



Homelessness sector update





SHS Sector Network Meeting – 13 November 2019

Anne Campbell – Executive Director Housing and Homelessness
Strategy, Policy and Commissioning

Slide 1: Acknowledgement of country & Introduction

- I would like to acknowledge the Gadigal people of the Eora nation and pay my respects to their Elders past, present and emerging.
- Thank you Minister Ward for your time here this morning.
- I also want to thank you and your organisations for the important work you do supporting people experiencing or at risk of homelessness.

Benefits to stakeholders adopting an outcomes approach

Stakeholder	Benefits
 Clients	<ul style="list-style-type: none"> • Programs designed to meet client needs • Client's voices heard in decision making, program improvement and evaluation
 Service providers	<ul style="list-style-type: none"> • Monitor, review and continuously improve service design to meet client needs
 Department of Communities and Justice	<ul style="list-style-type: none"> • Plan and deliver more targeted services and move towards earlier intervention • Evaluate programs and build an evidence base • Better value for money through program • Demonstrate progress against strategic outcomes • Program design to evolve towards earlier intervention • Analysis and reporting across a range of business & external functions
 NSW Government	<ul style="list-style-type: none"> • Whole-of-government emphasis on outcomes for population • Better value for money through program

Slide 2: Outline




- Following on from Minister Ward, I want to provide you with some further detail on the recommissioning process for specialist homelessness services.
- Specifically, I'll provide you with information on:
 - The 12 month contract continuation for core programs, and the recommissioning process towards and beyond 2021.
 - The draft program documents released to the sector.
 - The Outcomes and ASES pilots.
 - The key program expectations outlined in recent communications from DCJ.
- I'm happy to take questions at the end.
- Since 2017, DCJ has been communicating the intention to incorporate a stronger focus on client outcomes and quality into how we are commissioning services.
- This is happening across service systems including in the Out of Home Care, Targeted Earlier Intervention and social housing sectors.
- The evidence tells us that significant improvements in client outcomes can be achieved by effectively measuring and driving the right outcomes.

- But we also know that introducing outcome measures and indicators is complex, as such, we've ensured that this work has been sufficiently paced to allow time to reflect, learn and adapt.
- Mid last year, we undertook an industry consultation process to explore, identify and agree on a small set of outcome measures that had applicability across the wide range of services you deliver. Also noting that not every service is the same.
- The approach has been underpinned by a commitment to try, test and learn. I'll talk later about the initial findings of this work and the next steps.
- I want to emphasise the importance of us continuing to work collaboratively to support improved outcomes for people across NSW who experience - or who are at risk of - experiencing homelessness in NSW.

12 month contract continuation for core programs

Eligible providers will be offered a 12 month contract continuation from **1 July 2020 to 30 June 2021**

This approach applies to the following core programs:

-  Specialist Homelessness Services (SHS)
-  Service Support Fund (SSF)
-  Homeless Youth Assistance Program (HYAP)
-  Inner City Restoration (ICR)
-  Youth Crisis Accommodation Enhancement (YCAE)
-  Domestic Violence Response Enhancement (DVRE)

