

# Northern Sydney Social Housing Service System Coordination Plan 2018-2021



*Cover photo sources:*

*Photo 1: Bridge Housing tenants and staff, 2018*

*Photo 2: SGCH tenants and staff, 2018*

*Photo 3: Women's Housing Company tenants, 2018*

*Photo 4: Link Housing tenants, 2018*

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# **Part I: Introduction and analysis**

# 1 Introduction

From December 2018, community housing providers have taken a lead role in coordinating the social housing service system in Northern Sydney as the NSW Department of Family and Community Services (FACS) commences the transfer of housing services under the Social Housing Management Transfer program. To prepare for the new arrangements, the providers, Link Housing, SGCH and Bridge Housing in partnership with Women's Housing Company, are working collaboratively to lead the coordination of the social housing service system and have collectively developed this plan to set out our shared approach to governance and leadership.

We would like to thank FACS, Northern Sydney Local Health District, Northern Sydney specialist homelessness services and local service providers, and other social housing service system experts for contributing their expertise and local knowledge to shape the development of this plan. We would also like to acknowledge that this plan has been drafted by Elton Consulting bringing together diverse local perspectives to provide our initial framework for delivering social housing service system coordination services in Northern Sydney. This plan will be an ongoing collaboration with FACS, local stakeholders and social housing service system users as we roll out the implementation of agreed actions and review our progress and impact on a regular basis.

## Context

Under the Social Housing Management Transfer program, 14,000 public housing tenancies across nine package areas in New South Wales will transfer to community housing management by September 2019.

In the Northern Sydney District, all 4,500 public housing tenancies, excluding a small number of Aboriginal Housing Office properties, will transfer to Link Housing, St George Community Housing (SGCH) and Bridge Housing, in partnership with Women's Housing Company. This is in addition to the 1,500 existing social housing tenancies currently managed by Link Housing and a small number of tenancies managed by Women's Housing Company in Northern Sydney.

The transfer details of the three Northern Sydney package areas are outlined below:

Community housing provider	Local government areas	Property numbers (rounded)	Transition date
<b>Link Housing</b>	Ryde, Hornsby and Ku-ring-gai	1,900	3 December 2018
<b>SGCH</b>	North Sydney, Hunters Hill, Lane Cove and Willoughby	1,400	1 April 2019
<b>Bridge Housing</b> in partnership with the <b>Women's Housing Company</b>	Northern Beaches and Mosman	1,200	5 August 2019

Each community housing provider will have the responsibility for delivering the full range of social housing services and products as well as leading and coordinating the social housing service system.

Given the interconnected nature of the social housing service system in Northern Sydney and our shared commitment to better social housing outcomes, we have collectively decided to work together to coordinate the social housing service system in Northern Sydney.

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## About this plan

This Social Housing Service System Coordination Plan (the plan) details how we will work with partner organisations to lead the Northern Sydney social housing service system. The plan sets out our priorities for service delivery and outlines how the service system will be managed on an ongoing basis.

The plan was developed through:

- » Stocktake of existing social housing **governance arrangements** in Northern Sydney, including their terms of reference and attendance
- » Review of **relevant literature** on service coordination
- » **Consultation** with key stakeholders, including interviews with housing system experts, FACS District staff, Northern Sydney Local Health District and other key organisations, and a half day workshop with local service providers.

The plan is structured as follows:



**Part I** provides context for the plan, including the co-lead's [commitments to working in partnership](#) as well as an [analysis of findings](#) from the literature and stakeholder consultation.



**Part II** contains the plan itself, including the definition of social housing service system coordination; the [principles](#) which form the basis of the plan; [governance arrangements](#); [directions and priority actions](#); and steps for [monitoring and measurement](#).

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## 2 Collaboration commitments

We have developed a Collaboration Framework to guide our actions and decisions as we work together. This includes the following commitments:

### 1. A focus on better service outcomes:

- » We have a shared focus on better social housing outcomes for applicants and tenants.
- » We work together to provide seamless, high-quality services that deliver positive results for the Northern Sydney community.

### 2. A coordinated social housing system:

- » We collaborate to plan and deliver coordinated social housing services in Northern Sydney, making the most effective and efficient use of limited resources.
- » We have clear points of contact and referral pathways to avoid confusion and duplication of effort for applicants, tenants and our partners.

