

Appendices

Appendix One SWOT Analysis and Meeting Notes

Strengths	
2002	2003
Diversity of Community	More energy
Resilience	Cohesion
Community Room	Better communication
Neighbourhood Centre	Awareness
Service Availability	Empowerment – a voice
Location	Focus
Tolerant and Accepting	Experience 12 months
NAB and Tenant reps. good people	Trust
People support/are assertive	Increased skills
History of the area	Relief for response and action
Longevity, stability	Forward planning
Park	Talents
Support from Clover Moore	Fun
Council	Progress
Exciting Neighbourhood	Cleaner
Available Info	Community Interest
Management Committee –Community Centre	Opportunity and outlets
Strong Advocates	Improved organization and control
Police Support	Friendships
	Community spirit improving
	Human face of DoH
	Activities
	Child care and play grounds
Weaknesses	
2002	2003
Transport 306 cancelled	Perceptions of community
Crime, Drugs, vandalism, graffiti, attacks	Worse communication
Services not working together	Time needed to change
Safety of tenants	Grime and Squalor
Drug dealers	Complacency
Nuisance and Annoyance issues	Maintenance
Damage to letter boxes	Lack of staff/budgets
Dumping of rubbish, throwing things from balconies	Too much talk not enough action
Lack of security	Disrespect
Mental Health issues	Social isolation
Anti Social Behaviour	Discrimination
Lack of conflict resolution skills	Segregation
Cost of Living	Inadequate Gov. Policy
Gossip	No community gardens/few plants
Physical condition of buildings	Need plain English policy
Mix of people/ multicultural	Apathy
Lack of support services following Richmond Report	Conflict
No pay TV	Bureaucracy
Tenant involvement	Blame and roles
Fear of leaving property	Education
Lack of services	Dependency
Attendance at meetings	Assumptions
Lack of opportunity	Resources
Low Incomes/Unemployment	Non tenants
Lack of Maintenance re. Gardens	Crime
Scared to speak to CSOs	

Opportunities	
2002	2003
Individuals to work as a team	Working together
Tenants to engage in community work	Education opportunities
Improve partnerships between agencies	Utilising Community Centre
Focus groups with tenants	Workshops
Multicultural groups	Building Partners
Time and abilities of tenants	Big hART involvement
Pay TV	Newsletter
Community Centre used for workshops	Developing Pride
Focus groups determine needs	Community input re. needs and wants
Survey and findings	Diversify pools of resources
Neighbourhood Day	Being positive
Local papers and media	Cultural connections – integration
Work with new tenants	Learning and application
More sign up info – local	Better services and lobbying
DOH to share info with agencies	Specific skills
Local responses re. problems	Defining community
High level of tenant participation	Improving quality of life
A more productive NAB	Sharing and caring
More support for NAB	Accessible community program funds
Training for Tenant Reps.	Community market days
Address individual needs	Practical life skills
Transport community and Gov.	Community Gardens
Focus on access and equity	Addressing safety as an issue
Security awareness	Events to socialize
Improve neighbourliness	Children – care and facilities
Training days for tenants	
Threats	
2002	2003
Lack of funding	Fear re. loss of Gov. Action
Inadequate transport	Security
Limited tenure of CDW	Government inaction
A lot of work for all	Loss of interest
Tenants threatening tenants	Health and hygiene
Conflict	Apathy
Mental Health issues	Cynicism
Lack of support	Not sure of program continuing
Badly implemented government policy	Some hijacking agenda
Lack of involvement	Perceived needs not realized
Cynicism	community rejection of opportunities
Tenants concerns – agencies don't care	Crime
Segregation	D and A related anti social behaviour
Lack of ownership in roles	Mental Health Issues
Conflict tenants and DoH	Forcing of Policy on community
	Multi lingual community isolated
	Noise

Overview of Meeting Notes Two Year Review – December 2004

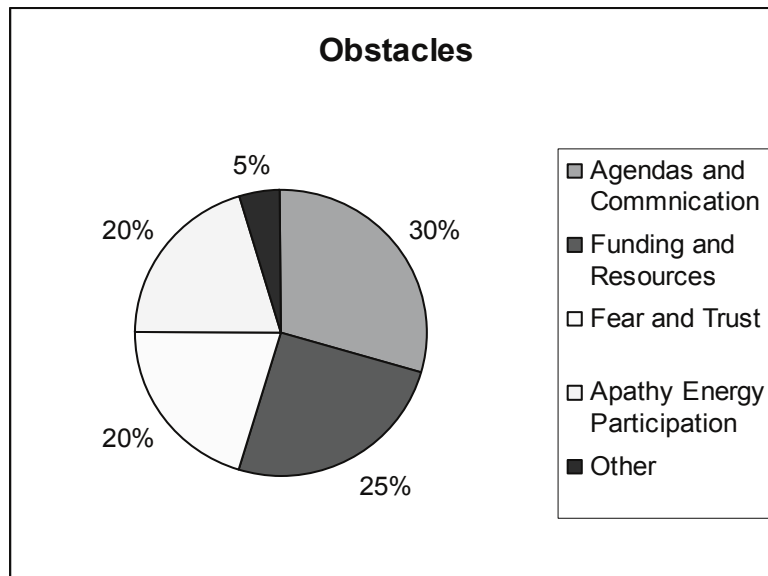
Forty-three people attended the Northcott Partnerships review meeting. These included tenants, staff from the primary partners and others interested in contributing their ideas.

