

# Western Australia

## Implementation Plan

### (2014-15 to 2015-16)

NATIONAL PARTNERSHIP AGREEMENT ON  
REMOTE INDIGENOUS HOUSING

#### PART 1: PRELIMINARIES

1. This Implementation Plan is a schedule to the National Partnership Agreement on Remote Indigenous Housing (NPARIH) and should be read in conjunction with the Agreement.
2. This Implementation Plan aims to improve social housing outcomes in remote communities in Western Australia by:
  - a. delivering quality, value for money capital works to ensure remote social housing stock has improved longevity and lifespan;
  - b. improving the sustainability of remote Indigenous social housing stock through responsive property management;
  - c. strengthening tenancy management by ensuring tenants understand their rights and responsibilities; and
  - d. removing the barriers for future home ownership, including through progressing land tenure reform and the sale of social housing.
3. The Commonwealth and Western Australia recognise that a safe and secure home is essential for children to reach their potential and that employment provides increased access to housing options. Housing outcomes delivered under NPARIH will encourage mobility and will ensure that remote social housing is delivered in a way that supports Indigenous Australians to achieve better employment and education outcomes.
4. The Commonwealth and Western Australia acknowledge the importance of continued effort beyond NPARIH to ensure the sustainability of remote Indigenous housing provided under this agreement.
5. A key objective of this Implementation Plan is to increase local Indigenous employment, career development and Indigenous business opportunities in the delivery of government funded services.
6. The Commonwealth and Western Australia acknowledge that adequate, safe and reliable essential services are required to ensure sustainable housing outcomes in remote Indigenous communities affected by NPARIH investment and agree to work together to determine future roles and responsibilities.

## PART 2: TERMS OF THIS IMPLEMENTATION PLAN

7. This Implementation Plan will commence as soon as it is agreed between the Commonwealth and Western Australia, represented by the Commonwealth and Western Australian Ministers with responsibility for Indigenous housing.
8. As a schedule to the NPARIH, this Implementation Plan provides the public with an indication of how the NPARIH is intended to be delivered and to demonstrate Western Australia's capacity to achieve the outcomes of the NPARIH.
9. This Implementation Plan will cease on 30 June 2016, or on completion of the project elements contained within it, including the acceptance of final performance reporting and processing of final payments against performance milestones.
10. This Implementation Plan may be varied by written agreement between the Commonwealth and Western Australian Ministers with responsibility for Indigenous housing.
11. The Parties to this Implementation Plan do not intend any of the provisions to be legally enforceable. However, that does not lessen the Parties' commitment to the plan and its full implementation.

## PART 3: STRATEGY FOR IMPLEMENTATION

### Project information

12. The project elements planned are shown in Table 1 as follows:

**Table 1: Project elements**

No.	Title	Short description	Planned start date	Planned end date
1	Capital Works – New houses, refurbishments and infrastructure	<p>Completion of new houses and refurbishments, in line with the agreed Capital Works Schedule, consistent with the WA Sustainable Investment Strategy and Commonwealth priorities.</p> <p>All new houses constructed under this Implementation Plan will comply with the <i>Residential Tenancies Act (RTA)</i> as a minimum, as well as those standards and guidelines set out at Clauses 22i and 22j of this Implementation Plan.</p> <p>Housing related infrastructure works will be delivered, to enable the above capital works targets to be met and will be agreed by the Joint Steering Committee. Funding for infrastructure will be based on technical evidence provided by Western Australia.</p>	July 2014	30 June 2016

3	Employment Related Accommodation	Development of business proposals for Employment Related Accommodation facilities that support employment mobility and future home ownership	July 2014	30 June 2016
4	Property and Tenancy Management	Implementation of robust and standardised property and tenancy management of all remote Indigenous housing affected by NPARIH investment, that ensures rent collection; tenant support, tenant education on rights and responsibilities, asset management and protection, and governance arrangements are consistent with mainstream public housing standards.	In progress	30 June 2016

### Estimated costs

13. The maximum financial contribution to be provided by the Commonwealth through this Implementation Plan to Western Australia for the delivery of the project elements set out in this Implementation Plan is \$289.907 million. All payments are exclusive of GST.
14. The estimated overall budget (exclusive of GST) is set out in Table 2. The budget is indicative only. The Commonwealth contribution can only be moved between years with the agreement of the Commonwealth.

