

Northern Sydney Social Housing Service System Coordination Plan 2021-2024



Cover photo sources:

Photo 1: Bushlands Tai Chi

Photo 2: Francis and Rani

Photo 3: Linda from SCS with Darren and tenants

Photo 4: Bridge Housing - Neighbourhood visit

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Part I: Introduction and analysis

Introduction

About this plan

Link Wentworth, SGCH and Bridge Housing, in partnership with Women's Housing Company, proudly take a lead role in coordinating the social housing service system in Northern Sydney.

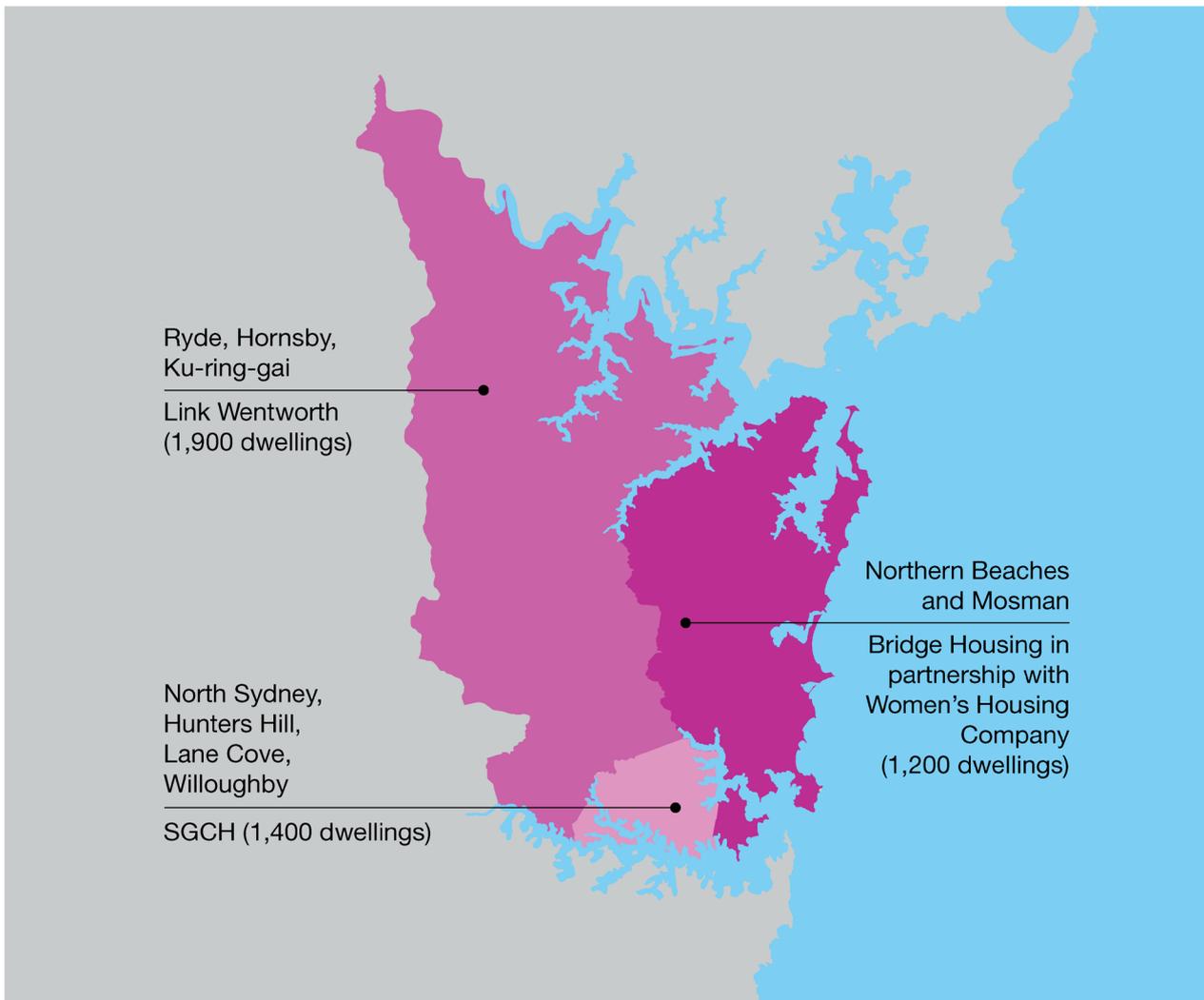
Our organisations have been doing so since 2019 when the Department of Communities and Justice withdrew its housing services from the Northern Sydney District. This followed the transfer of management of 4,500 public housing tenancies to the community housing sector.

