From Homelessness to a Home (H2H)

Program Guidelines (As at 26 April 2021)

Contents

Glossary

Term	Definition
Accommodation	The provision of a residential location for the Client to live or stay where the Client is not part of the tenancy agreement.
Activity Descriptor	A schedule to the Service Agreement which contains detailed information for each Department funded services activity, available at https://providers.dhhs.vic.gov.au/health-human-services-activity-search
APSS	Agency Performance System and Support teams located in DFFH local areas
Asset Management Services	Property Services including, but not limited to: • accepting liability for the property condition (including review and acceptance, or otherwise, of the conditions report) at lease commencement. • setting and meeting relevant property condition levels. • completing any maintenance works to ensure the property meets the hand-back conditions at the end of the lease term; and • maintaining Renter satisfaction with the overall asset management and maintenance services provided.
Asset Management Services Additional Costs	As described in Appendix 2.
Client	The recipient of Services as described in the Service Agreement. Funding Amount relating to support package is per Client (household) NOT individual.
Client Support Service Plan	A strength-based plan that reflects the client's goals, is holistic and follows the client through their housing pathway.
Community Partner	A Registered Housing Agency and other relevant provider(s) of Support Services, that collectively can provide the full scope of the Services required under the *From Homelessness to a Home* (H2H) program.
Confidential Information	Any information or data, whether or not in a material form, which is confidential to a party including confidential information acquired, collected or developed for the purpose of the invited submission process, except that which is already in the public domain.
Contracting Party	The party / parties contracted to deliver Services in accordance with the Service Agreement which may be a Registered Housing Agency or a Consortium.
Contractual Close	The date which relevant agreements between the Service Provider and department are entered into.
Department Funded Community Service Organisation	A community service organisation which has a Service Agreement with the Department of Families Fairness and Housing (DFFH).
Daily Client Data Report	A reporting template that Community Partners will complete daily with cut off time for submission of 12:00pm. It consists of deidentified client information, their relevant support packages, and their new housing information.
Director of Housing (DoH)	A body corporate established under the Housing Act.
Disengagement from services	When a client withdraws or rejects contact with a H2H worker for four consecutive weeks. Please refer to section on client disengagement for further details.
DoH Dwellings	A retired term that was collectively used for DoH existing stock and newly acquired spot purchased properties. Please note that this term has been changed to Public Housing and General Lease Properties (new definitions are below).
Dwelling	A suitable form of housing accommodation for the purposes of this program.
Funded Support Services	New Support Services to be funded through this program.
General Lease Properties	Approximately 596 newly acquired dwellings which will be leased to the Property Service Provider under General Lease with the DoH.
HaAS	Homelessness and Accommodation Support Unit, Housing, Pathways and Outcomes Branch

Term	Definition
H2H Community Partners and/or H2H Community Providers	The 14 successful partnerships funded to deliver the H2H Initiative. This term has been updated from what was previously referred to as 'consortia' and 'consortium members'.
HEART	Homelessness Emergency Accommodation Response Team – responsible for the coordination of housing and homelessness service providers at a local level to ensure an effective response to people experiencing homelessness that require access to, or have been placed in, purchased emergency accommodation during the pandemic[1].
HEF	Housing Establishment Fund
HiiP	Housing Integrated Information Program – a platform the department is using to manage social housing.
Homelessness Data Collection	The Department's existing data collection system, SHIP and other manual reporting practises.
Housing Act	The Housing Act 1983 (Vic).
Housing Services commencement date	The date of lease commencement with respect to each Dwelling.
Intensive Support Package	Intensive Support requires longer term support needs to address Client's unique experience of homelessness and the individual health and wellbeing factors that have hampered previous attempts to resolve their homelessness.
Initial Vacancy	The period where a head-lease is first entered into for a Leased Property and the property is inhabitable due to works required to make the property lettable, such as furnishing the property or completing necessary Asset Management Services to bring the property to the standard required.
Key Output Performance Measures (KPOMs)	As defined within the Service Agreement. This will indicate the volume and performance of Services being delivered monthly. The continuation of funding levels is dependent on H2H Community Partners meeting the Key Output Performance Measures for these services which are documented in their Service Agreement.
Leased Dwellings	Dwellings owned by private residential rental providers and made available to the Service Provider via an 18-month head lease with its owner.
Lessor	The owner of a Dwelling who has entered a lease arrangement with the Property Service Provider.
Local Area Service Network (LASN)	Existing networks responsible for providing homelessness assistance services in a local catchment area.
Local Jobs First Policy	Victorian Government policy applicable to funding projects where the value of the funding is above the threshold values of $3 million or more in metropolitan Melbourne, and $1 million or more in regional Victoria.
Market Rent	The lower of (1) the rent amount included in the head-lease, and (2) the amount of rent that can be expected for the use of a property, in comparison with similar properties in the same area, as determined in the department acting reasonably.
Maximum Rent	The rent payable by the Client under a sublease as determined by the Maximum Rent Formula.
Maximum Rent Formula	As described in Appendix 2.
Month	The calendar month in which Services were provided.
Monthly Funding Reconciliation Report	A template provided by the department to the H2H Community Partners to be completed and submitted monthly to the Secure Data Exchange platform as part of the reconciliation process described in Appendix 2.
MSP	Monthly Service Payments.
Net Rent	Is determined by the Market Rent of the Dwelling less the Maximum Rent payable by the Client as determined by the Maximum Rent Formula.
Housing Registrar	The Housing Registrar monitors the performance of prospective Registered Housing Agencies.
Owned Dwellings	Dwellings owned (or which will be owned) by the Property Service Provider.

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[1] HEARTs have played, and continue to play, a critical role in the coordination and delivery of support services to people in emergency accommodation. HEARTs will continue to operate and support the implementation of the *From Homelessness to a Home* packages to support people to transition out of hotels. Ongoing support from the Homelessness and Accommodation Support Unit will be provided to support the HEARTs. Source: COVID-19 Amendment to Homelessness Services Guidelines Conditions of Funding, 1 December 2020.

Term	Definition
Policies	The applicable Victorian Government Policies as outlined in the Service Agreement.
Potential Consortium Members	A service provider not currently contracted to deliver Services as part of the Service Provider consortium, but which may deliver Services as a consortium member of the Service Provider consortium in the future subject to department approval, not unreasonably withheld.
Pre-Approved Potential Consortium Members	A Potential Consortium Member which has been approved by the department.
Property Services	The collective provision of Accommodation, Tenancy Management Services and Asset Management Services with respect to the Accommodation.
Program	The $150 million From Homelessness to a Home (H2H) Package.
Property Service Provider	The contracted party delivering Property Services.
Public Housing	Dwellings owned by the department allocated to H2H Clients via a lease with the department.
Quarter	Each three consecutive calendar month period ending 31 March, 30 June, 30 September, and 31 December.
Ramp-Up Phase	The period in which Services are progressively commenced.
Reconciliation Amount	As described in Appendix 2.
Redirected Support Services	Existing Support Services for which the Service Provider already receives funding and from which the Service Provider agrees to leverage existing capacity to deliver Support Services for the purposes of this program.
Registered Housing Agency	A housing provider, registered with the Registrar of Housing Agencies appointed under the Housing Act.
Registrar of Housing Agencies	The Registrar of Housing Agencies, supported by the Housing Registrar, is responsible for regulatory oversight of the community housing sector in Victoria under the Housing Act 1983 (Vic) and against gazetted Performance Standards.
Secure Data Exchange	A platform to collect and store daily deidentified client data and monthly reporting data in a secure way. This platform was created due to the security level of the data collected that were deemed as PROTECTED.
Services	The collective Property Services and Support Services to be provided by the Service Provider, as set out or described in the Service Agreement(s) including the relevant Activity Description(s).
Service Agreement	The contractual arrangement(s) between the Department and each Service Provider for the delivery of the Services.
Service Provider	The general term used to refer to a contracted party which delivers services.
Service Package	The package of Property Services and Support Services allocated to each household.
Stable and Suitable Housing	Accessible, affordable, and secure tenure that includes support to maintain housing in the medium to long-term.
Subcontractor	The Service Agreement requires that all sub-contracting arrangements be documented and agreed to by the department. The sub-contracting arrangements are the responsibility of the Service Provider and not the department. The Service Provider is responsible for the delivery of the Services.
Sunset Date	The date that all packages must have commenced by, being 30 June 2021.
Support Service Commencement	Commencement of support service should align, as per funding, with housing commencement. There is recognition that in many cases support may commence for a short period prior to housing allocation; in order to engage with households and identify the most sustainable housing option for each household.
Support Services	The collective provision of services to support Clients in Accommodation, through an integrated and multi-disciplinary approach towards resolving the homelessness of people exiting emergency accommodation and responding appropriately to their needs.
Support Service Provider	The contracted party delivering Support Services.
Targeted and Tailored Support	Targeted and Tailored Support is designed for those Clients with increased vulnerabilities and risks, is expected to be time limited, and provided by homelessness, and other health and human services.

Term	Definition
Tenancy Management Services	Services including, but not limited to, the following: • as residential rental provider entering sub-leases with Clients and determining and managing (receiving) the Maximum Rent payable by the Client in accordance with the Maximum Rent Formula. • determining and managing eligibility, allocation, and termination of housing assistance. • setting and meeting relevant housing service standards. • supporting Client and resident engagement. • facilitating access to Support Services for Clients and household members with complex needs. • managing and addressing complaints and appeals relating to the provision of housing services; and • maintaining Client satisfaction with the overall quality of housing assistance.
Term of Service Provision	The term of service provision for each service type is as follows: <table><tr><th>Service Component</th><th>Public Housing</th><th>General Lease Property</th><th>Leased Dwellings and Owned Dwellings</th></tr><tr><td>Property Services</td><td>n/a</td><td>18 months</td><td>18 months</td></tr><tr><td>Intensive Support Services</td><td>18 months</td><td>18 months</td><td>24 months</td></tr><tr><td>Targeted and Tailored Support Services</td><td>12 months</td><td>12 months</td><td>24 months</td></tr></table>
Victorian Housing Register (VHR)	The Victorian Housing Register is a single register of all social housing applications. The register applies to both public and community housing.

Overview

The *From Homelessness to a Home (H2H)* program will provide 1,845 households with access to stable medium- and long-term housing and support packages to people experiencing homelessness who are residing in emergency accommodation due to the coronavirus (COVID-19) pandemic prior to 6 December 2020. The program is an opportunity to make a significant, lasting impact on homelessness and rough sleeping in Victoria. Many of the people supported into emergency accommodation have experienced long-term homelessness and disadvantage and have complex needs; this investment will provide the affordable housing and support they need to promote their health and wellbeing and prevent a return to rough sleeping.

The H2H program incorporates property services (including identification and securing of dwellings and property management), support services and flexible brokerage. Property Service Providers and Support Service Providers will work in partnership to deliver a seamless and quality service to the shared Clients receiving support through the H2H program.

Services delivered under this program will be delivered in a culturally appropriate way and in partnership with local Aboriginal services where possible. The Victorian Aboriginal Housing and Homelessness Framework - *Mana-na Woorn-tyeen Maar-takoort* – sets out an approach to ensuring all Aboriginal Victorians have safe, secure and stable housing https://www.vahhf.org.au/. The framework is a guiding document for delivering H2H to Aboriginal people.

Following Housing First principles[2], the primary aim is to house people as quickly as possible to prevent further harm from sleeping rough or living in emergency accommodation. Securing a safe place to live means recovery can start and further non housing needs can be met more effectively.

Housing

The H2H program will provide 1,845 properties in total in regional and metropolitan areas of Victoria. These include a combination of: properties owned by the Registered Housing Provider; private rental properties head-leased by the Registered Housing Provider; newly acquired properties owned by the Director of Housing (DoH) and leased to the Property Services Provider under a General Lease Agreement; and existing Public Housing stock. Head leasing will be used as a rapid housing solution and this is framed by a continuum of support from more intensive (to help a client maintain their housing while they await long term social housing options), to less intensive, including financial assistance to maintain housing that provides stability to enable the client to access private rental or other appropriate housing options.

Table 1: The term of service provision for each service type

Service Component	Public Housing	General Lease Property	Leased Dwellings and Owned Dwellings
Property Services	n/a	18 months	18 months
Intensive Support Services	18 months	18 months	24 months
Targeted and Tailored Support Services	12 months	12 months	24 months

Monitoring and reporting

The program and performance monitoring of services will follow processes set out in the Monitoring and Reporting Framework section of this document. This includes:

- An Emergency Management (EM) approach has been established for a six-month period and will connect with lead H2H community partners daily. Reporting by H2H community partners on client data and the status of support and housing packages will occur daily.

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[2] A model which prescribes safe and permanent housing as the first priority for people experiencing homelessness. Source: Australian Institute for Health and Welfare. "*What is the Housing First model and how does it help those experiencing homelessness?*", AHURI Brief published on 25th May 2018, accessed on 9 January 2020 (https://www.ahuri.edu.au/policy/ahuri-briefs/what-is-the-housing-first-model)

- H2H Community Partners will be required to complete and submit a Monthly Funding Reconciliation Report to the H2H Program in DFFH on or before the 10th day of any month for Service Packages commenced in the preceding Month, for the duration of the program.

- Existing homelessness data reporting against funded activities on a quarterly basis is required and this will be further expanded to include reporting on client support package outcomes; and

- Ad hoc data as required and input to the H2H Program evaluation (these data sets and process for collection are in development).

H2H Objectives and Program Logic

H2H Objectives

The Victorian Government's key objectives for this program are to:

1. Provide immediate access to housing that is affordable to Victorians eligible for H2H packages.
2. Deliver quality Services to people experiencing homelessness.
3. Deliver Services specific to people experiencing homelessness.
4. Be financially viable and sustainable.
5. Give people without a stable place to live the opportunity to address other barriers to more stable and fulfilling lives.

H2H Program Logic

A program logic has been developed to guide the vision and changes expected at client and system levels with the implementation of the program. The program logic will be updated with a final list of indicators and measures after consultation with H2H Community Partners.

Diagram 1: From Homelessness to a Home program logic
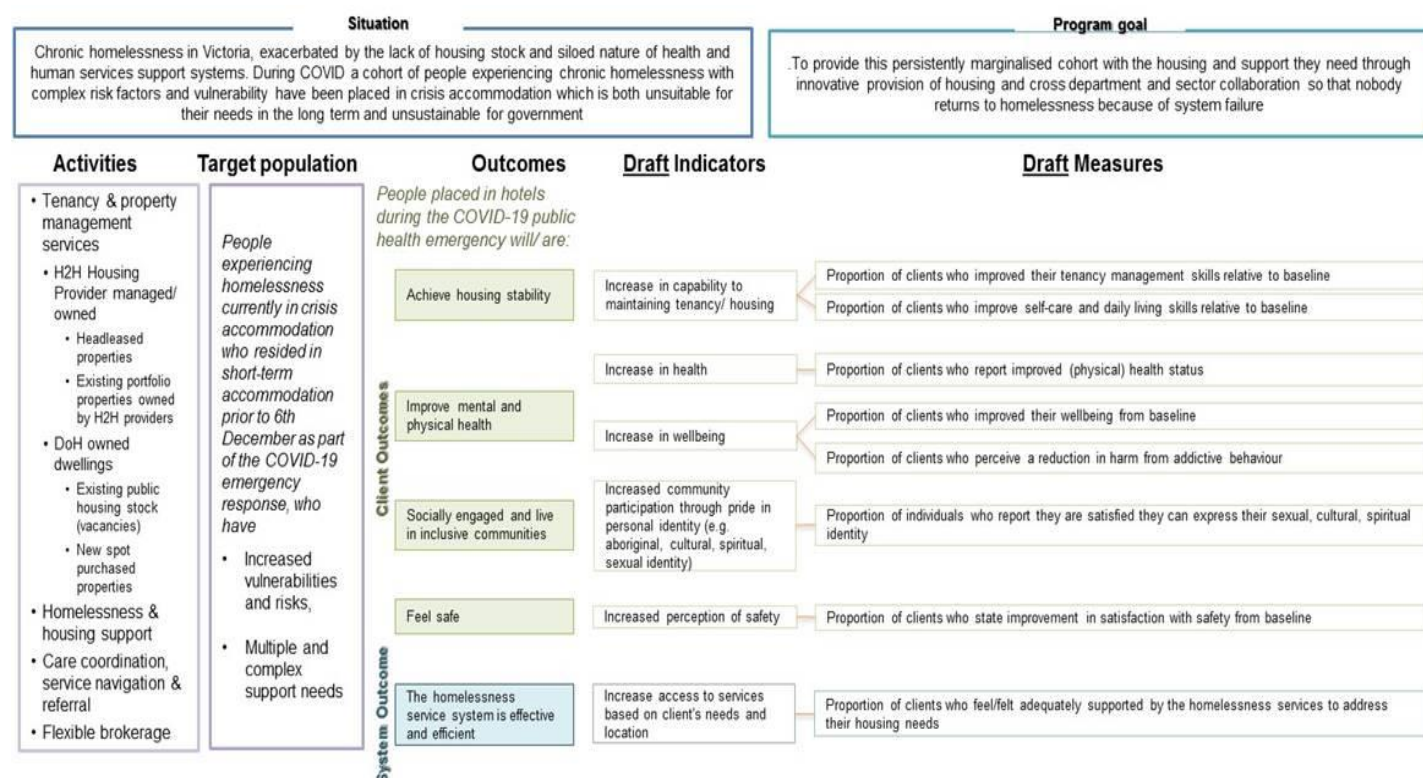
Note: the program logic has been developed by selected staff across the department over two sessions on 12 and 13 August 2020, with facilitation from DHHS' Centre for Evaluation and Research Evidence (CERE). Program logic has been updated as per feedback from service providers as per feedback provided on 11 February 2021. Stream 1 is not included in this framework as funding has been directly allocated to agencies currently delivering Private Rental Assistance Program (PRAP). Stream 1 will be included in the program's impact evaluation, as it is part of the total government investment package.

