Using stereotypes or assumptions to guide decisions.
- Making derogatory comments.
- Undermining another person's position due to a dislike of their personal characteristics.
- Discrimination can be either direct or indirect:

Direct discrimination occurs when a person is dealt with unfairly on the basis of one of the grounds listed under Discrimination (noted above);

Indirect discrimination is often less obvious. Sometimes, a policy, rule or practice seems fair because it applies to everyone equally, but, upon closer inspection, some people are actually being treated unfairly as a result. This is because some people, or groups of people, are unable (or less able) to comply with a given rule or policy and are inherently disadvantaged because of it. If this policy or practice is not reasonable, it may be a form of indirect discrimination.

Examples of indirect discrimination may include:

- an employer having a policy of not letting any employee work part-time. (People with children or family responsibilities could be disadvantaged), or
- a public building, while fitted with lifts, has a set of six steps at the front entrance. Entry for those needing to use the lift is through the back entrance near the industrial bins (Those using a wheelchair cannot get into the building from the front entrance).

Pacific Community Housing does not tolerate any form of discrimination in the Workplace. All reports will be treated seriously and investigated promptly, confidentially and impartially. State and federal laws make discrimination illegal on many grounds.

Pacific Community Housing employees are required to comply with this policy at all times. If a Worker is found to be in breach of this policy, they will be managed accordingly. He or she may be subject to disciplinary action, which in some cases may include termination of employment. In certain cases, Pacific Community Housing may have to report the matter to a relevant authority.

5. Action to be Taken

If someone feels this policy has been breached in any way, it should not be ignored. It is recommended to make a written note about the behaviour including details of the date and time of the incident, what happened and any witnesses.

The following steps may be taken:

- If you feel comfortable doing so, you may wish to address the issue with the person concerned and request that he or she stops engaging in the harassment or bullying;
- If you do not feel comfortable confronting the person directly, or if you confront the person and the behaviour continues, then you should go to your supervisor. If you feel unable to speak with your supervisor (or more specifically if your supervisor is the person in question), contact the Operations Manager for advice.
- A formal complaint can be made which is to be addressed to the Pacific Community Housing board.

6. Supervising Management

Supervisors and managers have a responsibility to ensure that allegations of discrimination are considered seriously, dealt with fairly, promptly, and thoroughly.

All supervisors are responsible for ensuring their staff and volunteers are aware of this policy and its application. They must seek to prevent or stop discrimination and must handle all complaints as serious and investigate all complaints.

7. Legislative Framework and Related Policies

- Fair Work Act 2009
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Disability Discrimination Act 1992
- Age Discrimination Act 2004
- Australian Human Rights Commission Act 1986

Privacy Policy - Policy Number 505

Edited August 2023

1. Introduction

The Board of Pacific Community Housing is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person.

2. Purpose

The purpose of this document is to provide a framework for Pacific Community Housing in dealing with privacy considerations.

3. Policy

Pacific Community Housing collects and administers a range of personal information for the purpose of supplying and providing affordable rental housing. Pacific Community Housing is committed to protecting the privacy of personal information it collects, holds and administers.

Pacific Community Housing recognises the essential right of individuals to have their information administered in ways which they would reasonably expect – protected on the one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies and also reflected in our Privacy Policy, which is compliant with the Privacy Act 1988 (Cth). Pacific Community Housing is bound by laws which impose specific obligations when it comes to handling information. The organisation has adopted the following principles contained as minimum standards in relation to handling personal information.

Pacific Community Housing will

- Collect only information which the organisation requires for its primary function;
- Ensure that stakeholders are informed as to why we collect the information and how we administer the information gathered;
- Use and disclose personal information only for our primary functions or a directly related purpose, or for another purpose with the person's consent;
- Store personal information securely, protecting it from unauthorised access; and
- Provide stakeholders with access to their own information, and the right to seek its correction.

Procedures

4. Responsibilities

Pacific Community Housing's Board is responsible for developing, adopting and reviewing this policy. Pacific Community Housing's CEO is responsible for the implementation of this policy, for monitoring changes in Privacy legislation, and for advising on the need to review or revise this policy as and when the need arises.

5. Processes

Collection

Pacific Community Housing will:

- Only collect information that is necessary for the performance and primary function of Pacific Community Housing.
- Collect personal information only by lawful and fair means and not in an unreasonably intrusive way.
- Notify stakeholders about why we collect the information and how it is administered.
- Notify stakeholders that this information is accessible to them.
- Collect personal information from the person themselves wherever possible.

- If collecting personal information from a third party, be able to advise the person whom the information concerns, from whom their personal information has been collected.
- Collect Sensitive information only with the person’s consent or if required by law. (Sensitive information includes health information and information about religious beliefs, race, gender and others).
- Pacific Community Housing will also collect sensitive information about an individual if such collection is necessary to prevent or lessen a serious and imminent threat to the life or health of any individual, where the individual whom the information concerns:
 - is physically or legally incapable of giving consent to the collection; or
 - physically cannot communicate consent to the collection; or
- If Pacific Community Housing collects information during the course of the activities of a Community Housing Provider—the following conditions must be satisfied:
 - the information relates solely to the members of Pacific Community Housing or to individuals who have regular contact with it in connection with its activities;
 - at or before the time of collecting the information, Pacific Community Housing shall inform the individual whom the information concerns that it will not disclose the information without the individual’s consent; and
 - the collection must be necessary for the exercise of its operations.
- Pacific Community Housing will collect health information about an individual if:
 - the information is necessary to provide a health service to the individual; and
 - the information is collected as required or authorised by or under law and in accordance with rules established by competent health or medical bodies that deal with obligations of professional confidentiality which bind Pacific Community Housing.
- Determine, where unsolicited information is received, whether the personal information could have collected it in the usual way, and then if it could have, it will be treated normally. (If it could not have been, it must be destroyed, and the person whose personal information has been destroyed will be notified about the receipt and destruction of their personal information).