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

This is the second three-year plan. It details how we will work with partner organisations to lead the Northern Sydney social housing service system. The plan sets out our priorities for service delivery and outlines how the service system will be managed on an ongoing basis.

The three community housing providers, with Elton Consulting's assistance, developed this plan. It is based on a stock take of existing social housing governance arrangements, a review of achievements in the 2018-21 plan and consultation with key stakeholders

Figure 2 Northern Sydney Package Areas



Structure of the plan

The plan is structured as follows:

- » **Part I** provides the context, including collaboration commitments and an analysis of research findings
- » **Part II** contains the plan itself, including scope, principles, governance arrangements, directions and priority actions, as well as steps for monitoring and measurement of the plan's outcomes.

Collaboration commitments

To demonstrate our willingness to collaborate, and to outline how we will work together, the four community housing organisations have developed the Northern Sydney Community Housing Providers Collaboration Framework (the framework). The framework is a living document, regularly reviewed and updated as our collaborative approach develops.

The framework identifies the following five commitments to guide our actions and decisions as we work together. Of particular relevance to this plan is the commitment to a coordinated social housing system.

1. A focus on better service outcomes:

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

2. A coordinated social housing system:

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

3. Innovation and transformation:

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

4. Independence and diversity:

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

5. Transparency:

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

Research findings

This plan is underpinned by a stock take of existing social housing governance arrangements, a review of achievements against the 2018-21 plan and consultation with a mix of Northern Sydney District stakeholders across sectors. 20 stakeholders were interviewed representing state government agencies, including police and health, local government, and non-government organisations providing homelessness and support services.

Consultation findings are documented in detail in the Coordination Plan Review: Engagement Outcomes Report (April 2021). Outcomes against the 2018-2021 Plan have been monitored and reported on by the four community housing organisations. For the purpose of this plan, the findings have been summarised into three sections:

- » **Looking back** contains an update of achievements from the 2018-21 plan and stakeholder views of the plan's achievements in the past three years
- » **The current environment** outlines existing governance and stakeholder perspectives on the opportunities and challenges within the current operating environment
- » **Looking ahead** contains stakeholder views of the priorities for the service system over the next three years.

Looking back

Achievements against the 2018-21 plan

The review of the 2018-21 plan found that most priority actions in the plan had been achieved.

Major achievements included:

- » Establishing new governance structures for service coordination in Northern Sydney
- » Developing and implementing the Northern Sydney Case Coordination model and Homelessness Action Plan
- » Improving the working relationship with North Sydney Local Health District (NSLHD) and re-introducing the Northern Sydney Housing and Mental Health meeting
- » Engaging with local government to influence their housing strategies and support activities to reduce homelessness in Northern Sydney
- » Improving communication across the service system by preparing information materials, holding information sharing forums and convening an annual Northern Sydney Housing and Tenant Voice Forum

Specifically, 17 of the 20 priority actions in the 2018-21 plan had been either achieved and completed or achieved and were ongoing. Of the remaining three priority actions:

- » One had been commenced – this was the development of key outcome measures for social housing service system coordination
- » Two had not been commenced – these related to advocacy activities.

Achievements – stakeholder perspectives

Stakeholders were asked to identify the plan's most important achievements over the past three years.

Collaboration and partnerships were the most commonly raised achievement. Stakeholders noted that collaboration between the four community housing organisations and within the system as a whole has led to improvements in service delivery through greater consistency and a person-centred approach.

Greater responsiveness to homelessness was a key success area for the plan. This included the introduction of Temporary Accommodation to the Northern Beaches as well as the establishment of Northern Beaches Homelessness Case Coordination meetings.

Stakeholders believed **communication** had improved over the course of the plan. Several also mentioned positive improvements in property maintenance and lawns and grounds.

