Homelessness Industry and Workforce Development Strategy

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1. INTRODUCTION

Background

The NSW Homelessness Industry Partnership (a joint working arrangement between the three homelessness peaks - Homelessness NSW, Yfoundations, and DVNSW) has been working for two years with the NSW Department of Family and Community Services (FACS) to develop a Homelessness Industry and Workforce Development Strategy (Industry Strategy).

Purpose

The Industry Strategy aims to increase the capability of homelessness services to contribute to the prevention and reduction of homelessness in NSW through accessible, quality and sustainable services. Services that respond to homelessness in a cross-agency and cross-sector partnership approach will have increased capacity, knowledge and skills in preventing and addressing homelessness.

Methodology

This Industry Strategy has been developed through:

Desktop research:

- A review of 58 Industry Development Fund projects: project reports, consultant feedback, case studies
- Mapping against the NSW Community Housing Industry Strategy
- Analysis of feedback from workshops on tender writing, joint working agreements, strategies for transitioning into the new system
- Analysis of data on SAAP/SHS trends over ten years
- Analysis of GHSH tender packages
- Requests from the sector for support during procurement.

Consultation:

- Roundtables (September 2014) with industry stakeholders to identify possible actions
- Surveys of 520 Specialist Homelessness Services (SHS) workers in September 2013, 375 SHS workers in April 2015, and 200 workers in mainstream organisations in May 2015
- 14 focus groups (November 2014 - March 2015) including:
    - Two Aboriginal and Torres Strait Islander organisations groups on the North Coast and in Sydney
    - CALD/Asylum seeker/Refugee organisations group
    - LGBTIQA organisations group
    - Leaving custody organisations group
    - Leaving care organisations group
    - Lead agents group
    - Frequent use partner organisations group
    - Consumers group
    - Community housing providers group
    - Peak bodies group
    - Registered Training Organisations group
    - FACS District staff group
    - A group of ten SHS organisations representing a cross section of the sector.

A brief history of the provision of homelessness services in NSW

Homelessness services have been provided in New South Wales for over 100 years. The 2014 Reform of the Federation White Paper: Roles and responsibilities in housing and homelessness outlines a recent history of homelessness at the national level.

Prior to 1974, homelessness assistance was primarily delivered through a combination of philanthropic and State government programs. Commonwealth Government assistance was introduced through the Homeless Persons Assistance Act 1974, with payments to approved not-for-profit organisations for delivery of food, accommodation and social welfare services to the homeless.

In 1985, through the Supported Accommodation Assistance Act, Commonwealth and State and Territory homelessness programs were consolidated under a single nationally coordinated program. The Supported Accommodation Assistance Program (SAAP) was jointly funded by Commonwealth and State and Territory governments, managed by States and Territories, and delivered mainly by non-government organisations. A National Homelessness Strategy was funded by the Commonwealth from 1999 until 2009. It sought to develop innovative ways to prevent and respond to homelessness and raise awareness of best practice models in order to inform policy and program development and service delivery, including services delivered through SAAP. In 2010 the Commonwealth and the States entered into the National Partnership Agreement on Homelessness to prevent and address homelessness through a range of innovative and priority approaches.

In 2013 the NSW Government released the Going Home Staying Home (GHSH) Reform Plan. The GHSH reforms aim to shift services to a focus on preventing homelessness, rapidly rehouse people and provide long-term accommodation with support to those that have become homeless. The GHSH reforms were implemented in July 2014.

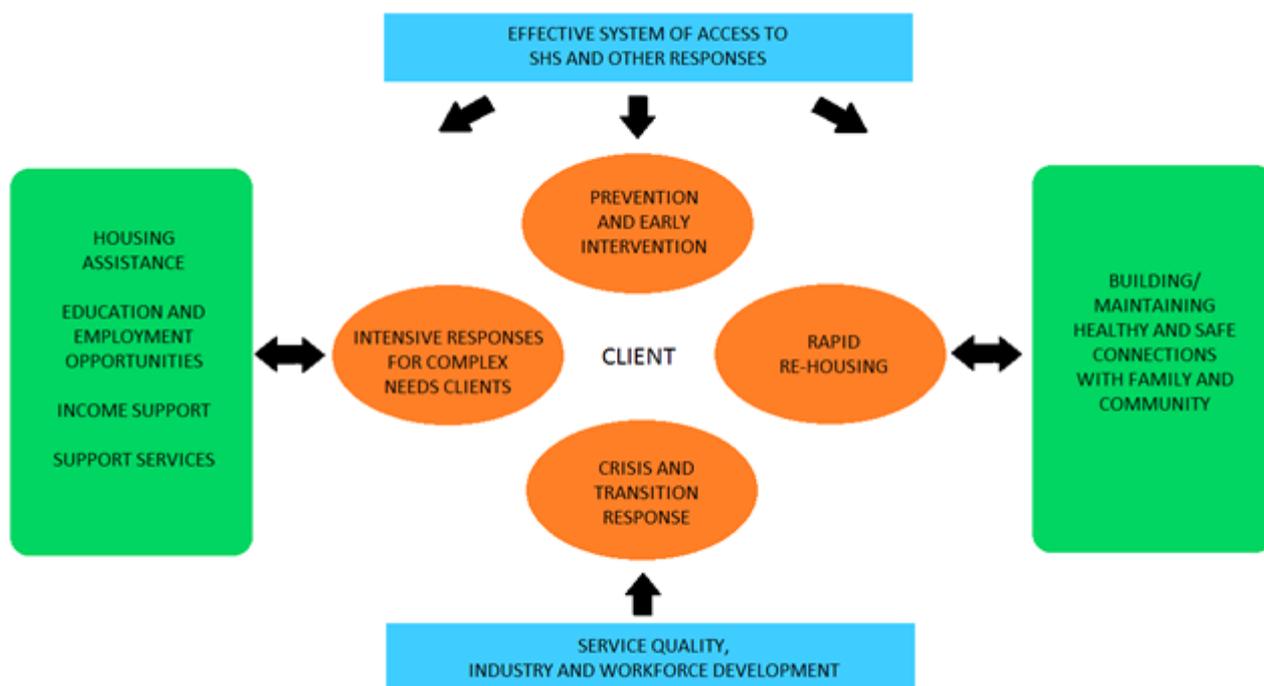## The GHSH Service Delivery Framework is as follows:

Figure 1: The GHSH Service Delivery Framework

2. THE HOMELESSNESS SERVICE SYSTEM FOLLOWING THE GHSH REFORMS

The homelessness service sector provides a wide range of services to those who are at risk of homelessness and those who are homeless, including the services provided by SHS organisations. This Industry Strategy defines the homelessness service sector as a broad sector including government funded SHS organisations as well as a range of services whose function is to work directly with those who are homeless or at risk of homelessness. The FACS report, *Homelessness Service System mapping: NSW Summary Report* define the broad homelessness sector as including peak bodies, homelessness services not funded by government and a range of other government and non-government service providers that contribute to reducing homelessness, including Centrelink, community housing providers, community services, counselling services, hospitals and health services, Housing NSW, mental health services, Police, neighbourhood and community centres, and youth services.

According to the Department of Family and Community Services, as of June 2015, the SHS component of the NSW homelessness service sector includes 188 legal entities who have received $148 million per annum in SHS funding for three years until 30 June 2017. Of these:

- 11 entities receive funding under Restoration Funding for the Inner City (covered by 8 of the 159 packages)
- 35 services within 25 legal entities are located in outer regional, remote or very remote parts of the state[1]
- 77 of 159 packages are delivered by Joint Working Agreements (JWAs), made up of a lead agent organisation and one or more partner organisations.

In addition, 30 providers receive funding through the Service Support Fund (SSF) ($8.4m per annum) to deliver specific projects.

Of the 188 entities delivering SHS service packages:

- 110 are agents in one package only
- 54 are agents in 2-3 packages
- 22 are agents in 4-12 packages
- 2 are agents in 22 packages.

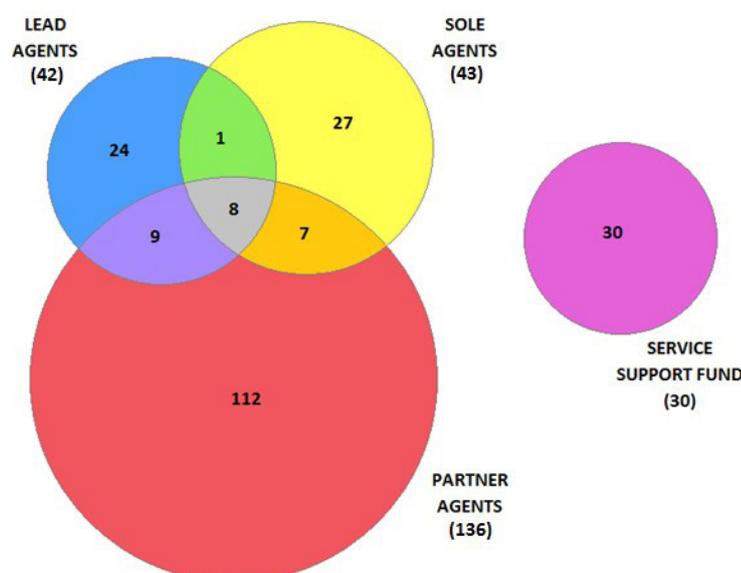The following diagram shows a breakdown of NSW SHS-funded organisations by role:

Figure 2: NSW SHS-funded organisations by role

1   Calculated based on the location of services according to the Accessibility/Remoteness Index of Australia (ARIA).

In addition to SHS funding, other funds are provided for:

- Start Safely program – rental and other assistance for women and children who have experienced domestic and family violence

- Homeless Youth Assistance Program (HYAP) – support for homeless young people under sixteen years. 19 organisations receive HYAP funding in addition to their other SHS or SSF funding

- Connect 100 – Housing First model for 100 homeless people

- Link2Home - homelessness information and referral service.

According to the Department of Family and Community Services, less than $500,000 is received per annum by 46 of 159 SHS packages,[2] 27 of 30 SSF providers, and 17 of 21 Stage 1 HYAP providers.[3] It is unknown what percentage of SHS organisations use funding sources other than SHS funding (including other NSW government funding, Commonwealth funding, local government funding, philanthropists, donations, corporate sponsorship, volunteers and self-funding), but Industry Partnership survey data shows that in 2013, this figure was just under 50%.

Service packages are broadly categorised into five target groups: cross target (multiple client groups), men, women, youth and families. 47% of service packages are categorised as cross target, 26% are youth specific and 17% are specifically women, include women escaping domestic and family violence. It should be noted that many of the cross-target service packages deliver a specialist response to particular target groups, such as women escaping domestic and family violence and youth. The remaining 9% of packages are targeted specifically at families and men.

Seven service packages are specifically for Aboriginal clients and a further 71 service packages have a specific Aboriginal target ranging from 10-80%. The remaining packages include a requirement to deliver a culturally appropriate service.

22 of 218 organisations (10%) receiving SHS or SSF funding are managed by the local Aboriginal and Torres Strait Islander community.[4] These organisations are involved in 27 of 159 packages, with a further three funded through the SSF:

- 2 of 38 lead agents in Joint Working Agreements

- 18 of 127 partner agents in Joint Working Agreements

- 4 of 46 sole agents delivering SHS packages

- 3 of 30 SSF funded organisations.

The Australian Institute of Health and Welfare's Specialist Homelessness Services 2013-14 reports that SHS organisations annually assisted just under 52,000 clients, although nearly 38,000 requests for assistance were turned away. 28% of assisted clients were seeking assistance because of an accommodation problem, 21% of clients were escaping domestic and family violence, and 20% of clients were seeking assistance for mainly financial reasons. At the end of support, 44% of assisted clients exited into independent housing whilst 27% exited into homelessness and 2% into institutions, and there was a 1.4 percentage point increase in the proportion of employed clients.