**Table 2: Total estimated financial contribution**

(\$ million)	2014-15	2015-16	Total
Capital Works	109.030	88.013	197.043
Property and Tenancy Management	33.580	31.105	64.685
ERA and Home Ownership	23.039	5.140	28.179
<b>Total Commonwealth contribution</b>	<b>\$165.649</b>	<b>\$124.258</b>	<b>\$289.907</b>

### Programme logic

15. The project will contribute towards achieving the outcomes and objectives stated in the NPARIH. Further detail about the program logic is set out in Table 3. The project will contribute to building a sustainable social housing system in remote communities in Western Australia.

**Table 3: Program logic - Western Australia's responsibilities**

Project elements	NPARIH Outputs	NPARIH Outcomes	Reform Objectives and Key Performance Indicators
Capital Works – New houses, refurbishments and infrastructure	Supply of safe and adequate housing that will contribute to improved living standards for Indigenous Australians in remote	Indigenous Australians have improved amenity and reduced overcrowding, particularly in	This element of the reforms will increase the supply of new houses, reduce overcrowding and improve the condition of existing houses in remote Indigenous communities, demonstrated by an increase in the number of

Project elements	NPARIH Outputs	NPARIH Outcomes	Reform Objectives and Key Performance Indicators
	<p>communities.</p> <p>Construction of new houses and refurbishment of existing houses.</p> <p>Acquisition or construction of housing to support education or employment opportunities.</p> <p>Upgrade to housing-related infrastructure to those HMA communities impacted by NPARIH investment.</p> <p>Increased number of Indigenous businesses and subcontractors are engaged through NPARIH.</p>	<p>remote and discrete communities.</p> <p>Residents living in new and refurbished housing will have adequate and reliable power, water and sewage services.</p> <p>Increased Indigenous home ownership.</p>	<p>houses at RTA standard. The reforms will also support remote school attendance through access to safe housing.</p> <p>The following performance indicators as demonstrated through regular capital works reporting and the Annual Status Report will be used to measure progress:</p> <ul style="list-style-type: none"> <li>- Delivery of housing outcomes in line with the jointly agreed Capital Works Schedule.</li> <li>- Delivery of housing-related infrastructure in line with agreed Joint Steering Committee outcomes.</li> </ul> <p>Investment in infrastructure will assist the sustainability of Housing Management Agreement (HMA) communities receiving new and refurbished housing, conditional on appropriate land tenure.</p> <p>At least 20 per cent of people employed to undertake capital works under this Implementation Plan must be Indigenous (including connection to local community).</p>
Property and Tenancy Management	<p>Robust and standardised tenancy management of all remote Indigenous housing affected by NPARIH investment that ensures rent collection, asset management and protection and governance arrangements consistent with social housing standards.</p> <p>A programme of</p>	<p>Indigenous people have improved amenity and reduced overcrowding, particularly in remote and discrete communities.</p> <p>Rental houses are well maintained and managed in remote</p>	<p>The objective is to implement long-term, sustainable tenancy arrangements consistent with those used for WA's social housing system.</p> <p>The following performance indicators, as demonstrated through Property and Tenancy Management reporting at milestone payment periods and the Annual Status Report, will be used to measure progress:</p> <ul style="list-style-type: none"> <li>- 100% of houses receiving capital works funding under</li> </ul>

