

bridge
housing  linking people
to a better future



PLACES PEOPLE WANT TO





ACKNOWLEDGEMENT OF COUNTRY

Bridge Housing is honoured to work on the lands of the Gadigal and Darug peoples. We acknowledge the Aboriginal and Torres Strait Islander peoples as the traditional custodians of the land, whose cultures are the oldest living continuous cultures in human history. We pay our respects to Elders past and present and to all Aboriginal and Torres Strait Islander people.

ACKNOWLEDGEMENTS

Bridge Housing would like to thank all the tenants and practitioners involved in the development of this document including tenants from the Tenant Advisory Group and the Your Views Panel; Red Link; Airds Bradbury Central; Cred Consulting; and Theo Posumah.

Bridge Housing Limited

Street address: Level 9, 59 Goulburn Street, Sydney NSW 2000

Postal address: PO Box 20217, World Square NSW 2002

Telephone: (02) 8324 0800

Website: www.bridgehousing.org.au

Email: customerservice@bridgehousing.org.au

ABN: 55 760 055 094 **ACN:** 135 570 955

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CONTENTS

Forward	2
Key Terms and Concepts	3
About Bridge Housing	5
About Places People Want to Live	6
Our Place Making Principles	10
Our Place Making Approach	11
Understanding People and Places	12
Making Places People Want to Live in	15
Collaborating in Communities Where People Want to Stay	18
Appendix 1: Community Connections Toolkit	21
Appendix 2: Bridge Housing Engagement Principles	22
References	23

PLACES PEOPLE WANT TO LIVE Bridge Housing's Approach to Placemaking

FORWARD



I'm delighted to introduce Bridge Housing's approach to place-making. *Places People Want to Live* sets out our approach to how we will work in and with new communities. Bridge Housing has a proud history of working in new communities. In 2006, all 650 properties housing people were based in the inner city and eastern suburbs - from 2010 we expanded our presence into Western Sydney. Now, in 2017, over 25 % of our 1900 properties are based in Western and South Western Sydney. We work in new communities through social housing transfer programs, through our social

and affordable housing development program in Bungarabee, Parramatta and Ashfield and through growing our portfolio by securing government tenders such as the Nation Building , Canterbury Bankstown New Supply program.

Places People Want to Live builds on our previous award winning work in *Building Bridges – Bridge Housing's Community Building and Engagement Strategy 2014- 2017*; and on our approach to place-making in new developments at Bungarabee (2016) and Parramatta (2017) and with estate based communities in South Coogee and Balmain.

Places People Want to Live proposes a place based approach based on evidence and community engagement through place planning processes that put communities at the heart of the work we do. Bridge Housing has considered and evaluated evidence from urban and community renewal programs locally and internationally, best practice in urban design, and trends in inclusive community building practices to outline 3 key stages in making places that people want to live in –

- ▲ Understanding People and Places;
- ▲ Making Places that people want to live in; and
- ▲ Collaborating in Communities where people want to stay.

We are proud of our commitment to the communities we work with, and acknowledge the central role that tenants and place making practitioners played in the development of this document.

I look forward to implementing *Places People Want to Live* in new communities - by collaborating with local stakeholders and tenants to create positive change and improve wellbeing.

John Nicolades
Chief Executive Officer



KEY TERMS AND CONCEPTS

The following key terms and concepts underpin this document:

CO-DESIGN

Co-Design engages consumers, in this case residents, in the design process, with the idea that this will ultimately lead to improvement and innovation. Co-design builds from the existing frameworks of consumer and citizen participation in developing social services, underpinned by the idea that collaborative, cooperative and community-centred approaches lead to more effective social services and greater social impact. Features of co-design are that it:

- ▶ involves consumers of the service in the design of the service, program, or improvement
- ▶ starts with a desired end rather than with what is wrong with the present service
- ▶ focuses on developing practical solutions, testing whether ideas work and refining them
- ▶ is inclusive and draws on many perspectives, people, experts, disciplines and sectors.

COLLECTIVE IMPACT

Based in the premise that no single organisation can create significant social change alone,

Collective Impact is a framework for a coordinated approach that brings organisations together to challenge social issues and achieve social change. Typically, successful collective impact initiatives have five conditions:

- ▶ common agenda
- ▶ shared measurement
- ▶ mutually reinforcing activities
- ▶ continuous communication
- ▶ a backbone organisation.

Collaboration is essential to Collective Impact, and developing capacity in the community to understand how to work collaboratively is essential to adopting a Collective Impact Framework

COMMUNITY

Community is a broad term and has a number of meanings. It can be used to describe the people living alongside each other in a block of flats or within a local neighborhood (place based), or to refer to particular groups of people who come together because of shared cultures, ages or life-stages, interests and experiences (communities of interest such as sports groups, cultural groups, or work groups).

COMMUNITY BUILDING

Also referred to as community development, community building is about working alongside people and organisations to develop strong and resilient communities through collective action and positive change. It is a way of working with community strengths; recognising that the best people to decide what communities need are the people in those communities. Its focus is building capacity, developing community assets, and providing localised solutions to community issues.

COMMUNITY COHESION

Community cohesion is commonly defined as the willingness of members of a community to cooperate with each other and participate in community life in order to thrive and prosper.

COMMUNITY RENEWAL

Refers to community building on a large scale. Often associated with urban renewal projects, community renewal involves working with communities to build capacity, develop community assets, and provide localised solutions to community issues.

DELIBERATIVE DEMOCRACY

Deliberative democracy techniques can bring people together to understand an issue/s and provide informed solutions to the problem or issue at hand. Typically it involves:

- ▶ random selection process to involve a representative group of consumers/clients in addressing a problem
- ▶ information process over time to ensure that all participants understand the issue/s and possible solutions
- ▶ input from a broad range of participants including experts in the field, people with lived experience, services, law makers, and government agencies
- ▶ time given to deliberating, and discussing the issue/s.
- ▶ respect given to the outcomes of the process and decisions or recommendations made by participants.

