



# Housing Communities Program 2009–2011

## Program Guidelines



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# 1. Introduction

The Housing Communities Program (HCP) is a Housing NSW initiative aiming to enhance social cohesion and community wellbeing within key NSW locations affected by significant social, economic, environmental and/or housing change.

The Program began in 1993 as the Housing Communities Assistance Program or HCAP. In this new 2009–2011 funding cycle, Housing NSW has finetuned the program by:

- changing the program name from Housing Communities Assistance Program (HCAP) to Housing Communities Program (HCP)
- introducing service specifications for each project location prepared by Housing Services Divisions, to capture measurable activity that supports both broad program outcomes (social cohesion and community wellbeing) and local project outcomes
- including new EOI selection criterion encouraging HCP providers to work in partnership with Housing NSW to achieve program sustainability.

During 2009-2011 Housing NSW will provide grant funding to eligible non-government organisations or local councils to undertake a set of core activities in the following ten HCP locations.

HOUSING SERVICES DIVISION	HCP LOCATION
Greater Western Sydney	Cranebrook / Kingswood Park
	Minto
	Mt Druitt
	Rosemeadow / Ambarvale
Northern NSW	Casino
Southern & Western NSW	Dubbo
	Wagga Wagga
	Southern Suburbs of Wollongong
Central Sydney	Redfern / Waterloo
	Riverwood

Six of the above locations (Casino, Cranebrook / Kingswood Park, Redfern / Waterloo, Riverwood, Rosemeadow / Ambarvale, and Southern suburbs of Wollongong) will be the subject of a new Expression of Interest (EOI) process.

Four of the above locations (Dubbo, Minto, Mt Druitt and Wagga Wagga) will continue under existing contract arrangements to consolidate and make the most of specific locational factors and opportunities, including alignment with other HNSW initiatives and strategies. Current providers in these locations will however be expected to evolve their service planning and comply with new Program Guidelines.

HCP grant funding will commence in January 2009 and extend until end of June 2011. A set of HCP EOI Guidelines have been prepared to assist potential applicants with the EOI process. These are available online at [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au) The EOI application process closes on **Friday 22 August 2008**.

These Program Guidelines have been prepared consistent with two NSW Government policy documents:

- *NSW Grants Administration policies and procedures* and
- *Working Together for NSW (2006): An Agreement between NSW Government and NSW non-government human services organisation.*

New and current HCP providers across all 10 locations will be required to operate within the following program guidelines.

## 2. About HCP

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### 2.1 Program Aims

HCP is linked to Housing NSW Corporate Outcome Three, which commits the Department to the integration of social housing in communities. To meet this outcome focus will be on activities that:

- improve the social and physical amenity in housing areas (3.1) and
- improve the social and economic participation of social housing tenants (3.3).

HCP funding is part of this corporate commitment. Specifically HCP aims to enhance social cohesion and community wellbeing within nominated locations affected by significant social, economic, environmental and/or housing change.

### 2.2 Key Stakeholders

In order to achieve the program aims, HCP providers are expected to actively involve key stakeholders who have a role to play in improving community outcomes within the nominated locations. These include:

- social housing tenants (including those in public housing, community housing and Aboriginal housing)
- local Housing Services Divisional (HSD) staff within Housing NSW
- relevant State, Commonwealth and Local government agency staff
- local community and non-government organisations' staff
- local places of learning, businesses and commercial interests.

HCP providers will assist stakeholders' to build local social cohesion and community wellbeing by:

- 1) providing opportunities to be consulted about their communities and opportunities to input into their communities' future
- 2) providing opportunities to improve the quality and strength of their relationships and connections to one another
- 3) increasing stakeholders' level of involvement and participation in organised and informal community activities and
- 4) supporting new initiatives or projects that reflect community needs and improve local social, physical and economic wellbeing.

### 2.3 Operating Principles and Practices

HCP has developed over a number of years based on the following set of interrelated operating principles and practices:

- community development
- working collaboratively
- promoting sustainability and
- being evidence based.

Each of these principles and practices are defined below.