Project Elements	NPARIH Outputs	NPARIH Outcomes	Reform Objectives and Key Performance Indicators
	<p>scheduled ongoing repairs and maintenance of houses in remote Indigenous communities, complemented by a more responsive programme addressing issues raised by tenants or through regular inspections</p>	<p>Indigenous Communities. A property and tenancy management system, consistent with the social housing model, is implemented.</p>	<p>this Plan will have tenancy management, rent collection and tenancy support services in place including formalised tenancy agreements in place</p> <ul style="list-style-type: none"> <li>- for each dwelling within four weeks of completion.</li> <li>- 100% of tenants who move into houses receiving funding under the NPARIH are provided with tenancy responsibility training and ongoing support (through regular inspections, at least biannual).</li> <li>- Continued implementation of a comprehensive programme of repairs and maintenance and rent collection.</li> <li>- Delivery of property and tenancy management reforms as agreed in the Payment Schedule.</li> <li>- Maintain repairs and maintenance to Indigenous Community Housing Organisation (IHO) houses.</li> <li>- Achievement of a regional Aboriginal employment target of 15% for property and tenancy management in line with the WA Public Service requirement. WA will endeavour at all times to exceed this target and will investigate achievable levels for Regional Service Provider contractors and insert in contracts prior to renewal in 2015-16.</li> </ul>
<p>Employment Related Accommodation and Transitional Housing</p>	<p>Accommodation to support people from discrete Aboriginal communities to access training, education, employment and support services.  Increased portability</p>	<p>Supporting Aboriginal Australians from discrete communities to access training and employment opportunities in regional</p>	<p>This objective will ensure that appropriate accommodation for people from discrete Aboriginal communities will be made available in locations with training and employment opportunities, with appropriate support services.</p> <p>Progress will be assessed against:</p> <ul style="list-style-type: none"> <li>- The development of business</li> </ul>

Project elements	NPARIH Outputs	NPARIH Outcomes	Reform Objectives and Key Performance Indicators
	of housing entitlements to support people to move to areas of economic opportunity.	locations and, where appropriate, transition to home ownership or private rental.	<ul style="list-style-type: none"> <li>· proposals that support employment mobility for consideration by the Joint Steering Committee, and approved by the relevant Commonwealth and Western Australian Ministers.</li> <li>– Number of transitional houses constructed or purchased.</li> <li>– Number of Aboriginal people from discrete communities housed in employment related accommodation and transitional housing in remote/regional towns.</li> <li>– Increased occupancy of existing employment related accommodation facilities and provision of wrap around services.</li> </ul>

### Risk management

16. Western Australia has an existing Risk Management Plan that is updated regularly to cover all project elements under this Implementation Plan. In developing this plan, risks have been actively identified, entered into a risk log and categorised in terms of impact and likelihood.

### Relevant Western Australian Context

In developing this Implementation Plan, consideration has been given to the relevant Western Australian context.

17. Ensuring Aboriginal Australians in WA can live in safe, well-constructed and maintained houses is fundamental to reducing Indigenous disadvantage. Decent housing is critical for: protecting children; improving health, education and employment; and rebuilding positive community norms.
18. Capital works and property and tenancy management under this Implementation Plan contribute to the Healthy Homes Building block identified in the National Indigenous Reform Agreement, the 'Closing the Gap' targets particularly increasing health, education and employment outcomes, and the National Affordable Housing Agreement target of reducing homelessness. Capital works in particular will complement the COAG National Disability Strategy 2010-2020 by referencing Australian building standards relevant to access and mobility requirements.
19. Land tenure arrangements that create long-term tradeable interests, which give sufficient confidence to financial institutions to invest in remote communities, will support the economic sustainability and independence of remote communities. Capital works investment under this Implementation Plan will be prioritised to communities where long-term tradeable land tenure arrangements are in place.

## PART 4: ROLES AND RESPONSIBILITIES

20. To realise the project elements of this Implementation Plan, each Party has specific roles and responsibilities in addition to the roles and responsibilities set out in the NPARIH.

### Role of the Commonwealth

21. The Commonwealth agrees to be accountable for the following additional roles and responsibilities:
- a. Providing infrastructure funding as part of the Competitive Bids Process, to support housing investment under NPARIH;
  - b. Providing strategic oversight and programme support to Western Australia, including:
    - i. monitoring and assessing performance in the delivery of the projects outlined in this Implementation Plan; and
    - ii. providing representatives to the NPARIH and any other Joint Steering Committees and associated governance bodies.
  - c. Assessing capital works project bids (including infrastructure funding) and announcing the outcomes of the assessment process prior to the end of the preceding financial year. Projects will be assessed by the Commonwealth according to the strength of the project proposal, ability to deliver against targets, past performance and relative demonstrated need, as outlined in Clauses 29A and 29B of the NPARIH. Western Australia will be provided with operational guidelines to assist in the preparation of capital works project bids;
  - d. In accordance with the *Fair Work (Building Industry) Act 2012*, ensuring that financial contributions to a building project or projects, as defined under the *Fair Work (Building Industry – Accreditation Scheme) Regulations 2005*, are only made where a builder or builders accredited under the Australian Government Building and Construction Occupational Health and Safety Accreditation Scheme is contracted (subject to the Scheme requirements);
  - e. Ensuring that compliance with the Building Code 2013 is a condition of Commonwealth funding; and
  - f. Providing support to Western Australia in its efforts to allow long-term tradeable land tenure with minimum procedural barriers to dealings with such land in order to facilitate home ownership and economic development.

