



Family &
Community Services
Housing NSW

Tenant Participation Resource Services

Program Guidelines

2017-18



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1 INTRODUCTION

The Tenant Participation Resource Services (TPRS) is a FACS initiative to provide social housing tenants with increased access to information, advice and opportunities to more actively participate in processes related to their housing, as well as to engage in their communities.

Each TPRS will be responsible for providing opportunities for social housing tenants regardless of location, age or background to participate in processes related to their housing, as well as in other aspects of their community's physical, social and economic circumstances.

Following are the TPRS Program Guidelines that relate to the operations of the core and innovative streams of the Program. All TPRS providers will be required to operate within these Guidelines.

2 ABOUT TPRS

2.1 Program Outcomes

The TPRS Program goals are to achieve the following outcomes:

- Social housing tenants are engaged in communities
- Social housing tenants needs and priorities are identified and considered in planning and service delivery
- Social housing tenants are informed about their rights and responsibilities and are supported with their housing needs
- Social housing tenants have skills and resources to participate in community life
- Social housing tenants receive services that are coordinated, flexible and responsive to their needs.

2.2 Key Stakeholders

In order to achieve the Program outcomes, TPRS providers are expected to actively involve key stakeholders who have a role to play in improving tenant participation and community outcomes across the TPRS locations.

These include:

- Social housing tenants (including those in Public, Community and Aboriginal housing)
- Tenant groups and bodies within the nominated location
- District FACS staff
- Relevant State, Commonwealth and Local Government agency staff
- Local community and non-government organisations' staff
- Local places of learning, businesses and commercial interests.

2.3 Operating Principles and Practices

The TPRS program is based on the goal that social housing tenants are provided with enhanced opportunities to participate in processes related to their housing, as well as to engage in community activities. Underscoring these goals is a number of important operating principles and practices that should inform all TPRS activities:

- Supporting Tenant Participation and Volunteering
- Working Collaboratively
- Promoting Sustainability
- Being Evidence based

Each of these principles and practices are defined below.

2.3.1 Supporting Tenant Participation and Volunteering

One of the strengths of past Tenant Participation initiatives has been its engagement with social housing tenants as volunteers. Over many years large numbers of tenants across NSW have volunteered their time and skills to work within their communities. This involvement has focused on bringing about improvements not only to their housing, but in other aspects of their community's social, physical and economic situation.

An important principle underpinning the establishment of TPRS's across NSW will be the strengthening of tenant participation and volunteering as a key aspect of a community development agenda.

This principle will require providers to link with and support existing tenant groups. It will also require providers to work in partnership to encourage participation and volunteering at local or area levels.

2.3.2 Working collaboratively

TPRS providers will build and maintain links with government agencies, non-government and community groups and other relevant stakeholders if it is to be effective.

TPRS providers will also liaise and link with other programs and initiatives in their geographical location.

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

2.3.3 Promoting sustainability

TPRS providers 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, TPRS providers should aim to build capacity within social housing communities so that initiatives and participation processes may continue without ongoing TPRS funding and worker involvement.

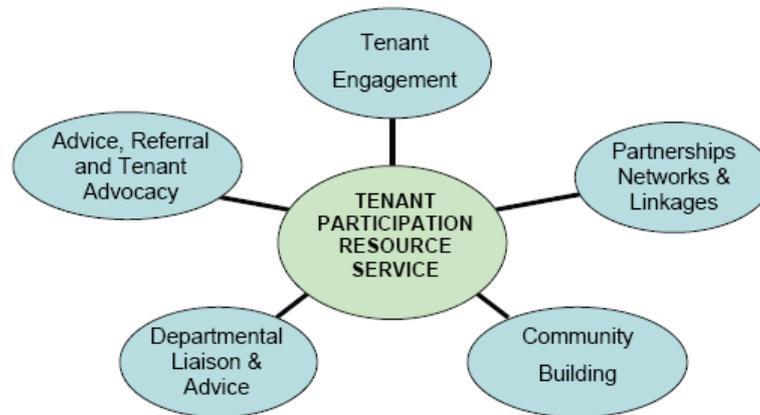
2.3.4 Being evidence based

FACS will support and strongly encourage TPRS providers to work together by sharing information to build on evidence-based practices and procedures to ensure resources are channelled to initiatives most likely to succeed. A consistent approach towards data collection will contribute to building a stronger evidence base.

