WOMEN AND CHILDREN POLICY FOR SOUTH AFRICAN SOCIAL HOUSING INSTITUTIONS

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Women and Children Policy for South African SHIs

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1   Introduction

1.1.Purpose of the Policy

This policy has been developed to provide support and guidance to South African Social Housing Institutions (SHIs). The recommendations in this policy are based on good practice and have been proven to support building communities that are supportive and protective of women, children and vulnerable people.

The policy is not a prescription but a framework. These recommendations will need to be aligned and adjusted to integrate with an SHI's policies and its unique requirements.

1.2.Principle of the Policy

The intention of the Women and Children Policy for South African SHIs is to clearly explain, define and guide how SHIs are able to implement good management practices that build healthy communities for all of its residents and especially Women and Children. This document provides policies, protocols and procedures that, when implemented, support SHIs achieving the intention and impact that a social housing institution desires in their communities.

Women and Children are the most vulnerable members of social housing communities. This policy aims to provide SHIs with the relevant guidelines and support necessary to create healthy social housing communities for these specific members of the community.

A healthy social housing community is one where its residents experience and live with dignity and citizenship. This is enabled by creating quality living environments that are safe, clean and healthy, its members show respect for each other and where the community and neighbourhood support the residents to experience the above. A key factor that supports achieving a healthy social housing community is one where there is communication between tenants and the SHI that allows the SHI to proactively address issues and implement structures that support the community and these vulnerable groups.

The key structures that can be implemented that will support these vulnerable groups to have a dignified life in a social housing community and will be covered in this policy are:
- Tenant Screening
- House Rule Enforcement
- Security
- Community Development
- Property Infrastructure and Health and Safety
- Neighbourhood Development
- Incident Management

Achieving a healthy community is a collaborative endeavour that requires partnership between the SHI, relevant community agencies and associations and the metropolitan and national policing agencies. To successfully implement this policy, these partnerships need to be established and well managed so that SHIs are supported and better able to support their tenants, especially the women and children (vulnerable people) within their communities.

1.3. Acts and Policy Compliance

The policy, protocols and procedures have been checked for compliance with the relevant acts that govern South Africa. All aspects have been checked for compliance in both the word and the intention of the law.

Relevant Acts
Occupational Health and Safety Act No. 85 of 1993
Companies Act No. 71 of 2008
Rental Housing Act No. 50 of 1999
Children's Act No. 38 of 2005
Domestic Violence Act No. 116 of 1998
Social Housing Act No. 16 of 2008
Fund Raising Act No. 107 of 1978

1.4. Definitions

Word	Definition
Community	A social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage. A social, religious, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists.
Community Development	Process designed to create conditions of economic and social progress for the whole community with its active participation. Community Development is reliant on the community's initiatives and engagement.
Criminal Act	Behaviour that is against the laws of South Africa
Departmental Support	The social education, information and insight given by an SHI to the departments within the SHI that supports achievement of their objectives.

Domestic Violence	When a person attempts, threatens, or causes actual harm to another member of the family household. This includes verbal abuse, emotional abuse and harassment. Domestic Violence may be committed by an ex-partner who is no longer a part of the household.
Educational Programmes	Programmes run by the SHI that educate and inform the participants on relevant issues that impact them, their property and/or the community in which they live e.g. gender issues, child development, pest control, pre-paid electricity installation, change and transition management.
Neighbourhood Development	The development of a defined precinct within which an SHI's property is situated.
Policy	Course of action to be taken within a business. The why and what is done.
Procedure	Manner of action to be taken within a business. The how and when actions are taken.
Protocol	The rules governing a procedure, system or situation.
Service Providers (SP)	The SP is responsible for the delivery of quality service or products to the SHI group according to the contractual agreements established. SP are required to provide warrantees and/or guarantees on the products or service they provide.
Social Behaviour	How tenants behave while living in a rental property. This includes payment behaviour, respect for the property (e.g. overcrowding, negligence, damage of property), neighbourliness (e.g. noise transgressions, arguing) and inappropriate social behaviour (e.g. fighting, drunkenness, domestic violence).
Social Development	The development of programmes and events that address community and individual issues in a way that empowers the community to maintain the progress made.
Tenant Engagement	The process of negotiation, discussion and communication undertaken with tenants within the SHI's properties, potential properties and the surrounding community to reach an amicable solution to the issues that need addressing.
Tenant Support Services	Support provided to tenants and internal SHI departments that facilitates successful achievement of mutual objectives.