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2   Based on 2015-16 base funding
3   Based on 2015-16 base funding.
4   According to the definition given by the National Aboriginal Community Controlled Health Organisation.

3. GHSH REFORMS: INDUSTRY AND WORKFORCE DEVELOPMENT AND SERVICE QUALITY

The GHSH Reform Plan identifies Industry and Workforce Development and Service Quality as a major component of the new Specialist Homelessness Service Program (SHS Program). Strategies Four and Five of the GHSH Reform Plan focus on Industry and Workforce Development and Service Quality.

Industry and Workforce Development

Strategy Four of the GHSH Reform Plan outlines the importance of providing industry development to ensure that a well-structured sector has the business models, governance and infrastructure arrangements in place to effectively deliver client outcomes. It also emphasises the importance of a stable, skilled and healthy workforce and the need to focus on collaborative approaches and networking both within the SHS service system and more broadly. The key deliverable for Strategy Four is the development of a five year industry development strategy which includes two stages:

- Stage 1: mapping the SHS industry and identifying short-term priorities for reconfiguration and growth. This work focused on piloting a range of industry support functions as well as providing support to SHS organisations to enhance their understanding of the Quality Assurance System.

- Stage 2: building on the initiatives funded in stage one and identifying longer term priorities. This document represents Stage 2 of the Industry Development Strategy.

Service Quality

Strategy Five of the GHSH Reform Plan focuses on ensuring that quality of services and client outcomes continue to improve. One of the key deliverables of Strategy Five has been the development of a NSW Quality Assurance System (QAS), based on the Homelessness National Quality Framework. The QAS comprises eight standards and SHS organisations are required to undertake a self-assessment against these standards and develop a Quality Improvement Plan following this self-assessment. Completing the self-assessment is an SHS contractual requirement.

The QAS standards are:

1. Promoting, upholding and exercising rights: Clients receive services that promote and uphold their rights and safety and support them to effectively exercise those rights.

2. Service access and equity: Clients are provided with fair and transparent processes ensuring equity access for all clients and identifying and removing barriers for clients who may experience disadvantage in accessing the service.

3. Decision-making and participation: Clients are actively supported to make choices and decisions about their service and to actively participate as a valued member of their chosen community.

4. Service outcomes: Clients are assisted and supported to achieve positive outcomes by the development, delivery and review of quality programs and services that meet individual client needs.

5. Service system: Outcomes for individuals and communities are improved by the service provider working collaboratively with other service providers and agencies.

6. Governance: The governing entity defines clear goals and purposes for the service provider, develops strategies to achieve and monitor the organisation and is accountable for all its activities.

7. Systems management: There are effective management systems and strategies to ensure the service provider's goals are met.

8. Human resource management: The service provider develops and supports its workforce, both paid and voluntary, to ensure the effectiveness of its services.

The QAS Standards include 69 practice requirements that SHS organisations need to be able demonstrate that they are meeting as a minimum. Industry and workforce development is critical to ensuring that SHS organisations are able to meet the QAS Standards as quality services can only be provided by robust and effective services with a skilled workforce. Therefore, the main priority of the Industry and Workforce Development Strategy is to support SHS organisations to meet the QAS Standards. See Appendix B for the Industry Strategy mapped to the QAS Standards.

4.   INDUSTRY DEVELOPMENT

Identifying the Industry Development Goals and Strategies

In developing this Industry Strategy, the Industry Partnership has conducted two sector surveys, a mainstream survey and a range of roundtable and focus groups. This consultation was undertaken to better understand how the Industry Strategy should be tailored to meet the needs of the homelessness service system.

The consultation focused on identifying the key goals and strategies for Industry Development. A range of options were identified based on the GHSH reforms and mapping against the QAS Standards and feedback was sought on which were considered to be priorities and would best ensure the quality of the service system. These were then analysed (See Appendix C for the summary of consultation feedback and Appendices D and E for the sector and mainstream survey questions) and the following goals and strategies were identified as critical for the industry component of the Industry and Workforce Development Strategy:

GOAL 1. Service quality: Continuously improving service quality

Service quality and a commitment to improving service quality is a priority in the GHSH reform plan and was viewed by the SHS sector and other key stakeholders as critical to ensuring the continued development of the sector to deliver outcomes for clients and provide high quality, flexible and innovative services. In particular, the SHS sector prioritised a focus on building the evidence base around outcomes for clients including promotion of good practice, independent assessment of quality and robust outcomes measurement.

Strategies

1.1.   Support organisations to deliver services under GHSH – including early intervention practices, specialist responses, and integrated, coordinated case management.

1.2.   Ensure organisations are well-placed to meet regulatory and quality requirements.

1.3.   Increase service user input into the planning, delivery and evaluation of services.

1.4.   Identify opportunities for systematic improvements across the sector.

GOAL 2. Service integration: Working effectively across homelessness services and networks

The evidence base identifies that preventing and addressing homelessness can only be achieved through effective collaboration and partnership both between SHS organisations and the service sector more broadly. In particular, the SHS sector and other key stakeholders identified the importance of prioritising initiatives to address Aboriginal and Torres Strait Islander homelessness in a collaborative and community based way. Mainstream agencies also gave high priority to the need to work collaboratively at a state-wide, District and local level. The SHS sector also identified the importance of integrated approaches in providing specialised support to a range of client groups.

Strategies

2.1.   Support new Joint Working Arrangements.

2.2.   Maximise opportunities for effective collaboration – across SHS, other organisations and networks that respond to homelessness, and related sectors.

2.3.   Utilise cross-sector resources to support Aboriginal and Torres Strait Islander services.

2.4.   Increase cultural competence.

GOAL 3. Sustainability and viability: Enhancing the sustainability and viability of organisations and networks that provide homelessness services

Due to the impact of the GHSH reforms on services, the SHS sector identified the ongoing sustainability and viability of services as an industry development priority. Boards and management committees were identified as having a key role in this area both in providing leadership and effective management of services, but also in encouraging innovative and flexible service design and identifying a broad range of funding sources.

Strategies

3.1. Determine and promote a sector profile

3.2. Ensure Boards can lead their organisations in delivering services under GHSH

3.3. Ensure managers can implement Board decisions

3.4. Diversify funding sources

The deliverables identified against these goals can be found in Appendix A.

Industry and Workforce Development - Stage One

Concurrently, Stage One of the Industry and Workforce Development Strategy focused on piloting a range of industry support functions as well as providing support to SHS organisations to enhance their understanding of the QAS. A range of projects were developed to provide baseline support for SHS organisations to work towards compliance with the eight standards and 69 practice requirements of the QAS. These included:

Introduction to Quality

This provided an introduction to SHS organisations on the Quality Assurance System and the compliance requirements. 17 workshops were conducted across NSW. These introduction workshops has enabled the SHS sector to begin to undertake their self-assessment and develop a Quality Improvement Plan.

Management (Standard 7)

To support the establishment of SHS Joint Working Agreements (JWAs) a JWA service has been made available to any party in a JWA (leads and partners). 54 instances of assistance have been provided, the majority of which was legal advice, implementing reporting arrangements and establishing governance structures. Assistance was also provided around data management, asset and property management arrangements and JWA partnership establishment.

A Business Advice Service was also established to support those SHS organisations who were unsuccessful in the GHSH tender process. 47 organisations were provided with support to assist them to wind down their organisation, merge with another SHS or NGO, or continue to deliver services through identifying other revenue sources. The majority of SHS organisations received assistance to complete a Service Support Fund application with others using the service to undertake structural strategic planning or to wind down the service.

A Lead Agent Network and Community of Practice were also established for JWA lead agents.

Service access, design and delivery (Standard 2)

A dedicated project officer was employed in Homelessness NSW, DVNSW and Yfoundations to collate information on emerging issues and provide assistance to SHS organisations, particularly on specialisation issues. This has included a focus on people leaving custody, domestic and family violence principles and local planning around the Homeless Youth Assistance Program.

Tailored Support (Standards 1, 3, 4, 5 and 6)

Project plans were also developed to provide tailored support for SHS organisations to assist them in implementing their Quality Improvement Plan and in overall compliance with the QAS. These were developed in the following areas:

- Client Charter and Complaints Framework

- Engaging clients in service design and management

- Customised assistance on service quality

- Partnership master classes focusing on JWA partnerships and partnerships with Community Housing Providers

- Training for SHS Board and Management Committee members on the GHSH reforms and related governance responsibilities

- Customised assistance based on pre-established cultural competency self-assessments for service provision to Aboriginal and Torres Strait Islander clients, CALD clients and LGBTIQA clients

- Establishment of an Outcomes Measurement Community of Practice with a sample of SHS organisations.

The deliverables outlined in the Industry and Workforce Development Strategy incorporate and build on these baseline projects and aim to ensure that SHS organisations can continue to improve the quality of service delivery to homeless people and people at risk of homelessness over the GHSH reform period, that is, until June 2017.

Priority needs following the initial implementation of the GHSH reforms

Ongoing consultation with the SHS sector, FACS and mainstream agencies has also identified some key priorities for the Industry and Workforce Development Strategy to support the SHS sector in implementing the GHSH reforms. These include:

- ontinued support for services to meet the QAS Standards until June 2017 including initiating a peer assessment system and providing specialised training for advanced or specialist recognition

- Continued support for leads and partners in consolidating and delivering quality services through JWAs

- Continued support for the provision of specialist services (domestic and family violence, young people, people leaving custody, assertive outreach)

- Continued support for services in developing networks and working in partnership across the broader service system

- Tailored support around emerging service delivery and operational issues.

The deliverables outlined in the Industry and Workforce Development Strategy focus on these key priorities.

5. WORKFORCE DEVELOPMENT

In identifying and developing the Workforce Development related strategies and deliverables, the Industry Partnership undertook a Workforce Survey of workers in homelessness services in NSW in 2013 (pre-GHSH tender) and 2015 (post-GHSH tender). The purpose of these surveys was to understand the demographics of the homelessness workforce in NSW, current access to skills development, and expected changes in skills into the future. 520 people completed the survey in 2013 and 375 people completed the survey in 2015. The design of the surveys and the identification of broad topic areas in the surveys and consultation were guided by a Workforce Alliance that included representatives from FACS (Housing Policy, SHS Learning and Development), peak bodies (NCOSS, the NSW Federation of Housing Associations, Homelessness NSW, DVNSW and Yfoundations) and the NSW Community Services and Health Industry Training Advisory Body.

Following analysis of these surveys and other consultation mechanisms, the following goal and strategies were identified as priorities for the Workforce component of the Industry and Workforce Development Strategy (See Appendix A):

GOAL 4. Workforce development: Building a workforce for the future

Consultation for this Industry Strategy identified the importance of the need for a highly skilled workforce and a sector that is a vibrant and attractive place to work. Following the implementation of the GHSH reform, the SHS sector has undergone significant service restructuring and change. The SHS sector has identified the need to ensure that there is a common skill set across the sector in delivering services that reflect the GHSH reform priorities. The SHS sector has also prioritised the need for support in change management and being able to identify and measure client outcomes.

Strategies

4.1	Develop an integrated skills delivery strategy
4.2	Develop the workforce skills to deliver services under GHSH
4.3	Develop skills to manage change
4.4	Develop understanding and skills of outcomes frameworks
4.5	Develop skills to attract and retain staff

Workforce Survey and Consultation Findings

Based on the information obtained from the 2013 and 2015 surveys of the NSW homelessness sector workforce and broader consultation (See Appendix C), the homelessness workforce needs an integrated strategy for the delivery of industry-based skills development. This should include Recognition for Prior Learning, accredited skills sets, certificate level and higher qualifications. The approach should be an aspirational one, rather than of compliance. The strategy should not be limited to training, but include a broad range of methods such as job rotation, shadowing, peer-assisted learning, coaching, mentoring, secondments, and exchanges.