H2H Implementation objectives

The key implementation objectives are as follows:

1. The program's key objective is to exit Clients placed in hotels or other emergency accommodation due to the COVID-19 pandemic, between 16 March 2020 and prior to the 6 December 2020, to a more affordable form of accommodations with support. This includes people in unsustainable housing and those sleeping rough, that meet the H2H criteria.

2. Identify, secure and renter 1,845 suitable dwellings for H2H eligible Clients by end June 2021.

3. Commence delivery of all 1,845 H2H support and housing service packages to H2H Clients by end of June 2021.

Target group, entry point and eligibility

Target Group

H2H Program is focuses on actively assisting individuals and families who were supported to stay in hotels and other purchased accommodation prior to 6 December 2020 as an emergency response during the pandemic. This includes people who have found alternative accommodation that is not sustainable or have returned to rough sleeping post 6 December 2020. However, this group requires an assertive outreach approach to identify and engage. Once the target cohort has been assisted, the department will provide advice on secondary groups eligible to be assisted by the program if unallocated packages are available.

Entry points and processes

H2H Community Partners may have their own assessment tools to complement the *Initial Assessment and Planning* tool. H2H services will work with their local HEARTs to prioritise Clients for between 12- 24 months support packages. The H2H Support Service Provider is responsible for ensuring up-to-date applications for the Victorian Housing Register (VHR) once Clients are transitioned to the H2H provider. H2H Support Service Providers should work with HEARTS, Entry Points, and other existing supports to take on referrals for those eligible for a H2H package.

HEARTs and other referral agencies may refer Clients to H2H services outside of their HEART area if the Client wishes to be accommodated in that area. Recognising the importance of community links for successful client outcomes consideration should be made to the client's community links and support networks in other locations. A consistent process for cross area referrals is in development.

Eligibility

To be eligible for H2H, H2H referring agencies and H2H Community Partners must confirm Clients were placed in a hotel or other purchased accommodation as a pandemic response from 16 March 2020 and prior to 6 December 2020 and be eligible for a VHR application. There are two types of support packages offered to eligible Clients:

- **Targeted and Tailored Support**: for people who have increased vulnerabilities and risks who are experiencing homelessness and require ongoing housing such as social housing to resolve their homelessness. People are also likely to need a time limited support from specialist homelessness, and health and human services; and

- **Intensive Support**: for people who have multiple support needs such as mental or physical health issues, alcohol or drug use, or other trauma. People will often have experienced chronic homelessness and rough sleeping. People are likely to require intensive social housing and support from specialist homelessness, health, and human services.

People who are exiting emergency accommodation and who do not require intensive support to access and are assessed to be able to maintain private rental tenancies will be supported via existing services, such as the Private Rental Accommodation Program (PRAP) and are not eligible for a service through the H2H program.

People outside of this target group eligibility may be admitted to the program on a case-by-case basis as approved by Homes Victoria, however this decision will be determined by the availability of the housing and support packages available once all eligible people have been moved out of hotels and into housing in the community.

Victorian Housing Register

The VHR is where people can register for social housing in Victoria. It brings together applications for public and community housing so that only one application needs to be submitted to access a broad range of social housing options.

The register has two categories:

- *Priority Access* for people most in need
- *Register of Interest* for people to register their interest in social housing.

Clients eligible for housing and support packages through the H2H program must be eligible for a priority VHR application. Using the VHR to allocate people accommodated in hotels into social housing is an essential step to providing hotel and emergency accommodation exits. Clients will be required to complete and submit a VHR application with the COVID-19 Emergency Management Category (with a new COVID-19 priority reason)

It is a requirement of the H2H program that Support Service Providers ensure that a completed VHR application, using the Emergency Management Category, has been lodged in the system within 30 days of support commencing. This 30-day period relates to properties not managed by the department. Existing public housing cannot be offered to a H2H client without a valid EMC VHR.

The VHR Emergency Management Guidelines are updated to reflect this change. Applications under the COVID-19 priority reason are assessed using the Emergency Management VHR Operational Guidelines in addition to the eligibility criteria referred to in the [Eligibility Criteria operational guidelines](https://fac.dhhs.vic.gov.au/victorian-housing-register) <https://fac.dhhs.vic.gov.au/victorian-housing-register>

Eligibility criteria and required evidence for COVID-19 priority reason is listed here. To apply for this priority reason the designated service provider must confirm that the applicant:

1. Has been assisted to stay in emergency accommodation (hotels, caravan parks etc.) sometime from 16 March 2020 and prior to 6 December 2020 as an emergency response during the pandemic.
2. Is experiencing homelessness.
3. Receives case managed support under the H2H program; and
4. That no other housing exit options are available based on a person's housing history and level of support needs.

Clients not eligible for a VHR application are to be warmly referred to services from other programs within the homelessness and broader service system.

Services under the H2H Program

The three key activities under the H2H program are: Support Services; Flexible Brokerage; and Property Services.

Support services

H2H Community Partners will provide targeted and tailored support packages and/or intensive support packages to Clients living in the properties managed by the Property Service Provider, for the duration of the tenancy and funded support period.

The role of Support Services is provision of specialist homelessness services and other health and human services (through a multidisciplinary integrated model) to support Clients in their transition from emergency accommodation into medium term housing and beyond, consistent with need.

Targeted and tailored support packages

Target population

Clients eligible for this service response are likely to have increased vulnerabilities and risks while experiencing homelessness. As such, they require access to specialist homelessness and other health and human services to resolve their homelessness and address their support needs and may require ongoing subsidised housing such as social housing to break the cycle of homelessness.

Service description

Tailored and Targeted Support Services are delivered with a caseload ratio of 1:12 – 1:16 (this is a guide only) depending on the needs of the Client. Targeted and Tailored Support Services will enable Clients residing in emergency accommodation to achieve stable longer-term housing.

Using persistent, person-centred engagement and individually specific support, the Support Service Provider must deliver each Client's service offer through a continuum of integrated support, designed, and monitored to:

- ensure their pathway to long term housing and personal stability, with active support at all points of referral and transition.

- be individually tailored, flexible and rapidly responsive to support personal, client-led recovery.

- acknowledge individual histories to anticipate, monitor and respond to issues of concern; and

- achieve and maintain stability in housing by observing principles of Trauma Informed Care and Practice (TICP), cultural safety, and strengths-based practice.

Service components

Targeted and Tailored Support Services for Clients incorporate individual focused homelessness support, support to maintain housing and case coordination, service navigation and referral.

Homelessness and housing support

The Support Services Provider must deliver persistent, responsive, targeted and integrated case managed interactions for Clients through flexible contact hours sufficient to create engagement and build trust and address their immediate homelessness and longer-term housing stability.

There may be variations in duration of engagement, intensity of support, type of support and frequency of contact. However, contact must be consistent and frequent enough to achieve a continuity of engagement that will support moving from emergency accommodation.

Homelessness and housing support must include:

- a case coordinator to actively engage with a Client, help navigate the service system, co-ordinate supports and maintain tenancies.

- a strength-based plan that reflects the Client's goals, is holistic and follows the client through their housing pathway.

- referrals and connection to community, services, and networks to enable people to live more independently and leverage community-based health and social supports.

- completion and submission of a Victorian Housing Register application at the earliest possible stage of engagement.

- an exit plan and pathway to meet their individual/ household needs.

Funding amounts for Support Services are fixed at commencement of the Service Package. H2H Community Partners are expected to deliver the appropriate level of Support Services across the portfolio of Service Packages received. There may be scenarios where, a Client no longer requires Intensive Support Services and Targeted and Tailored Support Services are more appropriate (and vice versa). It is expected that the required intensity of Support Services for Clients generally lessens the term of the program because of Support Services received.

The department will work with H2H Community Partners where a Client requests to move to another region where its initial Service Provider does not provide Property or Support Services, or a Client exits early. The department recognises in this scenario that the initial Property Service Provider will have financial obligations relating to that Client (e.g. have entered into a head-lease and recruited staff) and we will work with the Property Service Provider to mitigate the financial impact (e.g. by supporting re-rentering of the vacated Accommodation). The department will not reallocate funding for Support Services from the initial Support Service Provider to a new Support Service Provider.

Case coordination, service navigation and referral

Case coordination will support improved access, connection to and navigation of, mainstream health and other Support Services including (but not limited to) general and mental health, alcohol and other drug services, counselling, financial support, legal support, education supports, employment supports, referral to NDIS, engagement of ACAS assessment if person requires aged care supports if they are over 65 or prematurely aged due to homelessness, daily living skills, family reunification, positive social and community engagement and participation.

A case coordinator will be assigned to each Client to:

- work with the Client to develop a holistic, strengths-based, goal-oriented plan that will remain with the Client's for the duration of their time in the program and is shared with all members of the multidisciplinary team.

- regularly review the plan, identifying achievements, and changes acknowledging that with differing intensity of contact depending on the Client's needs.

- prepare six months in advance for any housing and support needs of the Client post the end of the housing and support period of the H2H package, specifically if the household is in a property where the lease is time limited. Where the Client is accommodated in a head lease property (for 18 months) a new VHR application will be required well before the end of the head lease to ensure a smooth transition where long term social housing is required. This may also be the case where support is required to continue after the funded support package has expired.

- actively engage with the Client: using persistence, compassion, flexibility, and an understanding of trauma, to build trust and maintain a relationship.

- act as the main point of contact for the Client and provide supports to coordinate their care.

- convene multidisciplinary team meetings on a regular basis to discuss the Client's plan, care, supports and strengths, and to share information on the Client (in accordance with privacy legislation).

- broker access to Support Services for the Client where required, including referrals to health services, and helping them to navigate Support Services; and

- ensure that all members of the multidisciplinary team have an up-to-date understanding of the Client's situation and needs, including concerns or risks for the Client's, other others' health and/or safety.

- work collaboratively with the tenancy management team to support Clients to maintain tenancies through early identification of issues including rental arrears. It is expected that workers will support appropriate repayment plans in a timely manner.

H2H Community Partners will pro-actively assist and support frontline staff to navigate and solve access barriers by forging and maintaining effective cross sector partnerships at a leadership level in order to enhance Client access, reduce stigma and work towards collaborative and shared responsibilities for addressing issues impacting on the Client's housing stability and overall wellbeing.

Intensive support packages

Target population

Individuals, couples, and families eligible for this support offer will have multiple support needs such as mental or physical health issues, alcohol or drug use, or the effects of trauma. They will have experienced chronic homelessness and rough sleeping. They are likely to require long term stable housing to resolve their homelessness, as well as additional persistent support from specialist health and human services so they can maintain their housing.

Service description

Intensive support is delivered with a caseload ratio of 1:8 Clients. Support Services provided through the Intensive Support packages will vary depending on the needs and desires of the Client. The Support Service Provider will adapt supports as the client's needs change and respond to risks as they emerge. It is expected that for some Clients the need for services delivered by the support teams will decrease over time as Clients settle, recover, and build new connections to the resources of their community. Other Clients will require intermittent support and for others, the need for support will be ongoing.

Support provided through these packages will be broad in scope, ranging from assistance to establish a home and community connections, through to accessing specific clinical interventions and addressing primary and mental health issues.

Non-housing support must be well integrated with housing activities, thereby assisting tenancy retention by early identification of risks and by stabilising underlying health issues that may undermine housing sustainment if unaddressed.

For Clients placed in existing public housing stock, where tenancy and asset management are undertaken by the local area of the department, a positive and transparent relationship with the local housing officer is required to be established and maintained. H2H Operations Managers, H2H Community Partners and DFFH officers will work collaboratively to allocate and support H2H Clients in these tenancies.

Service Components

Support Services for Intensive Support Clients includes homelessness and housing support, specialist multidisciplinary services, and case coordination, service navigation and referral.

Homelessness and housing support

The Support Services Provider must deliver persistent, targeted, integrated case managed responses for Clients through flexible contact hours (such as afterhours where funding allows) sufficient to create engagement, build trust and address their immediate homelessness and work towards housing stability in the long term. The homelessness

support must provide an assertive, intensive service delivery model to work with individuals to establish and maintain housing and recover from experiences of homelessness.

There may be variations in duration of engagement, intensity of support, and frequency of contact for each Client. If a Client disengages from support, the Support Service Provider must be persistent, assertive, and creative in the engagement approach.

A Client is considered disengaged from support if the person withdraws or rejects contact with a H2H worker for eight consecutive weeks. Decision on formal disengagement must reflect and record that the following have occurred; persistent outreach, contacting known services and multiple communication methods with the H2H Client (for example, text message, letters, and phone calls). All attempts at engagement needs to be fully documented.

Where a Client disengages from support and housing, and withdraws from contact for over eight weeks, their support period must be closed. They can however reengage in the H2H program in the future for the duration of the program if required. If the person advises that they no longer wish to work with the Support Service Provider, the worker responsible for the client will complete a referral to an alternative Support Service Provider or homelessness agency.

If a person is incarcerated for a period longer than one month after accepting H2H support the support period will be closed and the support and housing reallocated to another H2H eligible client. Once the incarcerated person is released from prison, they can reapply for H2H support if they are still eligible and support packages are available.

Support must include:

- active engagement of the Client: using persistence, compassion, flexibility, and an understanding of trauma to build trust and maintain a relationship.
- strength based planning that reflects the Client's goals, is holistic and follows the Client.
- coordination of appointments including support to attend appointments.
- practical assistance and case coordination to help navigate the service system and co-ordinate supports.
- planning to more independent living leveraging community-based health and social supports; and
- at conclusion of any H2H support package all Clients will be provided an exit plan and pathway to meet their individual/ household needs.

This support will involve advocacy and liaison to assist Clients to access the right services; safety planning and immediate accommodation; and continuing to monitor the individual to ensure their situation is resolved.

A long-term housing plan will be developed with each client, including a VHR application for all eligible Clients (as a requirement at the earliest and most appropriate stage of engagement). The Support Service Provider must work with Clients once housed to integrate into the local community and reduce experiences of isolation and exclusion.

Specialist multidisciplinary services

Intensive Support packages must be delivered via a team case management or intensive case management model. Consistent with *Housing First Principles*, each team member contributes to case management and provides their expertise to all Clients and the team.

Intensive Support packages must include the following if required:

- community health support – integration of community health support to provide rapid access to health assistance and breakdown the barriers that can exist between health and specialist homelessness services.
- mental health support – clinical mental health practitioner to provide direct support, as well as secondary consult and service navigation to intensive support practitioners; and
- alcohol and other drugs support – alcohol and other drug practitioner to provide direct client support, as well as secondary consult in relation to AOD systems and harm minimisation, to support service navigation.

The Support Service Provider will deliver or broker referrals to other social services supports.

Flexible contact hours will be offered where possible to enable engagement, build trust and address both immediate and long-term needs. As with case coordination, there may be variations in duration of engagement, intensity of support, and frequency of contact.

Case coordination, service navigation and referral

Case coordination will support improved access, connection to and navigation of, mainstream health and other support services including (but not limited to) general and mental health, alcohol and other drug services, counselling, financial support, legal support, education supports, employment supports, referral of and assistance to people to connect with NDIS, engagement of ACAS assessment if person requires aged care supports if they are over 65 or prematurely aged due to homelessness, daily living skills, family reunification, positive social and community engagement and participation.

A case coordinator will be assigned to each Client to:

- work with the Client to develop and maintain a holistic, strengths-based, goal-oriented plan that will remain with the Client for the duration of their time in the program and is shared with all members of the multidisciplinary team.

- review the Client's plan at a minimum of quarterly, and progress against their plan, with them on a regular basis, with differing intensity of contact depending on the Client's needs.

- prepare a plan at least six months post the end of the housing and support period of the H2H package.

- actively engage with the Client: using persistence, compassion, flexibility, and an understanding of trauma, to build trust and maintain a relationship.

- act as the main point of contact for the Client and provide supports to coordinate their care.

- convene multidisciplinary team meetings on a regular basis to discuss the Client's plan, care, supports and strengths, and to share information on the Client (in accordance with privacy legislation).