Use and Disclosure

Pacific Community Housing will:

- Only use or disclose information for the primary purpose for which it was collected or a directly related secondary purpose.
- For other uses, Pacific Community Housing will obtain consent from the affected person.
- In relation to a secondary purpose, use or disclose the personal information only where:
 - a secondary purpose is related to the primary purpose and the individual would reasonably have expected us to use it for purposes; or
 - the person has consented; or
 - certain other legal reasons exist, or disclosure is required to prevent serious and imminent threat to life, health or safety.
- In relation to personal information which has been collected from a person, use the personal information for direct marketing, where that person would reasonably expect it to be used for this purpose, and Pacific Community Housing has provided an opt out and the opt out has not been taken up.
- In relation to personal information which has been collected other than from the person themselves, only use the personal information for direct marketing if the person whose

personal information has been collected has consented (and they have not taken up the opt-out).

- In each direct marketing communication with the individual, Pacific Community Housing draws to the individual's attention, or prominently displays a notice, that he or she may express a wish not to receive any further direct marketing communications.
- State in Pacific Community Housing's privacy policy whether the information is sent overseas and further will ensure that any overseas providers of services are as compliant with privacy as Pacific Community Housing is required to be. Such disclosures will only be made if:
 - the overseas recipient of the information is subject to a law, binding scheme or contract which effectively upholds principles for fair handling of the information that are substantially similar to the National Privacy Principles; or
 - the individual consents to the transfer; or
 - the transfer is necessary for the performance of a contract between the individual and Pacific Community Housing, or for the implementation of pre contractual measures taken in response to the individual's request; or
 - the transfer is necessary for the conclusion or performance of a contract concluded in the interest of the individual between Pacific Community Housing and a third party; or
 - Pacific Community Housing has taken reasonable steps to ensure that the information which it has transferred will not be held, used or disclosed by the recipient of the information inconsistently with the National Privacy Principles.
- In relation to the overseas transfer of personal information, if it is impractical for Pacific Community Housing to receive the person's consent to that transfer, Pacific Community Housing must have sufficient reasons to believe that the person would likely give consent could they be contacted.
- Provide all individuals access to personal information except where it is a threat to life or health or it is authorized by law to refuse and, if a person is able to establish that the personal information is not accurate, then Pacific Community Housing must take steps to correct it. Pacific Community Housing may allow a person to attach a statement to their information if Pacific Community Housing disagrees it is inaccurate.
- Where for a legal or other reason we are not required to provide a person with access to the information, consider whether a mutually agreed intermediary would allow sufficient access to meet the needs of both parties.
- Make no charge for making a request for personal information, correcting the information or associating a statement regarding accuracy with the personal information.
- Each written direct marketing communication with the individual must set out Pacific Community Housing's business address and telephone number and, if the communication with the individual is made by fax, telex or other electronic means, a number or address at which Pacific Community Housing can be directly contacted electronically.
- If the disclosure of sensitive information is necessary for research, or the compilation or analysis of statistics, relevant to public health or public safety and it is impracticable for Pacific Community Housing to seek the individual's consent before the use or disclosure and the use or disclosure is conducted in accordance with guidelines approved by the Commissioner under section 95A, Pacific Community Housing may make such a disclosure.
- If Pacific Community Housing has sufficient reasons to believe that an unlawful activity has been, is being or may be engaged in, and the disclosure of personal information becomes a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities, Pacific Community Housing may make such disclosures.

- Pacific Community Housing may further disclose personal information if its disclosure is mandated by an enforcement body or is required for the following:
 - the prevention, detection, investigation, prosecution or punishment of criminal offences, breaches of a law imposing a penalty or sanction or breaches of a prescribed law;
 - the enforcement of laws relating to the confiscation of the proceeds of crime;
 - the protection of the public revenue;
 - the prevention, detection, investigation or remedying of seriously improper conduct or prescribed conduct;
 - the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of the orders of a court or tribunal.

For the purpose of this Clause, Pacific Community Housing must make a written note of the use or disclosure.

Storage Pacific Community Housing

- Implement and maintain steps to ensure that personal information is protected from misuse and loss, unauthorized access, interference, unauthorized modification or disclosure.
- Before Pacific Community Housing discloses any personal information to an overseas recipient including a provider of IT services such as servers or cloud services, establish that they are privacy compliant. Pacific Community Housing will have systems which provide sufficient security.
- Ensure that Pacific Community Housing’s data is up to date, accurate and complete.

Destruction and de-identification Pacific Community Housing

- Destroy personal information once is not required to be kept for the purpose for which it was collected, including from decommissioned laptops and mobile phones.
- Change information to a pseudonym or treat it anonymously if required by the person whose information Pacific Community Housing holds and will not use any government related identifiers unless they are reasonably necessary for our functions.

Data Quality

Pacific Community Housing will:

- Take reasonable steps to ensure the information [Pacific Community Housing] collects is accurate, complete, up to date, and relevant to the functions we perform.

Data Security and Retention

Pacific Community Housing will:

- Only destroy records in accordance with Pacific Community Housing’s Records Management Policy.

Openness

Pacific Community Housing will:

- Ensure stakeholders are aware of Pacific Community Housing’s Privacy Policy and its purposes.
- Make this information freely available in relevant publications and on Pacific Community Housing’s website.

- On request by a person, Pacific Community Housing must take reasonable steps to let the person know, generally, what sort of personal information it holds, for what purposes, and how it collects, holds, uses and discloses that information.

