

**A new Resourcing Framework to support  
Community Housing Participation in one  
social housing system**

**Discussion Paper**

**November 2007**

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# Introduction

## The Community Housing Resource Framework

The Community Housing Resourcing Framework was developed in consultation with a wide range of organisations and individuals and has been in place since 2000, with the current format operating since 2002. The Community Housing Resourcing Framework is described in detail at Attachment 1.

The Resourcing Framework aims to enhance organisational capacity and build a sustainable community-based housing service delivery system. It also supports funded organisations to provide high quality client services. The framework further seeks to improve integration and coordination among providers and between providers and the broader social housing system.

Five State-wide and regional components make up the Community Housing Resourcing Framework. These are:

- Community Housing Planning Group – a formal planning and advisory mechanism involving the Department of Housing and providers of community and local government managed housing, which aims to develop a State-wide perspective on a range of community housing issues and strengthen strategic partnerships among regions and between community housing organisations and the department
- Regional Community Housing Councils – include representatives of community and local government managed housing providers and housing related service providers funded by the department. Councils focus on issues of organisational viability, community capacity building and resourcing of local and regional organisations funded by the department
- Training and skills development – program based and community housing wide initiatives were developed and trialled under the framework's training and skills development component
- Community Housing Resource Worker Program – the program is a key mechanism through which the department facilitates the provision of resources and support to registered service providers to assist in building viable organisations and a sustainable community based housing service delivery system
- Information and communication infrastructure – in a commitment to improve the exchange of information with community housing providers, the department developed an extranet called Community Housing On Line (CHOL), as an example of web-based information and communication infrastructure and as a platform for meeting a range of operational tools, such as operating procedures, relevant legislation and regular departmental newsletters.

## The need for review

The staged implementation of one social housing system requires the review of all housing programs, services and infrastructure to assess their alignment or 'fit' with the new policy and service delivery context.

The department remains committed to funding a resourcing framework to enhance organisational viability and strengthen the delivery of high quality, responsive services by providers of community and local government managed housing and housing related services. New resourcing arrangements will better respond to the needs of organisations operating in one social housing system and support the needs of the department as it leads the reform process.

This discussion paper proposes a set of future resourcing arrangements and identifies the major transition issues in moving to the new arrangements. The proposed resourcing arrangements will operate until 2011, when one social housing system should be fully implemented. Prior to this a further review of resourcing arrangements will be undertaken to assess the fit of the framework with the operating environment of the time.

No decisions have been made on the type and scope of resourcing arrangements for a revised Resourcing Framework to support one social housing system implementation. Feedback on the arrangements and transition issues identified in this discussion paper is sought. To assist in preparing feedback, a response sheet has been included at the back of the discussion paper. By the end of 2007, the department will prepare a submission for the Minister that proposes a revised Resourcing Framework, incorporating feedback and views received from community stakeholders.

## Background

In response to significant change in the Queensland housing market and the increasing demand for housing assistance, the Queensland Government is implementing important changes to the social housing system. One social housing system is being implemented as a mechanism through which all housing assistance products and services delivered or funded by the Queensland Government will be provided.

Key one social housing system features include:

- delivering housing products and services in a client focused, integrated manner and
- developing pathways from social housing into private rental and home ownership markets.

Community and local government-managed housing performs an important role in the social housing system in Queensland and the department will continue to work with providers to achieve a diverse and sustainable service delivery system. The five-year vision for community and local government-managed housing is that by 2011 a robust and deliberately planned network

of funded organisations will operate in a coordinated way as part of one social housing system, delivering viable, sustainable, quality services which are easily accessed by clients who are most in need of assistance and respond well to the needs of clients and the communities they live in.

Services provided by not-for-profit organisations and local governments will more clearly complement State delivered housing programs, and will have a specific focus on delivery in the specialist areas of crisis and transitional housing, housing provision to specialised target groups and housing for people in rural and remote areas of Queensland.

An overview of current community housing provision in Queensland is provided in Attachment 2.

