



**Supported Accommodation Assistance Program (SAAP V)
Tasmanian Bilateral Performance Report**

1 July 2005 – 30 June 2006

(Provisional Report)

Department of Health and Human Services

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Glossary of Acronyms and Terms

AHS	Tasmania's Affordable Housing Strategy
CAP	The Crisis Accommodation Program, which is part of the Commonwealth State Housing Agreement
CALD	Culturally and Linguistically Diverse clients
CSHA	Commonwealth State Housing Agreement
DHHS	Department of Health and Human Services (Tas) – has responsibility for acute health services, mental health, primary health, population health and oral health, child and family services (including child protection), youth justice, disability services, housing and homelessness
FaCSIA	Department of Family, Community Services and Indigenous Affairs
ICOS	The Integrated Continuum of Support – the basic blueprint for the restructure of the SAAP service system in Tasmania during SAAP IV
ICOS services	The SAAP services that were restructured under the Integrated Continuum of Support during SAAP IV (30 out of a total of 35 SAAP-funded services)
NDC	The SAAP National Data Collection collected by the National Data Collection Agency
NDCA	National Data Collection Agency – a sub-unit of the Australian Institute of Health and Welfare which is charged with collecting, analysing and reporting on SAAP activity data
NESB	People of Non-English Speaking Background
PRSS	Tasmania's Private Rental Support Scheme
PRTSS	Tasmania's Private Rental Tenancy Support Service
QIC	Quality Improvement Council – an organisation that has developed a set of quality assurance standards for use in the community sector
QMS	Quality Management Systems – an organisation licensed to apply the Quality Improvement Council's standards. Engaged by DHHS to undertake the SAAP Quality Development Project in Tasmania.

ROGS	Report on Government Services, published annually by the Productivity Commission
SAAP	Supported Accommodation Assistance Program
SAAP IV	The administrative arrangements for SAAP for the period 2000–2005
SAAP V	The administrative arrangements for SAAP for the period 2005–2010
TasCOSS	Tasmanian Council of Social Services

Introduction

In September 2005 the Australian Government entered into a Multilateral Agreement with all Australian states and territories to continue the Supported Accommodation Assistance Program (SAAP) for a fifth term to 2010, to be known as SAAP V. A related Bilateral Agreement with the State of Tasmania was signed in February 2006 specifying the provisions of the program in Tasmania.

This report is the first Tasmanian annual report to the Department of Family, Community Services and Indigenous Affairs (FaCSIA) submitted under the terms of the Multilateral and Bilateral Agreements, and duly addresses Tasmania's reporting obligations.

Although SAAP V formally commenced on 1 October 2005 this report covers activity spanning the full twelve-month period from 1 July 2005 to 30 June 2006.

The report is presented in three sections.

Section One outlines the environment in which SAAP operates in Tasmania. This provides both the context to SAAP activity within the state and the climate in which services were delivered. This background information updates the contextual statement contained in the Bilateral Agreement.

Section Two focuses on the main performance information for the program and addresses both the Tasmanian Bilateral Accountability Framework (specified in the Bilateral Agreement) and the parallel set of jurisdictional performance indicators contained in the Multilateral Agreement (Schedule 1, Table 1). The section concludes with a brief statement on future directions for SAAP in Tasmania during the implementation of SAAP V.

The third and final section provides a series of supporting schedules. These give a greater level of detail and are displayed in a tabular format. The information in the tables is itemised with line reference numbers for easy identification, and includes useful cross-references back to the Multilateral and Bilateral Agreements.

It is important to note that this is a *provisional* report only. At the time of writing activity data for 2005–06 was not available, however trend data has been used where appropriate to provide an insight into activity levels. It is expected that data for 2005–06 will be nationally available in late 2006. As required in the Multilateral and Bilateral Agreements an amended *final* report will be submitted by 31 January 2007.

1 Tasmanian operational environment

1.1 Demographic, social and economic conditions

a. Population

Tasmania has a small population which has increased slowly with less than 1% growth each year since 1990. At March 2005 the resident population was estimated to be 489 000.¹ The population is aging with a median age in 2001 of 36 years compared to 34 years in 1996². Tasmania has a high proportion of Caucasian people although in recent years there has been an increase in the number of African refugees.

Tasmania also has a highly dispersed population with only 42% living in metropolitan areas³. This presents a significant challenge for the provision of services.

b. Family structure

Tasmania has an increasing number of single people living alone, which partly relates to its aging population. It also has high rates of single-parent families, being the jurisdiction with the highest rate of lone mothers with children (22.1%) and the second highest rate of sole fathers with children (3.4%). Almost a quarter of Tasmania's children (24.4%) are living in families where neither parent is employed.⁴ This information has implications for planning services.

c. Housing

Whilst Tasmania has a comparatively high rate of privately owned homes and dwellings being purchased (72.2%)⁵, housing affordability has declined at a faster rate than in other states and territories. In June 2005 housing in Tasmania was less affordable than Perth or Adelaide⁶. Median house prices have increased dramatically over the past four years, with some increasing by 233%⁷. This is placing a stress on many Tasmanians – particularly those who are on low incomes and are disadvantaged – as income levels have not increased accordingly.

From a SAAP point of view, the comparatively low rate of private rental (16.4%)⁸ means clients face greater competition when they seek to re-enter the private rental market. This is

¹ Australian Bureau of Statistics 2006, Australian Demographic Statistics March Quarter 2006 Cat No 3101.0 Australian Bureau of Statistics, Canberra, Table 4.

² Australian Bureau of Statistics 2001, Census of Population and Housing: Selected Social and Housing Characteristics for Statistical Local Areas, Tasmania, 2001 Cat No 2015.6 Australian Bureau of Statistics, Canberra, Table 1.

³ Derived from Australian Bureau of Statistics 2006, Australian Demographic Statistics March Quarter 2006 Cat. No 3101.0 Australian Bureau of Statistics, Canberra, Tables 4 and 5.

⁴ Australian Bureau of Statistics 2006, Australian Social Trends, 2006 Cat No 4102.0 Australian Bureau of Statistics, Canberra, p33.

⁵ Ibid – derivation

⁶ Affordable Housing Strategy Review: Background Paper 2, Housing Tasmania

⁷ Ibid

⁸ Derived from Australian Bureau of Statistics 2006, Australian Social Trends, 2006 Cat No 4102.0 Australian Bureau of Statistics, Canberra, p169.

further compounded by the low vacancy levels in the private rental market which continue to be around 2%⁹.

d. Income

Tasmanians have a lower than average income compared to most Australians, with most (55.0%) having a weekly income of less than \$400 per week¹⁰. More than a third of Tasmanians (36.6%) rely on government pensions and allowances, which makes Tasmania the jurisdiction with the highest dependency rate on government pensions and allowances, well above the national average of 27.7%¹¹. Low income is a major contributor to Tasmania's low rate of housing affordability.

e. Employment

Tasmania has the lowest labour force participation rate in the country. At September 2006 approximately 60.7% of the civilian population aged 15 years and over was in the labour force. This is significantly lower than the national average of 65.5%. It also has one of the lowest rates of full time employment (69.6%, compared to a national rate of 71.8%). Conversely, Tasmania's unemployment rate has remained the highest in the country despite declining steadily since 1997. In June 2005 the unemployment rate had dropped to 5.7%, but by June 2006 the rate had increased slightly to 6.5%.¹²

f. Education

More than half of the Tasmanian population over 15 years of age completed education to year 10 or below, with 27% completing year 12. In Tasmania 7.6% of people hold a bachelor degree, a proportion that has been increasing since 1991.¹³

g. Health and wellbeing

In general Tasmanians have lower health status and have a shorter life expectancy than the rest of Australia. The life expectancy of Tasmanians is 76.7 years for males (compared to 78.1 nationally) and 81.8 years for females (compared to 83.1 nationally).¹⁴

Tasmania has the fastest ageing population of any state or territory in the country. It is estimated that by the year 2021 approximately 25% of Tasmanians will be over the age of 65 while only 18% of the Australian population will be in this age group.¹⁵

h. Levels of homelessness

It is estimated that on Census night 2001, there were 2 415 people in Tasmania who were homeless¹⁶. This equates to 52.4 homeless persons per 10 000 of the population, and is the

⁹ Real Estate Institute of Tasmania, The Tasmanian Property Market 2006

¹⁰ Australian Bureau of Statistics 2001, Census of Population and Housing: Selected Social and Housing Characteristics for Statistical Local Areas, Tasmania 2001 Cat No 2015.6 Australian Bureau of Statistics, Canberra, Table B13.

¹¹ Australian Bureau of Statistics 2006, Australian Social Trends, 2006 Cat No 4102.0 Australian Bureau of Statistics, Canberra, p141.