Access and Correction

Pacific Community Housing will:

- Ensure individuals have a right to seek access to information held about them and to correct it if it is inaccurate, incomplete, misleading or not up to date.
- If the individual and Pacific Community Housing disagree about whether the information is accurate, complete and up to date, and the individual asks Pacific Community Housing to associate with the information a statement claiming that the information is not accurate, complete or up to date, the Pacific Community Housing will take reasonable steps to do so.
- Pacific Community Housing will provide to the individual its reasons for denial of access or a refusal to correct personal information.
- Pacific Community Housing can withhold the access of an individual to his/her information if:
 - providing access would pose a serious and imminent threat to the life or health of any individual; or
 - providing access would have an unreasonable impact upon the privacy of other individuals; or
 - the request for access is frivolous or vexatious; or
 - the information relates to existing or anticipated legal proceedings between Pacific Community Housing and the individual, and the information would not be accessible by the process of discovery in those proceedings; or
 - providing access would reveal the intentions of Pacific Community Housing in relation to negotiations with the individual in such a way as to prejudice those negotiations; or
 - providing access would be unlawful; or
 - providing access would be likely to prejudice an investigation of possible unlawful activity; or
 - an enforcement body performing a lawful security function asks Pacific Community Housing not to provide access to the information on the basis that providing access would be likely to cause damage to the security of Australia.
- Where providing access would reveal evaluative information generated within Pacific Community Housing in connection with a commercially sensitive decision making process, Pacific Community Housing may give the individual an explanation for the commercially sensitive decision rather than direct access to the information.
- If Pacific Community Housing decides not to provide the individual with access to the information on the basis of the above mentioned reasons, Pacific Community Housing will consider whether the use of mutually agreed intermediaries would allow sufficient access to meet the needs of both parties.
- Pacific Community Housing may charge for providing access to personal information. However, the charges will be nominal and will not apply to lodging a request for access.

Anonymity

- Allow people from whom the personal information is being collected to not identify themselves or use a pseudonym unless it is impracticable to deal with them on this basis.

Making information available to other organisations

Pacific Community Housing can:

- Release information to third parties where it is requested by the person concerned.

Employment References Policy - Policy Number 506

Edited August 2023

1. Introduction

Exchange of information between employers maximises the opportunity for employees to be fitted into the positions for which they are best suited. Where possible, Pacific Community Housing wishes to provide and receive accurate information on the individuals with whom it deals. However, some routine precautions are necessary to safeguard the organisation against litigation.

2. Purpose

This policy seeks to ensure that the information needs of Pacific Community Housing, the individuals, and the other organisations concerned are met in a manner that places no party at risk of misunderstanding or conflict.

3. Definitions

'References' refers to material obtained or provided, in confidence or otherwise, to prospective employers to be used to assess a candidate's suitability for a post.

The purpose of references is to obtain information from a third party, providing a factual check on a candidate's employment history, qualifications, experience and/or an assessment of the candidate's suitability for the post in question.

Seeking employment references is a separate matter from requiring police record checks, and this policy does not apply to police record checks.

4. Policy

Giving references

Pacific Community Housing will, in most cases, provide references for employees and ex-employees where this is their wish. However, there is no obligation on the organisation to do so.

Requiring references

In the case of permanent full-time positions

As part of the recruitment and selection process Pacific Community Housing requests two referees from all applicants and prospective employees, those two referees being their current or immediately previous employer and a second employer.

If an applicant has not been employed previously, or is not able to offer their previous employer as a referee, they will be asked to provide an academic and a character referee.

References and other pre-employment checks must be deemed as satisfactory before a formal offer of employment can be made.

In the case of casual, short-term, or volunteer positions

As part of the recruitment and selection process Pacific Community Housing may, at the discretion of the selection committee, request two referees from applicants but is not obliged to do so, except in relation to positions involving significant financial responsibility or significant contact with vulnerable clients.

5. Responsibilities

It shall be the responsibility of the CEO to ensure that all members of staff/volunteers who may be involved in recruitment processes and/or provision of reference checks are aware of the policy and to monitor compliance with the policy.

It shall be the responsibility of each staff member/volunteer to follow these procedures.

6. Procedures

Giving references

References will be provided only to appropriate parties. Before providing a reference, the staff member/volunteer should verify the identity of the person requesting the reference. If in doubt about the identity of the person requesting the reference, the staff member should ask for the request in writing. The staff member should not give out any information to parties who do not have a legitimate “need to know”.

Written references shall be clearly marked ‘Private and Confidential’ on an opaque cover page and shall be sent to an appropriate individual in the organisation seeking the reference.

In considering whether to give a reference, and in determining the content of any such reference, referees must not discriminate on any grounds covered in Pacific Community Housing’s Discrimination Policy.

When providing references, referees shall take reasonable care;

provide information which is as far as possible true, accurate and fair, and which does not give a misleading impression;

provide only honest opinions;

express opinions as opinions rather than statements of fact; and

limit the information given to the employee's job-related performance.

A staff member can act as a personal referee for any individual. However, such references must be made on the staff member’s own notepaper and must say that the reference is being made in a personal capacity. On no account should a personal reference be written on Pacific Community Housing’s letterhead or in any way suggest that Pacific Community Housing endorses the reference.

Requiring references

Where possible, references should be obtained directly from the referee. Selection panels should not rely on references provided by candidates, or open references (addressed “to whom it may concern”), as there is no way of checking their authenticity and accuracy.

After the selection process, the successful candidate will be informed that they are the ‘preferred candidate’ and that Pacific Community Housing will be doing a number of pre-employment checks, all of which must be satisfactory before a formal employment offer will be made. New staff/volunteers shall not normally be permitted to commence employment until after their references have been checked.

When these references have been made, the selection committee shall confirm whether the references are satisfactory, and that they verify the information given by the candidate during the selection process.

If these references and any other appropriate pre-employment checks are satisfactory, the person will be formally offered the position.