Both the TPRS provider and FACS will use this information when reporting and monitoring. It will also be used to draw lessons from different TPRS locations that can be shared with other services, projects and programs within FACS.

2.4 Core Areas and Outcomes

Whilst each TPRS location will reflect local circumstances and social housing tenant needs, all TPRS providers will be expected to deliver measurable outcomes under five core areas as summarised in the diagram below. Each of these core areas supports overall program outcomes.



TPRS providers are required to develop and implement an annual Service Plan (see Attachment 1) demonstrating how they propose to action core areas. Following is an explanation of what might be included under each core area (also see Section 2.6 for further information relating to location specific service specifications).

2.4.1 Tenant Engagement

This core area focuses on gathering information and consulting with tenants and tenant groups in structured and effective ways, using a range of techniques, including new technologies, where appropriate.

The primary aim of this core area is to identify tenant issues and preferred options regarding social housing matters, as well as other aspects of their physical, social and economic circumstances.

This core area will include working directly with social housing tenants, volunteers, as well as tenant bodies.

Tenant engagement will also include coordinating or resourcing tenant consultative bodies as specified by the relevant FACS District (such as Tenant Councils or Tenant Advisory Boards).

Activities might include:

- *Convening and/or providing regular support or secretariat type roles to specific tenant bodies or groups*
- *Working with other providers to facilitate local tenant engagement processes*
- *Hosting a one-off or annual tenant engagement event*
- *Liaising with and supporting established or new tenant groups and/ or volunteer driven processes*
- *Establishing and maintaining online tenant forums.*
- *Undertaking outreach activities to engage with areas or specific groups not previously active in tenant participation initiatives.*

2.4.2 Departmental Liaison and Advice

This core area focuses on regularly liaising, and providing structured feedback to FACS on tenant views regarding their social housing situation, as well as other aspects of their physical, social and economic circumstances.

TPRS providers will need to regularly connect with FACS staff, Community Housing and Pathways and the Aboriginal Housing Office to ensure feedback / input on issues.

Activities might include:

- *Regular meetings with Client Service Teams staff*
- *Providing verbal and written feedback on Departmental proposals*
- *Attending organised planning forums*
- *Participation in special meetings or forums to discuss specific initiatives.*

2.4.3 Advice, Referral and Tenant Advocacy

This core area focuses on providing information, advice and support to tenants on issues or decisions regarding their social housing situation, as well as referrals to other services to assist with issues related to their physical, social and economic circumstances.

This area also focuses on establishing a diverse range of communication processes to inform tenants across the nominated area(s) about current housing issues and related community activities.

Whilst it is not expected that TPRS will be able to provide ongoing, intensive case management of individual tenants or to be involved in complex matters not related to an individual's tenancy, it is understood that some level of individual advocacy will form part of this core area. Other related roles include assisting tenants and applicants to liaise with FACS staff, as well as assistance in completing necessary paperwork.

These individual advocacy type roles should:

- a) Provide opportunities to document and highlight systemic gaps, barriers or implementation challenges in current social housing policies and practices; and
- b) Be used to inform, and provide an evidence base for ongoing 'Departmental Liaison and Advice' (see Core Area 2).

TPRS will however need to balance their capacity to provide individual advocacy, with the roles and responsibilities covered by the other core areas.

In addition, it is expected that each TPRS will have clear referral processes and procedures in place for when matters are more appropriately referred to the Tenant Advice and Advocacy Program (TAAP), or other to legal, advocacy or support groups within their geographical coverage.

Activities might include:

- Tenant Newsletters
- Telephone Advice and Referral Service
- Housing NSW inquiries and liaison type roles
- Notice Boards and Websites
- Outreach Services

2.4.4 Community Building

This core area focuses on assisting tenants, tenant groups and volunteers, and those who work with tenants, to undertake community development activities and to build stronger communities. This involves initiatives that encourage residents to become more active in community life and enable them to more fully engage in the physical, social and economic opportunities available.

This area will involve promoting social cohesion by encouraging social inclusion type activities, and provide participation opportunities to residents, regardless of their age, gender, sexual orientation, cultural, linguistic or religious backgrounds.

Actions might include:

- Mentoring and community leadership programs
- Provide training in meeting processes or submission writing
- Supporting volunteers to be active in their communities
- Supporting community events focused on bring tenants together and building community harmony.

