

# Queensland State Regulatory System for Community Housing (QSRSCH)

## EVIDENCE GUIDELINES

*For use by **local governments**  
(Government funded community housing providers)*



**Queensland  
Government**

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# Registering as a community housing provider on the QRSCH

## About the Queensland State Regulatory System for Community Housing (QRSCH)

The QRSCH is a regulatory system for community housing designed to contribute to a well-governed and well-managed community housing sector and provide a platform for the ongoing development and viability of the community housing sector throughout Queensland.

### Applying for registration under the QRSCH

All local governments funded by the Department of Communities, Housing and Digital Economy (CHDE) to provide community housing services in Queensland, are required to apply for, and successfully attain registration under the QRSCH, if they wish to continue their funding relationship with the department.

The QRSCH was implemented to regulate local governments as the National Regulatory System for Community Housing (NRSCH) only applies to non-government organisations. The QRSCH aligns itself with the applicable code provisions of the NRSCH and the requirements of the *Housing Act 2003*.

Local governments who have not successfully attained registration under the QRSCH by 30 June 2017, may be required to discontinue their funding relationship with the CHDE as they will no longer be eligible to continue to receive capital assistance funding.

Indigenous local governments are required to attain registration by 30 June 2019.

The scope of the Queensland Registrar's functions under the QRSCH relates specifically to regulatory activities.

Contract Management, Housing Services, CHDE continues to have responsibility for funding, policy and industry development decisions.

## Purpose of the evidence guidelines document

The QRSCH Evidence Guidelines describe the performance indicators and evidence sources that will assist local governments in preparing their application for registration.

The Queensland State Regulatory Code sets out the performance outcomes and performance requirements local governments must comply with in providing government funded community housing. The performance outcomes and performance requirements include:

Performance Outcome (PO)	Performance requirements
PO1 Tenant and Housing services	a, b, c, d, e, f, g
PO2 Housing Assets	a, b, c
PO4 Governance	a, b, c
PO5 Probity	a, b, c, d
PO6 Management	a, b
PO7 Financial viability	a, b, c

Once registration is attained, local governments are required to demonstrate their ongoing compliance with the Queensland State Regulatory Code every two years at a minimum.

These guidelines should be read in conjunction with:

- The *Housing Act 2003*
- The Queensland State Regulatory Code
- QRSCH Notifications Guidelines.

## The Evidence Guidelines table

The evidence guidelines table contains the following key sections:

<b>Section one - QRSCH Evidence Guidelines – Registration requirements for local governments</b>			
(Must be met to demonstrate capacity to comply)			
<b>Column 1</b> Performance requirements	<b>Column 2</b> Performance indicators	<b>Column 3</b> Thresholds	<b>Column 4</b> Suggested evidence sources to demonstrate capacity to comply with the QRSCH
<b>Section two - LGAQ Guidance note for local governments</b>			
<b>Column 5</b> LGAQ suggests the systems and documents referenced in this section could contain information which may assist local governments to meet the QRSCH requirements			
<b>Section three - Evidence required for Compliance (Once registration is attained)</b>			
<b>Column 6</b> Compliance with QRSCH - Suggested evidence sources to demonstrate ongoing compliance with the QRSCH			

## Principles

The following principles are applied when assessing a provider's performance under the QRSCH.

**Accountable:** Able to justify regulatory assessments and be subject to scrutiny.

**Consistent:** Based on standardised information and methods.

**Transparent:** Clear and open processes and decisions.

**Flexible:** Avoiding unnecessary rules about how local governments organise their business and demonstrate compliance.

**Targeted:** Focuses on the core purpose of improving tenant outcomes and protecting vulnerable tenants, protecting government funding and equity and ensuring investor and partner confidence.

## Evidence sources

The Evidence Guidelines rely upon the business documentation and performance data that the local government community housing business unit or team would require in order to be satisfied that their community housing program is well-governed, well-managed and financially viable.

Local governments may submit alternative business documentation or performance data that may demonstrate the capacity to comply with the requirements of the Queensland State Regulatory Code.

## Uploading evidence

Local governments submit evidence into the Queensland Regulatory Information for Community Housing portal (QRICH).

When uploading evidence, local governments are required to specify which performance outcome and performance requirement they are submitting the evidence against.

A single evidence source may be listed against multiple performance outcomes.

Each application and associated evidence sources are assessed against the requirements outlined in the QRSCH Evidence Guidelines.

## Obtaining evidence from other sources

In order to make an informed assessment, the Queensland Registrar may reference information and documentation obtained from other sources, which may include:

- local government website publications
- information available on the public record
- other government agencies.

## Recognising evidence from other accreditation and assurance systems

The Evidence Guidelines enable evidence from other accreditation and assurance systems to be submitted for registration and compliance assessment.

Local governments may submit evidence from other accreditation and assurance systems as part of their evidence for registration and ongoing compliance assessments.

However, a local government that has obtained accreditation with another accrediting authority will not automatically meet the regulatory performance outcomes indicated in the QRSCH Evidence Guidelines.

## Assessing evidence

The Queensland Registrar uses the Evidence Guidelines when undertaking registration and ongoing compliance assessments and decision making.

The Registrar will determine:

- Whether the local government meets the relevant eligibility requirements in the *Queensland Housing Act 2003*, and
- Whether the local government has demonstrated its capacity to comply with the performance outcomes and requirements outlined in the Queensland State Regulatory Code.

The Queensland Registrar undertakes every assessment in the context of the local governments' business, with an understanding of the scope, operating environment, business planning outcomes and history of delivering community housing.

## Thresholds

The QRSCH Evidence Guidelines table includes thresholds for performance requirements.

The thresholds provide a transparent level of performance as a starting point against which the Queensland Registrar can assess the provider's performance results. However, the thresholds in themselves do not determine the local governments' capacity to comply or compliance with QRSCH.

## Working in collaboration with Local Government association Queensland (LGAQ)

LGAQ have compiled a guidance note to assist local governments to demonstrate capacity to comply with the requirements of the Queensland State Regulatory Code.

The LGAQ guidance note identifies the following:

- existing source documents
- potential source documents.

## Definitions

### Community housing

Housing for people on a very low, low to moderate income or for people with additional needs that is delivered by local governments.

### Community housing asset

*Class a:* Land transferred to the local government under the *Housing Act 2003* by the Chief Executive.

*Class b:* Land acquired by the local government wholly or partly with funding provided by the Chief Executive.

*Class c:* Land held by the local government on which housing has been constructed or other improvements made.

*Class d:* Funds provided to the local government by CHDE for the purposes of providing a community housing service.

*Class e:* An amount paid to the local government by the Chief Executive under a funding agreement that remains unexpected when the agreement is terminated or otherwise ends.

*Class f:* Any other housing asset of the local government that is of a class of assets declared by the Act, or prescribed to be a community housing asset.

*Class other:* Local governments may have other housing assets that are used to provide community housing that are not funded by the Department of Communities, Housing and Digital Economy (CHDE).

### Community housing provider

A local government that is funded by the Queensland State Government to provide community housing under the long term community housing program.

## Housing agency

The state government housing agency with responsibility for policy and funding decisions relating to community and other housing.