EMPOWERMENT

Empowerment means to hand decision making power over to someone. In a less formal sense it can mean giving people access to the skills, knowledge and opportunities they need to have more control over their own lives.

ENGAGEMENT

A process involving a range of activities to encourage participation, collaboration, and empowerment. Community engagement is about making sure that we work closely with the neighbourhoods and communities that tenants are a part of. Tenant engagement is about giving tenants the opportunity to participate in whichever way suits them

ESTATE

An estate is a group of homes that are built together as a single development. An estate could be all private or social housing, or a mixed estate of private, social and affordable housing.

PARTICIPATION

Public participation means to involve those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision.

PLACE-MAKING

Place-making is a multi-faceted approach to the planning, design and management of places and spaces in communities. Place-making capitalises on a local community's assets, inspiration, and potential, with the intention of creating places and spaces that promote people's health, happiness, and well being. Community engagement and participation are at the core of place-making.

SOCIAL INFRASTRUCTURE

Social infrastructure refers to the assets or physical facilities that are used to accommodate social services, community programs, or community organisations such as schools, community centres, hospitals, youth centres, or childcare centres.

URBAN RENEWAL

Urban Renewal refers to the redevelopment of neglected or run down land and buildings including whole suburbs or neighbourhoods. It is often associated with community renewal and is sometimes used interchangeably with the term urban regeneration.

URBAN REGENERATION

In the Australian context is mostly used to describe renewal projects that bring together community and urban renewal.



ABOUT BRIDGE HOUSING

OUR SERVICES

Bridge Housing is a Tier One provider under the National Regulatory Scheme for Community Housing with over thirty years experience in the provision of housing for low to moderate income households in Sydney. In the ten year period from 2006 to 2017 we grew by 300% from 650 to 1900 properties, and we now assist over 3,000 residents in 18 local government areas across Sydney's inner and middle ring. Our portfolio consists of detached, semi detached, and multiunit dwellings.

Bridge Housing's mission is to improve lives and strengthen communities. We are a values based organisation. Our values underpin our way of working with all people, our staff, our customers, our service partners and the communities we work within.

OUR VALUES:

- ▶ **Socially Responsible:** We are a socially responsible organisation with a commitment to social inclusion and improving the lives of the people and communities we support. People focused
- ▶ **People Focused:** We are a people focused organisation. We keep our applicants and resident's needs at the core of all activity and decisions, empathise with their needs and deliver our services with fairness, respect and sensitivity. We value and support our employees to enable them to perform at their best and achieve their full potential.
- ▶ **Committed and passionate:** We are committed and passionate and put our hearts and minds into our work. We value and encourage innovation and continually seek to improve our performance.
- ▶ **Relationships:** We build relationships based on trust and respect to create positive outcomes for the people and communities we serve.
- ▶ **Professionalism and integrity:** We act with professionalism and integrity. We take responsibility for our decision and actions and provide a consistent high quality service. Our decisions are based on sound judgment and our culture engenders good governance, transparency and honesty.



ABOUT PLACES PEOPLE WANT TO LIVE

Place-making is a multi-faceted approach to the planning, design and management of communities. Place-making capitalises on a local community's assets and potential, with the intention of creating places and spaces that promote people's health, happiness, and well being. Community engagement and participation are at the core of place-making.

Places People Want to Live provides a clear overview of how we will work in communities, on social housing estates, and with people and built environments. It recognises that place-making and place based approaches are about working with diverse communities at the local level and that localised solutions are the best way of solving complex issues and building on community strengths.

Places People Want to Live puts people and engagement at the centre of our work and outlines the principles and processes we will use to work alongside communities. The document provides guidance for Bridge Housing as an organisation, and for residents, applicants, staff, and the wider community to know what they can expect from Bridge Housing as place-makers, place managers, and community partners.

WHY IS THIS DOCUMENT NECESSARY?

Like most community housing providers in New South Wales, the majority of Bridge Housing's properties under management are scattered across Sydney. Management of social housing that is concentrated and responsibility for the housing service delivery approach in a whole of location area necessitates a different service delivery approach.

In the future, community housing providers will be responsible for managing new developments, redevelopments, significant upgrades of existing sites eg Communities Plus, or large scale property management transfers, such as the Social housing Management transfer to a much greater extent. While these changes will involve change and possibly disruption for communities, we also believe that these changes will drive improvements in service delivery and the opportunity for innovation at the local level.

Places People Want to Live provides the framework for Bridge Housing to deliver those place based approaches in the context of key NSW social housing reforms outlined in Future Directions for Social Housing in NSW. These reforms focus on improving social and economic outcomes for social housing