2 Roles and Responsibilities

2.1. Caretaker / Housing Supervisor / Housing Manager

The Caretaker is responsible for the management of the property and the community that lives within the property. Their role includes administration, coordination, social management, management of service providers and overall maintenance of the property. Caretakers are specifically responsible for maintaining the property at the defined standards.

2.2. Community Development Department (CDD)

The CDD is responsible for providing tenant and community support so that healthy communities are built within the SHI. Their responsibilities may include but are not limited to tenant engagement, social incident management, tenant support, tenant education, neighbourhood development facilitation and community health monitoring and solution implementation.

2.3. Property Team

The Property Team is responsible for managing the properties, the infrastructure of the properties and for managing the security and day to day running of the properties.

2.4. Security

Security are responsible for the day to day management of access and security of properties. They are often a first point of contact for the SHI residents and are responsible for treating and managing all SHI tenants with respect and providing assistance with incidents that are reported.

3 Tenant Screening

Tenant Screening is a key factor that supports building tenant communities within SHIs that are safe, healthy and supportive of women and children. If the right quality of tenants are selected to live in the properties, social incidents and inappropriate social behaviour risks are minimised.

3.1. Tenant Screening Policy and Protocol

The following guidelines are applied to Tenant Screening in SHIs:

There are two key areas that must be screened:

- Financial viability and
- Social viability.

3.1.1 Financial Viability

Each SHI will have clearly defined financial parameters for approving a tenant's rental application. Please refer to the SHI's finance or leasing policy to understand these.

Ensuring tenants are able to afford their rent can support women and children as financial

stressors have been identified as key causes of conflict in families. Supporting tenants to select an appropriately affordable rental unit enables the SHI to minimise risks of domestic violence and social incidents against women and children caused by financial stress.

3.1.2 Social Viability

When completing a leasing tenant screening, the social fit of the tenant must be evaluated. The evaluation needs to be completed in a manner that prevents infringing on the rights of citizens as well as prevents discrimination against sectors of the community. NASHO is investigating and engaging relevant government institutions to develop opportunities and mechanisms to assist SHIs to screen prospective tenants for the protection of their communities. Until these are established and implemented, SHIs need to make every effort to implement this policy and procedure within leasing.

Good practice indicators of social fit are credit checks and social behaviour records. All SHIs must screen their tenants for inappropriate social behaviour prior to approving a lease.

	Transgression	SHI Lease Action
1.	Non-payment	Verify situation and context. If repeat offender, decline. If once off offender, follow SHI policy.
2.	Respect for property	Verify situation. If repeat offender, decline. If once off offender, follow SHI policy.
3.	Neighbourliness	Verify situation. If repeat offender, decline. If once off offender, follow SHI policy.
4.	Inappropriate social behaviour	Decline lease

3.2 Tenant Screening Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	Tenant completes lease application including authorisation for SHI to conduct social and credit check	Tenant	Lease application Social Check Authorisation
2.	LD completes financial check against SHI financial assessment verification.	Leasing	
3.	If tenant qualifies financially for lease, Lease Department (LD) completes credit and social check	Leasing	Rental Social Behaviour Check

4.	Verify information received from checks. • If clear, approve lease • If issues identified, verify and address as per policy.		

3.3 Tenant Screening Support Structures

The following systems are available to support SHIs in sourcing credit and social behaviour information:

Screening Required	Name of System	Contact Information
Credit Check	TransUnion Clear Score Credit bureau TPN Credit Bureau	www.Transunion.co.za www.clearscore.com www.creditbureau.co.za www.tpn.co.za
Social Behaviour Check	Rent Shield	www.Rentshield.co.za
	Tenant Profile Network and Credit Bureau	www.tpn.co.za

4 House Rule Enforcement

House rules are the parameters within which tenants must operate to maintain a respectful and healthy community within the SHI properties. As with all rules, enforcement is critical for tenants to adhere. Lack of house rule enforcement will lead to social incidents and impact on the health of the SHI's community.