### Role of Western Australia

22. Western Australia agrees to be accountable for the following additional roles and responsibilities:
- a. Submitting a project based bid for funding for future programme of works under the Competitive Bids Process to be assessed by the Commonwealth and approved by the Minister responsible for indigenous housing;

- i. Bids will be community specific and will include a summary of the scope of works, method of procurement and delivery, status of land tenure, employment and workforce development opportunities, costs of works (including administrative costs), cash flow requirements, community engagement, and key milestones and timeframes.
  - ii. Capital Works bids will be underpinned by demonstrated community need and land tenure reform to support home ownership;
  - iii. Any proposals for Employment Related Accommodation will be submitted to the Joint Steering Committee for consideration and endorsement. This will generally be for affordable rental housing or to provide a pathway to future home ownership in remote or regional towns, to support people moving from remote Indigenous communities to undertake employment, or training opportunities leading to employment. Models may include transitional housing arrangements as a pathway to home ownership for employed tenants. Western Australia proposes to expand its transitional housing programme into Derby, Broome and Halls Creek by constructing an additional 80 houses and these will be fully accessible to Aboriginal people from discrete Aboriginal communities.
- b. Reporting the delivery of the projects as set out in Part 5 – Performance Monitoring and Reporting;
  - c. Developing a home ownership and individual land tenure policy for sustainable remote Aboriginal communities allowing long-term tradeable land tenure with minimum procedural barriers to dealings with such land in order to facilitate home ownership and economic development. This includes reviewing and reforming land registration and planning and related laws in Western Australia with a view to reducing the administration burden of implementing commercial operations or home ownership on Indigenous land in sustainable remote communities;
  - d. Continuing to fund and support State-based Aboriginal programmes (such as Key Start) to facilitate and maximise Aboriginal individuals and families from remote areas entering into home ownership and link in with relevant Commonwealth programmes;
  - e. Maximising employment and workforce development outcomes for Indigenous Australians across all aspects of the Agreement, particularly in the areas of property and tenancy management, capital construction and repairs and maintenance;
  - f. Implementing a robust and standardised tenancy management framework for all remote Indigenous housing affected by NPARIH investment, which ensures rent collection, asset protection, tenant support and governance arrangements consistent with mainstream public housing standards;
  - g. Completing implementation of reforms to Indigenous Community Housing Organisations (ICHOs) with ICHO housing stock to be brought up to public housing standard by 30 June 2015;
  - h. Undertaking a comprehensive programme of community engagement in line with the Department of Housing's *Ascertaining the Wishes of Aboriginal Inhabitants Protocol* used for the purposes of entering into Housing Management Agreements in respect of Aboriginal land;



- i. In accordance with the requirements of the *Fair Work (Building Industry) Act 2012* and subject to financial thresholds defined under the Fair Work (Building Industry – Accreditation Scheme) Regulations 2005, ensuring that only a builder or builders accredited under the Australian Government Building and Construction Occupational Health and Safety Accreditation Scheme is contracted, and providing the necessary assurances to the Commonwealth through a Quality Assurance Plan; and
- ij. Ensuring that compliance with the Building Code 2013 is made a condition of tender for all contractors and the subcontractors who tender for the work, and providing the necessary assurances to the Commonwealth, including adherence the principles outlined in the National Indigenous Housing Guide. Works will also be guided by Guidelines or Standards relevant to Western Australia.