¹² Australian Bureau of Statistics 2006, Labour Force Sep 2006 Cat No 6202.0 Australian Bureau of Statistics, Canberra, Table 12

¹³ Australian Bureau of Statistics 2006, Australian Social Trends, 2006 Cat No 4102.0 Australian Bureau of Statistics, Canberra, p92.

¹⁴ Ibid, p62.

¹⁵ Australian Bureau of Statistics 2006, Population Projections, Australia, 2002 to 2101 Cat No 3222.0 Australian Bureau of Statistics, Canberra, Table 17.

fourth highest rate of all jurisdictions (Northern Territory had the highest rate of 288.3, Queensland had 69.8, and Western Australia had 64.0)¹⁷. Of the 2 415 homeless people, 10% were living in improvised dwellings (primary homelessness), 79% were in SAAP accommodation or staying with friend/relatives (secondary homelessness), and 11% were living in boarding houses (tertiary homelessness). Only 13% of the homeless population were accommodated in SAAP.¹⁸ The number of homeless young people aged 12–18 years at that time was estimated at 1 008¹⁹.

¹⁶ Australian Bureau of Statistics 2003, Counting the Homeless 2001 Cat No 2050.0 Australian Bureau of Statistics, Canberra, Table 7

¹⁷ Ibid, Table 6

¹⁸ Ibid, Table 6.3

¹⁹ Ibid, Table 3.6

1.2 Internal and external factors impacting on SAAP

In recent years the State has unveiled a number of significant initiatives in order to improve the circumstances of some of the state's most vulnerable people. Major initiatives have included:

- The implementation of the **Safe At Home Family Violence Act**, enabling a stronger response to family violence within the State;
- Funding of \$95 million over four years for the **Affordable Housing Strategy** to improve housing affordability for people in housing stress in public housing, private rental, community housing and home ownership.
- Funding of the **Breaking the Cycle Mental Health package**, in recognition that more support and alternative accommodation services were required for people living with mental illness; and
- Additional funding being committed to the provision of services to people with **disabilities**.

During 2005–06 a decision was made within the Department of Health and Human Services (DHHS) to change the administration of SAAP in Tasmania and relocate policy responsibility for homelessness to Housing Tasmania. This decision reflects the increased national emphasis by housing authorities on social housing and will provide better linkages and support between housing and homelessness services. Tasmania's focus on rolling out the Affordable Housing Strategy has been a major factor in the state's decision *not* to develop a Tasmanian Homelessness Strategy.

1.3 Linkages between SAAP and other service systems

During 2005–06 the Department completed a Homelessness Pathways project that examined the trajectory of clients within Tasmania into the SAAP service system. The project included extensive consultation with related service systems, recognised as ‘feeder’ systems, in order to understand the pressure points at which people may become ‘at risk’ of homelessness and also to document any projects and activity which is being undertaken that will reduce these risks. The project resulted in a far better understanding of the relationship between the systems and informed the preparation the SAAP V Bilateral Agreement.

There are a range of Australian Commonwealth programs that provide assistance for people who are homeless or at risk of homelessness, many of which are delivered in conjunction with SAAP services. These programs include:

- the **National Homelessness Strategy (NHS)** – this is the Australian Government’s overarching homelessness strategy. It provides leadership in developing approaches to prevent and respond to homelessness across a wide range of policy and portfolio areas of responsibility;
- the **Crisis Accommodation Program (CAP)** – a capital funding program under the Commonwealth State Housing Agreement which enables the purchase, construction, renovation, maintenance and leasing of crisis accommodation primarily for services funded under the SAAP;
- **Reconnect** – a community based early intervention and support program for young people aged 12–18 years who are homeless or are at risk of homelessness, and their families;
- **Transition to Independent Living Allowance** – provides one-off assistance to help young people aged 15–25 years to make the transition from State-supported care and protection to independent living;
- **Job Placement Employment and Training program** – this program assists disadvantaged and disconnected young people aged 15–21 years, particularly those who are homeless or at risk of homelessness;
- the **HOME Advice Program** – an early intervention program aimed at helping families at risk of homelessness before they get into crisis, offering support and assistance with maintaining tenancies or home ownership;
- **Innovative Health Services for Homeless Youth** – provides funding for innovative health and related services for homeless and otherwise at-risk young people and their dependents that respond to their complex health needs; and
- the wide range of Australian Government income support programs provided through **Centrelink**.

There are also a number of projects and programs within **Housing Tasmania** that have strong linkages to SAAP.

- As noted above, the **Crisis Accommodation Program (CAP)** provides infrastructure funding to complement SAAP support. In 2005–06:
 - there were 122 CAP-funded properties in Tasmania. An additional 51 properties are being used by SAAP services for transitional housing and for immediate emergency accommodation under the SAAP expanded accommodation program.
 - \$1.36 million of CAP funds were used to redevelop Oakleigh House, Youth Futures and Youthcare.
 - \$382 000 of CAP funds were used to fund the SAAP brokerage model.

- In December 2003 Tasmania's **Affordable Housing Strategy (AHS)** was launched with the following objectives:
 - The creation of a sustainable social housing system.
 - The capacity to expand supply of social and affordable housing in response to the community's immediate and longer-term housing needs.
 - A range of effective and responsive housing models that meet a diverse range of housing needs, including special needs and the particular requirements of local areas.
 - A housing market that underpins economic growth, area vitality and strong, safe, resilient communities.

By the end of June 2006 the AHS had:

- assisted more than 4 000 households to access and maintain affordable housing options;
 - constructed or purchased 399 new public housing properties and upgraded 426 properties;
 - purchased three new supported residential facilities;
 - upgraded or replaced six disability group homes;
 - expanded the Housing Tasmania's Private Rental Support Scheme (PRSS) which provides financial assistance to establish and maintain tenants in private rental; and
 - initiated a Private Rental Tenancy Support Service (PRTSS) which provides a tenancy support model for tenants in private rental.
- Housing Tasmania is currently undertaking a comprehensive **Service Delivery Review**. The key objective is to enable more flexible and responsive service delivery to meet the needs of current and future clients given existing staffing and budgetary resources. Key issues for SAAP are:
 - bringing both support services together;
 - addressing common assessment processes; and
 - incorporating the Agency Collaboration Strategy which is a whole-of-agency complex care model.

1.4 Overview of SAAP services

During SAAP IV Tasmania completed a restructure of the entire SAAP homelessness service system within the state. The new service system, which was based on the Integrated Continuum of Support (ICOS) model, has a number of important features:

- an integrated service system within each of the three regions of the state;
- a clearly defined set of service types detailing service specifications and functions;
- an equitable funding rationale based on input unit-costs; and
- proportional regional funding based on regional populations.

The integration of services within each region has been crucial in providing increased flexibility and better services to clients. Rather than each service trying to provide the full range of services itself, the modular nature of the service system requires services to work collaboratively in joint support for clients. Different services focus on different aspects of the client's needs.

For example, accommodation needs are handled differently from a client's support needs and involve different agencies. This means that the support is independent of where the accommodation is provided and hence the support can follow the client wherever they are located. In practice this means that the same worker who initially assessed the client can continue to support them right through until they are eventually established in independent accommodation.

In order to achieve this seamless support, each region has a range of services that focus on the provision of Immediate Emergency Accommodation for specific target groups. Each region also has front-end services that provide Case Planning and Support functions that assess clients and then maintain the support until they are established in independent accommodation. To ensure that all clients are catered for the Transitional Support services provide support to clients who present directly to the shelters, and therefore may have bypassed the front-end Case Planning and Support services. The following table provides an outline of the ICOS service system.

Region	Service Type*	Number of services	Services per region
South	Case Planning and Support	3	15
	Immediate Emergency Accommodation	6	
	Supervised Supported Accommodation for Young People	2	
	Adolescent Community Placements	1	
	Transitional Support	3	
North	Case Planning and Support	1	7
	Immediate Emergency Accommodation	4	
	Adolescent Community Placements	1	
	Transitional Support	1	
Northwest	Case Planning and Support	3	8
	Immediate Emergency Accommodation	4	
	Adolescent Community Placements	1	

* Economies of scale mean that some service types have been merged in some regions

The use of brokerage funds further extends the flexibility of the service system and is used in three ways. Firstly, if a client presents who is in danger of losing their accommodation, and thus becoming homeless, brokerage funds can be used to help maintain their accommodation, such as payment of electricity costs or rent in arrears. Secondly, if the Immediate Emergency Accommodation services are full, or a client presents with a range of other family members who would be inappropriate for shelter-based accommodation, then Immediate Emergency Accommodation can be purchased in the private market using brokerage funds. Again, the support is independent of where the client is accommodated and can follow the client wherever they are located.

Brokerage funds also play a crucial role in facilitating clients move into independent accommodation. For instance, if a client is unable to move into independent accommodation because they cannot afford the necessary whitegoods, then these can be purchased through brokerage. Not only does this provide immediate and good outcomes for the client, it also frees up valuable capacity in the Immediate Emergency Accommodation services.