#### Community development

Community development is a multidimensional activity that involves identifying and prioritising local needs and implementing initiatives to address them. This requires consultation with stakeholders and the development of approaches that enable the communities' ongoing engagement and participation.

Healthy communities are complex. As such, effective community development recognises the interconnectedness of the following approaches:

- 
- Social development
  - Economic development
  - Cultural development
  - Environmental development
  - Personal development.

Initiatives undertaken through HCP are encouraged to combine several of these development approaches as they work with local stakeholders to increase social cohesion and community wellbeing.

#### Working collaboratively

In addition to consulting and working with local social housing tenants and other community members, HCP providers will build and maintain links with government agencies, non-government and community groups and other relevant stakeholders if it is to be effective. HCP providers will also liaise and link with other programs and initiatives in the location.

Through working collaboratively, local needs and issues can be resolved, with HCP resources channelled to areas of most need, avoiding duplication and complementing other current or planned initiatives.

#### Promoting sustainability

Whilst HCP providers are funded for a fixed term, and are responsible for implementing an agreed set of initiatives, some of which are time-limited, the Program nonetheless recognises that communities are looking for sustainable change.

Notwithstanding that local community needs may change over time, HCP providers should ensure that their key initiatives can continue without ongoing HCP funding and worker involvement.

They should also ensure they strengthen local, collaborative structures and ways of working in order that the momentum and collaborative practices established through HCP resources can be sustained once the HCP worker is no longer based in that location.

#### Being evidence based

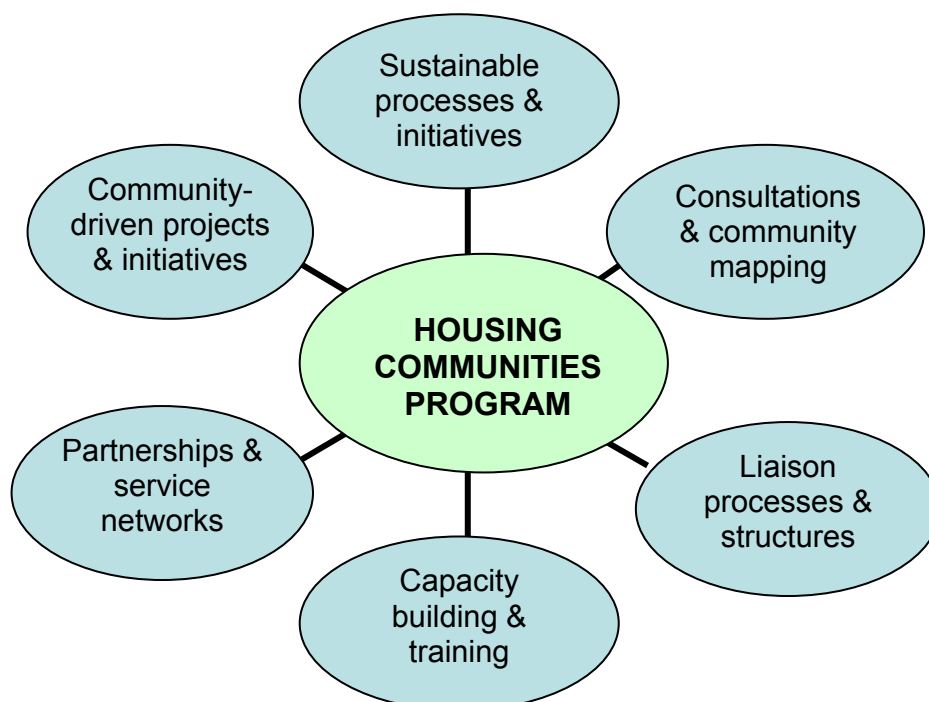
Housing NSW expects HCP providers to use evidence-based practices and procedures in order to ensure resources are channelled to initiatives most likely to succeed. They also require providers to regularly collect agreed performance measures (both quantitative and qualitative) consistent with a result-based accountability framework (see Section 6.4). The nature of the performance measures required will be negotiated between the HCP provider and HSD staff as part of the contract negotiation process (see Section 6 below).