## Overview of proposed changes

The following principles for change have been considered in proposing the new resourcing arrangements:

- the resourcing framework and its components will align with and support the progressive implementation of one social housing system
- a responsive approach will be adopted, meaning that the framework and its components will apply to and support the changing needs of community and local government managed housing providers and housing related service providers over time
- components of the revised resourcing framework will be integrated and will maximise the use of available resources.

Four components are proposed for a revised Resourcing Framework. These are:

- **Regional Housing Councils** – policy, planning and service delivery implementation mechanisms to facilitate the regional implementation of strategic policy directions
- **A State-wide policy development and coordination advisory group** with functions, membership and resourcing to support its role in advising on the development and implementation of the department's strategic policy initiatives
- **Community Housing Resource Workers** – continuing to support community and local government managed housing providers and providers of housing related services to implement the department's objectives relating to the operation of one social housing system
- **Training and skills development strategy** – a funded, regionally responsive training and skills development strategy to respond to the training needs of community and local government managed housing providers, housing related service providers and Department of Housing area office staff, where training needs can be met through an integrated response.

Information and communication infrastructure, such as Community Housing On Line, will not be included in a future Resourcing Framework, largely because stakeholder communication is considered a core service provision activity rather than a specialised resourcing activity.

# Moving to a new Resourcing Framework

This section works through each of the proposed Resourcing Framework components to identify key questions and transition issues associated with their implementation. Framework components 1 and 2 (Regional Housing Councils and the State-wide policy development and coordination group) should be considered together, as they perform complementary roles in a policy development, implementation and review cycle.

## Framework Component 1 – Regional Housing Councils

### Current operation

Regional Community Housing Councils were established as formal mechanisms to focus on viability, community capacity building and resourcing of local and regional community housing organisations. Regional Community Housing Councils meet on a regular basis to:

- implement and monitor responses to (the former) Community Housing Plan strategies
- develop regional community based solutions to housing need
- contribute to a coordinated and integrated community based regional housing system
- improve viability in the regional service delivery system
- improve communication within the region and between funding program providers
- contribute to enhanced relationships between providers and the department including area offices
- facilitate and deliver non-accredited training to meet identified training needs
- share resources, promote regional best practice and provide strategic advice on priority issues.

A departmental perspective on the operation of and outcomes achieved by Regional Community Housing Councils includes:

- councils are an important but under-utilised component of regional social housing infrastructure. Wide variation exists in their operation and the manner and extent to which issues are communicated between regional councils and the Community Housing Planning Group
- councils' varied operation contributes to inconsistent scope, roles and effectiveness in achieving outcomes, which is demonstrated by:

- little commonality in councils' core role, with differences not necessarily attributable to regional requirements
  - inconsistent central and regional departmental involvement in council meetings and activities - area managers' ex-officio council position is inconsistently implemented and central Community and Public Housing staff attend council meetings on an ad hoc basis rather than providing regular and purposeful attendance
  - varied use of sub-regional structures to provide sub regional views to the regional council and report back outcomes to sub regions
- limited and differing ability to deliver on stated outcomes such as training and skills development activities, provider capacity building, networking, and limited promotion of consolidation or models of shared resources.

## **Proposed operation**

### Purpose

Regional housing councils will operate as a policy and service delivery implementation mechanism to facilitate the regional implementation of departmental strategic and operational policy directions. The regionalised structure of housing councils will ensure the recognition of urban and rural differences in the policy implementation process.

Councils will provide half yearly advice to the State-wide policy body on policy implementation and design issues arising from implementation in a regional setting.

Regional housing councils and Community Housing Resource Workers will continue to perform a central role in identifying social housing providers' training needs and coordinating the joint delivery of training where appropriate.

### Structure and membership

Regional housing council membership will be open to all social housing providers and housing related service providers. Specific strategies are under way to consider capability requirements for not for profit growth providers through the National Framework for Action on Affordable Housing. Similarly, the resourcing needs of Indigenous community housing organisations will be considered as part of any future transition arrangements.

Councils will need to remain operational, flexible and able to make and implement timely decisions. The department will identify core groups in each locality that will be expected to participate in regional councils.