There were also some comments about areas for improvement. These generally related to a lack of awareness of the plan and transparency around its reporting. Several participants noted that while relationships at the strategic level are strong, there were challenges at an operational level.

The current environment

Existing governance

The review of social housing service system governance arrangements in the District found that there have been several changes since the 2018 plan was developed, namely:

- » The introduction of two statewide SHMT implementation committees chaired by the NSW Department of Communities and Justice (DCJ)
- » The incorporation of the Ryde and Hunters Hill Community Living Supports, Housing and Accommodation Support Initiative (HASI), HASI Plus and Mental Health Interagency Housing Meetings (MHIHMs) with Lower North Shore.

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

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

Challenges and opportunities

Stakeholders were asked to identify some of the key challenges or opportunities in the current social housing operating environment in Northern Sydney.

Stakeholders identified the major challenge was the **lack of social and affordable housing** leading to long wait times and difficulty in accessing assistance. Allied issues were the lack of funding for ageing social housing and the lack of political will to address these issues.

They were concerned about the impacts of **housing stress** and **homelessness**, particularly on young people. They noted the **stigma** related to social housing and the way that impacted people's readiness to access services. They also raised the availability of **support services**, their funding and the importance of better coordination due to the complexity of needs.

Other challenges included staff turnover within the four community housing organisations, the lack of land for new social and affordable housing, providing a safe environment for residents given the challenging behaviours of other tenants, and poor policy outcomes delivered through the Affordable Rental Housing State Environmental Planning Policy (SEPP) through high priced boarding house rooms.

Stakeholders saw coordinated **advocacy** could create change. They also noted there was an opportunity for better **communication** and more proactive engagement with residents.

Other opportunities included taking a **case coordination** approach to tenancies at risk, contributing to Closing the Gap, community housing organisations diversifying services into Specialist Disability Accommodation and aged care, improving temporary accommodation, providing social activities from common rooms, and training on NSW Civil and Administrative Tribunal processes for case workers.

Challenges and opportunities outside of the scope of this plan

The major opportunity stakeholders identified was **increasing the supply and availability** of social and affordable housing through:

- » planning mechanisms
- » partnerships with churches
- » surplus government property
- » redevelopment of existing social housing
- » using temporary spaces
- » rental products.

We agree there is a need for more social and affordable housing in Northern Sydney, and this is reflected in the plan's advocacy actions. Delivering new supply is outside the scope of this plan.

Looking ahead

Prioritising issues

We will prioritise issues to be addressed by the Plan using the following three categories based on Steven Covey's *Seven Habits of Highly Effective People* (1989):

- » **Circle of concern**, encompassing issues of concern to individuals but over which one has no influence or control
- » **Circle of influence**, including issues which individuals have the power to affect; this circle is smaller than the circle of concern
- » **Circle of control**, describing issues that individuals can affect and take a lead on.

Stakeholder priorities

Stakeholders were asked about their perspectives on the priorities or key focus areas over the next three years.

Homelessness, including sustaining tenancies/preventing homelessness, was a key focus area. While some stakeholders suggested that rough sleeping and homelessness had vastly improved in the area in the past few years, others felt it needed to be an ongoing priority. Sustaining tenancies to prevent homelessness attracted particular attention.

Community engagement and **communication** was another suggested focus area. This included tenant engagement and engaging with Aboriginal people. Stakeholders particularly saw there were opportunities to increase tenant participation in decision making about their homes. Several stakeholders also requested additional reporting on the plan and other relevant data to celebrate achievements and better target services. One stakeholder suggested developing a targeted communications strategy to promote the plan as well as assisting to dispel or challenge issues of stigma around social housing.

Increasing community housing organisations' reach in terms of the scope of services they provide, and their **innovation** in service delivery. This included by developing a more person-centred approach to Temporary Accommodation.

Cultural and linguistic diversity was mentioned by several stakeholders. Suggestions included meeting the emerging needs of culturally and linguistically diverse communities and making services more accessible, as well as building the numbers of community housing staff who speak languages other than English.

