

2024-2027

STRATEGIC PLAN

WYNDHAM HEALTH, HOMELESSNESS AND HOUSING

ALLIANCE



ACKNOWLEDGEMENT

We acknowledge the traditional owners of the country now called Wyndham: the Bunurong and Waddawurrung Peoples. We recognise Aboriginal and Torres Strait Islander Peoples as the first Peoples of Australia.

The Wadawurrung and Bunurong Peoples have and always will belong to the Werribee Yalook (river), creeks, stars, hills, and red clay of this Country. We pay respect to their Ancestors and Elders who always have, and always will, care for Country and community today and for future generations.

April 2024

Prepared by Non Profit Training, in consultation with Project Associate, Cochrane Research Solutions for Wyndham H3 Alliance.

EXECUTION OF THE STRATEGIC PLAN

We the undersigned members of the Wyndham H3 Alliance are committed to this collective impact model and the delivery of the Strategic Plan 2024-2027.

Signed for Bolton Clarke by its Authorised representative Kelina Attard – Homelessness Persons Program Manager	
Signed for CoHealth by its Authorised representative Nicole Bartholomeusz - CEO	
Signed for Kids First Australia by its Authorised representative Aileen Ashford – CEO	
Signed for Melbourne City Mission by its Authorised representative Vicki Sutton – CEO	
Signed for Mercy Mental Health by its Authorised representative Brendan Pawsey – General Manager	
Signed for Salvation Army by its Authorised representative Major Phill Abram – The Salvation Army	
Signed for Unison by its Authorised representative James King – CEO	
Signed for Uniting Vic/Tas by its Authorised representative Jerry Ham - A/General Manager North and West Victoria	
Signed for WEstjustice by its Authorised representative Melissa Hardham – CEO	
Signed for Wyndham City Council by its Authorised representative Stephen Wall – CEO	
Signed for Wyndham Community Education Centre by its Authorised representative John Sheen – Deputy CEO	

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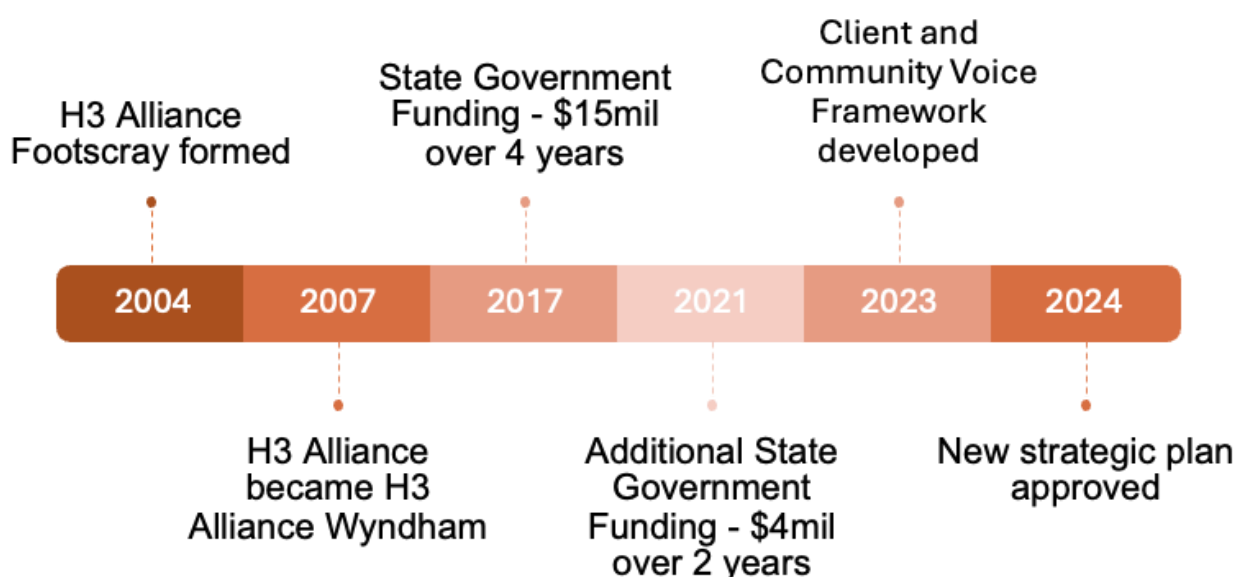
The H3 Alliance – Our journey

The Wyndham H3 Alliance is a partnership of health, housing and homelessness service providers working collectively within Wyndham in a place-based approach to address housing vulnerability by addressing issues that lead to housing vulnerability for the Wyndham Community.