There are in fact five other SAAP-funded services in Tasmania that are not part of the ICOS service system. These were quarantined from the restructure because they do not directly address homelessness. Appendix A contains a detailed listing of all SAAP-funded services – both the thirty ICOS (restructured) services and the five non-ICOS services.

Case Study 1

Hobart Women's Shelter

During 2005–06 the Hobart Women's Shelter underwent a redevelopment to shift from a *shelter-based* model to a *decentralised* model of service delivery. In conjunction with Housing Tasmania, ten properties in Hobart's northern suburbs were identified and refurbished to provide immediate emergency accommodation for women with or without accompanying children. Whilst the intake centre remains accessible to the public, the units provide a high degree of anonymity and security for clients. Staff at the shelter report that the changed model has enhanced their service delivery. They say:

- *"We are now better able to work with families in terms of reuniting families. The increased privacy means better access for family members visiting clients and hence the clients feel less stressed – no 'strangers' to deal with – that is, no other clients or family members of other clients imposing on their space.*
- *"Our workers are more focussed when they visit clients – This enables them to have short focused bursts of intensive support, rather than the often 'casual' conversations in a communal context.*
- *"The primary worker model works really well, which facilitates better case management for clients. Because the support now mainly occurs during the day it is easier to manage than the previous emphasis on rostering shift-workers.*
- *"The new model also provides opportunities for clients to test out how to be independent whilst still in a supportive environment.*
- *"And the creation of a designated tenancy/property position has allowed a critical role separation between our support functions and our tenancy/property matters. This prevents tenancy/property issues from compromising the support needs of our clients."*

Case Study 2

Bail Options Program at the Northern Placement and Support Service

The Tasmanian Adolescent Community Placements model provides short to long-term supported accommodation for young people within a self-selected or recruited carer placement. The northern service operates out of Launceston and is within 40 kilometres of Ashley Youth Detention Centre – Tasmania's only youth detention facility.

During SAAP IV the service piloted a Bail Options project to help prevent young alleged offenders becoming homeless whilst awaiting trial. Additional staff were recruited and protocols were developed with the Magistrates' Court, the Tasmanian Police, and the Community Youth Justice service. Packages of support were also identified addressing the client's immediate circumstances, their attitudes and behaviours and the client's skills and knowledge base.

The pilot was so successful in averting homelessness that ongoing recurrent funding was secured in 2005–06 and the program has now become a permanent feature of the service with an overall capacity of up to 20 young people.

Jason is a 13 year-old boy living in a dysfunctional relationship with his 15 year-old brother Matthew* and their father. Both boys were erratic in their school attendance and were charged with multiple charges of theft.*

The Community Youth Justice worker referred Jason and Matthew to the Bail Options program and a joint assessment took place which deemed there was a significant risk of escalating offending behaviour. There was also concern about the impact of Matthew's negative role modelling behaviour on Jason.

The Bail Options Program was able to provide accommodation and develop individual packages of support for each boy with a focus on schooling and diversion. SAAP brokerage funds were used to purchase school uniforms and assist with school expenses. Brokerage funds were also used to enable Jason to attend a cricket camp to broaden his social networks, and for Matthew to participate in a Festival of Dreams camp to develop greater self-esteem. The Bail Options Program also is supporting Matthew to find suitable employment.

. . . The service reports that, nine months later, there have been no further reports of offending behaviour

. . . The model will be rolled out into the northwest region in 2006-07

** not their real names*

2 Tasmanian performance framework

This section covers the performance information for the report and focuses on how services are delivered in Tasmania. Required performance information is specified in both the Multilateral and the Tasmanian Bilateral Agreements.

In the Multilateral Agreement thirty-eight performance indicators are listed for jurisdictional reporting under the headings of Management, Performance, and Strategic Priorities. Using this same general outline the Tasmanian Bilateral Accountability Framework specifies a similar but wider range of performance indicators, some of which are the same as the Multilateral Agreement, some are similar but use different definitions, and some are unique to the respective Agreements.

The Tasmanian Bilateral Accountability Framework also includes a fourth set of indicators under the heading of Management Responsibilities.

Many of the performance indicators described in Schedule 2 of the Bilateral Agreement have been merged into the one line item. To facilitate clearer understanding and accountability in this report, the original indicators have been disaggregated and presented as separate line items. This approach has resulted in an overall template that not only provides ready identification in subsequent years as the data is updated, but also simplifies the cross-referencing between the two Agreements.

A brief synopsis of the overall reporting template is provided in this section. For further details and referencing please see Schedules 3.1 to 3.4.

2.1 Performance analysis

a. Management

A significant initiative for the program in Tasmania was the commencement in 2005–06 of the Quality Development Project. The three-year project will:

- map the updated service standards to the Quality Improvement Council's (QIC) standards for community organisations;
- conduct both internal (ie self-assessed) and external assessments of all services; and
- work with each organisation to enhance its performance and develop a culture of continual improvement.

By the end of June 2006 most of the preliminary work had been completed and the mapping of the SAAP standards to the QIC standards was well underway.

Activity data over SAAP IV (2000–2005) shows general trends for an increase in the number of clients and accompanying children, and in their related support periods. The data also shows that the number of support periods per client is reducing, whilst their support periods are getting longer. This suggests that clients are having longer, more effective support, with less need to return, therefore indicating an overall increase in service efficiency.

The proportion of recurrent funds spent on direct service provision has also increased in recent years. From 86% in 2000–01 the proportion has increased to 96% in 2005–06.

b. Performance

Trend data shows better outcomes have been achieved for clients in recent years. As mentioned above, the data suggests that clients are having longer, more effective support, with less need to return. The achievement of independent living has increased to 81% of all support periods in 2004–05.

2005–06 also marks the second year of the Tasmanian Government's *Partnerships for Jobs* program which funds community not-for-profit organisations to manage projects that increase employment opportunities for disadvantaged job-seekers. So far the program has been successful in creating over 200 jobs for long-term unemployed young people in the state.

The use of Crisis Accommodation Program (CAP) funds for brokerage has been highly successful. In 2005–06 over \$382 000 was spent on 3 800 occasions for just over 2 000 clients. Goods and services purchased via brokerage prevent some people from losing their accommodation, provide a high degree of flexibility in immediate emergency accommodation for clients in crisis (for example, when existing shelters are either full or inappropriate), and for others help to eliminate barriers to their becoming independent.

c. Strategic priorities

Tasmania is reaping the benefit of the restructure of the service system undertaken during SAAP IV. The principles that underpin the three national strategic priorities for SAAP V – *early intervention and prevention, better assistance for people who have multiple support needs, and on-going assistance to ensure stability for clients post-crisis* – are inherent in the design of the new service system.

For instance, the modular approach and range of service types has enabled specific services to concentrate on front-end support – providing early intervention, assessment and case planing, other services to focus on the provision of immediate emergency accommodation, whilst others specialise in providing transitional support to enable clients to move from shelter-based accommodation into independent accommodation. This integrated approach has been replicated in each of the three regions of the state. Furthermore, the model requires services to work collaboratively within each region with no one service having sole responsibility for a client's accommodation and support needs. The success of the model therefore relies on the extensive linkages that have been developed between services, which are particularly useful for supporting clients with multiple needs.

Early intervention across a range of service systems and support for people with multiple needs are key themes for governments since they not only reduce potential distress for vulnerable people but also are critical in managing service delivery more efficiently. The Tasmanian Government has initiated a range of programs across various service systems that have an impact on homelessness. For example, in 2005–06 Tasmania's Affordable Housing Strategy (AHS) played a major role in averting homelessness by:

- boosting the Private Rental Support Scheme (PRSS) which provides financial assistance to eligible people to access or maintain tenancies in the private market;
- establishing the Private Rental Tenancy Support Service (PRTSS) which provides support, information and advocacy to assist tenants maintain their tenancy; and
- opening the second of four planned supported accommodation facilities (boarding houses) for people on low incomes, have low support needs, and have a preference for communal living. The new facility can accommodate 30 tenants.

Considerable government funding has also been directed at three initiatives for vulnerable children and families. These are:

- an Early Support Program to divert potential child protection clients from the statutory care and protection system by providing early intervention services for children;
- a new statewide therapeutic service for children employing five child psychologists; and
- a Young Parent Home Visiting Program to establish supportive linkages with young parents at risk.

The Bail Options Program is a further example of both early intervention and linkages between service systems to support people with multiple support needs. In 2005–06, following the success of a pilot project, the Government committed recurrent funding to extend the Bail Options Program in the north of the state. Young alleged offenders now have safety-net support to prevent them from becoming homeless whilst awaiting trial. (*See Case Study 2 for more details*).

For clients who have multiple needs of a more complex or exceptional nature the Department has established an Agency Collaboration Strategy. This high level approach seeks to overcome systemic blockages to the coordination of services and thereby achieve swift and positive outcomes for clients. For the more extreme cases a Board of Extreme Needs has been established to provide high level governance and decision-making.