### Shared Responsibilities

- 23. The Commonwealth and Western Australia are committed to working together in an innovative and cooperative way to help deliver the best outcomes for Aboriginal people in remote communities.
- 24. The Joint Steering Committee (JSC) is the governance body for the Implementation of the NPARIH in Western Australia. The role and membership of this committee is set out in the Terms of Reference, with any subsequent changes to be approved by the JSC on an annual basis. The JSC will meet quarterly for the discussion and resolution of strategic matters.
  - a. Any changes to milestones or payments must be agreed by the Commonwealth and Western Australia Ministers, subject to Commonwealth budget processes, on recommendation from the JSC;
  - b. Western Australia can vary the allocation of construction targets within the approved bid communities to address local implementation issues, with advice provided in writing to the JSC;
  - c. Western Australia will advise the JSC of delays in the achievement of milestones, the implications of which will be considered by the JSC; and
  - d. Responsibility for ongoing operational costs and the future viability of the Kimberley Employment Based Accommodation Project will be determined by the JSC.
- 25. The Commonwealth and Western Australia agree to strengthen linkages to employment and capacity building programmes in communities and providing opportunities for participants in the roll out of Capital Works and Property and Tenancy Management.
- 26. The Commonwealth and Western Australia commit to addressing barriers to facilitate home ownership, in particular, progressing land and administration reform, attracting commercial investment and generally supporting a developing economy.

27. The Commonwealth and Western Australia acknowledge the importance of supporting residents of remote communities who wish to move to urban and regional areas for work. Western Australia will work toward delivering accommodation suited to a variety of tenants with appropriate supports to assist tenants. Mobility packages to support people from remote areas seeking to relocate to areas of stronger labour markets, and links to existing wrap around services and ongoing employment participation will also be made available through Commonwealth programmes such as the Remote Jobs and Communities Programme.
28. The Commonwealth and Western Australia will meet the requirements of Schedule E, Clause 26 of the Intergovernmental Agreement on Federal Financial Relations, by ensuring that prior agreement is reached on the nature and content of any events, announcements, promotional material or publicity relating to activities under this Implementation Plan, and that the roles of both Parties will be acknowledged and recognised appropriately.

## PART 5: PERFORMANCE AND REPORTING ARRANGEMENTS

29. The following performance and reporting obligations will apply to this activity, as set out in Clauses 23-26 of the NPARIH.

### Milestones

30. To qualify for the associated payments, Western Australia is required to submit milestone reports to the Commonwealth demonstrating satisfactory achievement against the milestones in Table 4.
31. Payments will be made when the requirements of the milestones are met within the respective reporting periods. Payments cannot be accrued across financial years without being subject to Commonwealth budget processes.
32. Where Western Australia does not meet its capital works milestones, other than the final capital works milestone in each financial year, due to factors beyond its control, the Commonwealth may make partial payments.
  - a. The Commonwealth will only consider making a partial payment if:
    - i. Western Australia is able to demonstrate that it implemented adequate and appropriate arrangements that would have achieved the relevant capital works milestone, but for those factors;
    - ii. At least 95 per cent of the capital works milestone for the relevant period, as outlined in Table 4 has been met, above which payments may be made on a pro rata basis; and
    - iii. Western Australia has submitted a satisfactory performance report.
33. Where Western Australia completes capital works ahead of schedule, the Commonwealth agrees in principle to making the associated payments, subject to the terms of this Implementation Plan and Commonwealth budget processes, to enable funding to be released early in each financial year.

34. At the time of signing this agreement, joint Ministerial approval is yet to be given to projects covering \$51.805 million of Western Australia's allocation for capital works and Employment Related Accommodation. Western Australia will develop proposals for endorsement by the Joint Steering Committee and the agreement of the Commonwealth and Western Australia Ministers. The proposals will cover: infrastructure requirements, capital works proposals including investment in locations with land tenure to support future home ownership, and Employment Related Accommodation proposals that support people from remote communities to access training, education and employment and/or that support future home ownership. It will contain the specific milestones for each payment. Payments will be made subject to performance reports demonstrating the relevant milestones in the agreed proposal have been met.