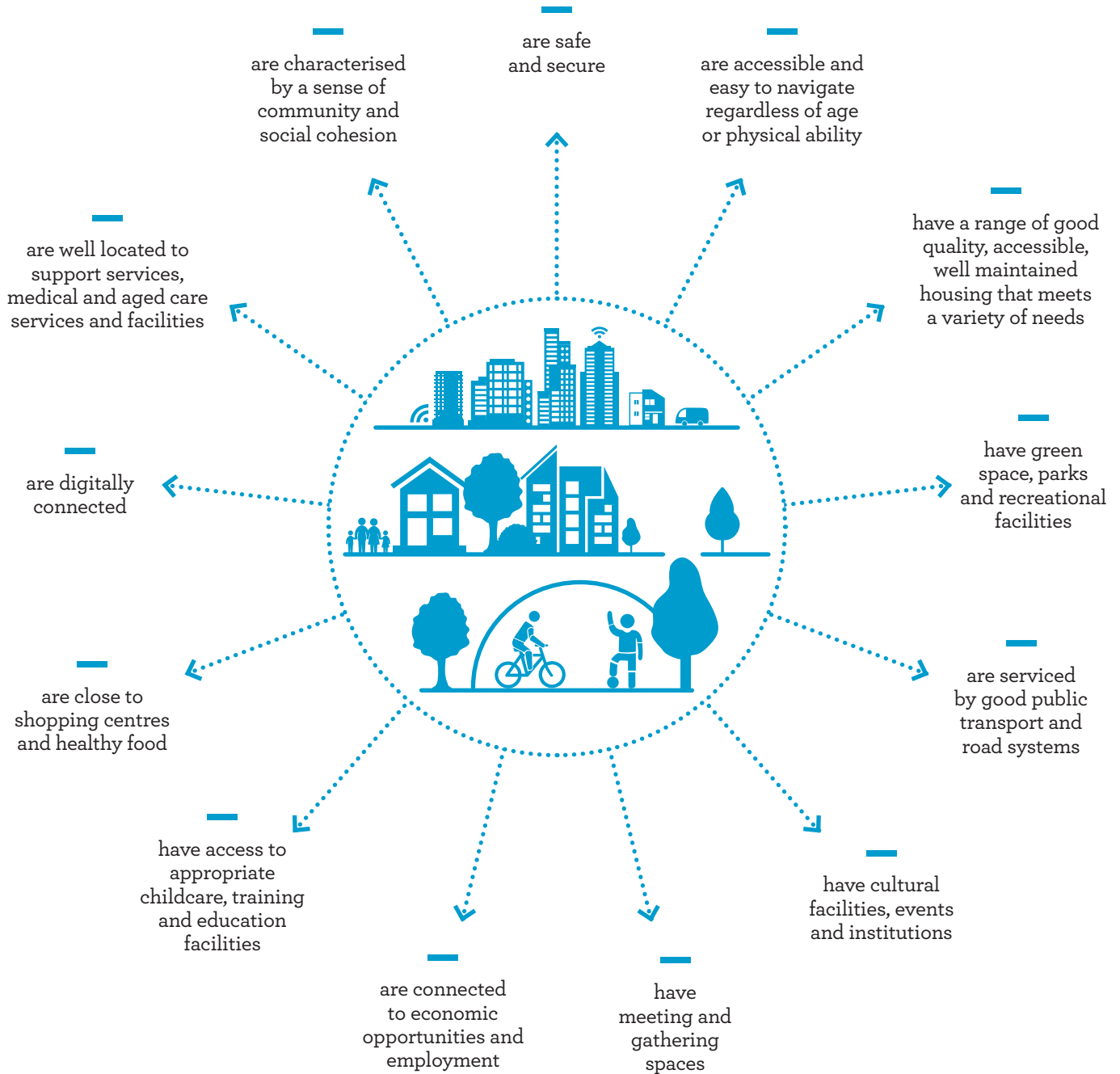
residents, building stronger and more cohesive communities, providing better homes and improving amenity for residents through improvements to social infrastructure and public spaces.

Through Future Directions the NSW Government will transfer the management of up to 35% of all social housing to community housing providers within the next 3 to 4 years. Aside from robust access and demand, tenancy and property management services, community housing providers will have a lead role in managing housing services for the entire geographical area. Providers who assume management responsibility will need especially robust and clearly articulated place-making approaches to support their work locally.

Bridge Housing has already built our experience of working in areas of concentrated social housing through our work on the parts of the South Coogee and Balmain estates transferred to our management in 2009/10. Communities Plus will also introduce larger and smaller scale mixed tenure developments, over the course of Future Directions. We believe it is time to bring this knowledge together with research to document our approach for the future.

WHAT MAKES A GREAT PLACE TO LIVE?

Through consultations with residents, staff, service partners; and an extensive literature review, we understand that people want to live in communities that:



BUILDING ON WHAT WE ALREADY DO

Bridge Housing has been active in working with tenants and communities to develop initiatives that encourage participation and social inclusion. We believe that, in an inclusive society, people empower themselves. We can support this by working together to provide meaningful opportunities for all tenants and residents to get involved have a real say and influence our service delivery.

