

Victoria Implementation Plan

NATIONAL PARTNERSHIP AGREEMENT ON HOMELESSNESS

PART 1: PRELIMINARIES

1. This Implementation Plan is a schedule to the National Partnership Agreement on Homelessness (NPAH) and should be read in conjunction with that Agreement. The objective of the NPAH is: *The Parties will sustain their commitment to reducing homelessness through sustained effort and partnerships with business, the not for profit sector and the community.*
2. The NPAH supports the Homelessness White Paper targets to reduce homelessness levels across Australia, recognising that a reduction in homelessness requires targeting key groups: rough sleepers; people experiencing homelessness more than once; people experiencing violence especially women and children; children and young people, including those subject to or exiting care and protection; Indigenous people; and people exiting social housing and institutional care, such as health and mental health services, juvenile justice or adult prisons. The relationship between overcrowding, housing and homelessness is also recognised.

PART 2: TERMS OF THIS IMPLEMENTATION PLAN

3. This Implementation Plan will commence on 1 July 2013, provided it is agreed between the Commonwealth of Australia and the State of Victoria, represented by the Commonwealth and State Ministers with responsibility for homelessness.
4. As a schedule to the NPAH, the purpose of this Implementation Plan is to provide the public with an indication of how the agreement is intended to be delivered and demonstrate Victoria's capacity to achieve the outcomes of the NPAH.
5. This Implementation Plan will cease on completion or termination of the NPAH, including the acceptance of final performance reporting and processing of final payments.
6. This Implementation Plan may be varied by written agreement between the responsible Commonwealth and State Ministers under the overarching NPAH.
7. The Parties to this Implementation Plan do not intend any of the provisions to be legally enforceable. However, that does not lessen the Parties' commitment to the plan and its full implementation

PART 3: STRATEGY FOR VICTORIA'S IMPLEMENTATION

Initiative information - Service Continuity

Table 1: Description of initiatives including services funded under each initiative

No	Initiative title	Short description of initiative	Service Provider/s, Program and/or Project for each Initiative	Output/s addressed (refer to outputs in NP)
1	Assertive Outreach for people who are homeless (rough sleepers)	Melbourne Street to Home (MS2H) uses assertive outreach and an intensive case management model to assist rough sleepers given priority based on their health status. The program aims to provide rapid access to permanent housing, develop living skills and link people to appropriate supports in the community. MS2H targets people sleeping rough in the CBD and inner suburbs of Melbourne. MS2H workers develop relationships with rough sleepers and assist them to make the transition out of homelessness permanently. Support is provided over a longer period than generic homelessness service responses i.e. up to 18 months.	Service partnership between HomeGround Services, Salvation Army Adult Services and Royal District Nursing Service	16 (h) outreach programs to connect rough sleepers to long term housing and health services
2	Opening Doors	Opening Doors is a client centred, place based service coordination initiative incorporating all funded homelessness services across Victoria. Over 200 homelessness, community housing and family violence funded agencies are organised into 17 Local Area Service Networks (LASNs), providing centralised, visible entry points for people in housing crisis. Access to co-ordinated homelessness assistance is provided 24 hours a day, seven days a week. People receive initial assessment and planning	Anchor Inc. BAYSIA Limited Bendigo and District Aboriginal Co-operative Ltd Child & Family Services Ballarat Inc. Community Housing (Vic) Ltd HomeGround Services Loddon Mallee Housing Services Limited North East Housing Service	16 (e) Improvements in service coordination and provision

		services at their first point of contact, followed where necessary by referrals to crisis, transitional and other support options including specialist case management.	Limited Rural Housing Network Limited The Salvation Army (Vic) Property Trust-Gippsland Region The Salvation Army (Victoria) Property Trust - Western The Salvation Army (Victoria) Property Trust Barwon The Salvation Army (Victoria) Property Trust Eastern The Salvation Army (Victoria) Property Trust-Southern Uniting Care Harrison Community Services UnitingCare Ballarat Parish Mission VincentCare Victoria WAYSS Limited Wesley Mission Victoria Wimmera Uniting Care Yarra Community Housing Ltd	
3	Support for families at risk of homelessness	The Support for Families at Risk of Homelessness initiative supports families across Victoria to successfully access, establish and maintain a public or social housing tenancy or private rental accommodation, preventing them from (re)entering the homelessness service system. The initiative targets families who are assessed as having additional needs who require longer term housing assistance. Brokerage funds are also provided and utilised to assist families to meet their case managed identified goals.	Anchor Inc. Bethany Community Support Inc. Connections UnitingCare Eastern Grampians Community Health Centre Inc. Hanover Welfare Services HomeGround Services Loddon Mallee Housing Services Limited Quantum Support Services Inc. The Salvation Army (Victoria) Property Trust-Hume Uniting Care Harrison	16 (g) support services for homeless people, including families with children, to stabilise their situation and to achieve sustainable housing 16 (l) Support for private and public tenants to help sustain their tenancies, including through tenancy support, advocacy, case management, financial counselling and referral

			Community Services UnitingCare Ballarat Parish Mission WAYSS Limited Wesley Mission Victoria Windermere Child and Family Services Inc. Yarra Community Housing	services.
4	Children – Specialist support and engagement with education	The Homeless Children’s Specialist Support Service (HCSSS) provides three integrated streams of service that address the needs of children and families who are homeless and improves the capacity of homelessness support services to assist children.	Bendigo and District Aboriginal Co-operative Ltd Bethany Community Support Inc. Centre for Non-Violence Inc. Colac Area Health Gippsland and East Gippsland Aboriginal Co-operative Limited Hanover Welfare Services Junction Support Services Inc. Merri Outreach Support Service Inc. UnitingCare Ballarat Parish Mission UnitingCare Gippsland Wesley Mission Victoria	16 (i) support services for children who are homeless or at risk of homelessness including to maintain contact with the education system
5	Family Reconciliation – Support for Young People 12-18 years	The NPAH Family Reconciliation (FR) initiative has an early intervention focus and targets young people aged 16 to 18 years who are living at home and who are assessed as being at imminent risk of homelessness or newly homeless. Family Reconciliation assists the young person to resolve conflicts and re-establish relationships with their families and others who play an important role in their lives. These interventions may result in a return home or to extended family and significant others where appropriate. Family reconciliation may also result in a young person living independently, with	Berry Street Inc. (Northern) Catchment Youth Services Inc. Goulburn Accommodation Program Inc. Hope Street Youth and Family Services Inc. Mallee Accommodation and Support Program Inc. MOIRA INC St Luke's Anglicare The Salvation Army (Vic) Property Trust-Gippsland Region	16(d) support services to young people aged 12 to 18 years who are homeless or at risk of homelessness to re-engage with their family where it is safe to do so, maintain sustainable accommodation and engagement with education and /or employment