Table 4: Milestones for 2014-16

Due Date	Payment Type	Amount	Milestones
30 Nov 2014	Capital Works	\$23.000 million	<ul style="list-style-type: none"> <li>17 houses completed of 74 houses commenced</li> <li>11 refurbishments completed of 53 refurbishments commenced</li> </ul>
	Capital Works	\$20.000 million	<ul style="list-style-type: none"> <li>Delivery of 2014-16 infrastructure projects</li> </ul>
28 Feb 2015	Property and Tenancy Management	\$16.790 million	<ul style="list-style-type: none"> <li>100% of tenants are provided with tenancy rights and responsibility training within two months of signing tenancy agreement.</li> <li>Announcement of new competitive Regional Service Providers for appointment from July 2015 to implement reforms in line with social housing policies.</li> </ul>
	Employment Related Accommodation	\$11.520 million	<ul style="list-style-type: none"> <li>Delivery of 2014-16 projects in accordance with joint Ministerial agreement</li> </ul>
30 April 2015	Capital Works	\$19.028 million	<ul style="list-style-type: none"> <li>35 houses completed of 96 houses commenced</li> <li>40 refurbishments completed of 91 refurbishments commenced</li> </ul>

	Capital Works	\$28.259 million	<ul style="list-style-type: none"> <li>80 houses completed of 156 houses commenced</li> <li>80 refurbishments completed of 143 refurbishments commenced</li> </ul>
30 June 2015	Property and Tenancy Management	\$16.790 million	<ul style="list-style-type: none"> <li>At least 90% of tenants are provided with a follow-up visit every six months.</li> <li>100% of tenancy agreements (that include the new rent policy) signed within one month of completion.</li> </ul>
	Capital Works	\$18.743 million	<ul style="list-style-type: none"> <li>Delivery of 2014-16 projects in accordance with joint Ministerial agreement</li> </ul>
	Employment Related Accommodation	\$11.519 million	<ul style="list-style-type: none"> <li>Delivery of 2014-16 projects in accordance with joint Ministerial agreement</li> </ul>
30 Sept 2015	Capital Works	\$30.675 million	<ul style="list-style-type: none"> <li>102 houses completed of 192 houses commenced</li> <li>95 refurbishments completed of 225 refurbishments commenced</li> </ul>
	Property and Tenancy Management	\$15.552 million	<ul style="list-style-type: none"> <li>Centralisation of rent collections under the new HABITAT system to improve data integrity and support HMA rental reforms aligned to the social housing model.</li> <li>Implementation of the Department's Head Maintenance Contractor model across all managed communities consistent with social housing, to ensure value for money and support a planned maintenance regime.</li> </ul>
28 Feb 2016	Capital Works	\$4.883 million	<ul style="list-style-type: none"> <li>Delivery of 2014-16 projects in accordance with joint Ministerial agreement</li> </ul>
	Employment Related Accommodation	\$5.140 million	<ul style="list-style-type: none"> <li>Delivery of 2014-16 projects in accordance with joint Ministerial agreement</li> </ul>
30 April 2016	Capital Works	\$34.930 million	<ul style="list-style-type: none"> <li>150 houses completed of 216 houses commenced</li> <li>200 refurbishments completed of 273 refurbishments commenced</li> </ul>

30 June 2016	Capital Works	\$17.525 million	<ul style="list-style-type: none"> <li>• 216 houses completed</li> <li>• 273 refurbishments completed</li> </ul>
	Property and Tenancy Management	\$15.553 million	<ul style="list-style-type: none"> <li>• 100% of tenants are provided with tenancy rights and responsibility training within two months of signing tenancy agreement.</li> <li>• At least 90% of tenants are provided with a follow up visit every six months.</li> <li>• Improved rent collections under the centralised HABITAT system to support HMA rental reforms aligned to the social housing model.</li> </ul>

### Reporting


35. Western Australia will provide quarterly reporting against the milestones in Table 4 (at lot level for capital works) to enable payments to be recommended for release.
36. Western Australia is also required to provide an Annual Status Report to the Commonwealth at the times specified below:

From	To	Due Date
1 July 2014	30 June 2015	30 September 2015
1 July 2015	30 June 2016	30 September 2016

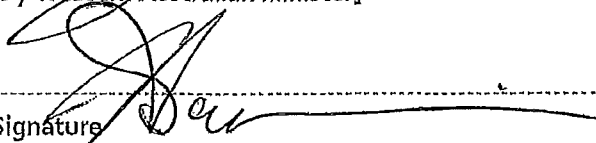
37. The Annual Status Report will include a progress report on activities to review and remove barriers to economic development and homeownership on Indigenous held land as per Clauses 22c and 28.

### Sign off

The Parties have confirmed their commitment to this agreement as follows:

Signature  Date 19-12-14

[By Western Australian Minister]

Signature  Date 9.12.14

[By Minister Scullion]