The rationale for this approach has been identified through consultation, assessment of the workforce pilot projects undertaken in 2014 (See Appendices F and G) and a comparison of data from the 2013 and 2015 workforce surveys, as follows:

Comparison of data from 2013 and 2015 SHS workforce surveys

2013	2015
Demographics	
80% of workers identify as female.	79% of workers identify as female.
6% of workers identify as Aboriginal and Torres Strait Islander (ATSI).	7% of workers identify as Aboriginal and Torres Strait Islander (ATSI).
13% of workers identify as having a culturally and linguistically diverse (CALD) background.	16% of workers identify as having a culturally and linguistically diverse (CALD) background.
	15% of workers identify as LGBTIQA.
Average age of workers is just under 45 years.	Average age of workers is just under 46 years.
Work	
Workers have been in the homelessness sector for an average of just under 10 years.	Workers have been in the homelessness sector for an average of just under 10 years.
79% of workers work full time (35+hours/week).	73% of workers work full time (35+hours/week).
92% of workers have a permanent position, 6% are contract workers & 2% are casual.	88% of workers have a permanent position, 9% are contract workers & 2% are casual.
46% have mainly client contact duties and 48% have mainly managerial duties.	43% have mainly client contact duties and 56% have mainly managerial duties.
Formal qualifications	
45% of workers have completed a university qualification, slightly higher than the wider population.	58% workers have completed a university qualification.
76% of client contact workers have a qualification at diploma level or higher.	80% of client contact workers have a qualification at diploma level or higher.
10% of client contact workers have a postgraduate qualification.	21% of client contact workers have a postgraduate qualification.
85% of managerial workers have a qualification at diploma level or higher.	88% of managerial workers have a qualification at diploma level or higher.
26% of managerial workers have a postgraduate qualification.	33% of managerial workers have a postgraduate qualification.
Many less men than women who are in managerial roles have university qualifications, instead having proportionally more diploma level qualifications.	This was not found in the 2015 survey.

Drawing from the survey data, the pre and post GHSH workforce appear to be very similar. In particular, workers are committed to the homelessness sector and in both surveys the average time spent in the homelessness sector (as opposed to an individual service) is just under 10 years. There are slight differences in NSW between 2013 and 2015 including a higher instance of postgraduate qualifications and a lower instance of workers in permanent positions and a higher number of contract workers. This data is consistent with the observations that jobs advertised under GHSH have required formal qualifications, and the increased use of contract work to manage the GHSH transition period.

SHS L&D participant evaluation data from 2015 suggests that there has been changes to the workforce of individual SHS services. This dataset included 1,542 unique training enrolments and found that 50% had been in their current role for less than 12 months. This data indicates the level of change to services (and the workforce within these services) via the GHSH reforms and the importance of embedding the GHSH reform principles and practice within the SHS sector.

Therefore, any workforce strategy for the homelessness sector in NSW needs to be developed in a way that acknowledges the high qualification level and amount of experience and mature age of the workforce whilst also ensuring that the workforce has a solid foundation to support their work in delivering the GHSH reforms. The priority needs to be to ensure that workers have access to additional key knowledge and skills needed in the current homelessness sector environment, and the GHSH shift away from a crisis and accommodation based service delivery model.

Training

The NSW 2013 Survey revealed that 77% of respondents felt there were adequate accessible skills development opportunities available to them in the workplace or elsewhere.

The FACS - SHS Learning and Development (L&D) Unit has traditionally provided one or two day training or short courses in areas such as leadership and change management, data management and self-care, and provides scholarships for several qualifications. FACS SHS L&D Unit training and development includes:

- Case Management Training (Core of SHS Practice)
- AOD / Mental Health (non-accredited and accredited short course and skill sets)
- Trauma Informed Care (Managers Course and Practitioners Course)
- SHIP / CIMS Training
- Reform / Policy related (Performance Based Contracting and recently GHSH Practice)
- Management (non-accredited and accredited short courses and accredited skill sets) including Practice of Leading Change as part of GHSH
- Adaptive Leadership Programs (six week program)
- Mentoring Programs
- Executive Coaching Programs
- A range of full qualifications (250+ graduates –> Certificate IV Diploma — >Vocational Graduate Certificate across community services and management qualifications) delivered through blended approaches.

The NSW Survey also noted significant changes in the client population over the last 5 years (people with complex and multiple needs such as mental illness, self-harm, suicide, child protection needs and physical and/or intellectual disability) that require inter-professional, specialist support and advanced case management skills. Change in client populations and related need for specialist skills is expected to continue as the contraction of the welfare system increases pressure on services across the sector.

The NSW 2013 Survey identified that respondents would like training and support for specialist skills, including working with specific target groups (ATSI, children, LGBTIQA, CALD), focusing on specific functions (data collection, case work, early intervention, prevention), best practice on particular issues (hoarding and squalor, addiction) and working across boundaries (with mainstream services providers, multi-disciplinary work).

Given the high level of qualification and experience of the workforce it would be useful to prioritise advanced, specialist training in these areas as well as investigating other options such as the establishment of a Senior Practitioner Role, support from the peaks, mentoring from other SHS organisations, and through the Lead Agents Network.

This approach does not preclude the provision of training in new systems and the GHSH reform approach which the SHS sector has indicated is essential to delivering service to homeless people.

A strengths-based, community-located strategy to support skills acquisition in remote communities is needed. Survey responses indicate that models for delivery of training must meet the needs of rural and remote areas, including funding costs and back up staff, shared access to training by location for local services with blended online and face to face tools (e.g., shared training with organisations offering services under a different funding agreement with FACS but in the same region).

Formal qualifications

The NSW Community Services and Health Industry Training Advisory Body's SHS Future Focus Workforce Development paper was completed in 2013 for the Industry Partnership and outlines qualifications relevant to SHS workers that are within the current scope of particular RTOs, although the RTOs are not necessarily

providing the training. These qualifications are:

- CHC70108 Vocational Graduate Certificate in Community Services Practice (Client assessment and case management)
- CHC60312 Advanced Diploma of Community Sector Management
- CHC40708 Certificate IV in Community Services Work
- CHC52008 Diploma of Community Services (Case Management)
- CHCSS00028 Homelessness Support Work Skill Set
- CHC40912 Certificate IV in Social Housing
- CHC50812 Diploma of Social Housing
- BSB40812 Certificate IV in Frontline Management.

Since homelessness workers generally come into their jobs from a community services background, and when they leave, go to another position in the broader community services field, qualifications in Community Services are supported as they facilitate portability of skills and career progression across the broader community services sector.

Recognition of Prior Learning

The lack of formal recognition of skills gained on the job has been identified as a key workforce issue by the 2013 Survey. The survey carried out by the Industry and Workforce Development Project identified that whilst the majority of workers had degree level qualifications, the practical skills they had developed on the job were not recognised:

Of workers with mainly client contact duties,

- 58% had no formal recognition for some of the skills they possessed
- 12% had no formal recognition for any of the skills they possessed
- 87% had done short courses and certificates which contributed to their skills but had no formal recognition, and of these workers, 92% indicated that they would like the skills earned in these courses to be formally recognised.

Of workers with mainly managerial duties,

- 64% had no formal recognition for some of the skills they possessed
- 10% had no formal recognition for any of the skills they possessed
- 71% had done short courses and certificates which contributed to their skills but had no formal recognition, and of these workers, 87% indicated that they would like the skills earned in these courses to be formally recognised.

The 2013 survey identified a proportion of experienced workers who would benefit from Recognition of Prior Learning (RPL) and progress towards an accredited community services qualification.

To test this approach, an expedited pathway to formal recognition was successfully piloted with 29 homelessness workers through Granville College of TAFE. 100% of these students completed the course, with 86% recognised at the Diploma of Community Services level and 14% recognised at Certificate IV level, even though the process took place during the tumultuous tendering period. The Industry Partnership received another 250 applications for RPL from workers, which were placed on a waiting list. RPL is a key component of this workforce strategy.

Secondments and exchanges

83% of 2013 survey respondents indicated that they would like to do a six month placement in government if it gave them new skills. Exchanges between staff in government and 'not-for-profits' will provide enormous opportunity to build relationships, skills and mutual respect.

6. GOVERNANCE OF THE INDUSTRY AND WORKFORCE DEVELOPMENT STRATEGY

The Industry and Workforce Development Strategy will sit within a governance framework:

- An Industry and Workforce Development Reference Group which includes representatives from FACS, SHS organisations, consumers, mainstream agencies, the ASU and other peaks that provide sector development support
- A Contract Governance group managed by FACS that jointly agrees to project scopes
- A Governance Group of the three homelessness peaks that manages the operational elements of the IP-led deliverables of the Industry Strategy.

A Memorandum of Understanding between FACS and the Industry Partnership will be set up to clearly identify roles and responsibilities of the parties within this Strategy and will be jointly endorsed by the Industry Partnership and FACS. This will include agreement to reporting and monitoring arrangements.

Detailed work plans will be developed to support each deliverable in the Strategy.

As the Strategy is implemented it will be modified and tailored following feedback provided by:

- A Practitioner Reference Group
- A Workforce Census that is undertaken every two years
- An Evaluation that links to the GHSH Monitoring and Evaluation Framework which will review the effectiveness of the Strategy in improving:
    - SHS awareness of the Quality Assurance Scheme (QAS)
    - SHS ability to meet the QAS standards
    - SHS implementation of the GHSH reforms
    - Skills and capabilities of SHS workforce.

APPENDIX A. HOMELESSNESS INDUSTRY AND WORKFORCE DEVELOPMENT STRATEGY

GOAL 1. SERVICE QUALITY: Continuously improving service quality			
STRATEGY	**DELIVERABLE**	**DATE**	**WHO**
1.1. Support organisations to deliver services under GHSH – including early intervention practices, specialist responses, and integrated, coordinated case management	1.1.1. Undertake a development and training needs assessment regarding ongoing SHS service delivery and practice	Dec 2015	FACS
	1.1.2. Develop and deliver an SHS induction program for practitioners and managers	Jun 2016	FACS
	1.1.3. Provide a development and training program incorporating: • Linkages and coordination with IP development and training activities and products • Integrated learning methodologies and development approaches • Tailored strategies to enable members from the regional, remote and Aboriginal and Torres Strait Islander workforce to participate	Jun 2017	FACS
	1.1.4. Promote good practice in delivering services across the sector through a quality system and a community of practice including the development of Industry Minimum Guidelines for a range of practice areas including domestic and family violence, young people, assertive outreach/complex needs, people leaving custody, and 24/7 crisis accommodation	Jun 2017	IP
	1.1.5. Work with human service partners agencies to facilitate understanding of the SHS program and improve collaboration and referral practices	Jun 2017	IP/FACS
	1.1.6. Provide effective networking and collaboration opportunities through Inter-agencies and District Homelessness Implementation Groups (DHIGs)	Jun 2017	FACS
	1.1.7. Implement a District Homelessness Planning Framework that prioritises service improvement and partnerships to better meet demand	Jun 2016	FACS
1.2. Ensure organisations are well-placed to meet regulatory and quality requirements	1.2.1. Develop tools for assessing quality and measuring outcomes through the quality system and through a project piloting measurement techniques	Dec 2016	IP
	1.2.2. Develop position paper for QAS accreditation	Dec 2015	IP
	1.2.3. Implement QAS accreditation system	Jun 2017	FACS/P
	1.2.4. Review cross-FACS and cross government reporting requirements and identify options for streamlining	Jun 2017	FACS
1.3. Increase service user input into the planning, delivery and evaluation of services	1.3.1. Provide advice on using Clients Charters and Consumer Complaints mechanisms effectively through support for organisations' Quality Improvement Plans	Dec 2015	IP
	1.3.2. Promote good practice in implementation of Client Charters and complaints framework	Jun 2017	IP
	1.3.3. Showcase effective approaches to service user input through workshops provided by Streetcare	Dec 2015	IP
	1.3.4. Scope a project to explore the role of consumer peer support in homelessness services	Jun 2017	IP
1.4. Identify opportunities for systematic improvements across the sector	1.4.1. Create mechanisms for services to contribute to systematic improvement of the sector through DHIGs and through specialisation project officers employed by each peak	Jun 2017	IP
	1.4.2. Scope and deliver a range of specific projects to address identified issues	Jun 2017	IP