### 3. Innovation and transformation:

- » We pursue innovation in our approach to managing the social housing service system by measuring our impact to inform the development of new approaches.
- » We use our governance structures to regularly review our approach to drive service improvements and enable system transformation to deliver better outcomes for applicants and tenants.

### 4. Independence and diversity:

- » We recognise the autonomy of our individual organisations and value the diversity different approaches bring to the social housing service system.
- » We ensure applicants, tenants and our partners understand that we differ through clear communication channels.

### 5. Transparency:

- » Our collaborative approach is based on transparency and clear decision making.
- » Our governance structures establish our collective roles and responsibilities and provide appropriate oversight over the management of the social housing service system in Northern Sydney.
- » We will share our commitment to working together publicly, to ensure our partners are informed about our approach to collaboration and to promote an open and transparent approach to managing the social housing service system in Northern Sydney.



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## 3 Analysis summary

The plan is underpinned by a research and consultation program comprising:

- » Interviews with **housing system experts**
- » A review of relevant **documents and literature** including information on current Northern Sydney social housing service system governance arrangements and best practice service system literature
- » **Interviews** with key Government agency and service provider stakeholder representatives operating in the District including the Department of Family and Community Services, local councils, NSW Police, NSW Health, homelessness and support service providers, and housing and homelessness peak organisations
- » A **stakeholder workshop** with a broader group of 50 representatives from service providers and NSW Government agencies from across the District.

For the purpose of this paper, the research findings have been summarised into three sections:

- » Research on system coordination – its definition, the key challenges and success factors
- » Engagement on the system coordination now – existing governance, and system strengths and challenges
- » Engagement on system coordination in the future – opportunities and risks, and priorities for the system.

### 3.1 Research on service system coordination

#### Definition

Integration and social housing in Australia: theory and practice (Philips et al, 2009) defines service system coordination as “the structures and processes that bring together the participants in human service systems with the aim of achieving goals they cannot achieve autonomously.”

This definition forms the basis of the plan’s definition in [Part II](#).

According to the research, the structures and processes take place on different levels, from strategic system wide policy to local service delivery initiatives, and in different ways, from top down to bottom up. They incorporate a whole range of tools, including at the:

- » **Client level**, for example case management
- » **Provider level** through co-location and interagency meetings
- » **Program level** via shared guidelines
- » **Organisational level** with protocols and memorandums of understanding (MOUs)
- » **Policy level** through policy initiatives.

#### Challenges

The research notes there are three key challenges in social housing service system coordination:

- » Integration within the **social housing sector** (i.e. between the public, community and Indigenous housing sectors)
- » Connecting social housing with **human services**
- » Improving the linkage between social housing and **other housing assistance** programs.

All of these challenges are pertinent to the development of this plan, particularly given the increasingly complex goals of social housing and the increasing diversity of providers in the multi-provider system.

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## Success factors

The research found the major success factors in delivering social housing service system coordination are:

- » **Clear priorities and objectives** – it is critical for service providers to have a set of shared objectives that are evidence based, clear and understood with clarity of purpose about the priorities for the service system in Northern Sydney.
- » **Effective relationships** within the system – it is effective relationships that make service systems work. The key ways effective relationships can be developed are through:
  - > cross agency forums that discuss issues, resolve differences and identify priorities
  - > identifying and supporting system coordination leaders and champions
  - > developing policies that allow discretion for resolving issues at the local level.
- » **A common approach** from community housing providers – it is important that there are clear relationships between providers, clear contact points for people in need and service providers, and common service metrics.
- » **Evaluation** of effectiveness – evaluation helps identify barriers to coordination and develop solutions to overcome or work around them, maintain the health of the system and renew or improve it, and build an evidence base to determine the effectiveness of the system.
- » **Adequate resourcing** – this includes dedicated staff to support service coordination, time to develop expertise in collaborative processes and training to establish the values of the service system.
- » **A hierarchy of strategies** to support system coordination – both formal structures, like agreements and MOUs, and informal structures, such as service provider relationships and local networks, are important.

## 3.2 System coordination now

### Existing governance in the District

The review of existing social housing service system governance arrangements in the District found they vary between service system cohort groups. For example:

- » **Homelessness, domestic and family violence and mental health** cohorts have multiple arrangements in place, including the District Homelessness Executive Group covering the Southern, Eastern and Northern Sydney FACS cluster, the Mental Health Interagency Housing Meetings, and Safety Action Meetings.
- » **Families, disability, older people and young people** cohorts currently have one or two arrangements in place, such as the NAPEC (Northern Area Participation and Employment Committee) chaired by Northern Sydney Local Health District and council-led interagency meetings for older people and young people.
- » **Indigenous and health** cohorts currently have no formal arrangements in place.