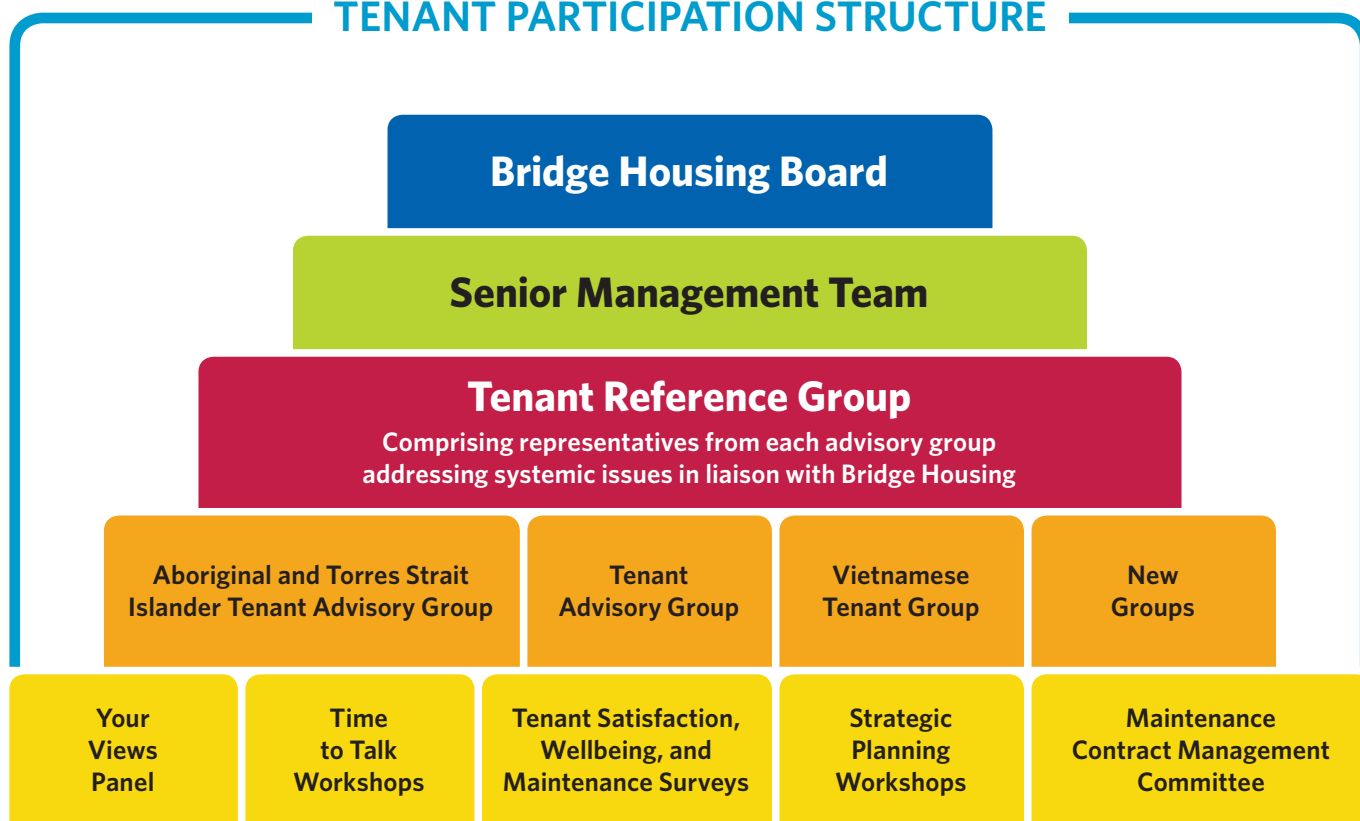
Through our award-winning work with *Building Bridges - Bridge Housing's Community Building and Engagement*

Strategy 2014 - 2017, we have collaborated with tenants to develop strategic objectives and a community action plan. We identified that we wanted to work together to improve wellbeing and strengthen a sense of community for tenants, their families and household members through:

- ▶ supporting successful tenancies
- ▶ making sure that tenants have a real say in the way we do things
- ▶ increasing access to financial, economic, educational and social opportunities
- ▶ strengthening neighbourhood and community connections.

We have developed a set of engagement principles (refer Appendix 2) that direct our work across the organisation. The principles are based on what our tenants and community partners have told us about what they most value in working together: respect, honesty, communication, understanding and active listening; as well as justice, equality and integrity.

TENANT PARTICIPATION STRUCTURE



We have also developed responsive and flexible tenant participation structures (outlined in diagram above). We honour the history and experience of our Tenant Advisory Group (TAG) established in 2009 and allow for change and growth driven by our tenant community. More recently we have seen the growth of new tenant groups, including the Aboriginal and Torres Strait Islander Tenant Advisory Group (ATTAG) established in 2014 and the Vietnamese Tenants Group established in 2017. We have also developed a workshop series

called Time to Talk and online feedback mechanisms such as surveys and e-Panels to support tenants to have a say in our work - in a way that suits them.

In new geographic management areas, we will work with existing tenant and resident groups to ensure that we support and include their work in our participation pathways and initiatives.

Building Bridges initiatives have fundamentally changed the way we work to embed community and tenant engagement processes

across the organisation. We intend to carry these ways of working forward into all our small and large scale projects in the future.

Further information on the range of initiatives implemented through Building Bridges can be found on Bridge Housing's website at www.bridgehousing.org.au/pages/building-bridges.





OUR PLACE-MAKING PRINCIPLES

Bridge Housing is committed to delivering place based approaches that build on our broader Community Building and Engagement Strategies as articulated in *Building Bridges*. We want to extend our current place making practices and implement processes that align with the organisation's core mission and values.

The following principles were developed with input from staff, residents, and place-making practitioners, and from reviewing the evaluation literature on urban and community renewal in Australia.

When undertaking our place-making activities, Bridge Housing will:

- ▶ work closely with communities to understand place and plan for change
- ▶ listen and take action to support community needs and aspirations
- ▶ keep our word - we only make commitments that we can deliver on
- ▶ use a "we asked- you said- we did" feedback model to report back on what we are doing
- ▶ be open and honest and approachable, committed to ongoing communication, and keeping communities updated and informed
- ▶ carefully and sensitively manage place-making projects - we know that change is stressful and we want to work to minimise stress
- ▶ seek out new ways of doing things through looking at the evidence base and implementing innovation in the way we work
- ▶ provide housing and neighbourhood/urban renewal that is built to high design standards
- ▶ prioritise excellent customer service and a range of appropriate high quality services
- and housing products for residents and communities
- ▶ build long term partnerships that use a collective impact approach to deliver positive social and economic outcomes for residents
- ▶ ensure that whatever we do is sustainable over the long term
- ▶ provide the resources to enable us to put these principles into action
- ▶ measure our success by collecting appropriate data and listening to what people and the research are telling us about the outcomes we achieve.

OUR PLACE-MAKING APPROACH

Places People Want to Live provides an outline of our place-making approach that can be applied across a number of scenarios whether that is the redevelopment of estates, new developments, or property management transfers.