The third strategic theme relates to the provision of transitional support to clients post-crisis. As described in the *Overview of SAAP services* (Section 1.4) the service system is addressing this through the four dedicated Transitional Support services. Transitional support functions however are also specified in most of the SAAP service types, and together they account for 44.5% of the overall ICOS budget. A project to develop and pilot a transitional support model for children accompanying parents within SAAP emergency accommodation facilities will commence in 2006–07 as part of Tasmania’s Innovation and Investment Fund projects (see Schedule 3.5c).

Tasmania’s Bilateral Agreement includes two additional strategic priorities for SAAP V. These are *improving the quality of services provided* – which is being addressed by the Quality Development Project (see above) – and the *continued strategic direction of safety-net emergency accommodation services to better meet the needs of clients*.

During 2005–06 four Immediate Emergency Accommodation services completed a long-term redevelopment process. Two services for young men – Youthcare in the south, and Youth Futures in the north – had new purpose-built facilities constructed. The new facilities have had a marked impact on clients’ self-esteem and security and have enabled better management practices by staff by being able to separate high and low needs clients.

Two services – the Hobart Women’s Shelter in the south and Oakleigh House, a multi-target service in the northwest – completed a model redevelopment by shifting from a *shelter-based* model to a *decentralised* model of service delivery. This has provided increased privacy and anonymity for clients and increased role delineation and focus for workers. (*See Case Study 1 for more details on the Hobart Women’s Shelter redevelopment*).

d. Management responsibilities

Management of the SAAP program in Tasmania has benefited greatly from the restructure of the service system, completed during SAAP IV. Under the restructure an equitable funding rationale was implemented using an input unit-costing methodology, and has remained the basis for allocation of funds. During 2005–06 work began on preparing new agency service agreements for SAAP V. This provided opportunity to update the supporting documentation which has facilitated increased transparency of the system.

The regional SAAP service provider forums also play a role in ensuring good communication and transparency within the service system. The forums provide opportunity for the services to network together and to respond to local needs and circumstances and, by use of guest speakers, also facilitate exposure to other service systems.

Coordinating sector training is also a key role for program management. In Tasmania SAAP funds Productivity Plus Tasmania which is a community sector training organisation charged with developing skill levels of both staff and boards of management. The program is currently being evaluated.

The Tasmania Government has also recognised the need to provide industry support and training to community organisations. This commenced in 2005–06 with the Tasmanian Council of Social Services (TasCOSS) funded to provide the training.

2.2 Future Directions

This report has been largely confined to activity during the 2005–06 financial year, however a number of the cited projects and initiatives span more than one year, with some being completed within the reporting period and others just commencing. Furthermore, there are a number of areas in which the program still needs development. The following outlines the future directions for SAAP in Tasmania during SAAP V.

a. Program reform

A significant piece of work being rolled out during SAAP V is the Quality Development Project. Although this commenced in 2005-06 the real impact will be felt over the next few years as the internal and external assessments against the QIC standards provide the basis for working with organisations to enhance their performance, and develop a culture of continuous improvement.

Training will also be strong feature of the years ahead. The industry training provided by TasCOSS will become more widespread as it seeks to develop the skill-level of boards of management of community organisations. The anticipated launch of the updated SAAP Case Management Kit by FaCSIA will also provide opportunities for broader training in case management, and it is expected that agencies will be provided with cultural awareness training to be able respond better to the needs of Tasmania's African refugees.

Awareness training is also being planned to assist SAAP services in understanding the SAAP V environment and how it relates to the Tasmanian SAAP service system. The training will explore ways in which the SAAP V strategic priorities can be implemented at the local service delivery level.

The SAAP sector is looking forward to the implementation of SMART v6 during 2006-07. This new version of the data collection tool provides increased functionality for services, and will also be able to be installed across a wide area network, thereby making it the preferred mode of data collection by some of the larger SAAP-funded organisations in Tasmania. It is anticipated that the introduction of SMART v6 will significantly boost the proportion of services using electronic data collection, and therefore provide an added level of case management and data integrity. The implementation of SMART v6 will also provide opportunity to redress client consent levels that have declined in recent years.

b. Program administration

As briefly mentioned in Section One, in 2005–06 the Department decided to relocate policy responsibility for homelessness to Housing Tasmania. This decision, to be implemented in August 2006, recognises the increased emphasis in recent years by housing authorities nationally on social housing. For Housing Tasmania this merging of roles will facilitate the formation of a new **Housing Strategy Branch** with the following key units:

- **Housing and homelessness policy** – will deal with such issues as intergovernmental relations; high level state-based policy including rent setting, tenure arrangements and homelessness strategy, and research and evaluation as per contractual arrangements with research companies. It will have a whole of Business Unit focus.

- **Community partners** – will deal with such issues as program development and implementation, and service agreement and contract management for Housing Tasmania, particularly as it relates to the roll out of SAAP V and the Community Housing and Crisis Accommodation Programs and Aboriginal housing initiatives.
- **Planning, performance and information** – will deal with business operations, technology management, information management and reporting, and business planning and improvement as it relates to the whole of Housing Tasmania Business Unit. SAAP data and reporting will also be addressed by this unit.

The new Housing Strategy Branch will enable exploration of the synergies between services funded through SAAP and the public housing system. This will include the development of shared tools including assessment and case management procedures. It will also provide a greater level of information on available support services for applicants and tenants in public housing.

The new Housing Strategy Branch will also help to develop important synergies between SAAP, Aboriginal housing and community housing. This will greatly assist in appropriate planning within these service systems.

3 Detailed schedules

3.1 Management

a. Equity

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
Access	1	Implement the Quality Improvement Council's (QIC) core standards and the SAAP service provision standards within all SAAP funded services. The service standards include 'access and equity' as a core standard and the project will ensure that all services have clear access policies and equitable service provision.	<p>Annual progress report of the Quality Development Project including:</p> <ul style="list-style-type: none"> • progress reports on development, implementation and monitoring of service standards including agency uptake of service standards; • exception reports of number of agencies that do not comply with service standards regarding ensuring equitable access; and • inclusion of case studies to demonstrate improved accessibility of service models. 	<p>During the reporting period the Department reviewed the existing SAAP service standards and contracted Quality Management Systems (QMS) to undertake a three year implementation project. The Quality Development Project involves:</p> <ul style="list-style-type: none"> • mapping the updated SAAP service standards to the QIC standards²⁰ and creating new SAAP-specific standards where necessary; • conducting assessments of all services (utilising both self-assessment and external assessment); and • working with individual services to enhance their performance with respect to the standards and to assist them in embracing a culture of continual improvement. <p>By June 2006 most of the preliminary work had been completed and the mapping of the SAAP service standards to the QIC standards had commenced.</p> <p>At this stage it is too early in the project to report on levels of compliance and case studies will become available once appropriate benchmarking has been completed.</p>	1	
	2	Explore the provision of training to the sector that focuses on the implementation of equitable service access.	Training provided.	Revised the SAAP service standards regarding access. QMS will support all organisations in meeting access requirements.	2	
	3	Monitor the impact on SAAP services of fees charged by the Telephone Interpreter Services (TIS).	Interpreter services monitored and impact assessed.	Agencies have been asked to collect information on the frequency and usage of interpreter services. The data will be collated and analysed in 2006–07.	3	

²⁰ The Quality Improvement Council has developed a range of quality assurance standards that are appropriate for community sector organisations.