4.1. House Rule Enforcement Policy and Protocol

The following guidelines are applied to House Rule Enforcement in SHIs:

- A comprehensive list of house rules must be documented and presented to tenants on application of their lease. The house rules must reflect the actions that the SHI will take should tenants transgress the house rules.
- House rule transgressions must be categorised according to severity. This will allow for Caretakers and the CDD to take consistent and appropriate action when addressing a transgression. Some transgressions must be zero tolerance transgressions and addressed immediately with immediate termination of lease as the outcome.
- All transgressions must be investigated and evidence documented prior to taking action. The investigation must be completed within short timelines to minimise risk of repeated transgressions. It is recommended that investigations are completed within 3 working days of a transgression being identified. SHIs that take action swiftly have been shown to have better compliance with house rules and thus better citizenship in their communities.

- Tenants will be engaged regarding the transgression and given an opportunity to present their position as well as evidence regarding the transgression.
- All transgression evidence and decisions must be documented and filed in the tenant file. These must be retained for XXX years.
- Tenants that have their leases terminated for house rule transgressions must log this on XXX system so that future applications from the tenant are declined.
- All SHIs must have clearly defined rules regarding alcohol and drug consumption on the properties. Alcohol and drug consumption must be banned in common areas. A zero tolerance policy must be strictly applied.

	Transgression Severity	Examples of Transgression	Recommended Sanction
1.	Low	Noise, visitor misbehaviour/ non-compliance with house rules, littering	2 Warnings before termination
2.	Medium	Verbal arguments, speeding, loitering; broken glass in a common area	1 warning before termination
3.	High	Domestic violence, physical violence, intoxication / consumption of alcohol or drugs in a common area	Immediate termination

4.2. House Rule Enforcement Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	Tenant signs acceptance to comply with house rules on signing lease agreement	Tenant Leasing Department	House Rule Adherence Acknowledgement
2.	Tenant transgresses house rule	Tenant	House Rules
3.	Caretaker identified transgression of house rule. Caretaker logs incident in Incident Management System.	Caretaker	House Rule Code

4.	Caretaker notifies tenants of transgression and completes investigation and evidence gathering including: • Statements from Tenant • Statements from witnesses • Any other available evidence The severity of the transgression will define the urgency with which the transgression is acted on. A maximum of 3 working days is taken to complete investigation The CDD may provide support in completing the investigation if the transgression is a social incident and/or impacts on the health of the community within the property.	Caretaker CDD Tenant Witnesses (if relevant)	Incident Report Statement Template Incident Report
5.	Caretaker (and CDD if relevant) gathers and documents evidence and presents to Management	Caretaker Management	Incident Report
6.	Caretaker, CDD and Management implement sanction against tenant.	Caretaker CDD Management Tenant	Incident Report

5   Security

The role of security within a SHI property is more than a traditional access and monitoring role. Security personnel are the eyes and ears of the SHI and are called on to partner with the SHI to build a healthy community in their building.

5.1.   Security Policy and Protocol

The following guidelines are applied to SHI Security in SHIs:

- Security providers that are appointed must understand their role and responsibility to the community within the property, the SHI and maintaining good order and the rule of law within the property.
- Services contracted by the security providers must include access control, security monitoring, property monitoring and reporting and community support.
    - **Access control** is the management of people access into and out of the property.
    - **Security monitoring** is identifying and acting on security threats against or between individuals within the property. This includes patrolling, responding to incidents and identifying and addressing individuals or situations that may be a security threat. This includes conducting prominent security patrols throughout

the complex. If possible, SHIs and Security service providers must implement a surveillance system that supports achieving the security monitoring goals.