Both the HCP provider and Housing NSW will use this information when reporting and monitoring the Program's outputs and outcomes. It will also be used to draw lessons from different HCP locations that can be shared with other projects and programs within Housing NSW.

## 2.4 Core Activities and Outcomes

Whilst each HCP location will reflect local circumstances and stakeholders needs, all HCP providers will be expected to deliver measurable outcomes under each of the following core activities:

- Undertake or support inclusive stakeholder CONSULTATIONS AND COMMUNITY MAPPING INITIATIVES
- Support COMMUNITY LIAISON PROCESSES AND STRUCTURES
- Build STAKEHOLDER CAPACITY AND FACILITATE TRAINING
- Establish or sustain PARTNERSHIPS AND SERVICE NETWORKS
- Support the implementation of COMMUNITY DRIVEN PROJECTS AND INITIATIVES
- Develop and implement ways to SUSTAIN HCP PROCESSES, projects and initiatives.



## 2.5 Location Service Specifications

HCP providers will design and implement initiatives under each of the above core activities based on a set of service specifications prepared by the relevant HSD for that location. (See EoI Guidelines Attachment 3)

The service specifications define location-specific priorities that Housing NSW have identified through other community and tenant participation processes. These specifications will cover the duration of the funding contract (in most cases 2.5 years).

HCP providers will be expected to prepare draft service plans that reflect these specifications periodically i.e. service plans covering the period 1 January 2009 to June 2010 and thereafter annually for the duration of the contract period.

As documented in Section 6.1 final HCP service plans will be negotiated and agreed to by the HCP provider and Housing NSW as part of the HCP contracting process.

## 2.6 Links with Other Programs and Initiatives

In order to make optimal use of HCP resources, HCP providers will be expected to work with, complement and/or support other Housing NSW programs and strategies that are being implemented in the location over the same period. Whilst the specific initiatives will vary from location to location, they may include:

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- Other tenant participation programs and initiatives overseen by the Community and Tenant Participation Unit (CTPU) including:
    - Tenant Participation Resource Services
    - Community Development Resourcing Grants
  - Building Stronger Communities and community regeneration initiatives
  - Aboriginal Service Improvement Strategy
  - NSW Housing Accord initiatives plus
  - Other Government programs and strategies as they arise.

HSD contact officers together with HCP providers are expected to identify and reflect these other complementary processes in their service specifications and service planning activities.

## 3. Funding Arrangements & Contracts

### 3.1 Funding Allocations

The HCP baseline funding allocation for a full time project is \$84,000 (rounded and GST exclusive). An indexation increase of 3% will be provided annually at the beginning of each financial year over the contract period.

HCP LOCATION	FULL or PART-TIME PROJECT LOCATION	FUNDING LEVEL
Cranebrook / Kingswood Park	Full Time	\$84,000
Minto	Full Time	\$84,000
Mt Druitt	Full Time	\$84,000
Rosemeadow / Ambarvale	Full Time	\$84,000
Casino	Part Time	\$42,000
Dubbo	Full Time	\$51,500
Wagga Wagga	Full Time	\$84,000
Southern suburbs of Wollongong	Full Time	\$84,000
Redfern / Waterloo	Full Time	\$84,000
Riverwood	Full Time	\$84,000

The following expenditure breakdown *indicates proposed expenditure within categories* is to be used as a guide only.

Item	Indicative Cost
Full time HCP Worker including on-costs (minimum SACS Award Grade 4 – Year 1 or equivalent)	\$60,000
Administrative Costs including overheads and project costs	\$24,000
<b>TOTAL (GST exclusive)</b>	<b>\$84,000</b>

*Note: Applicants to the EoI process are encouraged to submit more comprehensive budget proposals.*

Subject to successfully meeting requirements within the HCP service contract, and submitting an appropriate tax invoice, funding allocations will be as follows:

- January 2009: Instalment 1: Six months
- July 2009: Instalment 2: Annual allocation
- July 2010: Instalment 3: Annual allocation

### 3.2 Service Contract Arrangements

All current and new providers will be required to sign a HCP funding service contract with Housing NSW covering the contract period.