### Operation

Terms of Reference and a minimum set of operating requirements for regional housing councils will be developed by the department, along with role descriptions for the positions of Chair and Deputy Chair.

Beyond this minimum set of operating requirements, regional housing councils can be structured and operate as members determine appropriate for the region. The frequency, length and format of meetings will be determined by council members.

Regional housing councils will be represented on the State-wide policy development and coordination advisory group. Community Housing Resource Workers will continue to provide a secretariat role to the councils.

Work plans will be developed to assist councils to track and demonstrate progress in implementing policy directions and to report to the State-wide group on a half yearly basis. Regional variations in policy implementation would be expected in these work plans.

### **Key questions and transition issues**

- The relationship to and links between the new regional housing councils and existing regional planning and service delivery mechanisms
- Process for achieving expanded membership of regional housing councils
- Location and use of funds/budget to support council activities and functions

## **Framework Component 2 – State-wide Policy Development and Coordination Advisory Group**

### **Current operation**

The Community Housing Planning Group is a formal planning and advisory mechanism between the department and providers of community and local government managed housing. The planning group was established to advise on:

- emerging issues
- service quality and sector viability issues
- policy development
- program reviews and evaluations
- research
- skills development.

The Community Housing Planning Group originally focused on contributing to and implementing the Community Housing Plan, a sector wide development plan, now superseded by the focus on one social housing system implementation and the Direction Statement for community and local government managed housing and housing related services. This recent focus has contributed to greater clarity in the role of the Community Housing

Planning Group, where the department has sought and received policy development input and advice from planning group representatives.

The Community Housing Planning Group comprises representatives from Regional Community Housing Councils, peak and State-wide bodies, and the Local Government Association of Queensland. The Planning Group meets for two days every six months in Brisbane, and considers a structured and collaboratively prepared agenda.

A departmental perspective on the operation and outcomes achieved by the Community Housing Planning Group includes:

- recent Community Housing Planning Group operations have contributed to a shared direction and strengthened relationships between community housing stakeholders and the department. Relationships have been built over time and good will has been established by both department and community delegates
- improved departmental understanding of regional and client issues affecting the delivery of social housing and housing related services across Queensland
- while Planning Group delegates have provided input into the department's strategic direction and advice on implementation, much of the Planning Group's past operation has focused on information provision between the department and community delegates with a lack of continuity in discussion and carry-over items and limited resolution of identified issues
- a review of the Planning Group's purpose and role has been needed since the move away from a focus on implementing the Community Housing Plan. The delay has contributed to confusion around the Planning Group's core purpose's, policy development, planning, consultation or formal advisory processes?

## **Proposed operation**

### Purpose

A State-wide housing stakeholder group will continue as an essential mechanism to facilitate engagement in and contribution by social housing providers to strategic policy development and implementation planning.

### Structure and membership

The State-wide group will be representative of the social housing system and will be the key mechanism for the department to consult with and receive advice from social housing providers and housing related service providers on the scope and impact of strategic policy initiatives.

Core members of the group will be representatives of regional housing councils, housing peak organisations and departmental officers. The department's participation will be expanded to include regular attendance by nominated senior officers from the Policy and Strategy Senior Officer's Group.

## Operation

The group will continue to meet twice yearly in Brisbane, with the department covering travel and accommodation costs. The group will aim to reach agreed positions on policy development and implementation issues. Delegates representing regional housing councils will be responsible for consulting with their councils and bringing their views to the State-wide group. Following the State-wide meeting, regional housing councils will enter a six-month implementation phase, before reporting progress and outcomes to the subsequent meeting of the State-wide policy development and coordination advisory body.

The department will administer the State-wide body and adhere to required protocols for developing and circulating meeting material such as agendas, issues/discussion papers, meeting minutes and actions lists. Protocols and timeframes will be observed to ensure delegates' consultation and communication responsibilities can be successfully carried out.