Key partners in the system include community housing providers, specialist homelessness services (SHSs), support service providers and government agencies, including the Local Health District, NSW Police and local councils.

The development of this plan provides the opportunity to build on the strengths of existing governance arrangements. It also allows us to explore new approaches to social housing service system coordination in Northern Sydney, where there are opportunities for improvement.

### Existing strengths and challenges

During consultation, stakeholders expressed a high degree of consensus about the strengths of the social housing service system in Northern Sydney, including that it is:

- » **Collaborative and well connected** – this has been particularly important in responding to homelessness and has been supported through strategies like co-location and joint working groups on issues of concern
- » **Action focused** – there are strong relationships between operational managers across the system which facilitates problem solving where needed
- » **Delivering outcomes for people in need** – flexible service delivery and technology that supports this is important in assisting people in need responsively.

There are also a number of challenges, including:

- » Clear and consistent communication so stakeholders are well informed of current programs, roles, responsibilities and contacts and are 'on the same page'
- » Concern about inconsistent service provision and policy application across the service system, as well as a concern about the need for flexibility within the system to meet people's individual needs
- » Some governance arrangements in the District could be more effective and the system coordination plan could help reduce reliance on key individuals
- » Particular challenges for people in housing need, such as navigating the system, participating meaningfully in system design, and accessing assistance when people do not meet eligibility criteria
- » Changes in service provider and government agency personnel can be a challenge to ongoing collaboration.

#### **Challenges outside of the scope of this plan**

Service providers also identified the lack of social and affordable housing and the need for more support services as key issues. We agree there is a need for more social and affordable housing in Northern Sydney and more resourcing of the system, and this is reflected in the plan's advocacy actions. Since the SHMT program is a management transfer of existing public housing properties, not a new supply program, delivering new supply is outside the scope of this plan.

## **3.3 System coordination in the future**

### **Opportunities and risks**

Through interviews and the workshop, stakeholders were generally optimistic about community housing providers taking the lead in social housing service system coordination. The opportunities identified centre on the following themes:

- » Better communication and stronger relationships
- » Closer engagement with local communities, particularly where there are concentrations of social housing
- » Positive transitions for people in need by working with other organisations, including SHSs, to maintain tenancies and supporting people into education, training and employment
- » Evaluation, outcomes measurement and sharing of good practice potentially through an annual service provider forum
- » Improvements in private rental assistance and temporary accommodation arrangements to make them more responsive, through a partnership with SHSs
- » Collaboration between community housing providers and with other service providers.

The risks for the service system centred on the following themes:

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- » Potential duplication and fragmentation of service due to having multiple community housing providers overseeing service system coordination in the District
  - » Concern that community housing provider policies might not be implemented transparently and consistently
  - » Lack of control, given the NSW Government will continue to lead housing assistance policy
  - » Poor resourcing, particularly for maintenance of properties, given providers are constrained by rent revenue
  - » Transition risks for people in need, such as difficulty adapting to rent changes and the potential for less responsive service.

The plan's [directions](#) respond to these risks and opportunities.

## Priorities

In the interviews and workshop, stakeholders identified four priority areas for the social housing service system in the Northern Sydney District. The plan's directions and [actions](#) respond to these identified priorities.

### Better outcomes

Better outcomes for people in need are strongly believed to come through:

- » Delivering a seamless service experience for people in housing need
- » Enabling people in need to play an active role in the service system and in their communities
- » Providing support and opportunities, including education and employment.

### Collaboration

Clear communication and clarity of roles across the service system are seen as critical in reinforcing the collaborative environment that already exists in the District.

There are a range of strategies for encouraging collaboration. These include co-location or outreach with other organisations, providing clear contact points within the system and developing a common understanding of service pathways for people in need. They also include joint planning and evaluation.

Developing a partnership relationship between community housing providers and SHSs is seen as particularly important for collaboration across the social housing service system.

### Consistency and transparency

A well communicated and consistent approach to delivering housing assistance services across the District is identified as another priority area. It is believed this will build confidence in the system for people in need. Linked to this is the need for continuity in service delivery, for example through the continuation of existing agreements.