	4		Turn-away rate for accommodation: Daily average number of unsuccessful requests for accommodation (adults and unaccompanied children) as a proportion of all requests for accommodation.	2005–06 data currently unavailable. The most recent available data (for 2003–04) indicates a rate of 68.1%. The figure of approximately 2 out of every 3 requests being unsuccessful has remained fairly static since 2001–02. ²¹	4	1
	5		Turn-away rate per accommodated clients: Daily average number of unsuccessful requests for accommodation (adults and unaccompanied children) as a proportion of all clients accommodated.	2005–06 data currently unavailable. The most recent available data (for 2003–04) suggests a rate of 7.3%. That is, for every 100 clients accommodated on a particular night, a further 7 people were turned away. (For previous years it was 6.6 in 2001–02 and 5.3 in 2002–03) ²² .	5	
	6		Turn-away rate for total demand for SAAP accommodation. Daily average number of unsuccessful requests for accommodation (adults and unaccompanied children) as a proportion of total demand for accommodation.	2005–06 data currently unavailable. The most recent available data (for 2003–04) indicates a rate of 6.8%. That is, an average of 6.8% of all people requiring accommodation for a particular night were turned away. This changed from 6.2% in 2001–02 to 5.1% in 2002–03 ²³ .		2
	7		Turn-away rate of SAAP client target groups. Daily average number of unsuccessful requests for accommodation (adults and unaccompanied children), by client primary target group, as a proportion of total demand for accommodation.	2005–06 data currently unavailable. Most recent data ²⁴ (2003–04) cited as: <ul style="list-style-type: none"> • Young people: 35.3% • Single men: 50.0% • Single women: (Not applicable) • Families: (Not applicable) • Women and children escaping domestic violence: (Not applicable) • Cross-target/multiple/general: 76.1% Note this national classification system does not fit the Tasmanian service system which uses a different set of target group classifications ²⁵ .		3
Equity	8	Implement the QIC core standards and the SAAP service provision standards within all SAAP funded services. The service standards include 'access and equity' as a core standard and the project will ensure that all services have equitable service	Annual progress report of the Quality Development Project including: <ul style="list-style-type: none"> • progress reports on development, implementation and monitoring of service standards including agency uptake of service standards; • exception reports of number of agencies that do not 	(See comment for Line Ref 1)	6	

²¹ NDCA Demand Report 2001–02, Table 7.2; for the 2002–03 report, Table 7.4, and for the 2003–04 report, Table 9.2

²² Derived from NDCA Demand Report 2003–04, Table 9.2 using $A \div (B+D)$; and similarly for the 2001–02 report, Table 7.4; and for the 2002–03 report, Table 8.1

²³ NDCA Demand Report 2001–02, Table 7.4; for the 2002–03 report, Table 8.1; and for the 2003–04 report, Table 9.2

²⁴ NDCA Demand Report 2003–04, Table 9.3

²⁵ Tasmania's target group classifications are: Young people – both genders; Young women; Young men; Women and children; Men; and Multi-target.

	provision.	comply with service standards regarding ensuring equitable service provision; and <ul style="list-style-type: none"> inclusion of case studies to demonstrate improved equity in service provision. 			
9		Proportion of Indigenous Australians among all SAAP clients.	2005–06 data currently unavailable. The trend during SAAP IV remained about three times that of the wider population, with values from 9.2% in 2000–01 to 9.6% in 2004–05 ²⁶ .	7a	4
10		Proportion of Indigenous Australians among accommodated SAAP clients.	2005–06 data currently unavailable. Most recent data (2004–05) indicates 11.7% ²⁷ . (Trend data not available).	7b	
11		Proportion of Indigenous Australians unable to be provided with SAAP accommodation (as a proportion of all accommodated clients).	2005–06 data currently unavailable. Most recent data (2004–05) indicates 7.7% ²⁸ . (Trend data not available).	8	6
12		Proportion of NESB people among all SAAP clients. <i>(Note that the Multilateral Agreement specifies CALD clients but the data is available only in terms of NESB clients).</i>	2005–06 data currently unavailable. During SAAP IV the trend declined slightly from 4.9% in 2000–01 to 3.7% in 2004–05. This represents a slight under-representation compared to the wider community (4.7% in 2004–05). ²⁹ In recent years there has been an increase of African refugees to Tasmania. Provision of appropriate cultural awareness training will be a priority in 2006–07.	9a	5
13		Proportion of NESB people among accommodated SAAP clients.	2005–06 data currently unavailable. Most recent data (2004–05) indicates 3.5% ³⁰ . (Trend data not available).	9b	
14		Proportion of NESB people unable to be provided with SAAP accommodation (as a proportion of all accommodated clients).	2005–06 data currently unavailable. Most recent data (2004–05) indicates 3.8% ³¹ . (Trend data not available).	10	7

²⁶ SAAP NDC Annual Report 2000–01: *Tasmanian Supplement*, Table 3.5; and the report for 2004–05, Table 4.7

²⁷ *Report on Government Services 2006*, Table 15A.171

²⁸ *Ibid*, Table 15A.171

²⁹ SAAP NDC Annual Report 2004–05: *Tasmanian Supplement*, Table 4.7

³⁰ *Report on Government Services 2006*, Table 15A.172

³¹ *Ibid*

b. Efficiency

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
Cost effectiveness	15	Explore the feasibility of developing and implementing an output costing methodology as recommended through the Evaluation of SAAP IV in Tasmania.	Reporting on progress against this initiative.	The Department commissioned a report to explore an output-based funding model for SAAP services. The report identified both benefits and weakness in moving to an output-based funding model but the Department decided against making this a priority.	11	
	16		Cost per completed support period (accommodated and non-accommodated).	2005–06 data currently unavailable. Distinction between accommodated and non-accommodation support periods also not available. Trend data shows a decrease from \$2 550 in 2000–01 to \$2 220 in 2004–05 (both values cited in 2004–05 dollars) ³² , mainly due to the increase in support periods over that time.	12	8
	17		Cost per client .	2005–06 data currently unavailable. Trend data shows a steady decrease from \$3 330 in 2000–01 to \$2 890 in 2004–05 (both values cited in 2004–05 dollars) ³³ , reflecting the increase in the number of clients.	13	10
	18		Cost per day of support (accommodated and non-accommodated).	2005–06 data currently unavailable. Distinction between accommodated and non-accommodation support periods also not available. Trend data shows that the cost per day of support has halved from a value of \$57 in 2000–01 to \$27 in 2004–05 (both values cited in 2004–05 dollars) ³⁴ , however the average length of support has doubled over the same period from 41 days to 81 days ³⁵ . Note however that this is largely due to support <i>other than accommodation</i> , as the average length of accommodation has remained static (33 days in 2000–01 and 32 days in 2004–05) ³⁶ . This concurs with research findings that suggest the longer the support other than accommodation the better the client outcomes ³⁷ .	14	9

³² Ibid, Table15A.179

³³ Ibid, Table15A.180

³⁴ Ibid, Table15A.181

³⁵ SAAP NDC Annual Report 2001–02: Tasmanian Supplement, Table 4.1, and for the 2004–05 report, Table 6.1

³⁶ Ibid, Table 4.2, and for the 2004–05 report, Table 6.2

³⁷ LenMac Consulting 2005, Sustaining Housing after Homelessness, p159ff

Service efficiency	19	Create a culture of continual improvement within services through the implementation of the QIC core standards and SAAP service provision standards within all SAAP funded services. This will include benchmarking each agency against the standards and working with them to enhance their performance.	Annual progress report of the Quality Development Project including: <ul style="list-style-type: none"> • progress reports on development, implementation and monitoring of service standards including benchmarking of existing practices; and • inclusion of case studies to demonstrate increased efficiency in service provision. 	(See comment for Line Ref 1)	15	
	20		Number of clients .	2005–06 data currently unavailable. The trend increased steadily during SAAP IV from 3 500 clients in 2000–01 to 4 550 clients in 2004–05 ³⁸ . This was most likely due to the restructure of the service system which was implemented in 2001–02 and provided a more integrated service.	16	
	21		Number of accompanying children .	2005–06 data currently unavailable. The trend increased steadily in recent years from 1 900 accompanying children in 2001–02 to 2 650 in 2004–05 ³⁹ . This also was most likely due to the restructure of the service system which was implemented in 2001–02 and provided a more integrated service.	17	
	22		Number of support periods .	2005–06 data currently unavailable. The trend increased, commensurate with the increase in clients during SAAP IV, from 5 000 support periods in 2000–01 to 6 450 in 2004–05. Recidivism is reducing. The average number of support periods per client decreased over the same period from 1.76 to 1.41. ⁴⁰ Furthermore, the proportion of clients having more than one support period has decreased from over a third of clients (36.5%) in 2000–01 to less than a quarter in 2004–05 (22.5%) ⁴¹ . This suggests that clients are having longer, more effective support, with less need to return, therefore indicating an overall increase in service efficiency.	18	
	23		Number of accompanying child support periods .	2005–06 data currently unavailable. The trend increased in recent years from 2 300 support periods in 2001–02 for accompanying children to 3 200 in 2004–05 ⁴² .	19	

³⁸ SAAP NDC Annual Report 2000–01: Tasmanian Supplement, Table 3.1, and for 2004–05, Table 3.1

³⁹ SAAP NDC Annual Report 2001–02: Tasmanian Supplement, Table 9.1; and the report for 2004–05, Table 3.2

⁴⁰ SAAP NDC Annual Report 2000–01: Tasmanian Supplement, Table 3.1; and the report for 2004–05, Table 3.1

⁴¹ Derived from SAAP NDC Annual Report 2004–05: Tasmanian Supplement, Table 4.3: remaining percentage after subtracting value for single support period.

