

Policy name	Tailored Support Coordination
Policy date	September 2020
Authorisation	General Manager, Operations
Policy owner	National Manager, Housing Services
Policy type	Mission Australia Housing Operational Policy
Policy setting	

1 Purpose

1.1 Overview

- 1.1.1 This policy sets out the principles to be followed by Mission Australia Housing (MAH) in the delivery of Tailored Support Coordination Services (TSCS) to MAH tenants, their families and communities.

1.2 Coverage

- 1.2.1 This document is a national policy and covers both Mission Australia Housing (MAH) and Mission Australia Housing Victoria (MAHV). All references to Mission Australia Housing, MAH and Housing include both MAH and MAHV unless specifically stated otherwise. Where state based variations exist in policies and procedures, these will be identified in the document.
- 1.2.2 This policy applies to all forms of housing provided by MAH including social, affordable and transitional housing.

1.3 Information on procedures and other related policies

- 1.3.1 This policy focuses on why certain things need to be done. It is supported by procedures that provide more detail on the what to do, the steps involved in the delivery of TSCS.
- 1.3.2 This policy is one of a number of interlinked policies and procedures that support MAH's delivery of housing services. To assist you, these are identified where relevant in this policy and supporting procedures.

2 Scope

2.1 Parts of Mission Australia that this policy covers

2.1.1 This policy applies to:

- MAH staff responsible for working with MAH clients, applicants, tenants and properties;
- MAH Community Development and Community Engagement Officers working with MAH staff, clients, applicants and tenants on the development and delivery of TSCS; and
- Any agency or service that MAH may outsource the delivery of TSCS to.

2.2 Definitions

2.2.1 Key terms used in this policy are defined in the following table.

Term	Definition
Affordable housing	Housing for individuals or families on low to moderate incomes who are having difficulty affording housing in the private rental market. It is generally targeted at working households. Rent for affordable housing is usually calculated as a discounted market rent.
Community Development Officer	Community Development Officers work with staff, tenants and the community to improve communication with tenants, establish partnerships, and develop local area plans and targets. The development and delivery of Tailored Support Coordination Services (TSCS) forms part of their role.
Outsource/subcontract	MAH will often outsource TSCS to Mission Australia (MA) to run via a contract or service-level agreement.
Partnerships	Cooperative relationships between MAH, MA and other bodies including support providers, councils, educational institutions and health services to deliver services and provide support. Partnerships can be formal or informal, and focus on cooperative action to achieve common goals.
Social housing	Subsidised housing for individuals and families on very low and low incomes. Social housing applicants are generally in receipt of Centrelink benefits.
Tenant Engagement Strategy	A local strategy incorporating a range of activities required to successfully engage, inform and introduce tenants to their location, neighbours and local community support services.

Term	Definition
Tailored support	Support targeted to the individual needs of tenants and their families that will assist tenants to: <ul style="list-style-type: none"> • Successfully access support services in order to meet specific needs; • Build resilience; and • Work towards achieving independence, which could include goals in personal, family and social domains.
Transitional housing	Short-or medium-term accommodation (generally three to twelve months) with access to support services. It acts as an interim step to more permanent public, community or private market housing.
Tailored Support Coordinators (TSC)	Designated staff whose role is to work with MAH staff to deliver TSCS. This role may sometimes be referred to as the Partnerships & Support Coordinator, depending on who is delivering the service (ie MAH or an external service).
Tailored Support Coordination Service (TSCS)	A prescribed MA model of support coordination focused on: <ul style="list-style-type: none"> • Meeting particular needs of tenants and their households; • The development of new partnerships to support tenants, their households and communities; and • Capturing the resultant lessons to improve future service delivery. <p>Where TSCS does not operate, MAH may use a similar model to provide support coordination services.</p>
Wraparound services	An integrated package of services that addresses the needs of particular tenants and their families.

3 Policy

3.1 Guiding principles

- 3.1.1 The TSCS focuses on the needs of applicants, tenants and their families.
- 3.1.2 The TSCS seeks to break the cycle of disadvantage by developing and supporting the provision of specialist support.
- 3.1.3 The TSCS supports and reinforces the delivery of all MAH services to tenants, families and communities.

3.1.4 The TSCS process is fair and transparent.

3.1.5 The TSCS process complies with relevant laws and procedures.

3.2 Overview

3.2.1 In delivering housing services, MAH seeks to meet the needs of tenants, their families and communities by:

- Providing secure, well-maintained housing;
- Encouraging cooperation among tenants;
- Integrating tenants into their local communities; and
- Facilitating the provision of support that tenants and their families may need to live independently, connect to relevant services, achieve personal and family objectives and break the cycle of poverty.