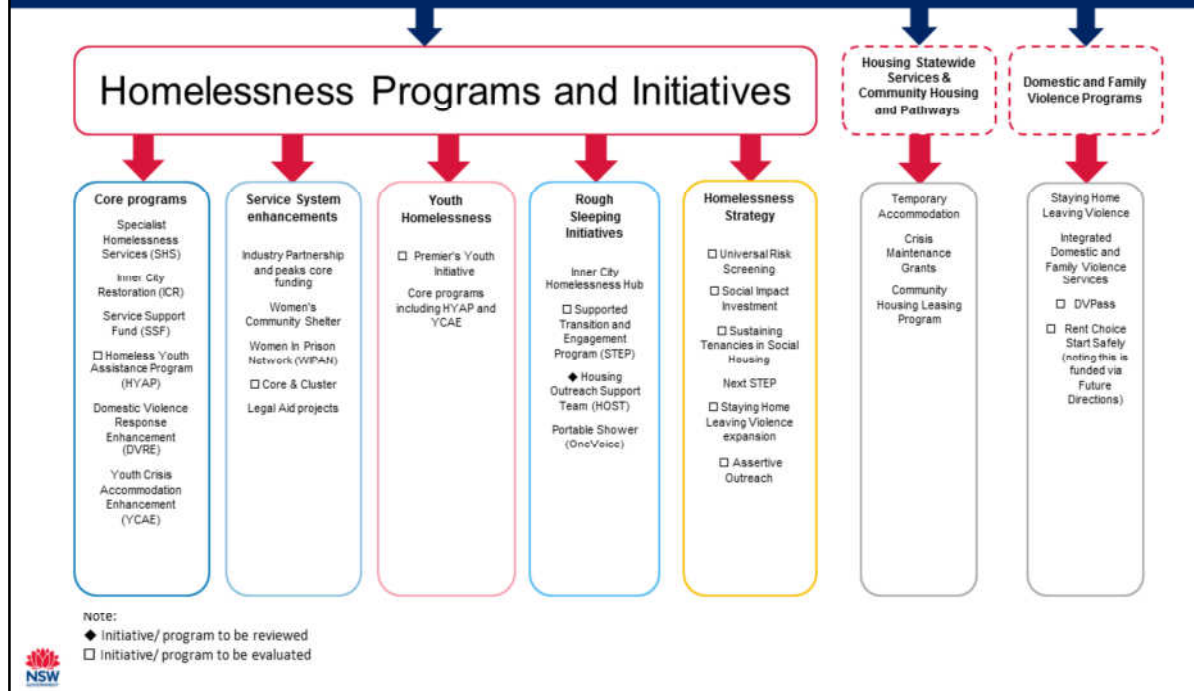


Slide 3: 12 month continuation of contracts for core programs

- Communications were released in October regarding the 12 month continuation of contracts under the core homelessness programs.
- This includes services funded under the following programs:
 - Specialist Homelessness Services
 - Service Support Fund
 - Homeless Youth Assistance Program
 - Inner City Restoration
 - Youth Crisis Accommodation Enhancement
 - Domestic Violence Response Enhancement
- The key driver for the 12 month continuation is to provide more time to meaningfully engage on key program improvements and expectations.
- The continuation also allows for a longer lead-in time before introducing the Human Services Agreement in July 2021.
- From November through to February 2020, our Districts will commence contract continuation discussions with providers.

- While large scale change is out of scope, these discussions will be an opportunity to make minor adjustments to contracts, as necessary.
- Service providers should raise these minor amendments with their local DCJ Commissioning and Planning staff. These will be looked at and managed on a case by case basis in consultation between DCJ and the service provider.
- DCJ will work towards completing these discussions by March 2020, so that contracts can be uploaded and payments scheduled in our COMS system by 31st May.
- Approximately one third of the Specialist Homelessness Services program contracts include sub-contracting arrangements. This number is of course largely informed by the Joint Working Arrangements established at the time of the 2014 reforms (Going Home Staying Home reforms).
- The majority of sub-contracts function well, but we acknowledge that there are a small number that experience challenges.
- DCJ's communication on the contract continuation and the broader recommissioning approach will be discussed with lead providers.
- It is anticipated that lead providers will work closely with the partner agencies to pass on information from DCJ.
- It is also anticipated that the 12 month contract continuation will provide an opportunity for lead and partner agencies to negotiate and work through concerns they may have in relation to JWA's and or subcontracts.
- Partner agencies are encouraged to review any subcontracting arrangements that they may be signing up to under 12 month continuation.
- DCJ continues to support subcontracting, where continuation is not deemed to be a risk to service provision.
- Lead providers should raise any concerns regarding subcontracting with their local DCJ Commissioning and Planning team. These will be looked at and managed on a case-by-case basis.
- A handout on JWAs and subcontracting will be circulated after the forum today.

Overview of Homelessness Services



Slide 4: Overview of Homelessness Services

- As mentioned, the recommissioning approach applies to services funded under the following core programs that I've talked about:

First column – Core Programs

- Specialist Homelessness Services
- Inner City Restoration
- Service Support Fund
- Homeless Youth Assistance Program
- Youth Crisis Accommodation Enhancement
- Domestic Violence Response Enhancement
- In addition to the core programs, the diagram outlines other homelessness services programs and initiatives.
- Separate recommissioning processes will apply to these and will be communicated with the relevant agencies in due course.
- There are evaluations on some of these which will help determine each program and initiatives effectiveness on service delivery and aim to inform improvements if required.

