



# The Specialist Homelessness Sector Transition Plan (2018-2022)

Building a path to our future

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'We have a strong and vibrant homelessness sector in Victoria, and with the support of government, the SHS will use this foundation to implement the SHS Transition Plan over the next four years (2018-2022). The Plan will leverage the current good practice occurring across the SHS and address the challenges identified, in a strategic and systematic manner. The Plan identifies 15 goals, for the sector to be supported to work towards over time. It provides a roadmap for the future development of the capacity of our sector.'

— Jenny Smith, CEO, Council to Homeless Persons

## Acknowledgements

We respectfully acknowledge the traditional owners of this land. We pay our respects to elders past and present.

We appreciate and celebrate diversity in all its forms and believe diversity of all kinds makes communities stronger and more effective.



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# Message from the CEO

We are delighted to have the opportunity to deliver an Industry Transition Plan (the Plan) for the Specialist Homelessness Sector (SHS).

The development of the Plan has been made possible by government funding provided to the Council to Homeless Persons (CHP) through the Department of Health and Human Services (DHHS).

The process of developing the Plan has been guided by an Executive Advisory Group (EAG), made up of leaders from across both the SHS and DHHS. The content of the Plan reflects the input of the very well attended consultations, held with the SHS and others around the state, late 2017. We are very appreciative of the effort made by the sector to contribute to the development of the Plan in the context of so many competing demands.

We are living in a time of unprecedented change; a time of rapid social, political and technological developments. Governments are increasingly looking for ways to improve services and outcomes in order to meet this growing demand for human services. They are asking industry to help them conceptualise new ways of providing services.

The development of the SHS Industry Transition Plan has provided an opportunity for our SHS sector to contribute to government's thinking about this process, and the opportunity to identify our priorities for future development.

We have built a strong and vibrant homelessness sector in Victoria, and with the support of government, the SHS will use this foundation to implement the SHS Transition Plan over the next four years (2018-2022). The Plan is intended to leverage the current good practice occurring across the SHS and address the challenges identified, in a strategic and systematic manner.

The Plan identifies 15 goals for the sector to be supported to work towards over time. Broadly these goals describe how the sector can embed person-centred and place-based responses, build service capacity to deliver the contemporary suite of services to gain and sustain housing, and to facilitate optimal use of emerging technologies. This SHS Transition Plan is intended to provide a roadmap for the future development of the capacity of our sector.

CHP looks forward to continuing to work in partnership with the sector and the department to realise this ambition.

Jenny Smith



CEO, Council to Homeless Persons

## Abbreviations

ABS - Australian Bureau of Statistics

AIHW - Australian Institute of Health and Welfare

CHP – Council to Homeless Persons

DHHS - Department of Health and Human Services

HEF - Housing Establishment Fund

HSHPIC – Human Services and Health Partnership Implementation Committee

HSSP - Homelessness Support Services/Providers

NHSC - National Housing Supply Council

PESP – Peer Education Support Program

SAAP - Supported Accommodation Assistance Program

SHIP - Specialist Homelessness Information Platform

SHS - Specialist Homelessness Sector

VCOSS - Victorian Council of Social Services

VHN – Victorian Housing Register

# Introduction

The Specialist Homelessness Sector (SHS) has a proud history of supporting Victorians, at risk of or experiencing homelessness. The sector is recognised as a vital safety net for people experiencing the greatest disadvantage.

Homelessness services in Victoria work to provide: access to safe, secure and affordable housing; the support needed to help people overcome the barriers to keeping a home; and connections to the physical, personal and community resources that foster a sense of belonging<sup>1</sup>. Safe and secure housing is fundamental to health and well-being. It is foundational to people's capacity to participate in work and community activities, as well as underpinning the care of dependent children.

From the advent of the Supported Accommodation Assistance Program (SAAP) in 1985, our services have essentially been funded to provide crisis and transitional housing and support responses. However, the effectiveness of crisis and transitional responses has steadily declined in line with increasing housing costs and the reduced availability of exit points for people in housing need.

The National Partnership on Homelessness (NPAH) funding from 2017, provided the opportunity for parts of the SHS to trial and demonstrate the effectiveness of the range of contemporary best practice including housing first, rapid rehousing and early intervention to prevent tenancy loss. The capacity to implement contemporary service models has also been augmented through important investments by Victorian governments.

The Victorian Government's support for this SHS Transition Plan, provides the sector with the opportunity to build its capacity to take this evidence based practice to scale across the state.

This Transition Plan is designed to assist the SHS, both as organisations and as a workforce, to build on its strengths and prepare to deliver the contemporary suite of services, to meet growing demand and complexity, and to achieve effective outcomes.

The plan builds on the current good practice occurring in the sector, supporting the transition the sector to a future state which is ready to take up the significant opportunities available and to meet identified challenges over the next four years.

This plan aims to harness and build on the substantial existing knowledge and capabilities of the SHS. It also recognises the important role played by government, allied sectors and the broader community in ending homelessness. Homelessness is an issue which must be tackled collectively to be effectively addressed.

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<sup>1</sup> Council to Homeless Persons (CHP). (2013). Position paper on the Victorian Homelessness Action Plan Reform Project: A Framework for Ending Homelessness.

# Community Services Industry Planning

Transition planning is taking place in the context of community services industry planning.

Community services industry planning is needed because the community services industry overall is adopting new approaches. This includes new ways of working and doing business, new approaches to designing, delivering and financing services, and providing a skilled workforce for the diverse range of roles. The community services industry will look very different than it does today. It will better utilise technology, focus on more outcomes and flexible, person-centred approaches tailored to individual needs.

As well as identifying the change and support required for the child and family services sector, there also must be a strategy and plan to assist all community services to be adequately prepared for the future. That is a broader 10 year Community Services Industry Plan has been created simultaneously with this SHS plan and other transition plans for the community housing and child and family services sectors.

The Community Services Industry Plan provides a shared platform for government and community services to both articulate and respond to opportunities and challenges facing the industry over the longer term. It provides an overarching vision and future direction for all community services, acknowledging that it is necessary for all sectors to come together and consider priorities like a workforce of the future.

The Community Services Industry Plan is an opportunity for individual sectors to work together towards shared objectives. The priority areas are common and strengthen sector specific actions. The priority areas and their relevant themes are:

## ***Making an impact in people's lives***

- Emphasising person-centred services
- Co-designing and co-producing with people using our services
- Embedding evidence-based approaches
- Strengthening outcomes

## ***Strengthening capacity of the community services industry***

- Ensuring we have the workforce of the future
- Strengthening good governance, and leadership

### ***Effective community service system architecture***

- Focusing on best practice regulatory frameworks
- Coordinating and integrating for seamless support
- Funding to support flexible, person-centred service delivery
- Developing information-sharing provisions, digital technologies and innovation

### ***Fostering the potential of all communities***

- Recognising the role of community services in society
- Embedding Aboriginal self-determination
- Responding effectively to diverse communities
- Building community resilience, social capital and place-based solutions



# Transition planning environment

## Social and economic environment

We are living in a time of unprecedented change. Social and economic conditions, scientific and technological developments, and pressure on governments for tight human services funds are resulting in significant changes to the environments in which we live and work.

### **Social conditions**

Our population is both growing and ageing, which is resulting in greater levels of disability and more complex social and health needs. The proportion of people over 65 years has increased from 12.5% in 1996 to 15% in 2016<sup>2</sup> and is predicted to reach 18.5% by 2031<sup>3</sup>. An ageing population brings additional demand for human services and the related costs to the community, as well as an increased capacity to provide modified housing for higher levels of disability in the population.

More people than ever are living alone or in smaller family groups, which has resulted in changes to the mix and size of housing people need and how they socialise. Today, there are on average 2.7 people per household, a reduction from 4.5 people 100 years ago<sup>4</sup>. Changes in the number of people living together require new types of dwellings and more of them. It is important to address diversity and the related benefits of social inclusion. This focus often requires targeted resourcing to include people of all cultures, abilities and orientations.

### **Economic factors - Housing affordability**

The Victorian economy continues to grow, however, wages for lower paid jobs have not kept pace with those of the professional workforce. Lower paid jobs are also increasingly automated and casualised. These employment challenges in turn impact on income levels and hence people's ability to access safe and affordable housing.

People are spending more on housing as a proportion of their income than in the past. In 2015–16, the ABS found 46.7% of low-income (lowest four deciles – 40%) renter households had housing costs greater than 30% of gross household income<sup>5</sup>. The average family now

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<sup>2</sup> Australian Bureau of Statistics. (2017). <http://www.abs.gov.au/ausstats/abs@.nsf/mf/3101.0>. Cited in Victorian Council of Social Services. (2017). *Community Services Industry Plan Discussion Paper*, (p.7).

<sup>3</sup> The State of Victoria Department of Environment, Land, Water and Planning (2016). *Victoria in Future 2016* accessed March 2018 at: <https://www.planning.vic.gov.au/data/assets/excel>.

<sup>4</sup> Gray, E. (2018) *The Conversation*. Accessed February 2018 from: <http://theconversation.com/australian-census-one-in-ten-live-alone-but-that-doesnt-mean-theyre-lonely-7674>.

<sup>5</sup> Australian Bureau of Statistics (ABS), *Housing Occupancy and Costs 2015-16*, Data Cube: Additional Tables – low income rental households, Cat No. 4130, 2017.

spends \$1,425 per week on housing and food. This represents an increase of \$190 per week, compared to six years earlier<sup>6</sup>.

In Victoria, just 15% of all available rental lettings are affordable to households on a Centrelink income, dropping to just 0.3% for people receiving the Newstart Allowance<sup>7</sup>. Infrastructure Victoria identified that the housing needs of 75,000 – 100,000 households in receipt of income support are not being met appropriately. Infrastructure Victoria recommends 30,000 new affordable (social or subsidised) dwellings be built over the next ten years<sup>8</sup>. The shortage of affordable rental housing, in turn, places pressure on public housing waiting lists<sup>9</sup>. As a result of these combined factors there are increasing numbers of people seeking housing and support<sup>10</sup>.

### Affordable private rental lettings

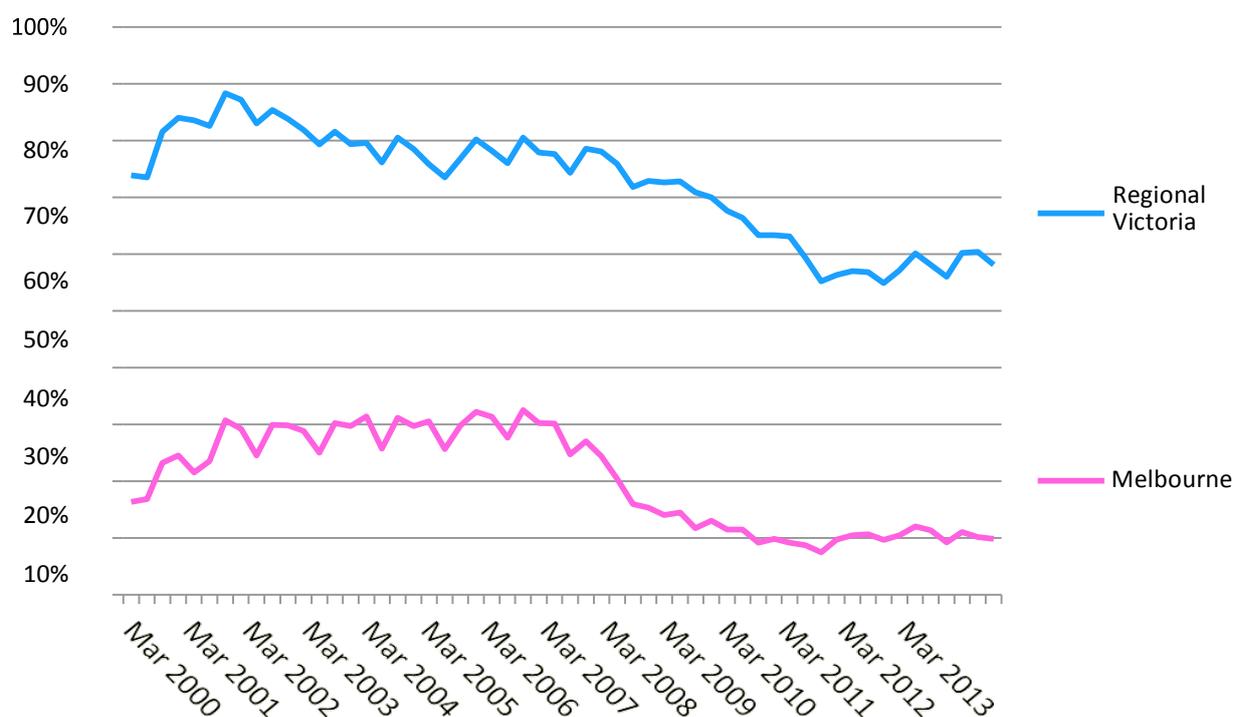


Figure 1: Affordable private rental lettings as a percentage of total available rental lettings (defined as costing 30% or less of household income) in Victoria (2000-2013)<sup>11</sup>

<sup>6</sup> Australian Bureau of Statistics (ABS) Household Income and Wealth. (2015-16). Cat. no. 6523.0.