## **Key questions and transition issues**

- Naming the State-wide structure to reflect its purpose and membership  
Proposed duration and frequency of meetings
- Expanding the membership to include all social housing providers and housing related service providers, with the possibility of including other community services particularly CAP/SAAP services, as well as affordable housing interests
- Proposed links and interrelated processes of the State-wide and regional housing policy development and implementation mechanisms.

## **Framework Component 3 – Community Housing Resource Worker Program**

### **Current operation**

Recurrent funding is provided to community based organisations to employ Community Housing Resource Workers. Resource workers provide resourcing and support to registered providers to assist them to achieve high quality and viable service provision, and integration and coordination within the regional service system.

Resource workers are currently auspiced by community housing organisations or local councils in Cairns, Townsville, Mackay, Rockhampton, Maryborough, Brisbane, Dalby and Quilpie. In addition the Mt Isa worker is located in and managed by the department's area office. Resource worker activities include:

- providing targeted support to organisations to promote organisational viability
- promoting the community housing standards and accreditation system

- providing a secretariat role for Regional Community Housing Councils
- providing a funded service perspective and advice to needs based planning and resource allocation processes
- promoting coordinated operations between funded agencies and communication between agencies and the department
- identifying non-accredited training needs and regional responses.

A departmental perspective on the operation and outcomes achieved by the Community Housing Resource Worker Program includes:

- varied effectiveness due to regions' size and/or the number of providers within regions, current job scope and responsibilities compared to the positions' resourcing level, lack of agreed priority on the provision of organisational resourcing within the region (that is, whether priority is given to registered over unregistered providers, to viable over vulnerable organisations, or to housing providers over housing related service providers)
- lack of understanding among some resource workers of their core role and activities
- limited achievement of outcomes contributed to by the varied operation of Regional Community Housing Councils.

### **Proposed operation**

#### Purpose

The central focus of resource worker activities will be encouraging and assisting community and local government managed housing providers to participate in one social housing system. This will be supported by work plan development, management and reporting processes.

Further consultation will assist in developing a clearer statement on the emphasis for the Community Housing Resource Worker Program with regards to:

- assisting housing providers aspiring to become major social housing providers in their region compared to small scale community housing providers,
- how resource workers can effectively resource and support housing related service providers and
- the extent to which resource workers should be facilitating training and organisational consolidation activities within their regions.

It is expected that resource workers will continue to provide secretariat services to the newly formed Regional Housing Councils, working to council chairs and deputy chairs.

## Operations

To assist one social housing system implementation and ensure clarity in the resource worker role, the department is considering implementing changed program management arrangements. Options under consideration include:

- clarifying core responsibilities and tasks within the resource worker role and strengthening resource workers' capacity to undertake these responsibilities. Resource worker positions would continue to be auspiced by community organisations
- transferring the positions to area offices where workers and program operations are moved into area office structures and operations. This approach would optimise opportunities for service integration and ensure greater coordination between resource worker program objectives and departmental initiatives. It would also provide resource workers with greater structural support
- the department's preferred option is a model of mixed program management arrangements which recognises the operating differences between metropolitan and regionally based workers, including the fact that metropolitan resource worker regions cross or relate to more than one area office boundary. Under this option, resource worker positions that are presently located in close proximity to department area offices would be transferred to those area offices. Brisbane based resource worker positions would be relocated to the department's central office in Brisbane. The future location of resource worker positions currently situated in outlying rural/regional areas would be influenced by considerations of proximity to area offices and organisations being serviced by resource worker positions, in addition to the future location of Rural Housing Service Centres
- a program and worker management model based on relevant characteristics of the Local Area Coordinators Program established by Disability Services Queensland that promotes flexible operations and capacity building activities.

## **Key questions and transition issues**

A range of transition issues need to be addressed through consultation with stakeholders including but not limited to:

- appropriate regional resourcing levels – currently one worker per region, irrespective of geographical size and the number, size or complexity of providers<sup>1</sup>
- influence of location on resource workers' core role, that is, urban compared to regional or rural locations
- preferred program management arrangements

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<sup>1</sup> The exceptions are the greater Brisbane and South West Queensland regions with two resource workers per region.