### Advocating for more resourcing

While it is beyond the scope of this plan and of the role of community housing providers, stakeholders recognise the importance of increasing the supply of social housing in reducing homelessness. Proper funding for support services is also seen to be important if the service system is to provide better outcomes for people in need.

# **Part II: Coordination Plan 2018-21**

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# 4 Introduction to the plan

This plan is based on desktop research and stakeholder engagement, the findings from which are analysed in [Chapter 3](#). The plan contains:

- » Our [commitment](#) to the delivery of the NSW Government priorities for the social housing system
- » Underpinning [principles](#) to guide the plan
- » A [governance framework](#) to clarify the purpose and roles of the various service system arrangements
- » [Directions and priority actions](#) for managing the social housing service system
- » The process for [monitoring](#) implementation of the plan, reviewing the plan and measuring successful service system coordination.

## Explanation of key terms

### What is the social housing service system?

The social housing service system in Northern Sydney comprises the multiple organisations that provide services to support people in housing need. This includes:

- » Community housing providers
- » Specialist homelessness services and other providers of temporary and crisis accommodation
- » NSW Government agencies (such as NSW Health, NSW Police, Corrective Services and FACS)
- » Support service providers for people with mental health issues, young people, people at risk of domestic and family violence, older people, people with disability and others.

It also includes real estate agencies who provide private rental accommodation using private rental assistance products, as well as providers of education, training and employment services to people living in social or affordable housing.

### What is social housing service system coordination?

Based on extensive stakeholder consultation, we have defined social housing service system coordination in the Northern Sydney District as:

**“The structures and processes which achieve better outcomes for people in housing need and the broader Northern Sydney community.”**

### What is the role of community housing providers following management transfers?

In Northern Sydney, community housing providers will have the responsibility for delivering the full range of social housing services and products:

- » Access and Demand Services – assessment of applications for social housing assistance under the NSW Government’s Housing Pathways system, and administration of Private Rental Assistance and Temporary Accommodation
- » Tenancy Management – tenancy services for social housing in accordance with the Residential Tenancies Act 2010
- » Support Coordination – linking social housing tenants to support and health services to assist tenants to sustain their tenancy and improve their health and wellbeing

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» Property Management – asset management planning and service delivery<sup>1</sup>.

In addition, we also have a leadership role to strategically coordinate and manage the social housing service system. Our approach to coordinating the social housing service system is set out in this plan.

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<sup>1</sup> Up until July 2021 Northern Sydney social housing tenants will continue to receive maintenance services from the FACS (LAHC) maintenance provider, Broadspectrum. After this period community housing providers will contract out maintenance services under their own arrangements

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## 5 Delivery of NSW Government priorities

We are committed to lead and manage the social housing service system in Northern Sydney to meet NSW Government priorities for social housing, including but not limited to:

- » Delivering our services in accordance with the reform directions set out in [Future Directions for Social Housing in NSW](#), with a focus on a better social housing experience and more opportunities, support and incentives to build housing independence
- » Ensuring our service system response for people experiencing homelessness or at risk of homelessness is integrated and person-centred aligned with the [NSW Homelessness Strategy 2018-2023](#)
- » Meeting the goals of [Keep Them Safe: A shared approach to child wellbeing](#) to improve the safety, welfare, and wellbeing of children and young people
- » Focusing our service responses on domestic and family violence to meet the framework for reform identified in [It Stops Here: Standing together to end domestic and family violence in NSW](#)
- » Implementing the [Housing and Mental Health Agreement](#)
- » Supporting ageing in place aligned with the [NSW Ageing Strategy 2016-2020](#)
- » Aligning our services with the principles and standards of the [Disability Inclusion Act 2014](#)
- » Working with specialist homelessness services to meet the Premier's priority direction to [reduce youth homelessness](#) by increasing the proportion of young people who successfully move from specialist homelessness services to long-term accommodation
- » Operationalising the range of guidelines and memorandums of understanding developed by the NSW Department of Family and Community Services in partnership with other government agencies to improve outcomes for applicants and tenants in the social housing system.