<sup>7</sup> Department of Health and Human Services. (2018) *Rental Report December Qtr. 2017*, accessed March 2018 from <https://dhhs.vic.gov.au/publications/rental-report>.

<sup>8</sup> Infrastructure Victoria (2016). *Victoria's 30-Year Infrastructure Strategy*, pp. 98-107.

<sup>9</sup> Department of Human Services. (2012). Cited in Victorian Council of Social Services. *Community Services Industry Plan - Discussion Paper* (2017). p. 10.

<sup>10</sup> Victorian Council of Social Services. *Community Services Industry Plan. Discussion Paper*, p.10. (2017).

<sup>11</sup> Department of Human Services. (2013). *Rent Report December, 2013*.

## Scientific and technological change

The fast pace of scientific and technological development has resulted in changes to how we are employed, socialise and communicate. Communication is now easier and faster, and new scientific advancements mean we have a better understanding of the factors contributing to our health and wellbeing.

However, we are also seeing technology support low paid and casualised work through disintermediation, for example, Uber. There also appears to be a growing 'digital divide'. It has been suggested that key issues related to access, affordability and ability mean that some vulnerable community members may not be equally sharing the advantages of these technological developments<sup>12</sup>.

## Government policy context

In order to meet these social, economic and technological changes, governments are reviewing their human service investment priorities and seeking to do more with available funding. We are seeing more government consideration of prevention and early intervention activities in recognition that resolving problems early and reducing presentations to health support and treatment may have economic advantages. Governments are also supporting more individual choice in spending for those eligible for health and human services funding, and more competition between service providers.

There is a growing government focus on commissioning health and human services locally. This provides opportunities to target funding to particular communities (place-based) and to encourage greater coordination and collaboration between services. It is also increasingly recognised that consumers must be at the heart of all service design and delivery decision making if we are to implement effective interventions to produce outcomes which meet their needs.

Governments are increasingly focused on funding activities which demonstrate positive outcomes and are good value for money. There is a growing emphasis by governments on using data better to inform decision making, to embed evidence based practices and to fund programs on an outcome rather than output basis.

Specifically, national reforms like the National Disability Insurance Scheme (NDIS) and changes to the provision of Aged Care services, and in Victoria the *Royal Commission into Family Violence*, the *Roadmap for to Reform: strong families; safe children* initiatives and the rolling of funding for Mental Health Community Support Services into the NDIS,

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<sup>12</sup> Thomas, J., Barraket, J., Ewing, S., MacDonald, T., Mundell, M., and Tucker, J. (2016). *Measuring Australia's Digital Divide: The Australian Digital Inclusion Index 2016*, Swinburne University of Technology.

demonstrate shifts from the way health and community services have traditionally been both conceived of, and delivered.

## Impact of changes on the SHS

This context provides important indications of how governments will approach the development of human services in the near future. It informs and influences our sector, as we prepare to deliver evidence based practices across the board.



# Current State

## Homelessness in Victoria

On any given night nearly 25,000 Victorians experience homelessness, including over 1,100 people 'sleeping rough' (without any form of shelter or accommodation)<sup>13</sup>. Over 44% of presentations to homeless services are the result of family violence and over a third of the homeless population are young people (under 25 years), nearly one in five people at a homelessness service will be a child under 15 years<sup>14</sup>.

Another 143,000 Victorians are experiencing 'housing stress' (spending more than 30% of their low household income on housing)<sup>15</sup> at December 2017 there were currently 36,013 people on the public housing waiting list<sup>16</sup>.

These numbers have been steadily growing, with an average increase of 5% in demand for homelessness support services each year for the past five years

### **What causes homelessness?**

The causes of homelessness include both structural or systems factors and individual circumstances. Homelessness typically results from the cumulative impact of multiple factors, not for one reason alone<sup>17</sup>.

There are significant structural factors which contribute to homelessness, the most significant of these factors being a lack of affordable housing. Other structural factors include economic and social elements that reduce opportunities. Key factors can include lack of adequate income, access to affordable housing and health care, and discrimination<sup>18</sup>.

Each experience of homelessness is individual, but research has shown that early experiences of homelessness are associated with more persistent periods of homelessness later in life<sup>19</sup>.

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<sup>13</sup> Australian Bureau of Statistics, Census of Population and Housing: Estimating homelessness, (2016).

<sup>14</sup> Australian Institute of Health and Welfare (2016), Specialist Homelessness Services, Victoria Supplementary Tables, Australian Government, Canberra.

<sup>15</sup> Australian Bureau of Statistics, Housing Occupancy and Costs 2015-16, Data Cube: Additional Tables – low income rental households, Cat No. 4130, 2017. (2016).

<sup>16</sup> Department of Health and Human Services, Public housing waiting and transfer list, December 2017.

<sup>17</sup> The Homelessness Hub (2017). Accessed March 2018 from - <http://homelesshub.ca/about-homelessness/homelessness-101/causes-homelessness>.

<sup>18</sup> The Homelessness Hub. Op. cit.

<sup>19</sup> Schutella et al. (2012). Journeys Home Research Report. Cited in Homelessness Australia - Homelessness and Young People. Accessed March 2018 from: <https://www.homelessnessaustralia.org.au/sites/homelessnessaus/files/2017-07/Young%20People.pdf>

## Who presents to homelessness services?

In 2016-2017 the three most reported reasons for consumers seeking assistance from homelessness services in Victoria were: family (domestic) violence (44%), housing crisis (40%), and financial difficulties (39%)<sup>20</sup>.

Some segments of our community present to our specialist homelessness services disproportionately. These include:

- Young people (10-24 years) who made up almost a quarter of presentations to homelessness support services in 2016-2017<sup>21</sup>
- Families and children, with 19,000 children accompanying their families to homelessness support services in Victoria in 2016-2017. People escaping family and domestic violence make up over 50% of this group<sup>22</sup>
- Aboriginal people are 9% of homelessness service presentations while making up only 0.8% of the population in Victoria<sup>23</sup>
- Older people (55 years plus) are also significantly more likely to experience homelessness, making up 13% of the Victorian homeless population in the 2016 census, with older women being the fastest growing group<sup>24</sup>.

## SHS services responses

Approximately 110,000 people accessed homelessness services in Victoria in 2016-2017, 39% of whom were homeless when they presented to a homelessness service for support<sup>25</sup>.

During 2016-17, Victorian homelessness services provided almost 214,000 support periods, including providing 23% of those presenting with some form of accommodation. 65% of consumers ended support after receiving some form of private or social housing (public or community housing). However, there were also on average 92 requests for assistance which went unmet each day<sup>26</sup>.

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<sup>20</sup> Australian Institute of Health and Welfare (2016), Specialist Homelessness Services, Victoria Supplementary Tables, Australian Government, Canberra.

<sup>21</sup> Australian Institute of Health and Welfare, (2016). Op cit.

<sup>22</sup> Australian Institute of Health and Welfare, (2016). Op cit.

<sup>23</sup> Australian Institute of Health and Welfare, (2016). Op cit.

<sup>24</sup> Australian Bureau of Statistics, Census of Population and Housing: Estimating homelessness, (2016).

<sup>25</sup> Australian Institute of Health and Welfare, (2016). Op cit.

<sup>26</sup> Australian Institute of Health and Welfare (2016), Specialist Homelessness Services, Victoria Supplementary Tables, Australian Government, Canberra.

## The Specialist Homelessness Sector (SHS)

### **Brief history of the SHS**

The Victorian homelessness service system has evolved with several key phases of policy and funding development having shaped the current approach to service provision.

Listed below are key developments influencing the current configuration of SHS in Victoria. These policies and related funding are also represented in the timeline diagram that follows.

- **1982 – Supported Accommodation and Assistance Act** is passed. This legislation focused on provision of crisis and transitional support and case management services as a core activity to support people experiencing homelessness.
- **1997 – Transitional Housing Management Program** separates tenancy management from the provision of support services.
- **2002 – Victorian Homelessness Strategy** identifies the need to develop specific responses to key consumer groups like young people.
- **2008 – Opening Doors framework** introduces key access points for people seeking to engage with homelessness services with the aim of more equitably distributed and coordinated responses.
- **2010 – A Better Place: Victorian Homelessness 2020 Strategy** is released with a focus on moving to a prevention and early intervention model, and outcome-based policy and service delivery. *(Not implemented following a change of Government).*
- **2011 – Victorian Homelessness Action Plan (VHAP) 2011 - 2015 is released.** The VHAP funded Innovation Action Projects focused on: supporting innovative approaches to homelessness; investigating models that focus specifically on early intervention and prevention activities; and better targeting of resources when and where they are most needed.
- **2015 – Victorian Housing Register (VHR)** is announced by Housing Minister Foley to consolidate all social housing applications into a single register.
- **2016 – Homelessness and Social Housing Reform - Launch Sites Framework** is released with a focus on testing new approaches, increasing housing options and integrating services more effectively.
- **2018 – Victoria’s Homelessness and Rough Sleeping Action Plan** is released which describes the need for a continuum of service responses including: intervening early; providing stable accommodation as quickly as possible; and support to maintain stable accommodation.
- **2018 – Homelessness Advisory Committee** commences.