- broker access to services for the Client where required, including referrals to health services, and helping them to navigate services; and

- ensure that all members of the multidisciplinary team have an up-to-date understanding of the Client's situation and needs, including concerns or risks for the Client's, other others' health and /or safety.

- work collaboratively with the tenancy management team to support Clients to maintain tenancies through early identification of issues including rental arrears. It is expected that workers will support appropriate repayment plans in a timely manner.

H2H Community Partners will pro-actively assist and support frontline staff to navigate and solve access barriers by forging and maintaining effective cross sector partnerships at a leadership level in order to enhance Client access, reduce stigma and work towards collaborative and shared responsibilities for addressing issues impacting on the Client's housing stability and overall wellbeing. This may include out of hours services where an incident occurs.

Flexible Brokerage

Flexible Brokerage enhances the effectiveness of support provision by enabling agencies to flexibly, creatively, and quickly to improve Client outcomes where these are unable to be accessed through standard processes.

Flexible Brokerage of up to $1,500 per Service Package per household and per annum is available to the Support Service Provider to fund Client-related expenditure for individual needs such as:

- delivering an effective and timely response to an immediate need.

- assisting Clients to establish their homes and to pursue social and recreational interests.

- equipping Clients to support themselves, including brief and targeted support to divert people from entering further into the service system; and

- providing a greater level of support where it is linked to a case plan.

Flexible Brokerage is intended to be truly flexible in its use, and must be clearly acquitted against discernible, measurable Client outcomes. Examples of the use of flexible brokerage are for:

- Client vocational certification where other funding is not available.

- therapeutic recreation.

- specialist services that may not be delivered within support services (such as AOD detox and or rehabilitation); and

- accommodation where its provision is key to engagement and forms part of a pathway to permanent housing such as rent in advance.

Flexible Brokerage is not to be used by the Support Service Provider for any other purposes other than Client related expenditure and assistance. Flexible Brokerage cannot be used for:

- products or services that have not been identified in the Client plan.

- staff related activities.

- support services that are already available to the household through other funding sources; and

- illegal purchases- products or services.

When using Flexible Brokerage to top-up establishment costs for properties the Client must be agreeable and provide consent for this to occur as part of their case/care plan.

Acquittal

H2H Service Support Providers will record flexible brokerage expenditure in the client management system (SHIP/SRS/SAMS) and will be required to submit quarterly payment reports to the department as outlined in the Flexible Brokerage activity descriptor (Activity 94844 as per standard homelessness reporting).

Client engagement and disengagement from support and or housing

Many of the H2H eligible Clients will have complex needs and a level of flexibility is required to ensure every opportunity is provided for Clients to engage and re-engage safely and successfully. Engagement should take various forms (text, calls, letter, home visit) and should be accurately recorded in Client's case file. Engagement may fluctuate throughout the support period.

H2H Community Partners will be the best judge and may determine a longer period, but as a rule if a Client has not accepted housing and/or support after a four-week attempted engagement, the support period can be concluded. As previously mentioned, this would include multiple attempts to contact to reengage with the client prior to closing the case file.

For Clients who have initially engaged in support and housing and subsequently disengage or have fluctuating engagement, H2H Providers should seek to understand why the Client has disengaged and what can be put in place to address these barriers. It is expected that H2H Providers will continually attempt to engage hard to reach Clients throughout the support period.

Prior to determining that someone is disengaged every effort will be taken to engage with the Client with appropriate documentation of these attempts and clearly stating their reasons for no longer wanting/requiring a H2H (or part of a H2H) Package being accurately recorded in Client's case file.

It is a requirement of the H2H program that before formalising that a Client has disengaged from the program that a safety and welfare check is undertaken as part of the exit process. Standard exit processes for people experiencing homelessness should be adhered to.

If a Client who has disengaged and abandoned their property and/or their support, and is referred again, they can be reallocated at the H2H Support Allocation panel in line with the panel's prioritisation and allocation processes.

Where the Client wants to remain in the housing but disengages from support, existing RTA rules apply for the tenancy. After all reengagement strategies have been tried and Client still requests to disengage from support what is left of the support package goes back to the pool of support packages (HEART and H2H Community Partner) for reallocation. Where this situation arises H2H Community Partners are required to contact the HEART Coordinator to discuss potential eligible Clients who can be picked up for support (assuming HEART Coordinators continue to hold a list of eligible Clients).

Where the Client has abandoned the property and is still accepting support, the H2H Provider will conduct an assessment as to the reasons the H2H Client has left the property. H2H resources should be utilised to encourage and support the Client to return and move back into the property unless there are psychological, environmental and/or physical safety concerns. In the case of public housing the H2H provider will work closely with the local housing office.

Where it is obvious a Client has abandoned their property and is refusing all forms of support the package should be withdrawn and reallocated through the HEART area H2H Support Allocation panel.

Client movement

Clients should be supported to move between package types if this is required to meet their needs (Targeted and Tailored and Intensive). Flexibility should not be hampered by appropriate package availability from H2H Community Partners but by assessment of Client needs. When transfer between package types occur H2H Community Partners are to report this in daily reporting.

Cross Area Referral

A Client should be considered for allocation in the HEART area that best meets their housing and support needs. All attempts should be made to refer Clients to all preferred areas prior to allocating support packages. Referring agencies should ensure that the individual is interested in being provided with housing and support in the HEART area they are currently staying in. If the individual/household wishes to live in another HEART area, the HEART and current supporting organisation (if one present) should provide a referral to the client preferred HEART area. The individual/household should then be considered at the H2H Support Allocation Panel in the in the preferred HEART area. A process for H2H cross area referral is currently in development.

H2H Support Allocation Panel

Where appropriate there should be one H2H Support Allocation Panel per HEART area to support a collaborative and transparent process for allocation.

H2H Support Allocation Panels should be scheduled at regular intervals to ensure that Clients are allocated in a timely way, this will be determined by each Panel. Panel meeting frequency and will be dependent on flow of referrals and vacancies.

H2H Support Allocation Panel members

The Panel should be comprised of the following members:

- H2H Community Partner/s leads and/or relevant partners in HEART area if presenting potential vacancies
- Entry points
- Support agencies (if required)
- HEART Coordinator / Homelessness Networker
- APSS (Agency Performance and Systems Support) Manager (if they wish to attend)
- H2H Oversight Unit Operations Manager
- Senior Adviser, DFFH Homeless to Home Coordinator
- Other agencies as required.

Principles of resource allocation and prioritisation

To ensure a transparent and equitable allocation process all available eligible Client referrals will be coordinated in each HEART area for allocation to H2H Provider vacancies. Allocations for support should only occur within this process and should not be made by individual H2H providers. Where there is an existing relationship and current engagement with an H2H provider, allocation of the Client to the provider should be supported through the panel.

Decision making around resource allocation and prioritisation should be guided by the *H2H Program Guidelines*. Decisions are to be made in timely manner to ensure clients are not residing in hotels longer than necessary.

H2H providers must accept the Client that has been allocated unless there are exceptional reasons.

The H2H Oversight Unit Operations Manager will work with each individual H2H Community Partner and H2H Support Allocation Panels to establish KPI's that meet the hotel exit milestone of end of June 2021.

Diagram 2 -Support Package Allocation process map
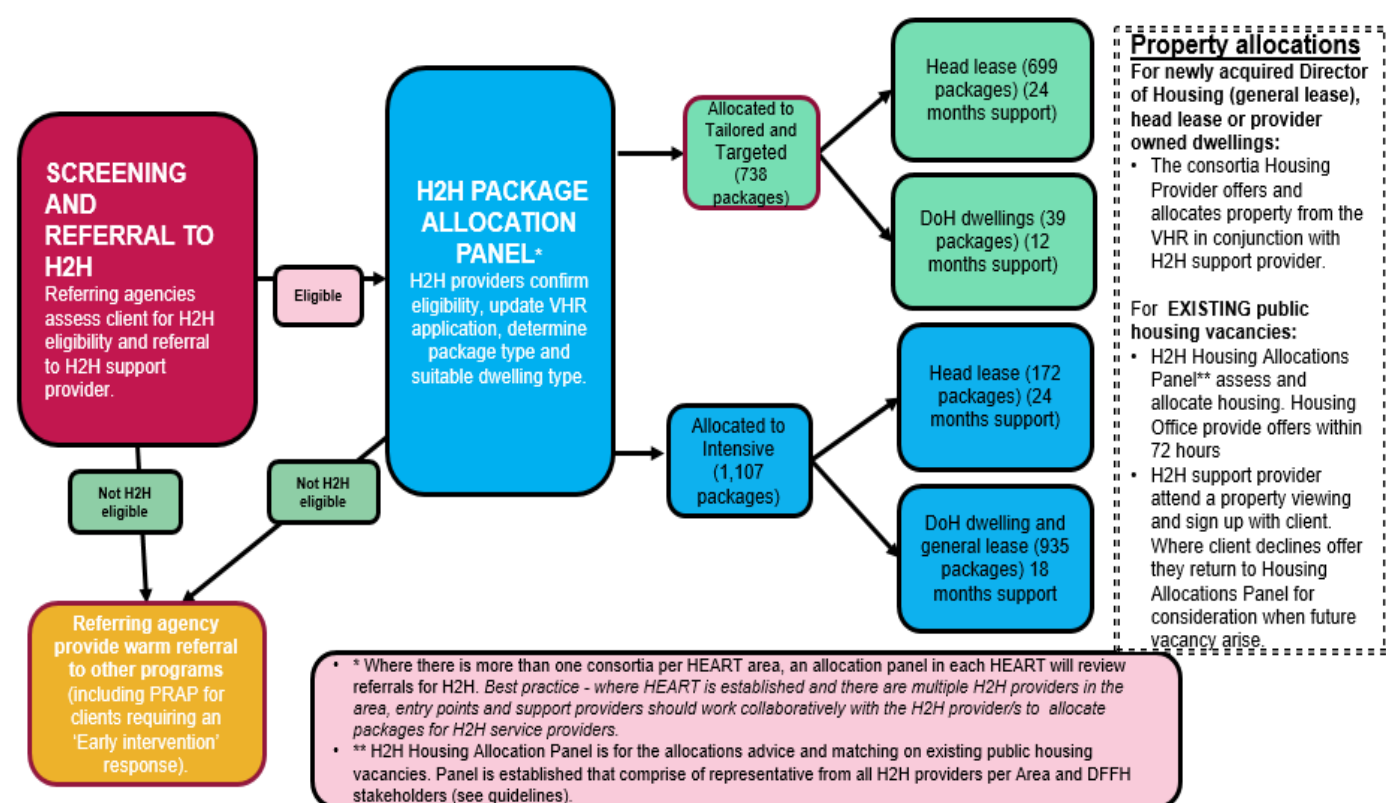
Please note: Small adjustments to this model can be made in agreement between all parties, for example where support allocation and public housing allocations occur simultaneously, so long as transparent, and equitable allocation process remain.

Property Services

The role of Property Services Providers is to provide a dwelling, tenancy management and asset management services that support Clients to transition from emergency accommodation into stable and suitable housing and during their relevant period of accommodation. This function works closely with Support Service Providers to provide an integrated service delivery response.

Property management

Property Service Providers are residential rental providers and responsible for compliance with the provisions of the *Residential Tenancies Amendment Bill 2018* (introduced on 29 March 2021). Property establishment funds are available to Property Service Providers.

Property establishment

When establishing properties, the following standard items, is indicative of what may be provided through the property establishment allocation. H2H flexible brokerage funding and other funding sources can be used to top up expenditure to meet these standard requirements for Clients who do not already own these items. This may include additional items suitable to meet the needs of children. Standard establishment items are as follows:

STANDARD ITEMS	
• refrigerator	• beds and mattresses*
• washing machine*	• wardrobes (if not built in)
• microwave oven	• chest of drawers for each bedroom (optional)
• lounge suite	• small household items e.g., crockery, cutlery, cleaning utensils
• dining table and chairs	• vacuum cleaner where a property is carpeted
	• linen (where the client is unable to supply their own)

Note: to be determined by property type and available facilities

Once purchased and delivered to the Client's dwelling, ownership of household items belongs to the Client.

Asset Management

Asset management services must be delivered in accordance with existing regulatory and policy requirements including the *Residential Tenancies Amendment Act 2018* (coming into effect on 29 March 2021) and the Housing Registrar Guidelines. In addition, the requirements include the following:

- as residential rental provider accept liability for the property condition (including review and acceptance or otherwise of the conditions report) at lease commencement

- set and meet relevant property condition levels

- maintain Client satisfaction with the overall asset management and maintenance services provided

- complete any maintenance works to ensure the property meets the hand-back conditions at the end of the lease term.

- The department will consider requests for financial assistance to support repairs of extensive damage undertaken by Clients on a case by case basis. Community partners will need to demonstrate that appropriate and assertive support and tenancy management has been provided to a client. An assessment will be undertaken of file notes maintained by both support and tenancy providers.

A full description of the asset management regulatory and policy requirements can be found at http://www.housingregistrar.vic.gov.au/How-we-regulate/Guidelines-for-agencies.

Tenancy management

Tenancy management must be delivered in accordance with the existing regulatory and policy requirements including, but not limited to, the following:

- as residential rental provider enter sub-leases with Clients and determine and manage (receive) the maximum rent payable by the client in accordance with the Maximum Rent Formula **(see Appendix 2).**

- determine and manage eligibility, allocation, and termination of housing assistance.

- negotiation of tenancy agreements.

- monitoring of occupancy arrangements and tenancies.

- rent collection.

- proactively manage neighbour issues, including community engagement activities where appropriate (for example, if the Property Service Provider is managing several dwellings within the one building).

- arranging maintenance for General Lease Properties, and reporting maintenance in accordance with the terms of the General Lease.

- set and meet relevant housing service standards.

- support client engagement.

- facilitate access to Support Services for Clients and household members with complex needs.

- manage and address complaints and appeals relating to the provision of housing services; and

- maintain client satisfaction with the overall quality of housing assistance.

A full description of the department's policy requirements can be found in section 4 of the *Homelessness Services Guidelines and Conditions of Funding* (https://www.dhhs.vic.gov.au/sites/default/files/documents/201705/Homelessness-Services-Guidelines-and-Conditions-of-Funding-V2.1.pdf).

Maintaining tenancies and rental arrears

H2H Clients may experience multiple challenges in maintaining tenancies. H2H service providers must be aware that renters may fall behind in rent payments. It is expected that tenancy workers will be vigilant and will alert the support worker to any identified issues at the earlier possible opportunity.

Tenancy managers are encouraged to undertake professional development in Housing First frameworks. Under Housing First principles, tenancy managers should be aware that some clients may exhibit behaviours of concern in their transition from hotel to their homes, and use discretion in the use of tenancy breaches, particularly during the transition period of a new tenancy.

Rental arrears should be identified and reported as soon as possible, and within **5 days** of a missed payment to ensure that renter do not fall behind beyond an affordable repayment schedule. Support providers will work closely with tenancy workers and the Clients to ensure that a repayment plan is put into place as soon as possible to minimise financial burden.

Identification and securing of properties

There are three types of housing stock being used for this Program, including:

- Public Housing properties which will be offered to Clients and will continue to be managed by the department.

- Spot purchased properties leased to a Property Service Provider through a H2H General Lease who will lease to Clients as residential rental provider; and

- Property Service Provider owned, or head leased properties with tenancy and property management services delivered by the Property Service Provider.

Public Housing

DoH will lease Public Housing to Clients.

The department will provide Public Housing in a good, lettable condition at lease commencement of a tenancy.

Homes Victoria will be responsible for asset management services in relation to Public Housing. Homes Victoria will retain maximum rent paid by Clients placed in Public Housing.

These properties will be provided on an ongoing periodic lease arrangement with the renter in accordance with the renter being able to maintain the tenancy.

General Lease Properties

DoH will lease General Lease Properties to Property Service Providers on terms that are substantially the same as those in DoH's standard General Lease.

The department will provide General Lease Properties in a good, lettable condition at lease commencement of a tenancy.

The following guidance applies to **General Lease Properties**:

- Property Service Providers will be responsible for all maintenance and asset management services in relation to General Lease Properties; and

- Property Service Providers will retain the maximum rent paid by Clients placed in General Lease Properties to be applied in maintaining the General Lease Properties in accordance with the terms of the General Lease.

Property Service Provider owned properties and head leased properties

- Property Service Provider owned, and leased properties must comply with Homes Vic policy on head leased properties.

- Property Service Providers are required to undertake asset management services on owned and leased properties.

- The Property Service Provider will be responsible for any additional asset damage that is not fair wear and tear (for example renter damage).

- There will be differences in the way allocations will occur between public housing and head leased and owned properties. For example, head leased properties are more likely to have a have a fixed term.

- Head leased properties will need to be loaded by Property Service Providers into HiiP.

- At the end of the term of a head leased property the renter will be transitioned into a more permanent accommodation type. If the housing pathway for the renter is into public housing, a new VHR application will be required to be submitted by the H2H Support Service Provider.