GOAL 2. SERVICE INTEGRATION: Working effectively across networks

STRATEGY	DELIVERABLE	DATE	WHO
2.1. Support new Joint Working Arrangements	2.1.1. Provide tailored support for individual JWAs through the JWA Support Service	Jun 2017	IP
	2.1.2. Develop a strategy and resources for all JWAs on contractual obligations and access to legal advice	Jun 2016	IP
	2.1.3. Provide networking and collaboration opportunities for JWA lead agents through Lead Agent Network and Communities of Practice	Jun 2017	IP
2.2. Maximise opportunities for effective collaboration – across SHS, other organisations and networks that respond to homelessness, and related sectors	2.2.1. Provide masterclasses in partnership skills and an online community of practice to facilitate collaboration	Dec 2015	IP
	2.2.2. Develop a strategy to support partnerships between mainstream agencies and SHS organisations with a focus on Corrective Services, Community Housing providers, Health, Justice, and Child protection	Jun 2017	IP
	2.2.3. Ensure access to expertise in key areas including working in private rental markets and working in multi-disciplinary teams for clients with complex needs through specialisation project officers employed by each peak	Jun 2017	IP
	2.2.4. Deliver training on case management practice	Jun 2017	IP
2.3. Utilise cross-sector resources to support Aboriginal and Torres Strait Islander services	2.3.1. Showcase effective practices in reducing Aboriginal and Torres Strait Islander homelessness through a quality system and a community of practice	Dec 2016	IP
	2.3.2. Develop Aboriginal and Torres Strait Islander community led consultation around design and delivery of SHS services in priority areas	Dec 2016	FACS
2.4. Increase cultural competence	2.4.1. Ensure cultural competence in service delivery (ATSI, CALD, LGBTIQA) through support for organisations' Quality Improvement Plans and access to customised tools to self-assess for organisational cultural competency	Jun 2017	IP

GOAL 3. SUSTAINABILITY AND VIABILITY: Enhancing the sustainability and viability of organisations and networks that provide homelessness services

STRATEGY	DELIVERABLE	DATE	WHO
3.1. Determine and promote a sector profile	3.1.1. Develop a Sector Capability Statement – who we are, what we offer, how we work by a short-term working group	Jun 2016	IP
3.2. Ensure Boards can lead their organisations in delivering services under GHSH	3.2.1. Provide governance and leadership resources for boards/management committees through a needs analysis and review of existing resources	Dec 2015	IP
	3.2.2. Provide opportunities for tailored training for boards/management committees that addresses QAS Standard 6	Dec 2016	IP
	3.2.3. Provide tools for assessing organisational risk through support for organisational quality plans	Jun 2016	IP
	3.2.4. Provide tools for effective strategic plans through support for organisational quality plans	Jun 2016	IP
3.3. Ensure managers can implement Board decisions	3.3.1. Provide tools to support effective management through support for organisational quality plans	Jun 2016	IP
	3.3.2. Provide opportunities for effective networking with other managers through the Lead Agent Network and through a Sole Agent Network	Jun 2017	IP
3.4. Diversify funding sources	3.4.1. Provide guidance on viability for all SHS services including the establishment of an SSF Network, and through an analysis of existing resources	Jun 2016	IP

GOAL 4. WORKFORCE DEVELOPMENT: Building a workforce for the future			
STRATEGY	**DELIVERABLE**	**DATE**	**WHO**
4.1. Develop an integrated skills delivery strategy	4.1.1. Develop a Workforce Development Plan that includes: • an integrated strategy for the delivery of industry-based skills • prioritisation of RPL, skill-sets, certificate level, and higher qualifications • a strategy to ensure uptake by workers in remote areas	Jun 2016	IP/FACS
4.2. Develop the workforce skills to deliver services under GHSH	4.2.1. Provide fast track Recognition of Prior Learning for prioritised and eligible workers	Dec 2016	IP
	4.2.2. Share specialist expertise across the sector through specialisation project officers employed by developing further options for access to specialist skills	Jun 2017	IP
4.3. Develop skills to manage change	4.3.1. Deliver leadership development programs to assist SHS workforce to manage change within the sector	Dec 2016	IP
	4.3.2. Conduct a 6-montly meeting of the Lead Agent Network and Sole Agent Network to support peer learning and sustain learning through a Community of Practice	Jun 2017	IP
4.4. Develop understanding and skills of outcomes frameworks	4.4.1. Provide information on outcomes frameworks through a review of existing resources and linking in to SHS Monitoring and Evaluation Strategy	Dec 2015	IP
	4.4.2. Provide opportunities to join measurement techniques pilot	Jun 2016	IP
4.5. Develop skills to attract and retain staff	4.5.1. Scope options to recognise effective practice and leadership including Sector awards, sharing of best practice, professional recognition	Jun 2017	IP
	4.5.2. Distribute a "How To" Guide for organisations considering the establishment of a Senior Practitioner Role	Dec 2015	IP
	4.5.3. Scope further options to promote career pathways, including consideration of a FACS-SHS staff exchange program, a skills passport and other strategies	Jun 2017	FACS/IP

APPENDIX B. HOMELESSNESS INDUSTRY AND WORKFORCE DEVELOPMENT STRATEGY MAPPED TO NSW QUALITY ASSURANCE SCHEME SHS STANDARDS

GOAL 1. SERVICE QUALITY: Continuously improving service quality		
STRATEGY	DELIVERABLE	QAS PRACTICE REQUIREMENTS
1.1. Support organisations to deliver services under GHSH – including early intervention practices, specialist responses, and integrated, coordinated case management	1.1.1. Undertake a development and training needs assessment regarding ongoing SHS service delivery and practice	8.1.4. All staff and volunteers have appropriate qualifications, skills and experience to deliver the services they are responsible for 8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation
	1.1.2. Develop and deliver an SHS induction program for practitioners and managers	2.1.1. The service complies with access and referral requirements set out in the SHS Program Guidelines 2.1.2. Eligibility policies and procedures for the service are in place and are consistent with the client group defined in the contractual agreement with FACS 2.2.1. Policies and procedures are in place to ensure the same access to services, service quality and service level is provided to clients within the target group without discrimination on the grounds of gender, religious, cultural or linguistic background, sexual orientation, age, disability, or family status 4.1.1. Service design meets the requirements of one or more of the four core service responses identified in the SHS Program Guidelines
	1.1.3. Provide a development and training program incorporating: • Linkages and coordination with IP development and training activities and products • Integrated learning methodologies and development approaches Tailored strategies to enable members from the regional, remote and Aboriginal and Torres Strait Islander workforce to participate	8.1.3. The organisation's strategic workforce and service planning includes recruitment and retention of Aboriginal and culturally and linguistically diverse staff 8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation
	1.1.4. Promote good practice in delivering services across the sector through a quality system and a community of practice including the development of Industry Minimum Guidelines for a range of practice areas including domestic and family violence, young people, assertive outreach/complex needs, people leaving custody, and 24/7 crisis accommodation	5.2.2. The service initiates or participates in research or professional practice development projects with other organisations to contribute to the knowledge and practice in the field
	1.1.5. Work with human service partners agencies to facilitate understanding of the SHS program and improve collaboration and referral practices	5.1.1. Mutually agreed collaborative policies and procedures are in place with other organisations to coordinate services, make best use of resources and improve case management 5.1.4. Staff are trained and supported in understanding the service system, referral networks and interagency arrangements

STRATEGY	DELIVERABLE	QAS PRACTICE REQUIREMENTS
	1.1.6. Provide effective networking and collaboration opportunities through Inter-agencies and District Homelessness Implementation Groups (DHIGs)	5.1.3. The service regularly reviews its collaborative policies and procedures 5.2.1. The service participates in formal and informal networks and forums to improve professional practice, contribute to systemic improvements, and raise community awareness
	1.1.7. Implement a District Homelessness Planning Framework that prioritises service improvement and partnerships to better meet demand	
1.2. Ensure organisations are well-placed to meet regulatory and quality requirements	1.2.1. Develop tools for assessing quality and measuring outcomes through the quality system and through a project piloting measurement techniques	4.4.1. Client outcomes are defined and monitored 4.4.2. The service uses evidence on the outcomes for clients to improve existing services
	1.2.2. Develop position paper for QAS accreditation	7.1.1. The organisation has clear, documented policies and procedures to deliver its services, which are implemented consistently 7.1.2. There are documented processes for policy development and review
	1.2.3. Implement QAS accreditation system	7.2.1. There is a systematic, ethical and secure way to collect, store and share data 7.3.1. There is a transparent financial management system that meets the organisation's information and compliance needs 7.3.2. A record is kept of assets, and an asset management plan is maintained and implemented
	1.2.4. Review cross-FACS and cross government reporting requirements and identify options for streamlining	7.4.1. Risks (e.g., finance, insurance, staffing issues) are systematically identified, assessed and managed 7.5.1. Workplace health and safety issues are identified and addressed to reduce illness and injury 7.6.1. The physical resources, including equipment and facilities are well organised, maintained and managed
1.3. Increase service user input into the planning, delivery and evaluation of services	1.3.1. Provide advice on using Clients Charters and Consumer Complaints mechanisms effectively through support for organisations' Quality Improvement Plans	1.1.1. Client rights and responsibilities are identified and documented through a client charter based on the client charter template 1.1.2. A copy of the client charter is displayed and/or made available to all clients and they are fully informed of their rights and responsibilities
	1.3.2. Promote good practice in implementation of Client Charters and complaints framework	1.1.3. A complaints policy and procedure is in place that meets the standards set out in the complaints and feedback system 1.1.4. Policies and procedures document how client rights to privacy and confidentiality are maintained
	1.3.3. Showcase effective approaches to service user input through workshops provided by Streetcare	3.2.1. Case management policies and procedures are in place to enable clients to actively participate in their service planning and make choices about engaging in other forms of social or community participation
	1.3.4. Scope a project to explore the role of consumer peer support in homelessness services	
1.4. Identify opportunities for systematic improvements across the sector	1.4.1. Create mechanisms for services to contribute to systematic improvement of the sector through DHIGs and through specialisation project officers employed by each peak	5.2.1. The service participates in formal and informal networks and forums to improve professional practice, contribute to systemic improvements, and raise community awareness
	1.4.2. Scope and deliver a range of specific projects to address identified issues	

