



PEOPLE | PLACE | PERFORMANCE

Compass Paradigmatic Assumptions for Tenancy and Property Management



Compass Housing Services
People Place Performance Approach

compass
housing services

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General Assumptions Underpinning the PPP Approach

Compass clients who respect themselves, respect their place (home and community) tend towards gaining increased community respect, greater social inclusion and enhance community sustainability;

Dwellings that are affordable and appropriate for respective client/s, enhances household stability and community sustainability

Compass must fulfil its rightful and proper duties as a landlord as an end in itself, as a means towards greater client reciprocity and as a means to achieving greater client engagement in pursuing of higher client loyalty and outcomes.

Skilled, Engaged and committed staff tend towards achieving greater organisational outcomes.

PLACE - Place Based Approach

Appropriate and affordable housing is a basic human existence level need.

People tend to desire & need to be connected to their place (home, neighbourhood & community).

Dwelling and neighbourhood design and provision of facilities, services and transport options can underpin a positive sense of place and positive community connectedness and sustainability.

Social inclusion has personal, community and economic benefits & is improved by more positive connection to place.

Sensitivity to changing tenant health and mobility reflected in modifications and/or design increases positive connection to place and improved lives for relevant households.

People feel connected to place when communities reflect a culturally sensitive environment.

PEOPLE - People Based Approach

People and their improved lives are central to the vision, mission and values of Compass.

People tend towards needing/desiring to achieve higher personal growth and relatedness as existence level needs are fulfilled but non-fulfilment of existence level needs tends to draw people from pursuit of higher level needs (ERG Theory).

Tenure options and security through stages of life are necessary for fulfilment of existence level needs.

People include those presently requiring our services and delivering those services and those who might reasonably be expected to have such needs in the relevant future.

A people based approach mutually benefits the people, the organisation and the community.

A customer service approach increases participation and positive outcomes.

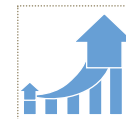
Respect for the diverse needs of people and acceptance of individual differences promotes personal growth and social inclusion.

Support needs are met through whole of community engagement and links to the necessary provision of services to ensure sustainable tenancies.

Positive reinforcement and incentivization tends to increase motivation towards improved outcomes than the contrary, although corrective actions can be appropriate and necessary.

Long-term unemployment leads to complex patterns of social exclusion in health, education and housing.

Long-term poverty creates a cultural adaptation for families and communities, perpetuating multi-generational disadvantage.



PERFORMANCE- Asset Based Approach

The rental return on a property should be maximised by diligent tenancy management and financial management practices.

Housing assets should be strategically optimised to meet housing demand and with sound economic management.

A housing asset should be managed so that it is of acceptable standard.

The life of the dwelling can be extended by diligent property management.