It is based on three key stages:

- 1. Understanding people and places** – Place planning and community engagement as a foundation for change
- 2. Making places that people want to live in** – implementing place-making through innovative planning, design and engagement processes
- 3. Collaborating in communities where people want to stay** – implementing long term community building and renewal strategies that put communities at the heart, delivering quality services, and monitoring the outcomes of our work.

Bridge Housing has an experienced Sustainable Communities Team that leads our community engagement and tenant participation initiatives. For large scale renewal or property transfer projects undertaken by Bridge Housing a Project Implementation Team, reporting to the General Manager, Operations, will be established to drive the processes outlined in this document. Their work will be guided by this document and other relevant Bridge Housing strategies, policies and plans. An experienced project manager will be appointed to co-ordinate various activities across the organisation in partnership with an engagement manager who will provide a point of contact for communities and stakeholders.

OUR APPROACH





UNDERSTANDING PEOPLE AND PLACES

Bridge Housing believes that the best people to determine how communities can negotiate change are people in those communities. Bridge Housing will work closely with stakeholders in communities into which we are moving to ensure we understand the cultural, social, economic, political, and physical landscape of the places we will be working in. With any community, the first priority will be to do the research, listen and learn, and respond to what we have been told.


With each area we move into we will develop a local Place Plan in partnership with local stakeholders to identify opportunities for action that enhance community connections and well-being. We want to leverage the strength of local communities – to enhance and work with existing community structures, the broader service system, the business sector and local infrastructure.

Place Plans and community engagement activities will be developed and implemented together in an iterative process with each informing the other. Resources allocated to these processes will be dependent on the size and scale of the communities and renewal activities intended for the area.

COMMUNITY ENGAGEMENT

Our approach to community engagement is led by Building Bridges – *Bridge Housing's Community Building and Engagement Strategy* and the spectrum of engagement developed by the International Association of Public Participation.

The Spectrum of Engagement¹

Increasing impact on the decision 					
	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.

Working in new areas we will identify appropriate engagement activities to ensure that we are embedded in communities and have an open dialogue with all stakeholders. We will develop opportunities to collaborate with and learn from residents, service providers, government agencies, business, local institutions and organisations; to understand how communities see themselves, their strengths, and connections; and work with vulnerable communities to break down barriers to engagement and communication; as well as build trust by following through on what we have said we will do.

We will work with existing community groups and organisations to create governance structures appropriate to the scale of change. We want to ensure that change is managed with communities not for communities; and that we are creating and supporting spaces for diverse voices to be heard and feel welcomed.

Our place-making efforts will provide opportunities for new residents, including social and affordable housing residents, private owners, private renters, and existing/relocated residents to meet, get to know one another and build a shared sense of community.

Community engagement processes will be developed in alignment with project resources and incorporate our knowledge of best practice and ongoing research into recent innovations in the sector. Appropriate activities will be incorporated into Place Plans. Some options for engagement are included in our Community Connections Toolkit at Appendix 1.

PLACE PLANS

Bridge Housing will use a place planning approach to ensure that we bring together our research and engagement work to harness opportunities for action locally.

Place Plans will include and/or identify:

1. Demographic profiles of residents and surrounding communities
2. Asset and property condition
3. Audit and mapping of the local community:
 - a. government and community services and programs
 - b. parks and public spaces
 - c. community spaces
 - d. business, industry and employment
 - e. cultural and religious infrastructure
 - f. roads and transport systems
 - g. education and training facilities and programs

4. Local community needs and opportunities
5. Initiatives that have been prioritised by local communities.
6. Community engagement priorities.

The Place Planning process is central to understanding the existing and future demographic profile of communities and opportunities to enhance community connections, public spaces and the homes we manage. Place planning is also critical because it provides an opportunity to build relationships with local stakeholders and support engagement with residents and communities. Governance structures will be flexible and wherever possible build on existing community governance structures. We will be clear with the communities we work with about the funding available for change to ensure that we can deliver on any commitments we make locally.

1. www.iap2.org.au/Tenant/C0000004/00000001/images/Resources/IAP2_Public_Participation_Spectrum.pdf

Great examples to inform our place-making approach

STICKYBEAK TOURS

Bridge Housing offers tours of their new neighbourhood for residents in new apartment blocks. We visit community centres, services, parks, swimming pools, local libraries, cheap and cheerful local eateries, volunteer services and get the run down from locals in the know including council officers and service providers. We have lunch together at a local restaurant for a great opportunity for residents to get to know one another and have a fun, welcoming, and sociable day out.



GREEN SQUARE COMMUNITY KIOSK

The Green Square Community Kiosk is located in Joynton Avenue in Green Square. The Kiosk is located in the park and provides a small multipurpose community space including a kitchen, storage space and awning to support community and Council community development programs. The facility engages with outdoor seating and tables and is used for community meetings, the Infohub, English language classes and other community activities. The facility is compact and low cost.

WARANYJARRI COMMUNITY CHAMPIONS

Broome North is a development of over 10,000 new properties being built in stages of approximately 2000 properties including social affordable, Aboriginal and private housing in Western Australia. The first estate to be developed is Waranyjarri.

One of the engagement activities initiated as part of the Broome North Community Building Plan was the establishment of a local resident group the Waranyjarri Community Champions who:

- ▶ welcome new residents as housing is occupied
- ▶ act as an information source between Landcorp and the community
- ▶ host the Broome North Community Group Facebook Page - which now has over 300 members and is a central source of information for Waranyjarri residents.



COMMUNITY REFERENCE GROUPS

Within estate renewal projects at Minto, Claymore and Airds Bradbury in Campbelltown, the then Department of Housing established a Community Reference Group

for each estate which consisted of a broad range of community representatives ranging from local residents (both public and private residents), local service providers and local government agencies (Council, health, etc). The groups would meet regularly and help to steer how the projects would be

implemented in the community.