Homelessness Industry and Workforce Development Strategy

GOAL 2. SERVICE INTEGRATION: Working effectively across networks		
STRATEGY	DELIVERABLE	QAS PRACTICE REQUIREMENTS
2.1. Support new Joint Working Arrangements	2.1.1. Provide tailored support for individual JWAs through the JWA Support Service	5.1.1. Mutually agreed collaborative policies and procedures are in place with other organisations to coordinate services, make best use of resources and improve case management
	2.1.2. Develop a strategy and resources for all JWAs on contractual obligations and access to legal advice	
	2.1.3. Provide networking and collaboration opportunities for JWA lead agents through Lead Agent Network and Communities of Practice	5.1.3. The service regularly reviews its collaborative policies and procedures
2.2. Maximise opportunities for effective collaboration – across SHS, other organisations and networks that respond to homelessness, and related sectors	2.2.1. Provide masterclasses in partnership skills and an online community of practice to facilitate collaboration	5.1.3. The service regularly reviews its collaborative policies and procedures
	2.2.2. Develop a strategy to support partnerships between mainstream agencies and SHS organisations with a focus on Corrective Services, Community Housing providers, Health, Justice, and Child protection	5.1.1. Mutually agreed collaborative policies and procedures are in place with other organisations to coordinate services, make best use of resources and improve case management
	2.2.3. Ensure access to expertise in key areas including working in private rental markets and working in multi-disciplinary teams for clients with complex needs through specialisation project officers employed by each peak	4.2.3. Case management planning demonstrates flexibility in response to changing client needs
	2.2.4. Deliver training on case management practice	4.2.1. Services provided to clients are coordinated and integrated under a documented case management plan with defined goals
		8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation
2.3. Utilise cross-sector resources to support Aboriginal and Torres Strait Islander services	2.3.1. Showcase effective practices in reducing Aboriginal and Torres Strait Islander homelessness through a quality system and a community of practice	5.1.2. The service effectively develops and utilises referral networks to meet the needs of Aboriginal clients and clients from culturally and linguistically diverse backgrounds
	2.3.2. Develop Aboriginal and Torres Strait Islander community led consultation around design and delivery of District SHS service delivery in priority areas	5.2.1. The service participates in formal and informal networks and forums to improve professional practice, contribute to systemic improvements, and raise community awareness
2.4. Increase cultural competence	2.4.1. Ensure cultural competence in service delivery (ATSI, CALD, LGBTIQA) through support for organisations' Quality Improvement Plans and access to customised tools to self-assess for organisational cultural competency	1.3.1. Programs are designed with the cultural diversity of the target group in mind, and services and programs are provided in a culturally appropriate manner 1.3.2. Staff are provided with appropriate and consistent training in relevant cultural competencies for service areas 1.3.3. Aboriginal family, kinship and cultural responsibilities are incorporated in service decisions and practices 1.3.4. Mechanisms are available to assist Aboriginal staff and clients to resolve issues in culturally appropriate ways 3.2.2. Service practice reflects culturally supportive and inclusive methods for Aboriginal clients and families, and clients and families from culturally and linguistically diverse backgrounds

GOAL 3. SUSTAINABILITY AND VIABILITY: Enhancing the sustainability and viability of organisations and networks that provide homelessness services		
STRATEGY	**DELIVERABLE**	**QAS PRACTICE REQUIREMENTS**
3.1. Determine and promote a sector profile	3.1.1. Develop a Sector Capability Statement – who we are, what we offer, how we work by a short-term working group	
3.2. Ensure Boards can lead their organisations in delivering services under GHSH	3.2.1. Provide governance and leadership resources for boards/management committees through a needs analysis and review of existing resources	6.1.2. There is a clear process of selection, orientation and training for the governing body/management committee, and its performance is regularly evaluated
	3.2.2. Provide opportunities for tailored training for boards/ management committees that addresses QAS Standard 6	6.1.2. There is a clear process of selection, orientation and training for the governing body/management committee, and its performance is regularly evaluated
	3.2.3. Provide tools for assessing organisational risk through support for organisational quality plans	6.4.1. Major risks such as financial viability are identified and managed to ensure the long-term success of the organisation
	3.2.4. Provide tools for effective strategic plans through support for organisational quality plans	6.2.1. There are plans and strategies for realising the organisation's goals and potential, and they are regularly reviewed and monitored
3.3. Ensure managers can implement Board decisions	3.3.1. Provide tools to support effective management through support for organisational quality plans	7.1.1. The organisation has clear, documented policies and procedures to deliver its services, which are implemented consistently 7.1.2. There are documented processes for policy development and review 7.2.1. There is a systematic, ethical and secure way to collect, store and share data 7.3.1. There is a transparent financial management system that meets the organisation's information and compliance needs 7.3.2. A record is kept of assets, and an asset management plan is maintained and implemented 7.4.1. Risks (e.g., finance, insurance, staffing issues) are systematically identified, assessed and managed 7.5.1. Workplace health and safety issues are identified and addressed to reduce illness and injury 7.6.1. The physical resources, including equipment and facilities are well organised, maintained and managed
	3.3.2. Provide opportunities for effective networking with other managers through the Lead Agent Network and through a Sole Agent Network	5.2.1. The service participates in formal and informal networks and forums to improve professional practice, contribute to systemic improvements, and raise community awareness
3.4. Diversify funding sources	3.4.1. Provide guidance on viability for all SHS services including the establishment of an SSF Network, and through an analysis of existing resources	6.4.1. Major risks such as financial viability are identified and managed to ensure the long-term success of the organisation

GOAL 4. WORKFORCE DEVELOPMENT: Building a workforce for the future

STRATEGY	DELIVERABLE	QAS PRACTICE REQUIREMENTS
4.1. Develop an integrated skills delivery strategy	4.1.1. Develop a Workforce Development Plan that includes: • an integrated strategy for the delivery of industry-based skills • prioritisation of RPL, skill-sets, certificate level, and higher qualifications • a strategy to ensure uptake by workers in remote areas	8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation
4.2. Develop the workforce skills to deliver services under GHSH	4.2.1. Provide fast track Recognition of Prior Learning for prioritised and eligible workers	5.1.4. Staff are trained and supported in understanding the service system, referral networks and interagency arrangements 8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation
	4.2.2. Share specialist expertise across the sector through specialisation project officers employed by developing further options for access to specialist skills	4.2.3. Case management planning demonstrates flexibility in response to changing client needs
4.3. Develop skills to manage change	4.3.1. Deliver leadership development programs to assist SHS workforce to manage change within the sector	8.3.3. Human resource systems (e.g., annual appraisals, payroll, acknowledgement of contribution) to enable the organisation to function effectively
	4.3.2. Conduct a 6-montly meeting of the Lead Agent Network and Sole Agent Network to support peer learning and sustain learning through a Community of Practice	8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation
4.4. Develop understanding and skills of outcomes frameworks	4.4.1. Provide information on outcomes frameworks through a review of existing resources and linking in to SHS Monitoring and Evaluation Strategy	4.4.2. The service uses evidence on the outcomes for clients to improve existing services
	4.4.2. Provide opportunities to join measurement techniques pilot	4.4.2. The service uses evidence on the outcomes for clients to improve existing services
4.5. Develop skills to attract and retain staff	4.5.1. Scope options to recognise effective practice and leadership including Sector awards, sharing of best practice, professional recognition	8.3.1. Human resource systems (e.g., annual appraisals, payroll, acknowledgement of contribution) to enable the organisation to function effectively
	4.5.2. Distribute a "How To" Guide for organisations considering the establishment of a Senior Practitioner Role	8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation
	4.5.3. Scope further options to promote career pathways, including consideration of a FACS-SHS staff exchange program, a skills passport and other strategies	8.4.1. All staff and volunteers receive supervision, support and training that assist them to contribute to the goals of the organisation

APPENDIX C. CONSULTATION ON INDUSTRY STRATEGY

PRIORITIES KEY:	Scores (/5)	Percentages	Priority level
	≥ 4.00	≥ 70%	High
	≥ 3.75	≥ 60%	Medium

GOAL 1. SERVICE QUALITY

DELIVERABLE	SECTOR SURVEY	FOCUS GROUPS	MAINSTREAM SURVEY	OVERALL PRIORITY
Processes and tools for assessing quality and measuring outcomes ('how we know we are doing the right things'; making a difference)	4.32	80%	-	High
Dissemination and promotion of good practice in delivering new service models	4.09	60%	56%	High
Information and advice to build understanding of regulatory, quality and reporting requirements	4.02	51%	-	High
Engaging homelessness services to review evidence/experiences of delivering systems	69%	53%	66%	Medium
Opportunities to showcase and learn from current effective approaches to client/ consumer input	3.87	52%	45%	
Networking and collaboration opportunities through communities of practice	3.65	64%	62%	
Information and advice to build understanding of requirements for delivering new service models	3.56	48%	-	
Engage homelessness services to agree on industry approach to addressing poor performance	-	42%	-	
Information and advice on developing a Client Charter and Consumer Complaints mechanism	3.47	42%	22%	
Opportunities for aligning assessments and reporting across different requirements	-	38%	-	

GOAL 2. SERVICE INTEGRATION

DELIVERABLE	SECTOR SURVEY	FOCUS GROUPS	MAINSTREAM SURVEY	OVERALL PRIORITY
Opportunities to showcase and learn from current effective models/practice in reducing Aboriginal and Torres Strait Islander homelessness	4.13	73%	76%	High
Build capability in key areas, such as working in private rental markets and working in multi-disciplinary teams for clients with complex needs	4.04	78%	69%	High
Engage homelessness services that work with Aboriginal and Torres Strait Islander people/communities to shape the Aboriginal and Torres Strait Islander services capacity building priorities in the FACS NGO Strategy	4.08	78%	-	High
Build existing and new relationships with key partner agencies – at state-wide policy/program level and local districts level	3.96	72%	58%	Medium
Ensure cultural competence in service delivery (ATSI, CALD, LGBTIQA)	67%	-	75%	Medium
Ensure all Strategy actions incorporate the needs of Aboriginal and Torres Strait Islander people/communities	67%	65%	-	Medium
Processes & tools for ongoing management and review of JWAs (health checks; dispute resolution; shared learning)	3.78	55%	-	
Dissemination of evidence-base and case studies of effective partnering/integration	3.16	53%	24%	
Specialist advice on long-term options for JWAs	-	27%	-	
Networking and collaboration opportunities for JWA lead agents	3.57	23%	-	
Short-term consultancy assistance to negotiate JWA arrangements	-	12%	-	

Homelessness Industry and Workforce Development Strategy

GOAL 3. SUSTAINABILITY AND VIABILITY				
DELIVERABLE	SECTOR SURVEY	FOCUS GROUPS	MAINSTREAM SURVEY	OVERALL PRIORITY
Advice and resources to support effective management	4.18	51%	36%	High
Scope opportunities and risks for accessing additional (non-traditional) funding streams; accessing new sources of investment; adopting alternative funding models	72%	68%	-	Medium
Advice and resources to build understanding of leadership/ management imperatives to support new service models (e.g., communication of strategic directions; monitoring performance)	-	72%	-	Medium
Tailored training for Boards	3.09	70%	-	Medium
Engage sector stakeholders to develop an sector capability statement - who we are; what we offer; how we work	45%	66%	41%	
Scope opportunities for measuring collective social impact	-	55%	-	
Processes and tools for assessing organisational health/ risks	3.13	52%	-	
Opportunities for networking and collaboration with other managers (e.g., CEOs' Forum)	3.70	44%	43%	
Tailored consultancy services to develop/ review business plans	3.25	39%	29%	
Engage homelessness services to agree on the prefer approach/structure for industry representation	-	33%	-	
Tailored consultancy services to investigate/ develop business cases for new organisational arrangements	-	30%	-	

GOAL 4. WORKFORCE DEVELOPMENT				
DELIVERABLE	SECTOR SURVEY	FOCUS GROUPS	MAINSTREAM SURVEY	OVERALL PRIORITY
Roll-out targeted learning and development to support new service requirements	3.89	75%	-	High
Roll out option for sharing specialist expertise across the sector	3.36	74%	-	Medium
Scope options to promote career pathways (i.e. generalist, specialist or management positions)	3.73	61%	-	
Scope options to recognise effective practice and leadership (e.g., Sector awards)	3.74	46%	-	
Deliver information packages or orientation sessions for Boards or managers on the new service models	-	58%	-	
Establish a Lead Agent Network to support peer learning	3.57	-	-	
Distribute a 'how to' guide for organisations wanting to establish a Senior Practitioner Role	-	49%	-	
Scope options to fast track Recognition of Prior Learning (and develop an agreed approach to implementation over the next 3 years)	3.20	49%	-	
Provide access to targeted training for Boards and managers in regulatory and quality requirements; business planning; and organisational development	-	48%	-	
Develop and promote resources for working with staff impacted by changed organisational/service arrangements	50%	46%	-	
Pilot applying Results Based Accountability to measure an report organisational outcomes and impacts	56%	35%	-	
Develop sector wide cultural competence (ATSI, CALD, LGBTIQA) through training	3.05	-	-	

APPENDIX D. HOMELESSNESS SECTOR SURVEY

About you

What was your age (in years) on your last birthday?