Participants shared their ideas about how they thought Northcott might look in another two years. The following list includes some of the comments and ideas shared;

- Centre open longer – focus and centre of community – Committee trained to cater to community needs – independent body focused on clients with continuous activities to promote funding.
- More connected to wider community. No longer thought of as “Northcott” and all that history but “the community” – New and progressive for all Surry Hills tenants.
- Interaction in the community – safety, respect, positive, inclusive, freely approachable services, people not self conscious about expressing problems.
- Security of cultural identity and respecting differences.
- Attitudes positive, people are non judgemental, people are confident.
- Some of the projects did not work
- Community is proactive and will not accept the old standards – a shift to a new normal at Northcott
- Community more aware of their ownership of their community
- Confident to deal with community issues – able to identify solutions before major impact
- Strengthened workable relationships
- Computers, internet café, meditation, physio
- Beautiful and interesting mosaic entrance
- Increased funding for creative projects
- Dom will have three more in his team of CDWs
- Cameras – CCTV for reducing vandalism
- Youth programs
Kindergarten/child care
- Suggestion box for all tenants
- English classes – conversation
- Power of example
- Open and transparent
- Suggestion box
- Tenants’ assistance for frail and elderly
- Sense of pride and less resources needed for maintenance (eg. letterboxes, locks, doors)
- Potential for the perfect scenario to be possible with lots of commitment to make the vision work.
- Tattler – in community languages
- Dominics – they will come to pass
- Festival in 2 years
- CDs in the charts – music tour
- Merchandise – Northcott box
- Improved perceptions of safety – police using all avenues to create better outcomes
- Whole community interact – more deeply
- Website – see the faces of those involved
- Centre organizations helping committee
- Resources – full time paid worker at the centre
- “Village” concept
- People know everyone on their floor

Participants were asked to write on a post-it-note what they believed was the biggest obstacle to the Northcott Community developing to its full potential with all parties working together.

In all forty-five points were shared, with participants including between one and three obstacles. Issues around funding and resources were dominant (11/45) as was the potential for varying agendas, communication and motivations of participants (13/45). The need for continuing energy, participation, commitment and apathy by all were often mentioned (9/45). Fear and trust were mentioned numerous times (9/45). Fear and trust were mentioned numerous times (9/45).



Appendix Two

Local Allocation Strategy 2002

Objective:

To select clients as appropriate from all waiting lists to achieve and foster healthier relationships between residents, thereby addressing numerous historical and management problems.

Rationale:

The Northcott Estate has for the past decade housed a high proportion of clients with complex needs whilst the current average age is approx. 58, a reflection of many tenants who have lived on the Estate for a significant number of years.

One of the issues over recent years has been the number of unauthorised occupants living throughout the estate as well as thoroughfare through the Estate resulting in N & A, anti social behaviour, vandalism and criminal behaviour. With sensitive and smart allocations of clients who receive appropriate and responsive support, it is hoped that the percentage of unauthorised occupants, and related concerns will reduce over time.

The mix of inappropriate allocations of clients who have not been adequately supported and therefore vulnerable and potentially at risk along with unauthorised occupants and transient visitors to the complex who take advantage of some tenants has resulted in intimidation, fear and concerns re. Personal safety, especially amongst the elderly, a significant proportion of who are single. To ensure that new tenancies are appropriate for the added complexities of high rise living.

Strategies:

Allocation

LAS processes include an *Investigate & Allocate* procedure for each vacant property. This aims to ensure higher sustainability of tenancies, while not targeting or excluding any specific applicant group, drawing from all waiting lists and being aware of existing tenancies.

Supporting Strategies

Continue to work towards facilitating less dependency and greater ownership by tenants of 'their place', fostering community strengthening and tenant satisfaction, hopefully resulting in lengthy tenancies and an increased sense of wellbeing.

Skilling of tenants in relation to policy and procedures of DoH, Health (especially Mental Health services) and Police. Mentoring and developing of tenant conflict resolution skills. Tenant having a greater understanding of each other; reducing fear and unrealistic expectations. Supporting the development of an awareness of rights and responsibilities, and capacity to own (both individually and collectively), and act.

Ongoing Big hART project working alongside tenants in validating their lives, concerns and hopes to facilitate and empower the community to speak out and imagine new ways of addressing issues. Continued development of partnerships to respond to the needs of the tenant group.

Appendix Three

Department of Housing Statistics

Please note: Figures and Statistics used in this analysis were provided by the Department of Housing.

The Department of Housing uses indicators around vacancies, transfers and evictions to measure the success of the Community Development intervention at Northcott. To follow is a brief analysis of the relevant statistical information.

