



## **THE COMMUNITY CONNECT DELIVERY PLAN**

**2017/18-2020/21**

### **1. Introduction**

The Unity Housing Community Connect Delivery Plan is a core document of our Community Connect Strategy. This Delivery Plan outlines the strategies, actions, responsibilities and timeframes (together with key performance indicators) that we will deliver over the next four years.

Over the past few years there have been some changes in our tenant profile and these are reflected in the Community Connect Delivery Plan. As our tenant profile changes we need to ensure Unity Housing has the ability to cater to the varying needs of our tenants. Whilst there is still an emphasis on tenant engagement and achieving improved tenant outcomes there is also an increasing emphasis on life skills and employment development with Unity facilitating opportunities for individuals rather than being a direct provider. There is also an increasing need for Unity to quantify what these changes are and to demonstrate the outcomes we are achieving.

Unity staff look forward to embracing these changing circumstances and working together with tenants, community groups, human service organisations and all levels of government to meet our tenants' needs and realise their aspirations.

### **2. Community Development Framework**

Unity's Community Development Framework (Diagram 1) has tenant outcomes at its centre. This framework is a set of ideas that explains the context for the provision of Unity's Community Connect Program. It contains five core elements which are: Housing Programs; Principles and Practice; Models of Delivery; Strategies; and Services.

The Framework links our housing programs with the how, what and why of what we do. Achieving improved tenant outcomes is at the very centre of this work. This is important because tenants should be able to inspect our services and see clear lines of accountability and communication. We aim to provide comprehensive, tenant centred services that are open to scrutiny and can be measured and assessed over time.

Unity has established strong partnerships including Memoranda of Understanding with a large number of service providers. These facilitate effective referrals in order for tenants to receive direct social support services as it is generally not the role of Unity staff to deliver these. Unity supports this approach because community development builds capacity for our tenants and strengthens the communities in which they live. Another emerging field is that of social enterprise development that Unity might sponsor or help facilitate and which leads to improved social outcomes for our tenants.

### **3. Community Connect Strategy 2016-2020**

The Community Connect Strategy 2016-20 outlines the priority objectives for both the delivery of our core services and our partnership approach with other agencies. These fall into four broad categories:

#### **(i) Community Engagement and Participation**

Unity recognises that community and stakeholder engagement is an accepted and standard organisational requirement and that effective engagement is intrinsic to the successful functioning of all community based organisations, with the outcomes ultimately influencing all key decisions.

The value of community and stakeholder engagement has matured globally and there is now a professional standards framework to provide community, practitioner and government confidence in the effective practice of engagement. Unity is a member of the International Association of Public Participation (IAP2) network and subscribes to its Code of Ethics.

#### **(ii) Community Development Projects**

Unity has established a sound track record for implementing community development projects within our boarding houses and in selected regional locations. Unity will develop projects to achieve community development outcomes across all of its regions and housing programs.

Unity will develop a strengths-based project strategy relying on evidence from disciplines that are relevant to community development, tenant consultation and strong partnerships with external agencies and facilities.

**(iii) Employment and Learning**

Unity will seek to achieve an increase in educational attainment levels across all tenant age groups. We will work with other service providers to deliver learning that is creative and ensures positive outcomes for tenants facilitated through local employment opportunities through our ongoing development projects.

**(iv) Place making**

Unity will build community resilience that is underpinned by greater tenant self-reliance. We will focus on increasing satisfaction with the neighbourhood as a place to live. Community leadership and ownership of neighbourhood improvements will also be a focus.

Unity provides a range of housing choice along a continuum of options. While we will continue to focus on meeting the housing needs of our tenants we will continue to evolve and grow community development activity to respond to the new and different challenges that face our sector.

#### **4. Our Role as a Social Landlord**

Our Community Connect Program also highlights the role that Unity has as a social landlord. Being a social landlord involves much more than just providing an affordable house or a bed to sleep in. Social landlords have a crucial role to play in promoting social inclusion and addressing barriers to accessible, safe and secure housing.

Social landlords need to embrace a philosophy that ensures all actions and tenancy management decisions promote social inclusion and the independence, preferences and individuality of people living in our properties. Unity commits to and takes it's role as a Social Landlord seriously.

