

South Australia's Homelessness Alliances: A case study



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Leveraging a new model to deliver improved client and system outcomes.

Our Journey of Reform

Sector Feedback 2015 - Early reform themes

- › Maintain sector diversity
 - › Safety first approach (DFV)
 - › Improve Aboriginal Service Delivery
 - › Increase housing supply
 - › Improve motel response
 - › Maintain NPAH funding
 - › Increase the focus on prevention
 - › Focus on outcomes and results
 - › Ensure service partnerships are strategically linked
 - › Improve access points
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Our Reform Journey

2019 - Designing 'Our Housing Future' Strategy

- › Longer term funding
 - › Sharing data across the Alliances
 - › Improve training and awareness
 - › Utilise lived experience
 - › Prevention
 - › Outcomes
 - › Housing supply
 - › Distribution of resources across regions and system integration
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Our Reform Journey:

Future Directions for Homelessness: 10 year vision for reform of the homelessness and DFV sectors in SA

Key Actions:

- › Increased focus on prevention and early intervention
 - › Service access points streamlined to ensure that the customer has control
 - › Lived Experience is embedded into the service system:-
 - › An original Community Controlled Organisations embedded in Alliance tenders
 - › All services committed to learn and share from each other, driven by data
 - › Collaborative partnerships
 - › Alliance model for services
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Our Reform Approach: Alliances

Alliancing 101

- › Alliances are a collective of multiple providers that work collaboratively under a single contract to deliver services
 - › The Alliance approach enables:
 - › Collective ownership and responsibility
 - › Pooling of skills, assets and experience to seek wider stakeholder views and to flexibly change services if its not working
 - › Best for client outcome and system decision making
 - › Hard conversations to occur and working through potential conflict (as an Alliance)
 - › Flexibility to evolve over time
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The Model: The Theory

Multiple providers working together under a single contract to deliver an integrated service network.

- › Single contract with multiple providers, mutually accountable for performance
 - › Unanimous decision making with equal representation
 - › Alliance Behaviours
 - › Flexible funding
 - › Flexible service models
 - › Charter to drive behaviours and decision making
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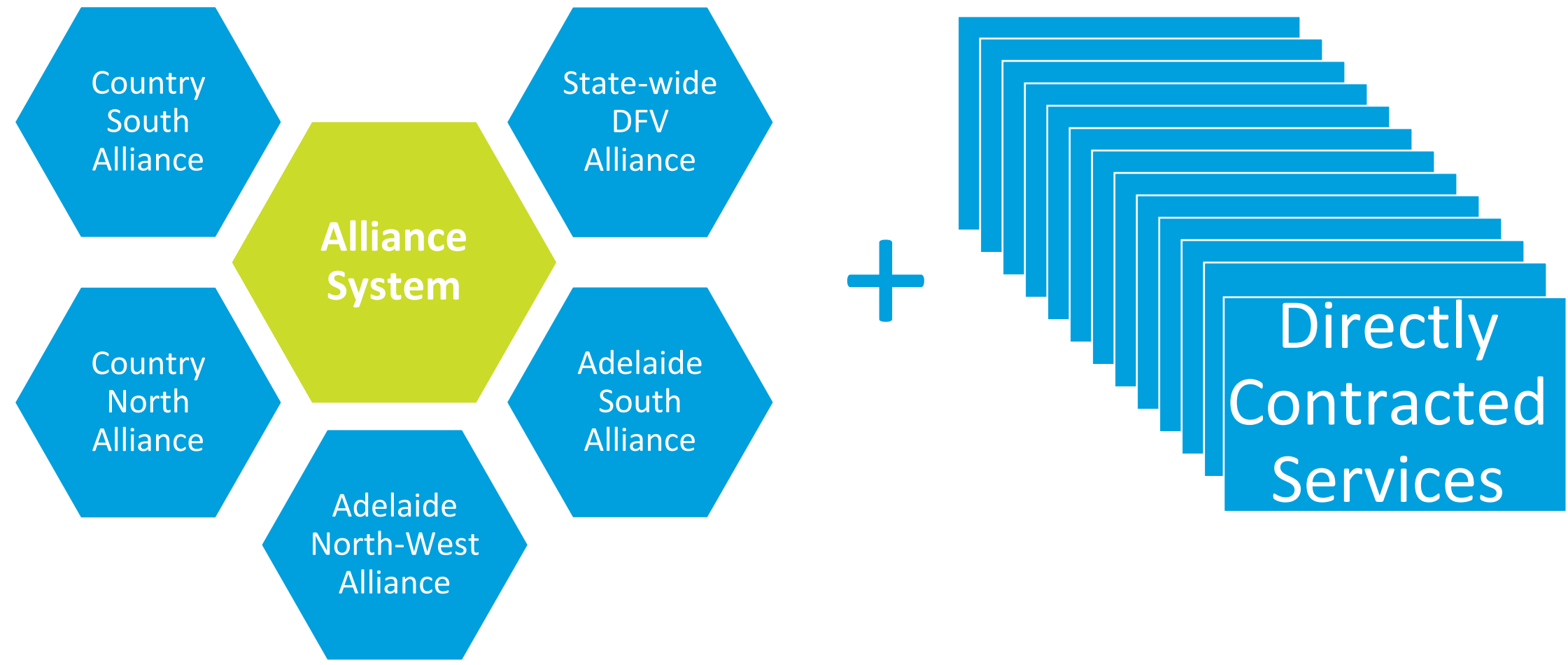
Introducing Alliances