		appropriate family support and connection, where they can be assisted to live a safe and stable lifestyle, including being connected to employment, education or training.	The Salvation Army (Victoria) Property Trust-Southern Wimmera Uniting Care	
6	Youth Foyer	This initiative includes two components: <ul style="list-style-type: none"> integrated models of accommodation and support which provide sustainable education, employment and housing outcomes for young people who are at risk of, or experiencing, homelessness. Services work with young people between the ages of 16-25, who have the capacity to engage with education and training, but are prevented from doing so due to a range of structural and other barriers, including lack of support, lack of understanding of services and a lack of connectedness. targeted responses aimed at assisting young people to re-engage in education and employment opportunities and develop independent living skills. 	Anchor Inc. Hope Street Youth and Family Services Inc. Melbourne Citymission Inc. UnitingCare Ballarat Parish Mission Victorian Aboriginal Child Care Agency Co-operative Limited WAYSS Limited Youth Development Australia Ltd	16(d) support services to young people aged 12 to 18 years who are homeless or at risk of homelessness to re-engage with their family where it is safe to do so, maintain sustainable accommodation and engagement with education and /or employment
7	Family Violence After Hours Response	After hours support provides extended family violence responses through a number of Family Violence outreach agencies operating services after hours (up to 10 pm particularly on Thursday and Friday nights), and taking referrals on weekends. Case management is provided to women to understand their options following an incident of family violence. The agencies work closely with Victoria Police to support women to take out an intervention order, to provide short term accommodation prior to her returning to the home or seeking longer term	Berry Street Inc. (Northern) Bethany Community Support Inc. Centre for Non-Violence Inc. Community Housing (Vic) Ltd Eastern Domestic Violence Service Inc. Georgina Collective Inc. Gippsland and East Gippsland Aboriginal Co-operative Limited Berry Street (Grampians)	16 (f) support services for women and children experiencing domestic and family violence to stay in their present housing where it is safe to do so

		alternative accommodation. The woman is provided with an understanding of the police and court processes and linked in with support services. The aim of the initiative is to support women and children who are experiencing family violence to safely remain in the home through the provision of an individualised case management response.	M.H.W.H. Group Incorporated Mallee Sexual Assault Unit Inc. Southern Health The Salvation Army (Victoria) Property Trust - Western The Salvation Army (Victoria) Property Trust-Southern VincentCare Victoria WAYSS Limited Women's Domestic Violence Crisis Service of Victoria Inc. Women's Health West Inc.	16 (g) support services for homeless people, including families with children, to stabilise their situation and to achieve sustainable housing
8	Family Violence – Support for Indigenous women and children	<p>There are two program responses under this initiative:</p> <ul style="list-style-type: none"> Two purpose built services (Mildura and Morwell) to address the specific needs of Indigenous women and children experiencing family violence. Using an individualised case management response, women accessing the service will be supported to find long term safe accommodation options, and access a range of community and legal service. The Mildura site was completed and handed over in June 2012. Services commenced in full from July 2012. The Morwell site is under construction of the new facility and due to be operational after October 2013. Funding is also allocated to existing family violence services to target Indigenous women and children experiencing family violence. Nine agencies across the state are delivering outreach family violence support to a higher number of Indigenous women and children. Outreach support includes assistance to access appropriate long term accommodation options. 	Berry Street Inc. (Northern) Central Highlands Women's Collective Inc. Centre for Non-Violence Inc. Eastern Domestic Violence Service Inc. Gippsland and East Gippsland Aboriginal Co-operative Limited Grampians Community Health Centre Inc. Loddon Mallee Housing Services Limited Mungabareena Aboriginal Corporation The Salvation Army (Victoria) Property Trust-Southern Victorian Aboriginal Child Care Agency Co-operative Limited (VACCA) *	16 (f) support services for women and children experiencing domestic and family violence to stay in their present housing where it is safe to do so 16 (g) support services for homeless people, including families with children, to stabilise their situation and to achieve sustainable housing

			Zena Collective Inc.	
9	Family Violence – Support for Women and Children to remain safely in the family home	Case management support to women and children experiencing family violence to assist them to either remain in the family home or to re-establish their lives free from violence in safe accommodation. The Safe At Home response is provided under an integrated response including Police, Courts and Specialist Family Violence Services and is strongly linked to enhance after hours support where women have been referred by police following a family violence incident. It involves identification of the immediate level of risk and appropriate responses to enable women and children to remain in the family home where it is safe to do so. It also includes development of a safety plan and allows a woman to work through available options. Assistance and advocacy is provided to women in all tenure types to minimise disruption to current living arrangements.	Berry Street Inc. (Northern)	16 (f) support services for women and children experiencing domestic and family violence to stay in their present housing where it is safe to do so
			Brenda House Inc.	
			Central Highlands Women's Collective Inc.	
			Centre for Non-Violence Inc.	
			Eastern Domestic Violence Service Inc.	
			Emma House Domestic Violence Services Inc.	
			Georgina Collective Inc.	
			Gippsland Lakes Community Health	
			Good Shepherd Youth and Family Service	
			Grampians Community Health Centre Inc.	
			M.H.W.H. Group Incorporated	
			Mallee Sexual Assault Unit Inc.	
			McAuley Community Services for Women	16 (g) support services for homeless people, including families with children, to stabilise their situation and to achieve sustainable housing
			Ngwala Willumbong Co-operative Limited	
			Quantum Support Services Inc.	
			Shekinah Homeless Services Inc.	
			The Salvation Army (Vic) Property Trust-Gippsland Region	
			The Salvation Army (Victoria) Property Trust - Western	
			The Salvation Army (Victoria) Property Trust-Southern	
			Centre Against Violence Inc.	
VincentCare Victoria				
WAYSS Limited				
Wesley Mission Victoria				
Women's Domestic Violence Crisis Service of Victoria Inc.				