## SHS Timeline

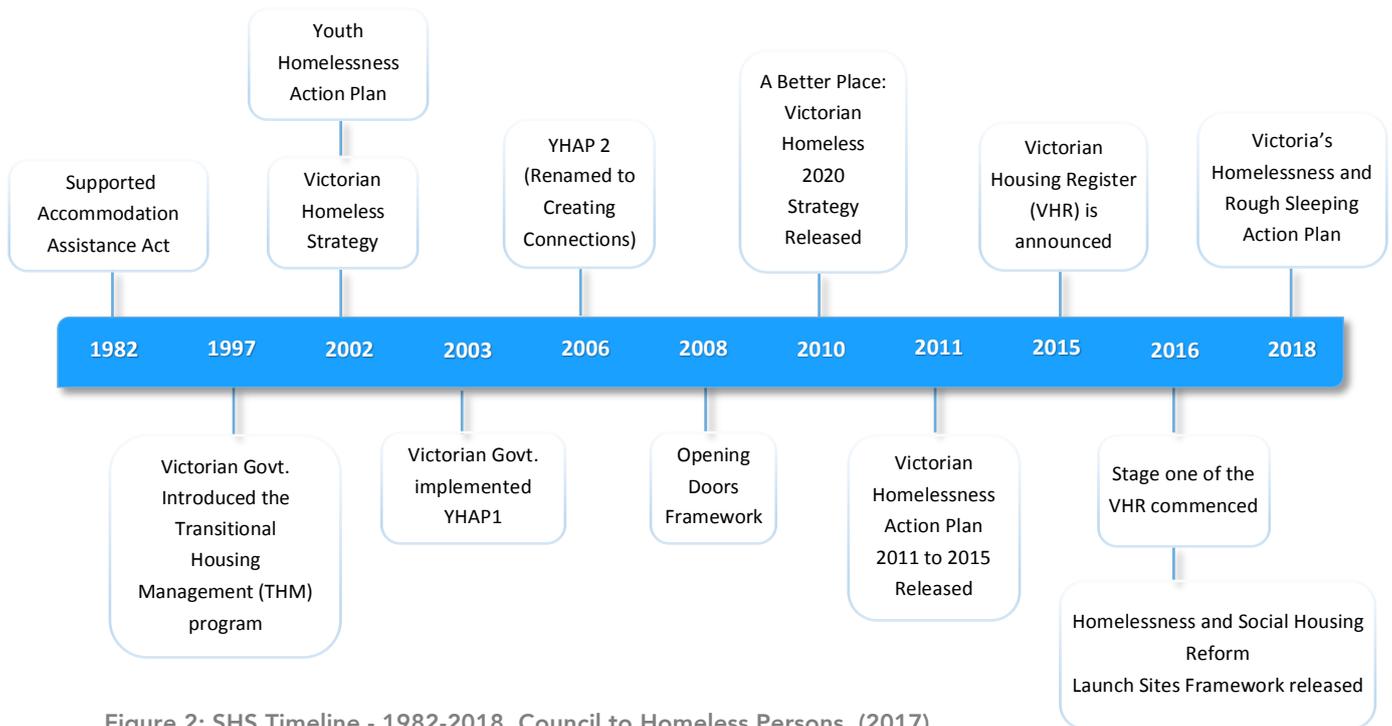


Figure 2: SHS Timeline - 1982-2018. Council to Homeless Persons, (2017).

## Opening Doors Framework

The Victorian SHS is still largely characterised by the principles articulated in the Opening Doors Framework (2008)<sup>27</sup>. Although the framework was developed and released over 10 years ago, it is yet to be superseded and continues to inform how the SHS functions.

### Opening Doors Principles

The Opening Doors Framework highlights the following principles<sup>28</sup>:

- A consumer-focused and strengths-based approach
- Equity of access to the resources of the homelessness service system
- Support for skilled workers with training, supervision and efficient tools
- Collaboration and partnerships between agencies and the Department of Health and Human Services
- Reasonable care to address the risks faced by each homeless person
- Maximising the use of available homelessness resources.

<sup>27</sup> Housing and Community Building Division, Victorian Government. Department of Human Services (2008). Opening Doors – Better access for homeless people to social and support services in Victoria (Framework).

<sup>28</sup> Housing and Community Building Division, Victorian Government. Department of Human Services (2008). Op. cit.

## SHS Service Delivery Model

Key SHS elements, aims and functions are outlined in the Opening Doors service delivery model and DHHS Homelessness Service Guidelines (2014), they recognise the often complex contributors to homelessness and the importance of responding to these in a sensitive and coordinated way.

### SHS Elements

The key elements of the SHS Opening Doors service delivery model are described as:<sup>29</sup>

- Homelessness services coordinated into local area service networks (LASN's)
- Visible system entry points providing equitable access to available resources
- Designated advocacy, assessment, case management and brokerage services
- Tools to support service coordination and practice
- A Specialist Homelessness Information Platform (SHIP) to capture and report on activities.

### SHS Aims

The DHHS Homelessness Services Guidelines and Conditions of Funding (2014)<sup>30</sup> outline clear aims for the sector. These are listed below:

*"Homelessness services provide accommodation and support services to people who are experiencing homelessness or are at risk of homelessness. The two major programs that are providing this homelessness response are Homelessness Support Services/Providers (HSSP) and Transitional Housing Management (THM).*

*The aims of Homelessness Support Services are:*

- *Resolve crisis;*
- *Re-establish family links where appropriate; and*
- *Re-establish the capacity of clients to live independently HSSP.*

*The aims of THM from a housing provision perspective are:*

- *Provide short-term housing assistance to individuals and families in crisis as a result of homelessness or impending homelessness; and*
- *Assist individuals and families in housing crisis to establish and/or maintain appropriate, secure and sustainable housing through the provision of transitional housing, assessment and planning services, housing advocacy and housing establishment funds where required.*

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<sup>29</sup> Housing and Community Building Division, Victorian Government. Department of Human Services (2008). Opening Doors – Better access for homeless people to social and support services in Victoria (Framework).

<sup>30</sup> Department of Health and Human Services (2014). Accessed March 2018 from - <https://dhhs.vic.gov.au/homelessness-services-guidelines-and-conditions-funding-may-2014>. Victorian Government.

## SHS Functions

The Opening Doors Framework articulates key service system functions as described below<sup>31</sup>. These have evolved over time, in the context of increased service demand and insufficient long-term housing exit points.

### *Initial Assessment and Planning*

At the entry point (Opening Doors) people seeking assistance meet with an Initial Assessment and Planning (IAP) worker who will complete an assessment of their housing and support needs. Following this assessment, IAP workers address any housing crisis. These workers have access to the Housing Establishment Fund (HEF) which can be used to pay for emergency accommodation and sometimes rent in arrears or advance.

If appropriate, the IAP worker makes a referral to a specialist homelessness support service, or may make a referral to a support service in another sector such as family violence or mental health.

The IAP worker also provides advice on housing options, assistance with material aid, supports applications for private and public housing, and advocates on behalf of consumers (for example, with Centrelink, the Department of Human Services or real estate agencies).

### *Support*

Homelessness support services work with people who are homeless or are at risk of becoming homeless. They may be in crisis accommodation, moving between families and friends, staying in caravan parks or rooming houses or sleeping rough. Support services assist people to resolve the immediate crisis. This includes trying to find accommodation, making sure people have access to basic needs and ensuring they get medical treatment if required.

Support services are also funded to deliver case management for six to 13 week periods. Case management involves helping someone address issues that are stopping them from achieving their life goals. For example, they might be struggling with mental health issues or isolation, or perhaps they have experienced violence or trauma. They might want to go back to study or need help to find employment.

Case managers also support people to develop a plan that sets out their goals and what is required to achieve these goals. This plan is often called a case plan. Good case management facilitates client ownership of the case plan through a collaborative, person-centred process. Case management is intended to provide to support people living in transitional housing.

### *Tenancy management*

The largest housing-related response funded through the SHS in Victoria is provided by Transitional Housing Managers (THM). Transitional housing *'provides tenants with short-to-medium term accommodation linked with a support program that includes actively working*

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<sup>31</sup> Housing and Community Building Division, Victorian Government. Department of Human Services (2008). Op. cit.

towards securing long-term public, community or private housing<sup>32</sup>. There are 12 THM providers in Victoria and 19 THM programs that, as of July 2017, collectively manage 3,552 properties<sup>33</sup>. To manage these properties THMs employ tenancy managers. Many of the THMs are now also community housing providers or housing associations and deliver other housing options such as long term community housing and affordable housing.

## The SHS workforce

The SHS is made up of 131 organisations<sup>34</sup> with CHP estimating there are approximately 2000 effective full-time positions funded by DHHS. Consistent with the community sector more broadly, the SHS faces challenges in terms of workforce attraction and retention in the face of competing demands for the workforce in the context of the family violence reforms and the implementation of the NDIS.

As outlined in The Opening Doors Framework<sup>35</sup> the SHS workforce is currently funded to provide three key functions: Initial Assessment and Planning (IAP) – triaging people who present for support and providing immediate assistance (CHP estimates this makes up approximately 5% of workforce); Support – ongoing assistance for people to identify and access housing and other support and resources (approximately 90% of workforce); and Tenancy Management – property maintenance and rent collection activities (approximately 5% of workforce).

### *Current qualifications*

There are not any minimum qualifications required for entry-level employment in the SHS, although most of the workforce hold some qualification. Workers in the SHS come from a range of broader social science and community services backgrounds. There are also a smaller number of people working in the SHS with allied health qualifications and who have a lived experience of homelessness<sup>36</sup>.

In a review of workforce training in the homelessness sector (2013)<sup>37</sup>, Spinney identified:

- While the SHS workforce did hold qualifications, these were not always the right ones to allow people to effectively carry out current and future roles
- The qualifications required do not currently exist and qualifications needed to be developed at different educational levels and with specialist input for the homelessness sector
- Courses around homelessness must be adaptable to changing workforce needs.

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<sup>32</sup> Community Housing Industry Association Victoria (CHIAVIC). Accessed March 2018 from - <https://chiavic.com.au/wp-content/uploads/2017/12/CHIA-Vic-News-November-2017.pdf>

<sup>33</sup> Community Housing Industry Association Victoria (CHIAVIC). Op. cit.

<sup>34</sup> The Department of Health and Human Services (2018). *Victoria's Homelessness and Rough Sleeping Action Plan*. Victorian State Government.

<sup>35</sup> Housing and Community Building Division, Victorian Government. Department of Human Services (2008). Op. cit.

<sup>36</sup> KPMG. (2008). Survey of the community managed housing and support workforce. Department of Human Services.

<sup>37</sup> Spinney, A. (2013). *Workforce Training for the Homelessness Sector*. Swinburne University of Technology

# Future State

## A Framework for ending homelessness

Following consultation with the SHS during 2013, the Council to Homeless Persons (CHP) articulated a vision for the SHS through its position paper on the Victorian Homelessness Action Plan Reform Project: *A Framework for Ending Homelessness* (2013)<sup>38</sup>. At this time CHP suggested that a future Victorian homelessness service system should be built to achieve the two overarching outcomes of housing gained and a home sustained. CHP argued that the evidence suggests that this can be achieved through the following service elements:

- Streamlined access – to make sure people can find the assistance they need when they need it
- Targeted prevention – to stop households losing their homes in the first place
- Crisis responses – to respond to immediate needs when people are homeless or about to become homeless
- Rapid re-housing - to get people back into housing fast and build the supports they need to stay housed
- Permanent supportive housing – to secure long-term affordable housing for people who have experienced chronic homelessness
- Mobilisation of mainstream services – to ensure intervention as soon as possible. To identify pathways to support so that homelessness is prevented from occurring and recurring.

These service elements are interlinked, and together form a service system designed to end homelessness. Implementing only some elements of this system will compromise its overall effectiveness and the outcomes that can be achieved.

The SHS is currently predominantly funded to provide crisis, transitional support and tenancy management services. As noted earlier, following the NPAH funding, additional funding by Victorian governments, and service provider led innovations, the SHS also demonstrates strong examples of the range of contemporary practices required to deliver the key service elements outlined above.

A range of other government and sector led initiatives are currently informing the ongoing development of the SHS and provide a guide to likely future directions.

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<sup>38</sup> The Council to Homeless Persons (CHP) (2013). CHP position paper on the Victorian Homelessness Action Plan Reform Project: *A Framework for Ending Homelessness*.

## Government directions

### Launch sites

The DHHS has recently published the *Homelessness and Social Housing Reform: Launch Sites Framework (2016)*<sup>39</sup>. This framework outlines key objectives and principles to guide the Launch sites. These objectives and principles include:

#### *Launch site objectives*

- Design and test new service approaches to reduce homelessness
- Increase housing choices (for example, private rentals)
- Integrate homelessness services with social housing and broader social services responses
- Create pathways that are seamless, scalable and sustainable
- Embed an environment and culture of continuous improvement and innovation.