We recognise that homelessness is often the result of multiple and intersecting causes so we use the Collective Impact Model (1) to maximize our resources; collaborating and innovating to impact systems and outcomes.

“The Alliance has the unique and strategic opportunity to leverage existing client and community voice activities that are already occurring across our membership. This means that the potential for a more expansive understanding of sector-wide needs, opportunities and areas for advocacy is significant.”

The Client and Community Voice Framework.



About Health, Homelessness and Housing

Wyndham has one of the smallest pools of community housing in the State and the economic environment has recently changed. With this, there has been an increase in the demand for affordable and social housing and homelessness services across Wyndham.

The Current State Analysis Report (2), commissioned by the H3 Alliance to inform the new strategic plan, details the complexity of the challenges and the political, economic and social context the new plan is designed to meet.

The H3 Alliance recognises the need to continually mature the way it works together to tackle the issues raised in a range of evidential documents (3).



THE VICTORIAN LANDSCAPE

RISK FACTORS - HOMELESSNESS

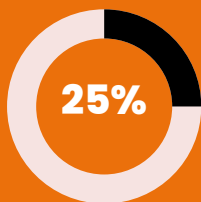


VICTORIA'S HOUSING STATEMENT

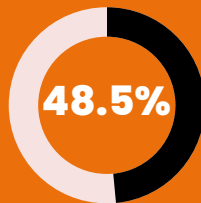
HOMES TO BE BUILT IN VICTORIA IN THE NEXT DECADE



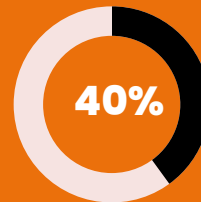
Building more social and affordable homes across Victoria, launching Australia's biggest urban renewal project on top of the Big Housing Build



People who sought assistance from homelessness services indicated that they had a mental health issue



Respondents experiencing homelessness indicated their parents were also homeless at some point in their lives. (An AHURI study)



Clients of specialist homelessness services were seeking assistance due to family violence in 2016-17

Death of a partner, relationship breakdown, leaving institutional settings and unemployment were other key individual circumstances leading to greater risk of homelessness.



Growing cohorts of people experiencing homelessness



Increase in families presenting for assistance

Over

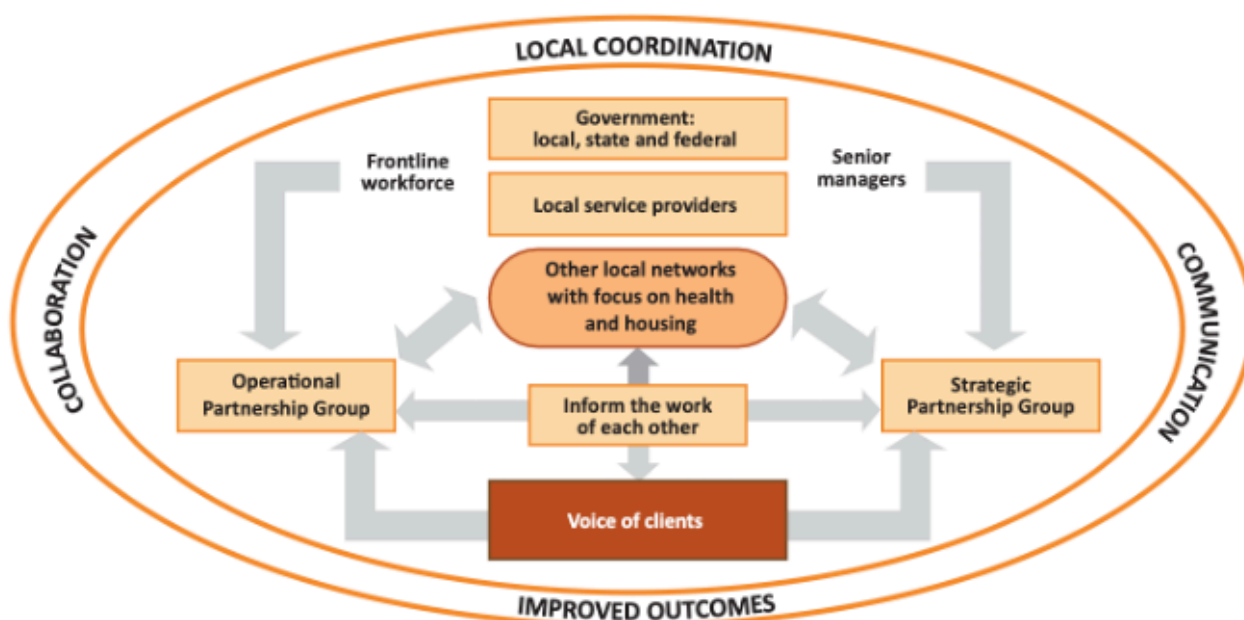
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People leaving the criminal justice system seek specialist homelessness assistance

The H3 Alliance Structure

The Alliance describes its work as a Collective Impact Model with a common agenda, shared measures, mutually reinforcing activities, constant communication and backbone support.