			Women's Health West Inc.	
			Zena Collective Inc.	
10	Family Violence – Case management response for men who use violence	The Men's Case Management Support program (MCM) engages with men who are removed from the family home by providing timely case management to assist men to take responsibility for their use of violence and mitigate the risks of re-offending. . The program provides assistance at court and links men to behaviour change programs, other service supports and accommodation. Engagement with men at these times needs to occur by skilled practitioners to ensure the safety of women and children is not compromised. Case management is complemented with 20 transitional properties so that men have alternative accommodation if they have been removed from the family home.	Bethany Community Support Inc. Centre for Non-Violence Inc. Child & Family Services Ballarat Inc. Inner South Community Health Service Limited Latrobe Community Health Service Mildura Aboriginal Corporation Ngwala Willumbong Co-operative Limited Rumbalara Aboriginal Co-operative Limited Victorian Aboriginal Community Services Association Limited	16 (f) support services for women and children experiencing domestic and family violence to stay in their present housing where it is safe to do so
11	Legal assistance for Indigenous women	This initiative supports Indigenous women who require legal assistance. The initiative uses case management support to access legal services, and accommodation options and linkages with other support services in their communities. The worker will also support women through court processes as required.	Aboriginal & Torres Strait Islander Corporation Family Violence Prevention & Legal Service (Vic)	16(j) legal services to people who are homeless or at risk of homelessness as a result of legal issues including family violence, tenancy or debt

				16 (f) support services for women and children experiencing domestic and family violence to stay in their present housing where it is safe to do so
12	Support to Maintain Tenancies	This initiative is an integrated case management model. The focus of the model is outcomes-based and aims to improve client outcomes across economic social and personal domains.	ADVOCACY & RIGHTS CENTRE LTD Bethany Community Support Inc. Brophy Family & Youth Services Inc. Hanover Welfare Services HomeGround Services HomeGround Services Mallee Accommodation and Support Program Inc. Ngwala Willumbong Co-operative Limited Ngwala Willumbong Co-operative Limited PACT COMMUNITY SUPPORT Quantum Support Services Inc. RUMBALARA ABORIGINAL CO-OPERATIVE LTD Rural Housing Network Limited Victorian Aboriginal Community Services Association Limited Victorian Aboriginal Community Services Association Limited WAYSS Limited Wesley Mission Victoria Wombat Housing and	16 (l) Support for private and public tenants to help sustain their tenancies, including through tenancy support, advocacy, case management, financial counselling and referral services.

			Support Services Inc.	
13	Support to Maintain Tenancies – A Place to Call Home	The Support to A Place to Call Home (APTCH) initiative targets families including women and children who have experienced family violence, Indigenous families and families experiencing homelessness. The initiative links individualised support of up to 14 months with an allocation of A Place to Call Home property with the aim of sustaining tenancies, reconnecting children in education and communities and establishing links and access to a range of services that the families need to get on with their lives.	Anchor Inc. Berry Street Inc. (Northern) Bethany Community Support Inc. Centre for Non-Violence Inc. Child & Family Services Ballarat Inc. Connections UnitingCare Eastern Gippsland Lakes Community Health Grampians Community Health Centre Inc. Kara House Inc. Loddon Mallee Housing Services Limited Merri Outreach Support Service Inc. Quantum Support Services Inc. Rural Housing Network Limited The Salvation Army (Vic) Property Trust-Gippsland Region Uniting Care Harrison Community Services UnitingCare Ballarat Parish Mission UnitingCare Gippsland Victorian Aboriginal Child Care Agency Co-operative Limited WAYSS Limited Windermere Child and Family Services Inc. Women's Health West Inc.	16 (g) support services for homeless people, including families with children, to stabilise their situation and to achieve sustainable housing
14	Workforce training and development –	A range of workforce enhancement measures have been implemented	Anglicare Victoria Anglicare Victoria	16 (k) workforce development strategies

funding for reform to the homelessness sector	including provision of management positions in women's and youth refuge services, as well as training in new case management tools such as SHIP and Outcome Star. Victoria has released an overarching Victorian Homelessness Action Plan which guides the implementation of further innovation and reform of the homelessness system. Once service system reform has commenced a more comprehensive calendar of workforce development will be introduced to support implementation of VHAP objectives.	Annie North Inc.	and career progression opportunities for workers in homelessness services
		Berry Street	
		Brenda House Inc.	
		Catchment Youth Services Inc.	
		Centacare, Catholic Diocese of Ballarat Inc.	
		Centre against Violence Inc. (transferred from Cooroonya House Inc.)	
		Emerge Women & Children's Support Network Inc.	
		Emma House Domestic Violence Services Inc.	
		Fusion Australia Limited	
		Georgina Collective Inc.	
		Gippsland and East Gippsland Aboriginal Co-operative Limited	
		Good Shepherd Youth and Family Service	
		Hanover Welfare Services	
		Hope Street Youth and Family Services Inc.	
		Iramoo Youth Refuge Incorporated	
		Junction Support Services Inc.	
		Kara House Inc.	
		M.H.W.H. Group Incorporated	
		Mallee Sexual Assault Unit Inc.	
		Margaret Tucker Hostel for Girls Inc.	
McAuley Community Services for Women			
Melbourne Citymission Inc.			
Mind Australia			
Quantum Support Services Inc.			
Robinson House Incorporated			

			Sacred Heart Mission Inc. The Salvation Army (Victoria) Property Trust - Western The Salvation Army (Victoria) Property Trust-Hume Time For Youth Inc. Centre Against Violence Inc. Victorian Aboriginal Community Services Association Limited VincentCare Victoria WAYSS Limited Wesley Mission Victoria Women's Domestic Violence Crisis Service of Victoria Inc. Women's Health West Inc. Women's Liberation Halfway House Inc. Zena Collective Inc.	
15	Young People Leaving Care	The Leaving Care Initiative focuses on intervening earlier to ensure young people have a planned approach to their transition from care to prevent them becoming homeless. The initiative was informed by the evaluation of existing Victorian leaving care housing and support programs and a mapping of regional service responses to identify gaps and areas of greatest need.	Baysa Limited Berry Street Victoria Inc. (Hume) Brophy Family & Youth Services Inc. Child & Family Services Ballarat Inc. Junction Support Services Inc. Mallee Accommodation and Support Program Inc. MOIRA INC. St Luke's Anglicare The Salvation Army (Victoria) Property Trust - Western The Salvation Army (Victoria) Property Trust-Southern Uniting Care Harrison Community Services	16(d) support services to young people aged 12 to 18 years who are homeless or at risk of homelessness to re-engage with their family where it is safe to do so, maintain sustainable accommodation and engagement with education and /or employment