2.4.5 Partnerships, Linkages and Networks

This core area focuses on establishing and/or maintaining networks, linkages and partnerships with other tenant groups, volunteer bodies, related non-government organisations, and community development groups. Each of these networks should focus on strengthening divisional, area and/or local tenant participation capacities and outcomes.

Activities might include:

- Partnerships with relevant tenant groups, such as Tenant Councils, to deliver specific activities at area or local levels
- Linkages with neighbourhood centres to run specific programs
- Collaboration with other TPRS or other relevant bodies to support and strengthen district TPRS activities and initiatives.

Note: In view of the large areas, and numbers of social housing tenants covered by each TPRS, it is understood that some core area initiatives may need to be delivered through partner organisations or groups that operate in the location (for example, through an existing Public Tenant Council or volunteer tenant group). The TPRS Service Plan will note these partnership arrangements and how the funded TPRS will support and link with these groups. Ultimately however, the TPRS provider will be accountable for ensuring that all TPRS core areas are delivered.

The TPRS provider is required to develop and finalise, in collaboration with FACS staff, a Service Plan based on the location's service specifications (see Section 2.6 below). This Plan will form part of the funding agreement negotiated and signed with FACS. The funding agreement will also specify reporting requirements.

2.5 Location Service Specifications

TPRS providers will design and implement initiatives under each of the above core areas based on a set of service specifications prepared by the relevant FACS District for that location. The service specifications define location-specific priorities that FACS has identified. These specifications cover the duration of the funding contract

2.6 Links with Other Programs and Initiatives

In order to make optimal use of TPRS resources, TPRS providers will be expected to work with, complement and/or support other FACS programs and strategies that are being implemented in the location over the same period. District Coordinators together with TPRS providers are expected to identify and reflect these other complementary processes in their service specifications and service planning activities.

Whilst the specific initiatives will vary from location to location, they may include:

- Other Tenant Participation Programs and initiatives including:
- Housing Communities Program (formerly called Housing Communities Assistance Program or HCAP);
- Building Stronger Communities and community regeneration initiatives;

- Aboriginal Service Improvement Strategy;
- Other Government programs and strategies as they arise.

3 FUNDING ARRANGEMENTS AND CONTRACT

3.1 Core Funding Allocations

Funding allocations for TPRS providers are based on a two tier funding formula reflecting the additional costs incurred by providers operating in rural and regional NSW.

1 July 2017 – 30 June 2018

\$158,737.45 plus CPI (exclusive of GST) – metro

\$168,356.71 plus CPI (exclusive of GST) – non-metro

3.2 Service Contract Arrangements

All TPRS providers will be required to sign a TPRS funding service contract with FACS for 1 years in duration (July 2017 - June 2018) and will be based on standardised FACS grants documentation (see Deed of Agreement).

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 6 below).

Negotiated and agreed Service Plans will guide service delivery and will be attached to the service contract documentation between FACS and the TPRS provider.

It is anticipated that successful TPRS providers will sign their service contract documentation and commence operations under these Program Guidelines no later than July 2017.

3.3 Service Planning

TPRS service providers are required to submit a draft Service Plan. The draft Service Plan will form the basis of negotiations between FACS and the TPRS provider.

The aim of the negotiations is for FACS and the TPRS provider to agree on a realistic set of outcome-orientated initiatives that reflect the priorities contained in the relevant Service Specifications.

Once finalised, the agreed Service Plan will become a formal attachment to the funding agreement. These will be used as the basis for reporting and monitoring processes and requirements which will also be specified within funding agreement (also see Section 6 regarding reporting and monitoring requirements).