Allocations

Northcott was traumatised at the onset of this intervention. People felt unsafe, levels of fear and resulting isolation were high. All parties, but particularly the Department of Housing, recognised that all new tenants coming to the estate would have to be able to not only live in the current circumstances but, additionally would have to be unlikely to contribute to the downward spiral of the place.

All investigation and allocation procedures at Northcott from the beginning of the intervention have been dependant on the involvement of the CDW and/or the Specialist Client Services Officer. This has allowed the CDW and the SCSO to ensure that those coming to the estate have the necessary resources and supports to live in the community, where they and their neighbours can live in safely.

The extensive work of all partners to get to know those who live at Northcott has meant that the CDW and SCSO are always aware of what is (and what is not) appropriate in terms of allocations at the estate.

Vacancies

Properties become vacant at Northcott for numerous reasons. The estate houses an ageing population and sadly, the largest reason for vacancy is when a person passes away or needs to move into supported accommodation like nursing homes. No intervention can stop the aging process and these reasons for vacancy are unlikely to decrease while ever the estate continues to be the home for those in their latter years.

The following table shows the reduction in properties becoming vacant over the project period.

Year	Northcott (n=428)	Clisdell St. (n=80)	Devonshire St. (n=83)	Estate Total (n=591)	% of total	% annual reduction
2002	69	15	11	95	16.1	
2003	58	12	6	76	12.9	20
2004	51	12	7	70	11.8	8
Percentage of reduction over intervention period						26

The following table further illustrates the changes at Northcott and the reasons for the vacation of property.

<i>Reasons for vacating</i>	<i>2002 (n=95)</i>	<i>2003 (n=76)</i>	<i>2004 (n=70)</i>
Rehousing (DoH)	27	19	19
Move to Private Rental	21	12	13
Passed away	18	19	18
Move to supported accommodation	12	8	9
Eviction	6	5	4
Prison	5	4	1
Other (includes abandonment, succession)	6	9	6

*Supported accommodation includes nursing facilities

The average age of Northcott tenants is currently 58 years. Ninety-five percent of residents are in benefit of an aged or disability support pension. This demographic undoubtedly has an impact on these statistics and therefore reasons for vacancy.

Transfers

Applications for transfers to other Department of Housing properties have remained relatively steady over the intervention period. There has been a small reduction in the number of applications approved. The greatest reason for people to apply for (and are approved) transfer is for medical reasons. This again reflects the ageing community of the estate.

The DoH Community Development worker and the Big *h*ART Project Manager recall walking the estate at the end of 2002 and not a day going by without someone pleading with them to “get me out of here”. This simply does not happen anymore. Those that live at Northcott have no reason to plead to be moved. The CDW tells of a tenant who moved into the estate prior to 2002 after spending years on the city streets who would leave their unit for weeks on end preferring to stay – safely – on the streets. This tenant does not do that anymore. Recently a tenant spoke to the CDW about her sister, who is a tenant in another housing estate, wanting to transfer into to Northcott. Such requests were unheard of two years ago.

<i>Applications for transfer</i>	<i>2002</i>	<i>2003</i>	<i>2004</i>
<i>Application</i>	47	37	45
<i>Approved</i>	27	24	22

Reasons for transfer applications are broken down into seven broad categories at risk, disability, harassment, property uninhabitable, compassionate, Good Neighbour Policy and medical. A large proportion of the applications received at the Northcott Estate are for medical reasons. These medical needs include locality needs in terms of medical care services and mobility/access issues arising from medical needs. The large majority of applications are on medical grounds and these applications mirror total transfer approvals.

These statistics are again indicative of the needs of the ageing community at Northcott. There are opportunities for the building of partnerships with the Department of Health, the Department of Ageing, Disability and Home Care and related services to assist more people to stay in their homes.

Tribunal Actions

The Consumer, Trader and Tenancy Tribunal (CTTT) decide on matters where the Department of Housing is in the position of evicting tenants in accordance with the Residential Tenancies Act and the relevant lease agreement. The tribunal becomes involved only when all Department mechanisms for sustaining the tenancy have been utilised.

The following table shows the impact over the two years of interventions on incidents of tribunal hearings. Statistics were not collected prior to this date.

<i>CTTT Cases</i>	July – Dec 2003	Jan – June 2004	July – Dec 2004
Total Cases	28	10	13
Access	1 (4%)	1 (10%)	2 (15.5%)
Arrears	22 (79%)	8 (80%)	7 (54%)
Nuisance and Annoyance	2 (7%)	1 (10%)	1 (7.5%)
Other	3 (10%)	0	3 (23%)

There has been a significant decrease in the number of tribunal hearings over the last three six-monthly reporting periods with twenty-eight cases in the first reported period reducing to only 10 and 13 in the second and third periods. The reduction in the need to apply for the eviction of tenants for rental arrears is significant, representing a reduction of fourteen individual cases in the second six months and a further case in the third.

Outcomes of the CTTT cases also show significant changes, with only four cases in the twelve months from January to December 2004 resulting in eviction. The following table illustrates the results.

<i>CTTT Outcomes</i>	July – Dec 2003	Jan – June 2004	July – Dec 2004
Specific Performance Order	15	8	10
Eviction	8	1	3
Case Withdrawn	5	1	0