Compass Tenant Specific Programs, Activities and Collaboration

ACTIVITY/PROGRAM	DESCRIPTION
In the House	Developed to provide increased opportunity to tenants, by providing an artistic therapeutic outlet, awareness of 'self' and attitudes in a positive interactive environment.
Tenant Trips - Out the House	Developed to provide social and community engagement opportunities for tenants.
Tenant BBQ- Block engagements	Place based consultation and tenancy engagement. Provides access to tenancy services and neighbour relations.
Tenant Incentive Scheme	This program has been set up to reward our best performing tenants. Set criteria: rent, invoice and bond payments paid on-time and good property care and maintenance.
Compass Christmas Carnival	State-wide family friendly event provided at no cost to tenants to promote social inclusion.
Tenant and Community Forum	The forums provide tenants with an opportunity to hear about Compass updates, to enjoy guest speakers, access information and support opportunities from local service providers and to share their ideas and feedback.
SHCIF/Compass Connect	Place making enhancement projects run by tenant groups and branches. The projects promote "place based initiatives", tenant engagement and participation in the community. These projects demonstrate the enhancement of people, place and performance of assets
EPA Voucher assistance	Material/financial aid, approved provider electricity account relief.
Grow a Star	Youth scholarship program with a focus on providing targeted funding to disadvantaged young people who show an eagerness, talent or passion to develop their skills in a chosen field and to help them to fulfil their dreams.
This Way Home Engagement Strategy	A collaboration between services and tenants to design and implement training and support activities.
TAFE NSW & Compass Housing Training Partnership	Accredited training offered to community and social housing tenants. Compass staff were part of the pilot steering committee.
Cancer Council Tackling Tobacco	Compass Housing in partnership with Cancer Council NSW has rolled out the Tackling Tobacco' program, in a bid to help tenants quit smoking. Through the program, tenants have access to nicotine patches and addiction counselling programs.
Lifeline Partnership MHFA	Provides Mental Health First Aid Training for tenants
DV/ICE Taskforce	Multi state approach to tackling DV/ICE and impacts in social housing
Rent It Keep It	Education program on obtaining and sustaining a tenancy
One on One Support Inspection - Specialist support model	On average, 60% tenancies receive one on one support visits from specialist Compass personnel.
Work For the Dole	Compass initiates Work for the Dole activities for tenants who are looking for work. The activities allow tenants to gain skills and experience that give back to the community and can help them find gainful employment.
Tenants for Vanuatu	Led by a team leadership committee, an initiative to drive fundraising and awareness of South Pacific Projects.
NAIDOC Week Events	Sponsorship and participation in events. Distribution of promotional products promoting inclusion and awareness.
Interagency & Collaborative Meetings Maitland DV Committee	Meetings held monthly at Compass office with police, corrections, FACS, Carrie's Place, Newcastle Women's Centre, Headspace and NSW Mental Health.
Interagency & Collaborative Meetings DIACC (NSW Health)	District Implementation and Coordinating Committees for improved coordination of services between housing, mental health and support providers.
Interagency & Collaborative Meetings CHAMHS	Collaborative Housing and Mental Health Services: focuses on tenants with mental health issues
Interagency & Collaborative Meetings HASI Steering Committee	Housing and Support Initiative provides wrap around mental health services
Interagency & Collaborative Meetings Youth Accord	Housing youth from out of home care
Tenant Communication	Newsletters, website, social media, text messaging

Compass Community Hub Programs and Activities

ACTIVITY/PROGRAM	DESCRIPTION
Compass Community Hubs- 123 Hub at Broken Hill and The Meeting Place on the Central Coast.	The Compass community hubs offer residents and the wider community a place to meet, socialise and volunteer. They also provide a location for external agencies to meet with our tenants and provide services which meet their needs.
Hub Activity CentaCare - Take Control	Participants learn to take control of their finances in a one-day workshop on paying bills and budgeting.
Hub Activity CentaCare - Strive to Drive	A structured Learn to Drive program which is run over four consecutive days. Includes practice tests & interactive learning.
Hub Activity CentaCare - Financial Literacy	Financial counselling program facilitated by an accredited Aboriginal Financial Counsellor.
Hub Activity CentaCare - Manage Your Income	Workshop which provides information on managing income, savings and budgeting.
Hub Activity CentaCare - Deadly Dads	Healthy cooking class for men and a chance to get together and have a chat.
Hub Activity CentaCare - Young Carers Group	Carer support program for children and teen who are supporting someone with mental health diagnosis
Hub Activity CentaCare - Budget Cooking	Budget cooking workshops includes the recipe to take home and a price guide on the items used in the recipe.
Hub Activity Thankakali Aboriginal Corporation	Activities around at risk children.
Hub Activity YMCA	Exercise program for kids aged 5-12 involving martial arts, dance and yoga.
Hub Activity Warra Warra Legal Centre	Fortnightly kids activities as well as BBQs and community engagement events.
Hub Activity NSW Department of Fair Trading	Community workshops around scams and consumer rights.
Hub Activity Rural Adversity Mental Health Program	Mental Health first aid and community workshops around health and wellbeing.
Hub Activity Mission Australia	Structured fortnightly activities for children
Hub Activity Summit Education and Training	Education and training for community members
Hub Activity Aboriginal Legal Service	Employment workshops and one-on-one appointments.
Hub Activity Warra Warra Legal Centre	Private appointments plus information sessions on legal services.
Hub Activity Aboriginal Affairs	Workshops and private bookings.
Hub Activity Eagle Arts & Vocational College	Cooking program for students attending Eagle Arts school. Cooked meals are cooked given to community members for free.
Hub Activity Family and Community Services	Supervised family visits.
Hub Activity Salvation Army - Money Care	Accredited financial counselling.
Hub Activity Child & Adolescent Mental Health	Private appointments and workshops
Hub Activity FWLHD	Health and wellbeing workshops
Hub Activity Aboriginal Services Unit	Providing support for people exiting the criminal justice system.
Hub Activity Shack Shop	Sells affordable, nutritious groceries straight from the Meeting Place
Hub Activity Community Library	Providing free borrowing of books from 123 Hub offered to tenants and the community
Hub Activity Men's Shed	Men's Shed constructed at 123 Hub site