4 ROLES AND RESPONSIBILITIES

4.1 Role of the TPRS Provider

the TPRS provider will be responsible for:

- Maintaining a commitment and focus on the aims, operating principles, practices and core areas of the TPRS Program and the delivery of agreed Service Plan;
- Employing, supervising and supporting TPRS staff consistent with their legal responsibilities as an employer, including adherence to industrial awards, entitlements and procedures, occupational health and safety provisions, equal employment opportunity and anti-discrimination policies;
- Establishing a clear policy on the use of volunteers within the TPRS. The TPRS volunteer policy should include a statement of rights and responsibilities and procedures as to how volunteers will be supported in the course of this work.
- Working strategically and collaboratively with partner organisations and groups with a role to play in tenant participation (including those linked to initiatives listed at Section 2.7) , or in delivering components of the TPRS Service Plan (for example, tenant groups);
- Establishing clear guidelines in regard to providing administrative funds or expenses to existing or new tenant groups or bodies who are involved in implementing the Service Plan. The guidelines will clarify how resources will be used to support tenant groups, the documentation required to acquit TPRS funds, plus processes and procedures that ensure local tenant group funding is clear, equitable, transparent and accountable;
- Administering TPRS initiatives and processes using effective management practices, performance monitoring and accounting procedures;
- Establishing a policy and procedure for dealing with internal complaints or disputes regarding TPRS management, staff and volunteers;
- 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 TPRS 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 District Coordinator:

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

4.2 Role of FACS District Coordinators

In each District, a FACS Coordinator will be nominated for the TPRS provider. The FACS Coordinator will be responsible for ongoing liaison, monitoring, evaluation and reporting on TPRS at the District level.

- Work in collaboration with the TPRS provider to develop an appropriate service plan with agreed performance measures;
- Meet regularly with the TPRS provider to monitor progress on the service plan;
- Conduct six monthly and annual TPRS service plan reviews based on submitted reports

- Facilitate networking opportunities for the TPRS provider staff and FACS District
- Provide information and/or facilitate the involvement of the TPRS project with other relevant Housing NSW or Government strategies or programs;
- Provide agreed support and assistance to the TPRS provider, as requested and appropriate; and
- In the first instance, receive and endeavour to manage any complaints or disputes regarding the TPRS provider (see Section 7).

Coordinators 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.

4.3 Role of Community Housing and Pathways

The Community Housing and Pathways (CHaP) unit within Housing Services play a corporate role in the development, implementation, monitoring and evaluation of the TPRS Program on a state-wide basis.

CHaP performs this role in collaboration with FACS Districts to ensure there is broad consistency between location-specific TPRS, and the state-wide Program outcomes.

The specific roles of CHaP staff include:

- Overseeing the administration of TPRS funding grants;
- Provide a Quality Assurance role;
- Responsible for the overall program reporting;
- Analyse data and identifying emerging program issues for consideration and action; and
- Coordination of statewide TPRS network meetings and training, as required.

5 MANAGEMENT ARRANGEMENTS

5.1 Overall Management

The TPRS provider will be responsible for the day-to-day management of TPRS activities in their location. This includes responsibility for either directly delivering, or overseeing the delivery of, 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 TPRS funding agreement signed with FACS.

As outlined in Section 4.2, all TPRS providers will be provided with the name of a nominated FACS District Coordinator 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 Coordinator will be responsible for liaising with CHaP and other District staff should additional advice or support be required.

The CHaP unit within Housing Services play a corporate role in the development, implementation, monitoring and evaluation of TPRS on a state-wide basis.

5.2 Accountabilities and Conflicts of Interest

The TPRS Program Guidelines have been developed using the principles and accountabilities outlined in the 'Working Together for NSW' Agreement¹, related to how Government and Non-

¹ An agreement between NSW Government and NSW non-government human service organisations, signed June 2006.

Government organisations interrelate and manage relationships particularly when government funding is involved.

Consistent with the Agreement, FACS acknowledges and respects that TPRS providers are independent agencies that are responsible and accountable for their own performance and management. However, as also stated in the Agreement, TPRS 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 TPRS providers ensure that they carefully manage and declare any real or perceived conflicts of interest in respect to their TPRS roles and responsibilities.

Where either FACS or the TPRS provider believes a conflict of interest has emerged, or has the potential to emerge, both parties will discuss the issue and take measures to improve or avoid the issue on both a short and long term basis.

Where TPRS funding has been used to employ a full-time TPRS worker, it is essential that the TPRS provider ensure that the worker is consistently deployed on TPRS related activities as per the funding agreement. In situations where an individual performs the role of a TPRS 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 TPRS worker or in another capacity. Again any real or perceived conflicts of interest will need to be clearly articulated and managed by the TPRS provider in consultation with the Coordinator.

5.3 Public Affairs and Media Protocols

Consistent with Government funding programs, TPRS providers are expected to acknowledge that they are funded through FACS' Tenant Participation Resource Services Program in all public events and documentation relating to their role as a TPRS provider.