			Victorian Aboriginal Child Care Agency Co-operative Limited	
			Wimmera Uniting Care	
			Wombat Housing and Support Services Inc.	
16	Young People – dual diagnosis workers	The Homelessness Youth Dual Diagnosis Initiative (HYDDI) is a cross-government program which aims to assist young people accessing homelessness services who also present with drug and alcohol use and emerging mental health issues. The initiative is based on an in-reach model and dual diagnosis clinicians employed by area mental health services are co-located in youth crisis homelessness services. The clinicians provide a range of support including therapeutic interventions, co-case management. They also facilitate access to mental health and drug & alcohol treatment services. Training and sector capacity building activities are also part of the deliverables.	Southern Health/MOIRA	16(b) support services to assist homeless people with substance abuse issues to secure or maintain stable accommodation
			Eastern Health/Family Access Network \$	
			North West Mental Health Service/Hope St/WRAP	
			Goulburn Valley Health/Brayton	
			Barwon Health/Barwon Youth Services	
			La Trobe Regional Health/Kilmany	
			Ballarat Health	
			Ramsay Health/MASP	
17	Support Exiting Prison	Victoria established a prison exit program as a collaborative partnership between the Departments of Human Services and Justice. This response seeks to reduce homelessness amongst exiting prisoners who have a history of homelessness and transience, and a high risk of re-offending on release into the community. Prison exit housing workers provide initial housing assessment and planning services at Victorian prisons. These workers assist people in prison with access to housing, homelessness support and other services upon release.	The Salvation Army (Victoria) Property Trust - Western	16 (g) support services for homeless people, including families with children, to stabilise their situation and to achieve sustainable housing
			The Salvation Army (Victoria) Property Trust Barwon	
			Wimmera Uniting Care	
18	Psychosocial Support Packages	This initiative funds individualised mental health psychosocial support packages targeted at individuals aged 16 to 64 years, who have a psychiatric disability, arising from serious mental illness and complex needs who are homeless or at risk of homelessness. The target group require	Barwon Health	16(c) Support services to assist homeless people with mental health issues to secure or maintain stable accommodation
			EACH	
			Inner South CH	
			MIND	
			Doutta Galla Community	

		intensive support to access secure, affordable housing and to maintain tenancies. Support providers work closely with housing managers to enable this. Home Based Outreach provide recovery based support that enhances the client's ability to retain permanent housing, access and retain meaningful employment and increase skills and income, access education, sustain good health, make connections to the larger community, and achieve greater self-reliance.	Western region Health St Lukes Anglicare Mental Illness Fellowship Norwood Dianella Merri Community Peninsula Support SNAP Wimmera Unity Care ERMA NEAMI	
19	Tenancy Support for People with Mental Health Issues	Private Rental Tenancy Support for People with Mental Illness aims to increase long term housing options for people with a mental illness who are homeless or at risk of homelessness by providing support and time limited brokerage funds to secure and establish viable housing within the private rental market.	Hanover Welfare Services VincentCare Victoria	16(c) Support services to assist homeless people with mental health issues to secure or maintain stable accommodation
20	Youth Homelessness Services – Reform, Restructure and Expand	The Enhanced Youth Refuge Response builds on and expands existing youth services reform in Victoria and aims to achieve the following outcomes: <ul style="list-style-type: none"> • earlier intervention and better prevention of young people entering the homelessness service system through an increased family reconciliation focus; • more comprehensive assessment of young people in youth refuges; • increased youth refuge worker skills in responding to young people with complex needs; 	Anglicare Victoria Brophy Family & Youth Services Inc. Castlemaine Health (CADARG) Catchment Youth Services Inc. Centre for Non-Violence Inc. COBAW Fusion Australia Limited Gippsland and East Gippsland Aboriginal Co-operative Limited Gippsland and East Gippsland Aboriginal Co-operative Limited Haven	16(e) Improvements in service coordination and provision

		<ul style="list-style-type: none"> longer and more intensive support for young people exiting the refuge; and providing young people with better pathways out of the homelessness system. 	Hope Street Youth and Family Services Inc. Iramoo Youth Refuge Incorporated Junction Support Services Inc. Mallee Accommodation and Support Program Inc. Mallee Family Care Margaret Tucker Hostel for Girls Inc. Maryborough District Health Service Melbourne Citymission Inc. Quantum Support Services Inc. Quantum Support Services Inc. St Lukes Bendigo St Lukes Echuca The Salvation Army (Victoria) Property Trust - Western The Salvation Army (Victoria) Property Trust-Hume The Salvation Army (Victoria) Property Trust-Southern Time For Youth Inc. Victorian Aboriginal Community Services Association Limited WAYSS Limited Wesley Mission Victoria	
21	Supportive Housing for People who are Homeless	Provide supportive housing responses for people experiencing homelessness, particularly in North and West Metropolitan regions of Melbourne and in Portland in the South West region of the state.	Housing Choices Australia Limited HomeGround Services Neami Limited	16 (g) support services for homeless people, including families with children, to stabilise their situation and to achieve sustainable housing

22	Family Violence Stage 2	Support services for women and children experiencing domestic and family violence to stay in their present housing where it is safe to do so.	Berry Street Inc. (Northern)	16 (f) support services for women and children experiencing domestic and family violence to stay in their present housing where it is safe to do so
			Central Highlands Women's Collective Inc.	
			Centre for Non-Violence Inc.	
			EACH	
			Eastern Domestic Violence Service Inc.	
			Emma House Domestic Violence Services Inc.	
			Gippsland Lakes Community Health	
			Good Shepherd Youth and Family Service	
			Grampians Community Health	
			Gunditjmara Aboriginal Co-operative	
			inTouch Inc.	
			Mallee Sexual Assault Unit Inc.	
			Quantum Support Services Inc.	
			Rumbalara Aboriginal Co-operative Limited	
			The Salvation Army (Vic) Property Trust-Gippsland Region	
			The Salvation Army (Victoria) Property Trust Barwon	
			The Salvation Army (Victoria) Property Trust-Southern	
			Victorian Aboriginal Child Care Agency Co-operative Limited	
			VincentCare Victoria	
			WAYSS Limited	
Women with Disabilities Victoria Inc.				