Each group has a Terms of Reference which is agreed up front. This outlines the purpose of the group, if there are any voting mechanisms, the terms of membership of the group, etc. The groups provide vital input into the projects and help influence how the projects are implemented.

MAKING PLACES THAT PEOPLE WANT TO LIVE IN

Our commitment to making places people want to live in is driven by our understanding of how planning, engagement and the built environment can impact on the wellbeing of people and their communities. We believe that deep engagement, research and the development of a place plan is a critical first step in the place making process. It helps to identify priority areas for action and ensures we are doing so in a way that is based on a deep understanding of the community. This is critical if we are to implement strategies that make places great to live in.

We believe that local strategies and priorities for place-making are best led from the ground up, to engage residents in planning, design, and budgeting processes. Bridge Housing will put residents at the centre of creative and innovative place-making partnerships - with developers, state and local government, and business and community services. We will continue to encourage housing design and tenancy management models that promote inclusion, and are accessible and flexible, responding to local need.

We want to ensure that all communities going through change are supported to participate in decision making and are clear about their responsibilities as community members and/or residents. In mixed tenure communities Bridge Housing is committed to providing opportunities for connection and integration, and supporting community cohesion.

Every community is different. At Bridge Housing, how we plan, design and manage places that people want to live in will depend on the communities we are working with. Effective partnerships guided by Place Plans will be essential to our efforts to enhance local places and respond to the needs of diverse communities.

Some key features of our place-making approach include:

- ▶ developing placemaking strategies in partnership with key local stakeholders – residents, developers, state and local government, business and community services
- ▶ providing opportunities for existing residents and communities to contribute to the planning, management and design of urban renewal projects, new developments, public space or property improvements, and the location of services
- ▶ taking a “tenure blind” approach to design, in which private, social and affordable housing is designed to look similar to mask tenures and support social integration
- ▶ Implementing environmental initiatives that prepare for a low carbon future and assist to mitigate poverty for low income residents.
- ▶ on-site customer service and tenancy management in large scale developments
- ▶ advocating for the inclusion of well located shared spaces in new developments where residents can stop to chat, gather and socialise
- ▶ co-location of, or links to services including employment programs, social enterprise hubs, training programs, early childhood learning facilities, and health and wellbeing programs
- ▶ providing spaces for community gardens or urban food forests
- ▶ integrated public art and landscaping projects that bring residents and community together to reflect on diverse histories and shared futures
- ▶ collaborating with existing tenant groups to give them a space in existing participation structures
- ▶ implementing media campaigns delivered in partnership with local stakeholders to help break down stigma and prejudice
- ▶ informing neighbours who are not social housing residents about our role in the community.
- ▶ delivering Meet Your Neighbour events and other pop-up events to build community connections
- ▶ supporting residents to run their own activities that bring people together.

PARTICIPATORY BUDGETING

Tenants at Wauhope Crescent South Coogee were surveyed by Bridge Housing about their priorities for their block. Priorities included bin bays, fencing and a community garden. In 2015, Bridge Housing held two workshops with tenants using a participatory budgeting approach to identify how to spend upgrade funds on one priority streetscape improvement.

Participants worked with the Bridge Housing team, designers and workshop facilitators to prioritise new

bin bays for the area, and to identify priorities for location, look and design.

Funding was received from the Social Housing Community Improvement Fund to assist with the implementation of the bin bays. Residents worked with the architect on the designs.

The bin bays and new fencing have now been launched. You can see tenants talk about them at: <https://www.youtube.com/watch?v=apdiXPwXR68>



OUR PLACE GREEN SPACE

Darryl, a resident of Bridge Housing has been a part of the establishment of a vibrant community garden in his block as part of the Bridge Housing Our Place Green Space Community Garden initiative.

Growing mostly edible plants, Darryl, along with other residents, has worked in this space building raised beds and communal seating from treated pine and recycled materials. To make the space look great Darryl has used mirrors and a large shady umbrella found from curbside collections.

It is a welcoming place where residents can connect with other residents and their families and grow and share fresh herbs and vegetables. Darryl says it has put “quite a few smiles on their faces” down at his block.

AIRDS BRADBURY CO-DESIGN PROCESS

In developing the Airds Bradbury Renewal Masterplan, the then NSW Department of Housing carried out an extensive 3 year community engagement process branded Airds Out Loud. The engagement process commenced with an education process on urban design which included tours to some of the best masterplanned estates and buildings in western Sydney. This was to open the minds of the community to other possibilities in terms of the built environment.

The second phase was an information gathering exercise about the place to identify strengths and weaknesses. The community engagement process culminated in a 3 day Enquiry by Design workshop which was attended by over 500 people from the community and other stakeholders. A preferred masterplan was developed over the 3 days which was then developed into the approved Concept Plan.



STADGENOOT HOUSING ASSOCIATION

In the Netherlands property owners are legally obliged to form a homeowners association (VVE) in complexes where there are at least two different owners. Stadgenoot Housing Association is the owner of social housing rentals in 400 VVE's (Verenigingen van Eigenaren) in Amsterdam. In around 80% of these VVE's, Stadgenoot has the majority vote.

In 2000, Stadgenoot started to sell social housing apartments to raise funds to build new homes. The policy of selling apartments and forming VVE's with private owners was successful as neighbourhoods became more mixed with owners and renters. Compared to other European cities Dutch neighbourhoods are traditionally

more mixed. This is a cornerstone of Dutch Housing Policy.

In VVE's the representative from Stadgenoot looks after the interests of the social housing tenants. The Stadgenoot representative knows the opinions of the tenants through ongoing consultations and engagement. Increasingly tenants are given more say and input into the liveability of the complex and relations between tenants and owner occupiers.