- o **Property monitoring** is identifying and addressing security risks and issues that impact the security of the property they are responsible for. This includes identifying and reporting on property maintenance needs that increase security risks such as lighting, faulty electric fencing, gate issues and following up until they are resolved.
- o **Reporting** is the documenting of security incidents in a detailed manner that allows for the SHI to take appropriate action and gather data on security concerns and issues so that a security plan can be implemented.
- o **Community support** is the provision of assistance and support to the residents within an SHI property in addressing security issues, assisting them to feel safe and secure, providing appropriate escorting to and from units after dark etc.

- All SHIs must have regular patrols that monitor the property and address security issues proactively. A daily evaluation of the property needs to be completed. All issues must be recorded and reported so that steps to mitigate the risks are implemented. High risk areas include but are not limited to:
  - o Perimeter security;
  - o Lighting;
  - o Refuse;
  - o Broken glass and windows;
  - o Life safety system issues (Fire system, fire alarm, hoses are all intact and used appropriately);
  - o Hazardous conditions and areas.

  A list of activities must be defined that address and manage the high risk areas. The list will be applied to applicable staff and service providers including cleaners and security.

- All SHIs must implement systems that allow tenants to contact security to request assistance or report incidents.
- All SHIs must have clear property access rules and ensure that these are complied with. Only actual visitors must gain access to properties. Accurate identification of visitors and tenants must be managed strictly to prevent increased risks for vulnerable communities within properties such as women and children.
- All SHIs must have house rules regarding tenants authorising access for visitors and additional tenants. Additional tenant access must be managed by the SHI. The security provider cannot be held responsible for maintaining amended tenant lists. Biometric or access card systems are strongly recommended for all SHI access management to reduce the properties being inappropriately accessed.

5.2. Security Procedure

5.2.1 Security Monitoring Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	New security guards are briefed on their roles and responsibilities by the Caretaker when they come to the SHI	Caretaker Security Guard	Security Guard Briefing Guideline
2.	Security monitoring schedule is defined and approved by the SHI and Security Company. High risk areas are identified and monitoring systems are implemented to minimise risks	Security Company Caretaker Manager	Security Monitoring Schedule
3.	Security comply with schedule and report any security or property incidents.	Security	Incident Report

5.2.2 Security Access Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	Tenant signs acceptance to comply with house rules on signing lease agreement	Tenant Leasing Department	House Rule Adherence Acknowledgement
2.	Security manage access according to access house rules. No access is granted unless access house rules are met. Identification is required from all visitors.	Security	House Rules
3.	Security provide access to authorised tenants and authorised visitors.	Security	House Rules

6 Community Development and Tenant Support

Community Development and Tenant Support structures are implemented so that SHI tenants are confident that they will be treated by the SHI in a humane and considerate manner. All tenants are entitled to be confident that they are protected against discrimination.

Tenant Support Services form a substantial portion of the SHI's responsibilities. Most SHIs have a dedicated Community Development Department (CDD) to provide the support and education that is required to build healthy communities within their buildings and to provide support to tenants and internal departments in addressing community challenges.

Community Development and Tenant Support is provided by CDDs prior to new properties being purchased and once properties are fully operational.

6.1. Community Development and Tenant Support Policy and Protocol

The following guidelines are applied to SHI Community Development and Tenant Support in SHIs:

SHIs should implement a tenant charter that identifies the basic rights that all SHI tenants are entitled to as well as the duties of all stakeholders. Specific mention must be made of the rights, responsibilities and commitments that are made to protect and care for vulnerable groups such as women and children.

Should social issues related to any of these commitments arise, the CDD will address the issue through the design and implementation of a programme that will address the specific need.

CDD's primary areas of responsibility in providing tenant support to women and children are:

- Communicating the role of CDDs to women and children and educating them on their rights and the steps to take to protect and support themselves;
- Engaging with tenants to understand and develop programmes, facilities and initiatives that support children, youth and women in a manner that is productive and helpful to the community;
- Monitoring and implementing programmes that build awareness of and address sexual and violent offences against women and children;
- Monitoring and addressing domestic violence issues and implementing programmes that enhance empowerment and provide support and protection to women and children;
- Monitoring and addressing drug and alcohol issues and implementing initiatives and structures that reduce negative impacts of drugs and alcohol on women and children;
- Identifying social issues impacting women and children and providing support and education that addresses, resolves and empowers the vulnerable people to be able to manage these issues (including but not limited to education on child supervision, dangers of children accessing and playing in refuse areas; violence against women and children etc.); and
- Implementing change management initiatives that assist the community to accept changes made to reduce social issues within a community. Some changes may negatively impact tenants and the change management initiative will engage tenants to provide input into how the change is implemented, understand the benefit of the change and support the implementation of the change (e.g. implementation of safer waste management practices may lead to dustbins being less conveniently positioned.)