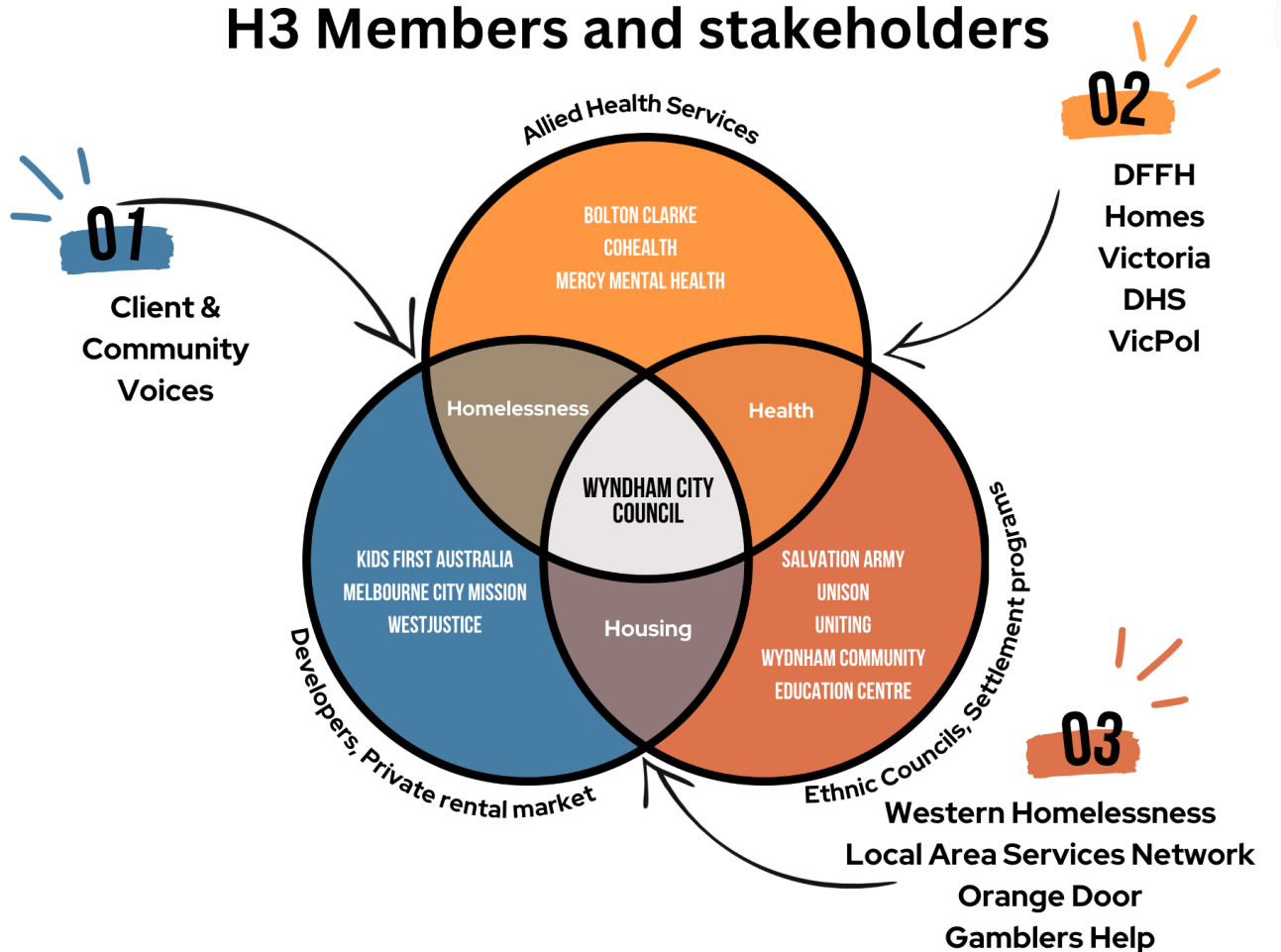


Alliance members deliver a range of services in the prevention, intervention, response, and recovery from homelessness.

