



HOMELESSNESS NSW STRATEGIC PLAN 2020 - 2023

VISION	<p>A NSW where no one is experiencing homelessness and no one is at risk of homelessness.</p> <p>A NSW where there is affordable and safe housing for all with access to a range of community and support services.</p>
PURPOSE	<p>To advocate and provide leadership on homelessness issues across NSW and to support effective service delivery to those who are experiencing homelessness, have experienced homelessness or are at risk of homelessness.</p>
VALUES	<ul style="list-style-type: none"> • We are guided by the principles of social justice and human rights. • We act with accountability, transparency and quality practice. • We encourage our members to participate in shaping our policies, conducting our advocacy and designing and delivering our services. • We acknowledge the traditional owners of the land and respect elders, past and present and recognise the impacts of colonisation and dispossession on homelessness.
OVERARCHING GOAL	<p>Homelessness NSW is committed to working to halve homelessness in NSW by 2025.</p>
KEY APPROACHES	<ul style="list-style-type: none"> • Partnership and collaboration • Policy development and advocacy • Evidence based research and analysis • Sector support and organisational development • Cultural safety for Aboriginal communities and workers in the sector • Lived Expert participation • Stakeholder engagement • Member services and support • Information and communications • Resource development
GOALS	<ol style="list-style-type: none"> 1. Preventing homelessness - resourcing of programs and system responses that prevent homelessness 2. Addressing homelessness by expanding social housing supply & adequately resourcing program and system responses that address homelessness 3. A homelessness sector that offers high quality services and delivers outcomes for clients 4. A homelessness service system that prioritises and addresses Aboriginal homelessness 5. An increased organisation capacity and profile

GOALS ("WHAT")	DELIVERABLES ("HOW")	KPIs ("HOW DO WE KNOW")	TARGETS (AIMS THAT ARE BEYOND OUR REMIT)
1. Preventing homelessness - resourcing of programs and system responses that prevent homelessness	1.1 Research, resources and submissions made on the prevention of homelessness, with a particular focus on good practice approaches and priority groups such as older women, CALD communities and Aboriginal communities 1.2 Regular dissemination of good practice and emerging research via media & social media, member e-bulletins and public forums 1.3 Build the capacity of the mainstream service system to prevent homelessness with a particular focus on social housing, NDIS, Health and Corrections	<ul style="list-style-type: none"> Increased sector understanding of effective prevention practice Increased number of members involved in prevention practice 	<ul style="list-style-type: none"> NSW Govt implements whole of govt outcome measures on homelessness prevention & allocates resources to prevention practice, including a 'no exits into homelessness' policy Homelessness sector adequately resourced to undertake prevention work that focuses on maintaining tenancies & links with domestic and family violence prevention and youth homelessness prevention approaches
2. Addressing homelessness by expanding social housing supply & adequately resourcing program and system responses that address homelessness	2.1 Continued implementation of social housing campaigns such as Everybody's Home in partnership with relevant stakeholders including Homelessness Australia, NCOSS & CHIA NSW* 2.2 Partnerships with key corporate and NGO stakeholders including the NSW Property Council on demonstrating the benefits of investing in social housing* 2.3 Research, submissions & advocacy undertaken on the impact of the lack of social housing on increasing homelessness 2.4 Research, submissions & advocacy undertaken on the high demand experienced by homelessness services & solutions to managing this demand 2.5 Regular dissemination of good practice and emerging research on addressing homelessness via media & social media, member e-bulletin and participation in public forums 2.6 Provide leadership on supportive housing and Housing First approaches such as Together Home, Foyers with a focus on people with complex needs 2.7 Research, submissions and advocacy undertaken on the economic impacts of COVID-19 on the housing and homelessness service system*	<ul style="list-style-type: none"> Increased community understanding of the linkages between homelessness and lack of social housing Increased number of members advocating for increase in social housing Increased sector expertise on supportive housing practice 	<ul style="list-style-type: none"> NSW Govt & Commonwealth Govt investment in and expanding social housing supply to meet demand NSW Govt & Commonwealth Govt investment in supportive housing models to meet demand, with a particular focus on people with complex needs NSW Govt & Commonwealth Govt increase investment in Specialist Homelessness Service Program to meet demand