This acknowledgement assists external entities to understand the priorities and focus of the 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 TPRS written communication or verbally stated at TPRS events or activities: '*This initiative is funded through a FACS' Tenant Participation Resource Services Program Grant*'.

In the spirit of the 'Working Together' Agreement, both FACS and TPRS 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 TPRS initiatives and issues.

5.4 Legislative and Policy Requirements

Organisations funded through TPRS are expected to comply with and complete all necessary actions required under NSW and Commonwealth laws and regulations.

These are include, but are not limited to, 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 AND PERFORMANCE MONITORING

6.1 Service Planning and Reporting Cycle

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

During the funding cycle, one Service Plans will be developed and agreed to between the TPRS provider and the relevant FACS District. These are:

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

- Step 1: The TPRS provider will prepare and submit to the FACS) a draft Service Plan (using the template provided) for the nominated period. The draft will reflect the Service Specification prepared for the location.
- Step 2: Representatives of the TPRS provider and FACS 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 TPRS provider to FACS. It will be included as a formal attachment to the funding agreement. This document will form the basis of all work conducted for the specified period.
- Step 4: The TPRS 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 in writing between the TPRS provider and FACS. Where necessary a revised Service Plan will be signed, submitted and appended to the contract by mutual agreement.
- Step 6: A 12 month report on Performance Measures will be expected by 30 June of each year (reporting templates are developed by FACS). This report will again form the basis of a formal review and monitoring meeting between representatives of the TPRS provider and FACS.
- Periodical review meetings will also be used to discuss input and priorities for the next period.
- Step 7: Leading into the next period's planning process, Coordinators and the TPRS provider may agree to implement a number of consultation or input activities. This may include:
- i) Coordinators preparing and providing to the TPRS 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 questionnaire or feedback loop (see 6.2)
- These options will be discussed between the TPRS provider and FACS staff and inform the commencement of a new planning cycle (Steps 1-7).

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

6.2 Annual Outcome Monitoring

As documented above, all TPRS providers will be required to prepare a 12 month status report based on their Service Plan as part of the contract requirements. A standardised template will be used to streamline these reporting processes.

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

To enable both the TPRS provider and FACS to assess 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 TPRS Achievements and Planning Workshop involving local stakeholders.
The workshops would allow the TPRS 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 Stakeholder Questionnaire.
This would involve distributing a simple written questionnaire to local stakeholders asking them to identify TPRS achievements to date and to seek feedback on proposed priorities and issues for the coming year. The questionnaire might also be used to gather common performance measurement data (see Section 6.4).

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 TPRS outcomes reports will be finalised in discussion with the District Coordinators. 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 reporting requirements, TPRS providers will be required by contract to submit an annual Income and Expenditure Statement (attached as a Schedule to the TPRS Contract).

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

6.4 Performance Measures and Data Collection

All TPRS will be required to gather and report on data and performance measures as specified in their final Service Plans.

Most NSW Government agencies have adopted a Results-Based Accountability (RBA) framework (after Mark Friedman²) as its recommended performance measurement system.

This 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). Instead it requires most emphasis to be placed on qualitative, outcome focused measures (for example, what percentage of social housing tenants reported their opportunities to engage in community activities had improved).

Whilst FACS acknowledges that defining and collecting quality outcome measures can be challenging in the area of tenant participation, it nonetheless is keen for all TPRS providers to utilise a RBA framework for their TPRS service planning, monitoring and reporting.

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

	QUANTITY	QUALITY
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² 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 community builder's website at: http://www.communitybuilders.nsw.gov.au/getting_organised/managing/resg.html.

INPUT (Effort)	<p style="text-align: center;">HOW MUCH SERVICE DID WE DELIVER?</p> <p style="text-align: center;"><i>Eg. No. of stakeholders who attended training.</i></p> <p style="text-align: center;">Least Important (most common)</p>	<p style="text-align: center;">HOW WELL DID WE DELIVER IT?</p> <p style="text-align: center;"><i>Eg. % of stakeholders who found training and resources worthwhile/ informative</i></p> <p style="text-align: right;">2nd Important</p>
OUTPUT (Effect)	<p style="text-align: center;">HOW MUCH CHANGE/ EFFECT DID WE PRODUCE?</p> <p style="text-align: center;"><i>Eg. No. of stakeholders who are using the training and resources</i></p> <p style="text-align: right;">3rd Important</p>	<p style="text-align: center;">WHAT QUALITY OF CHANGE/ EFFECT DID WE PRODUCE? or</p> <p style="text-align: center;">How are stakeholders better off?</p> <p style="text-align: center;"><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 style="text-align: center;">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.