Vacancy Management - Head Leased Properties

- In the event of Initial Vacancy of a Leased Property, the department will pay H2H Partners Net Rent to the value of Market Rent for up to 28 days. This reflects the period that it may take up to 14 days to allocate a head leased (Leased) Property to a Client and a further 14 days before it is rented to account for any time required for H2H Partners to furnish the property, complete necessary maintenance works and / or provide the Client sufficient notice to relocate. Where the Leased Property remains vacant after 28 days, H2H Partners will be liable to pay the Market Rent from that point until the Leased Property is rented.

- If the property is rented after the 28 days period, the department will be liable to pay Net rent from the point of the tenancy commencing, taking into account the Maximum rent that is applied to that property.

- If Maximum rent is not known at the point of tenancy commencement, the department will apply assumed maximum rent according to the attached table:

Bedroom type	Maximum Rent assumed ($/week)
1 Bed	92.30
2 Bed	120.30
3 Bed	130.30
4 Bed	228.50

- For the avoidance of doubt, the department will make no further adjustments to Maximum Rent in the event of vacancy beyond the Initial Vacancy period (i.e. if a Leased property becomes vacant part way through the lease).

- The department will not recognise any Initial Vacancy period for Owned Properties. Owned Properties are only to be reported as commenced when a lease with a Client has been entered into and the Maximum Rent is known.

Guidance on use of 2-bedroom dwellings for single households

For General Lease Properties

As a rule, 2-bedroom dwellings cannot be allocated to one person households except where:

- The Property Service Provider can clearly demonstrate that there are no single bedroom dwellings available for head leasing in the area.

- The proposed single household renter has special accommodation needs (e.g. Need for a second room for children's access visits or for a carer); and/or

- The renter will be safe and not made more vulnerable with a two-bedroom property. The Property Service Provider must demonstrate measures that will be put in place to mitigate risks of anti-social behaviours that may be caused by individuals who are not engaged with the program residing at the property.

Where two-bedroom dwellings are being used for single person households Homes Victoria authorisation will be required. A written request with evidence in line with departmental Allocations Policy is required to be sent to the HomelessnessToHome@dhhs.vic.gov.au inbox with agreement reached with Homes Victoria.

For head leased properties

As a rule, 2-bedroom dwellings cannot be allocated to one person households except where:

- The Property Service Provider can clearly demonstrate that there are no single bedroom dwellings available for head leasing in the area.

- The proposed single household renter has special accommodation needs (e.g. Need for a second room for children's access visits or for a career); and/or

- The renter will be safe and not made more vulnerable with a two-bedroom property. The Property Service Provider must demonstrate measures that will be put in place to mitigate risks of anti-social behaviours that may be caused by individuals who are not engaged with the program residing at the property.

Homes Victoria acknowledge that there are limited quantity of one bedroom properties, especially in rural and regional locations and as such when there is no other option available and agreement by Homes Victoria has been granted to place a single person household in a two-bedroom dwelling, the lease must stipulate that the Clients application for long term housing will be reassessed once the head lease comes to an end and that the subsequent VHR application will be updated to reflect actual accommodation needs. Where two-bedroom dwellings are being used for single person households Homes Victoria authorisation will be required. A written request to the HomelessnessToHome@dhhs.vic.gov.au inbox is required and agreement reached with Homes Victoria.

- **For rules on for Public Housing please see page 25.**

- **For H2H Community Housing Provider owned properties it is at the discretion of the H2H Community Housing Provider.**

Financial assistance in establishing a H2H tenancy

There is a high likelihood that, where rent in advance is required, some H2H Clients will not be able to financially establish the tenancy on their own limited income. In response to this identified issue, the H2H program will allow for changes to the use of HEF to support the establishment of public housing tenancies for H2H Clients where two weeks rent in advance is required.

In the case of Head Lease properties, where the H2H Client is unable to pay rent in advance, H2H Community Partners can use the Private Rental Assistance Package (PRAP). HEF cannot and should not be used in Head Leased properties.

Property allocations

Properties should be allocated to individuals who need assistance to exit from emergency accommodation provided during the coronavirus (COVID-19) pandemic and will be supported in the property by a H2H response or other leveraged support services.

H2H Community Partners will assist all households exiting to public housing with active and ongoing support services and tenancy establishment funds matched to their level of need. To facilitate the H2H exits, an Emergency Management Category (COVID-19) has been created on the Victorian Housing Register (VHR).

Following Housing First principles, the primary aim is to house people as quickly as possible to prevent further harm from sleeping rough or living in emergency accommodation. Securing a safe place to live means recovery can start and further non housing needs can be met more effectively. Housing H2H eligible participants into social housing forms part of the COVID-19 response.

Each H2H Community Partner will establish a dedicated housing allocations procedure to match owned and leased properties to individuals to achieve the best outcome for the Client. Factors influencing matching of properties include, but are not limited to:

- Client vulnerability and need;
- Suitability in terms of size, location, proximity to services (e.g., schools) and access requirements; and
- Client preferences.

Public Housing Property Allocation

There are 378 DOH existing public housing dwellings are being allocated to the H2H program for H2H Clients. The target date for allocation into public housing is the end of April 2021.

Forecast of DOH Public Housing dwellings targets below is indicative and based on standard annual vacancy projections.

Table 2 below was provided by Community Services Operations Division of DFFH on 12 March 2021 and is subject to updating. Figures may require reforecasting in the first phase of the delivery of H2H depended on availability and immediate demand.

Table 2: Indicative Public Housing allocations

HEART Catchment	Packages
Barwon and South West District	**25**
Brim bank Melton and Western Melb	**55**
Central Highlands and Western District	**15**
Goulburn and Ovens Murray	**4**
Hume and North Eastern Melb	**124**
Inner and Outer Gippsland	**33**
Inner Eastern and Outer Eastern Melb	**25**
Loddon and Mallee	**20**
Southern Melbourne Bayside Pen	**77**
Total	378

The allocation of eligible H2H Clients into social housing must follow the re-renting considerations as outlined in the *Highrise allocations and re-renting operational policy position*. The aim of avoiding further COVID-19 risk and to support public health prevention measures, the number of people residing in high density settings (excluding older persons high rise estates) is to be reduced.

The following are the agreed policy settings:

1. *Hotel Exit plans*

   To enable the successful transition into long term housing, Support Service Providers will work with property service provider to establish a long-term support plan to support the housing allocation for each Client. The Support Service Provider must work with Clients once housed to integrate into the local community and reduce experiences of isolation and exclusion.

2. *Services under the H2H program*

   Support Service Providers will provide either Targeted and Tailored Support packages or Intensive Support packages to Clients living in the properties leased to the Property Service Provider including public housing managed properties, for the duration of the supported tenancy period.

3. *Application of Emergency Management Housing Category (COVID-19 priority reason) of the Victorian Housing Register:*

   The Emergency Management priority access category of the Register has been enacted. Applications for social housing approved to this category will appear at the top of the Register reflecting the urgency placed on providing Accommodation to these households as quickly as possible.

   Applications must be submitted under the COVID-19 priority reason by a H2H Community Partner to be considered for the Emergency Management Housing Category (COVID-19 priority reason).

4. *Eligibility for the Emergency Management Housing Category (COVID-19 priority reason)*

To be eligible for allocation into public housing, the applicants must meet the following criteria:

- Eligibility for social housing as stated in the Director's Determinations and the *Emergency Management Housing* operational guidelines (VHR).

- Has been assisted to stay in emergency accommodation (hotels, caravan parks etc.) prior to 6 December 2020 as an emergency response during the COVID-19 pandemic.

- The H2H operational team has included the household in their program because they meet the H2H eligibility requirement.

- Receives case managed support under the H2H program; and

- Has demonstrated no other housing exits options are available based on a person's housing history and level of support needs.

5. *Rent in advance*

All public housing tenancies must commence with rent in advance paid at sign-up. As mentioned above in the section titled *Financial assistance in establishing a H2H tenancy* financial support can be made available to clients. Keys will be provided to the renter once rent in advance has been paid and a Residential Tenancies Agreement has been entered into. For public housing tenancies this is usually one or two weeks rent in advance, depending on when their Rent Deduction Service from Services Australia commences. Bond is not a requirement for public housing tenancies.

In circumstances where renters need assistance to ensure rent is paid in advance, the Property Services Provider will ensure that:

- The household are in receipt of their full Services Australia entitlement; and

- The household has access to the necessary funds to pay rent in advance (a payment plan can be put in place to assist with this).

6. *Reasonable offers*

Where an applicant is approved for Emergency Management Housing Category (COVID-19 priority reason), a maximum of two reasonable offers of housing can be made under this category.

A reasonable offer needs to consider the following:

- The number of bedrooms is matched in accordance with the housing size guidelines in the [Clients with special accommodation requirements operational guidelines](https://fac.dhhs.vic.gov.au/funded-agency-channel/Clients-special-accommodation-requirements) https://fac.dhhs.vic.gov.au/funded-agency-channel/Clients-special-accommodation-requirements;

- The area requested is in the preferred area and meets a household's safety and access needs. The property may be in any suburb within the preferred area unless there is a location exemption. For example, a suburb within a preferred area is exempt due to family violence.

- The property meets the household's assessed need, for example, ongoing medical need or disability modification; and

- The household's circumstances that affects their housing outcome remains the same.

If an applicant declines two reasonable offers of housing, their application will be removed from the Priority Access Category and they will be placed on the Register of Interest. Applicants will be eligible for a further two ROI offers. If these are refused the application will be removed from the VHR.

7. *Allocation of properties*

To reduce the risk of overcrowding, the principle of one person (or a couple in a family group) per bedroom within a property is used.

Households may be allocated a property with an extra bedroom if there is a lack of available properties to match one person/couple per bedroom as outlined in the *High-rise allocations and re-rentering operational policy position* and in the section above titled *Guidance on use of 2-bedroom dwellings for single households.*

8. *Matching bedrooms*

The renter should not be made more vulnerable if allocated a larger property, as described above in *Allocation of Properties.*

To facilitate a successful tenancy, the Property Services Provider will demonstrate measures to mitigate any risks of anti-social behaviours that may be caused by individuals who are not engaged with the program residing at the property.

9. *Fixed term leases*

Fixed term leases may be considered appropriate in some circumstances as part of an emergency management response. This may occur where a fixed term lease supports the applicant's/ Client's circumstances.

Policy position

The allocation of H2H Clients into public housing is subject to the following:

- Applicants are registered on the VHR and are eligible for the Emergency Management Housing Category (COVID-19 priority reason).

- H2H Support Services are actively engaged and working with Clients to facilitate entry into a long-term tenancy.

- Housing plans are established between H2H Community Partners and the applicant, especially if a tenancy is subject to a fixed term tenancy. Exit planning is included as required to avoid exits into homelessness and/or poor housing outcomes, consistent with the H2H program guidelines.

- In circumstances where H2H eligible individual has been housed before H2H Community Partners were in place, Support Service packages are still expected to be provided by the H2H Community Partners once established in the HEART area and as agreed by the applicant.

- Arrangements for ongoing allocations of H2H applicants beyond 378 are yet to be resolved and will be reviewed. Additional public housing properties may need to be used to support the roll out of the H2H program. For example, where there are delays in procurement of the spot purchased properties or there is a lack of suitable properties for the H2H cohort within an area an option to use an existing public housing property can be considered. When this occurs, as the delayed spot purchase properties are made available, they will transfer over to become public housing properties on a one for one basis to meet the requirements of non-H2H Clients; and

- Where a H2H Community Partner is not able to secure an appropriate head leased property in the client's nominated area, the agency may apply to access a public housing property under a general lease, and on the basis that they will take a non-H2H priority applicant into a head leased property. Noting, this should only be explored when all other opportunities to house the H2H client have been exhausted. In these cases, the Client will remain on the VHR until they are allocated a long-term property.

Operationalising the policy

Vacant properties

The department will provide public housing properties in a good, lettable condition at lease commencement of a tenancy as required under the *Residential Tenancies Amendment Act 2018* (enacted on 29 March 2021).

Matching properties

Extra bedrooms in properties can be allocated to households where:

- There are no appropriately matched bedroom dwellings available in the area for the household.

- The proposed household renter has special accommodation needs (e.g. Need for a second room for children's access visits or for a career).

- Agreement has been reached between the allocating area, the support service, and the household; or

- Supports will mitigate any risks to vulnerable households that extra bedrooms may pose.

Allocation Panels

Each operational area, as determined by Community Services Operations division (CSOD), will participate in an H2H Public Housing Allocation and/or establish a panel process to assess and/or facilitate public housing allocations for H2H applicants eligible for the Emergency Management Housing Category (COVID-19 priority reason).

Public Housing Allocation Panels have been designed to assist Housing Officers in leading an integrated and innovative approach to providing long-term housing support to H2H Clients.

Public Housing Allocation Panels will consist of a senior consortia member, H2H Operations Manager and the relevant DFFH Client Services Housing Manager, at a minimum. The Panel will review applications to inform decision making around making priority offers to Clients on the Emergency Management category on VHR for existing DoH public housing properties.

Public Housing Allocation Panel participants will work together to ensure the most appropriate and sustainable housing allocation is made for each Client going into existing public housing, taking into consideration their personal needs. All applicants presented to the panel will be on the VHR with the Emergency Management category activated or at least a VHR Application to be upgraded. This includes evidence of hotel stay, emergency accommodation stays or rough sleeping during the prescribed dates from 16 March to 6 December 2020. For rough sleepers to be eligible, where there is no evidence of a hotel stay during the prescribed dates, the referring agency must be able to demonstrate there was no hotel option available at the time. Consideration of rough sleepers for H2H packages will be undertaken on a case by case basis. The priority is to first house people that are still in hotels and were in hotels during the prescribed dates; second people who were in hotels in the prescribed dates but no longer; third rough sleepers who can demonstrate that there was no hotel option available during the prescribed date to meet their needs.

A Housing Allocation Panel will be established in each HEART area to support DoH to allocate Public Housing to H2H households. Meeting outcomes and recommendations will be recorded. The Public Housing Allocation Panel will be coordinated by the H2H Oversight Unit and include:

- Area Office Housing Manager
- H2H Community Partners operating in the area
- H2H Operations Manager
- Other agency representatives and department officers as required.

Please see below process flow for Support and Public Housing Allocation Panel.

Diagram 3: Support and Public Housing allocation process – diagram below shows crossover process for intensive H2H packages allocated to vacant public housing
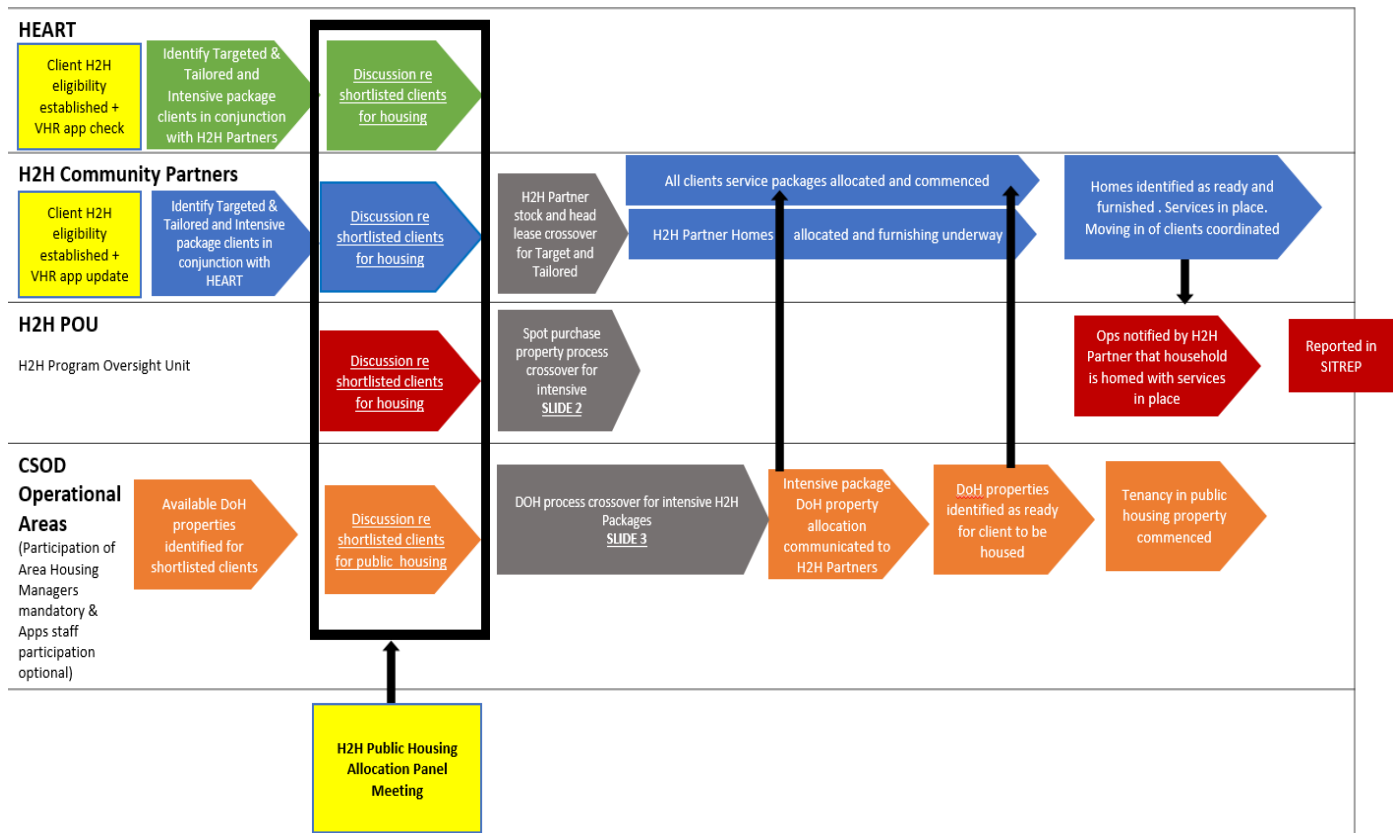
Note: Not all areas are using this exact process for public housing allocations. In some cases HEARTS do not attend. If public housing allocation process are to deviate, then these need to be documented and provided to the H2H Operations Manager.
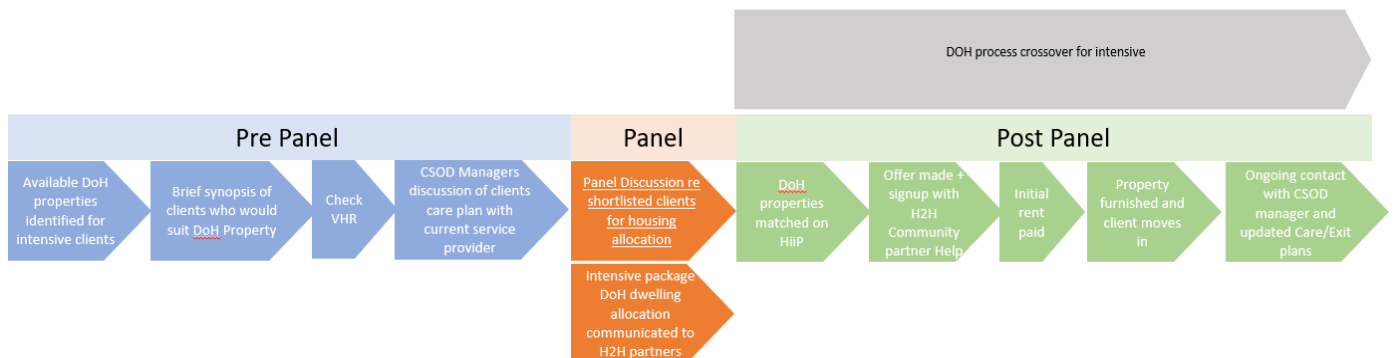
General Lease Property Allocation

