

Homelessness Sector Reform Sector Briefing

17 April 2020



Government of South Australia
SA Housing Authority

Sector Reform - Overview

Over the next 12 months the Government will consult and work with the specialist homelessness sector to design a new system that will better meet the needs of South Australians experiencing homelessness.

Our Intent

We aim to prevent South Australians at risk of and/or experiencing homelessness from cycling in and out of homelessness by better connecting them with sustained housing.



Sector Reform - Overview

Key Reform Goals

- Increased focus on prevention and early intervention
- Service access points (and gateways) are streamlined to ensure that the customer has control
- Lived experience is embedded into the service system
 - The first stage will be establishing a new consolidated advisory and advocacy service which includes a focus on the customer voice. A Tender for the new service is open until 7 May 2020.
- A connected and coordinated systems wide approach is taken to housing and homelessness issues
- All services have a commitment to learn and share from each other in a data driven manner and with an evidence base to build on successful outcomes



Sector Reform - Overview

Key Reform Goals

- Partnerships are developed through formalising service delivery and regional collaborations
- The development of a co-designed homelessness outcomes framework with the SHS and CHP sectors is critical for long term service reform
- The encouragement of innovation through contracts and service delivery performance
- Services and housing first responses are determined by what the customer needs with success measured in sustained housing outcomes
- We hold ourselves accountable for achieving outcomes.



Reform Principles

The government has set the following principles for the Reform, which will guide the design process:

- Flexible and tailored support
- Community connection
- Person-centred
- Respecting lived experience
- Cultural integrity
- Relentless and resilient
- Partnerships and collaboration
- Dynamic leadership
- Transparency and accountability.



Reform Co-design Process

The Government's decision on the final design of the Reform will be informed by a co-design process in consultation with the Sector and other stakeholders including:

- Sector Reference Group
- Sector Briefings
- Individual / smaller group consultations with Sector members
- Consultation with Customers – “Lived Experience”
- Consultation with other stakeholders (e.g. Universities, Government departments).



2020

Transitional
arrangements

2021

To enable further reform while ensuring continuity of services on a transitional basis, most specialist homelessness providers will be given 12-month reform contracts to allow adequate time for engagement and consultation.

In 2020-21, a total of \$71.5 million will be committed to specialised homelessness services up from \$67.9 million the previous year.



Reform – Indicative Timelines

- **March to September 2020:** Co-design of the Reform by the Authority in consultation with the Sector. This process will deliver set out tangible, measurable and achievable outcomes that will achieve the Reform Principles set by the Government
- **May 2020:** Signing of new 12-month reform contracts covering the period to 30 June 2021
- **October 2020:** Commencement of procurement process for new contracts beginning 1 July 2021
- **November 2020:** Tenders for new contracts are released.



Reform – Indicative Timelines

- **December 2020:** Evaluation of applications
- **January 2021:** Presentations and negotiations
- **February 2021:** Internal and Cabinet approvals
- **March 2021:** Contracts awarded
- **May 2021:** Signing of new contracts following the procurement process
- **1 July 2021:** New contracts commence, bringing into operation the Reforms.



Probity

- BDO has been appointed as the Independent Probity Advisor to ensure a robust, fair and auditable project
- Role is to monitor the probity of the project and provide pro-active probity advice to the Authority including through the design and procurement phases
- Independent Probity Advisor will attend consultations where needed



Probity

- Principles that will be adopted throughout the process include:
 - Fair and equitable treatment of all market participants
 - Competitive process
 - Consistent and transparent process
 - Maintenance of confidentiality
 - Identification and management of Conflicts of Interest.



Commercial Principles

- The new Reform contracts will embed a set of commercial principles directed to achieving the reform outcomes. Key commercial principles will include:
 - Focus on Sector providers delivering Outcomes (as well as inputs/outputs) that make tangible improvements in:
 - * Preventing people from becoming homeless
 - * Ensuring people get the right support they need, when they need it
 - * Rapidly rehousing people into safe, stable and long-term housing so people don't cycle in and out of homelessness



- Future contract terms will be aimed at longer than 12 months where possible to enable longer-term investment and strategies
- Iterative (6 to 12 monthly) review and updating of services and KPIs to apply learnings and ensure that time and resources are always being directed at the areas that will have the biggest impact on achieving the Reform aims
- Active encouragement of Sector members to enter into partnerships and sub-contracting arrangements to reduce duplication of effort, take advantage of scale and drive innovation



- Design and use of data systems as a key driver of evidence-based review, analysis and decision-making
- Sharing of Data on an open basis across the system to ensure that macro opportunities can be identified and taken
- Focus on continuous operational improvement to ensure funding is directed towards front-line service delivery.