For each TPRS core area, TPRS providers, in negotiation with FACS Coordinators, will be asked to define, collect and report on the impacts of their activities using a few key performance measures.

A recommended base of TPRS measures will be developed and distributed by FACS. These will help inform the final performance measures agreed to and incorporated into all TPRS Service Plans (see Section 6.1).

It is anticipated that CHaP will provide both FACS Coordinators and successful TPRS providers with additional information and training in RBA related to TPRS performance measurement.

It is also anticipated that some of the recommended measures will need to be collected and reported on by all TPRS providers. This will allow state-wide change in the Program outcomes to be measured over time. Others measures listed in final Service Plans will be specific to each location, and reflect locational priorities and deliverables.

In time this section of the Program Guidelines will be updated to include the outcomes of the above decisions and processes.

7. COMPLAINTS AND DISPUTES

Consistent with the 'Working Together' Agreement principles, all issues related to TPRS funding and performance will be addressed by FACS Coordinators and the TPRS provider on the basis of timely, 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 FACS Coordinator and the nominated representative of the TPRS 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 proposed 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, FACS will formally write to the TPRS 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 CHaP staff, another District Director, or an Independent expert) to facilitate a negotiated settlement to the dispute or issue.

Should the dispute still not be resolved through this negotiation process, FACS has the right to initiate a higher order review of the history and current issues in dispute. The outcomes of this review and its recommendations will be provided to the Operations Executive, Housing Services or his or her nominated representative for resolution. Any decision arising from this highest order dispute resolution process will be binding on both parties.

Under normal circumstances the parties should attempt to resolve all issues in dispute through negotiation and discussion within 30 days of the dispute arising.

Information relating to dispute resolution is also documented in the funding contract.



(insert period) Tenant Participation Resource Services (TPRS)

Service Plan

DISTRICT:	
TPRS LOCATION:	
NAME OF PROVIDER:	
TPRS WORKER & CONTACT DETAILS:	
SUPERVISOR CONTACT DETAILS:	
REPORT PERIOD:	1 July (insert year) to 30 June (insert year)

OUTCOMES	CORE AREA	KEY INITIATIVES/ DELIVERABLES (reflecting the FACS District Service Specifications)	PERFORMANCE MEASURES (These measures will be developed in negotiation with FACS staff)
Social Housing tenants are engaged in communities	1) Tenant Engagement	1.1	
		1.2	
		1.3	
Social housing tenants needs and priorities are identified and considered in planning and service delivery	2) Departmental Liaison & Advice	2.1	
		2.2	
		2.3	
Social housing tenants are informed about their rights and responsibilities and are supported with their housing needs	3) Advice, Referral & Tenant Advocacy	3.1	
		3.2	
		3.3	

OUTCOMES	CORE AREA	KEY INITIATIVES/ DELIVERABLES (reflecting the FACS District Location Service Specifications)	PERFORMANCE MEASURES (These measures will be developed in negotiation with FACS staff)
Social housing tenants have skills and resources to participate in community life	4) Community Building	4.1	
		4.2	
		4.3	
Social housing tenants receive services that are coordinated, flexible and responsive to their needs	5) Partnerships, Linkages and Networks	5.1	
		5.2	
		5.3	

COMMENTS, ISSUES AND CHALLENGES:

FACS Signed:		FACS Position:	
Print Name:		Date:	
Service Provider Signed:		Service Provider Position:	
Print Name		Date:	



**(insert year) TENANT PARTICIPATION RESOURCE SERVICES (TPRS)
12 Month Program Performance Report**

DIVISION:	
TPRS LOCATION:	
NAME OF PROVIDER:	
TPRS WORKER & CONTACT DETAILS:	
SUPERVISOR CONTACT DETAILS:	
REPORT PERIOD:	1 JULY (insert year) to 30 JUNE (insert year)

THE RESULTS BASED ACCOUNTABILITY (RBA) MODEL

The TPRS Service Plan is derived from Friedman’s Results-Based Accountability (RBA) approach to service planning and evaluation. The RBA model operates at two levels:

- The **population** level: this is about the well being of all social housing residents.
- The **program** level: this is concerned with the effect of TPRS services or programs on their clients or users.