- Crisis and medium-term housing
- Tenancy support and emergency relief
- Early intervention support
- Social housing
- Youth foyer
- Outreach
- Private Rental Assistance
- IAP services
- Mortgage Stress Programs
- Tenancy Stress Pilot

H3 Members and stakeholders

H3 Members and stakeholders



Stories of impact – successes to date

- Supported rough sleepers across Wyndham including permanent long-term accommodation
- Supported the opening a new youth foyer in Werribee providing long-term accommodation and programmes, case management and support with entering education and employment
- Provided a head leasing programme with direct support for 50 families in transition to private rental
- Provided a mortgage well-being service which has been successful in a proposal to expand into a state-wide standalone service
- Development of client and community voice framework and Year 1 action plan.
- H3 Swim and Shower Access pilot and evaluation.
- Co-hosted events and activities during Homelessness Week that included people with lived experience speaking to community.
- Joint submissions, advocacy and activities such as building of the MCM Youth Foyer, Unison Cottrell Street Apartments and ongoing EFT of the Alliance partners in Wyndham, National Housing and Homelessness Plan and other advocacy and awareness activities.

The H3 Alliance Values

Equity

Accessible housing and health support, services, and information

Shared responsibility

Supporting the complexity of needs and finding solutions.

Living experience and voice

Listening, embracing, and elevating.

Evidence-based practice

Sharing relevant data to achieve collective impact.


Human-centred approach

Moving towards keeping people at the centre of our solutions.

Adaptive partnerships

Collaborating and innovating to impact systems and outcomes.

Vision



The H3 Alliance is a respected voice. Leading the way by collaborating to improve outcomes in health, homelessness, and housing across Wyndham.

Mission

We improve outcomes by advocating for and trialing, proactive and informed approaches to support people currently at risk of, or experiencing, homelessness across Wyndham.

Key Focus Areas



01

Living experience and voice

We listen to clients and communities at risk of, or currently experiencing, homelessness, so they have meaningful participation in the way the Alliance imagines, designs, delivers and evaluates its work.

02

Collective evidence base

We collect, share, and use evidence to inform our reflections, insight and foresight when making decisions.

03

Proactive and adaptive action and influence

We inspire others by sharing evidence widely, storytelling, and demonstrating readiness to adapt in order to impact systems and outcomes.

Key Focus Area 1

Key Focus Area	Goals	Activities
<p>Living experience and voice</p> <p>We listen to clients and communities at risk of, or currently experiencing, homelessness, so they have meaningful participation in the way the Alliance imagines, designs, delivers and evaluates its work.</p>	<p>The client and community voice framework is used to co-design all new projects and approaches</p>	<p>Implement the client and community voice framework</p> <p>Actively support clients and community to participate in the designing of projects, research, and advocacy</p>
	<p>People with lived and living experience are directly involved with the Alliance by June 2026</p>	<p>Agree on the role, supports, and Terms of Reference for involving persons with living experience in the Alliance</p> <p>Source funding to support diverse and representative participation in the Alliance</p>