#### *Launch site principles*

The Launch Sites Framework is informed by the following broader government community services priorities:

- Person-centred services and care – designing services and funding models around people
- Local solutions – hearing the voices of people and communities as we design and plan services
- Earlier and more connected support – getting in early to prevent or stop problems before they become too big, and tailoring service responses so that they fit people and not programs
- Advancing quality, safety and innovation – keeping our eye on the fundamental importance of the safety and wellbeing of people – focusing not just on what we do, but how we do it and why we are doing it.

Recent government funding announcements point to priorities for sector development. Governments have recently funded a range of initiatives which support:

- Housing first approaches
- Rapid rehousing
- Permanent supportive housing
- Early intervention to prevent tenancy loss
- Head-leasing
- Engaging with private landlords and providing incentives
- Assertive outreach
- Flexible funding including private rental brokerage

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<sup>39</sup> The Department of Health and Human Services. (2016). *Homelessness and Social Housing Reform: Launch Sites Framework 2016*. Victorian Government.

- Targeting of priority groups (e.g. family violence, rough sleepers and young people leaving care).

### Victoria's Rough Sleeping Action Plan

Victoria's Homelessness and Rough Sleeping Action Plan (The Action Plan) was released on 13 January 2018.

The Action Plan articulates initiatives to minimise the incidence and impacts of rough sleeping in Victoria, aligned with the key themes of:

- Intervening early to stop the flow of people into homelessness and rough sleeping
- Providing rapid access to suitable, affordable, stable housing
- Offering tailored support to assist people to sustain their housing
- Delivering services in an integrated, coordinated and client centred manner.

These themes reflect current thinking regarding the future directions of Victoria's homelessness service system.

The Action Plan contains future directions for homelessness reform that will build on the targeted investment and service improvements implemented in recent years. The future directions acknowledge the many strengths of the existing service system but also present an opportunity to look broadly at contemporary service and system design directions and to apply relevant principles to homelessness responses and programs. Consistent with reforms in recent years, The Action Plan's future homelessness service system is underpinned by a stronger focus on individual and system outcomes, including ensuring people are safely and securely housed.

### Government funding

Listed and linked below are some of the recent Victorian Government funding commitments providing further opportunities for some parts of the SHS to implement the service types listed above.

#### 2016

- [\\$152 million Family Violence Housing Blitz](#)
- [\\$850,000 for homelessness support](#)
- [\\$5 million for City Gate purchase and upgrade to assist homeless families](#)
- [\\$120 million Social housing pipeline](#)
- [\\$21 million for new refuges and women and children escaping violence](#)
- [\\$20 million for Vacant Preston land set for new public housing](#)
- [\\$5.5 million for 20 affordable housing units for family violence victims](#)
- [\\$109 million of new homelessness funding](#)

#### 2017

- [\\$9.8 million Towards Home package](#)
- [\\$1.1 billion in low cost loans and guarantees to registered housing associations](#)
- [\\$1 billion Social Housing Growth Fund](#)

- \$20 million to upgrade more of Victoria's rooming houses
- \$10 million contribution to the redevelopment of Ozanam House
- \$83 million to redevelop 13 refuges to a core and cluster model
- \$48 million for 110 public housing properties for families fleeing family violence
- \$2 million for new head leased housing for families fleeing family violence
- \$7.3 million to strengthen integrated care across crisis accommodation
- \$2.6 million to provide targeted support for rough sleepers in winter
- \$5.5 million in additional housing support to Victorians leaving prison
- \$1.6 million towards the construction of Women's Property Initiatives units

## 2018

- \$45 million for the Homelessness and Rough Sleeping Action Plan
- \$2 million Social Housing Investment Planning grants program

## 2019

- \$0.3 million for a Housing First Response pilot feasibility study
- \$2.8 million to expand the Geelong Project to four more government secondary schools
- \$1.3 million to provide an extra 5 family violence crisis properties in Wimmera Southern Mallee



# SHS transition plan

The SHS Transition Plan (2018-2022) envisions a future homelessness service system through which homelessness is a, “rare, brief and one-time experience”<sup>40</sup>. It envisions an SHS which provides effective service responses which are flexible and innovative, culturally safe, and sensitive to people’s presenting needs and goals. Services which work in partnership with a wide range of stakeholders, including those with the lived experience, to end homelessness. The SHS Transition Plan is intended to support the SHS and evolve to embody this vision as organisations and as a workforce.

The plan is closely aligned with the 14 priorities for change areas outlined by government and the community sector through the Human Services and Health Partnership Implementation Committee (HSHPIC).

## Transition plan development

The development of the SHS Transition Plan was informed by three key elements.

Firstly, a significant **consultation** process was undertaken with the SHS to articulate the sector’s view of current challenges and good practice, as well as the best future approaches to SHS service design and delivery. These consultations occurred between November 2017 and February 2018.

Secondly, **government priorities** for human services at both Commonwealth and State levels, have informed consideration of likely future approaches to community service provision. The 15 priority areas developed by HSHPIC and detailed by VCOSS in its *Community Services Industry Plan Discussion Paper* (2017) informed the alignment of actions identified by the SHS with current government thinking.

Finally, **relevant literature** supports each of the goals outlined in the plan. A high level review of the literature organised under each goal is available in Actions tables that have been developed (URLs for each action table can be found at the end of this document). Additionally literature relevant to the HSHPIC identified priority areas is also available in the VCOSS developed *Community Services of the Future – An Evidence Review*<sup>41</sup>.

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<sup>40</sup> Gaetz, S., Gulliver, T., and Richter, R. (2014): *The State of Homelessness in Canada: 2014*. Toronto: The Homeless Hub Press.

<sup>41</sup> Victorian Council of Social Services (VCOSS) (2018). *Community Services of the Future – An Evidence Review*. Accessed March 2018 from - <http://vcoss.org.au/documents/2017/07/Community-services-of-the-future-FSSI-2018-FINAL.pdf>

## Sector consultations

### Methods

Consultations with the sector to inform the development of the SHS Transition Plan were undertaken between November 2017 and February 2018. A total of 403 people participated in consultations. More than 95% of participants worked in, or received services from the SHS. There was roughly equal participation from participants working in rural and regional Victoria (48%) and metropolitan areas (52%). Representation from other sectors included family violence, education, state and local government, and allied health providers.

### Participant Stakeholder Group

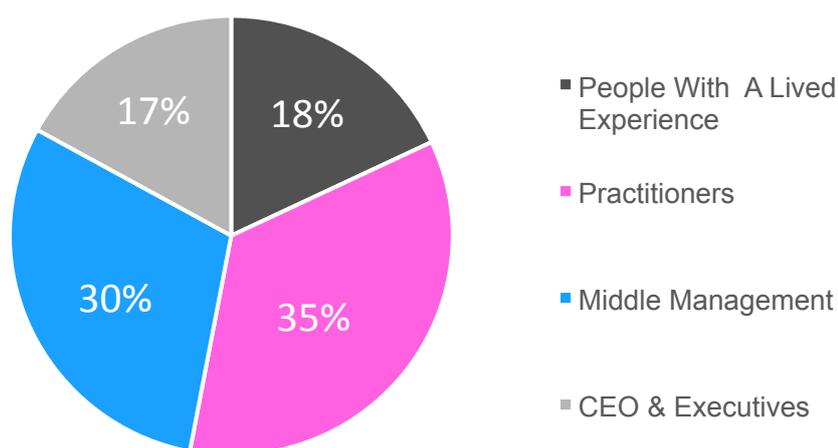


Figure 3: Participant Stakeholder Groups – SHS Transition Plan Consultations (2017/18). CHP.

### Face to face consultations

Two open invitation forums were attended by 97 participants and were organised in a way intended to encourage the widest possible participation by people working within the SHS and in related sectors. Twenty specialist SHS focus groups, comprising 208 participants were also conducted to gather feedback from a wide range of geographic locations, SHS roles and people with a lived experience of homelessness. Consultations were undertaken in each DHHS division.

### Online consultations

Online consultation opportunities included the *Specialist Homelessness Service Transition Plan Survey* which was open between November 2017 and February 2018. A total of 98 people completed the survey. The survey was open to both the SHS workforce and other interested participants.

### Consultations participants

A diverse group of SHS stakeholders participated in consultations, including good representation from people with a lived experience of homelessness, practitioners, managers and CEO/executives as shown in Figure 5 below.

## SHS Workforce Participants

Specialist homelessness sector workforce participants were drawn from a wide range of experience levels. While most had worked in the sector for less than five years there was also good participation from those with longer sector experience. Table 1 (below) shows consultation participants by years of experience working in the SHS.

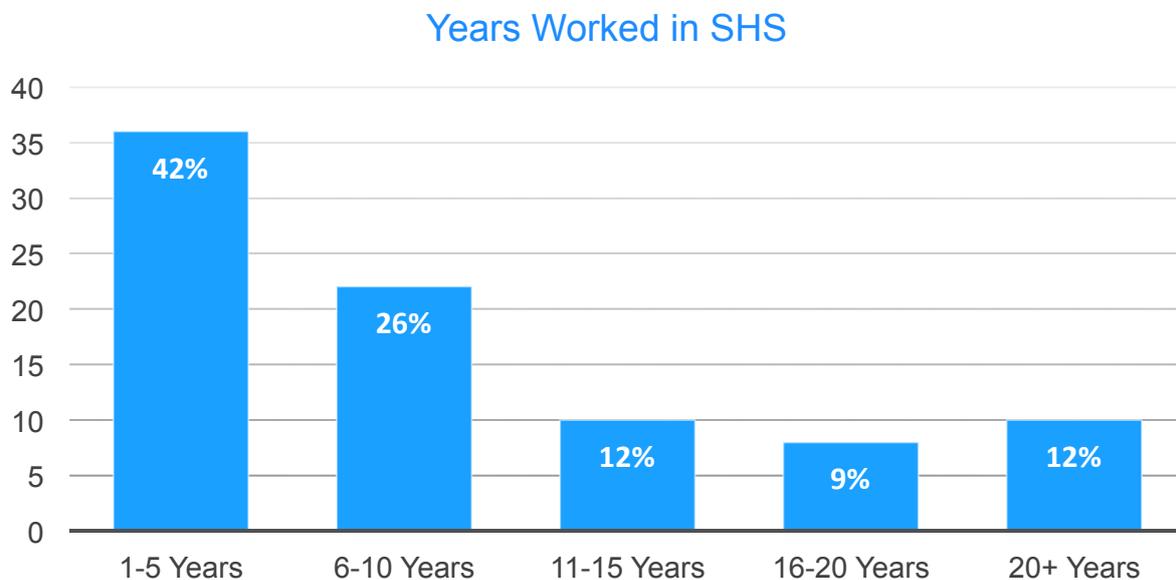


Figure 4: Specialist homelessness sector workforce participants by years worked in the SHS

## Consultation questions

A standard consultation format asked participants to identify their views of the challenges and opportunities in relation to a subset of the key priority action areas identified by HSHPIC. Areas of focus were chosen based on those considered most relevant to specific stakeholder groups.

To maximise discussion, participants were typically split into small groups and provided with the opportunity to report back to the larger group and for others to be able to contribute additional information.

## Findings

Outlined below are the key repeated themes shared by the SHS under the dimensions of Organisational and industry readiness, and Workforce capacity building as part of the consultation process. These themes were:

### Organisational and Industry Readiness

- Further improving flexible, person-centred practice
- Strengthening local coordination and integration
- A data rich and informed service delivery culture
- Support with consumer participation.

## Workforce Capacity Building

- SHS recruitment and retention risks
- Articulating key SHS capabilities
- Workforce demographics and training needs
- Structured training
- Digital platforms to improve accessibility.

These themes alongside available literature and government directions informed the development of this plan.

## [Executive Advisory Group \(EAG\)](#)

The sector was invited to express interest in joining the governance processes for the development of the Transition Plan. An Executive Advisory Group of senior executives from both the SHS and DHHS was then convened to guide the development and implementation of the planning process. This group has provided advice in relation to key plan content areas and in clarifying and prioritising actions articulated in the plan. The EAG will continue to meet and provide advice in relation to implementation.