Compass Homelessness and Supported Housing Programs | Acquisition, Development and Property Management

ACTIVITY/PROGRAM	DESCRIPTION
Hunter Homeless Connect Day	Annual event coordinated by Compass Housing Services. HHCD provides the opportunity for people who are homeless or at risk of homelessness to access health professionals, legal and financial services and vital services
Ending Homelessness The Big Ideas workshops, Forums, analysis and reporting	Compass facilitated series of workshops and forums bringing together groups working on homelessness projects to share ideas and resources. Goal is to identify one or two big ideas we can all get behind to really tackle homelessness in a big way and take them to the government and corporate sector for funding and support.
Housing the homeless	Transformed a complex of unoccupied and run down studio apartments into a complex of 33 units for people experiencing or at risk of homelessness. Partnership with Newcastle City Council and Housing NSW under Building Better Cities – Local and Federal Government Contract
Sustainable Leases	Intensive tenancy planning, support failing tenancies
Social and Affordable Housing focus	Delivered properties under National Rental Affordability Scheme (NRAS) and Social and Affordable Housing Fund (SAHF). Received NSW Government transfer of ageing social housing stock.
Disability Housing focus (Home4Life and SAIF)	Partnered with NFP developer BlueCHP on a joint venture Home4Life to build and operate 78 group homes and to provide tailored supportive accommodation - includes strong partnerships with support services. Delivered properties under Supported Accommodation Innovation Fund (SAIF) for tenants with disability - supported by Ability Options.
Supported Accommodation Programs AHO IPROWD Program	Supported accommodation for aboriginal tenants to enter the police force
Supported Accommodation Programs AHO ERO	Supported Employment Related Accommodation for aboriginal tenants to find and maintain employment
Supported Accommodation Programs AHO Safe Houses	Crisis, exit and safe houses in very remote areas for women escaping domestic violence
Supported Accommodation Programs DVRE Leasehold Program	Supported accommodation for women escaping domestic violence
Supported Accommodation Programs Crisis Leaseholds	Leased properties specifically for clients of Support Providers with nomination rights
Supported Accommodation Programs Going Home Staying Home	Support accommodation for clients of providers with exclusive nomination rights
Supported Accommodation Programs House With No Steps	Boarding House Independent Living Program
Supported Accommodation Programs Vinnies	Boarding House housing men from Mathew Talbot
Supported Accommodation Programs Community Managed Studio Units (CMSU)	Homelessness to Housing
Supported Accommodation Programs THT Properties Transitional Housing	Exits people out of hospitals into housing
Diverse private market landlord services	Fee for service management contracts with private landlords in both NSW and QLD and with the Aboriginal Housing Office in NSW to provide tenancy and property management services for around 380 properties. These contracts include managing indigenous, transitional, affordable and long term private rentals.
Development and acquisition	In partnerships with local developers and builders, Compass has delivered housing through various government funding schemes including the Federal Government's Nation Building Economic Stimulus Plan, the Joint State and Federal National Rental Affordability Scheme, the Australian Government's Supported Accommodation Innovation Fund and earlier schemes such as the Debt Equity Scheme and the Affordable Housing Innovation Fund.