Recommissioning homelessness services

DCJ will work with eligible providers to negotiate new contracts from September 2020.

New contracts to commence from 1 July 2021 for core programs, using the NSW Government Human Services Agreement (HSA)

- ✓ Contract discussions will be informed by -
 - ✓ Meeting current contractual requirements
 - ✓ Engagement with five key program expectations
 - ✓ Local planning for service gaps or needs that need to be addressed



Slide 5: Recommissioning homelessness services

- I'll now provide some further information on the recommissioning approach towards 2021.
- From September 2020, DCJ will work with existing providers to directly negotiate new contracts that will commence in July 2021.
- These contracts will be using the NSW Government Human Services Agreement (HSA) format.
- The HSA has been in operation since 2017. It was initiated by the Social Innovation Council and was approved by the NSW Procurement Board as a standard contract to be used across government agencies for human services.
- The purpose of a standard contract is to reduce red tape and create more consistency for providers to contract with different government agencies in NSW.
- The 2019 version of HSA Standard Terms is the result of consultation process with peak bodies, service providers and with other government agencies.

- The Standard Terms incorporated significant changes proposed by the sector. DCJ sought the agreement of key peak bodies about the final changes before the Standard Terms was submitted for approval.
- A second and more significant review of the HSA Standard Terms will occur in second half of 2020. The second review can revisit proposals submitted by the sector that did not make it into the 2019 version of the Standard Terms.
- Several other funded programs will be moving to the HSA in July 2020 and DCJ has commenced a communications program with all funded providers. Some service providers are already using the HSA.
- If you're seeking further information on the HSA, I encourage you to attend these sessions, noting the HSA will not apply to SHS funding until July 2021.
- On November 6 an information Webinar was published on the DCJ website.
- District-run information sessions on the Standard Terms and Schedule will run from November to next March 2020. Session dates and locations will be sent to providers when confirmed.

Recommissioning homelessness services

DCJ will consult with the sector and work with providers to meet expectations that will enhance their readiness for the new contract period from **July 2021**

Key expectations include:

- ✓ Progress towards achieving Australian Service Excellence Standards (ASES) accreditation, which will be a requirement for all funded homelessness services by June 2023.
- ✓ Progress towards collecting data that supports more effective measuring, monitoring and driving of client outcomes.
- ✓ Supporting activities to achieve the Premier's Priority to halve street homelessness, where appropriate and relevant to the service
- ✓ Enhancing culturally accessible services for Aboriginal people
- ✓ Participating in local governance and service coordination



Slide 6: Recommissioning homelessness services

- Between December 2019 and September 2020, DCJ will be working with services to support engagement in the five program expectations:
 - Progress towards achieving Australian Service Excellence Standards (ASES) accreditation by June 2023
 - Progress towards collecting data that supports more effective measuring, monitoring and driving of client outcomes
 - Supporting activities to achieve the Premier's Priority to halve street homelessness, where appropriate and relevant to the service
 - Enhancing culturally appropriate services for Aboriginal people
 - Participating in local governance and service coordination
- I want to reemphasise that contract negotiations that will commence in September 2020 will not solely be informed by provider participation in these expectations.
- Other factors, including performance against current contractual requirements, as well as local needs analysis and planning, will also inform this process.

- Where providers are engaging in the program expectations and meeting contractual requirements, you'll be invited to discussions for 3 to 5 year contracts.
- This may mean that providers are offered an initial 3 year contract, with an additional 1 or 2 year extension depending upon the particular circumstances of your service.
- The readiness approach will help us in looking at provider engagement and preparedness, as a way to assist the sector in the transition to new contracts.