New HCP service contracts will be for 2.5 years in duration (January 2009 - June 2011) and based on standardised Housing NSW grants documentation. This arrangement will involve the HCP providers for Casino, Cranebrook / Kingswood Park, Redfern / Waterloo, Riverwood, Rosemeadow / Ambarvale and southern suburbs of Wollongong.

Existing providers (i.e. those in Dubbo, Minto, Mt Druitt and Wagga Wagga) will renegotiate their service contracts with Housing NSW on a location specific basis during the second half of 2008.

The release of funding over the duration of the contract will be dependent on the satisfactory delivery of outcomes agreed as part of periodical Service Plan reviews (see Section 3.3 below).

Negotiated and agreed Service Plans guide service delivery and will be attached to the service contract documentation between Housing NSW and the funded provider.

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It is anticipated that successful HCP providers will sign their service contract documentation in December 2008 and commence operations under these Program Guidelines from the start of January 2009.

### **3.3 Service Planning**

As part of the EOI process applicants are required to submit draft Service Plans. Draft Service Plans will form the basis of negotiations between Housing NSW and successful HCP providers. Both parties at the commencement of the project will engage in negotiations over a three month maximum period to agree on a final 18 month Service Plan for the initial period from January 2009 to June 2010 and thereafter annually for the duration of the service contract.

The aim of the negotiations is for Housing NSW and the HCP provider to agree on a realistic set of outcome-orientated initiatives that reflect the priorities contained in the relevant Service Specifications (See Eoi Guidelines Attachment 3).

Once finalised, agreed Service Plans will become a formal attachment to the funding service contract. These will be used as the basis for HCP providers reporting and monitoring processes and requirements. See Section 6 regarding reporting and monitoring requirements.

## 4. Roles and Responsibilities

### 4.1 Role of the HCP Provider

As part of the contract, the HCP provider will be responsible for:

- maintaining a commitment and focus on the aims and operating principles of HCP and the delivery of the agreed Service Plan;
- employing, supervising and supporting the HCP Worker;
- administering HCP initiatives and processes using effective management practices, performance monitoring and accounting procedures;
- implementing principles of stakeholder inclusiveness, equal opportunity, access and equity;
- complying with other management and governance provisions documented in Section 5 of these Guidelines
- having up-to-date workers compensation, public liability and other insurances as required by law.

The HCP provider is also accountable for the outcomes of the Project. To this end it will prepare the following documents and reports and submit to the relevant HSD Contact Officer:

- Draft and Final Service Plans (see Section 6.1)
- Six Monthly and Annual Outcomes Monitoring Report (see Section 6.2)
- Annual Income and Expenditure Statement (see Section 6.3)
- Audited Financial Statement of HCP expenditure at the conclusion of the contract (see Section 6.3).

### 4.2 Role of Housing Services Divisional Staff

HSDs are responsible for ongoing liaison, monitoring, evaluation and reporting on HCP at the Divisional level. In each Division a Contact Officer will be nominated for the HCP provider<sup>1</sup>.

Their roles include:

- work in collaboration with the HCP provider to develop an appropriate service plan with agreed performance measures;
- meet regularly with the HCP provider to monitor progress on the service plan;
- conduct six monthly and annual HCP service plan reviews based on submitted reports (see Attachment 2);
- facilitate networking opportunities for the HCP provider staff and local service team staff within Housing NSW;
- provide information and/or facilitate the involvement of the HCP project with other relevant Housing NSW or Government strategies or programs;
- provide agreed support and assistance to the HCP provider, as requested and appropriate; and
- in the first instance, receive and endeavour to manage any complaints or disputes regarding the HCP provider (see Section 7).

HSD Contact Officers will be responsible for establishing a working relationship with the HCP provider to ensure that Program aims and core activities are clearly aligned and that performance management and financial accountability are appropriately monitored.