⁴² SAAP NDC Annual Report 2001–02: Tasmanian Supplement, Table 9.1; and the report for 2004–05, Table 3.2

	24		Average number of [broad category] services provided [or referred] per support period ⁴³ . <i>(Broad category services are defined as counselling, financial/employment support, housing/accommodation, specialist support, advocacy, or other support).</i>	The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2005–06. In the interim however, values for this variable can be derived using CURF data. 2005–06 data currently unavailable. The most recent data available (2004–05) indicates that clients received an average of 2.8 broad category services per support period ⁴⁴ .	20	11
	25		Average number of accommodated and non-accommodated clients per day , and accompanying children per day .	The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2005–06. 2005–06 data currently unavailable.		12
Financial Accountability	26	Explore the provision of training initiatives focused on improved financial management.	Annual report to include: <ul style="list-style-type: none"> • Qualitative progress report on impact of financial accountability initiatives such as training (could include case study); and • Number of agencies that have not complied with providing annual audited financial statements, and action taken to manage this. 	<ul style="list-style-type: none"> • The Tasmanian Department of Premier and Cabinet has funded the Tasmanian Council of Social Services (TasCOSS) to provide industry/sector support and training. Financial management will be addressed within this context. • SAAP service agreements specify annual audited financial statements to be submitted by 31 October of each year. The process for any outstanding issues or reports is, initial follow-up, followed by withholding of payments if statements are not provided by the following 31 December. 	21	
	27	Implement the QIC core standards and the SAAP service provision standards within all SAAP funded services. The QIC standards include <i>'financial management'</i> as a core standard.	Annual progress report of the Quality Development Project including: <ul style="list-style-type: none"> • progress reports on development, implementation and monitoring of service standards including agency uptake of service standards; • exception reports of number of agencies that do not comply with service standards regarding ensuring equitable service provision; and • inclusion of case studies to demonstrate improved financial management. 	<i>(See comment for Line Ref 1)</i>	22	
	28		Annual financial reports provided as identified within the Bilateral and Multilateral Agreements.	All relevant financial reports have been submitted as required.	23	13

⁴³ The categories 'Provided' and 'Referred' are merged to indicate that the expressed needs were met (ie not ignored).

⁴⁴ Derived using Tasmanian CURF data for 2004–05.

	29		Proportion of total recurrent funds expended on direct service provision.	96.1% of the SAAP 2005–06 recurrent budget was allocated to agencies for direct service provision ⁴⁵ . This has increased significantly since the beginning of SAAP IV where in 2000–01 the proportion was 86.3% ⁴⁶ .	24	14
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⁴⁵ DHHS data

⁴⁶ SAAP NDC Annual Report 2000–01: Tasmanian Supplement, Table 2.1

3.2 Performance

a. Effectiveness

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
Client Outcomes	30	Conduct at least one review of the Tasmanian SAAP Common Assessment Tool, including the Common Referral Tool, over the life of SAAP V. <i>(See also Line Refs 45 and 73)</i>	Annual qualitative report providing information on the impact of Common Assessment and Referral Tools (eg. services requested compared to provided and referred).	Intended for 2008–09.	25	
	31	Implement the QIC core standards and the SAAP service provision standards within all SAAP funded services. The QIC standards have <i>'Planning and provision of services and programs that focus on positive outcomes for agreed consumer and community needs'</i> as a core standard, and the SAAP service provision standards include the core standard of <i>'Assessment, case planning, case management, exiting and tenancy management'</i> .	Annual progress report of the Quality Development Project including: <ul style="list-style-type: none"> • progress reports on development, implementation and monitoring of service standards including agency uptake of service standards; • inclusion of case studies to demonstrate improved client outcomes. 	<i>(See comment for Line Ref 1)</i>	26	
	32	Redevelop the Case Planning and Support model and implement statewide in major services. <i>(See also Line Refs 46 and 60)</i>	Assessment of impact of the redevelopment of the Case Planning and Support Model on client outcomes.	Intended for 2008–09.	27	
	33		Achievement of independent living – Housing: Proportion of clients moving to independent housing after SAAP support.	2005–06 data currently unavailable. Trend data shows better outcomes for clients in recent years. Achievement of independent living increased from 78.2% of all support periods in 2001–02 to 80.6% in 2004–05 ⁴⁷ .	28	

⁴⁷ Derived from Report on Government Services 2006, Table 15A.183: Sum of the four independent housing categories.

	34		Number and proportion of support periods in which clients sought assistance to maintain or obtain accommodation and received this assistance.	2005–06 data currently unavailable. Trend data shows a net increase, but more importantly a significant proportional increase in the support periods which assisted clients to maintain or obtain accommodation. In 2000–01 2 237 support periods (or 46.6% of all support periods) assisted clients with accommodation. By 2004–05 these values had increased to 3 311 support periods (or 53.4% of all support periods). ⁴⁸		15
	35		Number and proportion of clients assisted to reconnect with their family .	Data unavailable at present. The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2007–08.		16
	36		Proportion of SAAP clients having two or more support periods .	2005–06 data currently unavailable. The trend during SAAP IV has been steadily decreasing from over a third of clients (36.5%) having more than one support period in 2000–01 to less than a quarter in 2004–05 (22.5%) ⁴⁹ . This also relates to the length of support. Over the same period the average length of support has doubled from 41 days to 81 days ⁵⁰ . Note however that this is largely due to support <i>other than accommodation</i> , as the average length of accommodation has remained static (33 days in 2000–01 and 32 days in 2004–05) ⁵¹ . This suggests that clients are having longer, more effective support, resulting in their having less need to return. This concurs with research findings that suggest the longer the support other than accommodation the better the client outcomes ⁵² .	29	
	37		Number and proportion of clients requiring high level of support and those that receive that high level of appropriate support.	Data unavailable at present. The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2007–08.		17

⁴⁸ Derived from SAAP NDC Annual Report 2000–01: Tasmanian Supplement, Table 4.4: Sum of the two assistance to obtain/maintain categories; and similarly for the report for 2004–05, Table 6.3

⁴⁹ Derived from SAAP NDC Annual Report 2004–05: Tasmanian Supplement, Table 4.3: remaining percentage after subtracting value for single support period.

⁵⁰ SAAP NDC Annual Report 2001–02: Tasmanian Supplement, Table 4.1, and for the 2004–05 report, Table 6.1

⁵¹ Ibid, Table 4.2, and for the 2004–05 report, Table 6.2

⁵² LenMac Consulting 2005, Sustaining Housing after Homelessness, p159ff

	38		Achievement of independent living – Employment: Proportion of unemployed clients moving into employment after SAAP support.	2005–06 data currently unavailable. Trend data shows a significant increase from 3.6% 2000–01 to 6.5% in 2004–05. The greatest increase was for full time employment (which doubled from 0.9% in 2000–01 to 1.8% in 2004–05). ⁵³ In 2004–05 the Tasmanian government allocated \$1 million over a two year period for a <i>Partnerships to Jobs</i> program. The program funds community not-for-profit organisations to manage projects that increase employment opportunities for disadvantaged job seekers, including the long-term unemployed. The program has been successful in creating over 200 jobs for long-term unemployed people in the State.	30	
	39		Number and proportion of all clients who request assistance with maintaining or obtaining an income and who are able to access such support.	2005–06 data currently unavailable. The Multilateral Agreement states data is expected to be available for 2005–06 through the Report on Government Services.		18
	40		Number and proportion of clients who need living skills/personal development and are able to access such support.	2005–06 data currently unavailable. The Multilateral Agreement states data is expected to be available for 2005–06 through the Report on Government Services.		19
	41		Proportion of completed support periods in which the clients' case management goals have been partially or fully achieved (where appropriate).	2005–06 data currently unavailable. Data for this variable was first collected in 2004–05 and showed that 89.7% of support periods had at least some level of goal achievement ⁵⁴ .	31	20
	42		Number and proportion of all support periods requiring two or more broad category ⁵⁵ services.	2005–06 data currently unavailable. The most recent data available (2004–05) indicates that 4 924 support periods (76.5% of all support periods) required two or more broad category services. Of these 93.3% had their needs met. ⁵⁶	32	
Appropriateness	43	Re-launch SAAP Case Management Kit to SAAP services providers. (See also Line Ref 74)	Case Management Kit launched.	Awaiting development by FaCSIA of the SAAP Case Management Kit.	33	

⁵³ Report on Government Services 2006, Table 15A.186

⁵⁴ Derived from Report on Government Services 2006, Table 15A.193: remaining percentage after subtracting value for 'not at all'.

⁵⁵ Broad category services relate to: counselling, financial/employment support, housing/accommodation, specialist support, advocacy, or other support.