<p>3. A homelessness sector that offers high quality services and delivers outcomes for clients</p>	<p>3.1 Actively provide advice on NSW Govt management and delivery of the Specialist Homelessness Program, the Temporary Accommodation Program and other related social housing policies and programs to ensure that these are delivering high quality and effective services to people at risk of or experiencing homelessness</p> <p>3.2 Consult with members and other relevant stakeholders on the delivery of the above programs and be guided by this advice in advocating for improvements to the above programs</p> <p>3.3 Manage and implement the Homelessness Industry and Workforce Development Strategy that prioritises actions to improve & support:</p> <ul style="list-style-type: none"> - SHS quality accreditation - SHS sustainability & collaboration - SHS understanding & implementation of outcome measurement - SHS Workforce Learning and Development <p>3.4 Support the development of homelessness communities of practice including the Sydney Women’s Homelessness Alliance and the Assertive Outreach CoP</p> <p>3.5 Biennial Homelessness NSW conference that showcases local, national and international good practice</p> <p>3.6 Regular dissemination of good practice & emerging research via media and social media, member e-bulletin and public forums</p>	<ul style="list-style-type: none"> • Advice to NSW Govt is considered & implemented, & when not implemented that a rationale is provided • 80% of Homelessness NSW members have the opportunity to provide advice • Homelessness NSW maintains & expands funding for implementation of the Homelessness Industry and Workforce Development Strategy • Evaluation of the Homelessness Industry and Workforce Development Strategy identifies that it meets the needs of the sector and has improved SHS service quality • 80% of conference attendees confirm that the conference provided learnings on good practice • Increase community understanding of the effectiveness of the SHS Program 	<ul style="list-style-type: none"> • NSW Govt & Commonwealth Govt increase investment in Specialist Homelessness Service Program, the Temporary Accommodation Program and other related social housing policies and programs to meet demand & reconfigures these to meet client needs & deliver outcomes • Majority of SHSs achieve ASES accreditation by 2024
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<p>4. A homelessness service system that prioritises and addresses Aboriginal homelessness</p>	<p>4.1. Build community awareness of Aboriginal homelessness and solutions via advocacy and collaborative projects with Aboriginal organisations, communities and homelessness services</p> <p>4.2. Consult with Aboriginal communities, members and other relevant stakeholders on the impact/benefits of identified systemic changes and work collaboratively with Government to ensure effective change</p> <p>4.3. Actively provide advice on NSW Govt management and delivery of the Specialist Homelessness Program, the Temporary Accommodation Program and other related social housing policies and programs to ensure that these are delivering high quality and effective services to Aboriginal people and communities</p> <p>4.4. Ensure that the implementation of the NSW Homelessness Industry and Workforce Development Strategy prioritises culturally safe service delivery for all homelessness services</p> <p>4.5. Provide supports for Aboriginal workers including a Community of Practice, regionally based forums and structured individualised support</p>	<ul style="list-style-type: none"> • Advice to NSW Govt is considered & implemented, & when not implemented that a rationale is provided • 80% of Aboriginal workers in the homelessness sector members have the opportunity to provide advice • Evaluation of the Homelessness Industry and Workforce Development Strategy identifies that there is improved culturally safe service delivery • 70% of Aboriginal workers feedback that support is constructive and meets their needs 	<ul style="list-style-type: none"> • NSW Govt & Commonwealth Govt increase investment in Aboriginal Community Controlled service delivery within the Specialist Homelessness Service Program, the Temporary Accommodation Program and other related social housing policies and programs • SHSs increase employment of Aboriginal workers, particularly at managerial level
<p>5. A homelessness service system that prioritises and addresses Aboriginal homelessness</p>	<p>4.6. Build community awareness of Aboriginal homelessness and solutions via advocacy and collaborative projects with Aboriginal organisations, communities and homelessness services</p> <p>4.7. Consult with Aboriginal communities, members and other relevant stakeholders on the impact/benefits of identified systemic changes and work collaboratively with Government to ensure effective change</p> <p>4.8. Actively provide advice on NSW Govt management and delivery of the Specialist Homelessness Program, the Temporary Accommodation Program and other related social housing policies and programs to ensure that these are delivering high quality and effective services to Aboriginal people and communities</p> <p>4.9. Ensure that the implementation of the NSW Homelessness Industry and Workforce Development Strategy prioritises culturally safe service delivery for all homelessness services</p> <p>4.10. Provide supports for Aboriginal workers including a Community of Practice, regionally based forums and structured individualised support</p>	<ul style="list-style-type: none"> • Advice to NSW Govt is considered & implemented, & when not implemented that a rationale is provided • 80% of Aboriginal workers in the homelessness sector members have the opportunity to provide advice • Evaluation of the Homelessness Industry and Workforce Development Strategy identifies that there is improved culturally safe service delivery • 70% of Aboriginal workers feedback that support is constructive and meets their needs 	<ul style="list-style-type: none"> • NSW Govt & Commonwealth Govt increase investment in Aboriginal Community Controlled service delivery within the Specialist Homelessness Service Program, the Temporary Accommodation Program and other related social housing policies and programs • SHSs increase employment of Aboriginal workers, particularly at managerial level