Do you identify as Aboriginal and/or Torres Strait Islander (ATSI)?
•   Yes
•   No
•   Prefer not to say

Do you identify as coming from a culturally and linguistically diverse (CALD) background?
•   Yes
•   No
•   Prefer not to say

Do you speak one or more language(s) other than English?
•   No
•   Yes, but I do not speak the language(s) at work
•   Yes, and I speak the language(s) at work with clients
•   Yes, and I speak the language(s) at work with other staff Yes, and I speak the language(s) at work with both clients and other staff

If you answered 'Yes', please specify the other language(s) that you speak:

We have included the questions on this page in order to improve our knowledge of diversity in the homelessness workforce. If you do not want to answer these questions, please select 'Prefer not to say'.

Which term(s) best describe(s) how you see your gender? (Please select all that apply)
•   Woman
•   Man
•   Prefer not to say
•   Another gender:

Do you have a trans* history or experience? *A woman who was assigned as male, a man who was assigned as female, someone who has lived in a different gender than the one you identify as now, or someone who does not identify as a woman or a man.
•   Yes
•   No
•   Prefer not to say

Do you have an intersex status? (That is, physical characteristics that are not considered strictly 'female' or 'male'.)
•   Yes
•   No
•   Prefer not to say

Which term(s) best describe(s) your attractions, experiences, sexuality, and/or relationships? (Please select all that apply)
•   Heterosexual
•   Lesbian
•   Gay
•   Bisexual
•   Queer
•   Prefer not to say
•   Another term (please specify)

What is your highest level of education or formal qualification? (Please choose one option)

- Did not go to high school at all
- Partially completed high school (no certificate)
- Partially completed high school (School Certificate or equivalent)
- Graduated from high school (HSC or equivalent)
- Certificate I
- Certificate II
- Certificate III
- Certificate IV
- Diploma
- Advanced Diploma
- Bachelor degree
- Postgraduate study (e.g., Graduate Certificate; Graduate Diploma; Masters; PhD)
- Other (please specify)

What was the main subject area of your highest qualification?

How many years (in total) have you worked in homelessness services?

How old were you (in years) when you first began working in homelessness services?

Where was your last paid job before you first worked in homelessness services?

- In the community sector
- In the government sector
- In another sector
- I have only worked in homelessness services

About your current job

We would like to learn more about your role in the service that you work for. Please note that these questions refer to an individual homelessness service, not a whole organisation. If you work for more than one service, please select a specific service and respond for that service only.

What is the postcode of the location of the service where you work?

On average, how many hours do you work per week?

- 35 hours or more (full time)
- Less than 35 hours

What type of position do you hold?

- A permanent position
- A temporary contract position
- A casual position
- Other (please specify)

What is your current role in the service that you work for? (Please choose one option)

- Worker with client contact

- Senior Worker with client contact
- Team Leader/Supervisor of a team
- Manager/Coordinator
- Senior Manager
- CEO/Executive Officer
- Policy Officer/Research Officer/Grant Submission Writer
- Fundraiser
- Project Manager
- Board member
- Other (please specify)

How did you find out about your current job? (Please choose one option)

- Employment agency (including Job Network and Centrelink)
- Newspaper advertisements
- Internet sites
- Friends / relatives / company or professional contacts
- Workplace noticeboards
- Government notices / gazette of vacancies
- Approached employer
- Approached by employer
- Followed on from my volunteering/student placement here
- SEAS (Sector Employment Assistance Scheme) / Jobs Australia / Jobs Board
- Other (please specify)

Who are your primary client groups? (Please choose all that apply)

- Aboriginal and Torres Strait Islanders (ATSI)
- People leaving custody Families
- People from culturally and linguistically diverse backgrounds (CALD)
- People with mental health concerns
- People with alcohol and/or other drug issues
- Recent immigrants Refugees/asylum seekers
- Lesbian, Gay, Bisexual and/or Transgender people
- Rough sleepers
- Couples with children
- Couples without children
- Adult men with children
- Adult men without children
- Adult women with children
- Adult women without children
- Women with children escaping domestic violence
- Women without children escaping domestic violence
- Men with children escaping domestic violence
- Men without children escaping domestic violence
- Unaccompanied young people under 16 years

- Unaccompanied young people 16-24 years
- Other (please specify)

What is the main function of the service that you work for? (Please choose one option)

- Crisis refuge
- Transitional accommodation
- Early intervention responses
- Rapid rehousing (i.e. quickly transitioning people into long term housing, including the private rental market)
- Day support/drop-in centre
- Assertive outreach (to streets, parks, etc.)
- Intensive responses for clients with complex needs
- Support to maintain tenancies Hub
- Other (please specify)

How do you interact with mainstream services in your daily job?

	Through a formal relationship (e.g., MOU)	Through an informal relationship	We do not interact with this type of service
Health services			
Education services			
Counselling services			
Legal services			
Corrective services			
Real estate agencies			
Housing services			
Family support services			
Other (please specify)			

Service information

Please note that these questions refer to the single service that you gave the postcode for at the beginning of the survey.

How many people perform paid work at the location of your service? Please note this question refers to your service only, and not the whole organisation.

- 1-2
- 3-5
- 6-10
- 11-20
- 21-50
- 50-100
- Over 100
- I don't know

How many of the staff in your service:

	None	One	More than one but less than half	Half	More than half	All	Don't know
Work full-time (35+ hpw)							
Have permanent positions							
Identify as Aboriginal or Torres Strait Islander (ATSI)							
Identify as coming from a culturally and linguistically diverse (CALD) background							
Use a language other than English at work							

How much does it actually cost to run your service per year (regardless of funding received)?

- Less than $100,000
- $100,00 - $250,000
- $250,000 - $500,000
- $500,000 – $1,000,000
- $1,000,000 or more
- I don't know

What proportion of these costs is sourced from SHS funding?

- None
- Less than half
- About half
- More than half
- All
- I don't know

Please identify all sources of funding of your service (Please choose all options that apply)

- Recurrent One-off
- Department of Family and Community Services
- Commonwealth Government
- NSW Health
- Corrective Services NSW
- Short term project funding
- Private donations
- Philanthropic trusts
- Other parts of your parent organisation
- I don't know
- Other (please specify)

Do you think there is a need for training for the Board/ management committee of your service in the following areas?

	Yes	No	I don't know
Financial management			
Risk management			
Governance			
Strategy and/or planning			

Do you think there is adequate accessible training currently available for the Board/ management committee of your service in the following areas?

	Yes	No	I don't know
Financial management			
Risk management			
Governance			
Strategy and/or planning			

Please explain how you think adequate opportunities might be made available:

Do you operate your homelessness service as a:

- Sole entity
- Lead agent
- Partner agent
- I don't know

Industry Development Strategy

Please rank the options below according to the priority with which you think action should take place. If you do not believe an option belongs in this strategy please select 'not needed at all.'

Goal 1 Service Quality: Continuously improving service quality

1.2 Support organisations to deliver services under Going Home Staying Home (GHSH) – including: early intervention practices, specialist responses and/or integrated, coordinated case management.

- Build understanding of requirements for delivering services under, GHSH Promoting good practice in delivering services across the sector
- Providing effective networking and collaboration opportunities

1.2 Ensure organisations are well-placed to meet regulatory and quality requirements

- Tools for assessing quality and measuring outcomes ('how do we know we are doing the right things'; making a difference)
- Streamlining reporting requirements

1.3 Increase service user input into the planning, delivery and evaluation of services

- Advice on using Client Charters and Consumer Complaints mechanisms effectively
- Showcasing ways to include those who benefit from the service in the planning and implementation of the service

1.4   Identify opportunities for systematic improvements across the sector

- Creating mechanisms for services to contribute to systematic improvement of the sector

Do you have any comments regarding the goal, strategies or actions?

Goal 2 Service Integration: Working effectively across homelessness services and networks

2.1   Support new Joint Working Arrangements (JWAs) (i.e. multiple organisations working together to deliver a service package)

- Tools for ongoing management and review of JWAs Networking and collaboration opportunities for JWA lead agents

2.2   Maximise opportunities for effective collaboration – across FACS-funded homelessness services (SHS), other organisations and networks that respond to homelessness, and related sectors

- Provide examples of effective collaboration Build relationships with key partner agencies
- Ensure access to expertise in key areas— such as working in private rental markets and working in multidisciplinary teams for clients with complex needs

2.3   Utilise cross-sector resources to support Aboriginal services

- Showcase effective practices in reducing Aboriginal homelessness
- Increase SHS input into the Aboriginal services capacity building priorities in the FACS NGO Strategy

2.4   Increase cultural competence, which is the ability to interact effectively with clients from diverse cultures

- Ensure cultural competence in service delivery (ATSI, CALD, LGBTIQ)

Do you have any comments regarding the goal, strategies or actions?

Goal 3 Sustainability and viability: Enhancing the sustainability and viability of organisations and networks that provide homelessness services.

3.1   Determine and promote a sector profile

- Develop a Sector Capability Statement - who we are; what we offer; how we work

3.2   Ensure Boards can lead their organisations in delivering services under GHSH

- Provide governance and leadership resources for Boards/Management Committees
- Tailored training for Boards where requested
- Tools for assessing organisational risk Tools for effective strategic plans

3.3   Ensure managers can implement Board decisions

- Tools to support effective management
- Opportunities for effective networking with other managers

3.4 Diversify funding sources

- Provide guidance on possible new funding sources

Do you have any comments regarding the goal, strategies or actions?

Goal 4 Workforce Development: Building a workforce for the future.

The Workforce Development Plan seeks to attract, retain and develop the capabilities of the workforce to underpin the implementation of the Sector Development Strategy.

4.1   Develop the workforce skills to deliver services under GHSH

- Provide training that supports GHSH requirements
- Fast track Recognition of Prior Learning for eligible workers
- Share specialist expertise across the sector Develop sector wide cultural competence (ATSI, CALD, LGBTIQ) through training
- Develop and promote resources for working with staff impacted by changed organisational/service arrangements

4.2   Develop skills to manage changes

- Ensure access to resources that support staff impacted by the GHSH reform Establish a Lead Agent Network to support peer learning

4.3   Develop understanding of and skills in outcomes frameworks

- Provide training on outcomes based frameworks

4.4   Develop skills to attract and retain staff

- Scope options to recognise effective practice and leadership (e.g., Sector awards)
- Scope options to promote career pathways (e.g., Senior Practitioner Role)

Do you have any comments regarding the goal, strategies or actions?