Compass Housing International, National, Local and Internal Activities

ACTIVITY/PROGRAM	DESCRIPTION
United Nations	Compass' delegation attended UN Habitat III Conference. Compass GMD is the co-chair of the Civil Society partner constituent group (PCG). The Civil Society PCG is one of 16 groups established by the General Assembly of Partners (GAP) to provide inputs and feedback into the Draft New Urban Agenda.
Implementing the New Urban Agenda Conference	Presented by Compass with partners, this conference provided the first opportunity in Australasia and South East Asia to explore the implications and implementation of the UN's New Urban Agenda.
International Housing Providers (IHP) External Relations Committee	IHP is collaborative of more than 175 high-capacity non-profits from Australia, Canada, the United Kingdom, USA that collectively operate one million affordable homes and house more than 2.5 million people. Compass GMD is Chair of the External Relations Committee.
Global Housing Alliance Steering Committee	GHA is a practitioner- based global movement focused on the right to safe, secure and affordable housing for all global citizens and to find housing solutions without borders.
Towards a National Housing Strategy	Compass report with 15 recommendations to allow Australia's housing market to better provide adequate, affordable housing. Authored by Professor Dave Adamson OBE with input from a range of partners and experts in the field of housing.
Deep Place Approach	Study of specific locations where Compass has a high number of residences and where poverty and disadvantage have become entrenched. The approach to identify and address issues in areas recognises the severity of the challenges but also the opportunities that exist at local level and the presence of a range of assets in the people and place of concern.
Long-term Asset Management Strategy	Applies to full asset portfolio and complies with the National Regulatory Code Guidelines. Identifies all responsive and planned maintenance as well plans to acquire and dispose of properties. Properties are organised and maintained in a systematic way and responsive maintenance is minimised.
Asset and Maintenance Program	Development of comprehensive Schedule of Works. Adherence to set Maintenance and Response Time Standards.
Maintenance Contractor Management Strategy	Use of single multi-trade contractor in each of the Compass branch localities
Staff Incentive Scheme	Stretch KPI bonus and Portfolio Optimisation Team Scheme
Staff training and skills development	Compass Housing recognises the value of continuing education and encourages staff to do so. Employees can apply for study leave as well as financial assistance for training costs. One of the benefits of working for Compass Housing is access to individual training budgets.
Policies and Procedures	Policies are clear, simple statements of how Compass intends to deliver its services. They set out the organisation's frameworks and principles and must be approved by the Compass Board. Procedures describe how each policy will be put into action and inform workers exactly how to carry out operational and administrative functions.
HR guidelines, recruitment and award rates	The Buddy Program is based on the principle that people absorb information and values from each other. The Compass Code of Conduct provides a framework of principles which all workers must adhere to when conducting business and with interactions customers, colleagues, stakeholders and others.
Customer Service Charter	Guarantee of service expectations that our clients can expect from Compass as well the expectations of the organisation upon its staff in fulfilling the duties of an employee with regard to adherence to company values in relation to client service provision.
Quality Assurance Framework	Includes an external compliance audit and an internal QA audit program by a third party auditor. Ensures that governance, financial and service delivery policies are compliant with relevant legislative requirements and contractual obligations, that policies and procedures are aligned and followed, and that Compass is demonstrating best practice.
Risk Management System	Includes a bottom up management approach through the use of our 'Take 5' safety system and 'Ticket' risk and compliance system to manage and report incidents and risk.
Accurate asset data collection, financial accounting and reporting.	Greentree IT system used by Compass is a full Enterprise Resource Planning (ERP) system encompassing every aspect of our business. Incorporates business process rules which actively drive the achievement of organisational goals. System enables real-time displays of individual, departmental and organisational key performance indicators.
Appeals, complaints and feedback	Compass' Appeals Policy Statement gives guidance on what decisions can be appealed and the process undertaken when handling appeals from applicants for housing assistance, tenants and stakeholders. Compass actively encourages tenant feedback and evaluation. Tenants can provide feedback via dedicated Customer Support line 1300 333 733, in person by visiting a Compass branch office, in writing via a feedback form or online using the feedback form on the Compass website www.compasshousing.org