Procurement Approach

- › Introduced alliances via a series of sector workshops, including Alliance regions, funding and mandated service requirements.
- › Competitive tender process
- › Providers responsible for forming into 'Consortia' to bid for the funding
- › Approximately two months to transition into the new model post award

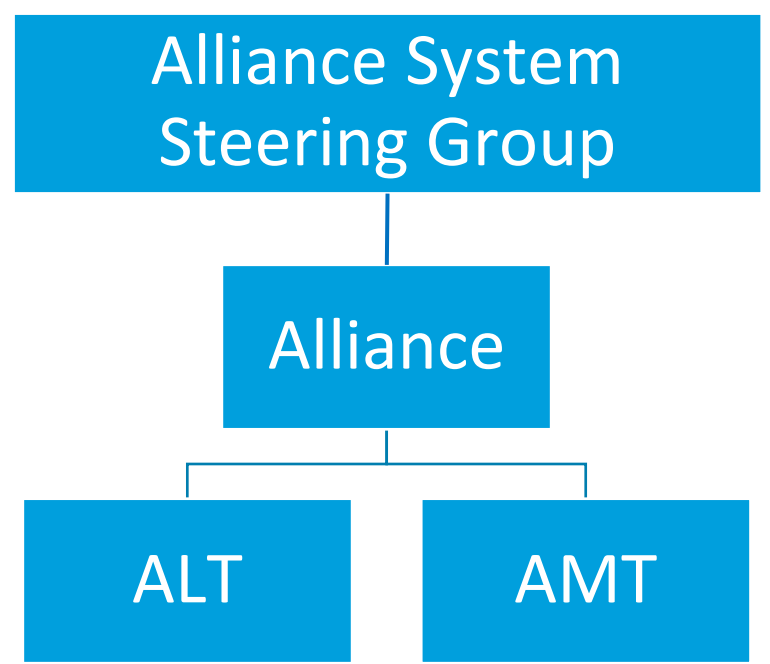


The Model: What it looks like in SA



The Model: Governance

Unanimous decision making model, supported by equal voice for all providers.



The Model In Action : Responding to Covid-19

Case Study 1: Flour Mill Response

- › Response to COVID lockdown for clients from rural and remote areas
- › Interagency and Alliance response
- › Community Led Response-culturally safe
- › Opportunity to distinctly respond and assess need



The Model In Action : Responding to Covid-19

Case Study 2: Toward Home inner city response

- › Distributed over \$10,000 of Emergency Assistance vouchers to people in motel
- › Alliance partners Baptistcare SA and Salvation Army distributed hundreds of free meals
- › Sonder activated additional mental health staff to undertake welfare checks on those in motel
- › Came together as one team to respond to lockdown needs.

Case Study 3: Puti on Kurna Yerta

- › DHS-led multi-agency response
- › Flexible and responsive supports: Crisis accommodation, Return to country, Prioritisation into accommodation and supports for those who choose to settle in Adelaide.



The Model In Action : Improving Client Outcomes

Case Study 1: Supportive Housing Model

- › Houses clients on a best for outcomes basis
- › Decision making model
- › Problem solving approach for clients beyond individual cases
- › Leveraging out of region expertise
- › Sharing real estate agent contacts

Case Study 2: Employment Opportunity

- › Development of key partnerships
- › Leveraged relationships to generate an equitable platform

Case Study 3: Preventing Eviction

- › The flexibility in the new contracts have allowed PKW to increase the eligibility for ACB to 25 while being flexible with parameters of spending
 - › We saw a need and we changed our response to meet this
 - › Supported a client to remain in her tenancy and use the Brokerage \$ to pay her bills
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The Model In Action : Improving Systems Outcomes

Co-located, Place-based Central Service Hub

- › Outer Southern Christie's Beach Site
- › Co-location and integration across Alliance members and teams
- › Accessible, visible community hub, also ensuring continuity of supports for clients.
- › Intentional Culture Building
- › All of Alliance Workforce Development Days
- › Consistent tools and training, i.e. Iain De Jong training re VI-SPDAT



The Model In Action : Improving Systems Outcomes

Terra Firma: Partnering with the private sector

- › Repurposing under-utilised and/or empty buildings and dwellings, into housing and accompanying supports.
- › Innovative and dignified short-term housing (12 weeks) for singles and couples over 45 years of age, with pets welcome!
- › 11 fully furnished bedrooms.
- › Harcourts team provide on-site private rental sessions; access to private rental priorities; leverage of private sector investment.

