



Eastern Homelessness Service System Alliance

Strategic Plan 2025-2028

Implementation Plan

On track or complete	Behind Schedule	Unlikely to be completed
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This EHSSA implementation plan is a living document that will be reviewed and updated annually to check progress and modify as necessary to maintain the plan's relevance and integrity. *Strategic Plan Progression* is a recurring agenda item at the monthly EHSSA meetings.

Strategic Objective 1: Strong Partnerships and Strategic Leadership

By fostering strategic leadership, strong partnerships and incorporating lived experience expertise, we collaborate to bridge system and service gaps, develop impactful projects, and respond to evolving trends.

Priority 1.1: Strengthening Collaboration and Sector Capacity				
	Activity	Responsibility	Timeframe	Progress
1.1.1	Maintain and expand existing membership of networks to extend collaborations and build capacity including:			
	EHN Team Leaders meetings	EHN Coordinator SCRP Coordinator	Every six weeks	
	EHSSA membership and meetings	EHSSA membership	Monthly	
	HEF / PRAP providers fortnightly meetings	HEF/PRAP providers Wellways	Fortnightly	
	RFVP meetings - Attendance and report back	SCRP Coordinator EHSSA membership	Monthly	

	Victorian Homelessness Network (VHN) – Membership and Meeting attendance	EHSSA Chair and Elected representative EHN Coordinator	Meetings 3 times per year	
	Children’s Network Meetings	SCRP Coordinator	Every 2 months	
1.1.2	Encourage co-location for cross-sector support e.g. Mental Health, AOD, Health, Family Violence.	EHSSA membership	Ongoing	
1.1.3	Share knowledge, innovation, and systems across allied services, including Family Violence, Alcohol and Other Drugs and Mental Health including:			
	Continue to support the Regional Coordinators to promote and facilitate service coordination across the region	EHN Coordinator SCRP Coordinator RFVP PSA	Monthly	
	EHSSA representation on RFVP	EHSSA membership	Monthly	
	Explore ways of connecting with EMHSCA	EHSSA membership	Yr 1	
	Invite speakers from allied services to share information at EHN Team Leader Meetings and Practitioner Meetings	EHN Coordinator SCRP Coordinator Team Leaders	Ongoing	
	Share insights and innovations through bulletins and websites	EHN Coordinator EHSSA membership	Ongoing	
1.1.4	Review and refine coordinated service system arrangements including:	EHSSA membership PSA/RFVP	Ongoing	
	EHN fact sheets	EHN Coordinator EHN Team Leaders	Annually Yr 1,2,3	
	e-referral review	EHN Coordinator EHN Team Leaders	Yr 1	
	MARAM alignment	RFVP PSA EHSSA membership	Yr1	
	New Homelessness Service System guidelines 2025	EHSSA membership	Yr 1	
1.1.5	Maintain effective partnership and governance of the EHSSA including maintaining, regularly reviewing and updating governing documents			
	EHSSA ToR, Strategic Plan and Implementation Plan	EHN Coordinator EHN Governance group	Yr 1,2,3 June	

	Governance Group Governing documents and membership	EHN Coordinator EHN Governance group	Yr 1,2,3 Sep	
1.1.6	Support the Children's Resource Program in promoting best practice work with children.			
	Promote attendance of staff at Children's Network Meeting	EHSSA membership SCRP Coordinator	6 times a year	
	Promote the use of Regional Homeless Children's Brokerage Program to enhance opportunities for children experiencing homelessness and family violence.	EHSSA membership SCRP Coordinator	ongoing	
	Find opportunities for SCRCP Coordinator to engage with organisations and frontline practitioners through co-location, team meetings and secondary consultation etc.	EHSSA membership SCRP Coordinator	Ongoing	
	Encourage practitioners to utilise the SCRCP resources created for working with children and parents.	EHSSA membership SCRP Coordinator	Ongoing	
	Support the promotion and uptake of the Children's MARAM within the region	EHSSA membership SCRP Coordinator	Yr 2	