⁵⁶ Derived using Tasmanian CURF data for 2004–05

44	Ensure all case management principles and functions are included in redevelopment of SAAP standards as part of the Quality Development Project (hence measurement of implementation of Module and Function Specifications).	Case management principles included in standards.	QMS has been made aware of the need to include Case Management principles in the mapping of the revised SAAP standards to the QIC standards.	34	
45	Conduct at least one review of the Tasmanian SAAP Common Assessment Tool, including the Common Referral Tool, over the life of SAAP V. (See also Line Refs 30 and 73)	Annual qualitative report providing information on the impact of Common Assessment and Referral Tools (eg. services requested compared to provided and referred).	Intended for 2008–09.	35	
46	Redevelop the Case Planning and Support model and implement statewide in major services. (See also Line Refs 32 and 60)	Assessment of impact of the redevelopment of the Case Planning and Support Model on appropriateness of services.	Intended for 2008–09.	36	
47		Proportion of support periods in which needs of clients were met (ie. services provided, referred elsewhere, or provided and referred).	2005–06 data currently unavailable. The trend during SAAP IV showed a steady increase in the proportion of support periods in which client needs were met. Values increased from 93.5% in 2000–01 to 97.2% in 2004–05 ⁵⁷ .	37	21
48		Proportion of support periods with an agreed case plan .	2005–06 data currently unavailable. The trend during SAAP IV showed an overall increase in the use of case plans. The proportion increased from 65.6% in 2000–01 to 69.3% in 2004–05 ⁵⁸ . This information however, is misleading given the proportion for ‘not appropriate’ was not constant. (See below)		22
49		Proportion of support periods with an agreed case plan, where appropriate . (This excludes the effect of the ‘not appropriate’ value).	2005–06 data currently unavailable. By eliminating the effect of the ‘not appropriate’ category increased accuracy is achieved. This methodology reveals an actual decrease in the use of case plans from 83.7% in 2002–03 to 79.9% by 2004–05. ⁵⁹ It is expected that the emphasis on case management within the Quality Development Project together with the release of the new SAAP Case Management Kit will help redress this trend.	38	

⁵⁷ Derived from Report on Government Services 2006, Table 15A.175: Sum of categories for ‘services provided’, ‘referred elsewhere’, and ‘provided and referred’.

⁵⁸ Ibid, Table 15A.173

⁵⁹ Ibid

	50		Extent to which clients receive appropriate service delivery.	Data unavailable at present. The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2007–08.		23
	51		Number of occasions and number of clients for whom brokerage was used. Provide report on data in relation to types and purposes of brokerage.	<p>\$400 000 of brokerage funds is made available to SAAP services each year to purchase immediate, flexible support for clients. Brokerage has been found to be useful in preventing homelessness (by keeping people within their existing accommodation), providing alternative short-term emergency accommodation for clients in crisis when existing shelters are either full or inappropriate, and in eliminating barriers to people becoming independent.</p> <p>In 2005–06 a total of \$382,177 was expended on 3 874 occasions for the benefit of 2 058 clients. Categories of expenditure were:</p> <ul style="list-style-type: none"> • \$180 656 Immediate emergency accommodation (47.3%) • \$44 399 Whitegoods (11.6%) • \$35 609 Bond and rent (9.3%) • \$25 284 Removalist services (6.6%) • \$20 005 Travel (5.2%) • \$18 736 Electricity costs (4.9%) • \$10 386 Household items (2.7%) • \$8 770 Food (2.3%) • \$8 019 Furniture (2.1%) • \$6 854 Reparation for damages (1.8%) • \$2 519 Counselling (0.7%) • \$2 371 Telephone costs (0.6%) • \$1 816 Cleaning and maintenance (0.5%) • \$1 615 Medical costs (0.4%) • A further \$15 140 (or 4.0%) was spent on 'other' items. 	39	
Quality	52	Implement the Quality Improvement Council's core standards and the SAAP service provision standards within all SAAP funded services.	<p>Annual progress report of the Quality Development Project including:</p> <ul style="list-style-type: none"> • progress reports on development, implementation and monitoring of service standards including agency uptake of service standards; and • analysis of impact of standards on SAAP service delivery, including both client and system impacts. 	<i>(See comment for Line Ref 1)</i>	40	

	53		Proportion of clients satisfied with assistance provided. Data based on research conducted in 2004. Research will need to be repeated during SAAP V.	National research conducted in 2004 indicated that 91% of participating SAAP clients in Tasmania claimed the assistance they had received from the SAAP service was either good or really good ⁶⁰ .		24
	54		Qualitative jurisdictional reports describing how services are delivered in accordance with agreed Principles in the Multilateral Agreement (Schedule 1, Attachment A).	<i>(See table in Section 5 – SAAP V principles for implementation)</i>		25

⁶⁰ National SAAP Client Satisfaction Survey 2004

3.3 Strategic Priorities

a. Early Intervention and Prevention

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
(Not specified)	55	Strengthen early intervention and prevention within the service system	Annual progress report on development, implementation and monitoring of early intervention and prevention activities of SAAP, including where possible assessment of clients and service system impacts. Report to be supplemented with case studies/surveys/reviews of program reform impacts as appropriate.	<ul style="list-style-type: none"> • During SAAP IV a Bail Options project was trialled at the Placement and Support Service in the north of the state. The success of the project in preventing young alleged offenders becoming homeless resulted in an additional \$77 000 of SAAP recurrent funds being allocated in 2005–06 to ensure continued support. (<i>See Case Study 2</i>). • During 2005-06 SAAP also provided \$523 000 to a partnership of five community service organisations in the South for a one-off Early Support Program. The program diverts potential child protection clients from the statutory care and protection system by providing early intervention and prevention services for children. <p>Early intervention and prevention, in the broader sense, is a key priority for the Department. The following initiatives within other service systems were implemented during 2005–06 and also assist in averting homelessness.</p> <ul style="list-style-type: none"> • Housing Tasmania’s Affordable Housing Strategy: <ul style="list-style-type: none"> • boosted the Private Rental Support Scheme (PRSS) which provides financial assistance to eligible people to access or maintain tenancies in the private market; • established the Private Rental Tenancy Support Service (PRTSS) which provides support, information and advocacy to assist tenants maintain their tenancy; and • opened the second of four planned supported accommodation facilities (boarding houses) for people on low incomes, have low support needs, and have a preference for community living. The new facility can accommodate 30 tenants. • Furthermore, the Department’s Children and Family Services: <ul style="list-style-type: none"> • launched a new statewide therapeutic service for children employing five psychologists and valued at \$2 million over four years; and • allocated \$3 million over four years for a Young Parent Home Visiting Program. This initiative, based on a model in the USA, aims to establish supportive linkages with young parents, particularly those at risk. The service will employ five child health nurses statewide, 	41	

56		Number and proportion of services directly providing Case Planning and Support services .	There are 7 Case Planning and Support services (or 23.3% of all SAAP ICOS services) within the service system. Five of these are major services and 2 are limited services operating in remote areas. Together these 7 Case Planning and Support services accounted for 22.5% of the 2005–06 ICOS service budget. 'Case planning and support' functions however are also specified in a number of other SAAP service types, and in total they account for 25.0% of the overall ICOS service budget.	42	
57		Estimated number and proportion of clients supported by Case Planning and Support services.	2005–06 data currently unavailable. Data for 2004–05 suggests that 2 368 clients (or 55.1% of all ICOS service clients) accessed the 7 discrete Case Planning and Support services mentioned above ⁶¹ .	43	
58		Number and proportion of support periods provided by Case Planning and Support services.	2005–06 data currently unavailable. Data for 2004–05 suggests that these 7 discrete Case Planning and Support services mentioned above provided 2 927 support periods (or 52.3% of all support periods provided by ICOS services) ⁶² .	44	
59	Strengthen early intervention and prevention within the service system through a project focussing on a <i>Transitional Support Model for Prisoners</i> .	<i>(See also Innovation and Investment Funded Projects – Section 5a).</i>		45	
60	Redevelop the Case Planning and Support model and implement statewide in major services. <i>(See also Line Refs 32 and 46)</i>	Assessment of impact of the redevelopment of the Case Planning and Support Model on early intervention.	Intended for 2008–09.	46	
61		Number and proportion of clients at risk of homelessness who were assisted by SAAP to maintain their accommodation.	Data unavailable at present. The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2007–08.		26
62		Number and proportion of clients at risk of homelessness who were assisted by SAAP to maintain family links where their health and safety will not be endangered.	Data unavailable at present. The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2007–08.		27
63		Number and proportion of people at risk of homelessness who were assisted by SAAP to obtain appropriate accommodation upon their exit from an institution.	Data unavailable at present. The Multilateral Agreement states data is to be obtained through research, and is expected to be available 2007–08.		28

⁶¹ Derived using Tasmanian CURF data for 2004–05

⁶² Ibid

	64		<p>Number and proportion of services engaged in early intervention and prevention strategies.</p>	<p>The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available. Current Tasmanian data however is available.</p> <p>All 30 (or 100% of the) ICOS services are involved to varying extents in early intervention and prevention as it is a function written into their service agreements. The 7 Case Planning and Support services have the greatest emphasis given that they form the front-end of the service system. Approximately 55% of their effort is devoted to assessment and support functions which include early intervention activity.</p> <p>Other service types, such as Immediate Emergency Accommodation services and Transitional Support services, have considerably less emphasis on early intervention due to their other functions, but are still required to respond to the early intervention needs of clients who may have bypassed the front-end Case Planning and Support services.</p>		29
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b. Multiple Support Needs and Linkages