- impact on program operations and outcomes of changed program management arrangements
- if positions are transferred to the department, the process for finalising funding agreements and other legal agreements (e.g. rental or lease agreements, employment contract considerations)
- area office capacity and accommodation issues
- program and worker management and supervision arrangements within the area office network
- issues associated with transferring existing workers
- organisations, services or sub regions to be prioritised for resource worker support
- redeveloping work plans and reporting arrangements in the context of changed auspice and management arrangements.

## **Framework Component 4 – Training and Skills Development Strategy**

### **Current operation**

Non- accredited training and skills development initiatives for community housing providers have been provided in an ad hoc manner since the development of the Social Housing Skills Development Strategy in 2001-02. Since this time, the department has largely offered training and skills development opportunities to providers on a program basis.

For the purposes of this discussion paper, training and skills development includes accredited and non-accredited training, as well as training associated with policy implementation, such as the Rent Policy training conducted by the department most recently in mid 2006. It does not include conference attendance and other information provision activities.

### **Proposed operation**

Training and skills development is essential for assisting social housing providers to operate viable and quality services in a one social housing system context. The department's Integrated Learning and Development Framework and its associated action plan will be the core of a future strategy or approach to training for social housing providers. The action plan will deliver a range of accredited and some non accredited training and learning opportunities for department staff and community housing providers.

### Purpose

For the training needs of community and government social housing providers (including paid and voluntary staff) to be met through accredited and non-accredited training and skills development activities provided as part of the departmental action plan.

### Operations

The framework and action plan are expected to provide training and skills development opportunities for departmental staff and community housing providers across the State. However, Regional Housing Councils and Resource Workers will maintain a role in identifying and coordinating the delivery of non-accredited training and skills development options to complement those provided under the auspice of the action plan.

Social housing providers' participation in a range of targeted accredited or non-accredited training and skills development activities will be facilitated through this approach.

### **Key questions and transition issues**

- Scope and operation of the action plan and the training and skills development opportunities it provides for departmental staff and community housing providers
- funding to support the participation of community housing providers in accredited and non-accredited training and skills development opportunities
- sourcing appropriate non-accredited training opportunities
- whether training priorities need to be agreed and if so, whether this should be centrally or regionally determined e.g. generic operational training versus housing specific training; training provision for housing providers compared to training for housing related service providers
- mechanisms for reporting training and skills development outcomes.



Process for seeking expanded membership of Regional Housing Councils


The extent and type of resourcing required to perform the council's agreed functions and role


The type of structure required to allow councils to administer funds


Additional comments




Expanding the membership to include all social housing providers and housing related service providers, with the possibility of including other community services particularly CAP/SAAP services, as well as private housing and affordable housing interests


Proposed links and interrelated processes of the State-wide and regional housing policy development and implementation mechanisms


Additional comments


**Framework Component 3 – Community Housing Resource Worker Program**

Key questions and transition issues

A range of transition issues need to be addressed through consultation with stakeholders including, but not limited to:

Appropriate regional resourcing levels - currently one worker per region, irrespective of geographical size and the number, size or complexity of providers<sup>2</sup>


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<sup>2</sup> The exceptions are the greater Brisbane and South West Queensland regions with two workers per region.


Influence of location on resource workers' core role, that is, urban compared to regional or rural locations


Preferred program management arrangements


Impact on program operations and outcomes of changed program management arrangements


If positions are transferred to the department's area offices, the process for finalising funding agreements and other legal agreements (e.g. rental or lease agreements, employment contract considerations)


Area office capacity and accommodation issues; program and worker management and supervision arrangements within the area office network


Issues associated with transferring existing workers (as in discussion paper)


Organisations, services or sub regions to be prioritised for resource worker support


Redevelopment of work plans and reporting arrangements in the context of changed auspice and management arrangements


Additional comments


**Framework Component 4 – Training and Skills Development Strategy**

Key questions and transition issues

Scope and operation of the action plan and the training and skills development opportunities it provides for departmental staff and community housing providers


Funding to support the participation of community housing providers in accredited and non accredited training and skills development opportunities