Priority 1.2: Embedding Lived Experience Expertise

	Activity	Responsibility	Timeframe	Progress
1.2.1	Continue to explore how to involve people with lived experience in EHSSA decision making, advocacy and service development.			
	Finalise EHSSA lived expertise participation guidelines/framework	Client Voice Working Group EHSSA membership	Year 1	
	Further develop and review EHSSA policy documents for working with people with lived expertise	Client Voice Working Group EHSSA membership	Year 1	
	Consider future recommendations of the working group	Client Voice Working Group EHSSA membership	Year 1	

1.2.2	Advocate for better resourcing and funding to support paid lived expertise involvement.	Client Voice Working Group EHSSA membership DFFH	Year 1	
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Priority 1.3: System Reform Engagement

	Activity	Responsibility	Timeframe	Progress
1.3.1	Promote horizontal and vertical communication with and between the EHSSA, other LASNs, peak bodies and government departments	EHN Coordinator. VHN representatives. EHSSA membership.	Ongoing	
1.3.2	Monitor policy changes and actively engage in reform processes in the homelessness and allied sectors (e.g. SHS Guidelines, THM review/reform, Family Violence, Mental Health).	EHSSA membership	As identified	
1.3.3	Promote research engagement, including peak body submissions and university studies.	EHSSA membership	As identified	
1.3.4	Maintain and further develop relationships with all levels of government, including DFFH & Homes Vic, Councils, State and Federal MPs	EHSSA membership	Ongoing	
1.3.5	Working with the Victorian Homelessness Network to support statewide responses to identified priorities	EHSSA Chair EHSSA Coordinator EHSSA membership	3 meetings per year	

Priority 1.4: Community Awareness and Evidence-Based Advocacy

	Activity	Responsibility	Timeframe	Progress
1.4.1	Support peak body initiatives (e.g., Everybody's Home Campaign and National Homelessness Week activities).	EHSSA Membership	Ongoing, as identified	
1.4.2	Coordinate EHN advocacy/awareness activities, including Homelessness Week events and Houses at Parliament	EHN Coordinator Homelessness Week Working Group	July – August each year and as identified	

1.4.3	Use standardised presentations and reports to strengthen advocacy efforts based on current information and data.	EHN Coordinator Data Working Group	Year 1 - 2	
1.4.4	Explore ways of sharing the lived experience perspective, including (but not limited to) those of LGBTIQ+ community, those experiencing Family Violence and/or mental illness, children, CALD and First Nations people. This may include the use of storytelling.	EHSSA membership	Year 1 - 2	

Strategic Objective 2: Data-Driven Advocacy and Practice

Building a strong evidence base to evaluate impact, data analysis, and collaboration to identify gaps and inform EHSSA initiatives.

Priority 2.1: Strengthening Data Collection and Analysis				
	Activity	Responsibility	Timeframe	Progress
2.1.1	Establish a data working group to explore such things as: <ul style="list-style-type: none"> Regional unmet need Review of DFFH regional data Coordinate at local level any agreed activities of the Statewide data working group Develop a common data <i>dictionary</i> Advocate for Orange Door and other allied sectors to accurately record homelessness data. Census data 	EHSSA membership EHSSA Data Working Group	Year 1	
2.1.2	Explore how to demonstrate the collective impact of the EHSSA. This may include an annual report outlining the reach of the EHSSAs activities and points of connection.	Governance Group Working groups	Year 1	
2.1.3	Improve representation on, and support the activities of, the Statewide SHS Data Group - to feedback local issues and suggested SHIP enhancements to better suit practice	EHSSA Data Working Group	Year 1 - 2	

2.1.4	Engage with and promote Census collection 2026. Including encouraging staff to assist client participation and staff to be involved with the Rough Sleeper Count.	EHN Coordinator EHSSA membership	Year 1-2	
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Strategic Objective 3: Maintain and grow an inclusive, skilled, interconnected and sustainable workforce

Building deeper and broader workforce competence, capacity building, retention, wellbeing, and training.