DRAFT - Readiness checklist*


* Behind this will be a guide including evidence, roles and responsibilities

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Note: Assessed along with BAU activities under Funded Contract Management Framework (FCMF)

Key expectation		Activity	Process Report (Qualitative)	Assessment			
				Yes	No	Developing	Fully Developed
ASES	1. Progress towards gaining ASES accreditation, which will be a requirement for all funded homelessness services by 30 June 2023			<input type="checkbox"/>	<input type="checkbox"/>		
Outcomes	2. Progress towards collecting data and implementing processes to report on outcomes <i>*PWI - For some services this tool may not be appropriate due to cultural and client cohort factor</i>			<input type="checkbox"/>	<input type="checkbox"/>		
				<input type="checkbox"/>	<input type="checkbox"/>		
				<input type="checkbox"/>	<input type="checkbox"/>		
				<input type="checkbox"/>	<input type="checkbox"/>		
Premier's Priority	3. Contributing to the Premier's Priority to halve street homelessness by 2025, where relevant to your service			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aboriginal service delivery	4. Enhancing culturally accessible services for Aboriginal people			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Governance	5. Participating in local governance and service coordination			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

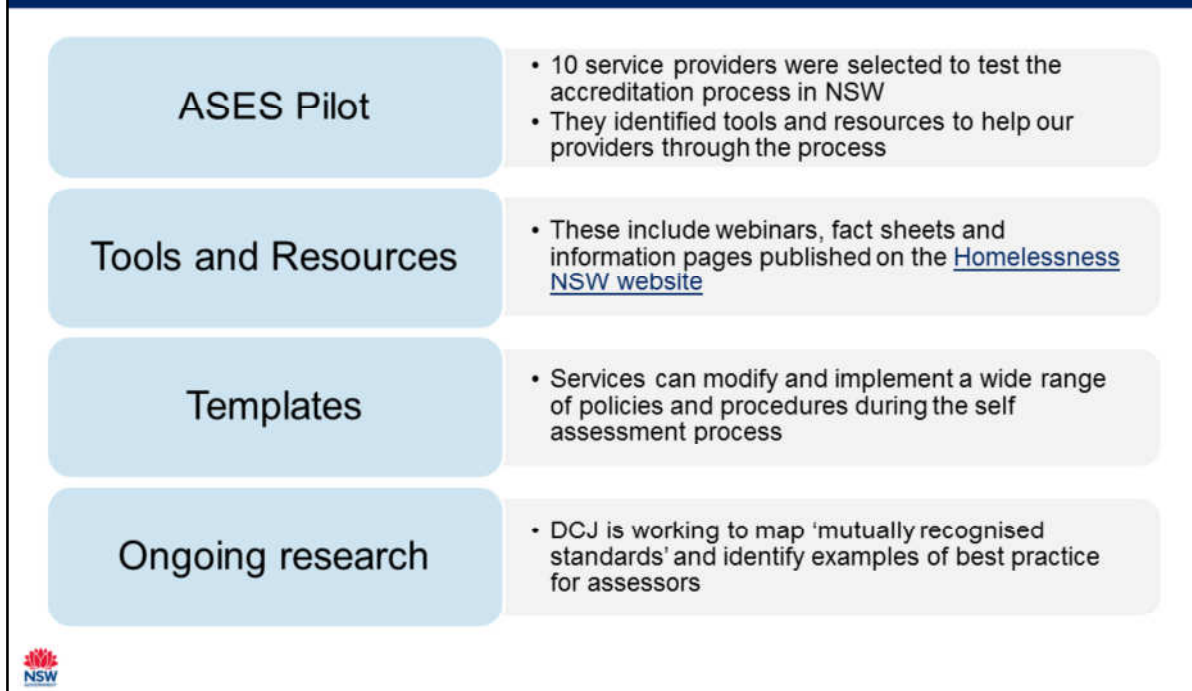
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Slide 7: Draft Readiness Checklist

- To document and support engagement in the key program expectations, DCJ is developing a Readiness Checklist as part of a package of tools and resources.
- We will be releasing more detail on the approach very shortly, and want to provide some samples of the types of activities that are being built into this readiness approach as engagement criteria.
- For example, in relation to the program expectation on client outcomes, we're proposing a state-wide trial of the Personal Wellbeing Index. Possible readiness activities will include:
 - Participating in training in outcomes measurement
 - Participate in the PWI trial, where this is appropriate to client cohort.
- The content of the Readiness Checklist is being refined in consultation with our District staff and advice from the peaks.
- Our staff in DCJ will also have opportunities to be a part of the readiness work, for example participating in the PWI training where appropriate and relevant; and undertaking training regarding outcomes and outcomes measurement. There will also be information made available to DCJ staff to understand program requirements, such as ASES accreditation.
- We will shortly release more detail about this approach and how it will be practically administered.