The department will spot purchase 596 properties for the H2H program. These properties will be transferred to H2H Property service Providers through general Lease arrangements. Lease of these properties is currently set for 18 months. Information regarding the future management of these properties will be determined prior to the 18-month period and Property Service Providers will be advised on the ongoing arrangements.

In respect of any spot purchase properties, once these are settled, safety checks have occurred, and the properties are made active (in HiiP and Asset Maintenance team) the properties will be leased to Property Service Providers under the General Lease.

Forecast of availability of General Lease Properties

The third quarter of 2020-21 has seen a fast-moving real estate market across Victoria. Other influences in accurately determining spot purchase numbers include:

- Construction activity still being completed (as is the case in several large bulk purchases).
- Prolonged contract negotiations with vendors and their solicitors.
- Vic Gov Land Monitor and Independent Assessment Panel process varies; and
- State Revenue Office complex stamp duty assessment (for all transactions – which takes up to 40 days).

As such Homes Victoria are reviewing spot purchase acquisitions monthly. The estimated forecast settlement month is listed below is as of 21 April 2021. This information should be read as accurate at the time of publishing and indicative overall. Homes Victoria is seeking to negotiate earlier settlement dates in all cases.

Table 3: Forecast of settlement dates for properties that will come under General Lease Agreement properties

Forecast settlement month							
HEART Catchment	Jan	Feb	Mar	Apr	May	Jun	Total
Barwon and South West District		1		8	10		19
Brimbank Melton and Western Melbourne			3	30	21	181	235
Central Highlands and Western District				6	5	1	12
Inner and Outer Gippsland				3	4		7
Goulburn and Ovens Murray							0
Hume and North Eastern Melbourne		5	2	79	45	57	188
Inner Eastern and Outer Eastern Melbourne		12	2	7	29		50
Loddon and Mallee	1			4	10	1	16
Southern Melbourne Bayside Peninsula		3	2	9	50	4	68
Total		18	15	233	313	46	596

Allocation of General Lease Properties to Clients

Once leased to Property Service Providers the expectation and practice is to rapidly allocate properties with matched Clients that are supported by a Support Service Provider. To ensure suitable Client allocation into these properties, the General Lease holder, H2H Support Providers and H2H Operations managers should meet to discuss risks of the property for the nominated client.

Community engagement

H2H Community Partners should consider community engagement strategies where appropriate (for example, multiple dwellings in one building). Community engagement should be designed to improve community relations and support and assist successful tenancies.

Governance

The governance framework for this program has been established and the structure* is effective as at 19 April 2021. Note that this structure may be modified during the life of the program.
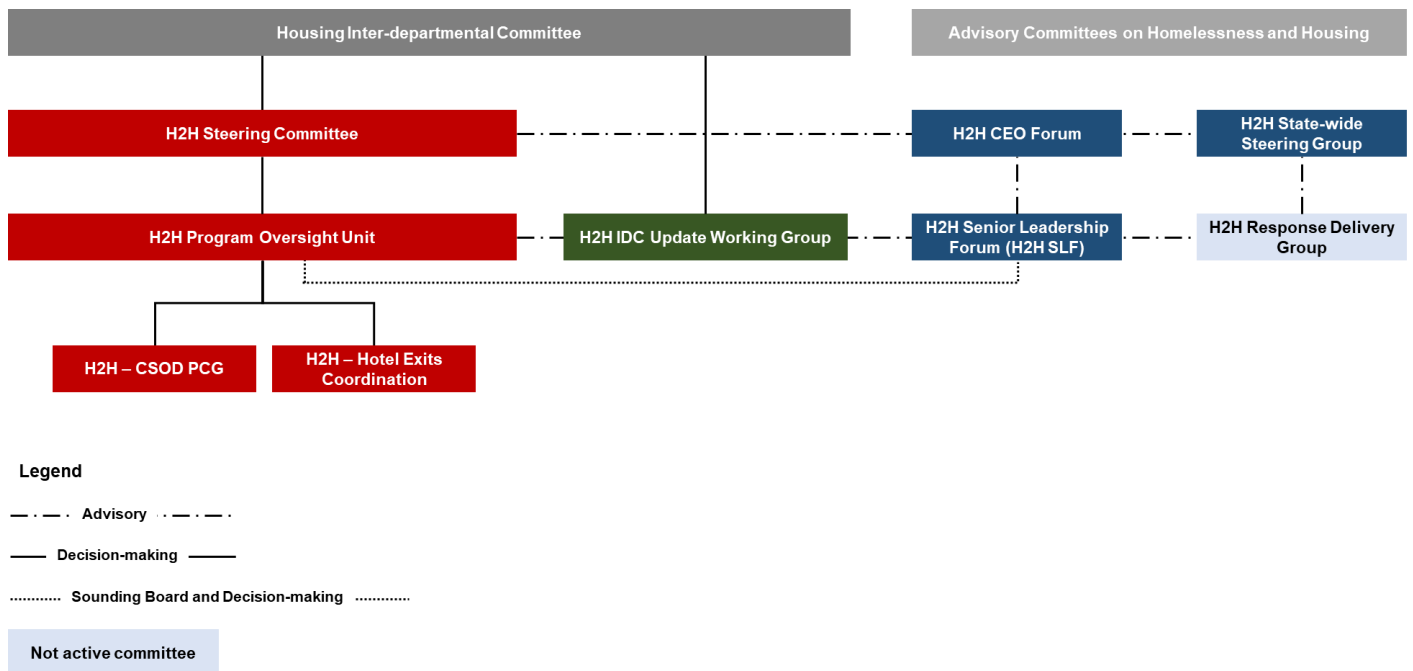
Diagram 4: H2H Program Governance Structure*

H2H Steering Committee Group – active

The H2H Steering Committee Groups is a strategic internal decision-making group accountable for the overall success of the H2H Program. This group is meeting weekly for 30 minutes. The Executive Director of H2H Program Oversight Unit is chairing this meeting.

H2H IDC Update Working Group – active

The H2H IDC Update Working Group is an advisory working group consisting of representatives of H2H Program Oversight Unit, Department of Premier and Cabinet (DPC), and Department of Treasury and Finance (DTF). This group meets on weekly basis and the Executive Director of H2H Program Oversight Unit is chairing this meeting.

H2H Program Oversight Unit – active

The H2H Program Oversight Unit is the unit established with responsibility to operationalise, monitor, and report the delivery of the program. The unit of 15 FTEs consists of the following cell led by a Lead.

1. Finance.
2. Reporting and Intelligence.
3. Governance and Performance Monitoring.
4. Communications.
5. Operations.
6. Planning and Project Management.

H2H – CSOD Project Control Group – active

This working group is established as the internal decision-making group to facilitate Clients exits to current public housing dwellings.

Membership of this PCG consists of representatives from Community Services and Operations Division (CSOD) and H2H Program Oversight Unit (POU). This PCG meets weekly for 60 minutes on Tuesday.

H2H - Hotel Exits Coordination Working Group – active

This working group is an operational working group to help coordinate hotel exits across the department.

Membership of this working group consists of representatives from Homes Victoria, Community Services and Operations Division (CSOD), and H2H Program Oversight Unit (POU). This working group meets fortnight for 30 minutes on Friday.

H2H CEO Forum – active

This forum has been established as an active engagement with the CEO of community partners to ensure dialogues and collaborations occur so that the H2H program will be delivered appropriately, effectively, and efficiently across Victoria from its commencement to the next 24 months. Membership of this forum consists of CEO of each community partner and representative of H2H POU. The CEO of Homes Victoria is chairing this forum.

H2H Senior Leadership Forum – active

This forum is accountable to ensure that the H2H program remains on course operationally to deliver its expected outcomes and meets government commitments on time. Membership of this forum consists of representatives from senior management of the community partners, CSOD, and H2H POU. The Director of H2H POU is chairing this forum.

H2H State-wide Steering Group – active (from 30 March 2021)

This group will be the strategic multi-agency group responsible for ensuring the H2H Program is delivered appropriately, effectively, and efficiently across Victoria post emergency management period. Membership of this group will consist of representatives from Homes Victoria, CSOD, H2H POU, and the community partners. It is proposed that the group will meet every month. Information and directions from the SSG may be reported to the Ministerial Advisory Committee on Homelessness.

H2H Response Delivery Group – not active

This group is the multi-agency operational groups responsible for monitoring and supporting the delivery of the H2H Program through a place-based approach, by local area. It is proposed that this group will meet every quarter with representatives from the community partners, local HEART area coordinator, H2H POU, and people with experience of homelessness.

Performance Monitoring and Reporting Framework

Overview

The H2H Performance Monitoring and Reporting Framework is a strategic approach to manage the H2H Program, which equips the H2H Program Oversight Unit, Homes Victoria, and other stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the program delivery in terms of indicators and targets for efficiency, effectiveness and impact.
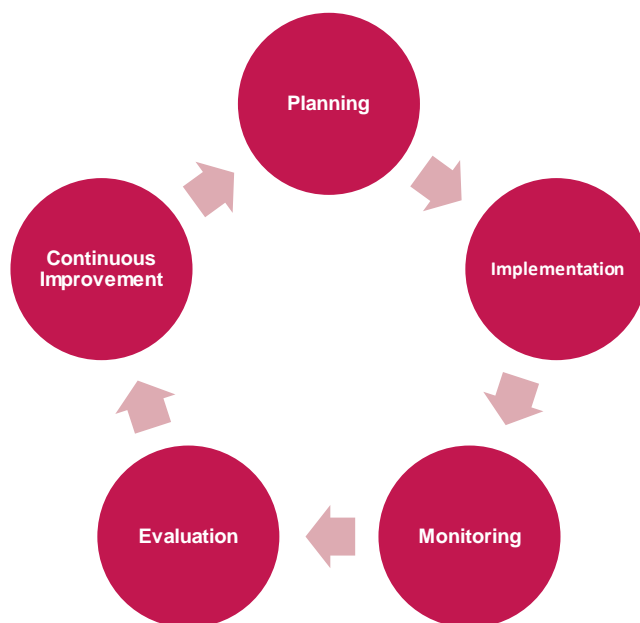
Diagram 5. H2H Performance Monitoring and Reporting Framework

Guiding principles

The program monitoring and reporting framework is designed to the following.

- **Strengthen accountability** for the achievement of client and system outcomes and efficient use of public funding.

- **Be aligned with the policy and strategic directions** identified in the Homelessness Services Guidelines and Conditions of Funding May 2014, and the COVID-19 Amendment to Homelessness Services Guidelines and Conditions of Funding.

- Drive **consistency and comparability** in performance management across funded providers.

- Facilitate **robust whole-of-program and agency-level performance monitoring and management** by the department.

- **Foster funded providers' capacity** to measure, understand, and continuously improve the quality of their service delivery.

- Be **practical** to implement and **evidence based.**

- **Complement** existing data collections with outcome measurement approaches and allow for data linkage with other social services data.

- Assist to drive **improved and sustained outcomes** for Clients

The program's performance monitoring and reporting of H2H services will follow processes set out in the Monitoring and Reporting Framework section of this document. This includes:

1. An Emergency Management (EM) approach has been established for around a six-month period and will connect with lead H2H providers daily. Daily information will be inputted by representative of H2H Community Partner through a Secure Data Exchange (SDE). Details on these reporting requirements are outlined below, this includes reporting on deidentified client data and support and housing status (new).

2. H2H Community Partners will be required to complete and submit a Monthly Funding Reconciliation Report (new) to the H2H Program in DFFH on or before the 10th day of any month, for the duration of the program.

3. Current homelessness data reporting against funded activities (existing) on a quarterly basis and (new) data reporting on client support package outcomes (under development).

Please note: H2H Community Partners may be required to provide ad hoc data on request and for input to the H2H Program evaluation (both yet to be determined).

Key features

The framework has the following key features:

- The use of **multiple data sources**, including outcome measurement, activity-based data and qualitative information that can be used to monitor and assess provider performance over time.

- Inclusion of **client voice data** as part of the support packages outcomes data, that supports the monitoring and assessment of service access, effectiveness, safety, responsiveness, and continuity, and provides a genuine and meaningful opportunity for client involvement in quality improvement.

- A focus on enabling the measurement to **client and system level outcomes**, including the extent to which the H2H program contributes to:

  - sustained housing outcomes

  - achievement of key social determinants such as improved physical and mental health, improved housing security, social connectedness, and engagement, and

  - reducing the rates of representation and chronic homelessness.

1. Daily Client Data reporting

Additional Reporting Requirements for Emergency Management

As this project will be delivered under Emergency Management COVID-19 arrangements additional data will be required daily. Using an emergency management approach will drive performance and provide real time reporting to key governance structures and the Minister. The specific reporting requirements are in development and build on existing weekly reporting content provided by the HEARTS. The new data was distributed in February 2021.

A secure data exchange has been established in SharePoint for this purpose and all H2H Community Partners have been onboarded to submit daily data.

For assistance and clarification H2H Community Partners are asked to send an email to the H2H shared inbox **HomelessnessToHome@dhhs.vic.gov.au** and mark at the top ATTN H2H Daily Reporting. This email address is not for submission of data. The H2H Program Oversight Unit will access the secure data exchange (link below) to review your file/s (please submit data files before contacting the H2H inbox). Do not send submission files to this email address.

Daily data collection process

Daily Submission Deadline

This report is due before 12pm (midday) everyday Mon-Fri excluding the following Victorian public holidays (Mon 8 March, Fri 2 April, Mon 5 April, Mon 14 June).

Submissions will only be accepted via upload to this secure data exchange: **https://dhhsvicgovau.sharepoint.com/sites/SDE3-H2H/**

Please only submit .xlsx files for daily reporting (do not convert this into PDF or CSV). Keep all sheets intact.

A submission is considered accepted only once it has passed data validation checks. The H2H Operations team may require further corrections, amendments, and resubmission in the same day to correct any errors.

H2H Community Partners must provide at least 2 key contacts who will receive logins to the secure data exchange.

H2H Community Partners are responsible for ensuring daily reporting submission occurs even in the event of illness and leave.

Checklist for every daily data submission

- Only one file per H2H Community Partners (please consolidate prior to submission).

- Filename format is YYYYMMDD_H2H_Daily_Report.xlsx *e.g. For 1 March 2021 the filename will be 20210301_H2H_Daily_Report.xlsx*

- The H2H Partner must be filled out (cell D5) of H2H Reporting Template sheet.