In Queensland, this is managed by Contract Management, Housing Services, CHDE.

## Local government

Use of the terms 'local government' and 'council' may be used interchangeably throughout this document.

## Queensland State Regulatory System for Community Housing

The system of registration, monitoring and regulation of local governments funded to provide community housing in Queensland. The QRSCH is legislated through the Queensland *Housing Act 2003*.

## QRSCH Registered Provider Register

The QRSCH registered provider list contains details of local governments registered under the QRSCH and is publicly available through the CHDE website.

[www.chde.qld.gov.au/about/department/business-areas/housing-homelessness/qld-registrar](http://www.chde.qld.gov.au/about/department/business-areas/housing-homelessness/qld-registrar)

## The Business Unit or Team

Refers to the business unit or team within local government with direct responsibility for governing the delivery of community housing services.

## More information

For further information on the QRSCH for local governments please visit:

[www.chde.qld.gov.au/about/department/business-areas/housing-homelessness/regulatory-services](http://www.chde.qld.gov.au/about/department/business-areas/housing-homelessness/regulatory-services)

The Queensland Registrar, CHDE can be contacted by:

**Email:** [QLDHousingRegistrar@hpw.qld.gov.au](mailto:QLDHousingRegistrar@hpw.qld.gov.au)

**Phone:** 13 GOV (13 74 68)

**Post:**

Queensland Registrar  
Department of Communities, Housing and Digital Economy  
GPO Box 690, BRISBANE QLD 4001



## The Evidence Guidelines table

### Performance outcome 1: Tenant and housing services

The local government is fair, transparent and responsive in delivering housing assistance to tenants, residents and other clients

QSRSCH Evidence Guidelines – Registration requirements for local governments (Must be met to demonstrate capacity to comply)				LGAQ Guidance note for local governments	Evidence required for Compliance (Once registration is attained)
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1a:  <b>Determining and managing eligibility, allocation and termination of housing assistance</b>	Local governments make information about tenancy management policies and procedures available to applicants/tenants in a variety of formats	Local governments ensure: <ul style="list-style-type: none"> <li>All applicants/tenants/residents receive information to enable them to make informed decisions and to understand decisions made by the local government</li> <li>The policies and procedures are applied consistently to ensure there are no significant and ongoing or repeated failures to treat applicants/residents/tenants fairly and transparently</li> </ul>	Tenancy management policies & procedures which include: <ul style="list-style-type: none"> <li>The process to determine eligibility, allocation, charges, complaints, appeals and termination of tenancy</li> </ul> Documents, such as brochures, booklets or information kits, that are provided to applicants, tenants/residents and other stakeholders <p>May be requested:</p> <ul style="list-style-type: none"> <li>Standard letters and forms to applicants and tenants/residents used in tenancy management</li> <li>Outsourcing agreement (if applicable)</li> </ul>	Potential source documents include: <ul style="list-style-type: none"> <li>Tenant Information kit/brochures/information sheets</li> <li>Policies in relation to: <ul style="list-style-type: none"> <li>Eligibility</li> <li>Allocations</li> <li>Transfer</li> <li>Starting a tenancy</li> <li>Complaints/appeals</li> <li>Feedback</li> <li>Termination of tenancies</li> <li>Tenancy Succession Rights</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tenancy management policies and procedures where there has been a significant change</li> <li>Evidence that significant changes in policies and procedures have been communicated to tenants/residents (e.g. letters to tenants/residents, brochures, posters)</li> <li>Record of feedback from residents/tenants and response or action</li> </ul>
	Local governments manage its housing assistance in accordance with its policies and the legal and policy requirements relating to Queensland community housing providers	Local governments ensure: <ul style="list-style-type: none"> <li>The policies and procedures are applied so there are no significant and ongoing or repeated failures to manage housing assistance in accordance with Queensland policy and legal requirements</li> <li>Tenancy management policies and procedures reference legal and Queensland policy requirements, where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy management policies and procedures</li> <li>Internal audit or compliance processes</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Annual Operational Plan &amp; Reports <ul style="list-style-type: none"> <li>s104 LGA s174 -175 LGR</li> </ul> </li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>Legislative/Contract compliance systems e.g. <ul style="list-style-type: none"> <li>RTA, Privacy and funding contracts</li> </ul> </li> <li>OSHS Policies and Procedures</li> <li>Community Housing Rent Policy</li> <li>Indigenous Community Housing Rent Policy</li> <li>Indigenous Housing Tenancy Management Policy Framework</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy management policies and procedures where there has been a significant change</li> <li>Tenancy data</li> <li>Complaints data</li> <li>Appeals data</li> </ul> Other sources <ul style="list-style-type: none"> <li>Decisions of appeals/reviews in relevant tribunals or bodies</li> <li>Record of complaints and notifications</li> </ul>

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<b>1b: Determining and managing rents</b>	Local governments make information about its policies and procedures relating to how it determines and manages rents, available in a variety of formats	Local governments ensure: <ul style="list-style-type: none"> <li>All applicants/tenants/residents receive information to enable them to make informed decisions and to understand options</li> <li>The policies and procedures are applied so there are no significant and ongoing or repeated failures to treat applicants and residents/tenants fairly and transparently</li> </ul>	<ul style="list-style-type: none"> <li>Rent policies and procedures</li> <li>Documents such as brochures, booklets or information kits, that are provided to applicants, tenants/residents and other stakeholders</li> </ul> May be requested: <ul style="list-style-type: none"> <li>Standard letters and forms to applicants and tenants/residents used in tenancy management</li> <li>Outsourcing agreement (if applicable)</li> </ul>	Potential source documents include: <ul style="list-style-type: none"> <li>Policies in relation to:                             <ul style="list-style-type: none"> <li>Rent Setting</li> <li>Rent Reviews</li> <li>Rent Collection</li> <li>Rent Arrears</li> </ul> </li> <li>Tenant Information kit/systems</li> <li>Tenant Feedback Systems</li> </ul>	<ul style="list-style-type: none"> <li>Rent policies and procedures where there has been a significant change</li> <li>Evidence that significant changes in policies and procedures have been communicated to tenants/residents</li> <li>Records of feedback from residents/tenants and response or action</li> </ul>
	Local governments manage rent in accordance with the specific legal and policy requirements relating to Queensland Government Housing Agency (CHDE), community housing providers	Local governments ensure: <ul style="list-style-type: none"> <li>Tenancy management policies and procedures reference legal and Queensland Government Housing Agency (CHDE) policy requirements where appropriate</li> <li>All tenants/residents are charged rent in accordance with current Queensland Government Housing Agency (CHDE) policy requirements</li> </ul>	<ul style="list-style-type: none"> <li>Rent policies and procedures</li> </ul> May be requested: <ul style="list-style-type: none"> <li>Sample tenancy/residency agreements</li> </ul>	Potential Source documents include: <ul style="list-style-type: none"> <li>Legislative/Contract compliance systems e.g.                             <ul style="list-style-type: none"> <li>RTA, Privacy and funding contracts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Rent policies and procedures where there has been a significant change</li> <li>Tenancy data</li> <li>Complaints data</li> <li>Appeals data</li> </ul> Other sources <ul style="list-style-type: none"> <li>Decisions of appeals/reviews in relevant tribunals or bodies</li> <li>Record of complaints and notifications</li> </ul>
<b>1c: Setting and meeting relevant housing service standards</b>	Local governments communicate and monitor what tenants and residents can expect from the service	Local governments ensure: <ul style="list-style-type: none"> <li>Standards address housing service operating hours, privacy and confidentiality, conduct and communication and response times (e.g.</li> </ul>	<ul style="list-style-type: none"> <li>Service charter or relevant policies and procedures</li> </ul>	Potential source documents include: <ul style="list-style-type: none"> <li>Service charter</li> <li>Policies and procedures regarding or relating to service standards.</li> <li>May need to explain/develop service charter addressing:                             <ul style="list-style-type: none"> <li>Privacy</li> <li>Office Opening hours</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Service charter or relevant policies and procedures where there has been a significant change</li> <li>Complaints data</li> </ul> May be requested

