



Government
of South Australia
SA Housing Authority



Candidate Briefing Document

Board Directors

May 2023



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MESSAGE FROM THE MINISTER



The South Australian Housing Authority is led by the South Australian Housing Trust Board. Established in 1936, the Housing Trust delivered housing to a post-war population experiencing a migration boom.

Today, our requirements and challenges are different to those of the post-war era. Our tenants have changed dramatically. But we remain a backbone of the state's economic growth and social cohesion. Our focus has shifted from not just building and maintaining dwellings, but now includes providing services and supports to customers who have increasingly complex needs and vulnerabilities. Nothing is more fundamentally important to a quality life than a safe, affordable home. As an

organisation and as a government, we are committed to supporting people to achieve their best health, education, employment and community engagement outcomes.

For the first time in decades, we are growing our public housing in South Australia. Under the State Government's Better Housing Future plan, we have stopped the sale of 580 public houses, and we are building 564 new homes. This means, for the first time in decades, we are growing our net property portfolio by 1,144 homes. That means more public homes for more eligible South Australians. To do this we need to innovate to meet customer needs, for example with different housing typologies, building methods and flexible housing options.

Whilst it's important to invest in public housing, supporting, collaborating and working with others is critical to sustaining a housing future for all. That's why we are also continuing to integrate support systems and develop partnerships across the housing and social support systems.

The Authority has some of the most resilient staff in the public service and I am delighted to be opening up the opportunity for dedicated individuals to join our Board.

Minister for Human Services

Nat Cook MP



ABOUT SA HOUSING AUTHORITY

SA Housing Authority

SA Housing Authority works with customers, the housing and homelessness sector and the broader community to provide better housing choices for South Australians.

The Authority is working with these partners to improve and reform the housing system by increasing the supply of suitable affordable housing; modernising and improving the social housing system; supporting a modern multi-provider system; and establishing an environment that promotes shared responsibility and ownership of the housing challenges we face.

Our Role and Board

The Authority is a body corporate with functions set out in the South Australian Housing Trust 1995 Act:

- (a) to assist people to secure and maintain affordable and appropriate housing by:
 - (i) acting as a landlord of public housing in the State; and
 - (ii) managing various forms of public housing in the State; and
 - (iii) providing private rental assistance; and
 - (iv) providing advice and referral on housing options and housing related issues; and supporting initiatives (within the various sectors) to increase the supply of affordable housing;

The Authority is managed by a board of management, consisting of seven members appointed by the Governor. The Act determines that at least one member of the board must be a woman and at least one member must be a man. The board is responsible to the Minister for overseeing the operations of the Authority (and any subsidiary) with the goal of:

- (a) achieving continuing improvements in the provision of secure and affordable public housing; and
- (b) providing transparency and value in managing the resources available to SAHT and meeting Government and community expectations as to probity and accountability; and
- (c) achieving appropriate social justice objectives and the fulfilment of SAHT's community service obligations.



Our services

The Authority develops, implements and provides housing services for people who are at risk or in high need, and works with government and non-government organisations to improve the standard of - and access to - housing across the state.

Our role includes the management of grants for housing services to low-income households; specialist homelessness and domestic violence services; the management of public housing; Aboriginal housing; community housing; financial support for private rental; and the regulation of housing standards.

We also provide housing strategy, policy development and advice to government.

The Authority has more than 32,500 Authority managed properties, including general and Aboriginal public housing. We have another 12,800 properties managed by the Community Housing Providers and another 700 managed by other agencies.

Our properties and tenancies are right across South Australia, including in the remotest parts of the state, in Aboriginal communities in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands. We have regional customer centres in Ceduna, Port Augusta, Whyalla, Port Pirie, Coober Pedy, Berri, Murray Bridge, Port Lincoln, Mount Gambier, Adelaide, Croydon Park, Port Adelaide, Noarlunga, Marion, Modbury, Elizabeth and Salisbury. Our executive and support services are in the Riverside Building on North Terrace.

Our regional staff provide support to our tenants and other customers, such as those seeking private rental assistance, through the Private Rental Assistance Program, helping with bonds and rental applications. Between 1 January and 30 April this year, 3230 customers received bond guarantees totalling \$3,866,562. Many people come to us in need of help have low literacy. Our Private Rental Liaison Officers help them to properly fill out an application form and often connect them with real estate agents.

We also provide an Emergency Relief Response during times of emergency like the recent River Murray flood, bushfires and the recent statewide blackout. Every time there is a disaster in South Australia, our staff go where they are needed most and open Emergency Relief Centres where they provide emergency accommodation and Personal Hardship Grants so that people who have had to leave home in a rush can afford the basics, like medicine and food.



Our building growth

We are building 560 new public homes under the \$200 million Public Housing Improvement Program (PHIP) – that’s 1,114 additional homes over four years.