The selection committee may, at its discretion, seek written references and/or telephone references. Where telephone references are sought, the person seeking the reference should:

Ensure they are speaking to the appropriate person in the organisation;

Make it clear to the referee that they are making notes, that a copy of the notes may be provided to the person if they request it, and that the referee’s name will also be disclosed;

Be sensitive that legal considerations may limit the amount of data/information a referee is prepared to give; and

Make clear notes of their conversation and place these on file at the earliest opportunity with the other material relating to the appointment.

Copies of written references and notes of telephone references must be kept on the employee’s personnel file.

Related Documents

- Staff Recruitment Policy 508

APPENDIX A

REFERENCE GUIDELINES

Reference checks is a selection technique that addresses previous job performance.

It is designed to confirm information obtained from a candidate by discussing the candidate's performance with previous supervisors.

Ideally, a minimum of two referees should be contacted (preferably the candidate's two most recent employers).

Some tips for conducting a successful reference check are:

- Plan your call in advance, but be flexible. The conversation may not proceed exactly as planned. As with interviewing, reference checking gets easier with practice.
- Introduce yourself immediately, stating your position with your organisation and explain the purpose of your call. Ask if the referee is available for discussion, and if not, arrange to call again later.
- Be yourself. Relax and attempt to establish a rapport with the person to whom you're speaking.
- Mention that the candidate is one of several being considered for a position in your organisation, and confirm the accuracy of the employment information provided by the candidate (e.g. dates of employment, job duties and anything else that is relevant).
- Take notes as the referee speaks.
- Tell the referee about the position for which the candidate is being considered. This makes the exchange of relevant information easier.
- Let the referee talk freely. As with interviewing, open-ended questions and follow-up statements will work best. Listen for obvious pauses and be ready to probe for further information; if you reach a dead end with a particular topic, leave it and return later if necessary.
- Don't end the conversation until you have sufficient information. Use summary statements to clarify ambiguous answers. Finish your conversation by asking "Would you re-hire this applicant if you had the opportunity?"
- Confirm that the referee is comfortable that the information disclosed is covered by the Federal Privacy Legislation.
- Thank the referee for their help.

Staff Induction Policy - Policy Number 507

Edited August 2023

1. Introduction

Pacific Community Housing is committed to inducting all new employees, volunteers and contractors into the organisation, in order to ensure that they have a smooth integration into their role and become operationally competent.

Induction programs which are well planned, conducted and evaluated will enable new employees to learn about the organisation, its culture and the requirements of their role.

2. Purpose

The purpose of this document is to ensure that new employees, volunteers and contractors have a smooth transition into the organisation and their roles.

3. Definitions

New employees refers to both recruits to the company (including contractors, casuals, volunteers and temporary staff), and staff transfers and promotions.

4. Policy

This Policy applies to employees responsible for conducting Inductions within Pacific Community Housing.

All employees (including contractors, casuals, volunteers and temporary staff) will be inducted into Pacific Community Housing in a manner as described in the procedures which accompany this policy document.

5. Responsibilities

It is the responsibility of the **CEO** to ensure that:

- an Induction Coordinator is assigned who will be responsible for arranging the induction of new employees;
- all new employees participate in an induction program.

It is the responsibility of the **Induction Coordinator** to ensure that:

- an induction kit (electronic or hard copy) is developed, containing relevant documents, including information about [Name of Organisation] policies;
- the induction kit is kept up to date with relevant information;
- the quality of the induction process is maintained.

It is the responsibility of the **Human Resources Department** to ensure that:

- The Induction Coordinator is notified of any new starters.

6. Procedures

The Induction Coordinator must schedule all new employees to attend an induction on their first day of employment, nominating the area where the induction will be conducted, and ensuring all necessary resources are available (e.g. chairs, DVD player, overhead projector, refreshments, etc.).

In cases where a new employee cannot be inducted by the Induction Coordinator, the Induction Coordinator must arrange for an appropriate Manager or Supervisor to carry out the task.

An appropriate amount of time and expenditure should be used to ensure that all of the required information is communicated to the new employee., such as Occupational Health & Safety requirements, duties to be undertaken, dealing with clients/customers, physical layout of the site, etc. This will ensure that employees can work safely and represent the organisation effectively.

The Induction Coordinator should tailor the induction program to suit the needs of the employee(s) being inducted and provide the appropriate information to the new employee(s).

The Induction Coordinator should assign a “mentor” who will help induct the new employee during the first two weeks of employment. The mentor should provide support, give advice on matters arising, answer questions informally, give practical tips, introduce staff and be involved in giving feedback.

The Induction Coordinator is responsible for following up the employee’s induction during the first week and month as indicated on the Induction Checklist (see Appendix A).

The Induction Coordinator should work through an Induction Checklist for each new employee, ticking each item as it is addressed and crossing out those items not applicable. They should ensure that the new employee and the appropriate Manager sign the Induction Checklist on completion.

Follow Up

The Induction Coordinator should ensure that each employee completes an Induction Evaluation within three weeks of completing the Induction and forward this to the Human Resources Department.

7. Related Documents

- Staff Recruitment Policy 506.

Staff Recruitment Policy - Policy Number 508

Edited August 2023

1. Introduction

The success of Pacific Community Housing relies on its ability to attract the best staff and volunteers available. Recruitment methods must be fair, efficient, and effective.

2. Purpose

The Staff Recruitment Policy has been established to ensure Pacific Community Housing has the opportunity to attract the best available staff and volunteers for all vacant positions. This policy relates to employment of all staff and volunteers other than the CEO.

3. Policy

Pacific Community Housing is committed to providing high quality programs and services to our community. To support the achievement of this objective we recognise the importance of employing the most suitable applicant for all vacant positions.