Homelessness Prevention Fund

- The aim of the Fund is to prevent South Australians from experiencing homelessness and support people experiencing chronic homelessness to rapidly move into sustainable accommodation
- Separate procurement process to the Reform of the Homelessness sector
- Expression of Interests to be released soon.



Homelessness System Reform

Making it harder to become homeless and easier to get out of homelessness



Government of South Australia
SA Housing Authority

Turning homelessness services **→ INTO →** pathways to sustained housing outcomes

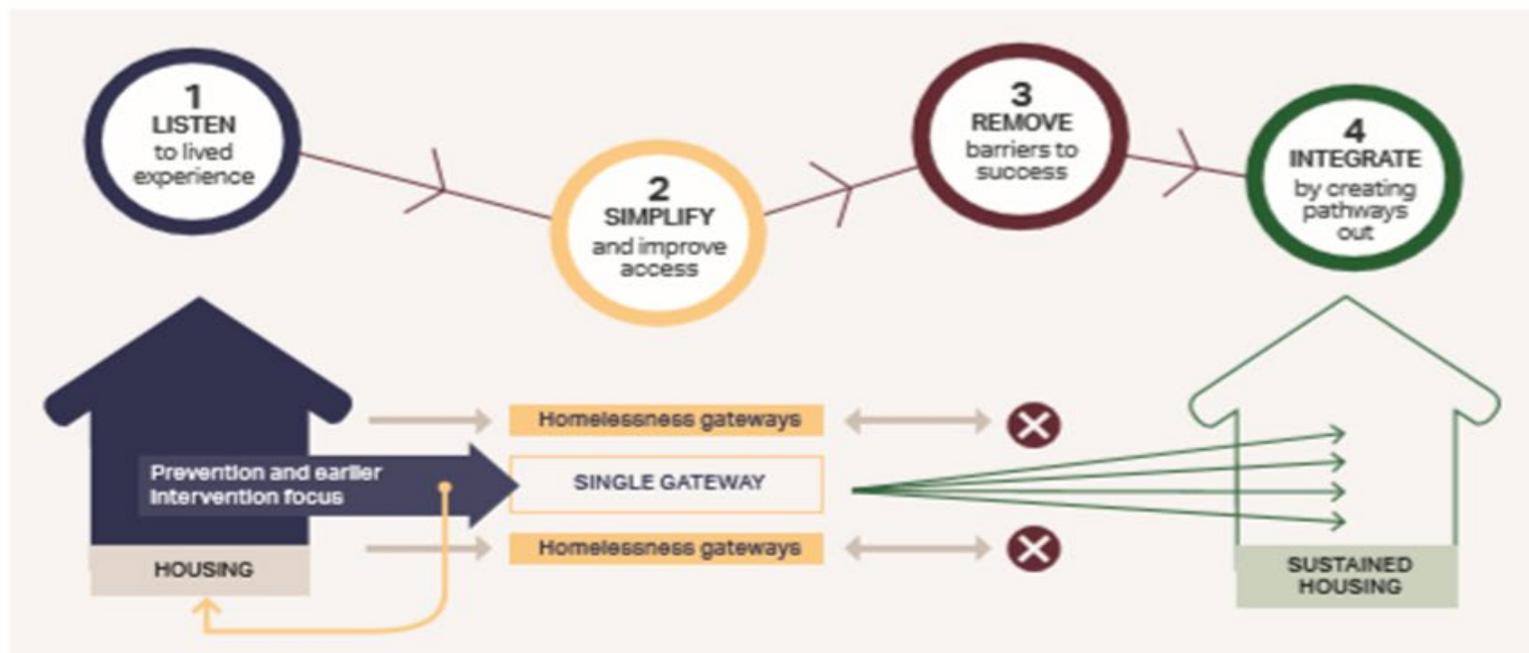
- | | | | |
|---|---|---|--|
| ✗ People have little input into the design and evaluation of services | ✗ People keep re-entering the homelessness system | ✓ Lived experience of those who have experienced homelessness informs system design | ✓ Barriers to success are replaced with rapid rehousing responses and supports |
| ✗ Entry points to the system are difficult to navigate | ✗ People enter the system in a state of crisis | ✓ Integrated and accessible entry points | ✓ Increased sector integration through the promotion of partnership and consortium responses |
| | ✗ Gaps, duplications and silos in the system | ✓ Prevention and earlier intervention focus stops crises from occurring or escalating | |

WHY

By reforming the homelessness system, we aim to prevent South Australians at risk of and/or experiencing homelessness from cycling in and out of homelessness by better connecting them with sustained housing.

WHAT

Designing a housing and support system that better meets the needs of people.



Questions:

If you have any questions, please email:

housingohsi@sa.gov.au

We will continue to update the FAQs on the website

<https://www.housing.sa.gov.au/projects/our-housing-future/reforming-homelessness-sector>

