

# NSW Homelessness Industry and Workforce Development Strategy

- Established in 2014 as part of the Going Home Staying Home reforms
- Aims to assist Homelessness Services to meet the Quality Assurance System Standards
- GOAL 1: Continuous Quality Improvement
- GOAL 2: Effective service integration
- GOAL 3: Demonstrate service delivery outcomes
- GOAL 4: Support systemic improvements in workforce capability

DOMESTIC  
VIOLENCE  
NSW



Homelessness NSW

# Perception of homelessness workforce

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- volunteers
- unqualified
- broader lack of understanding of skills and capabilities
- high turnover of staff
- small organisations with volunteer, unqualified Boards

# Workforce and organisational survey

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- Organisational survey conducted by the Social Policy Research Centre in conjunction with NCOSS
- 72 out of approximately 170 organisations participated
- Workforce survey conducted by the Industry Partnership – 331 workers participated
- Homelessness sector is relatively small in comparison to other sectors (eg disability)

# NSW SPECIALIST HOMELESSNESS SERVICES

Workforce Profile, 2017

## WHO ARE WE?



Proportionally few staff aged 55+, compared with all NSW community sector staff



**83%** WOMEN  
**14%** MEN  
**2%** NON-BINARY/OTHER

7 in 10 SHS organisations have a female CEO



**9%** ABORIGINAL OR TORRES STRAIT ISLANDER STAFF  
**64%** of SHS orgs have policies for recruiting ATSI staff compared with **51%** of all NSW community orgs

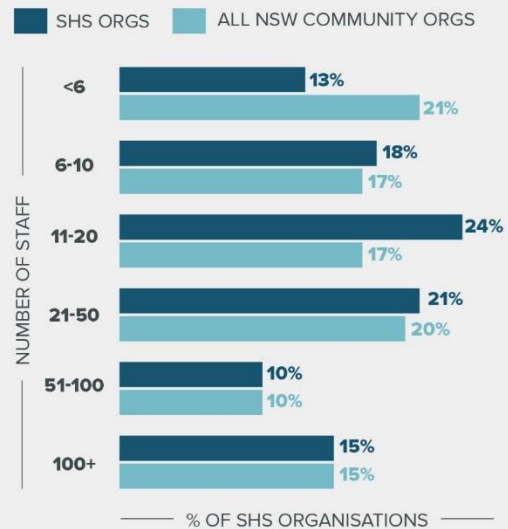


**50%** HAVE A UNIVERSITY QUALIFICATION  
Proportionally more SHS staff have degree qualifications than staff across the NSW community sector



**23%** HAVE A LIVED EXPERIENCE OF HOMELESS  
30% of providers have recruitment policies for people with lived experience/social disadvantage

## SIZE OF SHS ORGANISATIONS



## EMPLOYMENT CONDITIONS



PERMANENT OR 3 YEARS+  
**29%** fixed term (higher than 18% for community sector)  
**24%** casual (on par with national figures)

SINCE 2013, there has been a shift in SHS contracts from permanent to fixed term or casual

**4-10** YEARS' EXPERIENCE IN SECTOR FOR MOST SHS STAFF

**59%** workers have held 2 - 5 SHS sector jobs

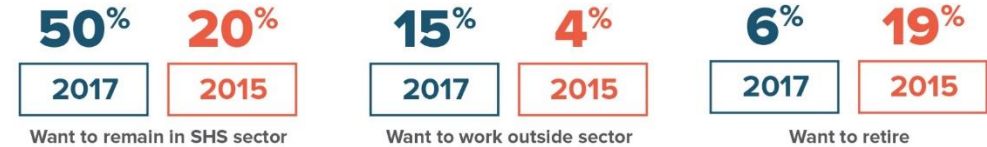
## LARGE MAJORITY OF SHS STAFF ENJOY THEIR JOB

- their work gives them a feeling of accomplishment
- they have tools and resources to do their job well
- they feel supported by their manager and workplace
- their job makes good use of their skills and abilities

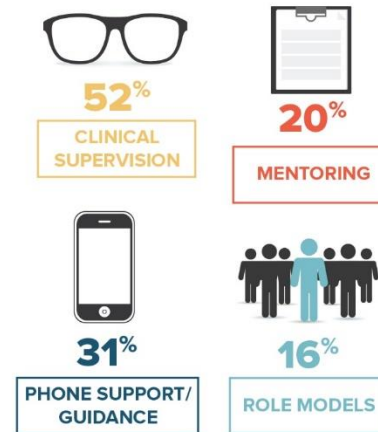


HAVE CAREER ADVANCEMENT OPPORTUNITIES WITHIN THEIR ORG  
**23%** are unsure if there are any opportunities  
**37%** have no opportunities

## WHERE DO SHS STAFF WANT TO BE IN THE NEXT 3 YEARS?



## HOW ARE WE DEVELOPING THE WORKFORCE?



**9 DAYS'** PROFESSIONAL DEVELOPMENT FOR SHS WORKERS PER YEAR  
6.5 DAYS for NSW community sector workers on average per year

### THE TOP 5 SHS WORKFORCE DEVELOPMENT PRIORITIES ARE

1. Consistent and accredited training
2. Training on trauma informed care and support
3. Establishing communities of practice
4. Career pathways
5. Facilitating recognition of prior learning for workers

### THE TOP 4 SHS TRAINING PRIORITIES ARE

- | STAFF WITH CLIENTS                   | MANAGERIAL STAFF              |
|--------------------------------------|-------------------------------|
| 1. working with specific populations | 1. organisational development |
| 2. trauma informed care              | 2. human resources            |
| 3. case work                         | 3. business skills            |
| 4. self-care                         | 4. management skills          |

# Sector Capability Framework

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- Outlines the knowledge, skills and abilities that staff need for different roles
- Informs training and professional development, i.e. minimum requirements for roles

## **Adapted from the Victorian Capability Framework:**

- 4 levels within each position (e.g. CEO, Manager, Advanced Practitioner, Practitioner)
- 9 streams for capabilities (e.g. community relations, communication, leadership)
- 8- 10 personal attributes (e.g. (creative, innovative, determined, self-disciplined)

- Used for selection criteria, performance appraisal, training design & career planning

# Good Practice Awards

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Excellence in ending homelessness – children and families

Excellence in ending homelessness – young people

Excellence in ending homelessness – adults

Excellence in ending homelessness – diverse groups

Leading practitioner award

Consumer achievement award

The lifetime achievement award







# Other Workforce Projects

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- Senior Practitioner Guide
- Staff Exchange between Specialist Homelessness Services and Community Housing Providers
- Good Practice Database