Priority 3.1: Workforce Training, Development, and Retention				
	Activity	Responsibility	Timeframe	Progress
3.1.1	Promote training opportunities, including SHS subsidised training program.	EHN Coordinator SCRIP Coordinator	ongoing	
3.1.2	Promote supervision and self-care planning for practitioners and leadership	Workforce Wellbeing Working Group	Ongoing	
3.1.3	Promote the use of DFFH supervision guidelines in supervision and workforce practice to enhance service consistency.	EHSSA membership	Ongoing	
3.1.4	Support the EHSSA Workforce wellbeing working group recommendations – to be decided July 2025 May include: <ul style="list-style-type: none"> • De-escalation training – including the consideration of those with different support needs eg. neuro diverse or those with a disability. • Creation of regional panel to explore prioritisation pathways between homelessness and allied health services • data snapshots across EHSSA services to highlight workforce pressure • Sharing of well-being policies and procedures • Advocate to peak bodies to incorporate wellbeing days into SCHADS award for workforce sustainability and retention • Workforce well-being issues to be tabled at VHN as a regional issue in Eastern Metro 	Workforce Wellbeing Working Group	To be updated in July 2025	

	<ul style="list-style-type: none"> • Provision of self-care training • Consider establishment of Community of Practice for Team Leaders • Wellbeing as standing agenda item of EHSSA • Explore opportunities for EHSSA leadership group to share best practice learnings and experiences to maintain their health and wellbeing • Explore creating a shared philosophy/statement on the importance of maintaining/promoting a healthy well-being to contribute towards workforce sustainability. 			
3.1.5	Promote the strengthening of ties with universities to support employment pathways and student placement	EHSSA membership	Yr 1	
3.1.6	Explore opportunities to enhance service system capacity to respond and support diverse cohorts (LGBTIQ+A, FV, children, First Nations, and people with a disability).	Workforce Wellbeing Working Group SCRIP Coordinator	Yr 1	

Priority 3.2: Workforce System Improvement				
	Activity	Responsibility	Timeframe	Progress
3.2.1	Promote all relevant staff receive MARAM training, with a focus on child/young person's MARAM and Persons Using Violence by 2027.	RFVP EHSSA membership	By Year 3	
3.2.2	Uptake of annual MARAM alignment and system integration survey	RFVP EHSSA members	By Year 3	
3.2.3	Survey the workforce to understand: <ul style="list-style-type: none"> - Lived experience of the current workforce - Training needs - Workforce wellbeing incorporating recommendations from the Workforce Wellbeing Working Group. 	Workforce Wellbeing Working Group	Year 2	

Acronyms

AOD	Alcohol and Other Drugs
CALD	Culturally and Linguistically Diverse
CHIA	Community Housing Industry Association
CHP	Council to Homeless Persons – Peak body for homelessness
CISS	Child Information Sharing Scheme
DFFH	Department of Families Fairness and Housing (previously Department of Health and Human Services - DHHS)
EHN	Eastern Homelessness Network
EHSSA	Eastern Homelessness Service System Alliance
EMHSCA	Eastern Mental Health Service Coordination Alliance
FSV	Family Safe Victoria
FV	Family Violence
FVISS	Family Violence Information Sharing Scheme
HEF	Housing Establishment Fund
IAP	Initial Assessment and Planning

LASN	Local Area Service Network (Equivalent of EHSSA in other regions)
LGBTIQA+ or LGBTIQA+SB	Lesbian, Gay, Bisexual, Transgender and Gender Diverse, Intersex, Queer (or questioning), Asexual, +, SisterGirls, BrotherBoys. The 'plus' is used to signify any other gender identities and sexual orientations that are not specifically covered by the other initials.
MARAM	Multi-Agency Risk Assessment and Management
NDIS	National Disability Insurance Scheme
PRAP & PRAP (+)	Private Rental Assistance Program
PSA	Principle Strategic Advisor - Family Violence
RFVP	Regional Family Violence Partnership
RTA	Residential Tenancy Act
SCRIP	Statewide Children's Resource Program
SHIP	Specialist Homelessness Information Platform
SHS	Specialist Homelessness Services
THM	Transitional Housing Management
TOD	The Orange Door
VHN	Victorian Homelessness Network