6.2. Community Development and Tenant Support Procedure

6.2.1 Community Development and Tenant Support Programme and Initiative Implementation Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	CDD conducts tenant engagements at least annually that identify social issues that are impacting on women and children	CDD Tenants	
2.	CDD evaluates results of tenant engagement and identifies priority issues.	CDD	
3.	CDD develops programmes and initiatives to resolve issues and implements within building	CDD	Programme Plans Initiative Plans
4.	CDD maintains communication with tenants on programmes and monitors impact of programmes that are implemented	CDD Tenants	Tenant Communication

6.2.2 Community Development and Tenant Support Social Incident Support Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	CDD identifies common social incidents experienced in SHI properties	CDD	
2.	CDD identifies organisations and stakeholders that will are able to provide support to tenants	CDD	
3.	CDD engages with organisations and stakeholders and establishes channels for referrals or assistance in the event of an incident. CDD documents and gains approval and buy-in from organisation and stakeholders (e.g. SAPS contact information for domestic violence; FAMSA for domestic violence; Childline for child abuse)	CDD Organisations Stakeholders	
4.	CDD drafts process, contact details and protocol for communicating with organisations and stakeholders and distributes to Caretakers	CDD Caretakers	Social Incident Communication Protocol
5.	CDD engages with tenants on social incident support that is available. CDD distributes process for reporting incidents.	CDD Tenants	Social Incident Communication Protocol

6.	Caretakers identify social incidents, log incident reports and engage with organisations / stakeholders as per protocol. Caretakers submit incident reports to CDD for support when required and reporting as agreed.	Caretakers Organisations Stakeholders	Incident Report
7.	CDD tracks and reports on social incidents, maintains relationships with organisations and stakeholders and implements programmes to mitigate social incidents within properties.	CDD	Social Incident Reports

7 Property Infrastructure and Health and Safety

To create properties that are able to build healthy communities, especially for women and children, SHIs need to ensure the infrastructure enables safety, health and security.

7.1. Property Infrastructure and Health and Safety Policy and Protocol

The following guidelines are applied to SHI property infrastructure in SHIs:

- Access to security must be available and easy to access. In large properties, it is recommended that more than one access point is built and that each of these access points is built in a manner that allows for better access by residents to the security staff.
- Refuse sites must be secured and access must be managed by a gate and lock. All access points need to be evaluated and safety and security measures implemented to assist in managing the risks inherent with children accessing the refuse area.
- Roads and pathways must have sufficient lighting to reduce risks of attack at night. A lighting audit must be conducted after dark monthly to:
  o Identify and resolve poorly lit areas; and
  o Identify and resolve faulty lights requiring maintenance or repair.
- Grass and gardens must be well maintained and designed in a manner that minimises safety and security risks for women and children.
- Children's play areas must be established with facilities for children of a range of ages. An indemnity notice must be positioned prominently notifying residents of rules and their responsibility for when utilizing the play area equipment.
- Fire and emergency evacuation drills must be scheduled and conducted (in line with the OSHEM Act) within buildings. Tenants must be educated on how to behave and respond to these drills when they are conducted.