Pacific Community Housing will ensure it has the best opportunity to attract the best available staff by broadly advertising (internally and externally as deemed appropriate) all vacant remunerated positions and volunteer vacancies.

Pacific Community Housing will take all reasonable steps to ensure that applicants may be safely entrusted with the duties of their position.

Pacific Community Housing will internally advertise all vacant positions to current staff and volunteers to encourage career advancement and increase participation.

Pacific Community Housing is committed to providing a work environment that is free from harassment and discrimination.

All recruitment and selection procedures and decisions will reflect Pacific Community Housing's commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to factors such as age, gender, marital status, race, religion, physical impairment or political opinions.

4. Procedures

Responsibilities

It shall be the responsibility of the **CEO** (or a delegated authority) to implement this policy and to monitor its performance.

It is the responsibility of **Managers and Supervisors** to ensure that:

- They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
- Staffing levels for their department are determined and authorised;
- All roles have current position descriptions that specify role requirements and selection criteria.

It is the responsibility of the Human Resources Department to ensure that:

- All Managers are aware of their responsibilities in the recruitment and selection process;
- Managers are given continuous support and guidance in regards to recruitment and selection issues.

Pre-Recruitment Activities

When it becomes necessary to recruit for a position, Managers should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.

If no position description exists for the available position, or if it requires revising, this is the responsibility of the appropriate Manager. Once the new position description or amendments have been drafted, it should be forwarded on to Human Resources and, if appropriate, approved by the CEO and/or Board. Selection criteria will be drawn up based on the basis of a position statement.

Where the position description is for a new role, the Human Resources Officer or Manager will review and evaluate the position and draw up a position statement that will then, if appropriate, approved by the CEO and/or Board.

Prior to commencing the recruitment process, the responsible Manager is required to gain approval from the CEO / Board or delegated authority and forward this to the Human Resources Officer.

Direct Internal Appointments/Promotions

In situations where a Manager wishes to promote an employee who meets the specific selection criteria for the vacant position into the internal vacancy, the appointment must be authorised by the appropriate Manager, and the approval is to be forwarded to the Human Resources Department.

Internal Advertising

Where appropriate, [Name of Organisation] will advertise all vacancies internally.

Exceptions to this rule may occur when:

- The position is of such a specialised nature, and / or appropriate skills are not available within the organisation; or
- There is a need to make a direct appointment or promotion into the vacant position.

Upon receiving approval for the vacant position, Human Resources will advertise the available position internally. Internal advertisements should include the following:

- Position title;
- Outline of the position;
- Skills required for the role;
- Closing date for applications.

All internal applicants should forward a current copy of their resume, together with covering letter, to the applicable manager for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position by the relevant Manager or Supervisor.

External Advertising

Where a position cannot be filled internally or where it is appropriate to conduct an external recruitment campaign, the available position should be advertised through relevant networks, on relevant websites, and through local employment services.

Volunteer positions will be advertised as widely as deemed reasonable.

All advertisements must be approved by the CEO.

If required, the Human Resources Department will prepare an appropriate recruitment advertisement for the position and submit it for review and approval by the relevant Manager. The Human Resources Department will administer the placement of the advertisement and monitor applications received.

Use of Recruitment Consultants

Where deemed appropriate, external recruitment consultants may be used for recruitment purposes. The Recruiting Manager should contact the Human Resources Department for assistance in engaging the services of recruitment consultant.

It remains the relevant Manager's responsibility to ensure that the recruitment consultant adheres to PCH's recruitment and selection policies.

Screening Applicants

If a recruitment consultant has been engaged to recruit for a position, they will be responsible for screening the applicants.

Resumes must be screened against the position description so that assessments can be made of their suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

Managers should consult with the Human Resources Department if they require any assistance with the selection process.

Where appropriate, but particularly in positions of financial responsibility or in dealing with vulnerable clients / children, police checks may be arranged. Police checks shall be arranged only with the consent of the applicant concerned; however, if consent is refused this shall be taken into consideration in the selection process.

References shall be sought, where appropriate, as set out in the organisation's References Policy. Previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.

Any checks which may form part of the selection process should be conducted prior to issuing an offer of employment.

Conducting Interviews

The short-listing and interview process will be conducted by a selection panel which will be appointed by and will include the CEO or their nominee and the relevant manager or supervisor for the position. If any member of staff finds that they are assessing any applicant where there is a perceived or actual conflict (eg. Where the applicant is a family member, friend or past colleague) they shall declare the perceived or actual conflict to the panel.

Reference Checking

Managers are to ensure that, where possible, a minimum of two reference checks are conducted prior to an offer of employment being extended to a candidate.

Details of the reference checks should be attached to the candidate's application for future reference.

New Starter Paperwork

If an internal candidate is selected, the Manager is required to notify the successful candidate and their Manager. If an external candidate has been selected, the Manager is to make a verbal offer to the candidate.

To authorise the commencement or transfer of an internal employee, the Manager must notify the Human Resources Department and provide confirmation of the CEO's approval. The Manager should ensure that all recruiting documents are completed and returned to the Human Resources Department for filing.

The Human Resources Department will prepare a written letter of offer for the successful candidate. The letter of offer and or contract of employment will confirm the start date, salary (if any), position and the terms and conditions of employment pertaining to the employee.

Once the Human Resources Department or Manager has received the candidate's signed letter of offer, the Human Resources Department is to notify all unsuccessful candidates. If an external recruitment agency has been used, the Manager is to notify the agency, who will notify the unsuccessful candidates.

The Manager is responsible for liaising with the Human Resources Department to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.

The Human Resources Department will forward an induction kit to the new employee for their completion.

Records and Correspondence

All contact regarding the position is to be directed through reception, with all applications marked "Confidential" and posted to the CEO.