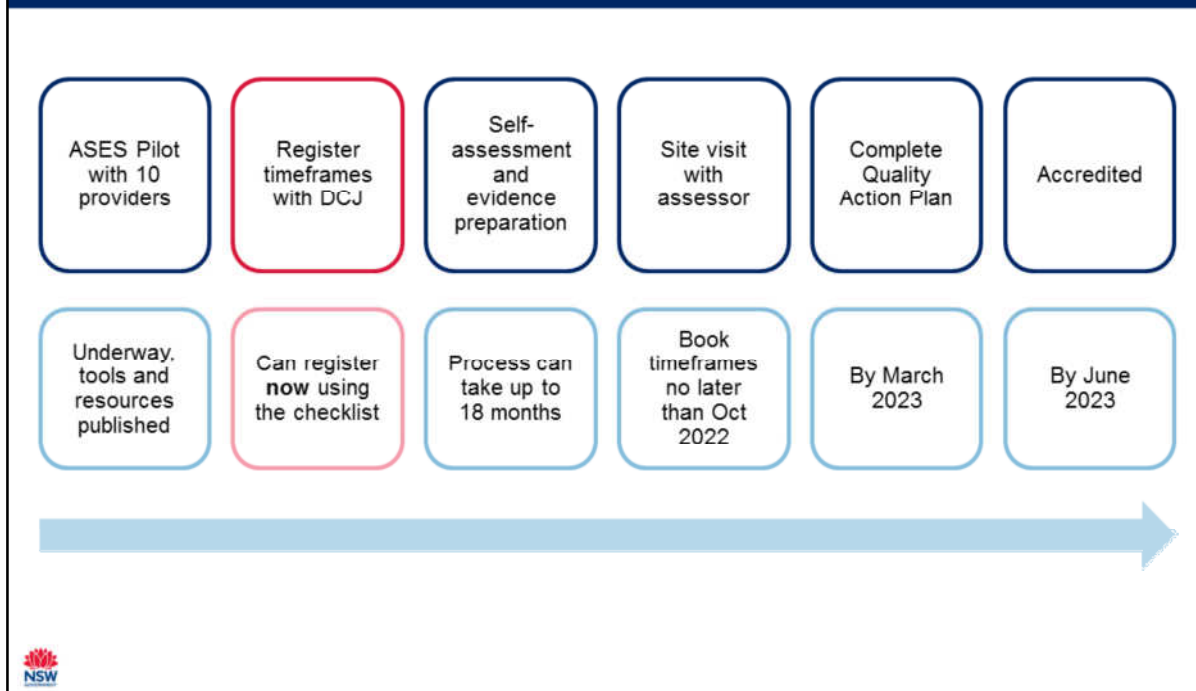
Supporting services as they undertake ASES accreditation



Slide 8: Supporting our services as they undertake ASES accreditation

- As we've previously communicated, new contracts from 1 July 2021 will include the requirement for accreditation against the ASES to at least the Certificate level, to be achieved by June 2023.
- ASES accreditation is a way of helping organisations demonstrate that their service is high quality.
- One reason for choosing ASES over other accreditation schemes, was the high level of equivalence with the SHS Quality Standards.
- I want to reassure you that services still have 3 years to go through the accreditation process. In terms of the program expectations, services will be required to demonstrate progress towards achieving accreditation but achieving accreditation will not be an influencing factor in determining contract length.
- All providers, irrespective of other accreditations held, will be required to be accredited against the ASES.
- However, ASES assessors will recognise equivalent standards already met through other accreditations to reduce duplication.
- A relevant standard is one that is current, applies to homelessness services delivered by the provider and has been mapped for equivalence to ASES.
- Resources and tools identified in a pilot process have been developed and published on the Homelessness NSW website.
- DCJ will assist providers with a turnover of less than \$5m in annual revenue, to gain accreditation for the first time.
- For more information please visit the [Quality Page](#) on the DCJ website.

Key milestones for ASES



Slide 9: Key milestones for ASES

- When providers are ready to begin, they should register their indicative timeframes for completing accreditation with DCJ.
- Providers should register timeframes by 30 June 2020
- Then start the self-assessment and address any gaps it identifies. Small providers should begin their self-assessment as soon as possible, as this process can take as long as 2 years to complete.