			Women's Health West Inc.	
			SAAP training various agencies	
23	Innovation Action Projects	Support for private and public housing tenants to help sustain their tenancies, including through tenancy support, advocacy, case management, financial counselling and referral services.	Housing for the Aged Action Group	16 (l) Support for private and public tenants to help sustain their tenancies, including through tenancy support, advocacy, case management, financial counselling and referral services.
			Jesuit Social Services Limited	
			Kildonan Uniting Care	
			Loddon Mallee Housing Services Limited	
			Melbourne Citymission Inc.	
			Mission Australia	
			Rural Housing Network Limited	
			The Salvation Army (Victoria) Property Trust - Western	
			Time For Youth Inc.	
			VincentCare Victoria	
			Wintringham	
24	Support for vulnerable tenancies in social housing	Support for vulnerable tenancies in social housing to contribute to more sustainable tenancy outcomes for those identified to be in high risk of losing their tenancies.	Northern Division	
			Southern Division	
			Eastern Division	
			Western Division	
25	Administration		Department of Human Services	

Development Fund

[Note: Detail on successful bids will be provided at Attachment A]

Reform Directions

8. The Victorian Homelessness Action Plan 2011-2015, is the Victorian Government's four-year plan for achieving whole of government reform to prevent and address homelessness and to deliver services to people experiencing homelessness in a new way.
9. The three key reform directions under the Victorian Homelessness Action Plan are to:
 - support innovative approaches to homelessness;
 - investigate models that focus specifically on early intervention and prevention and
 - better target resources when and where they are most needed and where they will make the biggest difference.
10. A key component of the Victorian Homelessness Action Plan are new Innovation Action Projects that are trialling prevention and early intervention approaches between specialist housing and homelessness services, and other services such as health, education and employment to provide integrated, outcomes focussed support.
11. An independent real-time evaluation of each Innovation Action Project will provide a strong evidence base to inform the future up-scaling of successful projects. The stage 1 evaluation will be delivered early in the 2013-14 financial year, with the final evaluation report being delivered in the first half of the 2013-14 financial year.
12. The reform will build an up-to-date evidence base to inform the redesign of the service system and provide a platform for a more strategic approach that delivers better client outcomes. The work is covered in five modules of work:
 - Module 1: Mapping and analysis of the current homelessness and related family violence programs to inform recommendations on the future distribution of funding to reflect current communities and disadvantage. This will be delivered in the first half of the 2013-14 financial year.
 - Module 2: Review of homelessness and related family violence programs, including National Partnership Agreement on Homelessness initiatives. All program types will be subject to review with a select number of these programs identified for more in-depth review and evaluation. This will be delivered in the first half of the 2013-14 financial year.
 - Module 3: Develop a client forecasting model by examining future demographic trends and anticipated client service needs, including those for emerging groups and those for vulnerable groups (such as Aboriginal, Culturally and Linguistically Diverse and children). This will be delivered in the first half of the 2013-14 financial year.
 - Module 4: Research support for the Ministerial Advisory Council on Homelessness that is responsible for providing advice to the Minister on Housing on emerging issues and deliver an options paper for Government's consideration on proposed models that will achieve better outcomes for clients. This will occur in the first half of the 2013-14 financial year.
 - Module 5: Development of an outcomes based funding model that will deliver the Victorian Homelessness Action Plan policy direction aimed at early intervention and

prevention of homelessness. Work will occur in the 2013-14 financial year but the final model is expected to be finalised in 2014-15.

13. The information from these modules of work, the evaluation of the National Partnership Agreement on Homelessness initiatives and Innovation Action Projects, and the advice provided by the Ministerial Advisory Council on Homelessness will all inform the redesign of the homelessness service sector in Victoria.
14. Further information can be found at:
<http://www.dhs.vic.gov.au/for-service-providers/housing-and-homelessness/homelessness/homelessness-action-plan>

Specialist Homelessness Services Quality System

15. Model three of the Homelessness National Quality Framework includes a self-assessment process, external assessment against the standards by an independent body (an accreditation agency) and the need to demonstrate ongoing improvement against standards to continue to receive funding.
16. In Victoria, service providers are already required to meet Department of Human Services' (DHS) Standards (accreditation) as a condition of receiving government funding. Victoria's current quality system either meets or exceeds model three of the Homelessness National Quality Framework as detailed below.
17. *Compliance with Standards*
Unless exempted by DHS, the service provider will:
 - a) undertake a performance review against the Standards by an Independent Review Body (IRB) once every three years; and
 - b) obtain accreditation and remain accredited by the IRB.
18. IRBs come from a DHS endorsed panel of reviewers. In order to be endorsed, the IRB's governance and management standards must incorporate, among other things, complaints, allegations and appeals management and consumer participation and feedback systems.
19. If required by DHS, the Organisation will undertake any additional performance reviews in relation to compliance with the Standards or accreditation.

Tenant Advice and Advocacy Services

20. The Department will continue to build sector capacity to prevent the revolving door syndrome and provide a more intensive case management support model to families and individuals whose tenancies are at high risk of failure.
21. A number of the Victorian Homelessness Action Plan Innovation Action Projects are providing advocacy, advice and training on how to be a good tenant and neighbour. These projects are building the evidence of what type of advocacy and support is required by different cohorts including older Victorians, young people and families.

Estimated costs

22. The maximum financial contribution to be provided by the Commonwealth for the agreement (excluding any funding received under the Development Fund) to Victoria is \$22.14 million payable in accordance with Part 5 of the NPAH. All payments are exclusive of GST.

23. The Victorian matched funding is \$27.26 million. In total \$49.40 million is allocated to deliver services under the Transitional NPAH in 2013-14.