KENSINGTON

The Kensington Estate Redevelopment project has transformed an ageing 1960s public housing estate in inner city Melbourne into a mixed community of public, social and private housing with a unique approach to integration. The physical boundaries of the former estate have been removed and new townhouses and apartments complement the design of the surrounding neighbourhood. This is achieved by

- ▶ the use of a variety of materials, textures and colour schemes that make the redevelopment look like any new residential development in Australia
- ▶ creating better pedestrian links by designing and building paths that fit into the existing pedestrian network to further integrate the homes into the local area
- ▶ removing the fences that bordered the former estate to break down the physical barriers that existed between the former estate and the wider Kensington neighbourhood
- ▶ new quality housing where the public and social housing is indistinguishable from the private housing
- ▶ building new seating, a barbeque area and children's playground to provide recreation points for residents and the local community.





COLLABORATING IN COMMUNITIES WHERE PEOPLE WANT TO STAY

Bridge Housing wants residents in the communities we build and manage to live independent lives connected to their friends, neighbours and family. We want people to have a sense of belonging in their neighbourhoods and communities and be proud of where they live, to be able to contribute to their community over the longer term and to have access to local social and economic opportunities.

We want to have a positive impact in the diverse communities in which we operate. We believe that the growing movement to include people in the design of programs and initiatives developed to improve their wellbeing is the best way to support the growth and development of sustainable and inclusive communities – where people have the opportunity to take control of their own lives and participate actively in society.

How we plan for and develop community building or renewal initiatives or programs will depend on local conditions, the size and type of communities we are working in,

and the needs of communities as identified through Place Plans and ongoing community engagement activities. *Places People Want to Live* builds on the practices developed through *Building Bridges* to implement a more responsive and place based approach outlined below.

ONGOING COLLABORATION

Through the work we will do in developing Place Plans and engaging communities in change and place-making processes we

will be able to identify people, organisations and groups that are at the heart of the new communities we are working in. A key element to building relationships is to have a local presence – wherever economies of scale allow Bridge Housing will provide responsive on-site services, whether that be outreach, co-located customer service and community development teams, or a full service site office.

Through this process of deep engagement and embedding ourselves in the community we will draw on existing community strengths to develop collaborative

and responsive partnerships - with residents, service providers, government agencies, businesses, local institutions and organisations.

These partnerships will form the basis of effective engagement and community building practices such as collective impact programs, co-design, and deliberative democracy. These approaches help to redefine problems and solutions from user and place based perspectives - building on local strengths and capacities to deliver responsive evidence based programs that address local needs and aspirations (refer Key Terms p3).

Aligned with effective project and program planning through our outcomes framework “the Difference We Make” (refer below) Bridge Housing will establish transparent expectations for the communities we are working in and report back against these expectations on a regular basis.

QUALITY SERVICE DELIVERY

We believe that the delivery of quality services to our residents and applicants is critically important. We have developed clear customer service standards so that residents and communities are aware of what they can expect from our service delivery. Our tenancy management and applicant management services place people at the heart of our work, and we ensure we are responding to need and providing our services in a culturally appropriate manner.

Where our residents require extra support, Bridge Housing’s focus is to develop and co-ordinate partnerships that provide appropriate services to residents - to sustain their tenancies and access a range of social and economic opportunities. We effectively deliver property management services to our residents to ensure that their homes are safe, secure and well maintained.

Bridge Housing will provide a range of mechanisms for local residents and stakeholders to have a say in how we deliver our services. This includes:

- ▶ working with tenants and local organisations at on-site block meetings,
- ▶ organising local good neighbour workshops to assist neighbours to deal with conflict
- ▶ our bi-lingual Time to Talk Workshops on policy issues , business and strategic planning
- ▶ formal tenant advisory group structures
- ▶ online forums including the Your Views e-Panel
- ▶ Maintenance Management Committee overseeing our repairs and maintenance service delivery.

MEASURING OUR OUTCOMES

To ensure our key service activities and initiatives are the best they can be, Bridge Housing has developed a comprehensive evaluation and outcomes reporting framework - *The Difference We Make*. The framework helps Bridge Housing to improve our service delivery, and to understand and communicate the impact of what we do on the wellbeing of our tenants, residents and communities.

The Difference We Make includes:

- ▶ a set of social outcomes areas and goals that align to Bridge Housing’s mission of improving lives and strengthening communities
- ▶ indicators that allow us to track progress against those goals, and
- ▶ project planning, evaluation and monitoring tools through which we describe our evidence base for initiatives, track their actual implementation, gauge their effectiveness against project aims, and track their contribution to our social outcome goals.

The Difference We Make delivers a consistent and transparent framework for new communities and residents to measure us by.

OUR COMMITMENT

As we move into new communities we will continue to build on the practices developed through *Building Bridges* by implementing the three key stages of *Places People Want to Live*. We will embed ourselves at the local level to deliver co-ordinated and evidence based housing, services, and programs that respond to and address community needs and aspirations in the context of important sector reforms and priorities.

STREETS AHEAD - EMPLOYMENT PATHWAYS

Through our Streets Ahead initiative Bridge Housing has recently committed to working with the employment specialist team from one of our established support partners NEAMI, through their Work Well program. We have also set up employment pathways in partnership with Career Pathways and our contractors.

Work Well and Career Pathways are client centred programs

focused on addressing barriers to employment at an individual level.

Work Well links mental health consumers in with business in competitive employment or training. The Work Well program is highly successful achieving a 66% success rate of placing clients in long term (12 months) employment. Career Pathways co-ordinates training and individual employment support for people in social housing.