Additional Comments

Are there any further comments you would like to add in relation to the Sector Development Strategy and the Workforce Development Plan?

Is there anything else that you think the Industry Partnership can do to support the sector over the next 5 years?

APPENDIX E. MAINSTREAM AGENCIES SURVEY

Your work

Where do you work? Please select all that apply.

Health Services

- I don't work in health services
- Hospitals
- Aboriginal Medical Service
- Aboriginal Health
- GPs
- Psychologists and counsellors
- Mental health services
- Community health centres
- Drug and alcohol services

Housing services

- I don't work in housing services
- Public housing
- Community housing
- Aboriginal Housing Office
- Real estate agents
- Tenancy advice

Family and support services

- I don't work in family and support services
- Domestic Violence services
- Youth centres
- Neighbourhood centres
- Family support
- Emergency food relief
- Financial counsellors
- Out of Home Care
- Disability services
- Child protection

Refugee and migrant services

- I don't work in refugee and migrant services
- Migrant resource centres
- Asylum Seeker Services
- Settlement services

Justice agencies and services

- I don't work in justice agencies and services

- Juvenile Justice
- Corrective Services
- Community Legal Centres
- Police
- Courts
- Legal Aid

Education services

- I don't work in education services
- Universities
- TAFE
- Schools
- Preschools
- Child care centres
- Vocational training services

Employment agencies and services

- I don't work in employment agencies and services
- Employment services
- Centrelink

Sector support and advocacy

- I don't work in sector support and advocacy
- Peak bodies
- Private grant bodies
- Private companies

Other - please specify:

Your work

What NSW FACS districts does your work cover? Please select all that apply.

- ALL NSW districts
- Central Coast
- Far West NSW
- Hunter New England
- Illawarra Shoalhaven
- Mid North Coast
- Murrumbidgee
- Nepean Blue Mountains
- Northern NSW
- Northern Sydney
- South Eastern Sydney
- South Western Sydney
- Southern NSW

- Sydney
- Western NSW
- Western Sydney

What type of organisation do you work for?

- Government agency
- Non-government organisation
- Other - please specify:

What is your current role in the service that you work for? Please choose one option.

- Worker with client contact
- Senior worker with client contact
- Team leader or supervisor of a team
- Manager or coordinator
- Senior manager
- CEO/EO
- Policy officer, research officer and/or grant submission writer
- Project manager
- Other - please specify:

Your clients

Who do you provide services to? Please select all that apply.

- ALL
- Aboriginal and Torres Strait Islander people
- Families
- Lesbian, Gay, Bisexual, Transgender, Intersex & Queer (LGBTIQ)
- Older people
- People from culturally and linguistically diverse (CALD) backgrounds
- People leaving hospitals and psychiatric institutions
- People leaving prisons/custody
- People with disability
- People with drug and alcohol issues
- People with mental health issues
- Refugees and asylum seekers
- Rough sleepers
- Single men
- Single women
- Survivors of trauma
- Women with or without children experiencing or escaping domestic and family violence
- Young people
- Young people leaving care or juvenile detention
- Other - please specify:

On average, what percentage of your clients would you assess as being homeless? E.g., clients who are sleeping rough, staying with family or friends, etc.

- Less than 5%
- 6% - 15%
- 16% - 20%
- More than 20%
- Don't know

On average, what percentage of your clients would you assess as being at risk of homelessness? E.g., clients who are having difficulty paying rent, are at risk of eviction, are in severely overcrowded conditions, etc.

- Less than 5%
- 6% - 15%
- 16% - 20%
- More than 20%
- Don't know

What services or programs do you directly provide to clients who are homeless or at risk of homelessness? (Please select all that apply)

- Assistance and advocacy with Centrelink and/or other government departments
- Health services
- Legal advice and advocacy
- Assistance with education and training
- Assistance with employment
- Brokerage to purchase goods and services
- Case management
- Children's support programs
- Counselling
- Court support
- Domestic and/or family violence support
- Drug and/or alcohol counselling programs
- Family mediation
- Family support
- Financial support and material aid
- Living skills
- Mental health support program
- Outreach programs
- Parenting programs/ parenting assistance
- Personal development support
- Referral to other services
- Support to women to remain in the home and have the perpetrator leave
- Tenancy advice and support
- Youth programs
- Violence prevention programs
- Complex care units (intoxicated persons unit)

- Support to access crisis accommodation
- Support to access or maintain private rental housing
- Support to access or maintain social housing
- Support to maintain owner occupied housing
- Long term accommodation
- Other - please specify:

Would you describe your service as having a role in preventing homelessness? If yes, please describe:

- Yes
- No

Homelessness and your organisation

Do you think your service needs to learn more about homelessness?

- Yes
- No
- Don't know

If yes, what does your organisation need to know about homelessness?

- Information on the Going Home Staying Home reforms
- Homelessness services in your area
- How to partner with homelessness services
- Information on access to housing Information on access to support services
- Good practice in delivering homelessness services
- Other - please specify:

Homelessness Sector Development Strategy

Going Home Staying Home is an initiative which aims in part to develop the homelessness sector and its workforce. This is being undertaken through an Industry Partnership of the three homelessness peak bodies - Domestic Violence NSW, Yfoundations and Homelessness NSW.

The Strategy aims to increase the capability of organisations and networks that provide homelessness services - as part of a cross-agency and cross-sector partnership approach to identifying risks and responding to homelessness. We would like your opinion on those actions in the strategies that relate to linkages between homelessness services and partner agencies.

Please indicate whether the options below are (a) a priority; (b) not a priority but necessary; (c) not needed at all; (d) don't know.

Goal: Service Quality - Continually improving service quality

Strategy: Support organisations to deliver services under Going Home Staying Home (GHSH).

- Promoting good practice in delivering services across the sector
- Providing effective networking and collaboration opportunities

Strategy: Increase service user input into the planning, delivery and evaluation of services.

- Advice on using Client Charters and Consumer Complaints mechanisms effectively
- Showcasing ways to include those who benefit from the service in the planning and implementation of the service

Strategy: Identify opportunities for systematic improvements across the sector

- Creating mechanisms for services to contribute to systematic improvement of the sector

Goal: Service Integration - Working effectively across homelessness services and networks

Strategy: Maximise opportunities for effective collaboration – across FACS-funded homelessness services (SHS), and other organisations and networks that respond to homelessness

- Provide examples of effective collaboration
- Build relationships with key partner agencies
- Ensure access to expertise in key areas —such as working in private rental markets and working in multidisciplinary teams for clients with complex needs

Strategy: Utilise cross-sector resources to support Aboriginal services

- Showcase effective practices in reducing Aboriginal homelessness

Strategy: Increase cultural competence, which is the ability to interact effectively with clients from diverse cultures

- Ensure cultural competence in service delivery (e.g., ATSI, CALD, LGBTIQ)

Goal: Sustainability and viability - Enhancing the sustainability and viability of organisations and networks that provide homelessness services

Strategy: Determine and promote a sector profile

- Develop a Sector Capability Statement (who we are; what we offer; how we work)

Strategy: Boards and management

- Provide governance and leadership resources for Boards/Management Committees
- Tools for effective strategic plans
- Tools to support effective management
- Opportunities for effective networking with other managers

Do you have any comments on these strategies?

General comments

If you have any further comments, please let us know here.

APPENDIX F. WORKFORCE DEVELOPMENT PLAN: APPROACH

The Workforce Development Plan (WDP) is characterised by the following elements:

A systems approach to workforce development

This state-wide WDP takes a systems approach and thereby focuses on the broad range of factors impacting on the ability of the workforce to function with maximum effectiveness, rather than the traditional approach of just addressing the education and training needs of individual workers.

The basic premise of a systems approach to workforce development is that while education and training are important, more attention needs to be given to the organisational context in which workers operate and the wider systems at large which ultimately determine whether specific policies or practices can be put in place. It involves:

- supporting the sustainability of the workforce – recruitment and retention, worker wellbeing, salaries and awards
- facilitating and supporting frontline workers to effectively apply their knowledge and skill to work practice – training transfer, research dissemination, clinical supervision, mentoring.

It is important to note that while education and training can build the skills and knowledge of individual workers, whether such increases in skills and knowledge transfer into sustainable work practice change and quality service delivery depends on a range of organisational, structural, and systemic factors largely beyond the control of individual workers.

An innovative approach to workforce development

The recently published Public Service Commission report Doing Things Differently (April 2014) refers to the principles legislated in the Government Sector Employment (GSE) Act 2013, which require a range of approaches by public servants including 'Engage with the not-for-profit and business sectors to develop and implement service solutions.' This WDP will focus on some specific workforce development strategies that will foster that engagement, enable capacity building for SHS organisations, and contribute to building positive relationships and collaboration between SHS and government.

A consultative and collaborative approach to workforce development

The WDP was developed under the guidance of an expert group, the Workforce Alliance, which included membership from FACS (Housing Policy, SHS Learning & Development), peak bodies (NCOSS, Homelessness NSW, Domestic Violence NSW, Yfoundations, NCOSS), and the Community Services and Health Industry Training Advisory Body. A facilitated Round Table in December 2013 confirmed and ranked priorities for the workforce. The priorities were reality-tested through consultation with interested practitioners and adjustments were made accordingly. This process led to the development of a Just-in-Time Program, as practitioners requested that some of the material be brought forward and made available immediately. A further Round Table in September 2014 refined priorities into a plan for consultation with the sector, human services partner agencies, and focus groups.

From July 2015 a collaborative approach to workforce development will see a range of different providers and methods addressing the development requests from the SHS workforce.

A time-based approach to workforce development

Feedback from practitioners indicated that workforce needs were clustered around

- immediately to six months away
- short term, that is, over the first year of a contract
- longer term, that is, over the second and third years of a contract

An evidence based approach to workforce development

Very little is known about the NSW SHS workforce. A literature review undertaken by this project indicated that statements made in the White Paper (The Road Home, 2008) about the workforce led to national work undertaken by Bill Martin (2012) and Angela Spinney (2013), but none of this work yields NSW specific data that is reliable.

Therefore, the Industry Development Project carried out a comprehensive survey of the workforce that elicited 520 responses and a rich source of data. Focus groups were held with ATSI and CALD staff. A second survey in April 2015 largely confirmed the information collected in the 2013 survey as well as capturing data on workforce changes after the announcement of the GHSH tender results.

A strength-based approach to workforce development

The 2013 Survey undertaken by the Project indicated that much of the training made available to the sector was short term, unaccredited and not portable across the community services portfolio. It identified that the average length of time in an SHS job was ten years, and that the rapidly changing client profile confirmed that the work is increasingly complex. The IP determined that the workforce is generally well skilled and that a deficit approach was unhelpful.

A dynamic approach to workforce development

Given the changing nature of the work, the WDP needs to be reviewed annually.

A learning approach to workforce development

Lessons learned will be shared across the sector.

APPENDIX G. SUMMARY OF WORKFORCE DEVELOPMENT TRIAL PROJECTS

Determining areas for pilot projects

Key themes from a range of sources (the literature, the Survey, past surveys, available training courses and skill sets, focus groups with CALD and ATSI workers, results from Industry Development Fund projects) were analysed by a group of experts and stakeholders. This group included Homelessness NSW, YFoundations, DV NSW, NSW Federation of Community Housing, NCOSS, CSH-ITAB, FACS – SHS Learning and Development (L&D), and the FACS Homelessness Reform Team.

Six urgent priorities were determined and these were confirmed through consultation with practitioners. A further four priorities were determined for longer term implementation.