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		response times relating to enquiries, maintenance and complaints)		<ul style="list-style-type: none"> <li>– Response times for maintenance</li> <li>– Tenant Information kit/systems</li> </ul>	<ul style="list-style-type: none"> <li>• Records that demonstrate the provider monitors the implementation and effectiveness of the service charter or relevant policies and procedures</li> </ul>
<b>1d:</b> <b>Supporting tenant and resident engagement</b>	Local governments involve tenants and residents in the planning and delivery of housing services in a variety of accessible ways	Local governments ensure: <ul style="list-style-type: none"> <li>• All tenants/residents are provided appropriate opportunities to be involved in the planning and delivery of housing services</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant/resident engagement policies and procedures or strategy</li> <li>• Local government five year corporate plan that incorporates tenant and resident engagement opportunities</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>• Annual report s182 and s199 LGR</li> <li>• 5 year corporate plan s199 (if applicable)</li> <li>• Annual Operational Plan &amp; Reports s104 LGA s174 -175 LGR</li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>• Policies and procedures in relation to tenant engagement:                             <ul style="list-style-type: none"> <li>– Tenant Information kit/systems</li> <li>– Tenant engagement strategy</li> <li>– Tenant Communication</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Tenant/resident engagement policies and procedures or strategy where there has been a significant change</li> <li>• Records of tenant/resident engagement (e.g. tenant/resident meetings, consultations) and actions taken as a result</li> <li>• Local government five year corporate plan that incorporates tenant engagement</li> <li>• Annual operational plan and the annual assessment</li> </ul>
	Local governments promote appropriate opportunities for tenants and residents to be involved in their community	Local governments ensure: <ul style="list-style-type: none"> <li>• All tenants/residents are made aware of appropriate opportunities to be involved in their community</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant/resident engagement plans/strategy and/or policies and procedures</li> </ul>	Potential source documents include: <ul style="list-style-type: none"> <li>• Policies and procedures in relation to tenant engagement:                             <ul style="list-style-type: none"> <li>– Tenant Information kit/systems</li> <li>– Tenant engagement strategy</li> <li>– Tenant Communication</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Tenant/resident engagement plans/strategy and/or policies and procedures where there has been a significant change</li> </ul>
	Local governments obtain feedback from tenants and residents on its services, and consults with them on proposals that will affect them	Local governments ensure: <ul style="list-style-type: none"> <li>• All tenants/residents are provided appropriate opportunities to provide feedback and to be consulted</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant/resident engagement plans/strategy and/or policies and procedures</li> <li>• Feedback mechanisms                             <ul style="list-style-type: none"> <li>– e.g. written surveys, suggestion box, verbal feedback sought during tenant/resident contact</li> </ul> </li> </ul>	Potential source documents include: <ul style="list-style-type: none"> <li>• Tenant Feedback Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Tenant/resident engagement policies and procedures or strategy where there has been a significant change</li> <li>• Records of tenant/resident engagement (e.g. tenant/resident meetings, consultations)</li> <li>• Complaints data</li> <li>• Appeals data</li> </ul>
<b>1e:</b> <b>Facilitating access to support for social housing applicants and tenants with complex needs</b>	Local governments establish and maintain arrangements that are adequate to ensure tenants and residents with support needs receive appropriate support, if relevant and where available, to maintain their tenancies		<ul style="list-style-type: none"> <li>• Business plan</li> <li>• Tenant/resident support facilitation policies and procedures including responding to changing resident/tenant needs</li> <li>• List of current or proposed partnership arrangements through which support is facilitated for residents and tenants in need</li> </ul>	Potential source documents include: <ul style="list-style-type: none"> <li>• Support partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant/resident support facilitation policies and procedures where there has been a significant change</li> <li>• Annual report</li> <li>• Complaints data</li> <li>• Appeals data</li> <li>• Support data</li> </ul>

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<b>1f:</b> <b>Managing and addressing complaints and appeals relating to the provision of housing services</b>	Local governments ensure information is readily available and promoted to tenants regarding the complaints and appeals process	Local governments ensure: <ul style="list-style-type: none"> <li>All applicants, tenants /residents receive information to enable them to make informed decisions about how to manage complaints and appeals</li> </ul>	<ul style="list-style-type: none"> <li>Complaint and appeal policies and procedures</li> <li>Documents, such as brochures, booklets or information kits, that are provided to applicants, tenants /residents and other stakeholders</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Complaints system s268 LGA</li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>Tenant Feedback System</li> <li>Tenant Information kit/systems</li> <li>Service Charter</li> </ul>	<ul style="list-style-type: none"> <li>Complaint and appeal policies and procedures where there has been significant change</li> <li>Complaints data</li> <li>Appeals data</li> </ul>
	Local governments manage complaints and appeals promptly and fairly	Local governments ensure: <ul style="list-style-type: none"> <li>Complaints and appeals are managed so that there are no significant and ongoing or repeated failures in dealing with them promptly or fairly</li> </ul>	<ul style="list-style-type: none"> <li>Complaint and appeal policies and procedures</li> <li>Service charter or relevant policies and procedures</li> </ul>	Potential source documents include: <ul style="list-style-type: none"> <li>Complaints system s268 LGA</li> </ul>	<ul style="list-style-type: none"> <li>Complaint and appeal policies and procedures where there has been significant change</li> <li>Complaints data</li> <li>Appeals data</li> <li>An effective complaints management process including written policies and procedures</li> </ul>
	Local governments regularly monitor the effectiveness of its complaints and appeals system	Local governments ensure: <ul style="list-style-type: none"> <li>That the type, number and outcomes of complaints and appeals are reviewed regularly to inform the fair, transparent and responsive delivery of the complaints and appeals system</li> </ul>	<ul style="list-style-type: none"> <li>Complaint and appeal policies and procedures</li> <li>Reports that monitor and review the complaints and appeals received and identify the outcomes</li> <li>Minutes of meetings that discuss complaints and appeals received that relate to the provision of housing services</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Complaints system s268 LGA</li> <li>Record of administrative action complaints s306 LGR</li> </ul>	<ul style="list-style-type: none"> <li>Business planning documents</li> <li>Annual report</li> <li>Complaint and appeal policies and procedures where there has been significant changes</li> </ul>
<b>1g:</b> <b>Maintains satisfaction with the overall quality of housing assistance</b>	Local governments maintain a satisfactory level of tenant and resident satisfaction	Local governments ensure: <ul style="list-style-type: none"> <li>Housing assistance is delivered so there is no significant and ongoing or repeated dissatisfaction with the overall quality of services provided</li> <li>Satisfaction rate with the overall quality of services <math>\geq 75\%</math></li> </ul>	Feedback mechanisms <ul style="list-style-type: none"> <li>e.g. written surveys, suggestion box, verbal feedback sought during tenant/resident contact</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Record of administrative action complaints s306 LGR</li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>Tenant engagement and feedback mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>Business planning documents</li> <li>Annual report</li> <li>Records of tenant/resident feedback (e.g. tenant/resident meetings, consultations) and actions taken as a result</li> <li>Complaints data</li> <li>Appeals data</li> </ul>