In keeping with the reform directions of Future Directions for Social Housing in NSW we are also committed to delivering our services in accordance with best practice approaches for social housing service delivery outlined in the following Community Housing Industry Association NSW toolkits:

- » [Creating sustainable tenancies for tenants with complex needs](#)
- » [Strengthening practice in responding to domestic and family violence](#)
- » [Working with perpetrators of domestic and family violence](#)



## 6 Principles

Our approach to coordinating the social housing service system in Northern Sydney will be guided by the following principles:

**Table 1 Guiding principles**

Principle	What this means
 <b>People first</b>	We work with people to understand and to help achieve their needs and aspirations
 <b>Accessible</b>	We are inclusive and make the service system easy for people to navigate
 <b>Responsive</b>	We are flexible and innovative in responding to people's needs
 <b>Collaborative</b>	We work with our colleagues based on open communication, mutual respect, and clear expectations
 <b>Effective use of resources</b>	We make the best use of our time and funds by being clear about our roles, avoiding duplication and working together in a coordinated way
 <b>Quality improvement</b>	We monitor our performance and learn from our experience to improve our practice
 <b>Collective voice</b>	We use our voice to advocate for better outcomes for people and a stronger social housing service system

# 7 Governance framework

We recognise governance is a critical factor in the successful coordination of the Northern Sydney social housing system. Through our collaboration, we will share social housing governance responsibilities between our organisations and actively contribute to a range of governance forums across Northern Sydney.

To embed our approach to collaboration we will be establishing new social housing related governance structures to guide how we work together. This includes structures that relate solely to the strategic and operational collaboration between our organisations and our approaches for ongoing engagement with local stakeholders and system users through annual forums.

We are also working in partnership with the Northern Sydney Local Health District and mental health providers, specialist homelessness services and FACS to co-develop new governance structures that guide how we work together to deliver shared outcomes. These collaboration structures are to be developed through 2019 and will evolve as we identify the most effective ways of working together. They may only be in place for a short period of time as we agree roles, responsibilities and our shared delivery of key actions and ongoing systems.

Our governance structures and local collaborations sit within a broader framework of social housing and human service governance in Northern Sydney and the Sydney, South Eastern Sydney and Northern Sydney Cluster. We will be participating and feeding into these structures where relevant to inform the delivery and reform of the broader social housing system and related services.

Figure 1 below outlines the key existing governance structures for the Northern Sydney social housing system and the relationship and linkages to new governance structures and collaborations being established.

