



**Eastern Homelessness Service System Alliance (EHSSA)  
Three Year Strategic Plan 2016-2019**

## **Executive Summary**

### **1. About the Eastern Homelessness Service System Alliance**

The Eastern Homelessness Service System Alliance (EHSSA) is a partnership comprising members committed to achieving better outcomes for people experiencing homelessness and/or family violence.

The EHSSA brings together the combined knowledge and resources of its members in the spirit of cooperation and shared commitment.

The EHSSA acknowledges the:

- important working partnership between the member agencies in responding to homelessness and family violence;
- importance of the strength of this relationship in ensuring effective responses and best service outcomes for the eastern metropolitan community; and
- respective strengths of all member agencies.

### **Voting Members**

Anchor Inc.  
Anglicare Eastern  
Community Housing Limited (Victoria)  
Eastern Access Community Health Inc.  
Eastern Domestic Violence Service Inc.  
Family Access Network  
Kara House Inc.  
Launch Housing  
MIND  
Safe Futures  
SalvoCare Eastern and Salvation Army Housing  
Uniting Care Harrison  
Uniting Care Connections  
Wesley Mission Victoria  
Women's Liberation Halfway House Inc.

### **Advisory Members**

Children's Resource Program Coordinator  
Ngwala Willumbong Co-operative  
Family Violence Principle Strategic Advisor  
Eastern Homelessness Network Coordinator  
Department of Health and Human Services – Local Engagement Officer  
Women's Housing Ltd  
Safe Steps

## 2. *What's in the Plan?*

- ***Vision***
- ***Purpose***
- ***Values / Success Indicators*** - these inform how we operate and drive everything we do.
- ***Focus Areas*** - four areas of focus that underpin the plan
- ***Objectives*** – flowing on from the focus areas the objectives are the areas of action for the EHSSA over the next three years

## 3. *Action Plan*

The action plan details how the EHSSA will achieve its strategic priorities per year. This is documented separately and is a companion to the strategic plan.

## 4. *Review*

As the action plan is a living document, it will be reviewed and updated bi-annually to check progress and modify as necessary to maintain the plan's relevance and integrity. Strategic Plan Progression will also be a recurring EHSSA meeting agenda item.

The first review of the action plan will be in July 2017.

**For further information about the EHSSA or this strategic plan, please visit: [www.ehn.org.au/EHSSA](http://www.ehn.org.au/EHSSA)  
Or contact Eastern Homelessness Network Coordinator:**

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291A Maroondah Hwy  
Ringwood VIC 3134  
0419 363 261

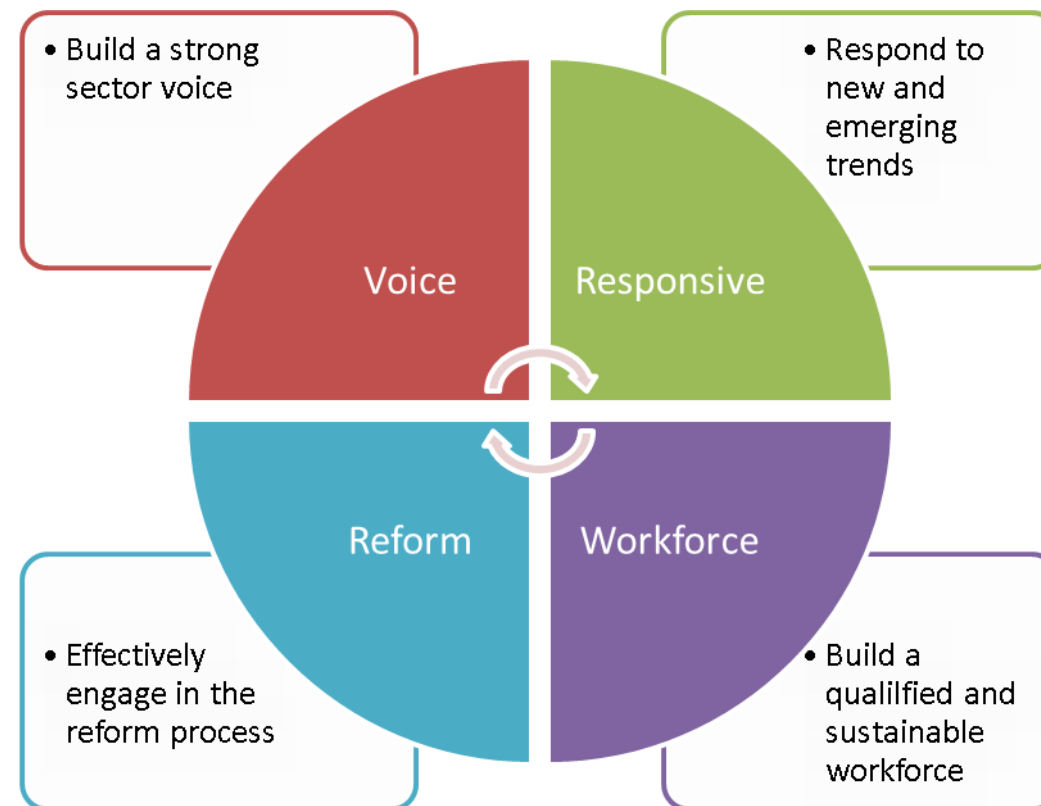
**Vision** - All people have the right to live in a safe and affordable home and to have community connectedness.