**Examples and notes**

*The provider makes its tenancy management policies and procedures available in a variety of formats:* Information about eligibility, allocation and ongoing tenancy/residency management processes is made available to applicants and residents/tenants to ensure the local governments processes are transparent and readily understood:

- Similarly, information about internal complaints and appeals processes is provided to residents/tenants
- This information can be communicated through a range of media such as (but not limited to) brochures, booklets, information kits, posters, audio and website.

*Complaints and appeals data:* The complaints and appeals data is regularly analysed/reviewed to ensure there are no significant and ongoing repeated failures to treat applicants and residents fairly and make improvements to processes where appropriate.



## Performance outcome 2: Housing assets

The local government manages its community housing assets in a manner that ensures suitable properties are available now and in the future

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<p><b>2a:</b> Determining changing housing needs and planning asset acquisitions, disposals and reconfiguration to effectively respond (strategic asset management)</p>	<p>Local governments plan for how they manage housing assets to optimise outcomes on financial investment, service delivery and meeting housing needs</p>		<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Asset management policies and procedures</li> <li>Local government long-term asset management plan</li> <li>Asset list</li> </ul>	<p>Existing source documents include:</p> <ul style="list-style-type: none"> <li>5 year corporate plan s199 and reports (if applicable)</li> <li>Annual report s182 and s199 LGR</li> <li>Local Government long-term asset management plan s104 LGA s167 – 168 LGR</li> </ul> <p>Potential source documents include:</p> <ul style="list-style-type: none"> <li>NRS financial performance report</li> <li>Asset Management Plan / Register</li> <li>10 year financial forecast</li> <li>Annual Operational Plan</li> <li>Strategic Land Use Planning</li> </ul>	<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Annual report</li> <li>Financial performance report</li> <li>Local government long-term asset management plan</li> <li>Asset list</li> </ul>
<p><b>2b:</b> Setting and meeting relevant property condition standards</p>	<p>Local governments manage community housing assets in accordance with the specific legal and policy property condition requirements relevant to Queensland Government Housing Agency (CHDE) standards</p>	<p>Local governments ensure:</p> <ul style="list-style-type: none"> <li>≥70% of all community housing assets managed by the provider meets the Queensland Government Housing Agency's (CHDE), property condition standards, or other property condition standards adopted by the provider that exceed the Queensland Government Housing Agency (CHDE) standards, against which the properties were inspected</li> <li>Property condition standards (e.g. star ratings) improve over time</li> <li>There are no significant and ongoing or repeated failures to meet property condition standards</li> </ul>	<ul style="list-style-type: none"> <li>Asset management policies and procedures</li> <li>Asset maintenance plan</li> <li>Property condition standards</li> </ul>	<p>Existing source documents include:</p> <ul style="list-style-type: none"> <li>Asset Register s104 LGA and s180 LGR</li> <li>Record of administrative action complaints s306 LGR</li> <li>Local Government long-term asset management plan s104 LGA s167 – 168 LGR</li> </ul> <p>Potential source documents include:</p> <ul style="list-style-type: none"> <li>Policies and Procedures around conditions, standards and maintenance</li> <li>Asset Valuation Report and Condition Assessment used in Annual Financial Statements.</li> </ul>	<ul style="list-style-type: none"> <li>Asset management policies and procedures where there has been a significant change</li> <li>Reports against the asset maintenance plan</li> <li>Maintenance data</li> <li>Complaints data</li> <li>Appeals data:</li> </ul> <p>Other sources:</p> <ul style="list-style-type: none"> <li>Decisions of appeals/reviews in relevant tribunals or bodies</li> <li>Record of complaints and notifications under the Act</li> </ul>
<p><b>2c:</b> Planning and undertaking responsive, cyclical and life-cycle maintenance to maintain property conditions (asset maintenance)</p>	<p>Local governments ensure:</p> <ul style="list-style-type: none"> <li>Properties are well maintained</li> <li>Maintenance is undertaken in a timely manner</li> <li>Maintenance work is undertaken by suitably qualified staff/contractors /consultants</li> </ul>	<p>Local governments ensure:</p> <ul style="list-style-type: none"> <li>Cyclical and life-cycle maintenance is scoped and budget allocated</li> <li>Maintenance timeframes are set and met in accordance with legal requirements relevant to Queensland standards</li> </ul>	<ul style="list-style-type: none"> <li>Asset management policies and procedures</li> <li>Asset maintenance plan</li> <li>Local government long term asset management plan</li> </ul>	<p>Existing source documents include:</p> <ul style="list-style-type: none"> <li>Local Government long-term asset management plan s104 LGA s167 – 168 LGR</li> </ul> <p>Potential source documents include:</p> <ul style="list-style-type: none"> <li>Any corporate document which illustrates and encapsulates the points in column 2</li> </ul>	<ul style="list-style-type: none"> <li>Asset management policies and procedures where there has been significant change</li> <li>Financial Performance Report (FPR) sent to local governments by the Queensland Registrar, CHDE</li> <li>Maintenance data</li> <li>Complaints data</li> <li>Appeals data</li> </ul>

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	Local governments provide tenants with easy-to-use information on repairs and maintenance	Local governments ensure: <ul style="list-style-type: none"> <li>All tenants/residents receive information to enable the tenant/resident to make informed decisions about repairs and maintenance and response timeframes</li> </ul>	<ul style="list-style-type: none"> <li>Asset management policies and procedures</li> <li>Documents, such as brochures, booklets or information kits, that are provided to applicants, tenants/residents and other stakeholders</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Record of administrative action complaints s306 LGR</li> <li>Potential source documents include:                             <ul style="list-style-type: none"> <li>Tenant's Info Kit</li> <li>Policies and Procedures</li> <li>Complaints/appeals data</li> <li>Feedback Systems</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Asset management policies and procedures where there has been a significant change</li> <li>Complaints data</li> <li>Appeals data</li> </ul>
	Local governments maintain a satisfactory level of tenant and resident satisfaction with maintenance and housing amenity	Local governments ensure: <ul style="list-style-type: none"> <li>≥ 75 per cent of tenants/residents are satisfied with the condition of the property</li> <li>≥ 75 per cent of tenants/residents are satisfied with the maintenance of the property</li> <li>Records of complaints and appeals do not indicate ongoing and repeated instances of resident dissatisfaction with maintenance and/or housing amenity</li> </ul>	<ul style="list-style-type: none"> <li>Feedback mechanisms</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>5 year corporate plan s199 (if applicable)</li> <li>Annual report s182 and s199 LGR</li> <li>Complaints system s268 LGA</li> <li>Local Government long-term asset management plan s104 LGA s167 – 168 LGR</li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>Tenant Feedback / Complaints Register</li> <li>Demonstration of complaints process</li> </ul>	<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Annual report</li> <li>Records of tenant/resident feedback (e.g. tenant/resident meetings, consultations and actions taken as a result)</li> <li>Complaints data</li> <li>Appeals data</li> <li>Non-compliance could potentially be picked up by complaints data and/or notifications to the Registrar</li> </ul>

## Performance outcome 3: Community engagement

Note: Local governments are not required to address this performance outcome – it is deemed to be satisfied for local governments.