#### **5. About this document**

This document has been prepared with tenant consultation and comment. Tenants are at the centre of Unity's Community Connect Program and the content of the strategy is only made possible by their contributions. Unity Housing staff have been significantly involved in its preparation and have generously contributed their knowledge, skills and experience. Other support agencies who have a Memorandum of Understanding with Unity have also contributed to its content. It is this combination of tenants, Unity staff and support agencies from the community housing sector that makes this an important document that will guide Unity's activities over the next four years.

DIAGRAM 1



# Community Development Framework



Housing Programs	Principles and Practice	Models of Delivery	Strategies	Services
Transitional Housing Program	People centred	Advocacy	Needs analysis	Community Connect Delivery Plan
Community Housing Program	Asset Based Community Development	Brokerage	Tenancy management and support	
Boarding Houses	Adopting best practice	Locality based	Individual assessment	
Affordable Housing	Evidence based	Community Engagement and Participation Framework	Allocation	
Stimulus Housing	Resourced appropriately	Referral	Interagency relationships	
		Information and Advice		

<b>STRATEGY</b>					
<b>1. Tenant Engagement and Participation</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
1.1 Review the Community Engagement and Participation Framework and Charter including consultation with tenants and staff	Community Strategy Manager	◆			
1.2 Undertake a bi-annual tenant satisfaction survey	Quality Assurance Manager		◆		◆
1.3 Review and action agreed recommendations arising from the tenant satisfaction survey	Community Strategy Manager	◆	◆	◆	◆
1.4 Work with all new tenants and tenant groups to ensure there is a clear program of engagement in place	Community Strategy Manager	◆	◆	◆	◆
1.5 Undertake staff and key stakeholder training in tenant engagement with a view to ensure processes and practice is understood and outcomes clear	Executive Manager Group Services	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
1.1 Review of the Community Engagement and Participation Framework and Charter completed and revised versions distributed					
1.2 Bi-annual Tenant Satisfaction Survey completed					
1.3 Agreed recommendations arising from the Tenant Satisfaction Survey implemented					
1.4 Program of engagement for new tenant groups to Unity established					
1.5 Training in tenant engagement completed					

<b>STRATEGY</b>					
<b>1. Tenant Engagement and Participation</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
1.6 Encourage tenants to engage in their local community through provision of information and advice about local opportunities and activities	Operations Managers	◆	◆	◆	◆
1.7 Produce the Around the House Newsletter with tenant led editorial and increasing tenant contributions	Communications and Marketing Officer with Community Strategy Manager	◆	◆	◆	◆
1.8 Provide opportunities for the involvement of tenants in reviews of key organisational documents relating to Community Connect	Community Strategy Manager	◆	◆	◆	◆
1.9 Regularly monitor progress and effectiveness of tenant engagement processes by consulting tenants via a workshop or other means	Chair Community Connect Committee	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
1.6 Information and advice about local opportunities and activities available at all tenant contact centres and on the website					
1.7 Around the House newsletter produced a minimum of three times per year and a tenant group supported to provide editorial control					
1.8 Consultation with tenants conducted when key Community Connect documents are reviewed					
1.9 Standing item incorporated into agenda for Community Connect Committee and processes reviewed					

<b>STRATEGY</b>					
<b>1. Tenant Engagement and Participation</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
1.10 Maintain tenant section on Unity website based on best practice	Communications and Marketing Officer	◆	◆	◆	◆
1.11 Tenant engagement activities to be assessed as part of our organisational audit	Quality Assurance Manager	◆		◆	
1.12 Investigate opportunities to utilise social media and other technology to more effectively communicate with tenants	Communications and Marketing Officer	◆	◆	◆	◆
1.13 Identify staff in each region to oversee Tenant Engagement and ensure the distribution of information is clear, concise and relevant.	Operations Managers	◆	◆	◆	◆
1.14 Provide opportunities for tenants to present to staff on key issues eg staff forums and ensure feedback is available to all relevant staff	Executive Manager Group Services	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
1.10 New material and information is uploaded to website based on tenant needs and provide usage data to Community Connect Committee					
1.11 Biannual audit to include assessment of tenant engagement measures					
1.12 Social media or other technology being utilised with tenants					
1.13 Staff are identified and clear about the purpose					
1.14 Number of tenants who present at Staff Forums					