The most commonly raised priority for the next iteration of the plan was **advocacy**. This suggestion included working with state and local government agencies and developers to increase the supply of social housing stock. Advocacy suggestions also included specific reference to the upcoming local government elections. Stakeholders

felt that this provides an opportunity for the four community housing organisations to build important relationships at a local government level.

Some suggested that they would like the next plan to include more **locally specific actions**. Suggestions included increasing designated housing for people under 25, preferably in the North Shore area (rather than the Northern Beaches) because of better public transport options. Another suggestion was to have local action planning as a general principle, to acknowledge the locational differences across the Northern Sydney district.

Housing the **ageing population** was another recommended focus area, including providing more appropriate accommodation for single older women, more support for people to age in place, and more services to support older people experiencing social isolation.

Part II: Coordination Plan 2021-2024

Introduction to the plan

This plan is based on stakeholder engagement, the findings from which are analysed in Part I.

The plan contains:

- » Underpinning principles to guide the plan
- » A governance framework to clarify the purpose and roles of the various service system arrangements
- » Directions and priority actions for the system four community housing organisations
- » The process for monitoring implementation of the plan, reviewing the plan and measuring successful service system coordination.

Scope of the plan

What is the social housing service system?

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

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

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

What is social housing service system coordination?

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

The definition of social housing service system coordination used in this plan is based on this definition. It has been refined through consultations with service providers to fit the contemporary Northern Sydney context. The key messages from stakeholders were for people and communities to be at the centre of the service system, and for the system to focus on outcomes.

For this plan, social housing service system coordination in the Northern Sydney District is:

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

What is the role of community housing providers in Northern Sydney?

In Northern Sydney, community housing providers are responsible for delivering the full range of social housing services and products, including:

- » Access and Demand Services – assessment of applications for social housing assistance under the NSW Government’s Housing Pathways system, and administration of Private Rental Assistance and Temporary Accommodation
- » Tenancy Management – tenancy services for social housing in accordance with the Residential Tenancies Act

-
- » Support Coordination – linking social housing tenants to support and health services to assist tenants to sustain their tenancy and improve their health and wellbeing
 - » Property Management – asset management planning and service delivery.

Delivery of NSW Government priorities

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

- » Aligning our strategic directions with [Housing 2041, the NSW Government's Housing Strategy](#)
- » Delivering our services in accordance with the reform directions set out in [Future Directions for Social Housing in NSW](#), with a focus on a better social housing experience and more opportunities, support and incentives to build housing independence
- » Ensuring our service system response for people experiencing homelessness or at risk of homelessness is integrated and person-centred aligned with the [NSW Homelessness Strategy 2018-2023](#)
- » Meeting the goals of [Keep Them Safe: A shared approach to child wellbeing to improve the safety, welfare, and wellbeing of children and young people](#)
- » Focusing our service responses on domestic and family violence to meet the framework for reform identified in [It Stops Here: Standing together to end domestic and family violence in NSW](#)
- » Implementing the [Housing and Mental Health Agreement](#)
- » Supporting ageing in place aligned with the [NSW Ageing Strategy 2021-2031](#)
- » Aligning our services with the principles and standards of the [Disability Inclusion Act 2014](#)
- » Working with specialist homelessness services to meet the Premier's priority direction to reduce youth homelessness by increasing the proportion of young people who successfully move from specialist homelessness services to long-term accommodation
- » Operationalising the range of guidelines and memorandums of understanding developed by the NSW Department of Family and Community Services in partnership with other government agencies to improve outcomes for applicants and tenants in the social housing system.

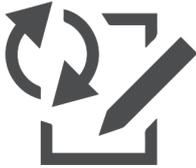
In keeping with the reform directions of Future Directions for Social Housing in NSW we are also committed to delivering our services in accordance with best practice approaches for social housing service delivery outlined in the following Community Housing Industry Association NSW toolkits:

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

Principles

Our approach to coordinating the social housing service system in Northern Sydney will be guided by the following principles. These principles have been developed through consultation and reflect leading practice identified in the research.

Table 1 Guiding principles

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

Governance framework

Governance is a critical factor in the successful coordination of the Northern Sydney social housing system. As per our partnership framework commitments, we share governance responsibility across the District.