## SHS Transition Plan Goals

The SHS Transition Plan (2018-2022) has been developed by the sector in partnership with DHHS to build on its considerable strengths and prepare to deliver the contemporary suite of specialist homelessness services, to meet growing demand and complexity and to achieve effective outcomes.

The plan has been developed along two key dimensions:

1. Organisational and industry readiness
2. Workforce capacity building

### **High level goals - Organisational and industry readiness**

1. Embed person-centred models of practice
2. Build sector capacity in relation to outcomes
3. Promote Aboriginal and Torres Strait Islander self-determination
4. Build service capacity to deliver the contemporary suite of services to gain and sustain housing
5. Develop a consumer participation strategy
6. Strengthen consumer service pathways
7. Improve local service coordination
8. Build data provision and sharing protocols
9. Make effective use of new technologies
10. Develop SHS research priorities and complete research

### **High-level goals - Workforce capacity building**

11. Build a SHS workforce development strategy
12. Develop workforce pathways
13. Develop a SHS workforce capability framework
14. Provide training and development to the SHS
15. Share and use data to inform SHS practice



A brief description of each of these goals follows. The tables that follow, detail the proposed actions and suggested deliverables against each goal over the next four years (2018-2022).

All goals are referenced against HSHPIC's 4 priority streams for change:

1. Making an impact in people's lives
2. Strengthening capacity of the community services industry
3. Effective community service system architecture
4. Developing information-sharing provisions, digital technologies and innovation

### **Action tables**

Action tables have been developed to provide more specific detail about each goal. The action tables provide information on what each goal means, why it is important, future vision, relevant literature, good practice examples and helpful resources. They are designed to be a useful reference and a good starting point for organisations or individuals wanting to action any of the 15 goals in the SHS Transition Plan.

The action tables can be found on the SHS Transition Plan page on the CHP website ([chp.org.au/shs-transitionplan18/](http://chp.org.au/shs-transitionplan18/)). There is also a list of the URLs for each action table at the end of this document.

### **Implementation**

The SHS Transition Plan sets the priorities for the SHS over the next 4 years. The next step will be more detailed implementation planning with the SHS Executive Advisory Group in the context of available resources to agree on priorities, roles, responsibilities and resources. Like the development of this plan, planning for implementation will be sector-driven with the support and guidance of government. Implementation will build on existing good practice on the sector.

Implementation represents a further opportunity to strengthen the links across the community services sector, aligning the implementation of the sector specific transition plans with the overarching Community Services Industry Plan. Implementation will also need to take into account the changing nature of the environment, and be flexible enough to respond to emerging priorities, directions and opportunities.

## Goals: Organisational and industry readiness

### 1. Embed person-centred models of practice

Person-centred practice models already exist within the SHS. Building on these will more firmly place consumers at the heart of service delivery decisions. Key actions include articulating and documenting principles and practices underpinning person-centred practice in our sector.

#### Future Vision

- Documented SHS person-centred service delivery approaches with agreed principles and practices
- Person-centred system design making services easier to both access and navigate
- Services placing consumers at the heart of key decision making about them
- System design and governance which includes consumers as active decision makers
- A workforce providing consistent person-centred practice supported by agency structures and processes.

#### Actions

- Document a person-centred practice model for the SHS, building on existing SHS resources
- Develop person-centred practice guides, with program logic for appropriate SHS service types and roles

### 2. Build sector capacity in relation to outcomes

To build sector capacity for outcomes to be central to the work of the SHS, will initially require the sector to be more fully orientated to outcomes approaches. There is a strong commitment in the SHS to more fully understand the drivers of good outcomes for people experiencing homelessness and to find practical ways for this to be measured, at individual, program and population levels. In 2013, in *A Framework for Ending Homelessness*, CHP articulated the value of moving towards an outcomes model (getting and keeping housing) to underpin service system design, practice, and performance measurement.

#### Future Vision

- Build sector capacity and readiness in relation to outcome measures
- Build a SHS view of what should comprise a SHS Outcomes Framework aligned with the DHHS Outcomes Framework
- Consider the role of SHIP in relation to the collection of outcomes data and any required enhancements.

#### Actions

- Orientate the sector to and build understanding of outcome measurement
- Develop a shared sector perspective of preferred outcome measures when introduced to the sector
- Identify outcome measures and data collection processes that are feasible for introduction into the SHS
- Consider consumer, program, service, place-based and population levels of outcomes
- Training for SHS workforce in outcome measurement.

### 3. Promote Aboriginal and Torres Strait Islander self-determination

The SHS Transition Plan recognises and supports the principle of Aboriginal and Torres Strait Islander self-determination. Consistent with this principle, the Plan recognises the importance of Aboriginal and Torres Strait Islander people being able as a first choice to access Aboriginal services and that these services be resourced to provide appropriate levels of support.

It is acknowledged that further engagement of the Aboriginal sector is required to ensure the goal, related actions and deliverables are fully aligned/consistent with the principal of self-determination and are driven by the Aboriginal and Torres Strait Islander sector.

#### Future Vision

- The principle of Aboriginal and Torres Strait Islander self-determination is embedded in the SHS and actively supported by the sector
- Aboriginal and Torres Strait Islander controlled SHS organisations are strong, robust and appropriately resourced
- Aboriginal and Torres Strait Islander people are able as a first choice to access Aboriginal services
- A strong, capable and vibrant Aboriginal and Torres Strait Islander workforce which effectively shares Aboriginal and Torres Strait Islander wisdom and knowledge with the SHS and provides high quality services to Aboriginal and Torres Strait Islander people
- Mainstream SHS services that are culturally competent, welcoming of Aboriginal and Torres Strait Islander people and provide culturally competent and appropriate services.

#### Actions

- In alignment with the principle of self-determination determine the process for developing this goal and related actions and deliverables
- Apply the lens of self-determination to other relevant SHS Transition Plan goals (including: Build a SHS workforce development strategy and Develop workforce pathways)
- Build the cultural competency of mainstream SHS agencies.

#### 4. Build service capacity to deliver the contemporary suite of services to gain and sustain housing

Build sector capacity to provide streamlined access, targeted prevention, crisis responses, rapid re-housing, permanent supportive housing and mobilisation of mainstream services.

##### Future Vision

- A system which supports consumers to get housing and keep housing
- A more consistent homelessness service system across the state, including a continuum of care, services types, and related resources.

##### Actions

Build sector capacity to provide streamlined access, targeted prevention, crisis responses, rapid re-housing, permanent supportive housing and mobilisation of mainstream services.

#### 5. Develop a consumer participation strategy

Enhancing consumer participation in the design, delivery, review and governance of services will improve service quality, engagement and satisfaction. The next step is to identify good consumer participation practices from across human services and tailor these for use within the SHS.

##### Future Vision

- Strong participation across the SHS system by people with the lived experience of homelessness, including in service design, quality improvement, governance, and service delivery
- Protocols, guides and resources to support organisations to embed consumer participation at all organisational levels.

##### Actions

- Articulate good practice in consumer participation for community services
- Identify strategies, resources and processes to enhance consumer participation across the SHS
- Develop a SHS Consumer Participation Guide to help organisations include the lived experience in service design, quality improvement, governance, and service delivery.

#### 6. Strengthen consumer service pathways

Streamlined access to services and improved integration of service provision, both within the SHS and across allied sectors. Key actions include identifying good practice in the coordination of services, and considering how this can be built on through assessment, referral and planning tools and then consistently implemented.

##### Future Vision

- Seamless service provision for consumers to access required supports

- A continuum of services where assessment information is respectfully shared, consumers are effectively supported to access the range of services they need, and practice approaches across distinct service types and sectors are consistent and understandable.

#### Actions

- Identify good practice in providing consumers with a seamless experience of SHS service delivery achieving housing outcomes
- Identify good practice approaches to effective assessment, referral and support for consumers within the SHS and across sectors.

### 7. Improve local service coordination

Coordinated local services utilise place-based data to inform service development, improve service coordination and improve service system performance. The sector will build on the strong foundations developed by LASN's to support more effective local service coordination and place-based responses.

#### Future Vision

Strong, resourced, collaborative local networks which:

- Share and analyse data
- Build shared knowledge of available skills, tools and resources
- Develop shared priorities for action
- Respond quickly and flexibly to emerging needs
- Effectively collaborate and coordinate services for service system improvement
- Harness local area resources and supports.

#### Actions

- Further build on the role and function of Local Area Service Networks (LASNs) to lead service system improvement including enhanced cross sector coordination.

### 8. Build data provision and sharing protocols

Structured and regular data sharing, will help identify patterns in demand and opportunities for service system improvement. Next steps include clarifying why data should be shared, what data is shared, how often and in what format.

#### Future Vision

- Protocols and processes which effectively and practically share data to inform key service development and delivery decision making.

#### Actions

- Make administrative data reports routinely available at worker, team, program, service and LASN level
- Articulate the benefits of sharing data and the opportunities it presents
- Articulate what data should be shared, how often and in what form

- Build workforce capacity to analyse and utilise data
- Share identified data in a structured format which promotes validation and leads to service system improvement.

## 9. Make effective use of new technologies

New technologies are being rapidly adopted as a means to communicate and search for information about accessing services. Young people increasingly favour new technologies as a way to interface with community services. Harnessing new technology will assist the SHS to improve the accessibility, effectiveness and efficiency of both service provision and broader sector communication.

### Future Vision

- Additional service delivery methods improving the accessibility and efficiency of SHS services, for example, voice to text software and providing tablets to assertive outreach workers
- More efficient and effective ways for traditionally isolated geographies to communicate with consumers, the SHS and broader human services sector, and to participate in networks and training opportunities.

### Actions

- Explore use of mobile technologies which reduce duplication of data entry for practitioners and allow mobile timely data entry
- Adapt the Specialist Homelessness Information Platform (SHIP) to integrate with new technology platforms and products
- Explore methods to improve communication across geographic areas.

## 10. Develop SHS research priorities and complete research

The increasing focus on evidence based practice requires concerted research about 'what works' and consistent evaluation practices. Creating mechanisms to identify and prioritise research activities in an ongoing manner, is also an important next step, as is partnering with key research institutions and disseminating key learnings.

### Future Vision

- Routine evaluation of all service initiatives
- A process for ongoing identification of key research priorities and appropriate methodologies
- Funding of activities and programs with demonstrated effectiveness.

### Actions

- Embed evaluation of new and redeveloped programs as routine
- Identify and prioritise key research questions for the SHS as an ongoing process
- Further build on collaborative partnerships between the SHS and research/ academic organisations.

## Goals: Workforce capacity building

### 11. Build a SHS workforce development strategy

Workforce development includes broad consideration of the structural mechanisms required to build workforce capacity and support the sector to both attract and retain high quality staff. Key activities in this area include: identifying who is in the sector in a regular and repeatable way; recruitment and retention strategies; monitoring workforce satisfaction, and building workforce capacity.

#### Future Vision

- A well branded SHS to promote attracting and retaining a high quality workforce
- Regular data collection and analysis of SHS workforce demographics, satisfaction and competence
- The capacity to sample the effectiveness of training in practice competencies over time.

#### Actions

- Identify immediately actionable strategies
- Identify and articulate good practice in workforce development and the key elements required
- Identify methods to regularly gather data on workforce demographics, satisfaction and capability
- Identify core competencies for SHS roles and activities
- Build workforce recruitment and retention strategies (see also Develop Workforce Pathways)
- Support SHS and services to implement identified strategies.