Risk management

24. A risk management plan is in place for service delivery initiatives. Risks have been actively identified, entered into a risk log and categorised in terms of impact and likelihood. This risk management plan does not need to be provided to the Commonwealth.
25. A risk assessment for Development Fund projects has been developed and provided to the Commonwealth.

Relevant State Context

26. In developing this Implementation Plan consideration has been given to relevant state or territory context. Maintaining existing service effort for the transitional year will support the broader service directions under the Victorian Homelessness Action Plan (VHAP), such as the information from the five work modules, the evaluation of the National Partnership initiatives and Innovation Action Projects, and the advice provided by the Ministerial Advisory Council on Homelessness. These elements will all inform the redesign of the homelessness service sector in Victoria.
27. Over the course of the NPAH, thousands of vulnerable Victorians have been supported by a range of NPAH Initiatives that prevented them from becoming homeless or alternatively helped them to break the cycle of homelessness.
28. A number of the initiatives established under the NPAH have drawn on relevant research, including the *A Place to Call Home* initiative and the youth refuge reforms. Evaluations completed to date have been positive and show promising sustained outcomes for some of those most at risk.
29. Victorian is embarking on significant reform through the VHAP which will underpin homelessness policy and service delivery in Victoria through prevention and early intervention. Funding will be linked to demonstrating the achievement of client outcomes; service responses will be integrated and clients will receive the range of support they need to address barriers to housing stability and economic independence. VHAP will build a strong evidence base that will require demonstrable outcomes for client and increased accountability to agencies providing these services. This will build upon the directions of the NPAH that saw a significant move to early intervention and prevention to stabilisation and then treatment, management stabilisation and recovery.

Sign off

The Parties have confirmed their commitment to this agreement as follows:

Signature

Date

The Hon Wendy Lovell MLC

Signature

Date

The Hon Julie Collins MP

DEVELOPMENT FUND PROJECTS

CHRONIC ROUGH SLEEPERS - ROOMING HOUSE CONVERSIONS

Description of Project

1. Conversion of two existing dwellings to provide self contained bedsit accommodation for single people who have experienced, or are at risk of, becoming homeless.

On completion, the properties will provide 34 long term housing units within inner city Melbourne, an area of significant demand. Supportive tenancy management will be provided by South Port Community Housing.

The dwellings are well positioned to link with local support services, public transport, shops, jobs and education. Referrals for accommodation and support to residents will be provided by a wide range of services in the area that work with vulnerable individuals, in particular those who are cycling between sleeping rough and marginal housing.

This project directly contribute to the NPAH objective, particularly outcomes (a)i & ii by reducing the number of rough sleepers, and improving the connection of people experiencing homelessness to family and community, and supporting pathways to education, training and employment.

Selection Criteria

2. Please refer to section three for a description of how this project meets each of the selection criteria outlined below.
3. **The selection criteria for the Development Fund, as outlined in the NPAH, are as follows:**

(a) States must match the Commonwealth contribution;

Victoria is funding \$3.8 million which is fifty per cent of the overall project cost.

(b) higher weighting will be given to those bids which demonstrate that a project is already in development and/or substantial progress is able to be achieved within the life of this Agreement;

Projects have been specifically identified on the basis that they are shovel ready, with all design documentation completed and planning permits in place. Both projects are large scale developments and will be substantially completed by 30 June 2014.

(c) projects that help support individuals 'exit' homelessness into long-term and sustainable housing with necessary support;

South Port, a registered housing provider has thirty years experience in running long term, low cost, rooming house accommodation for vulnerable single people who have experienced homelessness. The redesign and refurbishment of these premises will increase South Port's capacity to effectively support 34 residents to

live and age in place with dignity whilst continuing their connection to their local community.

The purposeful redesign and upgrade of these community managed rooming houses to provide self contained accommodation is key to increasing the utility of rooming house style accommodation in Victoria. Self contained, supported rooming houses provide a viable, long term, low cost housing option for people on low incomes who have histories of homelessness.

Rooming house residents who lack the capacity or living skills to manage a stand alone tenancy in private rental, frequently manage more successfully in a setting that provides maintenance level support and a degree of communality. Self-contained units are a cornerstone for success, as they provide each resident with private and defensible space over which they have full control, and from which basis residents can safely negotiate and determine their desired level of interaction.

Greater physical amenity, affordability, access to tailored support, and connection to the local community are all key to these projects providing a lasting exit from homelessness for former rough sleepers with long histories of disadvantage and persistent vulnerability to tenancy breakdown.

(d) supportive housing programs targeted to highly vulnerable groups particularly chronic rough sleepers, Indigenous Australians, young people leaving care or detention or women and children experiencing domestic violence;

The projects will address the needs of chronic rough sleepers, including Indigenous people. They will meet the needs of homeless people who have experienced persistent homelessness and social exclusion. People in this situation generally have few or no links with their families for a myriad of reasons. As a consequence, relationships with neighbours and community may take on greater significance in their lives. When these links are formed, stable tenancies are far more likely to be maintained.

Tenants will be assisted to manage and sustain their tenancies through a supportive tenancy framework which emphasises proactive communication with the tenant and any relevant specialist support services. This assistance may be delivered via assertive outreach to former rough sleepers in residence, or through the 'drop-in' model that provides refreshments, information and reading material. This is used extensively by tenants in need of support at different times, with one staff member on duty to answer questions and provide support and referral.

Rooming house residents are at a high risk of becoming homeless, particularly where their accommodation is a single room with communal bathrooms and cooking facilities. In contrast, self contained bedsits provided through rooming house conversions such as those projects, offer a secure and stable form of accommodation that provides improved housing amenity and encourages occupants to sustain their tenancies and remain long term residents.

Residents with a history of rough sleeping and range of complex issues including health or behavioural issues frequently do not have the skills to negotiate the co-operative use of shared facilities with other tenants. A tenant survey reported that the three most common problems experienced by residents in rooming houses are, the behaviour of other tenants, drug and alcohol problems of other tenants and visitors to the property. Occupants with their own self contained bedsit, with support and intensive tenancy management are far more likely to sustain their tenancy.

(e) demonstrated capacity to deliver, and ability to effectively manage implementation risks;

There is a strong commitment to deliver and ability to effectively manage implementation risks. Projects have been specifically identified as they are well placed to commence immediately.