<sup>1</sup> Housing Services Divisions will nominate a Contact Officer to oversee the project. Contact officers generally are staff based in Housing Services Improvements Units (SIU) and/or Business Performance Units. However, in some project locations the nominated Contact Officer may be another relevant officer e.g. Community Regeneration Managers and/or Area Manager. The name and contact details of your nominated Contact Officer is listed below.

Contact Officers are also responsible for monitoring and evaluating project outcomes to ensure that they complement the range of other strategies being employed to regenerate social housing communities. In addition, they are responsible for ensuring that there is a partnership approach to achieving the outcomes of the Program.

Names and Contact details of HCP Nominated Contact Officers:

HCP LOCATIONS	NOMINATED CONTACT OFFICER	CONTACT DETAILS
Cranebrook / Kingswood Park	Susan Richardson	Tel: 9891 8423 <a href="mailto:susan.richardson@housing.nsw.gov.au">susan.richardson@housing.nsw.gov.au</a>
Minto	David Lilley	Tel: 9268 3514 <a href="mailto:david.lilley@housing.nsw.gov.au">david.lilley@housing.nsw.gov.au</a>
Mt Druitt	Susan Richardson	Tel: 9891 8423 <a href="mailto:susan.richardson@housing.nsw.gov.au">susan.richardson@housing.nsw.gov.au</a>
Rosemeadow/ Ambarvale	Susan Richardson	Tel: 9891 8423 <a href="mailto:susan.richardson@housing.nsw.gov.au">susan.richardson@housing.nsw.gov.au</a>
Casino	Glenn Roman	Tel: 07 5524 0618 <a href="mailto:glenn.roman@housing.nsw.gov.au">glenn.roman@housing.nsw.gov.au</a>
Dubbo	Laurinne Campbell	Tel: 6841 3773 <a href="mailto:laurinne.campbell@housing.nsw.gov.au">laurinne.campbell@housing.nsw.gov.au</a>
Wagga Wagga	Geoffrey Murray	Tel: 6921 0084 <a href="mailto:geoffrey.murray@housing.nsw.gov.au">geoffrey.murray@housing.nsw.gov.au</a>
Warrawong	Susan Ring	Tel: 4224 5792 <a href="mailto:susan.ring@housing.nsw.gov.au">susan.ring@housing.nsw.gov.au</a>
Redfern / Waterloo	Judy McCormick	Tel: 9268 3472 <a href="mailto:judy.mccormick@housing.nsw.gov.au">judy.mccormick@housing.nsw.gov.au</a>
Riverwood	Judy McCormick	Tel: 9268 3472 <a href="mailto:judy.mccormick@housing.nsw.gov.au">judy.mccormick@housing.nsw.gov.au</a>

#### 4.3 Role of CTPU Staff

The Community and Tenant Participation Programs Unit (CTPU) within Housing NSW play a corporate role in the development, implementation, monitoring and evaluation of HCP on a state-wide basis.

CTPU performs this role in collaboration with HSDs to ensure consistency between local projects and state-wide programs and strategies.

The specific roles of CTPU staff include:

- Overseeing the administration of HCP funding grants;
- Collating and reviewing Service Plans and outcome reporting;
- Preparing an periodical HCP Reports for internal review; and
- Identifying emerging program issues for consideration and action.
- Coordination of statewide HCP network meetings and training, as required.

# 5. Management Arrangements

## 5.1 Overall Management

As specified in the contract, the HCP provider will be responsible for the day-to-day management of HCP in their location. This includes responsibility for delivering all actions and outcomes agreed to in the Service Plan. In addition, they will be required to meet all financial and outcome reporting as outlined in Section 6 of these Guidelines and included in the HCP Service Contract.

As outlined in Section 4.2, all HCP providers will be provided with the name of a nominated HSD Contact Officer who will be the first point of call should the provider have any queries or concerns regarding the service contract or other implementation issues.

The Divisional Contact Officer will be responsible for liaising with other Divisional or Housing NSW staff should additional advice or support be required.