The governance structure for Northern Sydney social housing system coordination is outlined in Figure 2 below. Please note, the DHEG has been highlighted to indicate it is currently on pause.

Figure 2 Northern Sydney social housing governance structure

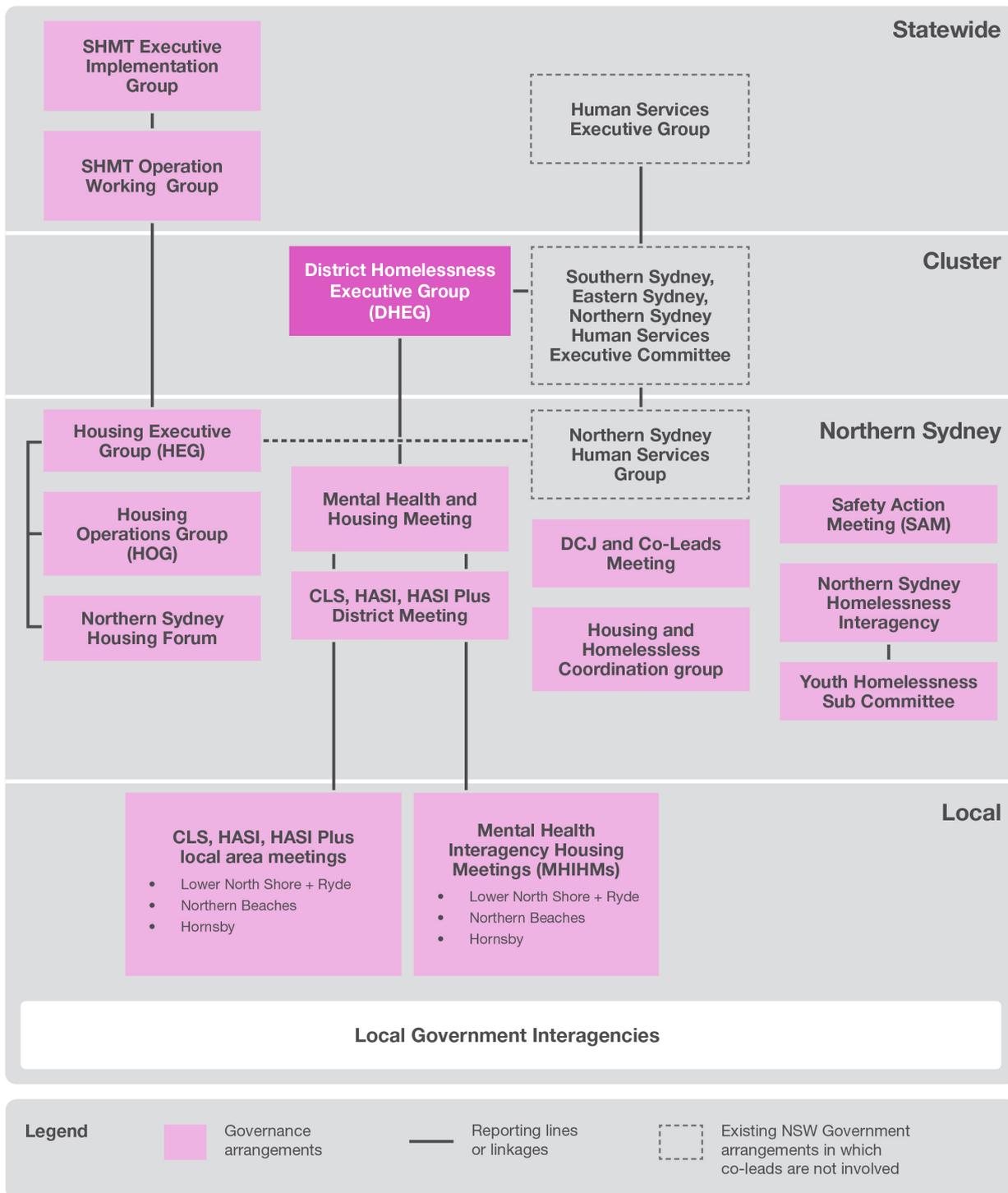


Table 2 below sets out more detail on the governance structures and indicates the organisation that is chairing or co-chairing the meetings and providing secretariat support over the three-year period (2021-2024) of this plan. Our approach is to share the management and administration of the governance structures. However, it is important to note that all our organisations are committed to being actively involved in each structure and the delivery of services to meet the directions and priority actions in this plan.