### 12. Develop workforce pathways

Developing workforce pathways will involve both identifying and creating pathways into the SHS workforce and supporting retention of a capable workforce. Key strategies include promotional campaigns, strong alliances with education providers and targeted approaches to increase sector diversity. Clear pathways for a wide range of prospective SHS employees must be considered, including those coming from mainstream settings (e.g. University / TAFE), and individuals from diverse backgrounds, including people with a lived experience of homelessness. Career progression within the SHS will also be considered.

### Future Vision

- A well promoted SHS that encourages capable and skilled people to both join and stay in the workforce
- Opportunities for the SHS workforce to further develop skills and take on alternative roles
- A SHS with strong connections to education institutions to facilitate key homelessness content in education programs, to enhance vocational pathways into the sector
- A SHS workforce from diverse backgrounds including those with the lived experience of homelessness, in clear and well supported roles.

### Actions

- Identify and implement strategies to attract, develop and retain a competent SHS workforce
- Increase the likelihood of appropriately trained students working in the SHS
  - Extend formal relationships with educational organisations
  - Streamline vocational pathways
- Create pathways for the employment of people with lived experience
- Identify ways to create greater workforce diversity within SHS
- Consider strategies to retain and further build on the skills of existing SHS staff.

## 13. Develop a SHS workforce capability framework

Developing a capability framework for the sector will clarify the skills, knowledge and competencies required to provide high quality SH services. The framework will support the development of training which best meets the current needs of the sector and is focused on achieving consumer outcomes. Next developmental steps include identifying and documenting the capabilities required of the SHS workforce and then developing relevant training content.

### Future Vision

- Clearly articulated workforce roles, functions and capacities which are demonstrated to assist SHS consumers achieve housing outcomes
- Development of training content in identified capabilities.

### Actions

- Identify and articulate the key elements of a SHS workforce capability framework
- Develop a capability framework for the SHS reflecting the contemporary suite of SHS.

## 14. Provide training and development to the SHS

A structured training program which supports the development of entry level, intermediate and advanced competencies will allow workers to develop their careers in the SHS. Training

available to staff in emerging content areas to provide them with access to the new skills they require to undertake contemporary roles.

#### Future Vision

- Training and development opportunities for staff that support workers having rewarding and challenging careers in the SHS and contributing to workforce retention
- Training content areas which are relevant, practical and outcome focused, and which focus on all competencies including emerging approaches and technologies
- Senior practitioner roles that support retention of key staff and provide support to the developing workforce.

#### Actions

##### *Current Training and Development Needs*

- Develop a three-year training plan for the SHS with annual reviews
- Provide training in key areas identified.

##### *Future Training and Development Needs*

- Review training currently available to the SHS in relation to both content and methods
- Develop and deliver entry level, intermediate and advanced practitioner training
- Source and tailor appropriate management and leadership training for both new and established sector leaders
- Embed training in practice through other staff development practices such as reflective practice and group and individual supervision structures
- Evaluate the impact of training and other development activities on practice.

## 15. Share and use data to inform SHS practice

The translation of research and evaluation findings into practice is critical to improving outcomes for consumers of SHS services. Key next steps in this area focus on identifying suitable methods and platforms for dissemination of research and its use in practical SHS settings.

#### Future Vision

- A research and evaluation clearinghouse that works effectively for the SHS.
- Research and evaluation summaries which describe emerging evidence and how it can be applied in practice
- An SHS workforce that effectively incorporates new research and evaluation findings into practice.

#### Actions

- Develop a platform or mechanism to effectively share data analysis, key research findings and evaluation evidence about 'what works' with the SHS
- Assist SHS staff to build capacity and capability in the use of research and evaluation to inform practice development.

# Organisational and industry readiness goals and deliverables

| Goal   | Actions   | Deliverables   |
|--|---|--|
| <p><b>1. Embed person-centred models of practice</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people’s lives</li> <li>• Strengthen capacity of the community services industry</li> <li>• Effective community service system architecture</li> </ul> | <ul style="list-style-type: none"> <li>• Document a person-centred practice approach for the SHS, building on existing SHS resources</li> <li>• Develop person-centred practice guides, with program logic for appropriate SHS service types and roles</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Document a SHS Person-centred practice approach building on the established frameworks and other current sector approaches: <ul style="list-style-type: none"> <li>○ The Opening Doors Framework</li> <li>○ Other current sector developments (e.g. Launch sites)</li> <li>○ Organisational approaches to practice</li> </ul> </li> <li>• Undertake sector consultations</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Produce practice guides for SHS activity types which reference the SHS Person-centred practice approach</li> <li>• Incorporate evidence based practices</li> <li>• Support organisations to embed identified person-centred practices</li> <li>• Provide support and training to organisations and SHS staff adopting person-centred practice</li> <li>• Identify possible outcomes related to person-centred models of practice for consideration in <i>Goal 2 – Build sector capacity in relation to outcomes</i></li> <li>• Evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Sector consultations</li> <li>• Literature on contemporary practices</li> <li>• Existing models and approaches</li> <li>• Guide development</li> <li>• Training</li> </ul> |

| Goal   | Actions   | Deliverables  |
|--|---|---|
|  |   | <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• Use existing sector and organisational models as a basis for broader model development</li> <li>• Build on <i>CHP Housing Support Guides</i> in development of the practice guides</li> </ul>   |
| <p><b>2. Build sector capacity in relation to outcomes</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people’s lives</li> <li>• Effective community service system architecture</li> </ul> | <ul style="list-style-type: none"> <li>• Build sector understanding of outcome measurement</li> <li>• Develop a shared sector perspective of preferred outcome measures when introduced to the sector</li> <li>• Identify outcome measures and data collection processes that are feasible for introduction into the SHS</li> <li>• Consider consumer, program, service, place-based and population levels of outcomes and how these can inform better decision making in an outcomes focused environment</li> <li>• Training for SHS workforce in outcome measurement</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Consistent with the <i>CHP Outcomes Position Paper</i> (CHP, 2018 in press) <ul style="list-style-type: none"> <li>◦ Provide forums to orientate the sector to and build organisational understanding of outcomes measurement</li> <li>◦ Consult with the SHS about the best methods, metrics and data collection approach for outcomes measurement</li> </ul> </li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Work towards developing a SHS Outcomes Framework</li> <li>• Collect trial outcome measures at a consumer and program level</li> <li>• Explore utilisation of an enhanced SHIP</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Sector consultations</li> <li>• Sector forums</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• <i>CHP Outcomes Position Paper</i></li> <li>• Current SHS utilisation of outcomes measurement</li> </ul> <p><i>(Please see the Action table for this goal for additional information)</i></p> |

| Goal  | Actions  | Deliverables  |
|---|--|---|
| <p><b>3. Promote Aboriginal and Torres Strait Islander self-determination</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people’s lives</li> <li>• Strengthen capacity of the community services industry</li> <li>• Effective community service system architecture</li> </ul> | <ul style="list-style-type: none"> <li>• In alignment with the principle of self-determination determine process for developing this goal and related actions and deliverables</li> <li>• Apply lens of self-determination to other relevant SHS Transition Plan goals (including: Build a SHS workforce development strategy, Develop workforce pathways, Provide training and development to the SHS)</li> <li>• Build the cultural competency of mainstream SHS agencies</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Deliverable to be determined using the principles of Aboriginal self-determination and autonomy</li> </ul>   |
| <p><b>4. Build service capacity to deliver the contemporary suite of services to gain and sustain housing</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in</li> </ul>   | <ul style="list-style-type: none"> <li>• Build sector capacity to provide streamlined access, targeted prevention, crisis responses, rapid re-housing, permanent supportive housing and mobilisation of mainstream services.</li> </ul>  | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Develop materials to support the SHS to be prepared to deliver the full suite of contemporary services</li> <li>• Showcase services demonstrating best practice across the service continuum</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Support the implementation of new services consistent with best practice models and effectiveness</li> <li>• Support the implementation of new services to promote model fidelity</li> <li>• Evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Service guides</li> </ul> |

| Goal   | Actions   | Deliverables  |
|--|---|---|
| <p>people's lives</p> <ul style="list-style-type: none"> <li>Strengthen capacity of the community services industry</li> <li>Effective community service system architecture</li> </ul>  |   | <ul style="list-style-type: none"> <li>Sector forums</li> <li>Government and allied sector consultations</li> <li>Implementation support</li> <li>Evaluation as contemporary services taken to scale</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>Literature, existing programs and evaluations</li> </ul>  |
| <p><b>5. Develop a consumer participation strategy</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>Making an impact in people's lives</li> <li>Strengthen capacity of the community services industry</li> <li>Effective community service system architecture</li> </ul> | <ul style="list-style-type: none"> <li>Articulate good practice in consumer participation for community services and the current barriers to consumer participation</li> <li>Identify strategies, resources and processes to enhance consumer participation across the SHS</li> <li>Identify the resources needed for consumers to effectively participate at all levels</li> <li>Develop a SHS Consumer Participation Guide to help organisations include the lived experience in service design, quality improvement, governance, and service delivery</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>Review research and practice related to consumer participation</li> <li>Produce a discussion paper identifying SHS good practice in consumer participation, including the distinct strategies required for particular cohorts (e.g. Aboriginal; CALD; LGBTIQ)</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>Develop a SHS consumer participation strategy and guide to support organisations continued implementation of consumer participation <ul style="list-style-type: none"> <li>Give focused consideration to diverse consumer groups including aboriginal people, CALD people, younger people and LGBTIQ</li> </ul> </li> <li>Demonstration projects across the range of roles and services within the SHS</li> <li>Support organisations to include consumer participation strategies in their strategic and operational planning and provide supporting resources</li> <li>Evaluate the impact of the SHS consumer participation strategy</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>Discussion paper</li> <li>Develop Consumer Participation Strategy and Guide</li> <li>Implementation support</li> </ul> |

| Goal  | Actions  | Deliverables   |
|---|--|--|
|   |  | <ul style="list-style-type: none"> <li>• Evaluation</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• <i>Consumer Participation Resource Kit: for housing and homelessness services</i></li> <li>• <i>Cared For Enough To Be Involved Client Participation Guide</i></li> <li>• <i>Homelessness, learning from those who've lived it: PESP evaluation</i></li> <li>• Consumer participation learnings identified through Launch sites, the Peer Education Support Program (PESP) and other existing consumer participation initiatives in the SHS and allied sectors</li> </ul> <p><i>(Please see the Action table for this goal for additional information)</i></p>  |
| <p><b>6. Strengthen consumer service pathways</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people's lives</li> <li>• Strengthen capacity of the community services industry</li> <li>• Effective community service system architecture</li> </ul> | <ul style="list-style-type: none"> <li>• Identify good practice in providing consumers with a seamless experience of SHS service delivery achieving housing outcomes</li> <li>• Identify good practice approaches to effective assessment, referral and support for consumers within the SHS and across sectors</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Launch sites are supported to document their findings related to improving consumer pathways</li> <li>• LASN's supported to further lead service performance improvement at a local level</li> <li>• Leverage key resources (e.g. Victorian Housing Register) to strengthen consumer pathways</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Document identified 'good practice' and develop service developments which: <ul style="list-style-type: none"> <li>○ are practical and immediately achievable require longer term strategies for implementation</li> <li>○ consider specialist cohorts including Aboriginal and Torres Strait people, young people, people with disability, those who have experienced family violence and LGBTIQ.</li> </ul> </li> <li>• Support organisations across the state to adapt and adopt locally demonstrated good practice</li> <li>• Identify and develop a plan to implement longer term strategies</li> <li>• Evaluation</li> </ul> |