- The correct date must be entered in cell D7 of H2H Reporting Template sheet.

- One row per individual Client.

- No gaps or empty spacers rows.

- There is allowance for up to 800 rows (individuals) in this sheet but please contact H2H Operations Team if you think you're remotely likely to exceed this row count.

- Include a household ID to group individuals. All individuals must have a household ID even if they are a household of 1.

- Household IDs must be unique across all agencies/organisations within a single H2H Community Partners.

- Age can only be a whole integer above 0 (children under 1 should be entered as 0).

- Please enter fields requiring a date in the format of DD/MM/YYYY e.g. 31/03/2021. Ensure you do not enter unrealistic dates e.g. 30 February, 31 June etc.

- If a hotel/motel is not in the pull-down list, please select "000 Hotel/Motel Accommodation Not in List". Please email **HomelessnessToHome@dhhs.vic.gov.au** with details of this hotel not in the list.

- If an individual is successfully contacted, both 'Last Attempted Contact Date' and 'Last Successful Contact Date' must be the same.

Privacy and security considerations

- Please provide a collection notice to each Client, in such a manner to ensure there is a reasonable expectation that H2H Client data will be disclosed to the department.

- Please ensure Client data is only stored on organisational devices (e.g., Computers), network servers and cloud drives.

- No H2H Client data should be on any personal device or cloud service.

- All access to Client data must be password protected at some level (this can be to the device, the file, or the server/cloud drive).

- While it is understood that some data sharing will be required within a H2H Community Partners this must always be secure through authenticated means.

- No shared files may have a URL link that does not require authentication.

- Please notify the H2H Operations Team in the event of any key daily reporting contacts leaving your organisation (so that their access to the secure data exchange is disabled).

2. Monthly Funding Reconciliation reporting

H2H Community Partners must also complete and submit the Monthly Funding Reconciliation Report, to fulfil the program's funding reconciliation process as described in Appendix 2. Monthly Funding Reconciliation Reporting is required to be submitted to DFFH by the 10th of each month.

3. Quarterly Performance reporting

Purpose

The H2H quarterly performance reporting aims to assess the program's progress and impact throughout its implementation. It will encompass two levels of reporting as the following.

1. Activity-based targets (against three funded activities under this program)

   - Housing Assistance 94842 Homelessness client support
   - Housing Assistance 94843 Homelessness housing and tenancy administration
   - Housing Assistance 94844 Homelessness flexible funding.

2. Support packages outcomes data to understand the program and H2H Community Partner's contribution towards the achievement of client and system-level outcomes.

Explanation of those funded activities can be found below.

- **Homelessness client support (activity 94842).**

  Delivery of support services have been split as follows:

  o *Stream 2 - Targeted and Tailored Support*: people who have increased vulnerabilities and risks who are experiencing homelessness and require ongoing housing such as social housing to resolve their homelessness. People are also likely to need a time limited support from specialist homelessness, and health and human services; and

  o *Stream 3 - Intensive Support*: people who have multiple support needs such as mental or physical health issues, alcohol or drug use, or other trauma. People will often have experienced chronic homelessness and rough sleeping. People are likely to require persistent housing support from specialist homelessness, health, and human services.

- **Homelessness housing and tenancy administration (activity 94843).**

- **Homelessness flexible funding (activity 94844).**

Process

Performance monitoring and reporting of activity-based targets (on a H2H Community Partner bases) will be managed by Homes Victoria's central Housing and Accommodation Support Unit (HaAS) staff with assistance from the Homelessness Emergency Accommodation Response Team (HEART) Coordinators.

Program monitoring and implementation oversees activity-based targets *and* monitors support packages outcomes data. It will be managed centrally by the H2H Program Manager in HaAS Unit with assistance from the LASN/HEART Coordinators.

Data

The Homelessness Data Collection (activities 94842 and 94844) and Service Delivery Tracking (activity 94843) will provide key evidence of program implementation, as will the use of outcome measurement to better understand service impact upon client and the service systems. Service Delivery Tracking will be used for the tenancy administration activity-based targets.

Data will be reported by funded agencies, as per specifications in their service agreement, but will be made available to APSS (Agency Performance and Systems Support) staff and the H2H Program Manager via a HEART PowerBI application. The HEART PowerBI application will also facilitate data-sharing with H2H Community Partners, increasing feedback to providers that support service improvement.

Data reporting

H2H Community Partners will report program monitoring data according to the requirements, platforms, and cycles in their service agreements. Below is an overview of these requirements:

- For **Client support activity-based targets**, key performance measures will derive from the Homelessness Data Collection (HDC), based on standard monthly submissions of specialist homelessness services Client data.

- For **housing and tenancy administration activity-based targets**, key performance measures will derive from what agencies self-report via Service Delivery Tracking (SDT).

- For **flexible funding activity targets**, key performance measures will derive from the HDC as per standard monthly submissions of specialist homelessness services client data. The six-monthly financial attestation of brokerage expenditure will be used only for the program's evaluation.

- H2H Community Partners must also complete and submit a **Monthly Funding Reconciliation Report** – a manual template in MS Excel – on or before the 10th day of the month, during the term of this program. Instructions on how to populate the Monthly Service Provider Report are provided in the template.

- Emergency Management reporting daily

- For **support packages outcomes data**, data shall be reported quarterly and shared by providers with DFFH Central.

Homelessness Data Collection (HDC) reporting – technicalities

As the department will be using the HDC as the main program monitoring tool for the H2H program – and focused on understanding the impact of the Program across service systems – there is a need to track Clients over time. To implement such processes, some technical elements have been added to how Clients are categorised and linked through the reporting systems:

1. Providers will be tracked in the HDC based on Client's Statistical Linkage Key (SLK), connected to a Homelessness Emergency Accommodation Response Team (HEART). The provider will be apparent in that all H2H Clients will be in an existing ORG ID belonging to an auspice and area.

2. Each Client supported by the program will have an individual SLK (developed based on the Client's alpha code, gender, and their date of birth).

3. Providers shall create an SLK for each Client supported by the program (using the SLK generator provided by the department) and share it with the department by secure upload.

4. Each SLK will be also connected to one of the HEARTs, and therefore be easily linked to its local area (and provider).

Please note because the H2H Client group is static and finite across the lifespan of the program. Because of the static client population, each H2H Community Partner will see a decrease in client number due to attrition as people's circumstances are resolved.

Data access

Homelessness Client support and Homelessness flexible funding data access

Agency Performance and Systems Support (APPS) staff will be able to access data on the key performance measures for two activities (94842 – Homelessness Client Support; and 94844 – Homelessness Flexible Funding) for their areas/providers on **HEART PowerBI app**.

Homelessness Data Collection access includes the following.

1. Data for the program's key performance measures will be available to DFFH local areas via HEART PowerBI app. The platform will be simple, secure, and interactive, allowing users to export data.

2. DFFH central HaAS staff will need to access HEART PowerBI app to monitor performance of H2H Community Partners.

Based on the HDC reporting schedule, data will only be available <u>6 weeks after the data is due</u> – e.g. data for the month of November data will not be visible until beginning of January. A Gantt chart with the key activities under

this program monitoring framework (including schedule for data reporting, sharing and analysis) can be found in **Appendix 3** – Gantt chart – expected timeframe of key activities of the H2H program monitoring framework.

Housing and tenancy administration data access

Agency Performance and Systems Support (APPS) staff will be able to access the key performance measures from the SDT for the activity 94843 – Homelessness Housing and Tenancy Administration for their areas/ providers via the standard Service Delivery Tracking Tool.

Support Service packages outcomes data access

Support Service packages outcomes data will be received by DFFH Central from each consortium. The data will be processed and made available to DFFH local areas via HEART PowerBI app, together with the HDC data.

Please note: Daily data and Monthly Financial Reconciliation reporting are outlined below.

Data sharing

Homelessness client support and Homelessness flexible funding data available through HEART PowerBI app shall be extracted from the platform by the H2H Program Manager, for sharing with consortium/ providers in each local area.

Data should be shared with H2H Community Partners as soon as practicable, so providers have sufficient time to identify immediate areas for service improvement and conduct their own analysis if desired.

Housing and tenancy administration data may be re-shared with H2H Community Partners, based on the H2H Program Manager's discretion.

Data collection and program monitoring process

The H2H quarterly performance and outcomes monitoring aims to assess the program's progress and impact throughout its implementation. The program monitoring cycle will encompass two types of reporting: activity-based targets and support packages outcomes.

Activity-based targets

The H2H Community Partners must acquit against activity-based targets for the delivery of Client support (activity 94842); housing and tenancy administration (activity 94843); and flexible funding (activity 94844), as established in their Service Agreement. These targets constitute the expected service delivery for the H2H Community Partners, stating the quantity of the output units to be delivered yearly. Data reporting schedules should follow requirements stated in the service agreement, activity descriptors and program guidelines.

Support package outcomes

In addition to the targets associated to each funded activity, the department is interested in understanding the H2H Community Partner's contribution towards the achievement of Client and system-level outcomes.

A program logic has been developed at the inception of the program's design, including Client and system-level outcomes. Based on the information received, the department has drafted indicators and measures which will now be socialised with successful H2H Community Partners via consultation (including an online survey and virtual meeting).

Caveats

The framework acknowledges that while the funded H2H Community Partners are expected to contribute to a range of Client and system outcomes, they are not necessarily in control of all variables affecting the achievement of specific outcomes.

For example, improved long-term housing security and community participation are outcomes the H2H Community Partners will actively support the target Client group to achieve. However, it is acknowledged that the provider does not have direct control over all variables associated with achieving these outcomes, such as availability of affordable housing and Client willingness or ability to engage with opportunities in the community.

Conversely, H2H Community Partners is highly accountable for supporting Clients to improve (for example) their daily living skills and ability to sustain accommodation/ housing whilst receiving a support package and involving Clients in decisions related to their support.

Quarterly Performance Monitoring

The activity-based targets and support package outcomes data reporting will be conducted **quarterly**, using both the HDC, SDT and the support package outcomes data. Below illustrates schedule of the H2H quarterly performance monitoring cycle.

Table 5: Example of the H2H quarterly performance and outcome monitoring cycle – areas marked with 'α'

Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Data reporting – Client support (activity 94842)	α	α	α	β	β	β
Data reporting – Housing and tenancy administration (activity 94843)	α	α	α	β	β	β
Data reporting – Flexible funding (activity 94844)	α	α	α	β	β	β
Data reporting – Monthly Service Provider Report	α	α	α	β	β	β
Data reporting – Support packages outcomes				α		
Data processed by DFFH Central				α	α	
Data accessible via the HEART PowerBI app					α	
Data shared with H2H Community Partners					α	
Data analysed by stakeholders (e.g. APSS staff, H2H Prog. Manager)						α

Note: symbols and colors denote the timing of activities in the following program monitoring cycle

α in grey box – Quarter 1 all other α's in colored boxes denote when the first quarter data reporting will be processes and accessible.

β – Quarter 2

Table 6: Summary of activities in the H2H quarterly performance and outcome monitoring cycle and responsibilities of each type of stakeholder

Activity	Description	H2H Community Partners	DFFH (APSS staff)	DFFH (H2H Program Manager)	DFFH (Central)
Data reporting *(activity-based targets)*	*Data reporting according to the requirements of each funded activity, as per descriptor.* *Completion of the Monthly Service Provider Report on/ before the 10th day of the month.*	Report program monitoring data according to the requirements, platforms and cycles in their service agreements and program guidelines.	N/A	N/A	N/A
Data reporting *(support package outcomes)*	*Data reporting according to the requirements in the program monitoring framework.*		N/A	N/A	N/A
Data processing	*Process in which data is gathered and processed for distribution via HEART PowerBI app.*	N/A	N/A	N/A	OPQ team to process the HDC and support package outcomes data.
Data access	*HDC and support package outcomes reporting will be made available to APSS staff via the HEART PowerBI app.* *SDT data will be available via the SDT tool, as per standard reporting.*	N/A	Access data for local area/ H2H Community Partners for performance monitoring.	Access data for local area/ H2H Community Partners for program monitoring (including the Monthly Service Provider Report).	N/A
Data sharing	*Dissemination of the data compiled on the program's progress with H2H Community Partners and LASN/ HEART s.*	N/A	N/A	Extract data from HEART PowerBI app and share with each H2H Community Partners.	N/A
Performance monitoring	*Assess if stakeholders are meeting their activity-based targets.*	N/A	N/A for the first six months of the program. Further performance monitoring is yet to be determined.	Conduct the performance monitoring of activity-based targets based on established performance management processes.	Policy advice as required.

Evaluation Framework

The H2H Evaluation Framework provides the key principles and procedures to guide rigorous and transparent program evaluations that will inform better decision making, planning and practice for the program. This framework provides:

- Key concepts and key principles.

- Guidelines for setting priorities on what, when, and how to evaluate.

- Guidelines for how to utilise evaluation findings to inform better decision and policy making and service delivery.
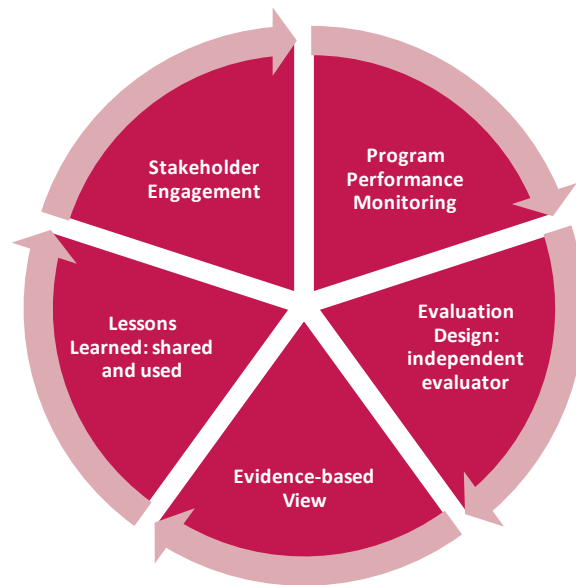
Diagram 6. H2H Evaluation Framework

Key concepts

Evaluation is defined as a rigorous, systematic, and objective process to make judgment on the impact of a program in relation to its effectiveness, efficiency, and appropriateness.

Evaluation will provide answers to the following questions:

1. **Process evaluation**: has the program been implemented as planned and how well the program is operating?

2. **Formative evaluation**: is the program the most appropriate approach?

3. **Economic and social impact evaluation**:

   a. **Economic impact**: how would this program support improved economic participation by helping to address chronic homelessness and health and wellbeing needs, enabling people to better participate in employment, education, and training?

   b. **Social impact**: how would this program support improved health and wellbeing outcomes for people experiencing or at risk of homelessness a high proportion of who are Clients of other health, human services, and justice systems?

4. **Impact evaluation:**

   a. **Local government impact**: how would this program avoid people from returning to rough sleeping?

b. **Regional impact**: how would this program avoid people from returning to rough sleeping and other forms of homelessness?

Key principles

Key principles that will underpin the planning and conduct of H2H program evaluation are the following.

1. Evaluation will be **planned early** in the program, timely, and strategic to influence decision making.

2. Evaluation will be **appropriately resourced** by considering what is realistic and feasible to achieve within time and budget constraints.

3. Evaluation will be **rigorous, systematic, and objective** – that it should be methodologically sound and replicable in accordance with the program's size, risk, priority, and significance.

4. Evaluation will be **transparent and open**.

5. Evaluation will be **conducted with the right mix of expertise and independence** from those involved in the program.

6. **Stakeholders** are to be **identified and actively involved** in the design and implementation of the program evaluation.

Type of evaluation

The H2H program adopts three types of evaluation.

1. **Process/Rapid Evaluation**

    The aims are to review the program: design, progress, and output, and to create baseline for Outcome and Impact Evaluation.

    The objectives are to provide answer to the questions of "Has the program been implemented as planned?" and "How well is the program operating?"

2. **Outcome Evaluation**

    The aims are to assess effectiveness of the program and to review outcomes of the program on homelessness and overall service systems 18 months post the last client exits.

    The objectives are to provide answer to the questions of "Is the program meeting its stated objectives?", "What difference did the program make?", and "Is the program the most appropriate approach?".

3. **Impact Evaluation**

    The aims are to assess effectiveness of the program and to review impacts on homelessness and overall service system 36 months post the last client exits.

    The objectives are to provide answer to the questions of "Does the program provide value for money?", "Did the benefits justify the costs?", "Is this program the most appropriate approach?", and "Is an in-depth evaluation feasible?"

Potential data sources for the evaluation

The following data sources will be collected and used for the H2H evaluation.

Administrative and program monitoring data will provide evidence of the benefits and pitfalls of the implementation of the program. This should include both data on activity-based targets[3] and support packages outcomes[4].

Interviews/ Surveys with Clients will provide information on their experience of the services (both in terms of their appropriateness and effectiveness) and highlight key opportunities and challenges during individual's support periods that could maximise the benefit of the program. It is important to highlight that inclusion of any Client voice data will depend on ethics approval; hence its utilisation, methodology and depth of research may vary.

