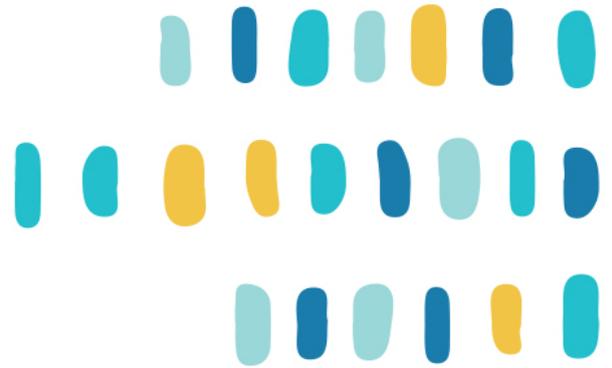




Government of **Western Australia**
Department of **Communities**



Community Housing Study Launch of Stage 2 consultation

Workshop with Community Housing Providers
11 July 2018

Introduction

The intended outcomes of the workshop were to:

- Develop a shared understanding of the sector's views of the outputs from Stage 1 consultation of the Community Housing Study
- Identify areas for further investigation in Stage 2 consultation
- Gain agreement on how the Department and the sector can work most effectively together to meet the needs of people requiring access to community housing.

Forum participants were provided with a summary of the outputs from Stage 1 consultation of the Community Housing Study (commissioned by the Department of Communities) prior to the event.

At the commencement of the forum, presentations were provided by:

- Gary Ellender (WA Region Director, Community Housing Industry Association); and
- Scott Hollingworth, (Executive Director, Housing and Homelessness, Department of Communities).

Participants then worked in self-selected break-out groups to review and respond to the nine key themes which emerged from Stage 1 consultation of the Community Housing Study.

This is a record of the conversations at the Community Housing Study workshop on 11 July 2018. These conversations are part of an ongoing conversation regarding community housing in WA.

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Theme 1: CHO Strength 1: CHO service delivery is responsive to client needs.

Key Issues		
Issue 1: Funding appropriate to level of client need.	Issue 2: Purchaser provider split. Pros and cons of specialist housing provider and specialist service provider. (E.g. NDIS is moving towards separating the two).	Issue 3: How do you convert the policy rhetoric into genuine capability and realisation?
Strategies		
S1: More streamlined access to funding streams (e.g. Centrelink).	S1: Create individual property companies that can support specific areas of housing (e.g. justice, homelessness, disability).	S1: Talk about community housing as a part of the holistic need for increased social housing.
S2: Assessment of client needs informing level of funding support.	S2: This could be achieved by either method as long as the specialist areas are correctly funded and shared on both sides of the split (e.g. tenancy management, psychology, trained support staff etc.).	S2: Asset transfers to leverage funding and support new housing.

Key Issues		
Issue 4: How to identify the client services required based on client need.	Issue 5: Developing relationships with the client.	Issue 6: CHOs are not solely housing providers.
Strategies		
S1: Look at new models to fund supports for identified client needs.	S1: Engage in-house expertise for early response.	S1: Clear understanding among community and policy makers of this key point of difference.
S2:	S2: More flexibility in housing allocations.	S2: Recognition that we are not only Housing Providers.
S3:	S3:	S3: Wrap-around support. Multi-skilled staff having appropriate training available.

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Theme 2: CHO Key Strength 2: A variety of funding sources

Key issues		
Issue 1: Uneven sector knowledge of funding opportunities.	Issue 2: Restriction of funding sources.	Issue 3: Differences in sector capacity to lever up for growth.
Strategies		
S1: Create proper training opportunities for the sector.	S1: Allow wider use of Band B.	S1: Capacity and growth strategy involving asset transfers.
S2: Fund Peak bodies for special purpose projects.	S2: Promote training and capacity building opportunities for providers.	S2: Efforts to promote sector consolidation.
S3: Communication on opportunities.	S3: Allow for growth of new funding sources.	S3: Incentives to grow.

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Theme 3: Partnerships - for support and for stock growth

Key issues		
Issue 1: Should support services be decoupled from property and tenancy management?	Issue 2: Working across the sector and government to make sure we have efficient use of assets.	Issue 3: Assets are not appropriate for wider use across housing needs
Strategies		
S1: We need to have greater clarity of the objectives of the specialist service providers versus the landlord	S1: Breaking down the barriers between funding streams for use in wider allocation and creating a person centric housing approach - "A place to call home that provides a secure foundation for life"	S1: Modification of building standards to allow for use of assets for different tenant needs.
S2: Identify whether various refuge cohorts require a fixed address or geographical area. Identify the impacts of the service providers.	S2:	S2:
S3: How can we change the allocation so it's more flexible.	S3:	S3:

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Theme 4: Consolidation

Key issues		
Issue 1: What are the benefits of consolidation and where are they applicable?	Issue 2: Alternative mechanism to gain the benefits of consolidation	Issue 3: How does the sector create the environment where consolidation is incentivised
Strategies		
S1: Form working party to address this	S1:	S1:
Key issues		
Issue 4: Consolidation is NOT only achieved per merger or subsuming one organisation into another. It CAN be achieved through other means (e.g. consortium and/or pooling assets into a special purpose vehicle).	Issue 5: There is a barrier to moving the asset through the housing continuum, not just the person	Issue 6:
Strategies		
S1: DoC to confirm barriers to supporting this given the proposal has been put forward before.	S1: Enable a dwelling to change status. (e.g. house can start as crisis accommodation and become a social housing home or affordable rental).	S1:
S2: Resubmit proposal and gain commitment to supporting it to work.	S2: Dani Pender's suggestion is to write to the DG to get traction for change.	S2:
S3: Dani Pender's suggestion is to write to the DG to get traction for change.	S3:	S3:

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Theme 5: Need for strategic clarity

Key issues		
<p>Issue 1: <i>CHOs Role Feeding into Other Strategies</i> (e.g. Plan, 2020 Strategy, Homelessness Strategy). Connection of dots - CHO Strategy and Plan for growth as part of these strategies.</p>	<p>Issue 2: <i>Reducing social harm</i> as our 'common enemy' to combine our efforts. Common End Goal What is the State Govt trying to achieve? How will CHOs contribute?</p>	<p>Issue 3: <i>Clarifying Our Relationship</i> - Are we competitors or collaborators/ partners?</p>
Strategies		
<p>S1: <i>Commitment to work with industry</i> to co-develop a CH Growth Strategy. Clear about the Government's intentions.</p>	<p>S1: <i>Understand the "competition"</i> - especially from the private sector that are not likely to be as 'aligned' to the cause of reducing social harm. Risk of the private sector to the outcomes we are aiming for.</p>	<p>S1: <i>Registration</i> - whole organisation or separate housing arm.</p>
<p>S2: <i>'Aiming for Growth' (of various types)</i> as part of the Strategy, with other services to deliver the benefits to clients. (Providers are not being leveraged to deliver their benefits – e.g. \$m in financial capability) Balance sheet to leverage off; service offers to grow.</p>	<p>S2: <i>NFPs to maximize value ...</i> for clients. (E.g. NRAS incentives for NFP vs Private sector). Intention of Government to work with Private Capability ... engagement with sector (e.g. criteria for Round 5 of NRAS ... bonus points that had a CHP as tenancy manager). SIGNALS FOR DESIGN OF PARTNERSHIPS: Private sector investors will be willing to work with CHP if they are 'signalled' that it is an advantage to partner with a CHP. Reinforces the 15% SH in urban renewals. Reputation of CHP in the public to be (E.g. Metronet involvement - policy settings).</p>	<p>S2: <i>Regional centres</i> of delivery of social outcomes - strategic regional delivery in providers in an area</p>

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Theme 5: Need for strategic clarity (continued)

Strategies		
<p>S3: <i>Learn from Difference</i> between the types of providers. Compare to other States (e.g. Tasmania and SA by a WA provider who are doing things differently to WA)</p> <p>Different type of organisation.</p> <p>Capability build depending on the context in which they work.</p>	<p>S3: Measures of Social impact investment. Social value measurement (Bank? Access Housing). Value and benefit produced for co-funders to the cost of the social outcomes. Acceptable calculation of SROI NSW System (training and set up)</p>	<p>S3: <i>Scale to respond to the increasing Social Harm.</i></p> <p>Commitment to capability of the sector - growth element; stagnation will reduce our capacity to deliver outcomes. Linking measures of social harm (mental health, social dislocation, etc.). Need to measure the growth in social harm to understand the capacity required to meet that demand. Strategy of consolidation (many types; incentives and policy to do this.)</p> <p>Consortium approach as a type of 'scale' - service, financial (greater than the sum of its parts).</p> <p>Scale buys the capability, cash flow, expertise, salaries.</p>

Key issues		
<p>Issue 4: <i>Translate DoC outcomes into CHOs and the whole sector</i> - into measures that can be used to compare service capability and delivery.</p> <p>Enables trust.</p>	<p>Issue 5: <i>Improve the Perception of Housing to be the foundation of community outcomes.</i></p> <p>Changes Decision Making Protocols.</p>	<p>Issue 6: <i>Knowing the Boundaries of Government</i> - has the Government ring-fenced the role of CHOs? Clarify Government's view of CHOs (e.g. Treasury). Improves decision making clarity</p>