Sourcing non-accredited training opportunities


Whether training priorities need to be agreed and if so whether this should be centrally or regionally determined e.g. generic operational training versus housing specific training; provision for housing providers compared to training for housing related service providers


Mechanism for reporting training and skills development outcomes


Additional comments


**Thank you for your participation.**

# Attachment 1

## Community Housing Resourcing Framework Overview

### Community Housing Planning Group

Forming a major component of the State-wide infrastructure, the Community Housing Planning Group (CHPG) was designed as a formal planning and advisory mechanism involving the Department of Housing and providers of community and local government managed housing. An aim of the group is to strengthen strategic partnerships among regions, and between the sector and the Department of Housing to provide a State-wide perspective on a range of community housing issues.

The Community Housing Planning Group meets twice yearly with the original intention of collaboratively developing and implementing the Community Housing Plan, a five-year plan which aimed to establish a shared understanding of long term planning requirements for the department and the funded sector.

The recent introduction of one social housing system reforms and the ongoing implementation of 'A New Direction for Community and Local Government Managed Housing in the Smart State', replaced the focus on the Community Housing Plan.

The aim of the Community Housing Planning Group is to enable key stakeholders to provide strategic advice to the Department of Housing on:

- emerging relevant issues at the State and/or regional level
- service quality and sector viability issues
- policy development
- cross-program development, including reviews and evaluations
- relevant research topics and
- skills development.

Membership of the Community Housing Planning Group is drawn from:

- Regional Community Housing Councils (chairs or their delegates)
- peak and State-wide bodies
- the Local Government Association of Queensland and
- representatives of the Community and Public Housing management team.

The desired outcomes of the Community Housing Planning Group are to:

- develop a shared direction for providers of community and local government managed housing, peak and State-wide organisations and Department of Housing staff
- ensure departmental staff have a well grounded understanding of regional and client issues affecting the delivery of social housing and housing related services across Queensland

- provide input into the department's strategic direction and advice on implementation of policy and
- strengthen relationships between providers of community and local government managed housing, housing related services, peaks and State-wide organisations, Regional Community Housing Councils and departmental staff.

### **Skills development sector-wide conference**

Commencing in 2002, it was originally planned to have a State-wide community housing conference every second year. Invitations to the inaugural conference were extended to all organisations funded by the Department of Housing along with other funded organisations with an interest in community housing. No conferences or State-wide skills development events have been held since 2002.

### **Regional infrastructure**

#### **Regional Community Housing Councils**

The State is divided into 10 Community Housing Resource worker regions. Regional Community Housing Councils are a formal communication and planning mechanism to focus on viability, community capacity building, and resourcing of local and/or regional organisations funded under Community Housing programs. Regional Community Housing Councils are responsible for:

- identifying and promoting community based solutions to local housing needs
- promoting a coordinated and integrated regional housing system
- improving networking and communication within the region
- achieving efficiencies in sharing resources, promoting and supporting best practice and the provision of strategic advice to the department about priority issues.

Regional Community Housing Councils include representatives of community and local government managed housing providers and housing related service providers funded by the department. Members of the Regional Community Housing Councils are to:

- contribute to an understanding of the interests of all organisations funded under programs administered by the department in the region
- contribute to an understanding of the interests of all sub-regions within the region
- contribute to an understanding of the interests of all types of organisations funded under programs administered by the department in the region e.g. church organisations, local governments, housing associations and housing cooperatives.

The Department of Housing Area Manager, for the region is included on the council as an ex officio member. Councils meet on a regular basis to achieve sub-regional and regional outcomes. Community Housing Resource workers provide a secretariat service for the councils. Councils are also responsible for the development, monitoring and review of the Community Housing Resource

workers' work plans in conjunction with their auspicing body and the department.

### **Community Housing Resource Worker Program**

Commencing in its current form in 1995, the Community Housing Resource Worker Program is a key mechanism through which the Department of Housing facilitates the provision of resources and support to registered service providers to assist in building viable organisations and a sustainable community based housing service delivery system. Resource workers play an integral role in the department's communication with registered providers.