While TPRS aims to **contribute** to improvements at the population level, the well-being of the social housing residents is subject to many other factors and programs, beyond TPRS itself.

For this reason, an evaluation of TPRS initiatives is carried out at the program level. We do this by using **performance measures** to assess the effect of our work on our clients or service users.

Developing performance measures involves answering four questions:

How much did we deliver?	How well did we deliver it?
How much change did we produce?	How are clients/ service users better off?

CORE AREA: TENANT ENGAGEMENT**OUTCOME: SOCIAL HOUSING TENANTS ARE ENGAGED IN COMMUNITIES**

STATUS OF INITIATIVES / DELIVERABLES (As per agreed Service Plan)	How much did the project deliver?	How well did the project deliver?	Are the clients (tenants) better off?
1.1			
1.2			
1.3			
COMMENTS:			

CORE AREA: DEPARTMENTAL LIAISON AND ADVICE			
OUTCOME: SOCIAL HOUSING TENANTS' NEEDS ARE IDENTIFIED AND CONSIDERED IN PLANNING AND SERVICE DELIVERY			
STATUS OF INITIATIVES / DELIVERABLES (As per agreed Service Plan)	How much did the project deliver?	How well did the project deliver?	Are the clients (tenants) better off?
2.1			
2.2			
2.3			
COMMENTS:			

CORE AREA: TENANT ADVICE, REFERRAL AND ADVOCACY

OUTCOME: SOCIAL HOUSING TENANTS ARE INFORMED ABOUT THEIR RIGHTS AND RESPONSIBILITIES AND ARE SUPPORTED WITH THEIR HOUSING NEEDS

STATUS OF INITIATIVES / DELIVERABLES (As per agreed Service Plan)	How much did the project deliver?	How well did the project deliver?	Are the clients (tenants) better off?
3.1			
3.2			
3.3			

COMMENTS:

CORE AREA: COMMUNITY BUILDING			
OUTCOME: SOCIAL HOUSING TENANTS HAVE SKILLS AND RESOURCES TO PARTICIPATE IN COMMUNITY LIFE			
STATUS OF INITIATIVES / DELIVERABLES (As per agreed Service Plan)	How much did the project deliver?	How well did the project deliver?	Are the clients (tenants) better off?
4.1			
4.2			
4.3			
COMMENTS:			

CORE AREA: PARTNERSHIPS, LINKAGES AND NETWORKS

OUTCOME: SOCIAL HOUSING TENANTS RECEIVE SERVICES THAT ARE COORDINATED, FLEXIBLE AND RESPONSIVE TO THEIR NEEDS

STATUS OF INITIATIVES / DELIVERABLES (As per agreed Service Plan)	How much did the project deliver?	How well did the project deliver?	Are the clients (tenants) better off?
5.1			
5.2			
5.3			

COMMENTS:

GENERAL:

What worked well / major achievements?	
Highlight barriers/challenges for this reporting period- also include strategies implemented to mitigate barriers	
Should your Service Plan be modified?	
Other comments	

PARTNERSHIPS:

What partnerships are TPRS involved in and in what capacity?	
What are the outcomes from these relationships?	
Is the TPRS worker attending relevant meetings with HNSW / agencies / tenants?	
Were local stakeholders involved in reviewing program achievements and setting priorities?	
Other comments	

Prepared by:

Signed:

Date:

FINANCIAL REPORTING:

Please submit an Income and Expenditure Statement for TPRS funds.

FACS is requesting this information be supplied either through a financial reporting program that shows the programs itemized expenditure or you may use the following Income and Expenditure Statement table:

Income	
HNSW Grant	
Other (Grants received etc)	
Total	
Expenditure	
Wages	
Wages on costs	
Super	
LSL	
Workers Comp	
Sub Total	
Auspice Admin	
Equipment and materials	
Printing and postage	
Training	
Telephone	
Travel	
Sub Total	
Activity stream 1	
A:	
B:	
Activity stream 2	
A:	
B:	
Sub Total	
Total	