The Community and Tenant Participation Programs Unit (CTPU) within Housing NSW play a corporate role in the development, implementation, monitoring and evaluation of HCP on a state-wide basis.

## 5.2 Accountabilities and Conflicts of Interest

The HCP Guidelines have been developed using the principles and accountabilities outlined in the 'Working Together for NSW' Agreement<sup>2</sup>, related to how Government and Non-Government organisations interrelate and manage relationships particularly when government funding is involved.

Consistent with the Agreement, Housing NSW acknowledges and respects that HCP providers are independent agencies that are responsible and accountable for their own performance and management. However, as also stated in the Agreement, HCP providers, as beneficiaries of government funding, are 'accountable to the Government for their performance in relations to the service or initiative funded'.

The Agreement principles also include a commitment to 'Respect' and 'Accountability' between the funding body and provider. To this end it is important that HCP providers ensure that they carefully manage and declare any real or perceived conflicts of interest in respect to their HCP role and responsibilities.

Where either Housing NSW or the HCP provider believes a conflict of interest has emerged, or has the potential to emerge, both parties will discuss the issue and take agreed steps to ameliorate or avoid the issue on both a short and long term basis.

Where HCP funding has been used to employ a full-time HCP worker, it is essential that the HCP provider ensure that the worker is consistently deployed on HCP related activities as per the funding agreement. In situations where an individual performs the role of an HCP worker on a part-time basis, care will need to be taken to make transparent to external parties when the worker is operating as the HCP worker or in another capacity. Again any real or perceived conflicts of interest will need to be clearly articulated and managed by the HCP provider in consultation with the HSD Contact Officer.

## 5.3 Public Affairs and Media Protocols

Consistent with Government funding programs, HCP providers are expected to acknowledge that they are funded through Housing NSW's Housing Communities Program in all public events and documentation relating to their role as a HCP provider.

<sup>2</sup> An agreement between NSW Government and NSW non-government human service organisations, signed June 2006.

This acknowledgement assists external entities to understand the priorities and focus of provider's activities. It also assists in managing any potential or perceived conflicts of interest (see above) that may arise when the provider is also funded through other funding programs.

Recommended wording to be used in HCP written communication or verbally stated at HCP events or activities:

*'This initiative is funded through a Housing NSW's Housing Communities Program grant'.*

In the spirit of the 'Working Together' Agreement, both Housing NSW and HCP providers will approach the engagement of media organisations with mutual respect and collaboration. Other than in exceptional circumstances, each party will be notified of media interest and be provided with an opportunity to be jointly involved should the issue specifically relate to HCP initiatives and issues.

#### **5.4 Legislative and Policy Requirements**

Organisations funded through HCP are expected to comply with and complete all necessary actions required under NSW and Commonwealth laws and regulations. These are likely to include compliance with:

##### **New South Wales**

- *Anti-Discrimination Act 1977*
- *Occupational Health and Safety Act 2000 and Occupational Health and Safety Regulation 2001*
- *Privacy and Personal Information Protection Act 1998*
- *Health Records and Information Privacy Act 2002*
- *Children and Young Persons (Care & Protection) Act 1998*

##### **Commonwealth**

- *Disability Discrimination Act 1992*
- *Sex Discrimination Act 1984*
- *Racial Discrimination Act 1975*
- *Age Discrimination (Consequential Provisions) Act 2004.*

# 6. Reporting & Performance Monitoring

## 6.1 Service Planning and Reporting Cycle

As previously noted (see Section 3.3) each HCP provider will be required to prepare a Draft Service Plan, using the template included at Attachment 1.