The builds, part of a \$200million investment in South Australia’s public housing, includes 79 properties in Adelaide’s southern and eastern suburbs, 41 in the western suburbs, 181 in the northern suburbs and 103 in regional South Australia.

In regional SA, they include builds in Mount Barker, Mount Gambier, Murray Bridge, Port Augusta, Port Pirie, Renmark, Whyalla and Willaston.

This is in addition to an ongoing program of builds.

We are also constructing 1000 affordable homes to help people buy their own homes, often for the first time.

Our Story

SA Housing Authority — Working together to provide better housing choices for South Australians

Everyone wants to belong. To feel secure in a safe and stable home and be part of a community. Without a secure home it can be very difficult to connect to others, and to have opportunities to achieve full potential in life.

Without stable housing, it can be difficult to succeed in education and employment. There can be extra challenges in maintaining healthy relationships with family and friends. It can be even more difficult to recover from trauma, domestic violence or substance abuse.

Building on a rich and proud history

SA Housing Authority is led by the South Australian Housing Trust Board.

The Trust was established in 1936 to deliver new housing supply to meet the post-war population and migration boom. As well as building many thousands of houses for low-income working families, the Trust also created economic investment, developed entire new suburbs and the supporting infrastructure.

However, the role of the Trust has changed. Over time there has been a shift in focus from just building new properties and infrastructure to providing new services and supports for customers who are increasingly vulnerable.



Challenges to overcome

The housing challenges we face are considerable, and many South Australians are finding it hard to find and sustain stable, appropriate and affordable housing.

Across the nation housing affordability has decreased, and housing stress is increasing amongst low-income earners. There is an insufficient supply of affordable housing options. The general cost of living has also increased. Social housing supply is limited and prioritised for the most at-risk applicants. This means many other low-income people are unable to access the benefits of subsidised and secure social housing.

Challenging financial conditions overall mean that the Authority must find new and innovative solutions to these challenges, while operating as efficiently and effectively as possible.

Strong partnerships to find shared solutions

The housing challenges we face cannot be fixed overnight. Nor can they be overcome by a single organisation. They can only be overcome if we maintain close, successful and long-term partnerships with other participants in South Australia's passionate and professional housing sector.

Our Organisation

The Authority is evolving a business mindset while remembering that people are at the centre of what we do.

We are committed to taking an evidence-based approach and operating as efficiently and effectively as possible, to optimise the use of our limited resources and assets. We are addressing our immediate housing challenges, but also planning for the future to address the growing demand in the system.

We need to be business focused and report to clear KPIs, so that we are transparent and accountable for our performance.

SA Housing Authority is working to position itself as a modern, professional, effective and high-performing organisation.

To achieve our goals, we must have the right people and suitably support them. We are fortunate to have dedicated staff who are proud of the difference our organisation makes and passionate about improving housing opportunities and outcomes for South Australians. Our vision for better housing choices cannot be realised unless we have well-trained, well-supported staff who are clear about their role, and how they contribute to the bigger picture. We are committed to cementing our reputation as an employer of choice by employing and retaining the best staff and continuing to support them to achieve the best possible outcomes.



PLANNING FOR 2020 – 2025

The Authority is in the process of strengthening its strategic capability and capacity to better respond to the needs of vulnerable South Australians now and into the future. The SA Government’s ‘Better Housing Future’ strategy is our guiding tool and is underpinned by the Authority’s annual organisational business planning process.

Our plan includes:

 <p>More Public Housing.</p>	 <p>More affordable residential tenancy bonds.</p>	 <p>Partnering with the Commonwealth Government to deliver more social and affordable housing.</p>
 <p>Expanding the private rental assistance program.</p>	 <p>More affordable housing.</p>	

Public Sector Values

All employees and members should endeavour to embody the public sector values:

Service	We proudly serve the community and Government of South Australia
Professionalism	We Strive for excellence
Trust	We have confidence in the ability of others
Respect	We value every individual
Collaboration and Engagement	We create solutions together
Honesty and Integrity	We act truthfully, consistently, and fairly
Courage and Tenacity	We never give up



The Authority thrives in a positive environment and our values set out the way in which we deliver services:



Sustainability - environmental, financial and tenancy.



Respect - for each other and our clients, customers and tenancies.



Courageous and tenacity - driven to overcome the challenges.



Collaboration and engagement - we can't be successful in isolation of other parts of the housing system.



The Advertised Role

Board Directors

- Multiple Roles
- Adelaide

The SA Housing Authority is led by the South Australian Housing Trust Board “SAHT Board”. Through the South Australian Housing Trust Act 1995, the SAHT Board is responsible to the Minister for Human Services.