Letters/emails of acknowledgment should be posted to all applicants prior to the short-listing of final suitable applicants. Short-listed but unsuccessful applicants should be advised that their CV will be retained by the Human Resources Department for future reference, unless the applicant advises otherwise.

Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview should be sent a written letter advising them that their application has been unsuccessful.

5. Related Documents

- Employment References Policy 506
- CEO Recruitment Policy 401
- Staff Induction Policy 507

APPENDIX A

INTERVIEW GUIDELINES

The purpose of an interview is to provide and obtain information that will assist in making a decision about a candidate's suitability.

Whilst each interviewer will develop their own interviewing styles, there are a number of essential characteristics of an interview that must be present in all interviews.

Prior to Conducting the Interview

Review the candidate's resume before commencing the interview. This will help you feel more comfortable when the candidate arrives.

Review the similarities or differences in qualifications relating to the performance factors of the job, including:

- education or basic paper qualifications for the job;
- related work experience and areas of specialisation;
- additional experience (such as special interests or volunteer activities) in which the candidate might have developed skills related to the position.

Conducting the Interview

Asking questions is an important part of the interviewer's role; it is not, however, their only responsibility. A good interviewer must also:

- reduce communication barriers;
- maintain control of the interview;
- ensure that the candidate reveals what the interviewer wants to know, not simply what the candidate wants to tell; and
- create a friendly, conversational atmosphere.

Having the candidate respond to questions and prompts will encourage them to do most of the talking while the interviewer ensures that all relevant topics are covered. The interviewer may be required to ask a question a second time by re-phrasing it or by returning to a particular topic at a later point in the interview.

While each interviewer develops a particular style, the following steps provide a useful guide to the structure of an interview.

Step 1: Set the Stage

It's important to create an interviewing environment that allows a candidate to put their best foot forward. An interviewer will be able to gain more information in a comfortable setting and the candidate will be left with a favourable impression of the organisation.

- Make arrangements for a private meeting room in which to conduct the interview.
- Do not allow interruptions (e.g. telephone calls etc.).
- Interviews are more comfortable if conducted in an informal "around the table" setting rather than across a desk, particularly when more than one interviewer is involved. Position the candidate so that they can comfortably direct conversation to anyone in the room.
- Introduce yourself and all members of the interview panel to the candidate (the panel members may prefer to introduce themselves).
- Body language should be relaxed and open.
- Be friendly and courteous throughout the interview. The tone should be like a slightly structured conversation.
- Sometimes it helps to begin by entering into a general conversation, for example talking about the organization and then asking the applicant to give a summary of their background.

Step 2: Outline the Agenda

Outline for the candidate the structure that the interview will take. This will help them to relax and will put the interviewer in control of what is to follow.

- Identify areas to be covered (e.g. the duties and responsibilities involved in the job; the candidate's education and experience and how they relate to the position; the use of hypothetical situations).
- Suggest the length of time that the interview is expected to take, and any additional time that might be spent touring the work site etc.
- Provide the candidate with a description of the duties and responsibilities of the job and an overview of the workings of the organisation.
- Avoid confusing or overly technical language. Don't oversell the job or mislead the candidate about the actual duties and responsibilities involved or the future growth expectations of the position.
- Advise the candidate that there will be an opportunity later in the interview for them to ask questions or add information that may not yet have been covered.

Step 3: Gather Information

Following core questions will provide structure and should take up most of the interview time; however, some flexibility is necessary to allow for follow-up questions and for questions that will arise out of each candidate's documentation. This helps to create a comfortable, relaxed tone.

Listen for evidence of both positive and negative behaviour and focus on one specific performance factor at a time. Analyse how well those behaviours and skills would carry over to the position.

The interviewing process may take some time to master, but it can be extremely effective. Probing is particularly necessary when there are gaps in the candidate's life/work history, when inconsistencies appear or when the candidate changes the subject or is evasive.

Step 4: Welcome Added Information and Answer Questions

In the later stages of the interview, the candidate may have specific questions about the job, department or the organisation itself. A detailed discussion should be reserved until this point, so that the candidate won't simply tailor their answers to suit the position. This is a good time to probe for more detailed information, such as:

- "Now that I've described the job, do you have any relevant skills that we haven't yet heard about?"

Thank the candidate for coming to the interview and explain the time frame for decision-making and what the next step in the process will be.

Fraud and Corruption Policy - Policy Number 509

Edited August 2023

1. Introduction

Organisations may be subject to fraudulent activity and must therefore implement effective prevention strategies to minimise legal and financial exposure.

2. Purpose

The purpose of this Policy is to:

1. Ensure that all parties are aware of their responsibilities regarding the identification and prevention of fraudulent activity.
2. Ensure that staff/contractors understand who to report to in the event that they suspect fraudulent activity.
3. Provide a step-by-step guide to respond to an allegation regarding fraudulent activity.
4. Express a clear statement to staff/contractors forbidding fraudulent activity for the benefit of the organisation.

3. Policy

Pacific Community Housing (PCH) will not tolerate fraud in any aspect of its operations.

PCH will investigate any suspected acts of fraud, misappropriation or other similar irregularity. An objective and impartial investigation, as deemed necessary will be conducted regardless of the position, title and length of service or relationship with the organisation of any party who might be the subject of such investigation.

Any fraud shall constitute grounds for dismissal. Any serious case of fraud, whether suspected or proven, shall be reported to the relevant and appropriate authorities such as the police and the ombudsman.

Any person who suspects PCH of a fraud, related to the operations of PCH, is required to immediately report it to a manager / appropriate person in authority within PCH. Any person reporting a fraud, or a suspected fraud, shall not be penalised for raising a concern of this nature.

PCH policy and attitude to fraud and corruption

PCH promotes an organisational culture that will not tolerate any act of fraud or corruption. This Fraud and Corruption Prevention Strategy is designed to put this principle into practice.