Interviews/ Surveys with service providers to explore the operational matters regarding the program's implementation, enablers and hurdles of H2H Community Partner's models and identify systemic issues which may affect Client's outcomes. Additionally, this qualitative data should also be used to investigate agencies' role and ability to identify/ provide/ refer to services within and outside the homelessness system.

Case studies should highlight the aspects of the support packages (including access to specialist services) and Housing First approach in improving/ contributing towards client outcomes.

Linked data (based on administrative data collected across health and human services) will allow to assess the impact of the program in relation to the cohort's usage of other service systems. This will enable quantification and projection of the impact of the investment on government expenditure, and broadly across society.

Process

The following aspects of evaluation is under development and will be communicated through the relevant governance arrangement.

1. Confirmation on data sources for the evaluation.

2. Detail evaluation process.

3. Relevant stakeholders that need to be engaged and involved.

4. Governance, roles, and responsibilities at all levels of the program.

5. Strategies to build evaluation capability and strengthen a culture of continuous improvement.

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[3] The H2H Community Partners must acquit against activity-based targets for the delivery of client support (activity 94842); housing and tenancy administration (activity 94843); and flexible funding (activity 94844), as established in their Service Agreement. These targets constitute the expected service delivery for the H2H Community Partners, stating the quantity of the output units to be delivered yearly.

[4] Worker and client-feedback data will be collected to measure the impact of the programs on Clients (i) housing stability,; (ii) improvement in mental and physical health; (iii) social inclusion; (iv) perception of safety; and (v) the ability of homelessness services to address their housing needs.

Appendix 1 – Detailed Process Map for Public Housing Allocations

Detailed Process for the matching and allocation of clients - Homelessness to a Home
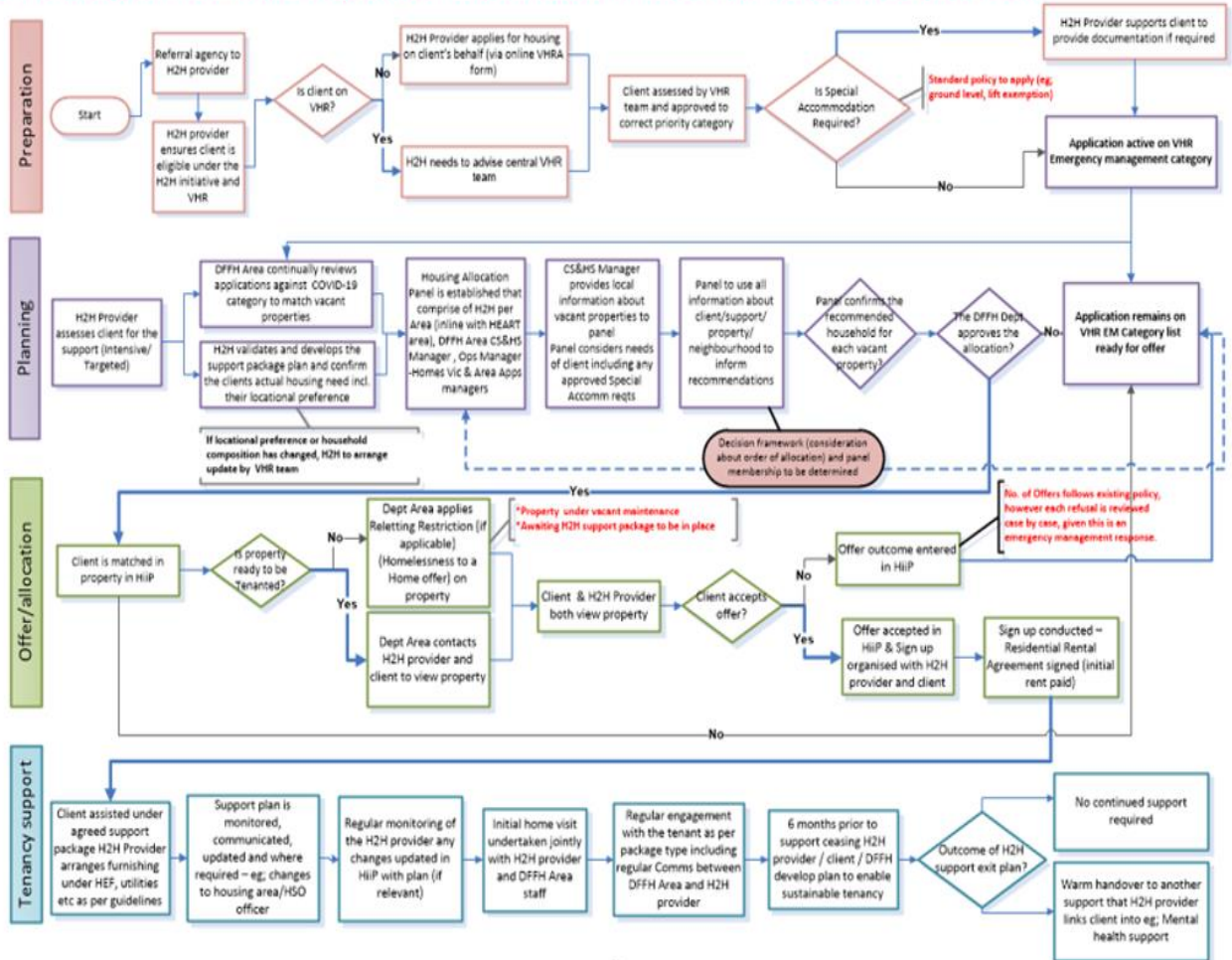
Appendix 2 - Payment Mechanisms and Funding Reconciliation Process

The below sets out the payment mechanism and funding reconciliation process to be performed throughout the term of this program. Please note the terms 'Consortia', 'Consortium members' is to be read the same as H2H Community Partners.

1. H2H Community Partners will receive Monthly Service Payments (MSP) in-advance for all allocated Service Packages delivered under this program.

2. The MSP will comprise funding amounts:

    a. for Property Services in Months 1 to 18 (inclusive) from commencement of delivery of Services, including:

        i. Establishment Costs (in Month 1 only).

        ii. Net Rent (for Leased Dwellings and Owned Dwellings only; for General Lease Properties and Public Housing, Net Rent will be deemed to be zero).

        iii. Tenancy Management Services (for Leased Dwellings, Owned Dwellings and General Lease Property only; for Public Housing, Tenancy Management Services will be deemed to be zero); and

        iv. Asset Management Services (for Leased Dwellings and Owned Dwellings only; for General Lease Properties and Public Housing, Asset Management Services will be deemed to be zero),

    ((i), (ii), (iii) and (iv) together, Property Services MSP).

    b. for Intensive Support Services and Targeted and Tailored Support Services in respect of Leased Dwellings and Owned Dwellings in Months 1 to 24 (inclusive) from commencement of delivery of Services.

    c. for Intensive Support Services in respect of General Lease Properties and Public Housing in months 1 to 18 (inclusive) from commencement of delivery of Services; and

    d. for Targeted and Tailored Support Services in respect of General Lease Properties and Public Housing in months 1 to 12 (inclusive) from commencement of delivery of Services,

    ((b), (c) and (d) together, Support Services MSP).

3. Property Services MSP will be funded via Activity 94843 (Homelessness Housing and Tenancy Administration).

4. Support Services MSP will be funded via Activity 94842 (Homelessness Client Support) and Activity 94844 (Homelessness Flexible Funding).

5. H2H Community Partners must complete and submit the Monthly Funding Reconciliation Report Template (manual collection) on or before the 10th day of each Month for the preceding Month during the term of this program.

6. For the Months up to and including two Months following completion of each Quarter, where a Reconciliation Amount has not been determined, the department will fund H2H Community Partners an MSP (Estimated) amount based on:

    a. the number of allocated Service Packages not commenced in the previous Quarters.

    b. the agreed funding amounts for Establishment Costs, Asset Management Services (for Leased Dwellings and Owned Dwellings only; for General Lease Properties and Public Housing, Asset Management Services will be deemed to be zero), Tenancy Management Services (for Leased

Dwellings, Owned Dwellings and General Lease Property only; for Public Housing, Tenancy Management Services will be deemed to be zero) and Support Services; and

c.   estimated Net Rent (for Leased Dwellings only; for General Lease Properties and Public Housing, Net Rent will be deemed to be zero), based on estimated Market Rent and estimated Maximum Rent as determined by the department.

Weekly Median Market Rent (per property)	1 Bed	2 Bed	3 Bed	4+ Bed
1. Hume Moreland and North Eastern Melbourne Areas	$359.00	$411.00	$500.00	$538.00
2. Brimbank Melton and Western Melbourne Area	$400.00	$402.00	$468.00	$569.00
3. Goulburn and Ovens Murray Areas	$299.00	$320.00	$358.00	$424.00
4. Loddon and Mallee Areas	$291.00	$440.00	$395.00	$558.00
5. Inner Eastern and Outer Eastern Melbourne Areas	$365.00	$416.00	$503.00	$668.00
6. Inner Gippsland and Outer Gippsland Areas	$317.00	$400.00	$361.00	$443.00
7. Central Highlands and Western District Areas	$299.00	$360.00	$358.00	$430.00
8. Barwon and South West District Area	$340.00	$468.00	$523.00	$587.00
9. Southern Melbourne and Bayside Peninsula Areas	$360.00	$446.00	$559.00	$767.00

7.   For the remaining Months (i.e. up to and including Month 18 for Property Services and Month 12, 18 or 24 for Support Services (depending on the type of dwelling and Support Services) from commencement of service delivery for Services commenced during that Quarter) the department will fund H2H Community Partners an MSP (actual) amount based on:

a.   the actual number of Service Packages commenced during that Quarter; and

b.   the actual Net Rent (for Leased Dwellings only; for General Lease Properties and Public Housing, Net Rent will be deemed to be zero), based on actual Market Rent and actual Maximum Rent at lease commencement, unless an Initial Vacancy period applies (see Item 11).

8.   The MSP (actual) will be adjusted to reflect any excess/shortfall funding (Reconciliation Amount) where:

a.   the actual Market Rent and/or actual Maximum Rent is different to the estimated Market Rent and/or estimated Maximum Rent provided to H2H Community Partners (as determined by the department); and/or

b.   the department has agreed to fund Asset Management Services Additional Costs (i.e. the MSP (actual) will be adjusted upward to reflect the Asset Management Additional Costs).

9.   Where a Service Provider has not commenced delivery of the remaining allocated Service Packages during that Quarter, no further MSP (Estimated) amount will be received (i.e. the MSP (Estimated) was already funded in advance during that Quarter).

10.   For Owned Dwellings and Leased Dwellings, H2H Community Partners will be funded $250 (excluding GST) per Service Package delivered per month for Asset Management Services. Any Asset Management Services costs incurred above the total amount of funding received in respect of Asset Management Services (Asset Management Services Additional Costs) for Owned Dwellings and Leased Dwellings will be funded by the department provided the Service Provider can demonstrate that:

a.   all funding in respect of Asset Management Services has been spent on bona-fide costs reasonably incurred in relation to Asset Management Services; and

b.   costs relating to Asset Management Services have been reasonably mitigated.

11.   The MSP (actual) will not be adjusted because of vacancy, rental arrears, bad debts, changes in actual Market Rent since lease commencement or changes in actual Maximum Rent since lease commencement. This is with the exception of up to 28 days during Initial Vacancy for Leased Dwellings where the department will pay Net Rent up to the value of actual Market Rent. Where the Leased Dwelling remains vacant after 28 days, H2H Partners will be liable to pay the Market Rent from that point until the Leased

Dwelling is tenanted. If Maximum Rent is not known at the point of sub-tenancy commencement, the department will apply assumed Maximum Rent according to the table below until such time that the actual Maximum Rent is known:

Bedroom type	Maximum Rent assumed ($/week)
1 Bed	92.30
2 Bed	120.30
3 Bed	130.30
4 Bed	228.50

Where an adjustment to Net Rent is required to account for Initial Vacancy, the department reserves the right to pay Net Rent in arrears.

12. Where the Reconciliation Amount relates to Property Services, the adjustment will be made proportionately to the Property Services MSP over the remaining Months of Property Services (i.e. up to and including Month 18 from commencement of Service Package delivery).

13. Where the Reconciliation Amount relates to Support Services, the adjustment will be made proportionately to the Support Services MSP over the remaining Months of Support Services (i.e. up to and including Month 12, 18 or 24 for Support Services (depending on the type of dwelling and Support Services) from commencement of Service Package delivery).

14. Where the remaining Months of Services is insufficient for the department or the Service Provider to recover the Reconciliation Amount (e.g. at the end of the term of this program), or as otherwise agreed between the parties, the amount will be payable upon invoice.

15. The above will be repeated until the earlier of the date by which all allocated Service Packages have commenced and the Sunset Date, or as otherwise agreed between the parties.

16. Where the Service Provider is a consortium, the Service Provider must provide the department with documented arrangements, agreed between all consortium members prior to Contractual Close, detailing:

    a. governance arrangements of the Service Provider.

    b. which consortium members will deliver which Services components.

    c. the lead Consortium Member that the department would provide funding to.

    d. how funding is to be distributed amongst consortium members; and

    e. any other agreements between consortium members.

The Service Provider must notify the department of any proposed change to the documented arrangements between Material Consortium Members. Any change to documented arrangements between Material Consortium Members will be subject to department approval, not unreasonably withheld.

H2H Community Partners may provide a list of Potential Consortium Members to the department for its approval. If approved by the department these potential consortium members will become Pre-Approved Potential Consortium Members.

The list of Pre-Approved Potential Consortium Members may be updated from time to time by adding new Pre-Approved Potential Consortium Members and/or removing H2H Community Partners from the list of Pre-Approved Potential Consortium Members.

The department may remove H2H Community Partners from the list of Pre-Approved Potential Consortium Members if, acting reasonably, the department is concerned about the H2H Community Partners ability to deliver Services.

17. The Support Services MSP will be a function of the:

    a. funding amount for Funded Support Services.

    b. number of Funded Support Services.

    c. number of Redirected Support Services; and

    d. any other funding previously provided by the department to the Service Provider to deliver Services which relates to future periods (as agreed between the parties),

and will be calculated as follows:

$$Support\ Services\ MSP = \frac{(nFSS \times fFSS) - (\frac{fsf}{nmSS})}{(nFSS + nRSS)}$$

where:

nFSS = number of Funded Support Services;

fFSS = monthly funding amount for Funded Support Services.

nRSS = number of Redirected Support Services.

fsf = any other funding previously provided by the department to the Service Provider to deliver Services which relates to future periods (as agreed between the parties); and

nmSS = number of Months for which Support Services will be delivered (i.e. 12, 18 or 24 Months depending on the type of dwelling and Support Services).

18. The Property Services MSP will be a function of the:

    a. Market Rent.

    b. Maximum Rent.

    c. Establishment Costs.

    d. Asset Management Services; and

    e. Tenancy Management Services,

and will be calculated as follows:

$$Property\ Services\ MSP = n(EC + Net\ Rent + AMS + TMS)$$

where:

n = number of Service Packages where Property Services is provided by the Service Provider.

EC = funding amount for Establishment Costs (in Month 1 only).

Net Rent = Net Rent (for Owned Dwellings and Leased Dwellings only; for General Lease Properties and Public Housing, Net Rent will be deemed to be zero).

AMS = monthly funding amount for Asset Management Services (for Owned Dwellings and Leased Dwellings only; for General Lease Properties and Public Housing, AMS will be deemed to be zero); and

TMS = monthly funding amount for Tenancy Management Services (for Owned Dwellings, Leased Dwellings and General Lease Property only; for Public Housing, TMS will be deemed to be zero).

19. Net Rent will be a function:

    a. Market Rent; and

    b. Maximum Rent paid by the Client,

and will be calculated as follows:

$$Net\ Rent = Market\ Rent - Maximum\ Rent$$

where:

Market Rent = monthly funding amount for Market Rent (for Owned Dwellings and Leased Dwellings only).

Maximum Rent = monthly funding amount for Maximum Rent (for Owned Dwellings and Leased Dwellings only), calculated in accordance with the Maximum Rent Formula; and

For General Lease Properties and Public Housing, Net Rent will be deemed to be zero.

20. The Maximum Rent Formula varies depending on whether the Client (e.g. sub-renter) is eligible for Commonwealth Rent Assistance (CRA) at the time of commencement of the sublease. The Maximum Rent Formula is described below and may be amended from time to time.

21. The Maximum Rent payable by a Client (e.g. sub-renter) eligible to receive CRA on the commencement date of the sublease is the amount which is the lower of:

   a. (Assessable Income + 44% of Family Tax Benefits) - 3 x Threshold Rent; and

   b. 25% of Assessable Income + 15% of Family Tax Benefits + Maximum CRA; and

   c. where the property the subject of the Sub-Lease is:

      i. not a Shared Property, the amount which is equal to the property rent detailed in the head lease; and

      ii. a Shared Property, the amount which is equal to the property rent detailed in the head lease divided by the number of current subleases of parts of that property.

where:

Assessable Income has the meaning given to that term in the Office of Housing Rental Rebate Policy and Procedures Manual, as amended from time to time by the Director.