Project 1: Key concepts in Going Home Staying Home

A survey of 520 homelessness workers, conducted by the Industry Partnership in September 2013, asked about the awareness of the Going Home Staying Home reform process currently underway in NSW. This table shows the levels of awareness:

Awareness of Going Home Staying Home Reform Process, 2013		
	Client contact workers	Managerial workers
Fully aware	42%	77%
Somewhat aware	32%	14%
Aware but unsure of their impact	17%	7%
Not aware	9%	2%

Whilst many managerial workers and most client contact workers did not think in September 2013 that they were fully aware of the reform process (and 10% of client contact workers were not aware of the GHSH reforms at all), FACS SHS L&D have since provided state-wide workshops on this topic.

Practitioners and stakeholders determined that the essential elements of a GHSH key concepts package were:

- a focus on new service delivery models
- rapid rehousing
- working with private real estate agents
- brokerage approaches
- tenancy management
- cultural competency
- change management skills
- working with clients with complex needs
- client centred practice
- responding to mixed client groups
- advanced case management training for working with people with multiple complex needs
- negotiation skills with mainstream services to build a tailored package of support for clients with complex needs
- skills in delivering services across a number of target groups while maintaining specialisation
- training in specialist areas including working with domestic violence, disability and LGBTIQA clients.

Practitioners and stakeholders also advised that package developers need to take into consideration:

- consultation with CALD and Aboriginal and Torres Strait Islander organisations to identify appropriate cultural competence training for SHS
- different content customised as necessary for managers and client contact workers
- how the package could be made accessible and customised for relevant mainstream organisations.

Several gaps in the state-wide FACS SHS L&D training have been identified:

- The key elements not covered include rapid rehousing, working with private real estate agents, tenancy management, cultural competency, consultation with CALD and Aboriginal and Torres Strait Islander organisations to identify appropriate cultural competence training for SHS, consideration of how the package can be made accessible and customised for relevant mainstream organisations, and incorporating strategies for sustaining learning through an online Community of Practice.
- There is a no online information package that is available on an ongoing basis. For example, see a similar package developed for workers during well publicised disability reforms by Disability Employment Australia: http://disabilityemployment.org.au/events-and-training/training/item/197/
- There is no plan for regularly updating key concepts training which should occur annually and should address identified gaps such as those outlined above.

Project 2: Skill set for leadership, change management and planning

This project is to identify a short, sharp skill-set of strategic leadership, change management and action planning capabilities for three worker groups (client contact workers, managers, board members), locate matching units of competency from www.training.gov.au, and trial the relevant skill-set with the manager target group in a rural location.

The skill-set was composed of two nationally accredited units of competency. These were BSBMGT605B Provide leadership across the organisation, and BSBMGT616A Develop and implement strategic plans.

BSBMGT605B1 describes the performance outcomes, skills and knowledge required to demonstrate senior leadership behaviour, and personal and professional competence. This unit applies to senior managers who have a role in inspiring and motivating others to achieve organisational goals and to model professionalism in their organisation and industry. Leadership is seen in the context of the organisational mission. Business ethics are also addressed in this unit.

BSBMGT616A2 describes the performance outcomes, skills and knowledge required to establish the strategic direction of the organisation, and to sustain competitive advantage and enhance competitiveness. It requires analysis and interpretation of relevant markets, capability assessment of the organisation, and its existing and potential competitors and allies. It also covers implementation of the strategic plan. This unit applies to individuals working in senior roles in the organisation, who have responsibility for ensuring that the organisation is positioned to ensure its long term viability and success. The unit covers the requirements for analysing the organisation's present position, and for developing specific actions and initiatives that will be undertaken by people working in various roles.

Contextualisation of the skill-set was provided through:

- real-life case studies of SHS organisations who used the Industry Development Fund to lead their organisation through change, and
- the drafting of Action Plans that organisations need during the GHSH Transition phase.

Methods for effective delivery were determined, as well as methods for sustaining learning including an online community of practice and a mentor.

Fifteen middle and senior managers were enrolled at Orange TAFE for 2 days. Attendees came from Western NSW (6), Hunter New England (3), Mid North Coast (1), Murrumbidgee (1), Nepean Blue Mountains (1), Western Sydney (1), and Sydney (2). Support was provided through teacher interaction,

an online Community of Practice (CoP), and a mentor system. The online CoP (through Yammer) allowed participants to network with one another and to workshop ideas. The mentor assisted participants to transfer their learning to their workplace environment, and encouraged the completion of assessments (the transition action plan).

According to the participants, the strengths of the skill-set were that it was the right content, directly relevant to the workplace. The delivery provided interaction, opportunity for reflection and for sharing of plans. The presenters suggested that the same facilitator was needed for both days, based on the dynamic in the classroom.

It is proposed that this skill-set be rolled out across the state for SHS managers. The skillset proposed for front-line workers is BSBMGT401A Show leadership in the workplace, followed by PSPGOV306A Implement change. For board members the skillset proposed is SFILEAD507C Provide corporate leadership, followed by BSBMGT616A Develop and implement strategic plans. This latter skillset should be customised to cover the content of QAS SHS Standard 6. It is proposed that the skill-set for front-line workers and the skill-set for Board members be trialed, if possible, in a rural location.

Project 3: Support for Joint Working Agreements

This project provided business and legal support for the large number of Joint Working Agreements (JWAs) that have been encouraged through GHSH (making up 50% of the new system), and support for sustaining partnerships. It is implemented through a series of seminars, some one-on-one assistance, and includes a website of resources.

Support during the tender and transition periods was provided pro-bono in seminar format by Herbert Smith Freehills who delivered expert content on components of joint working agreements, as well as contractual arrangements between lead agents and their partners/sub-contractors. Participants valued working through different types of joint working agreements with a senior lawyer.

A Lead Agents' Network should be set up and regular meetings are required to ensure the sustainability of JWAs.

Master-classes in partnership skills are planned by the Federation of NSW Community Housing Associations under the Community Housing Industry Strategy, and these should be made available to organisations involved in JWAs.

Project 4: Fast-tracked recognition of prior learning (RPL)

Projects that expand career paths are considered urgent according to sector feedback. This project aimed to provide a fast-track recognition process for the skills and experience held by the homelessness workforce. The project realised a strength based approach to workforce development.

In the Industry Partnership Workforce Survey (2013), there were some relevant findings regarding desire for recognition of existing skills.

Of workers with mainly client contact duties,

- 58% had no formal recognition for some of the skills they possessed
- 12% had no formal recognition for any of the skills they possessed
- 87% had done short courses and certificates which contributed to their skills but had no formal recognition, and of these workers, 92% indicated that they would like the skills earned in these courses to be formally recognised.

Of workers with mainly managerial duties,

- 64% had no formal recognition for some of the skills they possessed
- 10% had no formal recognition for any of the skills they possessed

- 71% had done short courses and certificates which contributed to their skills but had no formal recognition, and of these workers, 87% indicated that they would like the skills earned in these courses to be formally recognised.

Granville TAFE has an established fast-track RPL system for Community Services workers that facilitates a streamlined assessment process through either the Certificate IV or the Diploma in Community Services Work (CHC40708 and CHC50612). It also produces a skills passport listing existing skills.

Three scenarios were generated for the workforce interested in RPL:

- I have no formal qualifications in community services, but I have done at least one learning & development course, and I have worked in community services for at least 2 years

- I have no formal qualifications in community services, but I have done at least one learning & development course, and I have worked in community services for at least 10 years

- I have a Certificate IV in Community Services Work (or something similar) and have done at least one learning & development course, and I have worked in community services for at least 4 years

Two recognition pathways were made available: a Group Recognition Model and a Candidate Self-Recognition Approach. The former approach is useful when a number of workers from one agency wish to be assessed, and the latter is an online approach capturing the candidate's evidence through professional conversations. In each approach evidence guides and information packs are provided.

Over 250 people applied for the RPL project. A trial group of 29 people who lived/worked in the Sydney area was selected for the trial and all other applicants were placed on a Register. These applicants should be entitled to RPL.

Trial applicants attended an information and enrolment session at Granville TAFE (a podcast was also made available). The assessors determined that 25 of the 29 applicants were suitable for a Diploma assessment and the other four applicants were eligible for the Certificate IV. Extensive assistance was provided by teachers to guide participants through the process. Participants were given a 6 week timeframe to complete their preparation prior to assessment. 100% of students completed the course, despite the pressures of the transition environment. SHS learning and development resources should be redirected into fast-tracked RPL.

Project 5: Senior practitioner role

Projects that expand career paths are considered urgent according to sector feedback. 89% of the project's survey respondents reported that they wanted to be still working in the homelessness sector in three years' time and the results highlighted the importance of meaningful career paths in homelessness. This project centres on opportunities to expand career paths as well as access to specialist workers.

The concept of a Senior Practitioner Role was recommended in The Road Home White Paper published by the Australian Government in 2008, but with little supporting guidance. MacKillop Family Services is a homelessness services provider in NSW that has implemented this role for some years. The Industry Partnership contracted the organisation to create a "how to" guide for other organisations that may wish to develop this pathway. This Guide should be made available broadly.

Project 6: Staff exchange between FACS and SHS

Projects that expand career paths are considered urgent according to sector feedback. This project is to expand career paths, and to build the relationship between FACS and SHS.

The IP's 2013 survey indicated that workers were looking for ways to gain or share their skills:

- 86% of workers said that they would be interested in spending time working in a mentoring role, to assist workers in other homelessness services;

- 83% said that they would consider spending a short time (e.g., six months) doing work in government if it gave them new skills;

- 86% said that they would use an online community to exchange ideas between services if it existed.

Research has supported the concept of exchange as a way to mutually benefit each sector:

- Cambridge University (Boulton, 2014) has detailed the benefits to both sectors of university-industry secondments. Its work aims to provide guidance to people setting up and managing secondment activities. It emphasises the need for senior champion buy-in.

- The natural resource management sector (Gibbons et al., 2008) provides extensive guidance around exchanges between policy managers and service providers, details the benefits of professional cross-placements, and sets out practical ways to improve engagement between the sectors.

- The benefits of using a secondment model in health care organisations (Gerrish & Piercy, 2014) have been outlined recently. Their research indicates that secondments can benefit individual secondees, project teams, seconding organisations and host organisations. They note that hosting teams should provide mentorship support to secondees, and be flexible to accommodate secondees' needs as team members, and ongoing support of managers from seconding organisations maximises the benefit to the secondee and the organisation.

The staff-exchange project was contracted to Northern Rivers Women and Children's Services who engaged Hornet Consulting. Importantly, the research was undertaken whilst FACS was preparing to implement Section 66 of the Government Sector Employment (GSE) Act 2013, which has an impact on temporary assignments.

The project determined that it was indeed feasible to better support the workforce through exchange, secondments, mentoring, on line exchange and evaluation.

The first course of action would be for FACS to make an in-principle commitment to support secondments/ temporary assignments annually for up to six months. Priority should be that rural/ regional/remote workers access secondments within their usual geographic location and remote workers have first access to subsidised secondments to other centres. The process would be by application to a coordinator, within FACS SHS L&D. SHS applicants, referred to the Program Coordinator within FACS for secondment, could be added to the internal lists circulated to managers for consideration for a temporary role as a priority placement, if essential criteria can be met on merit principle and with RPL. A system of posting positions not filled in a priority placement could be placed on a portal 'workers exchange' on JobsNSW website. Application would be by Expression of Interest for which SHS workers as well as government employees could apply. This could be managed by a Program Coordinator, possibly within FACS SHS L&D, or with an SHS Peak body. The concept needs further consultation and costing.

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Homelessness Sector Development Project

A partnership between Domestic Violence NSW, Yfoundations, and Homelessness NSW

Homelessness Industry and Workforce Project
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