7.2. Property Infrastructure and Health and Safety Procedure

7.2.1 Existing Property Infrastructure Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	CDD conducts tenant engagements at least annually that identify infrastructure issues that are impacting on women and children	CDD Tenants	
2.	CDD evaluates results of tenant engagement and identifies priority property infrastructure issues.	CDD	
3.	CDD engages with the property team on possible infrastructure enhancements that can be implemented. An infrastructure plan is developed and approved	CDD Property Team	Infrastructure Plan
4.	Property team implements approved infrastructure plan, accessing required technical and professional guidance as necessary.	Property Team	Infrastructure Plan
5.	CDD maintains communication with tenants on programmes and plans being implemented	CDD Tenants	Tenant Communication Protocol

7.2.2 New Property Infrastructure Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	CDD conducts social audit on property infrastructure of new properties (including prior to purchase) and develops recommendation report.	CDD Tenants	
2.	CDD engages with the property team on infrastructure requirements that can be implemented so that property delivers social and community requirements. An infrastructure plan is developed and approved	CDD Property Team	Infrastructure Plan
3.	Property team implements approved infrastructure plan, accessing required technical and professional guidance as necessary.	Property Team	Infrastructure Plan

8   Neighbourhood Development

Urban regeneration and building healthy communities cannot be sustained by the upgrading of individual properties or isolated new developments as this creates islands of good governance

and relative privilege in a predominantly inadequately managed and maintained urban environment. Sustainable regeneration requires, at the same time,

- The development of social capital and civic relationships,
- Building communities that recognise their private and public rights and responsibilities,
- Collaborative relationships not only amongst property owners, property managers and caretakers within the neighbourhood, but also with residents and the city authorities, and
- The development and ongoing management of a hospitable and liveable public environment.

The neighbourhood development programmes are built on community organisation and cooperation among stakeholders and other role players with the shared aim to build and sustain a flourishing residential economy in the neighbourhood and, more broadly, in the wider area within the neighbourhood.

Neighbourhood development programmes have a multitude of desired outcomes and benefits including:

- Increasing stability of tenants and the stabilisation of the inner city residential economy;
- Reviving proper financial returns on the enormous capital investment in properties to the benefit of property owners and the city;
- Extension of the economy through the provision of effective housing in the city; and
- Protection of the investment node of property owners.

8.1. Neighbourhood Development Policy and Protocol

Neighbourhood development programmes focus on:

8.1.1 Building strong, respectful communities
- Developing community programmes that <u>create communities that know and respect each other and themselves</u>. These programmes focus on all people within the community. Specific programmes are run for children, youth and men;
- Building owners and supervisors who <u>work together to achieve a healthy and safe environment</u>;
- Providing <u>education and support to community members</u> so that they become more empowered and financially independent;

8.1.2 Having clean, safe environments
- <u>Addressing "grime"</u> in the streets of communities through introducing clean-up programmes and cleaning services to provide support in high risk areas such as parks and areas where vermin can gather.
- <u>Streets that are safe</u> through the introduction of security teams and through every member of the community taking responsibility for addressing key risks that could endanger lives (such as closing holes from missing manhole covers) with the city.
- Building <u>relationships with municipal and government stakeholders</u> (including SAPS, municipality etc.) that are supportive, responsive and enable neighbourhood

improvement.

- Supporting tenants to report neighbourhood incidents and issues so that <u>more accurate statistics are available</u> that support stakeholders to be able to better understand the magnitude of the issues and then <u>respond more supportively</u>.

8.1.3   Influencing key stakeholders such as City Officials and Stakeholders

Support is required from the municipality and other departments to create and maintain a healthy environment. Neighbourhood development coordinators actively engage with key stakeholders to develop mutually beneficial and resilient relationships.

Potential new neighbourhood development programmes should continuously be identified by SHIs and implemented to support the regeneration of the neighbourhoods in the vicinity of the SHI properties.

8.2.   Neighbourhood Development Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	CDD conducts Neighbourhood Development audit that identify issues that are impacting on women and children	CDD	Neighbourhood Audit
		Tenants	
2.	CDD evaluates results of Neighbourhood Development audit and identifies priority issues.	CDD	Neighbourhood Audit
3.	CDD engages with the neighbourhood stakeholders other property owners, caretakers, community members etc.) on priority issues that need to be addressed and establishes neighbourhood development committee. • Financial commitment is secured from all participants; and • A plan is developed and approved by the committee.	CDD	
4.	Committee implements approved plan, engaging stakeholders, community and property owners / caretakers throughout the process.	Property Team	
5.	CDD represents SHI, provides feedback and supports plans being implemented.	CDD Tenants	

9   Incident Management

A key requirement to support women and children in SHIs is to implement an incident

management process so that incidents can be recorded, addressed and measured. This supports the SHI in proactively addressing recurring or increasing incidents that are impacting on the citizenship and health within the community.