During the funding cycle, at least two Service Plans will be developed and agreed to between the HCP provider and the relevant HSD. These are:

- The first Service Plan will cover the period January 2009 to June 2010
- The second Service Plan will cover the period July 2010 to June 2011

The process for developing and finalising the HCP Service Plan is as follows:

- Step 1: The HCP provider will prepare and submit to the Housing Services Division (HSD) a Draft Service Plan (using the template provided) for the nominated period. The draft will reflect the Service Specification prepared for the location. The draft will also include some initial performance measures.  
(For those organisations that are participating in the Eol process, their initial plan is assumed to be the version submitted with their successful Eol Application).
- Step 2: Representatives of the HCP provider and HSD will meet to discuss the Draft Plan and negotiate any changes or amendments as appropriate.
- Step 3: Based on agreements reached, a final Service Plan will be prepared and submitted by the HCP provider to the HSD. It will be included as a formal attachment to the funding contract. This document will form the basis of all work conducted for the specified period.
- Step 4: HCP provider proceeds to implement the Service Plan measuring and documenting outcomes as agreed.  
Should any significant changes need to be made in the Plan; these will be agreed to between the HCP provider and HSD.
- Step 5: After the first six months, the HCP provider will prepare a written update on the Service Plan (using the template included at Attachment 2). This update will form the basis of a review and monitoring meeting between representatives of the HCP provider and HSD.  
Following the review meeting, both parties may agree to amend the Service Plan. This will be done in writing with the revised plan once again included as a formal attachment to the funding contract.
- Step 6: An 18 month report on the Service Plan will be expected by 30 June 2010 and each year thereafter (using the template provided - See Attachment 2). This report will again form the basis of a formal review and monitoring meeting between representatives of the HCP provider and HSD.  
Periodical review meeting will also be used to discuss input and priorities for next period.
- Step 7: Leading into the next period's planning process, HSD staff and the HCP provider may agree to a number of measures. This may include:
- i) HSD staff preparing and providing to the HCP provider an update of the Service Specifications for the location in the coming year;
  - ii) Hosting an Achievements and Planning Workshop (see 6.2 below); and/or
  - iii) Conducting a stakeholder survey or feedback loop (see 6.2)
- These options will be discussed between the HCP provider and HSD staff and inform the commencement of a new planning cycle (Steps 1-7).

This cycle will be replicated for each planning cycle of the HCP funding period.

## 6.2 Six Month and Annual Outcome Monitoring

As documented above, all HCP providers will be required to prepare a six monthly progress reports, an 18 month status report and thereafter annual reports based on their Service Plan as part of the contract requirements.

A standardised template, similar to the Service Plan (see Attachment 2) will be used to streamline these reporting processes.

The reports will provide a description of the project's activities; outputs and outcomes including reporting on agreed performance indicators (see Section 6.4).

To enable both the HCP provider and Housing NSW to assess annual progress, and assist in defining future priorities and action areas, both parties might agree to undertake one or both of the following activities:

- 1) Host a Periodical HCP Achievements and Planning Workshop involving local stakeholders.  
The workshops would allow the HCP provider to present the achievements of their work-to-date and to seek feedback on their proposed priorities and issues for the coming year.
- 2) Distribute a Periodical Stakeholder Survey.  
This would involve distributing a simple written questionnaire to local stakeholders asking them to identify HCP achievements to date and to seek feedback on proposed priorities and issues for the coming year.

The outcomes of either or both of these activities could then be used to inform the Periodical Reporting process, as well as inform the drafting of the next draft service plan (see Step 6 and 7 above).

Periodical HCP outcomes reports will be finalised in discussion with the HSD staff. These discussions will allow progress to be reviewed and agreements to be made on any adjustments or realignment of activity areas for the coming period.

These discussions will also help inform negotiations for the development of the next Service Plan, which as mentioned previously will be attached to the service contract as part of the funding agreement.

## 6.3 Financial Reporting and Monitoring

In addition to the outputs and outcomes reports (see Attachments 2) HCP providers will be required by contract to submit an annual Income and Expenditure Statement (attached as a Schedule to the HCP Contract).

Within three months of the completion of the HCP service contract, an audited Financial Statement will need to be submitted by the HCP provider to Housing NSW as set out in the contract (also attached as a Schedule to the HCP contract).