**Figure 1 Northern Sydney social housing service system governance structures**

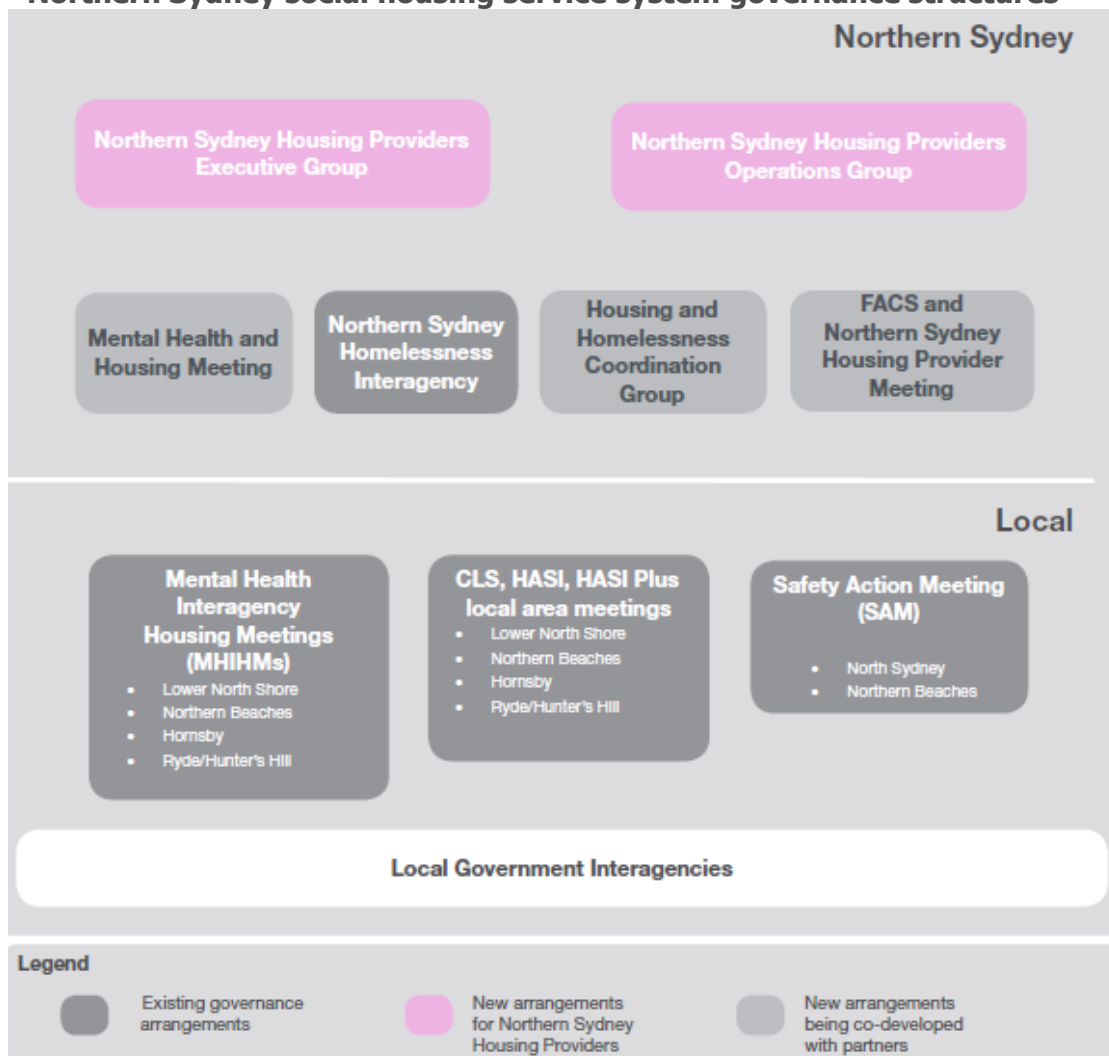


Table 2 below sets out more detail on the new governance structures and indicates the organisation that is chairing or co-chairing the meetings and providing secretariat support over the three-year period (2018/19 to 2020/21) of this plan. Our approach is to share the management and administration of the governance structures. However, it is important to note that all our organisations are committed to being actively involved in each structure and the delivery of services to meet the directions and priority actions in this plan.

**Table 2 Our leadership approach**

Arrangement	Purpose	Our role	Management	Frequency
<b>Northern Sydney Housing Executive Group</b>	<b>Strategic:</b> For Northern Sydney CHPs to monitor progress against this plan and identify and resolve any systemic issues	Lead	Chair: Link Housing Secretariat: Link Housing	Quarterly
<b>Northern Sydney Housing Operations Group</b>	<b>Operational:</b> To discuss Northern Sydney-wide social housing operational issues. This may include issues relating to complex applicants, transfer requests or temporary accommodation	Lead	Chair: SGCH Secretariat: SGCH	Monthly
<b>Northern Sydney Housing and Tenant Voice Forum</b>	<b>Strategic:</b> A cross-sector forum with government agencies, non-government organisations and tenant representatives to assess how the service system is operating in Northern Sydney and identify and plan for future priorities	Lead	Independent facilitator Organiser: Link Housing	Annually
<b>Northern Sydney Mental Health and Housing Meeting</b>	<b>Strategic:</b> To discuss strategic directions related to the Housing and Mental Health Agreement in Northern Sydney (to replace the former DIACC)	Co-lead	Chair: Northern Sydney Local Health District with CHP Co-Chair (Link Housing) Secretariat: Northern Sydney Local Health District	Quarterly
<b>Housing and Homelessness Meeting</b>	<b>Strategic:</b> A forum for SHSs and CHPs in Northern Sydney to discuss housing issues related to providing services for people experiencing or at risk of homelessness	Co-lead	Chair: Bridge Housing <sup>2</sup> with SHS Co-Chair Secretariat: Bridge Housing	Quarterly

<b>FACS and Northern Sydney Housing Providers Meeting</b>	<b>Strategic:</b> To discuss issues arising from implementation of state housing priorities, programs and agreements in Northern Sydney	Co-lead	Chair: Rotating	Quarterly
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<sup>2</sup> Note - Bridge Housing is delivering its services in partnership with the Women's Housing Company

Table 3 below sets out the range of existing governance structures that intersect with the management and delivery of social housing services in Northern Sydney. We will be actively participating in these structures to ensure we can meet our shared commitment for better social housing outcomes for applicants and tenants. Each of our organisations will attend meetings relevant to our local area of operation.