Table 2 Our leadership approach

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

Table 3 below sets out the range of governance structures that intersect with the management and delivery of social housing services in Northern Sydney. We actively participate in these structures to ensure we can meet our

shared commitment for better social housing outcomes for applicants and tenants. Each of our organisations will attend meetings relevant to our local area of operation.

Governance arrangements have been organised based on our potential to effect change. Our roles are categorised as:

- » **Lead**, where we will take a guiding role
- » **Influence**, where we will actively participate and advocate
- » **Concern**, where we will attend and provide information.

Table 3 Our collaborative approach

Arrangement	Purpose	Our role	Management	Frequency
SHMT Executive Implementation Group*	Strategic: Has oversight over the SHMT Program implementation	Influence	Chair: DCJ	Bi-monthly
SHMT Operations Working Group*	Operational: Responsible for operations related to implementation of the SHMT Program	Influence	Chair: DCJ	Bi-monthly
District Homelessness Executive Group (DHEG)	Strategic: To implement the Housing and Mental Health Agreement and oversee the MHIHMs	Influence	Chair: DCJ with not-for-profit co-chair (Neami National) Secretariat: DCJ	Currently on pause
Northern Sydney Homelessness Interagency	Operational: For police, councils, SHSs and CHPs to work together to address homelessness issues for rough sleepers in Northern Sydney	Influence	Chair: North Shore Police Secretariat: North Sydney Council	Quarterly
Mental Health Interagency Housing Meetings (MHIHMs) » Lower North Shore Ryde » Northern Beaches » Hornsby	Operational: To implement the Mental Health Agreement and report local issues of strategic importance to Northern Sydney Mental Health and Housing Meeting	Influence	Chair: Northern Sydney Local Health District Secretariat: Northern Sydney Local Health District	Every two months
Housing Support Programs Placement Committee	Operational: To discuss and endorse client referrals at the local		Chair: Northern Sydney Local Health Secretariat: Northern Sydney Local Health District	Every two months

<ul style="list-style-type: none"> » Lower North Shore Ryde » Northern Beaches » Hornsby 	level for CLS, HASI and HASI Plus			
<p>Northern Sydney Safety Action Meeting (SAM)</p> <ul style="list-style-type: none"> » North Shore Ryde » Northern Beaches 	<p>Operational:</p> <p>To coordinate local responses for women experiencing domestic and family violence who are at significant risk of harm</p>	Influence	<p>Chair: Local Police Command</p> <p>Secretariat: Catholic Health Care</p>	Every two weeks
<p>Local interagencies</p>	<p>Varied:</p> <p>To build relationships with service providers and peak agencies, to inform stakeholders about housing and to learn about relevant programs</p>	Concern	Chaired by local councils	Generally quarterly

N.B. SHMT governance structures are currently under consideration as part of an evaluation of the SHMT program.

Directions and priority actions

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

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

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

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

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

Table 4 Priority actions

Priority actions	Lead in 2021-22	Timing
Direction 1 – Coordinated responses to housing need		
a. Implement the Northern Sydney Homelessness Action Plan with CHPs, SHSs, mental health service providers and other partners	Northern Sydney Housing and Homelessness Meeting	Ongoing
b. Develop and implement a Northern Sydney Case Coordination meeting with the Northern Sydney Local Health District, the Sydney North Health Network, other health services and local councils to support older people and other vulnerable tenants through early intervention and improved access to primary health care	Link Wentworth, led through NS Mental Health & Housing Meeting	Late 2022
c. Convene a Northern Sydney Housing and Tenant Voice Forum to check on the health of the service system and review progress against implementation of this plan	Housing Executive Group, led by Link Wentworth	Late 2021 then as agreed
d. Prepare joint funding submissions to address identified gaps in the social housing system in Northern Sydney	Lead identified for each submission by Housing Executive Group	Ongoing
Direction 2 – Clear communication		
e. Hold information sharing sessions for SHSs and other service providers to jointly share information about the social and affordable housing system and support services available	Led by Bridge, organisation shared between the four organisations	Twice a year
f. Monitor and report to the Northern Sydney Housing and Tenant Voice Forum on system indicators , such as demand patterns and numbers of applications processed in different locations	Housing Executive Group, led by Link Wentworth	Ongoing