<b>STRATEGY</b>					
<b>2. Community Development Program Support</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
2.1 Run stakeholder training for Unity staff, contractors and others in Community Development processes and programs to ensure outcomes and activities are clear	Community Strategy Manager in conjunction with Executive Manager Group Services	◆	◆	◆	◆
2.2 Where relevant include understanding of Unity's Community Connect Program into Position Descriptions	Community Strategy Manager in conjunction with Executive Manager Group Services	◆	◆	◆	◆
2.3 Ensure good communication about the Community Connect Program across Unity	Community Strategy Manager	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
2.1 Staff training for Housing Officers in Community Development provided					
2.2 Relevant Position Descriptions include understanding of Community Connect Program					
2.3 Information is readily available for staff and tenants to access					



<b>STRATEGY</b>					
<b>3. Community Development Program (Boarding Houses)</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
3.1 Maintain an annual calendar of activities and events and distribute information across the boarding houses	Operations Manager (Central)	◆	◆	◆	◆
3.2 Ensure the Boarding Houses activities program is tenant led	Operations Manager (Central)	◆	◆	◆	◆
3.3 Maintain an activities program that is accessible to all boarding house tenants	Operations Manager (Central)	◆	◆	◆	◆
3.4 Provide opportunities to build self-confidence and self-esteem through participation in literacy and numeracy initiatives; art groups; cooking classes etc	All Boarding House staff	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
3.1 Annual program of activities and events is prepared, advertised and delivered					
3.2 Boarding House tenants are surveyed and results are incorporated into activities program					
3.3 A range of activities are provided for all residents at the Boarding houses					
3.4 Opportunities to build self-confidence are provided					

STRATEGY					
Community Development Program (Boarding Houses)					
KEY ACTIONS	RESPONSIBILITIES	TIMELINES			
		2017/18	2018/19	2019/20	2020/21
WHAT WE WILL DO					
3.5 Maintain a program of activities that builds a positive relationship between tenants and the wider community	Operations Manager	◆	◆	◆	◆
3.6 Tenant Safety: Seek funding in order to provide training for interested tenants in Crime Prevention Through Environment Design (CPTED) to improve safety in selected locations	Operations Manager with Assets	◆	◆	◆	◆
3.7 Identify and build the life skills of tenants so that they can transition into more sustainable accommodation.	Operations Manager and all Boarding House staff	◆	◆	◆	◆
3.8 Evaluate the transition of tenants into alternative accommodation after leaving the Boarding Houses	Community Strategy Manager	◆	◆	◆	◆
3.9 Actively seek funding and other partnerships with key agencies	Community Strategy Manager with Operations Manager	◆	◆	◆	◆
KEY PERFORMANCE INDICATORS					
3.5 Community Development Program at Boarding Houses incorporates engagement with wider CBD community					
3.6 CPTED training provided and assessment undertaken					
3.7 Establish an evaluation process for life skills development and those who move out of the Boarding Houses					
3.8 Funding and other activities that contribute to the Boarding House Community Development program are established					
3.9 Number of grant applications won and Memoranda of Understanding signed					

<b>STRATEGY</b>					
<b>4. Community Development Program (Regional Offices)</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
4.1 Develop a fully costed plan for the implementation of a region-based model for Community Development outcomes	Community Strategy Manager	◆			
4.2 Seek funding to employ specialist Community Development Officer in each regional office	Community Strategy Manager	◆	◆	◆	◆
4.3 Undertake training of regional office staff in community development processes and practice in order to integrate tenancy functions with the community development program	Community Strategy Manager, Executive Manager Group Services, Operations Managers	◆	◆	◆	◆
4.4 Deliver Unity Housing commitments contained in the Avalon Management Committee Memorandum of Understanding	Operations Manager South	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
4.1 A fully costed plan for the implementation of a region-based model for Community Development outcomes prepared					
4.2 A specialist Community Development Officer appointed in each regional office ##					
4.3 Training of Housing Officers in community development processes and practice completed and evaluated					
4.4 Commitments contained in the Avalon Management Committee Memorandum of Understanding delivered					

<b>STRATEGY</b>					
<b>4. Community Development Program (Regional Offices)</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
4.5 Tenant Safety: Seek funding to provide training for interested tenants in Crime Prevention Through Environment Design (CPTED) to improve safety in selected locations	Operations Managers with Community Strategy Manager and Assets	◆	◆	◆	◆
4.6 Each Regional Office to prepare its own action plan to support community development in the local area and that links to and supports the Community Connect Delivery Plan	Operations Managers with Community Strategy Manager		◆		◆
4.7 Each Regional Office to prepare and make available a local directory of services and programs that may be required by tenants	Operations Managers with Community Strategy Manager	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
4.5 Crime Prevention Through Environment Design (CPTED) training provided ##					
4.6 Local action plans developed					
4.7 Local services directory compiled and maintained in each office					