3.2.2 To achieve these objectives, MAH must:

- Understand the needs of particular tenant groups including those with high or complex support needs, Aboriginal and Torres Strait Islander families, tenants from culturally and linguistically diverse backgrounds, older tenants and those with disabilities;
- Understand the communities within which it operates;
- Build linkages and partnerships with local support providers and other bodies that can support tenants and their families;
- Supplement local activities with knowledge and skills drawn from MA as a whole; and
- Learn from all results – failures and successes – to support constant improvement.

3.2.3 The TSCS is an important part of the MAH approach to meeting tenant needs, creating partnerships and building communities. The TSCS:

- Provides a specialist service that can help MAH to address particular tenant needs, drawing from expertise developed within MA;
- Does not substitute or compete with other local service providers, but adds to their strengths;
- Allows MAH to offer additional services to funding agencies and other partners;
- Provides a resource that MAH staff can draw from in delivering services to our clients; and
- Provides a mechanism that allows MAH to better capture lessons gained from experience.

3.2.4 The TSCS does not operate in all areas. Where the TSCS does not operate, MAH may use a similar model utilising MAH staff.

3.3 The role of Tailored Support Coordinators

3.3.1 The TSCS is delivered by designated Tailored Support Coordinators (TSC) working in conjunction with MAH staff. Their roles are designed to:

- Assist tenants, especially those with high complex needs, to identify goals, develop plans, and connect to education, training, employment and other relevant support services;
- Leverage partnerships with private and community organisations to provide wraparound support services, so that tenants can maintain their tenancies and achieve greater levels of independence on their housing journey away from homelessness;
- Assist in the development of local plans and tenant engagement strategies; and
- Assist in consolidating lessons gained from program experience.

3.3.2 As part of these roles, the TSC provide a resource that MAH staff can draw from to better support their clients.

3.4 TSCS priorities

3.4.1 Within its areas of operation, the TSCS is available to all MAH tenants and household members over 16 years of age, family members under 16 with the consent of their parents, as well as selected housing assistance applicants.

3.4.2 The priorities that MAH sets for the TSCS will vary depending on the needs of tenants and communities, as well as specific funding and program requirements.

3.5 Developing partnerships

3.5.1 To deliver its services, MAH works in partnership with many bodies including government agencies, local councils, funders, community groups and support providers. These arrangements can be formal, informal or somewhere in between.

3.5.2 At a local level, MAH staff are responsible for:

- Identifying potential partners;
- Establishing the relationships necessary for service delivery and tenant support; and
- Maintaining relationships.

3.5.3 At a national level, the MA Partnership Framework provides a formal national framework for the development and management of partnerships, including local partnerships.

3.5.4 The TSCS reinforces these initiatives by providing a structure that can leverage existing partnerships and help to create new ones.

3.6 Evaluation

3.6.1 Evaluation forms an important part of TSCS activities. To this end, the TSCS team will:

- Participate in MAH's Impact Measurement and evaluation programs;
- Gain and share insights and contribute to educating regional teams about tenant wellbeing;
- Assist with planning activities relating to tenant wellbeing improvements; and
- Assist with developing strategies to improve tenant satisfaction in relation to the availability of and access to support services.

3.7 Reporting

- 3.7.1 The TSCS team will work with Team Leaders and Regional Managers to identify an appropriate reporting structure to report outcomes and activities on a monthly basis.

4 Responsibilities

4.1 Housing staff including Housing Officers and Client Service Officers are responsible for:

- Working with the TSCS and Community Development teams to achieve the objectives set for the service.
- Providing information to tenants and other stakeholders about the service.
- Keeping records associated with service activities.
- Recommending improvements to this policy and associated procedures.

4.2 Community Development and Community Engagement Officers are responsible for:

- Working with TSCS staff to identify and set up partnerships that assist in achieving the goals of the service.
- Regularly communicating and meeting to discuss progress, share insights and discuss individual tenant and family needs in relation to the service.
- Providing information to tenants and other stakeholders about the service.

4.3 Team Leaders/Regional Managers are responsible for:

- Incorporating this policy and associated procedures into staff induction and training, and reporting and management meeting structures.
- Ensuring staff are aware of and have access to this policy and associated procedures.
- Escalating feedback about this policy to the policy owner and/or policy writer.

4.4 The National Manager, Community Development is responsible for:

- Ensuring that MAH complies with this policy and associated procedures.
- Recommending any changes to this policy and associated procedures.