Apart from the legal consequences of fraud and corruption, improper acts have the potential to damage PCH public image and reputation. Unresolved allegations can also undermine an otherwise credible position and reflect negatively on innocent individuals.

All staff must be above fraud and corruption. In addition, staff must act so they are not perceived to be involved in such activities. Through transparent and accountable decision-making, together with open discussion by staff and managers about the risks of fraud and corruption, PCH seeks to foster an organisational climate which does not tolerate fraud or corruption.

PCH will deal fairly with all parties in the course of investigating allegations of fraud or corruption. However, if fraud or corruption is proven, PCH will apply appropriate sanctions. Possible sanctions include suspension without pay, dismissal, and loss of accumulated employer superannuation contributions.

The prevention of fraud and corruption requires that all staff members act ethically and professionally.

Definitions of fraud and corruption

Fraud and corruption can be distinguished from other forms of unethical behaviour. PCH applies the following definitions which are based on those contained in the Australian Standard for Fraud and Corruption Control (AS 8001-2008).

Fraud

Fraudulent activity in which a director, executive, manager, employee, contractor, volunteer, work experience student or external persons, causing actual or potential financial loss to PCH, including the theft of moneys or other property. This includes the deliberate falsification, concealment, destruction or improper use of documentation used for a normal business purpose or the improper use of other information or position.

Corruption

Dishonest activity in which a director, executive, manager, employee, contractor, volunteer or work experience student acts contrary to the interests of PCH and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity.

Examples of fraud and corruption

The following list is not exhaustive but includes some of the more common examples of fraud and corruption in the public sector:

Theft of assets, such as:

- Equipment
- Consumables or supplies
- Cash
- Information

Unauthorised or illegal use of assets, information or services for private purposes, including:

- Motor vehicles
- Clerical and other support
- Confidential information
- Equipment, including photocopiers, telephones and fax machines
- Computers
- Company Phones

Abuse of position and power for personal gain, such as:

- Seeking and obtaining bribes or other gifts in exchange for favourable treatment

Manipulation and misuse of account payments, such as:

- Fictitious employees on the payroll
- Ordering equipment for private and personal use
- Favouring suppliers whose costs are not as competitive as other suppliers

Falsification of records, including:

- Timesheets
- Travel claims
- Petty cash vouchers.

Manipulation of computer programs for improper purposes, such as:

- Unauthorised approval to pay
- Diversion of proceeds
- Writing off debts.

PROCEDURES

Regular program for fraud risk assessment

An important part of fraud and corruption prevention is understanding where the areas of risk are in relation to PCH responsibilities and functions. PCH systemically assesses its functions and responsibilities to identify all potential risk areas and to develop a risk management plan to control high and medium risk issues. Building on this broad risk assessment, a further specific risk assessment of potential fraud and corruption issues is undertaken.

Internal audit fraud control function

PCH internal audit program includes items considered to be of high fraud and corruption risk, in particular, focusing on, financial transactions (including cash handling) and asset security.

RESPONSIBILITIES

The Directors and PCH General Manager consider and approve all policies and procedures relating to the control and investigation of fraud and corruption.

PCH sets out the following responsibilities for the **Directors and the General Manager**:

- establishing and maintaining ethical policies, systems and procedures for all aspects of PCH work
- ensuring that staffing policies and practices are fair and equitable
- ensuring that mechanisms for responding to potentially unethical circumstances are appropriate and effective (e.g. grievance and complaint handling systems)
- ensuring that areas of work that are of inherently higher risk in terms of ethics and corruption are identified and that preventive strategies are in place
- monitoring the ethical health and culture of PCH and responding to any problems identified.

All reasonable suspicions of fraud or corruption are reported to the General Manager who decides what action should be initiated to assess the concerns raised. All fraud and corruption investigation reports are referred back to the Directors who then decide what action is necessary to address the investigation findings.

The General Manager is responsible for dealing with and investigating instances of fraud reported to them.

- producing fraud and corruption policies, procedures and training proposals
- liaising with internal and external investigators
- assuring the quality of investigation processes and reports, and
- providing advice to staff affected by internal investigations.

The Audit & Finance committee

- Oversight of theft and fraud control within the Association;
- Recording instances of theft and fraud on file;
- Reporting on theft and fraud to the Board;
- Investigation of fraudulent activity; and
- Liaison with police.

PCH Managers

PCH Managers must ensure that effective fraud and corruption prevention risk management strategies and staff awareness programs are established in their workplaces.

PCH Manager's responsibilities include:

- Assess the risk of fraud within their area of control;
 - Educate staff/contractors about fraud prevention and detection; and
 - Facilitate the reporting of suspected fraudulent activities.
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- Identifying and assessing theft and fraud risks;
 - Implementing theft and fraud control measures;

- Identifying and reporting internal and external fraud; and
- Promoting an ethical culture within the organisation.

All PCH staff

All PCH staff have a duty to:

- Behave ethically;
- Assist in the identification of risk exposure to corrupt or fraudulent activities; and
- Report to management any suspected theft, fraud or corruption.

REPORTING

All Directors, staff and contractors have the responsibility to report suspected fraud.

Any staff member, volunteer or contractor who suspects fraudulent activity must immediately notify their supervisor or the General Manager about the concern.

In situations where the staff member or contractor notifies their supervisor, the supervisor must then notify the General Manager (or the Chair of the Board in circumstances where the suspected fraud involves the supervisor or General Manager).