<b>STRATEGY</b>					
<b>5. Employment and Learning</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
5.1 Expand the partnerships (via an MoU) Unity has with employment agencies and education providers in order to improve access for tenants	Chief Operations Officer and Community Strategy Manager		◆	◆	◆
5.2 Seek funding to establish a process for giving tenants access to employment via the Vacancy Maintenance Program or through requirements set in external contracts	Community Strategy Manager and Executive Manager- Assets		◆		
5.3 Actively promote and refer tenants to existing employment pathway programs	Operations Managers	◆	◆	◆	◆
5.4 Seek funding for Boarding House tenants who identify as work-ready and are not in employment, engage an organisation to provide mentoring support	Service Coordinator - Boarding House Programme and The Terrace Liaison Worker		◆	◆	◆
5.5 Seek funding to trial an education support program that provides targeted funding to support the children of tenants who show a passion, skill or talent in their chosen field ##	Community Strategy Manager		◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
5.1 Number of MoU with employment/training providers increased					
5.2 Access to employment opportunities within Unity established					
5.3 Existing employment pathway programs made available to tenants					
5.4 Mentoring support provided for eligible tenants					
5.5 Education support trial established					

<b>STRATEGY</b>					
<b>6. Placemaking</b>					
<b>KEY ACTIONS</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINES</b>			
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>WHAT WE WILL DO</b>					
6.1 Prepare a Placemaking Strategy as an integral part of core business activities	Community Strategy Manager		◆		
6.2 Assess shared spaces in public areas within Unity's properties for potential redevelopment	Operations Managers and Executive Manager- Assets		◆	◆	◆
6.3 Training in placemaking processes and activities provided to key stakeholders	Community Strategy Manager in conjunction with Executive Manager Corporate Services		◆	◆	◆
6.4 Support tenants to improve shared spaces within Unity properties such as Community Gardens or site design improvements	Community Strategy Manager in conjunction with local offices		◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
6.1 Placemaking Strategy prepared with staff and tenant participation					
6.2 Public areas within Unity's properties assessed for potential redevelopment					
6.3 Placemaking training provided					
6.4 Number of projects established with tenants					

STRATEGY					
7. Grant Management					
KEY ACTIONS	RESPONSIBILITIES	TIMELINES			
		2017/18	2018/19	2019/20	2020/21
WHAT WE WILL DO					
7.1 Establish and regularly review clear guidelines for grant application processes and approvals	Community Strategy Manager with Chief Financial Officer		◆		
7.2 Apply for Adelaide City Council Community Grant and other funding programs to support the Boarding House Program	Operations Manager Central and Community Strategy Manager			◆	
7.3 Develop a coordinated program of grant applications and develop active relationships with funding bodies across government; philanthropic and community sectors.	Community Strategy Manager		◆	◆	◆
7.4 Establish a 'Bank of Good Ideas' with staff and tenants to use as a basis for funding applications	Community Strategy Manager	◆		◆	◆
KEY PERFORMANCE INDICATORS					
7.1 Establish and review guidelines for grant applications					
7.2 Adelaide City Council Community Grant for Boarding House Program applied for					
7.3 A coordinated program of grant applications established					
7.4 Workshops held to establish 'Bank of Good Ideas'					

STRATEGY					
8. Supportive Environment					
KEY ACTIONS	RESPONSIBILITIES	TIMELINES			
		2017/18	2018/19	2019/20	2020/21
<b>WHAT WE WILL DO</b>					
8.1 Establish, maintain and make available to staff a comprehensive tenant profile	Community Strategy Manager	◆	◆	◆	◆
8.2 Maintain support for the Community Connect Committee to ensure good communication and information sharing across Unity programs	Chief Operations Officer and Community Strategy Manager	◆	◆	◆	◆
8.3 Seek funding to undertake a detailed cost/benefit analysis for establishing a program of volunteering	Community Strategy Manager		◆		
8.4 Establish and maintain a system of measuring social outcomes	Community Strategy Manager	◆	◆	◆	◆
<b>KEY PERFORMANCE INDICATORS</b>					
8.1 Tenant profile established and maintained					
8.2 Maintain support for the Community Connect Committee					
8.3 Undertake cost/benefit analysis of volunteering					
8.4 Measurement of social outcomes system implemented					