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Theme 5: Need for strategic clarity (continued)

Strategies		
<p>S1: Set Outcomes - Those who are able to step up to delivering these outcomes and benchmark.</p> <p>Throughout the entire journey of people through the support system (through pathways)</p>	<p>S1: Change perception of Housing in Govt - commitment in Government budgets and in their budget decision making processes.</p> <ul style="list-style-type: none"> - Govt agenda around jobs - Outcomes through private investment and building - “Facilitate outcomes through housing” - Budget measures (Treasury measures) <p><i>Housing as “Social and Economic Infrastructure”, especially in Treasury decision making:</i></p> <ul style="list-style-type: none"> - Innovation away from annual report of houses, tenancies, maintenance. To - Outcomes focused ... - Harvesting ‘secondary savings’ to the portfolios (e.g. Housing as a cost saving to other portfolios (e.g. Health, Education) 	<p>S1: Understand the real impact on government balance sheet - to know what the opportunity for social impact investment and stimulate the changes needed.</p> <ul style="list-style-type: none"> - Understand the information required - Jointly select the topics/strategy work that we will entertain as input / delivery - Create and articulate the direction desired by the CHO sector so it can be negotiated with govt - Understand the ‘quick wins’ that can be jointly invested in
<p>S2: Utilise all parts of the housing outcomes to be applied to measurement ... eg. The educational outcomes, job creation, etc.</p>	<p>S2: Creating the perception of Housing as one big collective ... not just separate funding streams... and for future use of housing</p> <ul style="list-style-type: none"> - create the ‘pool of housing’ as a concept (all housing, now and in future) - Then leverage all of that pool to be applied to achieving the social outcomes. 	<p>S2: Focus on the counter- cyclical opportunities</p> <ul style="list-style-type: none"> - Know the levers to drive change that are ‘in play’ and those that are not.
<p>S3: Review performance agreements to include the outcomes we jointly agreed.</p> <p>Share results of CHOs successfully reaching outcomes to provide learning.</p> <p>Eg. Prison exits for outcomes ... employment, education, housing, social connections, drug and alcohol dependency.</p>	<p>S3: Housing as part of the outcomes measurement framework - housing as one of those Maslow’s ‘pillar’ / foundation stone:</p> <ul style="list-style-type: none"> - genuine outcome measure 	<p>S3: Understand the timing for input and decisions (i.e. when will the strategic and operational decisions be taken and what would it take to influence those decisions; data etc.)</p> <p>Different types of effort at various stages.</p> <ul style="list-style-type: none"> - Input and research required at what time - Avenues (eg. Metronet) - Trials & pilots - Networks - Pre-commissioning work - etc

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Theme 6: Outcomes from the asset transfer program and the mergers

Key issues		
Issue 1: Shift focus from just asset to asset, tenancy management & support services	Issue 2: Regionally sensitive services	Issue 3: Coordination with supply and demand
Strategies		
S1: Self-sustaining services	S1: Coordination of early support services	S1: Common understanding of demand
S2: Contracting for outcomes	S2:	S2: Sharing of information and evidence
S3: Flexibility in joint ventures	S3:	S3:

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Theme 7: Financial viability

Key issues		
Issue 1: Contestability and transparency on who can best deliver the housing model in a financial viable way	Issue 2: True cost of Service - including maintenance	Issue 3: Intergenerational social impact on investment
Strategies		
S1: Share data (myth bust the reluctance to share information)	S1: Social investment (myth bust the reluctance to share information)	S1: Literature review of existing data to inform the development of a community housing strategy

Key issues		
Issue 4: Increase in high need clients and impact on property and tenancy management (turnover, maintenance). Undiagnosed mental health without support services.	Issue 5: Increasing maintenance burden due to the aging of the stock	Issue 6: Sense check on issues that are not being addressed
Strategies		
S1: Understand viable models that bridge the gap between social and market rentals. Indirect fund gap, by cross subsidy within a CHO for support services.	S1: Development rights/ strategic asset management of stock that is owned by the Department. Ability to turnover stock. Investment in stock needs to have a return. Long-term leases. Asset management for lifetime of asset.	S1: Data
S2: Create across support services to assist these tenancies. Direct fund the gap. Another benefit of having a direct subsidy is by directly identifying the financial need allows exploration of alternative funding streams (i.e. impact investment).	S2: Focus on building energy inefficient homes in re-development and cost savings.	S2: Funding set aside
S3: Data on maintenance between the two models of social housing and high needs clients.	S3: Clear understanding of property condition at handover and agreement that long term maintenance should be identified in the contract up front.	S3:

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Theme 8: Strategic asset management and maintenance