The Department of Human Services (DHS) is well placed to effectively manage and deliver the rooming house conversion projects. A specialist Project Manager, with in depth knowledge on rooming house conversions, will oversee the redevelopments on a full time basis.

DHS has experience in effectively managing the risks associated with complex rooming house conversions and has been responsible for the design, development and delivery of many similar rooming house conversions. Strategies to mitigate risk include:

- Early engagement with stakeholders to ensure design requirements can be met and that projects are well planned for;
- Development of a tenant relocation plan;
- Scheme designs reviewed by key stakeholders and the responsible agency;
- Developing all cost plans to establish accurate budgets;
- Management of the process to obtain all required Heritage and Planning Permits;
- Robust procurement practices and management of the tender selection process, including selection of tenders from the Department of Transport Construction supplier Register;
- Award of tender including signature by the responsible Department delegated person; and
- Monitoring and delivery of the projects through to handover.

(f) commitment to support ongoing service delivery once the capital project has been delivered;

There is a commitment to support ongoing service delivery once the capital project has been delivered. South Port has existing links with specialist homelessness services in the area to ensure highly targeted and appropriate referrals and ongoing support of tenants once housed. These include:

- Local community health services;
- Sacred Heart St Kilda;
- Hanover Southbank and Womens Service;
- Salvation Army's Flagstaff Service;
- St Vincent de Paul's Ozanam House;
- Melbourne Street to Home Assertive Outreach Program; and
- Local Government Meals on Wheels services.

South Port has long established relationships with older persons and disability services working for many years with the Royal District Nursing Service Homeless Persons Service, the City of Port Phillip Community Care Services and Wintringham support programs for older homeless persons. The South Port support model helps older tenants to 'age in place' with housing program staff providing practical support, including delivering

medication from the local pharmacist and checking in with tenants when mobility issues are developing. Links are also maintained with Wintringham and older tenants requiring in-house care are generally successfully referred to Wintringham hostel in Port Melbourne, allowing them to maintain long term friendships and supports in the local area.

(g) cost effectiveness/value for money; and

Unit cost analysis of capital expenditure for the upgrades represent value for money, due to the location and shortage of comparable available accommodation in this area of high demand.

A rent retention model will be utilised that funds a supportive tenancy management model and ongoing maintenance, whilst residents will be supported in the long term by a range of existing community and local government services.

The two projects will stably house and support 34 individuals with long histories of disadvantage and persistent vulnerability to tenancy breakdown. Providing these people with appropriate and sustainable dwellings coupled with tailored support and connection to community increases the likelihood that their patterns of chronic homelessness can and will be successfully addressed.

An example of the success of this approach is demonstrated by Yarra Community Housing (YCH), a Victorian registered housing association with strong capability in managing rooming houses. YCH completed self contained bedsit conversions on a number of their rooming houses in a move away from shared living arrangements to a self contained accommodation model. Statistics on four completed properties at the end of 2009 indicate a significant decrease in resident turnover, from 24 in the 12 months prior to the works to just two in the 12 months since the works were completed.

It can be difficult to quantify the impact and costs of homelessness upon the individual, Government and service sectors and the community at large. However one Australian study¹ estimates the cost of delivering effective homelessness assistance to be less than half the annual cost incurred across a range of health and justice programs during an individual's continued existence on the streets. The cost of hospital attendances and admissions comprise the bulk of this figure.

(h) timely implementation.

The Church Street project is underway and the tendering process for Ferrars Place has commenced and a contract is likely to be let in September 2013. Refer to response given in (e) regarding practical application and approach to implementation.

Milestones

4. The Table below shows the target completion dates for key milestones.

¹ (*Flatau, P., Zaretsky, K., Brady, M., Martin, R. *The cost-effectiveness of homelessness programs. Australian Housing and Urban Research Institute, Research & Policy Bulletin, Issue 104, July 2008*).

Table 1: Development Fund Milestones for Project

Project Milestone	Milestone Description	Estimated Milestone Date
Church St, South Melbourne		
Contracts tendered	Contract let	10 July 2013
Building works commenced	Start on site	05 August 2013
Demolition works 100% complete	Removal of all internal structures and existing building services	31 January 2014
Rebuilding works 15% complete	Installation of building infrastructure including plumbing, electrical and heating services	31 January 2014
Report to the Commonwealth due 31 January 2014		
Rebuilding works 70% complete	Building infrastructure including all steel work. Well progressed on re-roofing, installation of walls, ceilings & windows	31 May 2014
Report to the Commonwealth due 31 May 2014		
Practical completion		31 August 2014
Certificate of occupancy		31 August 2014
Tenanted	Tenant occupancy to commence immediately from 1 September. Phased approach to ensure smooth transition for tenants - fully occupied within 1 month	30 September 2014
Ferrars Place, South Melbourne		
Contracts tendered	Tender closes (28 Aug) and let by:	14 October 2013
Building works commenced	Start on site	31 October 2013
Demolition works 70%	Removal of internal structures and existing building services	31 January 2014
Rebuilding works 15%	Installation of building infrastructure including plumbing, electrical and heating services	31 January 2014
Report to the Commonwealth due 31 January 2014		
Rebuilding work 50% complete	Building infrastructure including all steel work. Well progressed on re-roofing, installation of walls and ceilings.	31 May 2014
Report to the Commonwealth due 31 May 2014		
Practical completion		31 December 2014
Certificate of occupancy		31 December 2014
Tenanted	Tenant occupancy to commence immediately from 2 January 2015. Phased approach to ensure smooth transition for tenants - fully occupied within 1 month	31 January 2015

DEVELOPMENT FUND PROJECT

Supportive Housing for Families

Description of Project

1. Twenty three newly built homes for families, located in both metropolitan and regional areas. The properties will provide stable, affordable housing, well located for access to services, education, jobs and transport. A supportive tenancy model will be provided to vulnerable families who have experienced family violence, Indigenous families and families experiencing or at risk of homelessness.

The Supportive Housing for Families initiative will address the NPAH objective, outcomes and outputs by:

- increasing the supply of affordable and appropriate accommodation for vulnerable families
- assisting families to break the cycle of homelessness by achieve positive sustainable housing outcomes and improve their connection to the surrounding community
- addressing a range of family goals such as health outcomes, children's educational outcomes and parent employment outcomes.