The logo for Harcourts Packham, with 'Harcourts' in white and 'Packham' in blue on a dark blue background.The logo for 'toward home', featuring a stylized house icon in orange and yellow, with the text 'toward home' in a sans-serif font. Below it, there is a tagline: 'Working together, going home to prevent and end homelessness' and a smaller tagline: 'Months | Weeks | Days | Hours | Minutes | Seconds | Centuries'.

The Model In Action : Improving Systems Outcomes

Challenging Systems to get better outcomes for people

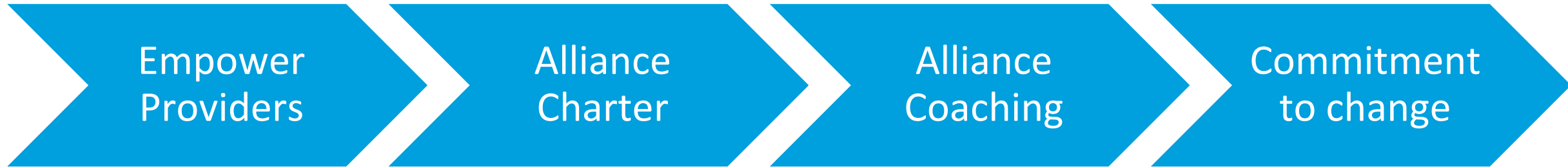
- › Saying 'yes' when the system says 'no'

- › Together, finding creative solutions for those who repeatedly fall through system gaps, i.e. those with multiple service and system bans (with SAHA, community sites, services, shelters etc)

- › Too 'high risk' or 'complex' for supports to sit with one system or one agency ... (often and repeatedly ending up in the homelessness system!). We:
 - Use flexible brokerage to co-fund accommodation with clients to help establish a tenancy record
 - Repurpose housing stock for flexible use for those with no other options
 - Engage specialist supports through the State's Exceptional Needs Unit (Dept. for Human Services)
 - Ask our partners to walk with us, to share the operational and financial risk, and either prioritise resources in other parts of the systems, or advocate to lift bans and system blockages.

Outcomes look different for everyone.. . for some it's a house, for others it's reconnecting with family; staying out of prison, or beginning to engage with and trust services again.

The Model: Essential Elements



Homelessness Sector Goals

Key Goals

- › **Partnerships** developed through formalising service delivery and regional collaborations
 - › Encouragement of **innovation** and **prevention** through service delivery performance and the \$20m prevention fund
 - › Services and housing **responses are determined by what the customer needs** with success measured in sustained housing outcomes - a 'no wrong door' approach to service delivery
 - › We **hold ourselves accountable** for achieving outcomes
 - › The development of a **co-designed homelessness outcomes framework** with the Specialist Homelessness Services (SHS) and Community Housing Provider (CHP) sectors is critical for long term service reform
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Responding to Lived Experience: Key Strategies

Summary of Lived Experience Workshops informing the SA Housing and Homelessness Strategy 2019

“You feel like you’re getting nowhere, and doors are being slammed.”

“Less culture of blame, more languages. More support earlier.”

“The system does not see the person. It just tells us what we can and can’t do with our lives.”

“Having a house is a springboard to stability, structure, community, physical and mental health.”

“Having no long-term security, no stability. It has a huge impact on my mental health. You can’t start anything as you don’t know where you’ll be the next week. You can’t make plans.”

“We need support around places to play, schools, community supports. If women don’t feel settled and independent, it is harder to stay away from their old partner.”

- › Assertive outreach (needs to be relentless)
 - › Easier access into the service system
 - › Focus on and build prevention and early intervention programs
 - › Cross sectoral integration with government departments
 - › Local services to keep people in their community
 - › Culturally appropriate services – ensuring capacity building for ACCOs in the system
 - › Adequate supply of social and affordable housing
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Next Steps

- › Transitioning to an outcomes based service model – have just commenced the process
 - › Continue to pilot homelessness prevention initiatives
 - › Targeting responses for people with chronic homelessness
 - › South Australia now a Vanguard State (working with the SA Alliance to End Homelessness - metro and country):
Government and Council commitment
 - › Safety first approach continues
 - › Pathways to Education, Training and Employment
 - › Partnerships with other government stakeholders
 - › Dept Treasury & Finance
 - › SA Health
 - › Department Human Services
 - › Mental Health and Drug and Alcohol Services partnerships
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