The board is responsible for overseeing the operations of SA Housing Authority (and any subsidiary) with the goal of— (a) achieving continuous improvements in the provision of secure and affordable public housing; and (b) providing transparency and value in managing the resources available to SAHT and meeting Government and community expectations as to probity and accountability; and (c) achieving appropriate social justice objectives and the fulfilment of SAHT’s community service obligations.

The SAHT Board has a board of seven directors; led by the Chair and six non-executive directors. The Board is seeking up to four new Directors working closely with the Chair and CEO to ensure that the vision for the organisation is realised within a structure of governance and leadership, robust strategic planning, sound financial and commercial management and the highest standards of safety and quality.

As part of Board renewal and retirements, it is an opportune time for new Directors to come on board to enhance the Board’s skills composition and provide strategic leadership to the CEO to achieve SA Housing Authority’s transformational vision and plans.

Applications are welcome from appropriately qualified Directors with deep demonstrated Board experience, within large, complex operating environments particularly through periods of transformation. Your career history would ideally encompass:

1. Property Planning, Design & Development
2. Complex Finance & Accounting
3. Modern Technologies & Systems Transformation

Expressions of interest are invited from candidates with demonstrated astute financial, political, and commercial acumen and exceptional stakeholder engagement and communication skills. AICD credentials are highly desirable to the role as is strong experience of governance processes and strategic insight.

For a position description visit www.vuca.com.au/saht or for further enquiries contact VUCA Director, Christine Locher or Associate, Allison Dawe on 0418 845 495 during business hours, for a confidential discussion. Please forward your letter of application and CV in MS Word format to saht@vuca.com.au by **Friday 2nd June 2023**.



What is the unique purpose of the role?

The Authority is a body corporate with functions set out in the South Australian Housing Authority Act:

1. The board is responsible to the Minister for overseeing the operations of SAHT (and any subsidiary) with the goal of—

- (a) achieving continuing improvements in the provision of secure and affordable public housing; and
- (b) providing transparency and value in managing the resources available to SAHT and meeting Government and community expectations as to probity and accountability; and
- (c) achieving appropriate social justice objectives and the fulfilment of SAHT's community service obligations.

2. Without limiting the effect of subsection (1), the board must for that purpose ensure as far as practicable—

- (a) that appropriate strategic and operational plans and targets are established; and
- (b) that SAHT (and any subsidiary) have appropriate management structures and systems for monitoring management performance against plans and targets and that corrective action is taken when necessary; and
- (c) that appropriate systems and practices are established for management and financial planning and control, including systems and practices for the maintenance of accurate and comprehensive records of all transactions, assets and liabilities and physical and human resources of SAHT (and any subsidiary); and
- (d) that all such plans, targets, structures, systems and practices are regularly reviewed and revised as necessary to address changing circumstances and reflect best current commercial practices; and
- (e) that the Minister receives regular reports on the performance of SAHT (and any subsidiary), and on the initiatives of the board; and
- (f) that the Minister is advised, as soon as practicable, of any material development that affects the financial or operating capacity of SAHT (or any subsidiary) or gives rise to an expectation that SAHT (or any subsidiary) may not be able to meet its debts as and when they fall due.

The Board will ensure SA Housing Authority's performance in delivering better housing outcomes for the community of South Australia and, as a Board member, you will assist in providing strategic oversight.



What does the role do?

SA Housing Authority has a board of seven directors. It is led by a Chair and has six non-executive directors.

The Directors are responsible for overseeing the operations of the SA Housing Trust. The Board manages the direction of the corporation and monitors its performance.

The Board reports to the Minister for Human Services.

There are two committees that help the board to do its work.

The Board meets monthly.

Directors are appointed by the Governor on the recommendation of the Minister. Appointments are between two and three years, and Directors can be reappointed.

Knowledge, skills and experience the role requires

Specifically in this call for Directors we are seeking Directors with deep board experience and skills within the following areas:

Expert skills in the following:

Property Development (including strong experience and skills within project management, cost management and contract management)

Design (deep experience in innovative housing design, repurposing and placemaking)

Systems Transformation & Enabling Technologies (beyond cybersecurity experience in enabling technologies to support strategy)

Social Policy (a systems thinker not only in housing policy but that can bring to the table a “joined up” approach to the human services offering to enable social change)

Who you work with

- Minister for Human Services
- South Australian Government
- Chair
- Chief Executive
- Senior Leadership Team

Special conditions

N/A



Contact Information

For further enquiries and a confidential discussion regarding the Board Director positions, please contact VUCA Director Christine Locher or VUCA Senior Associate, Allison Dawe on 0418 845 495 during business hours.

Applications including your current CV and letter of introduction are to be forwarded in MS Word format to SAHT@vuca.com.au

Applications close 5pm, Friday 2nd June 2023

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.