| Goal  | Actions   | Deliverables   |
|---|---|--|
|   |   | <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Reviewing and documenting good practices and recommendations</li> <li>• Supporting organisations to adopt identified good practices</li> <li>• Evaluation</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• LASN's</li> <li>• Launch sites</li> <li>• Individual organisations work on strengthening consumer service pathways</li> </ul>   |
| <p><b>7. Improve local service coordination</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people's lives</li> <li>• Strengthen capacity of the community services industry</li> <li>• Effective community service</li> </ul> | <ul style="list-style-type: none"> <li>• Further build on the role and function of Local Area Service Networks (LASNs) to lead service system improvement including enhanced cross sector coordination</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Consult with the SHS about how the LASNs could be further expanded and strengthened</li> <li>• Build and support the capacity of LASN's to lead service system improvement at a local level</li> <li>• clarify and consistently utilise the variables to be used for reporting</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Build on the Opening Doors Service Coordination Guide based on consultation feedback</li> <li>• Implement local placed based initiatives to improve local service performance via LASN's</li> <li>• Identify opportunities to enhance cross sector representation on networks in allied sectors (e.g. Child First, Local Learning and Employment Networks)</li> <li>• Evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Sector consultations</li> <li>• Service coordination documentation building on the Opening Doors Service Coordination Guide</li> <li>• LASN forums and resources</li> </ul> |

| Goal  | Actions   | Deliverables   |
|---|---|--|
| <p>system architecture</p> <ul style="list-style-type: none"> <li>Developing information-sharing provisions, digital technologies and innovation</li> </ul>   |   | <ul style="list-style-type: none"> <li>Strategies and resources to enhance cross sector communication</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>Current good practice in service system improvement demonstrated by LASN's and SHS</li> <li>Current good practice Launch site coordination activities</li> <li>City of Melbourne and CHP CBD Service Coordination Project Reports</li> </ul>  |
| <p><b>8. Build data provision and sharing protocols</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>Strengthen capacity of the community services industry</li> <li>Effective community service system architecture</li> <li>Developing information-sharing provisions, digital technologies and innovation</li> </ul> | <ul style="list-style-type: none"> <li>Make administrative data reports routinely available at worker, team, program, service and LASN level</li> <li>Articulate the benefits of sharing data and the opportunities it presents</li> <li>Articulate what data should be shared, how often and in what form</li> <li>Build workforce capacity to analyse and utilise data</li> <li>Share identified data in a structured format which promotes validation and leads to service system improvement</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>Facilitate routine availability of SHIP data reports to worker, team, program, services and LASN level</li> <li>Complete consultations with the Australian Institute of Health and Welfare (AIHW), government and the SHS on data provision and sharing protocols <ul style="list-style-type: none"> <li>Use SHIP Champions Working Group to consider practical implications of consultation findings</li> </ul> </li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>Develop SHS position paper on data provision and sharing protocols with recommendations</li> <li>Develop protocol agreements with AIHW and government to share data</li> <li>Share data in a structured format which links data analysis to service and system improvement actions</li> <li>Consider publishing de-identified data for benchmarking purposes and service system improvement</li> <li>Support LASN's to enhance use of shared data in local area planning</li> <li>Support and train the SHS workforce to embed data reviews into routine practice</li> <li>Review and refine data validation processes for both data entry and to drive service improvement</li> </ul> |

| Goal  | Actions   | Deliverables  |
|---|---|---|
|   |   | <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Consultations</li> <li>• Position paper</li> <li>• Protocol agreements</li> <li>• Resource LASNs and SHS workforce capacity building</li> </ul> <p><b>Leveraging existing activities</b><br/>Use of the SHIP Working Group to inform the development of data provision and sharing protocols</p>  |
| <p><b>9. Make effective use of new technologies</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people’s lives</li> <li>• Strengthen capacity of the community services industry</li> <li>• Effective community service system architecture</li> <li>• Developing information-sharing provisions, digital technologies and innovation</li> </ul> | <ul style="list-style-type: none"> <li>• Explore use of mobile technologies which reduce duplication of data entry for practitioners and allow mobile timely data entry</li> <li>• Adapt the Specialist Homelessness Information Platform (SHIP) to integrate with new technology platforms and products</li> <li>• Explore methods to improve communication across geographic areas</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Identify a process for review and ongoing awareness of new technology relevant to the sector, drawing on new innovations being trialled by the sector and those led by government</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Identify relevant new technology as it relates to SHS service provision and communication, addressing issues of care coordination, service mobility and rural and remote service provision</li> <li>• Share findings across the sector and consult on practical implications</li> <li>• Develop a business case for provision on new technology to the sector which includes both resourcing costs and likely cost savings <ul style="list-style-type: none"> <li>◦ Identify and cost implications for use of new technology with SHIP</li> </ul> </li> <li>• Identify resources required to implement and sustain use of new technologies</li> <li>• Provide training and ongoing support in the use of new technologies</li> <li>• Process evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Review of available evidence</li> <li>• Sector consultations</li> <li>• Business case development and resource allocation</li> <li>• Training and support</li> </ul> |

| Goal  | Actions  | Deliverables  |
|---|--|---|
|   |  | <ul style="list-style-type: none"> <li>Evaluation</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>Use of the SHIP Working Group to provide practical advice on practitioner needs related to SHIP and technology</li> <li>Consider use of available technology resources at DHHS to enhance participation in networks, forums and training, especially for rural and regional organisations</li> </ul>   |
| <p><b>10. Develop SHS research priorities and complete research</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>Making an impact in people’s lives</li> <li>Strengthen capacity of the community services industry</li> <li>Effective community service system architecture</li> <li>Developing information-sharing provisions, digital technologies and innovation</li> </ul> | <ul style="list-style-type: none"> <li>Embed evaluation of new and redeveloped programs as routine</li> <li>Identification and prioritisation of key research questions for the SHS as an ongoing process</li> <li>Further build on collaborative partnerships between the SHS and research/ academic organisations</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>Undertake consultation to identify the key components of a SHS Research Plan</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>Develop a SHS Research Plan that considers key stakeholders, a platform or process for prioritising research, suitable research partners, methods to disseminate research and resourcing needs</li> <li>Implement actions from the research plan</li> <li>Begin research dissemination <ul style="list-style-type: none"> <li>Develop practical ‘research to practice’ guides and fora</li> </ul> </li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>SHS research plan development</li> <li>Research platforms and dissemination</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>Relationships between the sector and homelessness research community</li> <li>Current academic research work in homelessness</li> </ul> |

# Workforce capacity building goals and deliverables

| Goal  | Actions   | Deliverables   |
|---|---|--|
| <p><b>11. Build a SHS workforce development strategy</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people’s lives</li> <li>• Strengthening capacity of the community services industry</li> <li>• Effective community service system architecture</li> </ul> | <ul style="list-style-type: none"> <li>• Identify immediately actionable strategies</li> <li>• Identify and articulate good practice in workforce development and the key elements required</li> <li>• Plan for future workforce needs</li> <li>• In alignment with the principle of self-determination, build SHS Aboriginal and Torres Strait Islander workforce</li> <li>• Identify methods to regularly gather data on workforce demographics, satisfaction and capability</li> <li>• Identify core competencies for SHS roles and activities</li> <li>• Build workforce recruitment and retention strategies (see also Develop Workforce Pathways)</li> <li>• Support SHS and services to implement identified strategies</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Identify immediate, practical workforce development strategies for implementation</li> <li>• In consultation with the sector, develop a SHS position paper on the workforce development required to take contemporary SHS practice to scale, including detailed planning for future needs</li> <li>• Develop a regular method to gather and analyse demographic, satisfaction and capability data on the SHS, align this activity to a broader community services wide survey where possible</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Convene an SHS &amp; DHHS Workforce Development Strategy Advisory Group: <ul style="list-style-type: none"> <li>○ Guide the implementation of identified immediate workforce development strategies</li> <li>○ Develop a five year Workforce Development Strategy and Plan in consultation with the SHS with focused consideration of building a strong, effective and diverse workforce (e.g. Aboriginal people; people with disability; younger people, lived experience, LGBTIQ)</li> <li>○ Scope SHS workforce capabilities project</li> <li>○ Develop an evaluation strategy for the Workforce Development Strategy and Plan</li> </ul> </li> <li>• Support organisations to implement workforce development activities identified through the SHS Transition Plan Executive Advisory Group</li> </ul> |

| Goal   | Actions  | Deliverables  |
|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>• Evaluate the immediate workforce development strategies implemented</li> <li>• Implement five year Workforce Development Strategy and Plan</li> <li>• Build sector capacity to implement key elements of the workforce development plan</li> <li>• Evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• SHS Workforce development strategy</li> <li>• Sector consultations</li> <li>• Satisfaction Survey development and annual completion</li> <li>• Workforce Development Strategy Advisory Group</li> <li>• Workforce Development Strategy development</li> <li>• Capacity building to implement Workforce Development Strategy</li> <li>• Resources</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• Work currently being undertaken by DHHS Workforce Development branch</li> <li>• Work currently being undertaken by DHHS Homelessness branch</li> <li>• Work currently being undertaken by SHS organisations</li> <li>• CHP working with Swinburne University to contextualise the Certificate IV in Social Housing for the SHS</li> <li>• CHP Housing Support Guides</li> </ul> |
| <p><b>12. Develop workforce pathways</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an</li> </ul> | <ul style="list-style-type: none"> <li>• Identify and implement strategies to attract, develop and retain a competent SHS workforce</li> <li>• Increase the likelihood of appropriately trained students working in the SHS</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Build on relationships with key education providers to: <ul style="list-style-type: none"> <li>◦ Streamline vocational pathways to the SHS for students (e.g. through structured student placements and closer ties with education providers) Give</li> </ul> </li> </ul>  |

| Goal   | Actions   | Deliverables  |
|--|---|---|
| <p>impact in people's lives</p> <ul style="list-style-type: none"> <li>• Strengthening capacity of the community services industry</li> <li>• Effective community service system architecture</li> <li>• Developing information-sharing provisions, digital technologies and innovation</li> </ul> | <ul style="list-style-type: none"> <li>○ Extend formal relationships with educational organisations</li> <li>○ Streamline vocational pathways</li> <li>• In alignment with the principle of self-determination, create pathways for the employment of Aboriginal and Torres Strait people</li> <li>• Create pathways for the employment of people with lived experience</li> <li>• Identify ways to create greater workforce diversity within SHS</li> <li>• Consider strategies to retain and further build on the skills of existing SHS staff</li> </ul> | <p>focused consideration to specific groups (e.g. Aboriginal people, young people, CALD people, people with lived experience and LGBTIQ people)</p> <ul style="list-style-type: none"> <li>○ Encourage development of more homelessness content to be included in human services tertiary and other relevant education programs.</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Identify the education and support required to effectively employ and support the development of people with the lived experience of homelessness</li> <li>• Identify strategies to extend the diversity of a capable SHS workforce</li> <li>• Consider ways to retain and further develop the existing SHS workforce</li> <li>• Implement strategies to promote SHS career pathways to students <ul style="list-style-type: none"> <li>○ Implement a structured and targeted student placement program for the SHS</li> </ul> </li> <li>• Identify training, career pathways and appropriate support for people with a lived experience of SHS</li> <li>• Implement identified methods to retain and further build the skills of the existing and future SHS workforce</li> <li>• Evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Further relationship development with education providers</li> <li>• Support to develop workforce pathways strategies for people with a lived experience of homelessness and to increase workforce diversity more broadly</li> <li>• Support to identify SHS career pathways for a wider group of people, including those</li> </ul> |