People Based Approach | Supporting Compass Activities, Projects and Programs



International Housing Providers - External/Referrals Committee	●	●	●	●	●
Global Housing Alliance	●	●	●	●	●
Towards a National Housing Strategy	●	●	●	●	●
Deep Place Approach	●	●	●	●	●
Diverse private market landlord services	●	●	●	●	●
Development and acquisition	●	●	●	●	●
Long-term Asset Management Strategy	●	●	●	●	●
Asset and Maintenance Program	●	●	●	●	●
Maintenance Contractor Management Strategy	●	●	●	●	●
Staff Incentive Scheme	●	●	●	●	●
Staff training and skills development	●	●	●	●	●
HR guidelines, recruitment and awards	●	●	●	●	●
Customer Service Charter	●	●	●	●	●
Quality Assurance Framework	●	●	●	●	●
Risk Management System	●	●	●	●	●
Accurate asset data collection, financial accounting and reporting	●	●	●	●	●
Appeals, complaints and feedback	●	●	●	●	●
People and their improved lives are central to the vision, mission and values of Compass.	●	●	●	●	●
People tend towards needing/desiring to achieve higher personal growth and relatedness as existence level needs are fulfilled but non-fulfilment of existence level needs tends to draw people from pursuit of higher level needs (ERG Theory).	●	●	●	●	●
Tenure options and security through stages of life are necessary for fulfilment of existence level needs.	●	●	●	●	●
People include those presently requiring our services and delivering those services and those who might reasonably be expected to have such needs in the relevant future.	●	●	●	●	●
A people based approach mutually benefits the people, the organisation and the community.	●	●	●	●	●
A customer service approach increases participation and positive outcomes.	●	●	●	●	●

Cancer Council Tackling Tobacco	●	●	●	●	●
Compass Christmas Carnivals	●	●	●	●	●
Compass Community Hubs - 123 Hubs at Broken Hill and The Meeting Place on the Central Coast Collaboration with support partners: DV/CL Taskforce	●	●	●	●	●
EPA Youth assistance	●	●	●	●	●
Grow a Star	●	●	●	●	●
In the House	●	●	●	●	●
Interagency & Collaborative Meetings CHAMS, HSL, Youth Accord, DV Committee, DMCC	●	●	●	●	●
Ufeline Partnership MHA	●	●	●	●	●
NADOC Week Events	●	●	●	●	●
Maitland DV Committee	●	●	●	●	●
One-on-One Support Inspections - Specialist support model	●	●	●	●	●
Rent It Keep It	●	●	●	●	●
SACI/Compass Connect	●	●	●	●	●
TAFE NSW & Compass Housing Training Partnership	●	●	●	●	●
Tenant and Community Forum	●	●	●	●	●
Tenant BIQ - Block engagements	●	●	●	●	●
Tenant Communication	●	●	●	●	●
Tenant Engagement Officer Network Meetings	●	●	●	●	●
Tenant Incentive Scheme	●	●	●	●	●
Tenant Trips - Out the House	●	●	●	●	●
Tenants for Tenants	●	●	●	●	●
This Way Home Engagement Strategy	●	●	●	●	●
Work for the Dole	●	●	●	●	●
Hunter Homeless Connect Day	●	●	●	●	●
Ending Homelessness The Big Ideas workshops, forums, analysis and reporting	●	●	●	●	●
Housing the homeless	●	●	●	●	●
Sustainable Leases	●	●	●	●	●
Social and Affordable Housing focus	●	●	●	●	●
Disability housing focus (HomeLife and SAI)	●	●	●	●	●
Supported Accommodation Programs	●	●	●	●	●
United Nations	●	●	●	●	●
Implementing the New Urban Agenda Conference	●	●	●	●	●

