



BETTER PRACTICE GUIDE

For Community Housing in New Zealand

April 2011, 4th Edition.

© Copyright

The contents of this publication may be reproduced, in whole or in part, free of charge for personal use without requiring specific permission. This is subject to the material being reproduced accurately and not being used in a misleading context, plus an acknowledgement that the material is from the *Better Practice Guide for Community Housing in New Zealand*.

Reproduction of any portion of this publication for commercial use or sale is prohibited.

Requests and enquiries concerning the reproduction of information from this publication for any purposes other than personal use require permission from the joint copyright owners. Please direct your enquiries to support@communityhousing.org.nz.

Editors

Chris Short (Leapfrog Innovation Limited)

Author's Disclaimer

The authors endeavour to provide reliable analysis and believe the material presented is accurate. However, we will not be liable for any claim by any party acting on such information.

Acknowledgments

The Better Practice Guide has been adapted from the National Community Housing Guide published in 2003 by the National Community Housing Forum (NCHF) in Australia. It has been rewritten to reflect the current state of the community housing sector in New Zealand as well as New Zealand practice and legislation.

Commenting on the Guide

It is important that the Better Practice Guide is regularly reviewed and revised to reflect developments in Better Practice in the sector, and to make improvements to content and presentation.

Additionally, Community Housing Aotearoa intends to continue developing this Guide and the accompanying toolkits so that it reflects the various cultural values and languages of Aotearoa with specific references and examples. We can only do this with your help and guidance!

A feedback form has been included at the end of the Better Practice Guide. We encourage organisations using the Guide to make use of the form as a way to pass on any ideas for improvements. Please make your comments refer as specifically as possible to each Standard and/or signpost. The Better Practice Guide will be updated using comments received in this way. For further information about the Guide contact:

Community Housing Aotearoa, Incorporated
Level 1, 94 Dixon St
PO Box 11 543 Manners Street
Wellington
New Zealand

T: 04 3858 722

F: 04 3858 721

E: support@communityhousing.org.nz

W: www.communityhousing.org.nz

BETTER PRACTICE GUIDE	2
PART 1: INTRODUCTION	6
Community Housing in New Zealand	6
What is Community Housing?.....	6
The Value of Community Housing in New Zealand	6
The Aims of Community Housing.....	7
The diversity of Community Housing in New Zealand.....	7
Common Types of Community Housing Providers	8
Background to this Better Practice Guide (BPG)	9
Using the BPG to Prepare for Accreditation	9
The format of the Better Practice Guide	10
Who should be using the Better Practice Guide?	10
Using the Better Practice Guide to improve service delivery	11
Using the Better Practice Guide to self-assess the work of your organisation	11
Using a scorecard to self-assess your organisation	12
Using the Assessment Booklet	12
How the Guide relates to other documents	12
Community Housing Aotearoa Toolkits.....	12
Other resources	12
PART 2: BETTER PRACTICE STANDARDS	14
Section 1: Governance and Organisational Management.....	14
Section 2: Management Systems.....	14
Section 3: Human Resource Management.....	14
Section 4: Tenancy Management.....	15
Section 5: Asset Management.....	15
Section 6: Tenant Rights and Participation	15
Section 7: Working with the Community	16
PART 3: USING THE STANDARDS FOR QUALITY IMPROVEMENT	17
SECTION 1: GOVERNANCE AND ORGANISATIONAL MANAGEMENT	17
Standard 1.1 Establishing and Maintaining Governing Boards	20
Standard 1.2 - Good Governance	23
Standard 1.3 - Effective Management.....	26
Standard 1.4 - Planning and Development.....	28
Standard 1.5 - Organisational Review.....	31
SECTION 2: MANAGEMENT SYSTEMS	33
Standard 2.1 - Financial Systems	34
Standard 2.2 - Administrative Systems	37
Standard 2.3 - Management Information Systems	40
Standard 2.4 - Office Environment.....	42
SECTION 3: HUMAN RESOURCE MANAGEMENT	44
Standard 3.1 - Recruiting, Selecting and Appointing Staff	46
Standard 3.2 - Supervision, Training and Development of Staff	48
Standard 3.3 - Employment Systems	51
Standard 3.4 - Occupational Safety and Health	53
Standard 3.5 - Management of Volunteers.....	55
SECTION 4: TENANCY MANAGEMENT	57
Standard 4.1 - Allocation of Housing	59
Standard 4.2 - Establishing and Maintaining Tenancies.....	63
Standard 4.3 - Changing Needs of Tenants.....	69

Standard 4.4 - Ending Tenancies.....	71
Standard 4.5 - Outsourcing Tenancy Management.....	73
SECTION 5: ASSET MANAGEMENT.....	75
Standard 5.1 - Responsive Maintenance and Repairs.....	77
Standard 5.2 - Planned Cyclical Maintenance and Upgrade.....	82
Standard 5.3 - Acquiring and Developing Stock.....	84
Standard 5.4 - Developing Income for Acquiring New Stock.....	89
SECTION 6: TENANT RIGHTS AND PARTICIPATION.....	91
Standard 6.1 – Tenants’ Rights.....	93
Standard 6.2 -Tenant Involvement.....	96
Standard 6.3 – Access to the Organisation’s Services.....	98
Standard 6.4 – Confidentiality and Privacy.....	100
SECTION 7: WORKING WITH THE COMMUNITY.....	106
Standard 7.1 - Tenants’ Access to Support.....	108
Standard 7.2 - Building Community Capacity.....	111
Standard 7.3 - Providing Housing Information, Advice and Referral.....	114
Self Assessing Your Organisation.....	117
BPG Self Assessment Scorecard.....	118
STANDARD 1.3 - Effective Management.....	118
STANDARD 4.2 - Establishing and Maintaining Tenancies.....	121
STANDARD 5.4 - Developing Income Streams for Acquiring New Stock.....	123
STANDARD 7.3 - Providing Housing Information, Advice and Referral.....	125
<i>BPG Feedback Form.....</i>	<i>126</i>