The provider works in partnership with relevant organisations to provide community housing and contribute to socially inclusive communities					
Performance requirements	Performance indicators	Thresholds	Evidence sources to demonstrate capacity	LGAQ Guidance note	Evidence sources to demonstrate compliance
3a: Promoting community housing to local organisations that work with potential residents, tenants or clients	The provider engages with relevant organisations using appropriate communication tools to promote community housing and benefits of partnership	Organisations are provided with information about community housing and its benefits	PO 3 is deemed to be satisfied for local governments	Not applicable	Not applicable

## Performance outcome 4: Governance

The local government is well governed to support the aims and intended outcomes of its business.

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4a: <b>Ensuring coherent and robust strategic, operational, financial and risk planning</b>	<p>The local governments Business Unit or Team that is responsible for the delivery of the community housing program, sets and implements its strategic directions and scrutinises performance using:</p> <ul style="list-style-type: none"> <li>Business planning</li> <li>Financial planning</li> <li>Risk management planning</li> <li>Business continuity planning</li> </ul> <p>The Community Housing Business Unit or Team provides effective control of any affiliated entity arrangements (e.g. through a group structure agreement, service-level agreement, or partnership agreement or contract)</p>	<p>Local governments ensure:</p> <ul style="list-style-type: none"> <li>The Community Housing Business Unit or Team meets regularly to provide oversight of the community housing program</li> </ul> <p>Affiliated entity arrangements appropriately address:</p> <ul style="list-style-type: none"> <li>Any actual or perceived conflicts of interest and conflicts of duty in relation to decision making where there are shared staff and management teams</li> <li>There are clear and transparent policies and/or agreements in place regarding affiliated entity arrangements where contracting or sharing services</li> <li>Risks in relation to reputation, governance, corporate entity and financial matters</li> </ul>	<ul style="list-style-type: none"> <li>Affiliated entity arrangements, and service agreements and contracts</li> <li>Documented governance structure and governance policies and procedures</li> <li>Business planning documents that include business continuity arrangements and address risk management</li> <li>Local government long-term financial forecast for two years +</li> <li>Annual budget must include relevant measures of financial sustainability for two years + a current-year financial sustainability statement</li> <li>A long-term financial sustainability statement for two years +</li> </ul>	<p>Existing source documents include:</p> <ul style="list-style-type: none"> <li>5 year corporate plan s199 LGR and reports (if applicable)</li> <li>Annual report s182 and s199 LGR</li> <li>Annual Budget s199 LGR</li> <li>Planning, financial management and accountability.                             <ul style="list-style-type: none"> <li>s34 of the Statutory Bodies Financial Arrangements Act</li> <li>s104 – s105 LGA and s164 – s215 LGR</li> </ul> </li> <li>Internal Audit s105 of LGA + regulations 207</li> <li>Record of Declaration of Conflict of Interest s173(8)</li> <li>Annual Operational Plan &amp; Reports s104 LGA s174 -175 LGR</li> <li>Organisational Structure s196 LGA</li> </ul> <p>Potential evidence sources include:</p> <ul style="list-style-type: none"> <li>Council meeting minutes                             <ul style="list-style-type: none"> <li>Public agenda</li> <li>Confirmed minutes</li> </ul> </li> <li>Executive / Community Housing Business Unit meeting minutes and/or notes</li> <li>Public interest disclosure</li> <li>Register of Interest</li> <li>Asset Management Strategy and Policy</li> </ul>	<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Annual report</li> <li>Affiliated entity arrangements where there has been a significant change</li> <li>Governance structure and governance policies and procedures where there has been significant change</li> <li>Annual general meeting minutes and reports</li> <li>Certification or accreditation of the provider relating to recognised standards, where relevant</li> <li>Financial performance report sent to local governments by the Queensland Registrar, CHDE</li> <li>Local governments must prepare a current-year financial sustainability statement and a long-term financial sustainability statement for two years +</li> <li>Local government audit committee reports/minutes</li> <li>Sample Community Housing Business Unit or Team meeting minutes including agendas, reports on progress against plans (strategic, operational, financial and risk) and action items</li> </ul>



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				<ul style="list-style-type: none"> <li>Annual Financial Statements (may be more relevant to other PO areas)</li> <li>Performance reports outsourcing arrangements (housing)</li> <li>Where further Housing documentation is identified in legislative documents for local government – please provide (e.g. Housing Strategy, funding plan)</li> </ul> <p>Indigenous Councils:</p> <ul style="list-style-type: none"> <li>The Queensland Registrar, CHDE will require statement of intent / commentary on housing function(s) within their Corporate Plan; Annual Operational Plan; Budget (could be an addendum to these documents)</li> </ul>	
<p><b>4b:</b></p> <p><b>Ensuring effective, transparent and accountable arrangements and controls are in place for decision making to give effect to:</b></p> <ul style="list-style-type: none"> <li><b>Strategic,</b></li> <li><b>Operational,</b></li> <li><b>Financial, and</b></li> <li><b>Risk plans</b></li> </ul>	<p>Local governments operate in accordance with a code of governance including in relation to:</p> <ul style="list-style-type: none"> <li>The roles and responsibilities of the Business Unit or Team responsible for the delivery of community housing services and/or subcommittees</li> <li>Decision-making processes</li> <li>Managing conflicts of interest</li> <li>Internal business compliance</li> </ul>	<p>Local governments ensure:</p> <ul style="list-style-type: none"> <li>There are no significant and ongoing or repeated failures to achieve the performance outcomes defined in the Queensland State Regulatory Code</li> </ul>	<ul style="list-style-type: none"> <li>Documented governance structure and governance policies and procedures</li> <li>Business planning documentation</li> <li>Schedule of delegations</li> <li>Code of governance</li> <li>Conflict of interests policies and procedures</li> <li>Standing financial instructions and key financial reporting requirements</li> <li>Examples of Community Housing Business Unit or Team meeting minutes including agendas, reports on progress against plans (strategic, operational, financial and risk) and action items</li> <li>A current-year financial sustainability statement</li> <li>A long-term financial sustainability statement for two years +</li> </ul>	<p>Existing source documents include:</p> <ul style="list-style-type: none"> <li>5 year corporate plan s199 LGR and reporting (if applicable)</li> <li>Organisational Structure s196 LGA</li> <li>Annual report s182 and s199 LGR</li> <li>Internal Audit s105 of Local Government act + regulations 207</li> <li>Registers of Interests s289 – 297 LGR Schedule 4 LGR</li> <li>Councillor material interest s172 LGA</li> <li>Record of Declaration of Conflict of Interest s173(8)</li> <li>Council minutes s272 LGR12</li> <li>Delegations Register s260LGA s 305LGR</li> <li>Internal Audit s105 of Local Government act + regulations 207</li> <li>Planning, financial management and accountability. s34 of the Statutory Bodies Financial Arrangements Act and s104 – s105 LGA and s165 – s215 LGR e.g.: <ul style="list-style-type: none"> <li>Annual Operational Plan &amp; Reports</li> <li>Internal Audit Revenue Statement</li> <li>Financial Report</li> <li>Financial sustainability Statement</li> <li>Debt Policy</li> <li>Investment Policy</li> </ul> </li> </ul> <p>Potential evidence sources include:</p> <ul style="list-style-type: none"> <li>Policies around financial management</li> <li>Conflicts of Interest of Senior staff (CEO/CFO)</li> <li>Ascertain subcommittees in relation to housing / community housing (any subsequent documentation e.g. minutes of such meetings)</li> </ul>	<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Annual report</li> <li>Governance code, structures, policies and procedures where there has been a significant change</li> <li>Schedule of delegations where there has been a significant change</li> <li>Conflict of interest register or record</li> <li>Local governments must prepare a current-year financial sustainability statement and a long-term financial sustainability statement for two years +</li> <li>Audit committee reports/minutes</li> </ul>