**Purpose** - To provide strategic leadership for homelessness, housing and family violence in the Eastern Region

**Values (Success Indicators)**

- **Client Focus** – providing a response that meets the needs of the client
- **Collaborative relationships** – working together in a respective manner to provide enhanced responses to clients
- **Quality** – continual improvement towards providing high standard responses to clients
- **Innovation** – commitment to working towards ‘a better way’ of doing things and encouraging new ideas from staff at every level

## Focus Areas and Objectives



## Focus Areas

Building on the EHSSA's previous achievements and Memorandum of Understanding, the Strategic Plan focuses on four key areas that underpin the objectives of what we want to achieve. These are:

- Voice
- Responsive
- Reform
- Workforce

## Objectives

The four objectives represent our efforts to work together in building a responsive service system that meets the needs of people who are homeless or at risk of becoming homeless, by embracing innovation and improvement.

### 1. ***Build a strong Sector voice***

The EHSSA needs to be equipped to advocate on behalf of the region with a well informed voice. One that is backed by a strong evidence base and supported by a clear communication strategy.

### 2. ***Respond to new and emerging trends***

The EHSSA understands the importance of accurate and quality data when analysing the current picture or measure of people impacted by homelessness. Whilst accessing an accurate data source can be difficult, the EHSSA will explore ways to create a data picture for our region and develop projects in response to identified gaps.

### 3. ***Effectively engage in the reform process***

The EHSSA recognizes the importance of accessing up to date information regarding reform directions and implementations. With this comes the benefit of sharing resources and expertise amongst the EHSSA and strengthening relationships with other peak bodies and stakeholders. By monitoring the reform process and assessing the local implications the EHSSA will be able to lead strategic regional responses.

### 4. ***Build a capable, qualified and sustainable workforce***

Relates to the focus on building a deeper and wider competence across the regional workforce so as to effectively and consistently respond to those people affected by homelessness. Strategies would concentrate on capacity building, retention and training.

<b>Objective 1 : Build a Strong Sector Voice</b>			
<b>Strategies</b>	<b>Activities</b>	<b>Partners</b>	<b>Timelines/resources</b>
1.1 Development of a regional brand	Logo development and brand development	Network Coordinator External graphic designer	July 2017
	Website – include EHSSA page and explore member access	Network Coordinator	July 2017
	Create letter head	Network Coordinator	July 2017
	Explore the inclusion of child safety through EHSSA and network policy / documents/brand	Children’s Resource Program	July 2017
1.2 Build an evidence base that provides the basis for regional statements	Create regional data reports and info graphics	Network Coordinator / EHSSA members	July 2017
	Gather regional affordability data	Network Coordinator / EHSSA members	July 2017
	Improve disability data collection		July 2018
	Gather and analyse FV snapshot data per quarter	Network Coordinator / EHSSA members / FV RIC	Ongoing
	Continue the work of the Transitional Housing working party	DHHS LEO / homelessness services	July 2018
1.3 Development of a regional communication strategy	Create key messages based on priorities	Members	July 2018
	Develop fact sheets based on regional data	Network Coordinator	July 2018
	Develop a media strategy (for events such as Homelessness prevention week)	CHP	July 2018

Voice

	1.4 Maintain an effective partnership of the EHSSA	Develop clear governing documents that guide operation (ToR / Strategic plan / membership) and that articulate benefits of membership	Networker	July 2017
		Encourage collective regional responses and data collection		July 2017

<b>Responsive</b>	<b>Objective 2: Respond to new and emerging trends</b>			
	<b>Strategies</b>	<b>Activities</b>	<b>Partners</b>	<b>Timelines/resources</b>
	2.1. Analysis of gaps/trends and the impact of reforms informed by accurate and quality data collection	Ensure appropriate data analysis occurs from different sources	Networker / members	July 2018
		Seek out consumer voice and identify gaps /trends	PESP / all services	July 2018
	2.2. Undertake projects developed in response to identified gaps	Create working groups as needed	Networker / members	ongoing
		Write issues papers	Networker / members	ongoing
		Participate in Statewide Campaigns	Networker / members	ongoing

<b>Objective 3: Effectively engage in reform process</b>			
<b>Strategies</b>	<b>Activities</b>	<b>Partners</b>	<b>Timelines/resources</b>
3.1. Access, share and analyse accurate information about reform directions and implementation	Strengthen relationships with DHHS and Peak bodies with regular attendance at EHSSA meetings	Networker	Ongoing
	Peak body updates via Networker	Networker	Ongoing
	Monitor reform process and assess EMR implications	Networker and EHSSA members	Ongoing
	Timeliness in communications to EHSSA	Networker and EHSSA members	Ongoing
3.2. Facilitate implementation of reforms through sharing resources	Create working groups in response to opportunities	EHSSA members	Ongoing
	Identify opportunities for pilot programs	EHSSA members / DHHS / Peak bodies	Ongoing
3.3. Monitor implementation of current reforms and lead strategic regional responses	FV sector reform – monitor and assess, review EMR implications	RIC / Peak bodies /	Ongoing
	Maintain relevant memberships with key networks and peak bodies		Ongoing
	Development of position statements on reform and respond in accordance with communication strategy		July 2018

Reform



<b>Objective 4: Build a capable, qualified and sustainable workforce</b>			
<b>Strategies</b>	<b>Activities</b>	<b>Partners</b>	<b>Timelines/resources</b>
Build regional recruitment capacity	Build links with recruitment agencies and training organisations and develop regional student placement opportunities		July 2019
	Utilise EHN website to advertise student placement opportunities – project work	Networker	July 2018
	Develop a consistent minimum sector requirement of training		July 2019
	Explore open day to link with training organisations		July 2019
Retention	Housing Orientation day		July 2019
	Reinstate Self Care day for practitioners	Networker	July 2019
Capacity building	Convene workforce development committee to analyse training needs		July 2019