HAND UP

Bridge Housing's Hand Up Arrears Management Program (Hand Up) is a unique initiative that builds on traditional social housing debt management approaches. Tenants who have complex needs, intractable debt and are at risk of eviction are able to save their tenancies and get their lives back on track. Through Hand Up tenants fast track arrears reduction through tailored activities, such as financial counselling, living skills, health treatment programs, training and voluntary work. For each hour of

activity, Bridge Housing reduces the tenant's arrears but a set amount. By tailoring activities to need, tenants can clear all arrears while addressing the causes of their debt cycle.

Thirteen tenants have entered the program since June 2016, addressing over \$20,000 in arrears. All tenants were facing eviction and all have saved their tenancies to date. Of the 13 tenants, four have cleared all debt. One tenant has secured an apprenticeship as a result of training undertaken for the program. Tenants who have not yet completed the program continue engagement with support and service providers.

COLLECTIVE IMPACT - CLAYMORE

Claymore has been identified as one of the worst performing suburbs in NSW. In response to this FACS initiated the Claymore Renewal Project which is aimed at creating a more sustainable mixed tenure community.

In addition, FACS is using a collective impact approach across the many services being delivered by various agencies to help improve the social outcomes of current residents. The collective impact approach is being carried out by the Claymore Action Network through joint planning and real partnerships in implementing and coordinating the various activities that service providers carry out on the estate. The Claymore Action Network is a local bottom up approach involving government agencies, local service providers and residents.



APPENDIX 1

COMMUNITY CONNECTIONS TOOLKIT

Communication, Collaboration and Diversity

- provide information to all existing residents and community members about the 'big-picture', scope and timing of the redevelopment/tenancy transfers
- set up local governance structures that can guide us through all stages of the change process in collaboration with local stakeholders identified in our Place Plans
- work with local land councils to ensure that Aboriginal people are included in all stages of the process
- provide timely and clear communication with residents and communities in a variety of formats such as face to face meetings, written communications in community languages, social media and drop-in sessions
- regularly update individuals and communities including when there are delays or changes, so that there is no hiatus in communication or uncertainty about what is happening
- acknowledge residents' previous experiences of forced relocation or transfers, such as in refugee communities
- build awareness of specific language and cultural issues through staff training
- implement "we asked, you said, we did" feedback loops so communities can see how they have influenced us
- from the early stages of the development/tenancy transfers, create a presence through a Temporary Infohub/Community Kiosk with space for community activities, where existing and potential residents and neighbours can come and ask questions about the development and participate in community activities

- inform all those directly affected by building works (including current residents and surrounding residents in the local community) from an early stage about the nature, timeline and expected disruption to residents, and who to contact if there is a problem.

Collaboration in design

- provide opportunities for existing residents and communities to contribute to planning and design through community workshops with housing providers, developers and partners
- build capacity to enable this participation through design workshops and training.

Welcoming Residents and Building Connections

- support new communities with the practical implications of relocating including providing information and Welcome Kits about their new neighbourhood, local council and service information
- support tenants new to Bridge Housing with the practical implications of transfers through providing Welcome Kits and opportunities to meet staff and tenant groups
- implement a tenant "buddy" scheme for transferring tenants to be paired with a Bridge Housing tenant
- develop practical ways for relocated residents to keep in touch with their networks after moving, such as through social events or a website
- establish an estate website or Facebook Page where residents and neighbours can find information about the development, local services and programs

- encourage the establishment of local community groups made up of a range of community members who can act as Community Pioneers, and community social media groups for shared information such as Community Facebook Pages, or snapchat sites

- provide stickybeak tours for residents new to the area
- work with existing resident groups to participate in detailed planning around relocations, tenancy transfers, and housing allocations.

Supporting Community Cohesion

- attend existing local community events and interagencies and build a presence and connections with communities, organisations, and business in the area
- develop relationships with community activists and community action groups
- implement media campaigns delivered in partnership with local stakeholders to help break down stigma and prejudice
- inform neighbours who are not social housing residents about our role in the community
- deliver Meet Your Neighbour events and other pop-up events for the whole community, including families and children.

APPENDIX 2

BRIDGE HOUSING ENGAGEMENT PRINCIPLES

We are committed to:

- making sure that tenants and our partners have a real say in and real influence over the way we do things, and providing the resources to make it happen
- working closely with the communities and neighbourhoods that tenants, our partners and potential tenants are a part of
- valuing the skills, knowledge and experience of tenants and our partners
- raising awareness and encourage understanding of tenants and their life experiences
- making sure we keep communication open, honest and inclusive and that we know who our tenants are and what they think is important
- supporting tenant groups to grow, achieve their goals and be inclusive
- supporting tenant volunteers and tenants active in their communities, to develop and grow their skills and knowledge
- providing a variety of ways for tenants to get involved so that everyone has a chance to participate in a way that suits them
- recognising that not everyone is interested in participating
- being open and honest about what we can and can't do but also being open to new ideas and suggestions
- using tenants' and partners' stories, opinions, feedback, appeals and complaints to measure the impact of our work and adapt, change and innovate
- reporting back to people so that tenants and our partners can evaluate whether we have actively listened to them and acted on what they have told us
- keeping up to date about meaningful and effective ways to work with people and ensuring that staff members have the skills and knowledge to put the research into action.



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Document Review

This document has been compiled by Bridge Housing’s Sustainable Communities Manager. It is a living document that can be updated to respond to changes in funding, resources, best practice, evaluations and new ways of thinking.

Version	Changes	Notes
24 April 2017		
30 January 2019	Update street and postal addresses	





Street address: Level 9, 59 Goulburn Street, Sydney NSW 2000

Postal address: PO Box 20217, World Square NSW 2002

Telephone: (02) 8324 0800

Website: www.bridgehousing.org.au

Email: customerservice@bridgehousing.org.au