Key issues		
Issue 1: The stock is old when transferred - which causes budget strain for the organisation	Issue 2: Properties have to be handed back at a higher standard than when received - many properties handed over 20 odd years ago, put in good order by org, and now a new standard for hand back	Issue 3: The Long Term Maintenance Liabilities don't necessarily balance against the lease length and the rent return for the work carried out
Strategies		
S1: A maintenance assessment conducted prior to signing the lease, currently no formal assessment of the house being used to take and then hand back the properties, current handover is much more superficial - needs to be the original agreement, not a new policy impacting on what is returned	S1: Recognition re the date of the original transfer and that the current processes are not necessarily relevant or fair	S1: Needs to be more thought given to the lease length, and the consequent ability to generate a rent income, vs the maintenance responsibilities
S2: Put a defect period in place, for any properties, whether new or old, so that there is time for issues to come out and the Dept take responsibility for defects which become apparent - e.g. take in the summer and come winter find the roof leaks	S2: A way to formalise the age, fair wear and tear, age, etc. over the time period the property was held	S2: Needs to be a clearly defined agreement re fair wear and tear
S3: The Department to carry out periodic, yearly, joint inspections with the CHO, to ensure the CHO is on the same path as the Dept, so that when the house goes back to the Dept everyone knows that it will be at the agreed standard - and there are no unpleasant surprises	S3: CHOs should have opportunities to be more involved in agreeing the wider strategic framework in a way which reflects the impact the decisions have on the CHOs' business, and is agreed rather than handed down	S3: Condition of House needs to reflect lease - it is supposed to be a turnkey product but on many occasions, the CHO has to carry out work to make it fit for the client to occupy

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Theme 8: Strategic asset management and maintenance (continued)

Key issues		
Issue 4: Lack of information/skills/ understanding of best practice	Issue 5: Impact on the asset of some tenants - adding to the cost of maintenance	Issue 6: Scalability - higher costs for smaller CHOs
Strategies		
S1: Sharing best practice both from within the Sector and the wider property industry to build social capital Explore options for the sector to leverage in more pro bono/discount consultancy than Government can	S1: Getting better at identifying high needs tenants, putting them in the right house, with the right supports	S1: CHOs coming together to tender maintenance and achieving scale and therefore cheaper costs for each CHO
S2: Live information on best practice, cost effective, community of practice with people sharing what they did, and what did and did not work	S2: Co design with tenants - bring in best practice for different types of tenancies Co design principles rather than details	S2: CHOs coming together to either fund or curate/manage information on best practice which they can all then share
S3: Thinking more innovatively re refurbishment options rather than rebuilding options Sector and Department working together on good business propositions in terms of turning over older properties to get better outcomes either in terms of more properties or better properties	S3:	S3:

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Theme 9: Outcomes measurement

Key Issues		
Issue 1: Lack of depth in outcomes measurement (not always looking at longer term outcomes for people)	Issue 2: What's the best practice? Quality standard / quality assurance.	Issue 3: Lack of housing options and diversity and policy settings limiting options have flow on effects for outcomes.
Strategies		
S1: "Patient's opinion" in Health but the SH version be tenant's opinion. Can this be factored in to registration framework (acknowledging not all will be registered).	S1: Training for community housing staff.	S1: Broadening programs that work (like 50 Lives 50 Homes) but that are only applied to a small selection of properties.
S2: Housing needs assessments.	S2: Best practice development through involving all stakeholders including tenants.	S2: Greater flexibility in portfolio management (moving stock between programs and in-situ transfers of people who would be destabilised if moved locationally); flexibility in policy settings re eligibility.
S3: Recognition that each person has different starting points, goals, outcomes and abilities to meet outcomes.	S3:	S3: More nuanced exit / transition / support for people whose situations differ from the "policy norm".

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Theme 9: Outcomes measurement (continued)

Key Issues		
Issue 4: Making sure that we move to a system where we have service outcomes and community need measures to direct system design and service evaluation.	Issue 5: The difference between outcomes measurements undertaken by “support focused” and “housing focused” CHOs and the role of the DoC in changing/ improving/ nuancing existing measurements through leases and contracts.	Issue 6: Linking outcomes measures to “positive life outcomes” rather than blunter measures that don’t suit every cohort in social housing.
Strategies		
S1: To identify symptoms where you see the system is broken (people accruing significant rental debts in social housing, people remaining in “clogged” transitional housing) and applying it to system design.	S1: Co-incentives	S1: Develop outcome measures that are more suitable to different cohorts or target groups (regional and remote Aboriginal tenure practices).
S2: Independent analysis of the system (what we are trying to measure), building it in to contract and other frameworks and then implementing and delivering training.	S2:	S2:

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