Step-by-step guide: Responding to suspected fraud

1. Upon notification an allegation pertaining to fraud, the General Manager (or Chair of the Board) will promptly arrange to carry out an initial review into the allegation.
2. After an initial review and a determination that the suspected fraud warrants additional investigation, the General Manager (or Chair of the Board) shall coordinate the investigation with the appropriate law enforcement officials or external investigator as deemed appropriate. Internal or external legal representatives will be involved in the process, as deemed appropriate.
3. Once a suspected fraud is reported, immediate action will be taken to prevent the theft, alteration or destruction of relevant records. Such actions include, but are not necessarily limited to, removing relevant records / information and placing them in a secure location, limiting access to the location where the records / information currently exists, and preventing the individual suspected of committing the fraud from having access to the records / information.
4. If an allegation of fraud is substantiated by the investigation, disciplinary action, up to and including dismissal (or termination of an individual's right to work as a contractor or volunteer), shall be taken by the appropriate level of management.
5. The organisation will also pursue every reasonable effort, including court ordered restitution, to obtain recovery of any losses from the offender.
6. This policy encourages individuals to put their names to allegations.

Concerns expressed anonymously are much less powerful, however they will be considered at the discretion of the organisation. In exercising this discretion, the factors to be taken into account would include:

- The seriousness of the issue raised;
- The credibility of the concern; and
- The likelihood of confirming the allegation from the attributable sources.

Where a prima facie case of fraud has been established, the matter shall be referred to the relevant authorities. If an allegation is made in good faith, but it is not substantiated by the investigation, no action will be taken against the complainant.

The organization will make every effort to keep the investigation confidential; however, members of the management team may need to be consulted to assist with a review / investigation.

Review

The Finance and Audit Committee will review this Policy annually.

Any change in the Policy will be presented to the PCH Board of Directors for approval.

Notification to the Registrar Policy -Policy Number 510

Edited August 2023

1. Purpose

The intent of this policy is to ensure compliance with the requirement that registered providers notify the Registrar of certain events.

2. Scope

This policy applies to all Directors and the General Manager.

3. Principles

Pacific Community Housing requires all Directors and the General manager to read and be familiar with Section 15 (2) (h) of the National Regulatory Code. And those events described in Section 15 (2) (h) of the National Law be reported to the Registrar within the required timeframes. See <https://www.nrsch.gov.au/content/dam/dcj/nrsch/documents/publications/regulatory-framework-latest.pdf>

4. Policy

The General Manager will notify the Registrar of any events described in Section 15 (2) (h) of the National Law within the required timeframes.

6. Legislative Framework and Related Policies

For more information, please visit the NRSCH website at www.nrsch.gov.au to access the:

- NRSCH Compliance Framework
- National Law
- Enforcement Guidelines
- Fact sheet: Conditions of registration for providers

PERFORMANCE OUTCOME 6
Management

Management - Policy Number 600

Edited August 2023

1. Purpose

The aim of this policy is to outline how all properties will be effectively managed by Pacific Community Housing

2. Scope

This policy applies to all Pacific Community Housing employees including the Directors, Board Members, Executive Team, Staff and Volunteers.

3. Principles

Pacific Community Housing is dedicated to its principles to operate as a well-governed, effectively managed organisation, with a dynamic Board and Executive Team, and a workforce committed to providing the best possible service as an Affordable Housing Provider.

4. Management

Pacific Community Housing is:

- Governed by its guiding principles as outlined in the Constitution. All personnel and members must uphold the Constitution at all times.
- Led by the Board of Directors who are elected by the members of the Company and is responsible for the organisation. The Board employs staff to conduct the day-to-day operations of Pacific Community Housing. Our focus remains on retaining a well-balanced skills-based Board with diversity a key objective.
- Proud to have an Executive Team representing a wide range of expertise.

Pacific Community Housing has a corporate governance framework that provides effective, sustainable, accountable operations and continuous improvement by:

Ensuring that Pacific Community services and infrastructure are provided reliably, efficiently and effectively with the appropriate quality levels of service to customers and stakeholders.

- Ensuring that Pacific Community Housing remains solvent and is complying with all its legislative, financial, ethical and contractual obligations.
- Upholding the Vision, Mission and Values of Pacific Community Housing at all times.
- Identifying the resources and operational capabilities required to ensure effective corporate governance processes that align with demonstrated best practice.
- With these robust mechanisms in place, along with a transparent approach to decision making, current and future stakeholders can be confident in the Board's ability to govern to the highest standards.

5. Legislative Framework and Related Policies

Pacific Community Housing - Business Plan 2020-2021

Pacific Community Housing - Company Constitution



Pacific Community Housing



PERFORMANCE OUTCOME 7
Financial Viability

Financial Viability - Policy Number 700

Edited August 2023

1. Purpose

The aim of this policy is to outline how Pacific Community Housing will remain financially viable.

2. Scope

This policy applies to all Pacific Community Housing's activities, its Board of Directors, Executive Team and Staff.

3. Principles

Pacific Community Housing is dedicated to its principles to operate as a well-governed, effectively managed organisation, with a dynamic Board and Executive Team, and a workforce committed to providing the best possible and financially viable service as an Affordable Housing Provider.

4. Best Practice for Financial Viability

In order to achieve this, Pacific Community Housing will:

- Ensure a viable capital structure.
- Maintain appropriate financial performance.
- Manage financial risk exposure.
- Comply with all relevant legal requirements and government policies.
- Ensure appropriate expertise within the governing body of the company.
- Adhere to its financial plan projection.
- Produce and manage an annual budget.
- Audit financial statements by an independent 3rd party.

These are outlined in Pacific Community Housing's:

- Business Plan 2020-2021
- Company Constitution
- Sample Budget 10 Year Plan

5. Legislative Framework and Related Policies

Pacific Community Housing - Business Plan 2020-2021

Pacific Community Housing - Company Constitution

Pacific Community Housing - Sample Budget 10 Year Plan





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PROMOTING AND PROVIDING ACCESS TO SAFE
AND SECURE AFFORDABLE HOUSING