**Table 3 Our collaboration approach**

Arrangement	Purpose	Our role	Management	Frequency
<b>District Homelessness Executive Group (DHEG)</b>	<b>Strategic:</b> To bring together FACS, government agencies and community partners to provide cross-sector advice and direction on the service delivery system for people experiencing or at risk of homelessness	Participate	Chair: FACS with NFP co-chair (Neami National) Secretariat: FACS	Quarterly
<b>Northern Sydney Homelessness Interagency</b>	<b>Operational:</b> For police, councils, SHSs and CHPs to work together to address homelessness issues for rough sleepers in Northern Sydney	Participate	Chair: North Shore Police Secretariat: North Sydney Council	Quarterly
<b>Mental Health Interagency Housing Meetings (MHIHMs)</b> » North Shore Ryde » Northern Beaches » Hornsby	<b>Operational:</b> To implement the Mental Health Agreement and report local issues of strategic importance to Northern Sydney Mental Health and Housing Meeting	Participate	Chair: Northern Sydney Local Health District Secretariat: Northern Sydney Local Health District	Every two months
<b>Housing Support Programs Placement Committee</b> » North Shore Ryde » Northern Beaches » Hornsby	<b>Operational:</b> To discuss and endorse client referrals at the local level for CLS, HASI and HASI Plus	Participate	Chair: Northern Sydney Local Health District Secretariat: Northern Sydney Local Health District	Every two months
<b>Mental Health Interagency Housing Meetings (MHIHMs)</b>	<b>Operational:</b> To implement the Mental Health Agreement and report local issues of strategic importance to Northern Sydney Mental Health and Housing Meeting	Participate	Chair: Northern Sydney Local Health District Secretariat: Northern Sydney Local Health District	Every two months

<p><b>Northern Sydney Safety Action Meeting (SAM)</b></p> <ul style="list-style-type: none"> <li>» North Shore</li> <li>» Northern Beaches</li> </ul>	<p><b>Operational:</b></p> <p>To coordinate local responses for women experiencing domestic and family violence who are at significant risk of harm</p>	<p>Participate</p>	<p>Chair: Local Police Command</p> <p>Secretariat: CatholicCare</p>	<p>Every two weeks</p>
<p><b>Local interagencies</b></p>	<p><b>Varied:</b></p> <p>To build relationships with local service providers and peak agencies, to inform stakeholders about housing issues and to learn about relevant programs</p>	<p>Participate</p>	<p>Generally chaired by local councils</p>	<p>Generally quarterly</p>

## 8 Directions and priority actions

This section of the plan is structured around five directions to improve social housing service system coordination in the Northern Sydney District:

1. Coordinated responses to housing need
2. Clear communication
3. A voice for people in housing need
4. Collective advocacy to improve outcomes in Northern Sydney
5. Continuous improvement.

These directions support our delivery of the NSW Government priorities for the social housing service system and our higher level principles for the system set out in Chapters 5 and 6.

The actions in this chapter also connect closely to the governance arrangements outlined in Chapter 7.

For each of the directions, the tables on the following pages identify the organisation responsible for leading **delivery** of the action, and the **timing** by which each action is expected to be completed.

**Table 4 Priority actions**

Priority actions	Lead	Timing
<b>Direction 1 – Coordinated responses to housing need</b>		
a. Establish a <b>Northern Sydney Housing Executive Group</b> , including developing terms of reference, to: <ul style="list-style-type: none"> <li>&gt; monitor progress against this plan</li> <li>&gt; develop policy approaches to district coordination</li> <li>&gt; identify and resolve any systematic issues.</li> </ul>	Link Housing	Late 2018
b. Establish a <b>Northern Sydney Housing Operations Group</b> , including developing terms of reference, to discuss District-wide operational issues	SGCH	Mid 2019
c. Establish a <b>Northern Sydney Housing and Homelessness Meeting</b> in partnership with SHSs, including terms of reference, to develop a partnership approach to working with SHSs to support people who are experiencing homeless or at risk of homelessness access housing assistance	Bridge Housing	Early 2019
d. Develop a <b>Northern Sydney Homelessness Action Plan</b> to set out the coordinated response of CHPs, SHSs, mental health service providers and other partners working together to support people who are experiencing homelessness or at risk of homelessness access sustainable housing assistance, including specific responses for people experiencing mental health issues and drug and alcohol addiction, women and children experiencing domestic and family violence, young people and people leaving custody	Northern Sydney Housing and Homelessness Meeting	July 2019
e. Develop <b>secretariat tools, templates and a calendar of meetings</b> as part of a standard governance framework for CHPs leading governance groups	All CHPs, led by SGCH	Early 2019