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4c: <b>Complying with legal requirements and relevant government policies</b>	Local governments have a system in place to ensure compliance with all applicable legal requirements and relevant government policies	Local governments ensure: <ul style="list-style-type: none"> <li>• There are no significant and ongoing or repeated failures to meet legal requirements and relevant government policies</li> <li>• Any instance of non-compliance is dealt with in a prompt and effective manner</li> </ul>	<ul style="list-style-type: none"> <li>• Systems or processes for monitoring compliance with legal requirements and relevant government policies</li> <li>• Policies and procedures or processes for ensuring staff understand and comply with legal requirements and relevant government policies (such as training)</li> <li>• Local government audit committee reports/minutes</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>• Annual report s182 and s199 LGR</li> <li>• Internal Audit s105 of Local Government act + regulations 207</li> </ul>	<ul style="list-style-type: none"> <li>• Records that confirm the provider is complying with legal requirements and relevant government policies (such as a report of compliance to the Community Housing Business Unit or Team), Annual report</li> <li>• Audit committee reports/minutes</li> <li>• Local government audit committee reports/minutes</li> </ul>

Note: Local governments are not required to address this performance outcome – it is deemed to be satisfied for local governments.

Performance requirements	Performance indicators	Thresholds	Evidence sources to demonstrate capacity	LGAQ Guidance note	Evidence sources to demonstrate compliance
4d: Ensuring that the governing body has members with appropriate expertise or that such expertise is available to the governing body	The provider has fair and transparent processes in place to ensure the governing body has members with, or access to, an appropriate range of skills and knowledge to deliver on its business plan and manage the risks in its business, including in relation to: <ul style="list-style-type: none"> <li>– Recruitment and selection</li> <li>– Induction</li> <li>– Professional development</li> <li>– Succession</li> <li>– Engaging external expertise</li> <li>– Remuneration</li> <li>– Performance assessment of the governing body</li> </ul>	<ul style="list-style-type: none"> <li>• The business plan includes maintaining an appropriate governance structure, skills and knowledge</li> <li>• There is a clear process for identifying and acquiring the skills and knowledge needed for effective governance in the context of its business plan</li> <li>• The governing body accesses external advice, independent of the provider's management, where appropriate</li> </ul>	PO 4d is deemed to be satisfied for local governments	Not applicable	Not applicable

**Examples and notes**

*Reports to the Business Unit or Team responsible for overseeing the delivery of community housing:* Reports in key operational areas assist the Business Unit or Team managing local government community housing to make informed decisions.

- A review of reports considered by the Business Unit or Team assists to ascertain whether the housing provider receives appropriate information for the size and scope of its operation. Reports may be from internal or external sources.

*Schedule of delegations:* The local government is required to have approved policies and procedures in place relating to governance, which details the responsibilities of the Business Unit or Team for decision-making. Delegations are in place that authorise decision making for the Business Unit or Team and management and operational staff.

## Performance outcome 5: Probity

The local government maintains high standards of probity relating to its business operations

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<b>5a:</b>  <b>Establishing and administering a code of conduct</b>	Local governments have in place a code of conduct designed to ensure it maintains high standards of probity, (or is supported by additional policies and procedures), including in relation to: <ul style="list-style-type: none"> <li>Whistle-blowing</li> <li>Conflict of interest</li> <li>Gifts and hospitality</li> <li>Procurement</li> </ul>	Local governments ensure: <ul style="list-style-type: none"> <li>All staff members, volunteers and contractors have provided a written undertaking that they understand and will comply with the code of conduct</li> <li>The code of conduct is regularly promoted</li> <li>There are no significant and ongoing or repeated failures to abide by the code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Code of governance</li> <li>Code of conduct</li> <li>Probity policies and procedures (include whistle blowing, conflict of interest, gifts and hospitality, and procurement)</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Registers of Interests s289 – 297 LGR Schedule 4 LGR</li> <li>Record of written complaints about councillor conduct s181A</li> <li>Procurement policy s199 LGRLGA</li> <li>Record of administrative action complaints s306 LGR</li> <li>Division 6 of the Act</li> <li>Annual report s182 and s199 LGR</li> <li>Internal Audit s105 of Local Government act + regulations 207</li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>Probity policies and procedures including:                             <ul style="list-style-type: none"> <li>Whistle blowing and Gifts, Hospitality</li> </ul> </li> <li>Staff code of conduct</li> <li>Staff training</li> <li>Conflict of Interest information may be redacted</li> </ul>	<ul style="list-style-type: none"> <li>Code of governance and code of conduct where there has been a significant change</li> <li>Probity policies and procedures where there has been significant change</li> <li>Conflict of interests register or records</li> <li>Gift register or records</li> <li>Records of Community Housing Business Unit or Team and staff training (such as a plan or calendar)</li> <li>Annual report</li> </ul> May be requested <ul style="list-style-type: none"> <li>Sample of de-identified signed agreements to abide by the code of conduct</li> </ul>
<b>5b:</b>  <b>Establishing and administering a system of employment and appointment checks</b>	Local governments conduct employment and appointment checks for employees, volunteers and agents commensurate with the requirements of the position, including: <ul style="list-style-type: none"> <li>Referee and previous employment checks</li> <li>Criminal record</li> <li>Bankruptcy</li> <li>Working with children</li> <li>Working with aged</li> </ul>	Local governments ensure: <ul style="list-style-type: none"> <li>There are no significant and ongoing or repeated failures to conduct appropriate employment and appointment checks</li> </ul>	<ul style="list-style-type: none"> <li>Systems or processes local governments use to undertake employment and appointment checks                             <ul style="list-style-type: none"> <li>Employment checks policy and procedures</li> </ul> </li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Internal Audit s105 of Local Government act + regulations 207</li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>HR Policies and Procedures</li> <li>Records in relation to recruitment and induction</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report</li> <li>Audit management letters (where they have been issued)</li> <li>Audit committee reports/minutes</li> </ul>
<b>5c:</b>  <b>Establishing and administering a system for preventing, detecting, reporting on and responding to instances of fraud,</b>	Local governments systems are consistent with good practice established by relevant anti-fraud, anti-corruption and anti-crime agencies and professional standards bodies in Queensland	Local governments ensure: <ul style="list-style-type: none"> <li>There are no significant and ongoing or repeated instances of fraud, corruption or criminal conduct</li> <li>Any instance of fraud, corruption or criminal conduct is dealt with in a prompt and effective manner</li> </ul>	Systems and processes for detecting and responding to fraud, corruption and criminal conduct <ul style="list-style-type: none"> <li>Fraud and corruption policy and procedures</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Annual report s182 and s199 LGR</li> <li>Internal Audit s105 of Local Government act + regulations 207</li> <li>Crime and corruption Act</li> <li>Public Disclosure Act</li> </ul>	<ul style="list-style-type: none"> <li>Audit management letters (where they have been issued)</li> <li>Annual report</li> <li>Audit committee reports/minutes</li> </ul>