9.1 Incident Management Policy and Protocol

The following guidelines are applied to SHI Incident Management in SHIs:

- All SHIs must have an incident management system that allows residents to report incidents and allows the SHI to understand the issues being experienced within its properties.
- SHIs need to recognise and separate incidents of different types. Broadly, the following types of incidents will be measured:
    - Property incidents e.g. infrastructure or maintenance issues
    - Security incidents e.g. theft, attack, vandalism
    - Social incidents e.g. noise violation, neighbour conflict
    - Sensitive social incidents e.g. domestic violence, child abuse
- SHIs need to communicate the Incident procedures to all tenants and make reporting an incident easy and accessible.
- A Sensitive Incident Protocol must be complied with in all sensitive incident situations. Sensitive Incidents are all incidents that require confidentiality and are socially sensitive. Specifically, all incidents that involve **violence against women or children** are classified as sensitive incidents.
- The Sensitive Incident Protocol includes:

    - The incident must be treated confidentially and with respect for all parties rights;
    - An incident must be classified as sensitive on first contact and the CDD must be engaged to take over the investigation and management of the incident until it is resolved. This will reduce the requirement for the victim to repeat the story on numerous occasions before action is taken and respect their need for confidentiality.
    - Staff of an SHI and their Security and Cleaning service providers must be trained on the appropriate confidentiality behaviours and treatment of sensitive incidents.

	Incident	Recipient of Incident information	Responsible for addressing
1.	Property Incident	Security or Caretaker	Caretaker and Property Team
2.	Security Incident	Security or Caretaker	Security, Caretaker and Property Team
3.	Social Incident	Security or Caretaker	CDD and Caretaker

4.	Sensitive Social Incident (e.g. Violent crimes affecting women and children)	Security or Caretaker	CDD and Caretaker

9.2 Property, Security or Social Incident Management Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	Tenant notifies Security / Caretaker of incident or Security / Caretaker identify incident. Incident is logged in incident book with all relevant information.	Security / Caretaker	Incident Book
2.	Caretaker investigates incident and attempts to resolve.	Caretaker	
3.	Incident report is completed and submitted to Property Team and Manager	Caretaker	Incident Report
4.	Property Team logs and categorises incident: • Property • Security or • Social	Property Team	Incident Report
5.	Incident report referred to Property Manager for evaluation, allocation for action or closing (if resolved by Caretaker or Property Team).	PO	Incident Report
6.	Social incident is referred to the CDD for action.	CDD	Incident Report
7.	CDD will assess and evaluate the incident. CDD will convene a meeting between all parties • Caretaker • Tenant	CDO	Incident Report
8.	The matter is resolved, CDD records the incident.	CDO	Incident Report
9.	The CDD closes the file.	CDA	

9.3   Sensitive Social Incident Management Procedure

Step	Detail	Responsible Person	Tools and Templates
1.	Tenant notifies Security / Caretaker of incident or Security / Caretaker identify incident. Incident is logged in incident book with all relevant information. Incident is classified as sensitive and prioritised. Sensitive incident protocol is applied.	Security / Caretaker	Incident Book
2.	CDD will assess and evaluate the incident and implement actions or supports tenant to implement actions. CDD is the key contact for the tenant and maintains confidentiality at all times.	Caretaker	
3.	CDD will complete incident report and submit to the Property Manager.	CDD	Incident Report
4.	Incident is logged on system and categorised as sensitive social incident	Property Team	Incident Report
5.	The matter is resolved, CDD records the incident.	CDD	Incident Report
6.	The CDD closes the file.	CDD	

9.4   Incident Report Template

Date	Incident Description	Action Taken	Tenant / Unit (and relevant info)	Date resolved	Resolver - Name and Title

_____

Name and Title e.g. General Manager

Date: _____