Priority actions	Lead in 2021-22	Timing
g. Provide a short summary report on the outcomes of the Northern Sydney Housing and Tenant Voice Forum and the Housing Executive Group's response to key issues and opportunities raised	Housing Executive Group, led by Link Wentworth	Late 2021 then annually
h. Report annually to the Northern Sydney Housing and Homelessness Meeting and North Sydney Mental Health and Housing Meeting on achievements made against this plan and through the social housing system in Northern Sydney	Bridge Housing	Late 2021 then annually
i. Identify opportunities to better communicate our services to partners and stakeholders by using existing communication channels and information materials.	All, led by Link Wentworth	Late 2021 and ongoing

Direction 3 – A voice for people in housing need

j. Support tenant participation in the Northern Sydney Housing and Tenant Voice Forum with attendance by tenant representatives from all Northern Sydney CHPs, with key issues reported back to the Housing Executive Group	All CHPs, organised by Link Wentworth	Late 2021 then as agreed
k. Invite representatives of people in housing need, including tenant group members, peak bodies and others, to participate in the annual Northern Sydney Housing and Tenant Voice Forum	Link Wentworth as organiser of the Northern Sydney Housing and Tenant Voice Forum	Late 2021 then annually

Direction 4 – Innovation and service development

l. Develop a temporary supportive accommodation pilot proposal to improve the delivery of temporary accommodation for people experiencing homelessness in Northern Sydney. Key partners will include local councils, support services and property developers	All CHPs, led by Link Wentworth	
m. Develop a joint approach to addressing hoarding and squalor in Northern Sydney considering best practice, potential partners, funding requirements and options, and opportunities to trial case coordination	All CHPs, led by SGCH	Mid 2022
n. Review and revise the Northern Sydney Homelessness Action Plan with a focus on improving the partnership between SHSs, CHPs, health services and other providers, and improving services for key priority groups including older women and women and children experiencing domestic and family violence	Bridge led with the Northern Sydney Housing and Homelessness meeting	Late 2021 then annually
o. Review the Northern Sydney Social Housing Service System Coordination Plan 2021-24	Housing Executive Group, led by Link Wentworth	Annually, full review in early 2024
p. Develop key outcome measures for social housing service system coordination in Northern Sydney, aligned to the Human Services Outcomes Framework and individual CHP outcomes frameworks	All CHPs, led by Bridge Housing	Mid 2022

Direction 5 – Collective advocacy to improve outcomes in Northern Sydney

Priority actions	Lead in 2021-22	Timing
<p>q. Develop and implement a Social and Affordable Housing Advocacy Platform for the Northern Sydney social housing system that:</p> <ul style="list-style-type: none"> > leverages opportunities within the NSW Housing Strategy and local government housing strategies > advocates for specific priorities and projects identified within this plan including the temporary accommodation pilot and the joint approach to hoarding and squalor > promotes achievements made through the social housing system in Northern Sydney, both to partners within the social housing system and externally > considers input from the Northern Sydney Housing and Homelessness Coordination Group, the annual Northern Sydney Housing and Tenant Voice Forum, councils and other data and analysis 	All CHPs, led by SGCH	Late 2021
<p>r. Prepare collective submissions on key issues affecting the Northern Sydney social housing system</p>	Lead identified for each submission by Housing Executive Group	Ongoing

Monitoring and review

This is a three year rolling plan.

The Northern Sydney Housing Executive Group will monitor implementation of the plan at its quarterly meetings. We will also report progress each quarter to the Northern Sydney Housing and Homelessness Group.

We will review the actions identified in this plan annually with tenants, local partners and other stakeholders using:

- » feedback from the Northern Sydney Housing and Tenant Voice Forum
- » findings from an annual system health check survey of our partners within the social housing system.

Every three years we will conduct a full-scale review of the plan in consultation with DCJ, local partners and other stakeholders.

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