Funding under the program is provided to not-for-profit organisations, local governments and to one of the department's area offices. These auspice bodies employ Community Housing Resource workers to resource and support community housing organisations and the Regional Community Housing Councils in each of the area office regions. In addition, resource workers also participate in a range of local housing networks and housing initiatives depending on regional need and opportunity.

The focus of Community Housing Resource workers' roles varies between regions, though priorities are established in regional work plans developed collaboratively by the worker, their auspice and the Regional Community Housing Council. The plan is signed off by the department and resource workers report to the department against the plan at quarterly intervals.

### **Information and Communication Infrastructure – Community Housing On Line**

Developments in information and web-based technologies provided the opportunity for the department to supplement existing interpersonal and interagency exchanges of information with information technology tools. The aim was to enhance communication, information exchange and create the opportunity for conducting business 'on-line'. The Community Housing On-Line (CHOL) initiative was developed as an example of web-based information and communication infrastructure and a platform for a range of operational tools. The website was intended to provide:

- contact details for community housing providers
- a calendar of upcoming events including information on training
- Community and Public Housing news and views
- posting of minutes and/or notices, model policies and procedures, best practice projects and regionally-focused newsletters
- access to relevant printed/published resources latest research on housing and related issues, links to relevant websites
- different levels of access through use of a password
- on-line training where appropriate
- referral functions to other services and
- a common or shared vacancy database in respect of local community housing stock.

## Attachment 2

### Overview of community housing provision in Queensland

Through community housing, the Department of Housing provides a diverse range of social housing programs and initiatives as well as a range of strategies to assist people who are home owners or housed in the private rental market. Current community housing programs fall into three broad categories:

- Crisis and transitional housing
- Community managed housing
- Community managed housing-related services

**Crisis and transitional housing** includes:

- Crisis Accommodation Program – funds the purchase, construction, upgrade or lease of accommodation for people who are homeless or at risk of homelessness, in crisis or in need of transitional support.
- Same House Different Landlord – provides public housing properties for use by not-for-profit community housing organisations for lease to tenants in need of crisis and transitional accommodation.
- Drug Court Residential Program – part of a whole-of-Government approach to target illicit drug use and provide a new approach to break the cycle of drug addiction and crime
- Indigenous Alcohol Diversion Pilot – diverts Indigenous offenders in the court system on relatively minor alcohol related offences into treatment and rehabilitation programs. The department funds community based organisations to lease and manage private rental market properties to house participants who are homeless or living in vulnerable housing situations.
- Community Rent Scheme – funds the provision of subsidised accommodation to public rental applicants in severe and immediate need.

**Community managed housing** includes

- Long Term Community Housing Program – provides capital funds for the construction, purchase and modification of dwellings to provide long term housing for low to moderate income earners whose needs are not met by the private housing market or public rental housing
- Community-Managed Housing Studio Units (formerly known as Boarding Houses) – funds the purchase or construction of properties to provide a range of housing options for low income single people who are, or at risk of becoming, homeless. Properties are owned by the department and managed by community organisations.

- Rent Start – a pilot rent subsidy scheme to be delivered by third party providers. Tenants will be accommodated by housing providers in properties headleased through the private rental market.
- Affordable housing – accommodation offered at below market rent such as that provided by the Brisbane Housing Company.

**Community managed housing related services** includes

- Tenancy Advice and Advocacy Service Queensland – provides residential tenants, particularly those experiencing difficulties with their tenancies, with access to information, advocacy and advice regarding their tenancy rights and responsibilities.
- Home Assist Secure – provides mainly older people and people with a disability in receipt of appropriate income support, who wish to remain living in their own home, with maintenance and security information and advice as well as subsidised assistance with minor home maintenance, repairs, modifications and security.
- Home and Community Care Home Modification Services – provides older people and people with a disability with information, assessment, project management and/or financial assistance for larger home modifications such as ramps and bathrooms that assist them to remain living in their home.
- Community Housing Resource Worker Program – referred to in discussion paper.