Family Tax Benefits has the meaning given to that term in the Office of Housing Rental Rebate Policy and Procedures Manual, as amended from time to time by the Director.

Maximum CRA means the maximum amount of CRA to which the Client would be entitled to on the commencement date of the sublease; and

Threshold Rent is the relevant weekly rent threshold for sub-renters eligible to receive CRA as defined by Centrelink and notified by the Director to the Agency and amended from time to time.

While there is no threshold for Market Rent, it should be consistent with the rent of similar dwellings in the same area.

22. The Maximum Rent payable by a Client (e.g. sub-renter) who is ineligible to receive CRA on the commencement date of the sublease is the amount which is the lower of:

   a. the amount which is the sum of 25% of Assessable Income + 15% of Family Tax Benefits; and

   b. where the property the subject of the sublease is:

      i. not a Shared Property, the amount which is equal to the property rent detailed in the head lease; and

      ii. a Shared Property, the amount which is equal to the property rent detailed in the head lease divided by the number of current subleases of parts of that property.

where:

Assessable Income has the meaning given to that term in the Office of Housing Rental Rebate Policy and Procedures Manual, as amended from time to time by the Director; and

Family Tax Benefits has the meaning given to that term in the Office of Housing Rental Rebate Policy and Procedures Manual, as amended from time to time by the Director.

23. General Lease Property will be leased to H2H Community Partners on terms that are substantially similar to those contained in the standard General Lease Agreement (which may be amended by the DoH for the purposes of the Program).

24. Public Housing will be leased to Clients.

25. The department will provide General Lease Properties and Public Housing in a good, lettable condition at lease commencement.

26. Monthly funding amounts are as follows:

Service Component	Funding (per Service Package per Month unless otherwise stated, excluding GST)					
	Leased Dwellings and Owned Dwellings		General Lease Properties		Public Housing	
Targeted and Tailored Support Services	$1,233 (for Funded Support Services only)		$1,233 (for Funded Support Services only)		$1,233 (for Funded Support Services only)	
Intensive Support Services	$2,016 (for Funded Support Services only)		$2,016 (for Funded Support Services only)		$2,016 (for Funded Support Services only)	
Asset Management Services	$250		$0[1] [1] H2H Community Partners will retain the Maximum Rent paid by Clients to fund Asset Management Services in respect of General Lease Properties		$0[3] [3] Homes Victoria will perform Asset Management Services in respect of Public Housing	
Tenancy Management Services	$220		$220		$0[4] [4] Homes Victoria will perform Tenancy Management Services in respect of Public Housing	
Establishment Costs[2] [2] This payment is a once-off amount and will be paid in Month 1	Dwelling size	Establishment Costs	Dwelling size	Establishment Costs	Dwelling size	Establishment Costs
	1 bed	$2,000	1 bed	$2,000	1 bed	$2,000
	2 bed	$5,000	2 bed	$5,000	2 bed	$5,000
	3 bed	$5,000	3 bed	$5,000	3 bed	$5,000
	4+ bed	$5,000	4+ bed	$5,000	4+ bed	$5,000
Net Rent	Market Rent minus Maximum Rent.		Not applicable.		Not applicable[5]. [5] Homes Victoria will retain the Maximum Rent.	

Appendix 3 - Measuring program performance through activity-based targets

DFFH Central HaAS staff will monitor H2H Community Partners' performance based on the department's Agency Monitoring Framework[5].

How is the H2H program performance measured?

The Service Agreement between H2H Community Partners and the department incorporates activity-based targets for each expected performance measure used for the program's monitoring. Below is a summary table with the performance measures, target and data source and access for each funded H2H activity.

Table 1 Summary: measuring H2H's performance via activity-based targets

Activity number	Activity name	Performance measure	Target	Data source	Data access
94842	Homelessness client support	Number of Clients supported	Number of Clients as stated in the Service Agreement (non-cumulative)	Homelessness Data Collection	HEART PowerBI app
94842	Homelessness client support	Proportion of Clients with an open support period in accommodation or housing	90 per cent (non-cumulative)	Homelessness Data Collection	HEART PowerBI app
94842	Homelessness client support	Proportion of services provided or referred	70 per cent (non-cumulative)	Homelessness Data Collection	HEART PowerBI app
94843	Homelessness housing and tenancy administration	Number of tenancies	Number of tenancies as stated in the Service Agreement (non-cumulative)	Service delivery tracking system (SDT)	SDT
94844	Homelessness flexible funding	Number of households assisted	Number of households assisted as stated in the Service Agreement (cumulative)	Homelessness Data Collection	HEART PowerBI app

What are delivered targets?

Delivered targets are listed in the H2H Community Partners service agreement, for each of the three activities funded through this program.

How are funded targets and delivered targets measured?

H2H Community Partners performance is measured by comparing the total funded targets with the targets delivered at a divisional level for that quarter.

Funded targets are the units for each performance measure specified in the consortium's service agreement and recorded in the referenced data source collection in the funded activity descriptor.

H2H Community Partners are expected to meet 100% of their targets.

Formula

(quarterly results for the performance measures for each funded activity) divided by (activity-based target) times 100 = (performance result).

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[5] Department of health and Human Services (2019); "*Agency Monitoring Framework*", Victorian Government, July 2019.

How is performance assessed?

Performance is assessed on an activity basis at a divisional level. Any action taken in relation to under-performance also occurs on an activity basis at a divisional level.

When is performance measured?

Performance is measured quarterly.

How are quarters defined?

Quarters are defined as follows:

- Quarter 1 (January – March/ 2021)
- Quarter 2 (April – June/ 2021)
- Quarter 3 (July – September/ 2021)
- Quarter 4 (October – December/ 2021)
- Quarter 5 (January – March/ 2022)
- Quarter 6 (April – June / 2022)
- Quarter 7 (July – September/ 2022)
- Quarter 8 (October – December/ 2022)

What is under-performance?

H2H Community Partners are expected to fully deliver against the total funded activity-based targets, and the department will investigate instances where performance falls below 90% and take action. To understand what is leading to these issues, DFFH Central HaAS staff should request information from H2H Community Partners for further information/ clarification.

Identifying areas of program under-performance

Program under-performance will be primarily based on targets included in the funded activity descriptors, on a H2H Community Partner basis, with consideration of analysis from other data sources used in program monitoring, such as outcomes data and qualitative information, as needed.

H2H Community Partners that do not meet one or more of their targets, and do not provide a satisfactory rationale for it to the local area, will be required to submit data monthly for (at least) the following quarter. This will allow the H2H Community Partners and the local area to monitor what is influencing this and work collaborative to resolve it.

Request for clarification

Central HaAS staff will document the issue/s regarding a consortium's under-performance and (in consultation with the H2H Program Manager) may request H2H Community Partners for further information/ clarification.

Unresolved issue/s will remain on the agenda for discussion until it has been determined by both parties that the issue/s has been adequately addressed and sustained improvement has been achieved.

Target/ Funding review

The department is committed to working with any service provider or consortium to collaboratively use data to inform service improvement.

There are discrete actions involved in the response to and management of under-performance against activity-based targets.

Review of Performance

At the end of each quarter the department will review and consider the performance of all H2H Community Partners based on the data provided (as per funded activity descriptors).

If the department determines a consortium is capable of meeting or exceeding the minimum required performance threshold in the following quarter, it will continue to receive the same level of funding. However, if meeting this threshold is not feasible, targets will be reduced to a more achievable level as informed by the consortium's recent performance.

Regular review of performance also enables the identification of H2H Community Partners with a capacity to provide additional targets, who could be considered in the reallocation of targets.

Performance Improvement Action Plan (PIAP)

Where a consortium fails to achieve the minimum required performance threshold but has an existing or immediate and viable plan to meet or exceed the minimum required performance threshold, the provider can submit a PIAP to demonstrate its intended approach to achieve targets and retain funding. The PIAP will be a key tool used in the review of performance in the following quarter.

Target Adjustment

Target and/or funding review will be considered in case of:

1. **under-performance of mandatory output targets (at a rate at least ten per cent lower than the threshold) for two consecutive program monitoring cycles (i.e. six months), with no satisfactory implementation of rectifying actions; AND**

2. **another program performance-related issue has been identified.** Examples of such challenges are (but not limited to):

- poor results in other areas of the program's service delivery (e.g. lower rate of provision of general services such as basic assistance, advocacy, and personal assistance; majority of Clients without a case plan), based on HDC reported data.

- poor level of collaborative engagement with other stakeholders in the local area/ HEART, which can compromise meeting the objectives of program.

Subject to analysis, target and/or funding review will be considered. The provider will be given ample opportunity to discuss these measures before a decision is made.

Exceptional circumstances

When do the general policy rules not apply?

The department cannot permit an organisation to retain funding if the minimum required performance threshold is not met for two consecutive quarters. The divisional Deputy Secretary has discretion to permit a consortium to retain full funding, at the end of the preceding two quarters, if it is determined that the reason for under-performance was exceptional, reasonable, and short-term.

The definition of exceptional circumstances is as follows:

'Exceptional circumstances are short-term, unforeseen circumstances that are beyond consortium's reasonable control and have affected its capacity to deliver a funded service; and where the strict application of the program monitoring practices in this framework would be unfair or unreasonable'. For example:

- reduction in the pool of available workers due to a natural disaster including a flood or fire in a divisional area; or
- issues within one or more partners in the consortium, for example the sudden loss of multiple key personnel.

The circumstance will likely have a short term focus (three to six months or a further two consecutive quarters), and the consortium will be able to maintain a business-as-usual approach while responding to and overcoming the adverse situation, enabling performance to return to the required threshold.

Exceptional circumstances will only justify departure from the general policy rule in the short term and cannot be applied as a justification for longer term business sustainability.

Is there a standard process for justifying exceptional circumstances?

In circumstances in which 'exceptional circumstances' justify a departure from the general rule, a business case must be provided by the consortium seeking exemption from the general rule and a formal request must be completed by the relevant divisional staff for approval by the divisional Deputy Secretary.

The business case must outline the rationale for not adjusting targets and the proposed action by the HBC provider to improve performance in subsequent quarters.

ACTIVITY	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
			2021												2022											2023	
Data reporting – Client support (activity 94842)	α	α	α	β	β	β	γ	γ	γ	δ	δ	δ	ε	ε	ε	ζ	ζ	ζ	η	η	η	θ	θ	θ			
Data reporting – Housing and tenancy administration (activity 94843)	α	α	α	β	β	β	γ	γ	γ	δ	δ	δ	ε	ε	ε	ζ	ζ	ζ									
Data reporting – Flexible funding (activity 94844)	α	α	α	β	β	β	γ	γ	γ	δ	δ	δ	ε	ε	ε	ζ	ζ	ζ	η	η	η	θ	θ	θ			
Data reporting – Monthly Service Provider Report	α	α	α	β	β	β	γ	γ	γ	δ	δ	δ	ε	ε	ε	ζ	ζ	ζ	η	η	η	θ	θ	θ			
Data reporting – Support packages outcomes				α			β			γ			δ			ε			ζ			η				θ	
Data received by DHHS Central				α	α		β	β		γ	γ		δ	δ		ε	ε		ζ	ζ		η	η		θ	θ	
Data accessible via the HEART PowerBI app					α			β			γ			δ			ε			ζ			η			θ	
Data shared with consortia					α			β			γ			δ			ε			ζ			η			θ	
Data analysed by stakeholders						α			β			γ			δ			ε			ζ			η			θ

α – Quarter 1 (January – March/ 2021)

β – Quarter 2 (April – June/ 2021)

γ – Quarter 3 (July – September/ 2021)

δ – Quarter 4 (October – December/ 2021)

ε – Quarter 5 (January – March/ 2022)

ζ – Quarter 6 (April – June / 2022)

η – Quarter 7 (July – September/ 2022)

θ – Quarter 8 (October – December/ 2022)

Appendix 4 - H2H support package type by number, by HEART area and by dwelling type

HEART Area	Dwellings Type	Support Package Type	H2H Package Numbers	1 Bed	2 Bed	3 Bed	4+ Bed	Total Service Packages
1. Hume Moreland and North Eastern Melbourne Areas	Owned / Head Leased Dwellings	Targeted and Tailored	184	302	6	3	0	**311**
		Intensive	127					
	Spot Purchase/ General Lease	Targeted and Tailored	0	187	2	1	0	**190**
		Intensive	190					
	DoH Dwellings (Existing)	Targeted and Tailored	0	123	1	0	0	**124**
		Intensive	124					
	Total			**612**	**9**	**4**	**0**	**625**
2. Brimbank Melton and Western Melbourne Area	Owned / Head Leased Dwellings	Targeted and Tailored	116	124	9	5	2	**140**
		Intensive	24					
	Spot Purchase/ General Lease	Targeted and Tailored	0	82	4	0	1	**87**
		Intensive	87					
	DoH Dwellings (Existing)	Targeted and Tailored	0	52	3	0	0	**55**
		Intensive	55					
	Total			**258**	**16**	**5**	**3**	**282**
3. Goulburn and Ovens Murray Areas	Owned / Head Leased Dwellings	Targeted and Tailored	8	8	0	0	0	**8**
		Intensive	0					
	Spot Purchase/ General Lease	Targeted and Tailored	3	6	1	1	0	**8**
		Intensive	5					
	DoH Dwellings (Existing)	Targeted and Tailored	2	4	0	0	0	**4**
		Intensive	2					
	Total			**18**	**1**	**1**	**0**	**20**
4. Loddon and Mallee Areas	Owned / Head Leased Dwellings	Targeted and Tailored	53	40	7	6	0	**53**
		Intensive	0					

Region	Dwelling type	Service type						
	Spot Purchase/ General Lease	Targeted and Tailored	0	28	2	2	1	**33**
		Intensive	33					
	DoH Dwellings (Existing)	Targeted and Tailored	0	17	2	1	0	**20**
		Intensive	20					
	Total			**85**	**11**	**9**	**1**	**106**
5. Inner Eastern and Outer Eastern Melbourne Areas	Owned / Head Leased Dwellings	Targeted and Tailored	62	59	3	2	1	**65**
		Intensive	3					
	Spot Purchase/ General Lease	Targeted and Tailored	0	37	2	1	0	**40**
		Intensive	40					
	DoH Dwellings (Existing)	Targeted and Tailored	0	23	1	1	0	**25**
		Intensive	25					
	Total			**119**	**6**	**4**	**1**	**130**
6. Inner Gippsland and Outer Gippsland Areas	Owned / Head Leased Dwellings	Targeted and Tailored	0	0	0	0	0	**0**
		Intensive	0					
	Spot Purchase/ General Lease	Targeted and Tailored	21	47	4	1	0	**52**
		Intensive	31					
	DoH Dwellings (Existing)	Targeted and Tailored	13	30	3	0	0	**33**
		Intensive	20					
	Total			**77**	**7**	**1**	**0**	**85**
7. Central Highlands and Western District Areas (Wimmera and South West)	Owned / Head Leased Dwellings	Targeted and Tailored	35	31	4	0	0	**35**
		Intensive	0					
	Spot Purchase/ General Lease	Targeted and Tailored	0	20	2	1	1	**24**
		Intensive	24					
	DoH Dwellings (Existing)	Targeted and Tailored	0	13	1	1	0	**15**
		Intensive	15					
	Total			**64**	**7**	**2**	**1**	**74**
8. Barwon and South West District Area (not South West)	Owned / Head Leased Dwellings	Targeted and Tailored	61	53	9	1	2	**65**
		Intensive	4					
	Spot Purchase/ General Lease	Targeted and Tailored	0	34	4	2	1	**41**
		Intensive	41					

	DoH Dwellings (Existing)	Targeted and Tailored	0	22	2	1	0	**25**
		Intensive	25					
	Total			**109**	**15**	**4**	**3**	**131**
9. Southern Melbourne and Bayside Peninsula Areas	Owned / Head Leased Dwellings	Targeted and Tailored	180	178	12	4	0	**194**
		Intensive	14					
	Spot Purchase/ General Lease	Targeted and Tailored	2	116	2	2	1	**121**
		Intensive	119					
	DoH Dwellings (Existing)	Targeted and Tailored	2	74	2	1	0	**77**
		Intensive	75					
	Total			**368**	**16**	**7**	**1**	**392**
Total	Owned / Head Leased Dwellings	Targeted and Tailored	**699**	**795**	**50**	**21**	**5**	**871**
		Intensive	**172**					
	Spot Purchase/ General Lease	Targeted and Tailored	**26**	**557**	**23**	**11**	**5**	**596**
		Intensive	**570**					
	DoH Dwellings (Existing)	Targeted and Tailored	**17**	**358**	**15**	**5**	**0**	**378**
		Intensive	**361**					
	Total			**1710**	**88**	**37**	**10**	**1845**