Update on commissioning for outcomes



Outcomes Pilot with 17 providers from across NSW to test the outcomes, indicators and tools

Collected data through CIMS using the:

- Personal Wellbeing Index (PWI)
- Client Outcomes Survey (COS)

19 site visits across the state

Evaluation underway including -

- Desktop analysis of outcomes data
- **131** qualitative research interviews and focus groups, including:
 - **38** Clients
 - **47** Case workers
 - **22** Managers
 - **16** Senior Leaders
 - **8** DCJ Commissioning and Planning Officers



Slide 10: Commissioning for Outcomes

- The Outcomes Based Commissioning pilot commenced in February this year and ran until October 2019 with 17 service providers from across the state.
- A key aim of the pilot was to test the indicators identified as part of the Industry Consultations in 2018, to know how the indicators, tools and reporting mechanisms work, and to provide an opportunity to refine them, where necessary.
- The pilot was wrapped up at the end of July, and the Outcomes Pilot Evaluation report is now close to completion.
- Final data for the pilot has just been provided to DCJ. Highlights from this period so far include that there were 6,794 support periods which were eligible for inclusion in the pilot.
- Over 4000 of these support periods had case work goals that related to the outcome indicators, which suggests a high level of validity for the outcomes that the sector has chosen to measure.

- The pilot is also giving us valuable information about issues that we will need to resolve in finalising our approach.
- The main reason for not participating in the Personal Wellbeing Index or the Client Outcomes Survey was 'service episode too short'. We will need to ensure our measurement tools work for our SHS clients and their patterns of access.
- There is encouraging data from the pilot, highlighting the achievements and hard work of this sector; including that:
 - 90% of clients surveyed tend to agree or completely agree that they now have more options to remain safer
 - 82% of clients surveyed tend to agree or completely agree that they have made progress towards safe, more stable housing

Other data includes

- 81% of clients agree that they achieved what they wanted
- 76% of clients agree that they are better connected with the community, and
- 85% of clients agree that they are better connected with education or employment
- The evaluation will provide some insights into how this was done well at some services and what may be applied across the sector.
- The evaluators have provided some interim findings:
 - "Providers have been able to implement the current data collection within existing resources"
 - "The tools will be very useful for informing evidence-based discussions between DCJ and providers regarding contracts and District and State strategy."
 - "Only about 50% of front-line staff indicated they had adequate buy-in and saw the use of outcomes measures as just about compliance."
 - And interim recommendation is that DCJ "Develop a bottom-up and top-down implementation strategy to achieve buy-in from clients, workers and leaders."







Key milestones for Outcomes Framework



Slide 11: Key milestones for Outcomes Framework

- The full evaluation report is due shortly, at which time we will work to incorporate the recommendations into the draft SHS Outcomes Framework.
- The draft framework will go out for consultation before being further refined and published.
- The Framework will go live for 2021 contracts, and DCJ will continue to test and learn and adapt the way we measure outcomes, during that contract period.

Draft key documents for feedback

Document	Key purpose	Feedback submission
Draft ASES Policy Framework 	<p>The draft ASES Accreditation Policy framework document provides important information for all key stakeholders, including:</p> <ul style="list-style-type: none"> • DCJ funded homelessness providers: Staff and Boards • DCJ Staff • Industry Partnership / peak bodies • South Australian Department of Human Services (owner of ASES) • ASES assessors working with NSW homelessness providers. <p>More information on ASES accreditation can be found on the Quality Page. Input to the document has been provided by the Industry Partnership and ASES Pilot providers.</p>	<p>Please submit feedback on the document by 13 December 2019</p> <ul style="list-style-type: none"> • Submit feedback using this survey monkey link, OR • Email feedback template document to SHSProgram@facss.nsw.gov.au.
Draft Program Guidelines 2021 	<ul style="list-style-type: none"> • The 2014 'Program Guidelines' were consulted on in December 2018. An updated version was sent to the Industry Partnership, who provided feedback in May 2019. The document has since been updated to reflect this feedback with sections to be updated following the Outcomes Pilot Evaluation. • DCJ is seeking initial feedback on the Program Guidelines, noting that the outcomes section is still under development. • The overview document provides more detail on the key changes to the Draft Program Guidelines 2021. 	<p>Please submit feedback on the document by 13 December 2019</p> <ul style="list-style-type: none"> • Submit feedback using this survey monkey link, OR • Email feedback template document to SHSProgram@facss.nsw.gov.au. <p> Another iteration of the Program Guidelines will be released for further feedback in early 2020 with more detail on the outcomes section.</p>
Draft Program Logic 2021  	<ul style="list-style-type: none"> • DCJ is seeking initial feedback on the Draft Program Logic, noting that the outcomes section is under development. • The Program Logic aims to show how the broad program links the activities to outputs and outcomes. The Program Logic is linked to the Draft Program Guidelines 2021 and the Outcomes Framework 2021 	<p>Please submit feedback on the document by 13 December 2019</p> <ul style="list-style-type: none"> • Submit feedback using the survey monkey link, OR • Email feedback template document to SHSProgram@facss.nsw.gov.au. <p> Another iteration of the Program Logic will be released for further feedback in early 2020 with more detail on the outcomes section.</p>