| Goal   | Actions   | Deliverables  |
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|  |   | <p>coming from traditional education settings and from other backgrounds and experiences</p> <ul style="list-style-type: none"> <li>• Evaluation</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• DHHS Scholarship program</li> <li>• CHP working with Swinburne University to contextualise the Certificate IV in Social Housing for the SHS</li> <li>• Existing sector networks and relationships with tertiary education providers</li> </ul>  |
| <p><b>13. Develop a SHS workforce capability framework</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people’s lives</li> <li>• Strengthening capacity of the community services industry</li> <li>• Effective community service system architecture</li> <li>• Developing information-sharing provisions, digital technologies</li> </ul> | <ul style="list-style-type: none"> <li>• Identify and articulate the key elements of a SHS workforce capability framework</li> <li>• Develop a capability framework for the SHS reflecting the contemporary suite of SHS</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Identify and document the key elements required for development of a Workforce Capability Framework to deliver the contemporary suite of SHS services, manage and lead change in the sector, and provide effective governance, management and leadership to the SHS</li> <li>• Review workforce capability frameworks in allied sectors and from SHS nationally and internationally.</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Consult with the SHS to confirm and clarify: <ul style="list-style-type: none"> <li>○ key activities and roles in SHS service provision</li> <li>○ competencies and skills required across entry, intermediate and advanced level roles</li> <li>○ emerging competences (e.g. working with landlords)</li> <li>○ specialist skills required for distinct cohorts (e.g. aboriginal people, young people, people with disability, LGBTIQ)</li> </ul> </li> <li>• Consider alignment between the SHS Workforce Capability Framework and: <ul style="list-style-type: none"> <li>○ Other workforce development activities</li> </ul> </li> </ul> |

| Goal           | Actions | Deliverables   |
|----------------|---------|--|
| and innovation |         | <ul style="list-style-type: none"> <li>○ The SHS person-centred practice approach</li> <li>• Document a SHS Workforce Capability Framework with clear links between activities, roles and outcomes</li> <li>• Develop the housing literacy of related sectors and mainstream services through targeted training</li> <li>• Develop an annual mechanism to support and develop the SHS workforce in identified areas</li> <li>• Ongoing mechanisms to develop workforce against identified capabilities and sample impact</li> <li>• Ongoing mechanisms to assess and develop the SHS workforce against identified capabilities</li> <li>• Evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Identify key capabilities</li> <li>• Consultations</li> <li>• Developing Capability Framework, including ongoing mechanisms for assessing the impact of workforce assessment and development</li> <li>• Evaluation</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• The SHS Training Advisory Group – an advisory group convened by CHP and currently comprising DHHS, SHS agency representatives, Swinburne University and Wodonga TAFE</li> <li>• Work relating to competencies undertaken by SHS organisations</li> <li>• NSW Competency Framework development activities</li> <li>• Annual SHS Training Needs Survey</li> <li>• CHP Housing Support Guides</li> <li>• Work with individual organisations to articulate competencies</li> </ul> |

| Goal  | Actions  | Deliverables  |
|---|--|---|
| <p><b>14. Provide training and development to the SHS</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Making an impact in people’s lives</li> <li>• Strengthening capacity of the community services industry</li> <li>• Developing information-sharing provisions, digital technologies and innovation</li> </ul> | <p><b>Current Training and Development Needs</b></p> <ul style="list-style-type: none"> <li>• Develop a three year training plan for the SHS with annual reviews</li> <li>• Provide training in key areas identified</li> </ul> <p><b>Future Training and Development Needs</b></p> <ul style="list-style-type: none"> <li>• Review training currently available to the SHS in relation to both content and methods</li> <li>• Develop and deliver entry level, intermediate and advanced practitioner training</li> <li>• Source and tailor appropriate management and leadership training for both new and established sector leaders</li> <li>• Embed training in practice through other staff development practices such as reflective practice and group and individual supervision structures</li> <li>• Evaluate the impact of training and other development activities on practice</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Support the SHS Training Advisory Group to identify, prioritise and document immediate training needs for the sector using recent sector consultation data, Training Needs Analysis (see <i>Capability Framework above</i>) and a review of current SHS practice and cohorts presenting to SHS services (see <i>Workforce Development above</i>) <ul style="list-style-type: none"> <li>○ Incorporate government priorities as reflected in the Homelessness Launch site and other recently funded initiatives</li> <li>○ Consider current training program activities</li> <li>○ Develop or source immediate training needs content for the SHS</li> <li>○ Build the capacity of senior staff to provide supervision and staff development practices</li> <li>○ Ensure all training aligns with broader capability framework development activities (see <i>Capability Framework above</i>)</li> </ul> </li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Deliver prioritised training to the SHS (building on the framework of the SHS Training Calendar)</li> <li>• Identify the appetite for leadership/management training programs for the SHS and source</li> <li>• Support the SHS Training Advisory Group to review and provide recommendations on all SHS training activities, including provider, content, training methods and costs <ul style="list-style-type: none"> <li>○ Identify new content required</li> <li>○ Identify best methods to deliver training, consider use of new technologies</li> <li>○ Identify practical evaluation approaches</li> </ul> </li> </ul> |

| Goal | Actions | Deliverables  |
|------|---------|---|
|      |         | <ul style="list-style-type: none"> <li>○ Identify providers of high quality training</li> <li>• Support the re-development of the SHS Training Calendar <ul style="list-style-type: none"> <li>○ Review scope and update existing and develop new content</li> <li>○ Use new technology and adult learning principles to provide online training alongside traditional face to face training approaches</li> </ul> </li> <li>• Provide an annual SHS Workforce Training Report detailing training provided and impacts on practice where available</li> <li>• Consider and document broader staff development activities to embed training and further build SHS workforce capacity, for example reflective practice and supervision (both group and individual).</li> <li>• Evaluation of new training on practice</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Document immediate training needs</li> <li>• Develop immediate training needs content</li> <li>• Deliver immediate training needs (practitioner and leadership)</li> <li>• Document longer term training needs content and methods</li> <li>• Deliver re-scoped Training Calendar</li> <li>• Report on impact of training in practice</li> <li>• Evaluation</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• SHS Training Calendar</li> <li>• SHS Training Advisory Group</li> <li>• CHP Housing Support Guides</li> <li>• Current organisational training activities</li> <li>• Current CHP training activities (e.g. NDIS, VHR)</li> </ul> |

| Goal   | Actions   | Deliverables   |
|--|---|--|
|  |   | <ul style="list-style-type: none"> <li>• CHP working with Swinburne University to contextualise the Certificate IV in Social Housing</li> </ul>  |
| <p><b>15. Share and use data to inform SHS practice</b></p> <p><b>Relates to HSHPIC streams</b></p> <ul style="list-style-type: none"> <li>• Strengthening capacity of the community services industry</li> <li>• Effective community service system architecture</li> <li>• Developing information-sharing provisions, digital technologies and innovation</li> </ul> | <ul style="list-style-type: none"> <li>• Develop a platform or mechanism to effectively share data analysis, key research findings and evaluation evidence about 'what works' with the SHS</li> <li>• Assist SHS staff to build capacity and capability in the use of research and evaluation to inform practice development</li> </ul> | <p><b>Initially</b></p> <ul style="list-style-type: none"> <li>• Identify key research and evaluation for dissemination</li> <li>• Support SHS workforce to make better use of SHIP and other data to inform their work</li> </ul> <p><b>Subsequently</b></p> <ul style="list-style-type: none"> <li>• Promote the value of data analysis, evaluation and translating research into practice through sector forums</li> <li>• Develop 'research into practice' fact sheets where appropriate</li> <li>• Provide regular statistical data analysis to the sector (<i>see Data Sharing Provisions above</i>)</li> <li>• Build SHS culture of using data analysis, research and evaluation evidence to inform practice</li> <li>• Evaluation</li> </ul> <p><b>Inputs</b></p> <ul style="list-style-type: none"> <li>• Data analysis</li> <li>• Research and evaluation</li> <li>• Research dissemination</li> <li>• Forums</li> <li>• Fact sheets</li> </ul> <p><b>Leveraging existing activities</b></p> <ul style="list-style-type: none"> <li>• SHIP Champions Group</li> <li>• Current agency data collection and analysis</li> <li>• AIHW and ABS reports</li> <li>• Current research and evaluations</li> </ul> |

# Conclusion

The SHS Transition Plan has been developed as a partnership between CHP and the SHS sector and DHHS. The Plan is intended to support the sector to take contemporary service models and practice to scale across Victoria.

People will continue to experience homelessness. However, the SHS envisions a future where homelessness, will be a, *“rare, brief and one-time experience”*<sup>42</sup>, so that individuals do not repeatedly re-present to homelessness services.

This plan builds on the significant foundations and existing resources of the Victorian SHS. It focuses on building both organisational and industry readiness to work in a fast changing and dynamic service environment, and on providing the SHS workforce with the skills they need now and into the future to deliver the full range of evolving contemporary service types.

It is anticipated that the plan will support the embedding of consistent and understandable practices, and a continuum of flexible, person-centred responses to people at risk of or experiencing homelessness.

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<sup>42</sup> Gaetz, S., Gulliver, T., & Richter, R. (2014). Op. cit.

# Action Tables

The action tables listed below have been developed to provide more specific detail on what each goal means, why it is important, future vision, relevant literature, good practice examples and helpful resources.

The action tables are designed to be a useful reference and a good starting point for organisations or individuals wanting to action any of the 15 goals in the SHS Transition Plan.

The final report and action tables for each of the 15 goals are available for download from the Council to Homeless Persons Website: [chp.org.au/shs-transitionplan18/](http://chp.org.au/shs-transitionplan18/)

- 1. Embed person-centred models of practice**  
[chp.org.au/embed-person-centred-models-of-practice/](http://chp.org.au/embed-person-centred-models-of-practice/)

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- 2. Build sector capacity in relation to outcomes**  
[chp.org.au/build-sector-capacity-in-relation-to-outcomes/](http://chp.org.au/build-sector-capacity-in-relation-to-outcomes/)

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- 3. Promote Aboriginal and Torres Strait Islander self-determination**  
[chp.org.au/promote-aboriginal-and-torres-strait-islander-self-determination](http://chp.org.au/promote-aboriginal-and-torres-strait-islander-self-determination)

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- 4. Build service capacity to deliver the contemporary suite of services to gain and sustain housing**  
[chp.org.au/build-service-capacity-deliver-suite-services-gain-sustain-housing/](http://chp.org.au/build-service-capacity-deliver-suite-services-gain-sustain-housing/)

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- 5. Develop a consumer participation strategy**  
[chp.org.au/develop-a-consumer-participation-strategy/](http://chp.org.au/develop-a-consumer-participation-strategy/)

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- 6. Strengthen consumer service pathways**  
[chp.org.au/strengthen-consumer-service-pathways/](http://chp.org.au/strengthen-consumer-service-pathways/)

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- 7. Improve local service coordination**  
[chp.org.au/improve-local-service-coordination](http://chp.org.au/improve-local-service-coordination)

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- 8. Build data provision and sharing protocols**  
[chp.org.au/build-data-provision-and-sharing-protocols/](http://chp.org.au/build-data-provision-and-sharing-protocols/)

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- 9. Make effective use of new technologies**  
[chp.org.au/make-effective-use-of-new-technologies/](http://chp.org.au/make-effective-use-of-new-technologies/)

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- 10. Develop SHS research priorities and complete research**  
[chp.org.au/develop-shs-research-priorities-and-complete-research/](http://chp.org.au/develop-shs-research-priorities-and-complete-research/)

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- 11. Build a SHS workforce development strategy**  
[chp.org.au/build-shs-workforce-development-strategy/](http://chp.org.au/build-shs-workforce-development-strategy/)

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- 12. Develop workforce pathways**  
[chp.org.au/develop-workforce-pathways/](http://chp.org.au/develop-workforce-pathways/)

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- 13. Develop a SHS workforce capability framework**  
[chp.org.au/develop-shs-workforce-capability-framework/](http://chp.org.au/develop-shs-workforce-capability-framework/)

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- 14. Provide training and development to the SHS**  
[chp.org.au/provide-training-and-development-to-the-shs/](http://chp.org.au/provide-training-and-development-to-the-shs/)

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- 15. Share and use data to inform SHS practice**  
[chp.org.au/share-and-use-data-to-inform-shs-practice/](http://chp.org.au/share-and-use-data-to-inform-shs-practice/)

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# The Specialist Homelessness Sector Transition Plan (2018-2022)

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