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corruption and criminal conduct				Potential source documents include: <ul style="list-style-type: none"> <li>Queensland Audit Office Fraud and Risk Register</li> </ul>	
5d: Maintaining the reputation of the community housing sector	Local governments notify the Queensland Registrar of any incident related to its operations (and its response) that damages or may damage the reputation of the community housing sector	Local governments ensure: <ul style="list-style-type: none"> <li>There are no significant and ongoing or repeated incidents that damage or have the potential to damage the reputation of the community housing sector</li> <li>Any incident that damages or may damage the reputation of the community housing sector is dealt with in a prompt and effective manner</li> <li>Notifications are made consistent with the Queensland State Regulatory Code and the QSRSCH Notifications Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Notifications policies and procedures</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>Record of administrative action complaints s306 LGR</li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li><i>Housing Act 2003</i></li> <li>Queensland State Regulatory Code</li> </ul>	<ul style="list-style-type: none"> <li>Complaints data</li> <li>Appeals data</li> </ul> Other Sources <ul style="list-style-type: none"> <li>Record of complaints and notifications</li> <li>Decisions of appeals/reviews/matters in relevant tribunals, bodies or courts</li> <li>Decisions of other regulatory authorities</li> <li>Media reports</li> <li>Court decision</li> </ul>

**Examples and notes**

*Probity* refers to integrity and honesty in the provider’s operations and in the conduct of its Community Housing Business Unit or Team, staff and volunteers:

- The performance standards require local governments to have a code of conduct incorporating measures such as mechanisms to manage conflicts of interest and to make policy and business decisions within an ethical framework

*The code of conduct describes:* The behaviours and responsibilities the local government requires of its people including requirements for ethical and appropriate conduct

- Local governments code of conduct includes a signed undertaking that staff, management and volunteers have read, understood and agreed in writing to abide by the local governments code of conduct, and demonstrates the local governments commitment to guiding staff in ethical conduct. It is recommended that training of staff, governing body and volunteers includes training in the code of conduct.

## Performance outcome 6: Management

The local government manages its resources in a cost-effective manner

QSRSCH Evidence Guidelines – Registration requirements for local governments (Must be met to demonstrate capacity to comply)				LGAQ Guidance note for local governments	Evidence required for Compliance (Once registration is attained)
Column 1 Performance requirements	Column 2 Performance indicators	Column 3 Thresholds	Column 4 Suggested evidence sources to demonstrate capacity to comply with the QSRSCH	Column 5 LGAQ suggests the systems and documents referenced in this section may contain information which may assist to meet the QSRSCH requirements	Column 6 Compliance with QSRSCH Suggested evidence sources to demonstrate ongoing compliance with the QSRSCH
<p><b>6a:</b></p> <p><b>Demonstrates it utilises its housing assets and housing related funding to meet housing related business goals</b></p>	<p>Local governments have business planning processes in place which include an assessment of costs and returns on assets and funding to meet its business goals</p>	<p>Local governments ensure:</p> <ul style="list-style-type: none"> <li>• Costs are controlled and, where possible, are minimised</li> <li>• Returns (financial and/or social) are sustained and, where possible, maximised</li> <li>• Where cost-effective opportunities for improving financial and/or social returns are identified, they are achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Business plans</li> <li>• Annual operational plan</li> <li>• Annual budget</li> <li>• Reporting and review of                             <ul style="list-style-type: none"> <li>– Occupancies data</li> <li>– Vacancies data</li> <li>– Rent arrears data</li> <li>– Rent foregone data</li> <li>– Tenancy turn-around times data</li> </ul> </li> <li>• A current-year financial sustainability statement</li> <li>• A long-term financial sustainability statement for two years +</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Assets only</li> </ul> <p>Potential source documents include:</p> <ul style="list-style-type: none"> <li>• Refer to documentation stipulated in PO2: Assets</li> </ul>	<ul style="list-style-type: none"> <li>• Business planning policies</li> <li>• Annual report</li> <li>• Annual audited financial reports</li> <li>• Financial performance report sent to local governments by the Queensland Registrar, CHDE</li> <li>• Asset data</li> <li>• Financial data</li> <li>• Local government budget</li> </ul>
<p><b>6b:</b></p> <p><b>Implementing appropriate management structures, systems, policies and procedures to ensure the operational needs of its business can be met (including having people with the right skills and experience and the systems and resources to achieve the intended outcomes of its business)</b></p>	<p>Local governments management structure, systems and policies and procedures are fit for purpose</p>	<p>Local governments ensure:</p> <ul style="list-style-type: none"> <li>• Their management structure, systems, policies and procedures are subject to:                             <ul style="list-style-type: none"> <li>– Regular review and enhancement, and</li> <li>– Where significant change occurs to the scale and scope of its business</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Business planning documents</li> <li>• Corporate structure and systems                             <ul style="list-style-type: none"> <li>– Organisational structure</li> <li>– Policies and Procedures</li> </ul> </li> <li>• Position descriptions</li> <li>• Document review schedules for:                             <ul style="list-style-type: none"> <li>– Policies and Procedures</li> <li>– Website publication schedule</li> </ul> </li> <li>• Minutes of meetings where reviews of management structures, systems and policies were discussed</li> </ul>	<p>Potential source documents include:</p> <ul style="list-style-type: none"> <li>• Refer to evidence sources stated in column 4</li> <li>• Local government website publications:                             <ul style="list-style-type: none"> <li>– Statutory requirements checklist and calendar</li> <li>– LGA 2009; LGR 2012</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Business planning policies</li> <li>• Annual report</li> <li>• Audit management letters (where issued)</li> <li>• information about governance</li> </ul> <p>May be requested</p> <ul style="list-style-type: none"> <li>• Methodology and the outcome of a management structure review including, systems, policies and procedures where a review has been undertaken</li> </ul>

## Performance outcome 7: Financial viability

The local government is financially viable at all times.