Slide 12: Draft key documents for feedback

- Another important piece of work currently underway is the consultation on key draft program documents.
- This information should look familiar. We released key documents to service providers for feedback including the Draft ASES Policy Framework, Draft SHS Program Guidelines and Draft Program Logic.
- Feedback is already coming back and the first round of feedback will close by 13 December.
- A second release of the Draft Program Guidelines and Draft Program Logic and the Draft Outcomes Framework will take place between February and April 2020. We will also consult on these documents.
- The aim is to finalise this process by next May 2020, to give sufficient time for stakeholders to become familiar prior to being incorporated into 2021 contracts.
- Some of the program changes will require sector training, including changes to the data and information management systems.
- Training for the sector and DCJ will take place from late 2020 through the first half of 2021, so the sector are prepared for implementation in July 2021.

Improving and developing services provision by and for Aboriginal people under the SHS Program

Indigenous-owned consultancy firm Cox Inall Ridgeway engaged

State-wide perspective

A forum and discussions with Aboriginal stakeholders:

- Aboriginal homelessness service providers state-wide,
- Aboriginal peak organisations, and;
- homelessness peaks

Local perspectives

Two locally focused consultation processes in Hunter and Sydney

Districts with:

- Aboriginal homelessness service providers
- Aboriginal staff

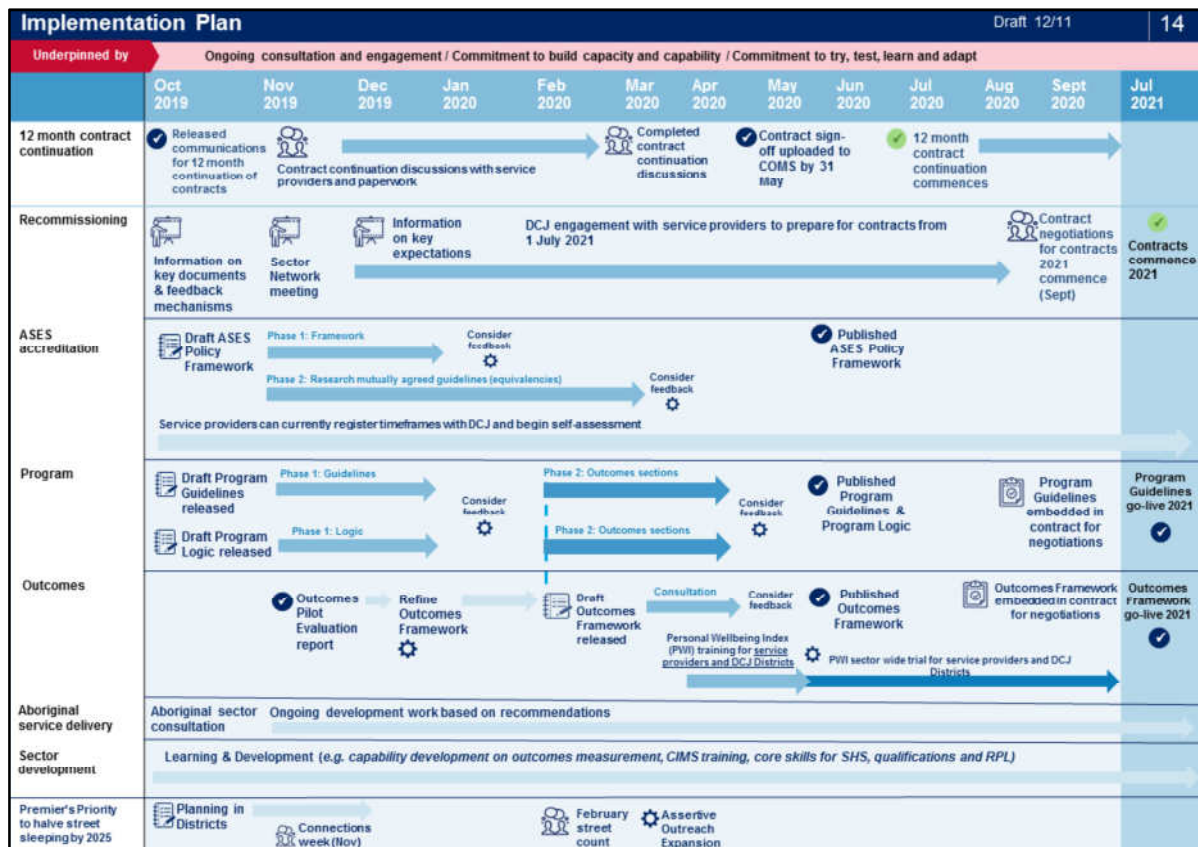
Draft reports of the consultation and associated recommendations are currently being considered