Selection Criteria

2. Please refer to section three for a description of how this project meets each of the selection criteria outlined below.:
3. The selection criteria for the Development Fund, as outlined in the NPAH, are as follows:

(a) States must match the Commonwealth contribution;

This project will receive \$4.2 million in Commonwealth funds. Victoria will match this contribution by at least fifty per cent of the overall project cost.

(b) higher weighting will be given to those bids which demonstrate that a project is already in development and/or substantial progress is able to be achieved within the life of this Agreement;

The individual projects included in this initiative have been specifically identified on the basis that they are shovel ready, with planning permits in place and are ready to tender. All projects will either be completed or substantially completed by 30 June 2014.

(c) projects that help support individuals 'exit' homelessness into long-term and sustainable housing with necessary support;

This project is well aligned with the recent state government investment of \$19.1 million to continue the Accommodation Options for Families (AOF) Program. This program will be able to provide families, including families of this project, with support to access a range of affordable and appropriate accommodation options to assist their 'exit' from homelessness into long-term and sustainable housing.

Specialist homelessness agencies nominating families to these properties will detail the availability of support and their willingness to provide support over a 12 month

period, drawn from existing support capacity amongst the specialist homelessness service system, such as family violence outreach or intensive case management support, including Indigenous specific family violence support.

Case management providers will adopt an integrated approach by undertaking active referrals and coordinating the delivery of supports from relevant providers to simultaneously address family identified goals such as health, education and employment outcomes. The support provider will also work in partnership with the relevant Tenancy and Property Manager.

(d) supportive housing programs targeted to highly vulnerable groups particularly chronic rough sleepers, Indigenous Australians, young people leaving care or detention or women and children experiencing domestic violence;

These properties will provide long term housing for families in housing crisis including women and children experiencing family violence, Indigenous families and families in housing crisis.

The Supportive Housing for Families initiative will target households who are most likely to require ongoing support in order to sustain their tenancies. These may include households with histories of:

- Inter-generational homelessness
- Child welfare concerns
- Histories of disruption to schooling
- Multiple barriers to employment or social participation

and who are:

- Aiming for family reunification
- Wish to maintain positive relationships and rebuild relationships and networks challenged by homelessness

(e) demonstrated capacity to deliver, and ability to effectively manage implementation risks;

There is strong commitment to deliver and ability to effectively manage implementation risks. Developments have been specifically identified on the basis that they are well placed to commence immediately.

Experienced project managers within the Department of Human Services (DHS) have a proven track record of effectively managing the risks associated with complex development projects. They have been responsible for overseeing the design, development, procurement and delivery of the stages of projects as well as strategies to mitigate risk. These include:

- Engagement with stakeholders to ensure design requirements are met and that projects are well planned for.
- Scheme designs reviewed by key stakeholders and the responsible agencies.
- Establishing accurate budgets.
- Management of the process to obtain all required planning approvals.

- Robust procurement practices and management of the tender selection process, including selection of tenders from the Department Of Transport Construction Supplier Register, which is standard procurement practice in Victoria
- Award of tender including signature by the responsible Department delegated person.
- Monitoring and delivery of the projects through to handover.

(f) commitment to support ongoing service delivery once the capital project has been delivered;

Agencies nominating a family for these properties will detail the availability of support and their willingness to provide support over a 12 month period, drawn from existing support capacity amongst the specialist homelessness service system, such as family violence outreach or intensive case management support, including Indigenous specific family violence support. Many homeless families have endured family violence, very often as the cause of their transience and inability to settle safely in one location. The complexity of such families requires a longer period of tailored, specialist support in order to effectively support them through the challenging process of putting down roots in a new area, including the creation of alternative, community based supports with key local agencies that can sustain them into the future.

(g) cost effectiveness/value for money; and

Supportive Housing for Families will assist at least 23 families, providing potential savings and benefits to government in terms of:

- reduce costs to government via the reduction in families cycling through high cost homelessness emergency services, welfare, health and justice services
- increase tax revenues, decreased direct and indirect government expenditure through increased economic and social participation
- improve the effectiveness of the funded specialist homelessness service system as the research indicates that better outcomes are achieved when a housing first model is used.

The Supportive Housing for Families initiative will provide targeted intensive support that can continue for 12 months or more to ensure that the families sustain their tenancies and establish links to the local community. An objective of the support model will be to assist families to address issues which impacted on their capacity to sustain tenancies.

The success of this objective is indicated by a 2012 review of the tenancy status of the 105 families housed in public housing stock that DHS who were assisted by an existing family centred support program. The review identified that there have been no evictions or abandoned tenancies within this cohort for over 18 months. This reflects positively when compared to the housing history of many of the families prior to participating in the program. For example The Housing Homeless Families; an Evaluation of the Accommodation Options for families (AOF) program in February 2012 found that 75 per cent of the families surveyed reported that they had moved three or more times in the 12 months prior to entering the AOF program.

(h) timely implementation.

Four key priority projects have already commenced. The remaining projects are ready to tender, pending resolution of the Development Fund agreement. Refer to response given in (e) regarding practical application and approach to implementation.

Milestones

4. The Table below shows the target completion dates for key milestones. Table 1: Development Fund Milestones for Project.

Development Fund Milestones for Project Bid 2 Supportive Housing for Families

Project Milestone	Milestone Description	Milestone Date
Contracts let	Call tenders, evaluate submissions and let contracts	30 November 2013
Slab laid	Slab works completed for 25% of projects	31 December 2013
Report to the Commonwealth due 31 January 2014		
Framework completed	Framework 100% completed for all projects.	31 March 2014
Lock-up stage	65% projects at Lock up stage	31 May 2014
25% of projects fully completed	25% projects fully completed with remaining 75% projects substantially completed	31 May 2014
Report to the Commonwealth due 31 May 2014		
Practical completion	70% projects Remaining 30%	31 July 2014 31 August 2014
Certificate of occupancy	70% projects Remaining 30%	31 July 2014 31 August 2014
Tenanted	Tenancies commence immediately on completion of projects - from November 2013 onwards Finalised by:	30 September 2014