QRSCH Evidence Guidelines – Registration requirements for local governments (Must be met to demonstrate capacity to comply)				LGAQ Guidance note for local governments	Evidence required for Compliance (Once registration is attained)
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<b>7a:</b>  <b>Ensuring it has a viable capital structure</b>	Local governments monitor and manage their capital structure to achieve their business goals	Local governments ensure: <ul style="list-style-type: none"> <li>Capital adequacy – the provider has sufficient capital resources to be able to absorb unexpected losses and to manage adverse shocks so that it can meet its commitments to investors</li> </ul>	<ul style="list-style-type: none"> <li>Business planning documents</li> <li>Financial planning/forecasting documents</li> <li>Audited financial reports</li> <li>Financial Performance Report (FPR)</li> <li>Financial viability measures data:                             <ul style="list-style-type: none"> <li>Credit Review Report</li> <li>Financial Sustainability Review (FSR)</li> </ul> </li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>5 year corporate plan s199 (if applicable)</li> <li>Annual report s182 and s199 LGR</li> <li>Internal Audit s105 of Local Government act + regulation s207</li> <li>Annual Budget s199LGR</li> <li>Long term financial forecasts s104 LGA s171 LGR</li> <li>Planning, financial management and accountability. s34 of the Statutory Bodies Financial Arrangements Act and s104 – s105 LGA and s165 – s215 LGR e.g.                             <ul style="list-style-type: none"> <li>Annual Operational Plan &amp; Reports</li> <li>Internal Audit Revenue Statement</li> <li>Financial Report</li> <li>Financial sustainability Statement</li> <li>Debt Policy</li> <li>Investment Policy</li> </ul> </li> </ul> Potential source documents include: <ul style="list-style-type: none"> <li>Financial viability measures data:                             <ul style="list-style-type: none"> <li>Credit Review Report</li> <li>Financial Sustainability Review (FSR)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Annual report</li> <li>Annual audited financial reports</li> <li>Financial Performance Report (FPR)</li> <li>Audit management letter for the most recent financial year (where issued)</li> <li>Financial viability measures data                             <ul style="list-style-type: none"> <li>Credit Review Report</li> <li>Financial Sustainability Review (FSR)</li> </ul> </li> </ul> Local governments must prepare: <ul style="list-style-type: none"> <li>A current-year financial sustainability statement</li> <li>A long-term financial sustainability statement for two years +</li> </ul>
<b>7b:</b>  <b>Maintaining appropriate financial Performance</b>	Local governments monitor and manage their financial performance to achieve their business goals	Local governments ensure: <ul style="list-style-type: none"> <li>Financial performance is monitored and managed for short, medium and long term viability</li> <li>There are no significant and ongoing or repeated instances of incidents of inappropriate financial performance and/or failure to achieve business goals due to inappropriate financial performance</li> </ul>	<ul style="list-style-type: none"> <li>Business planning documents</li> <li>Financial planning/forecasting documents</li> <li>Audited financial reports</li> <li>Financial Performance Report (FPR)</li> <li>Financial viability measures data:                             <ul style="list-style-type: none"> <li>Credit Review Report</li> <li>Financial Sustainability Review (FSR)</li> </ul> </li> <li>Local government budget                             <ul style="list-style-type: none"> <li>A current-year financial sustainability statement</li> <li>A long-term financial sustainability statement for two years +</li> </ul> </li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>5 year corporate plan s199 (if applicable)</li> <li>Annual report s182 and s199 LGR</li> <li>Long term financial forecasts s104 LGA s171 LGR</li> <li>Annual Budget s199LGR</li> <li>Planning, financial management and accountability. s34 of the Statutory Bodies Financial Arrangements Act and s104 – s105 LGA and s165 – s215 LGR e.g.                             <ul style="list-style-type: none"> <li>Internal Audit Revenue Statement</li> <li>Financial Report</li> <li>Financial sustainability Statement</li> </ul> </li> <li>Current and Long term financial sustainability statement s176 and s178 LG</li> </ul>	<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Annual report</li> <li>Annual audited financial reports</li> <li>Financial Performance Report (FPR)</li> <li>Audit management letter for the most recent financial year (where issued)</li> <li>Financial viability measures data                             <ul style="list-style-type: none"> <li>Credit Review Report</li> <li>Financial Sustainability Review (FSR)</li> </ul> </li> <li>Local government budget</li> </ul> Local governments must prepare: <ul style="list-style-type: none"> <li>A current-year financial sustainability statement</li> <li>A long-term financial sustainability statement for two years +</li> </ul>
<b>7c:</b>  <b>Managing financial risk exposure</b>	Local governments monitor and manage their financial risk exposure to protect their financial interests and the interests of investors	Local governments ensure: <ul style="list-style-type: none"> <li>Opportunities for financial risks to develop are minimised</li> <li>There are no significant and ongoing or repeated instances of risks developing</li> <li>Any developing risks are dealt with in a prompt and effective manner</li> </ul>	<ul style="list-style-type: none"> <li>Business planning documents</li> <li>Financial Performance Report (FPR)</li> <li>Financial risk management policies and procedures</li> <li>Financial management policies and procedures</li> <li>Financial viability measures data:</li> </ul>	Existing source documents include: <ul style="list-style-type: none"> <li>5 year corporate plan s199 LGR (if applicable)</li> <li>Annual report s182 and s199 LGR</li> <li>Long term financial forecasts s104 LGA s171 LGR</li> <li>Record of financial management risks and control measures s164 LGR</li> </ul>	<ul style="list-style-type: none"> <li>Business planning policies</li> <li>Annual report</li> <li>Financial Performance Report (FPR)</li> <li>Financial management policies and procedures:</li> <li>Financial viability measures data:                             <ul style="list-style-type: none"> <li>Credit Review Report</li> <li>Financial Sustainability Review (FSR)</li> </ul> </li> </ul>

QSRSCHE Evidence Guidelines – Registration requirements for local governments (Must be met to demonstrate capacity to comply)				LGAQ Guidance note for local governments	Evidence required for Compliance (Once registration is attained)
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			<ul style="list-style-type: none"> <li>– Credit Review Report</li> <li>– Financial Sustainability Review (FSR)</li> </ul>	<ul style="list-style-type: none"> <li>• Registers of Interests s289 – 297 LGR Schedule 4 LGR</li> <li>• Councillor material interest s172 LGA</li> <li>• Current and Long term financial sustainability statement s176 and s178 LGR</li> </ul>	Local governments must prepare: <ul style="list-style-type: none"> <li>• A current-year financial sustainability statement</li> <li>• A long-term financial sustainability statement for two years +</li> <li>• Audit committee reports/minutes</li> </ul>

**Examples and notes**

The Financial Performance Report (FPR) is an Excel workbook issued by the Queensland Registrar, Regulatory Services, CHDE which local governments are required to complete.