Slide 13: Improving and developing services provision by and for Aboriginal people under the SHS Program

- The Indigenous-owned consultancy firm Cox Inall Ridgeway has been engaged to consult with Aboriginal homelessness service providers, and other Aboriginal stakeholder groups, to consider how the provision of specialist homelessness services to Aboriginal people can be improved, including:
 - ✓ making non-Aboriginal services more culturally competent and safe for both Aboriginal clients and staff
 - ✓ increasing Aboriginal involvement in service design and monitoring
 - ✓ increasing opportunities for, and the number of, Aboriginal service providers in the sector
 - ✓ mechanisms for ongoing Aboriginal consultation and engagement at a program level
- The approach has involved a consultation with Aboriginal homelessness service providers state-wide, and with Aboriginal peak organisations and the homelessness peaks, as well as two locally focussed consultation processes with Aboriginal homelessness service providers in the Hunter and Sydney districts.
- The draft reports of the consultation and associated recommendations are currently being considered.

- Some of the issues flagged pose complex challenges that will take time to consider and respond to.
- DCJ is committed to engaging with Aboriginal stakeholders in the processes of refining what strategies and actions are put in place going forwards.
- DCJ will also look closely at the interconnections between this work and ASES standards, to ensure consistency and minimise effort. For example, Reconciliation Actions Plans, relevant Aboriginal cultural competency on the governing boards, and Aboriginal stakeholder involvement in strategic planning, are all expectation under ASES, that will align with this work.
- The findings and recommendations fit under themes of:
 - ✓ Within DCJ
 - Cultural competence and leadership
 - Relationships
 - Aboriginal employment
 - ✓ SHS program specific issues
 - Longer term sector development and funding issues.
 - Aboriginal engagement and input to program change
 - Aboriginal engagement in District governance and coordination.
 - Shorter-term actions that may be relevant to recommissioning to increase focus on Aboriginal service provision, noting 30% of clients are Aboriginal accessing services
 - Ongoing actions to improve cultural competence
 - Aboriginal workforce development
- In terms of the more immediate re-contracting process and the key program expectations, possible activities that service providers may need to undertake include:
 - prepare and adopt an *Achieving Aboriginal Cultural Competence Plan* for each local service/contract indicating key commitments and timeframes for making service operations more culturally appropriate (e.g. cultural competence training, Aboriginal staffing, partnerships and consultation/engagement, referral protocols, etc.).
 - work with District staff to identify appropriate Aboriginal client targets for inclusion in service contracts.
- Districts may also be required to work with the sector and other stakeholders to strengthen Aboriginal provider and/or community input into district SHS governance and coordination processes.



Slide 14: Implementation Plan

- DCJ's recommissioning implementation plan pulls these pieces of work together, and provides specific timelines for consultation and deliverables. This will be shared with you shortly.

Next steps and questions

Any further questions can be emailed to: SHSProgram@facss.nsw.gov.au

DCJ Website: [Updates for the SHS sector](#)