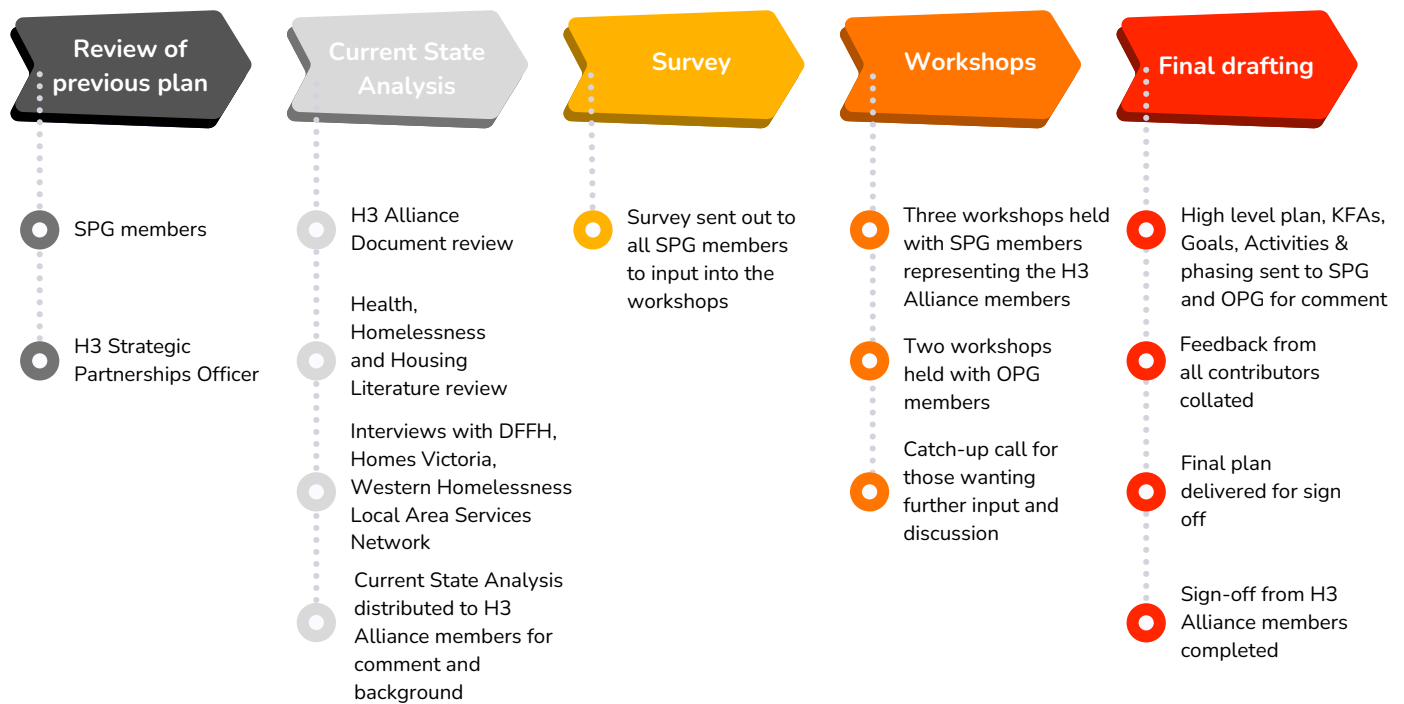
Key Focus Area 2

Key Focus Area	Goals	Activities
Collective evidence base We collect, share and use evidence to inform our reflections, insight and foresight when making decisions.	Agree on a balanced approach to data collection and sharing by June 2025	Scope and complete mapping project of members' data by September 2024 (to inform Alliance decisions) Sign Alliance data collection and sharing agreement by March 2025 Client and community voice insight considered for 'in person' evidence gathering and participatory design of evidence collection Demonstrate the efficacy of access to data and performance against the plan in annual performance reporting to government departments and funding bodies Review Alliance data shared for collective impact annually (April)
	Emerging needs are mapped annually across Wyndham	Integrate emerging needs into annual plans Consider new projects to respond to emerging needs and opportunities
	Develop a research agenda for Wyndham by December 2026	Identify funding sources for research by December 2025 Identify research partners by June 2026 Commence a research project by March 2027

Key Focus Area 3

Key Focus Area	Goals	Activities
Proactive and adaptive action and influence We inspire others by sharing evidence widely, storytelling, and demonstrating readiness to adapt in order to impact systems and outcomes.	Annually publish and present stories of success to government and the sector	Use the Collective Impact Model to maximise impact and use the Himmelman Model to assess activities Prepare a plan for resource sharing across member organisations to build and share knowledge by February 2027 Create a repository of successes and stories of impact
	Develop an Advocacy Plan for Wyndham by June 2025	Ensure the Alliance is ready (understands our why, what, who and when of advocacy) Submit two joint submissions to government annually Develop a funding plan to sustain and increase the collective impact of the Alliance Advocate for DFFH commitment to ongoing data sharing by June 2026, to support and elevate the efficacy of the Alliance
	Create an annual event calendar to raise awareness and harness community momentum	Build on existing events, networks, and community connectors to plan and promote event/s Engage with clients and community and harness momentum through activities that support advocacy priorities
	Conduct an annual review of Membership and stakeholder engagement	Develop an annual Alliance work plan (April) Review the Alliance membership, Terms of Reference, and how to formalise membership by January 2025 Assess which stakeholders need to be engaged as members each year to effectively achieve the Alliance strategy Maintain and review the members' service map linked to client and community voice insights by April annually Undertake an annual review of the collective impact model and effectiveness of the backbone organisation in support the work of the Alliance

Strategic Planning Journey Map



References

1. Kania, J., & Kramer, M. (2011). Collective Impact. Stanford Social Innovation Review, 9(1), 36-41.
2. Current State Analysis Report: Non Profit Training; Holliday and Cochrane 2024
3. Reference list for Current State Analysis Report and Strategic Plan can be found in the Current State Analysis Report



The H3 Alliance would like to acknowledge the contributions of the people who contributed to the new Vision and Plan for the H3 Alliance.

This includes:

- The H3 Alliance partners and their representatives through the SPG
- The OPG members
- DFFH
- Homes Victoria
- Bunurong Land Council
- Waddawurrung Traditional Owners Aboriginal Corporation
- Client and Community Voices
- The Public Value Studio

We thank you for your continued support in our efforts in leading the way by collaborating to improve outcomes in health, homelessness, and housing across Wyndham.

Contact

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