Priority actions	Lead	Timing
f. Prepare joint <b>funding submissions</b> to address identified gaps in the social housing system in Northern Sydney	Lead identified for each submission by Housing Executive Group	Ongoing
<b>Direction 2 – Clear communication</b>		
g. Hold <b>information sharing forums with SHSs</b> and other service providers to jointly share information about the social and affordable housing system and the supports services available	All CHPs, organisation shared	Twice a year
h. Produce consistent <b>website</b> information on the management of the social housing system in Northern Sydney including public access to this plan	All CHPs, led by SGCH	Early 2019
i. Produce an <b>information brochure</b> for people in housing need and service providers in the District, briefly explaining the role of the community housing providers, services provided, office locations and contact numbers	All CHPs, led by SGCH	Mid 2019
<b>Direction 3 – A voice for people in housing need</b>		
j. Support tenant participation in the <b>Northern Sydney Housing and Tenant Voice Forum</b> with attendance by tenant representatives from all Northern Sydney community housing providers, with key issues reported back to the Housing Executive Group	All CHPs, organised by Link	Annually
k. Invite <b>representatives</b> of people in housing need, including tenant group members, peak bodies and others, to participate in the annual Northern Sydney Housing and Tenant Voice Forum	Link Housing in their role as organiser of the Northern Sydney Housing Forum	Late 2019 and annually
<b>Direction 4 – Collective advocacy to improve outcomes in Northern Sydney</b>		
l. Work with Northern Sydney councils as they develop local <b>Housing Strategies</b>	CHPs to work with their respective councils	Early 2019
m. Develop and implement a <b>Social and Affordable Housing Advocacy Plan</b> for the Northern Sydney social housing system, considering input from the Northern Sydney Housing and Homelessness Coordination Group, the annual Northern Sydney Housing and Tenant Voice Forum, councils and other data and analysis	All CHPs, led by SGCH	Late 2019
n. Prepare <b>collective submissions</b> on key issues affecting the Northern Sydney social housing system	Lead identified for each submission by Housing Executive Group	Ongoing



Priority actions	Lead	Timing
<b>Direction 5 – Continuous improvement</b>		
o. Review and revise the <b>Northern Sydney Homelessness Action Plan</b> (Priority action d) with a focus on continuously improving our partnership approach with SHSs, mental health service providers and other partners to support people who are experiencing homelessness or at risk of homelessness access sustainable housing assistance	Northern Sydney Housing and Homelessness Meeting	2020 then annually
p. Convene an annual <b>Northern Sydney Housing and Tenant Voice Forum</b> to check on the health of the social housing service system and review progress against implementation of this plan	Housing Executive Group, led by Link Housing	Late 2019 then annually
q. Monitor and report to the Northern Sydney Housing and Tenant Voice Forum on <b>system indicators</b> , such as demand patterns and numbers of applications processed in different locations	Housing Executive Group, led by Link Housing	Ongoing
r. Provide a short <b>summary report</b> on the outcomes of the Northern Sydney Housing Forum and the Housing Executive Group response to key issues and opportunities raised	Housing Executive Group, led by Link Housing	Late 2019 then annually
s. <b>Review</b> the Northern Sydney Social Housing Service System Coordination Plan 2018-21	Housing Executive Group, led by Link Housing	Annually, full-scale review every 3 years
t. Develop key <b>outcome measures</b> for social housing service system coordination in Northern Sydney, aligned to the Human Services Outcomes Framework and individual CHP outcomes frameworks	All CHPs, led by Bridge Housing	Mid 2019

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## 9 Monitoring and review

This is a three-year rolling plan. We will review the actions identified in this plan annually and every three years we will conduct a full-scale review in consultation with FACS, local partners and other stakeholders.

The Northern Sydney Housing Executive Group will monitor implementation of the plan at its quarterly meetings, and also report on progress at the annual Northern Sydney Housing Forum.

As per Action (t) in the priority actions, we will also be working together to develop key **outcome measures** for social housing service system coordination in Northern Sydney. These outcome measures will be aligned to the NSW Human Services Outcomes Framework, as well as our individual organisational outcomes frameworks.