<p>6. A homelessness service system that prioritises and addresses Aboriginal homelessness</p>	<p>4.11. Build community awareness of Aboriginal homelessness and solutions via advocacy and collaborative projects with Aboriginal organisations, communities and homelessness services</p> <p>4.12. Consult with Aboriginal communities, members and other relevant stakeholders on the impact/benefits of identified systemic changes and work collaboratively with Government to ensure effective change</p> <p>4.13. Actively provide advice on NSW Govt management and delivery of the Specialist Homelessness Program, the Temporary Accommodation Program and other related social housing policies and programs to ensure that these are delivering high quality and effective services to Aboriginal people and communities</p> <p>4.14. Ensure that the implementation of the NSW Homelessness Industry and Workforce Development Strategy prioritises culturally safe service delivery for all homelessness services</p> <p>4.15. Provide supports for Aboriginal workers including a Community of Practice, regionally based forums and structured individualised support</p>	<ul style="list-style-type: none"> • Advice to NSW Govt is considered & implemented, & when not implemented that a rationale is provided • 80% of Aboriginal workers in the homelessness sector members have the opportunity to provide advice • Evaluation of the Homelessness Industry and Workforce Development Strategy identifies that there is improved culturally safe service delivery • 70% of Aboriginal workers feedback that support is constructive and meets their needs 	<ul style="list-style-type: none"> • NSW Govt & Commonwealth Govt increase investment in Aboriginal Community Controlled service delivery within the Specialist Homelessness Service Program, the Temporary Accommodation Program and other related social housing policies and programs • SHSs increase employment of Aboriginal workers, particularly at managerial level
<p>7. An increased organisation capacity and profile</p>	<p>7.1 Leadership provided with key stakeholders on housing and homelessness issues, including Members of Parliament, Local Government, the Corporate sector, the media and the broader community services sector</p> <p>7.2 Leadership provided at a national level via Homelessness Australia and in partnership with other stakeholders</p> <p>7.3 Implementation of processes that encourage & increase member awareness of the organisation and active involvement with the organisation, including an active and effective Policy Council & regular member forums</p> <p>7.4 Implementation of awareness campaigns and processes that increase the membership of Homelessness NSW</p> <p>7.5 Ongoing review of the sustainability of the organisation & opportunities to consolidate this, including collaboration with other peaks on sustainability</p> <p>7.6 Ongoing review of the Homelessness NSW organisation policies and procedures, including Board accountability & expertise to ensure effective organisational governance and management</p> <p>7.7 Ongoing review of Homelessness NSW as a culturally safe organisation, and actions taken to improve cultural safety for Aboriginal Board members, staff and Homelessness NSW members</p>	<ul style="list-style-type: none"> • Homelessness NSW continues to be considered the 'peak of choice' on homelessness issues by stakeholders • 80% of members report awareness of the work of the organisation & opportunities for participation • Homelessness NSW membership increases by 2% per annum • Homelessness NSW continues to remain financially sustainable • Homelessness NSW achieves ASES accreditation by 2024 • Aboriginal Board members, staff and members identify Homelessness NSW as a culturally safe organisation 	<ul style="list-style-type: none"> • NSW Government identifies Homelessness NSW as organisation best positioned to deliver sector support and other relevant projects & provides additional funding in these areas • Other peaks identify Homelessness NSW as an organisation to partner with on sustainability and other collaborative projects

<p>8. Embedding lived expertise as a core element of service design and delivery</p>	<p>6.1. Develop and implement a model framework to include input by lived experts in all aspects of Homelessness NSW work</p> <p>6.2. Support SHS services and Government to implement processes that include the input of lived experts in the development and implementation of service delivery and reforms by utilising the model framework</p>	<ul style="list-style-type: none"> • Lived experience is embedded into every aspect of Homelessness NSW's management and operation • 20% of SHS services adopt the lived experience model framework 	<ul style="list-style-type: none"> • Lived experience is embedded into NSW Government homelessness service design and adequately resourced • SHSs increase the number of peer workers in the sector
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