## 6.4 Performance Measures

The NSW Government has adopted a results-based accountability (RBA) framework (after Mark Friedman<sup>3</sup>) as its recommended performance measurement system. This

<sup>3</sup> Numerous texts on results-based accountability by the US author Mark Friedman are available, including his much cited book *Trying Hard Is Not Good Enough* (2005) or via the website <http://www.raguide.org>. Useful information can also be found on the NSW Government communitybuilders website at: [http://www.communitybuilders.nsw.gov.au/getting\\_organised/managing/resg.html](http://www.communitybuilders.nsw.gov.au/getting_organised/managing/resg.html).

approach requires placing less emphasis on standard quantitative input measures (for example, how many contacts made) or output measures (for example, how many newsletters distributed) to more qualitative outcome focused measures (for example, what percentage of community members believe community wellbeing has improved).

Whilst Housing NSW acknowledges that defining and collecting quality outcome measures can be difficult in the area of community development, it nonetheless is keen for all HCP providers to utilise the RBA framework for their HCP service planning, monitoring and reporting.

Included below is a simplified matrix (based on RBA) to assist HCP providers to think about performance indicators at a program level.

For each core HCP activity, HCP providers, in negotiation with HSD staff, will be asked to define, collect and report on the impacts of their activities using a few key performance measures.

	QUANTITY	QUALITY
<b>INPUT</b> (Effort)	<p><b>HOW MUCH SERVICE DID WE DELIVER?</b></p> <p><i>Eg. No. of stakeholders who attended training.</i></p> <p>Least Important (most common)</p>	<p><b>HOW WELL DID WE DELIVER IT?</b></p> <p><i>Eg. % of stakeholders who found training and resources worthwhile/informative</i></p> <p>2<sup>nd</sup> Important</p>
<b>OUTPUT</b> (Effect)	<p><b>HOW MUCH CHANGE/ EFFECT DID WE PRODUCE?</b></p> <p><i>Eg. No. of stakeholders who are using the training and resources</i></p> <p>3<sup>rd</sup> Important</p>	<p><b>WHAT QUALITY OF CHANGE/ EFFECT DID WE PRODUCE?</b></p> <p>or</p> <p>How are stakeholders better off?</p> <p><i>Eg. % of stakeholders who went onto participate in other community activities or further training as a result of the training or resources provided</i></p> <p>Most Important (least common)</p>

Source: After Mark Friedman, 2007.

Note: The table also lists which quadrant generates the preferred performance measure from an RBA perspective.

## 7. Complaints and Disputes

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Consistent with the 'Working Together' Agreement principles, all issues related to HCP funding and performance will be addressed by Housing NSW staff and the HCP provider on the basis of open and respectful communication. If during the course of the funding agreement a complaint or dispute arises, in the first instance the matter shall be promptly brought to the attention of both the HSD Contact Officer and the nominated representative of the HCP provider for discussion and resolution.

If the matter is not able to be resolved through an initial discussion, a meeting will be organised between the two parties where the issues in dispute will be documented and discussed. Any actions relating to a remedy will also be documented and agreed to in writing by the two parties.

Should the matter not be able to be resolved through this meeting process, Housing NSW will formally write to the HCP provider seeking a written explanation, and where appropriate, a proposal and timeline for how the situation will be remedied.

Where necessary or recommended, the two parties may agree to appoint a third party (for example a CTPU staff member, another Housing NSW manager or director, or an independent expert) to facilitate a negotiated settlement to the dispute or issue.

The parties should attempt to resolve all issues in dispute through negotiation and discussion within 30 days of the dispute arising. For further information relating to high order disputes refer to Clause 16 of the Deed of Agreement.

## 8. Further Information

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For further information relating to these Guidelines contact:

Yana Bilic  
Community and Tenant Participation Unit  
Housing NSW  
Tel: 8753 8743  
Email: [yana.bilic@housing.nsw.gov.au](mailto:yana.bilic@housing.nsw.gov.au)

To obtain the Expression of Interest documentation package go to  
[www.housing.nsw.gov.au](http://www.housing.nsw.gov.au)

# Attachments

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**ATTACHMENT 1: HCP Service Plan Template**

**ATTACHMENT 2: Six Month and Periodical Reporting Template**