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
(Not specified)	65	Strengthen services for clients with multiple support needs.	The report will include an audit of current good practice identified in the current service system and through regional networks and will be supplemented with case studies/surveys/reviews of program reform impacts as appropriate.	<ul style="list-style-type: none"> The Department has developed an Agency Collaboration Strategy to address the small but significant group of clients who have complex and/or exceptional needs that cut across traditional health services. The strategy seeks to overcome systemic blockages to the coordination of services and thereby aims to achieve swift and positive outcomes for clients. The strategy has three tiers of intensity with a Board of Extreme Needs providing governance and decision-making capacity for the most complex/exceptional cases. It is expected that during SAAP V the strategy will be rolled out to include the community sector. During 2005–06 negotiations commenced within DHHS to relocate policy responsibility for homelessness to Housing Tasmania. This acknowledges the similar client group addressed by both service systems and it is expected that a common client assessment process for SAAP and Housing Tasmania will be developed during SAAP V. 	47	
	66		Number and proportion of clients referred to other services .	2005–06 data currently unavailable. The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available.	48	30
	67		Number and proportion of accompanying children referred to other services .	2005–06 data currently unavailable. The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available.	49	31
	68		Number of new initiatives funded.	<ul style="list-style-type: none"> The Early Support Program for children (<i>referred to in Line Ref 55</i>). The Young Parent Home Visiting Program (<i>referred to in Line Ref 55</i>). The statewide therapeutic service for children (<i>referred to in Line Ref 55</i>). 	50	
	69		Number of good practice initiatives boosted .	Bail Options project (<i>referred to in Line Ref 55, see also Case Study 2</i>).	51	

70		Proportion of support periods of clients with multiple needs in which [all of the] client's needs were met.	2005–06 data currently unavailable. The most recent data available (2004–05) indicates that 93.3% (or 4 594) of the support periods in which clients expressed two or more needs, had all of their needs met. ⁶³	52	
71	Strengthen services for clients with multiple support needs within the service system through a project that will deliver an <i>Early Identification and Referral Training and Information Package for Professionals</i> .	(See also <i>Innovation and Investment Funded Projects – Section 5b</i>).	The state was granted a one-month extension for the submission of the project specifications. The project specifications were approved by the State Minister and submitted to FACSIA in July 2006.	53	
72	Redevelop the Mental Health and Alcohol and Drug consultant positions to have a complex care focus. (See also <i>Line Ref 78</i>)	Narrative report on redevelopment and planned client and system impact, including identifying issues around cross-portfolio linkages and accountabilities.	Intended for 2007–08.	54	
73	Conduct at least one review of the Tasmanian SAAP Common Assessment Tool, including the Common Referral Tool, over the life of SAAP V. (See also <i>Line Refs 30 and 45</i>)	Annual qualitative report providing information on the impact of Common Assessment and Referral Tools (eg. services requested compared to provided and referred).	Intended for 2008–09.	55	
74	Re-launch the Case Management in SAAP Service Kit to the sector. (See also <i>Line Ref 43</i>)	Annual report to include progress with particular reference to understanding and measuring multiple support needs and linkages.	Awaiting development by FaCSIA of the SAAP Case Management Kit.	56	
75		Evidence of cooperative arrangements and protocols between SAAP and other service systems.	The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available. Current Tasmanian data however is available. <ul style="list-style-type: none"> During 2005–06 negotiations commenced within DHHS to relocate policy responsibility for homelessness to Housing Tasmania. This acknowledges Housing Tasmania's increased focus on community housing and strengthens SAAP's relationship with the Crisis Accommodation Program (CAP). 		33

⁶³ Ibid

	76		Number of cross-portfolio funded initiatives.	<p>The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available. Current Tasmanian data however is available.</p> <ul style="list-style-type: none"> • Housing Tasmania allocates recurrent funding of \$400 000 from CAP to provide brokerage services for SAAP clients. • Productivity Plus Tasmania, an organisation that provides skill development and training to the community service sector, is jointly funded by SAAP and the Housing and Community Care (HACC) program. • The Bail Options project (<i>referred to in Line Ref 55</i>) shared with the Justice Department. (<i>See also Case Study 2</i>). 		34
	77		Number and proportion of service providers engaged in linkage development.	<p>The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available. Current Tasmanian data is available however as it relates to the service system.</p> <p>All 34 Tasmanian SAAP service providers (or 100%) are engaged in linkage development. This is explicitly stated in their service agreements and is a key feature of the Tasmanian integrated service system where the accommodation and the support needs of a client are provided by different agencies. Support for homeless people in Tasmania therefore is not the sole responsibility of any one agency but is a shared response as part of an integrated service system.</p> <p>For example, clients accommodated by the Immediate Emergency Accommodation services are also supported by the Case Planning and Support services or the Transitional Support services. In this way the support is independent of the provision of accommodation, and can therefore move with the client as necessary.</p>		35
Complex needs	78	<p>Redevelop the Mental Health and Alcohol and Drug consultant positions to have a complex care focus.</p> <p>(<i>See also Line Ref 72</i>)</p>	<p>Narrative report on redevelopment and planned client and system impact, including identifying issues around cross-portfolio linkages and accountabilities.</p> <p>Annual report to be supplemented with case studies/surveys/reviews of program reform impacts as appropriate, including reporting on Strategic Priorities dissemination activities.</p>	Intended for 2006–07.	57	
Mental Health	79	Evaluate and monitor the formal protocol with Mental Health Services.	<ul style="list-style-type: none"> • Report on outcomes of evaluation. • Annual report on the outcomes of monitoring the protocol. 	Intended for 2006–07.	58	

Child and Family	80	Evaluate and monitor the formal protocol with Child Protection Services.	<ul style="list-style-type: none"> • Report on outcomes of evaluation. • Annual report on the outcomes of monitoring the protocol. 	Intended for 2007–08.	59	
Employment	81	Develop protocols between SAAP services providers and employment services.	Report on protocol development and evaluation over life of SAAP V.	Intended for 2007–08.	60	
	82		Number and proportion of clients who need employment and training assistance and are referred to such services.	2005–06 data currently unavailable. The Multilateral Agreement states 2005–06 activity data is to be sourced from the Report on Government Services when available.		32

c. Post-Crisis Transition

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
(Not specified)	83	Strengthen systemic development of post-crisis support capacity through the development and piloting of a project for <i>Children Accompanying Families in Emergency Accommodation Facilities</i> .	<i>(See also Innovation and Investment Funded Projects – Section 5c).</i>		61	
	84		Number and proportion of services directed at providing this function (ie. Transitional Support services).	There are 4 discrete Transitional Support services (or 13.3% of all SAAP ICOS services) within the service system. Three of these are located in the South and one is in the North. In the Northwest, economies of scale have meant that these functions are embedded in other service types. These 4 Transitional support services accounted for 10.2% of the 2005–06 ICOS service budget. 'Transitional support' functions however are also specified in most of the SAAP service types, and together they account for 44.5% of the overall ICOS service budget.	62	
	85		Estimated number and proportion of clients supported by Transitional Support services.	2005–06 data currently unavailable. Data for 2004–05 suggests that 540 clients (or 12.6% of all ICIS service clients) accessed the 4 discrete Transitional Support services mentioned above ⁶⁴ .	63	
	86		Number and proportion of support periods provided by Transitional Support services.	2005–06 data currently unavailable. Data for 2004–05 suggests that these 4 discrete Transitional Support services mentioned above provided 623 support periods (or 11.1% of all support periods provided by ICOS services) ⁶⁵ .	64	
	87		Number and proportion of clients supported by SAAP post crisis – ie after client exit SAAP accommodation.	2005–06 data currently unavailable. The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available.		36
	88		Number and proportion of services engaged in post crisis transition – ie after clients exit SAAP accommodation.	2005–06 data currently unavailable. The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available.		38

⁶⁴ Ibid

⁶⁵ Ibid

	89		Number and proportion of clients exiting to independent housing and not returning within six months.	<p>2005–06 data currently unavailable.</p> <p>The Multilateral Agreement states data for this indicator is not required until 2006–07 activity data has been made available. Tasmanian data up to 2004–05 however is currently available.</p> <p>The trend during SAAP IV showed an overall increase in the number of clients exiting to independent housing and not returning within six months. Whereas in 2000–01 less than half did not return (47.1%) by 2004-05 this had risen to 54.5%, indicating that now most people do not return.⁶⁶</p>	65	37
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d. Improving the Quality of Services Provided

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
(Not specified)	90	Implement the QIC core standards and the SAAP service provision standards within all SAAP funded services. The combined standards focus on <i>building quality organisations, providing quality services and programs, and sustaining quality external relationships</i> , and feature two SAAP-specific standards.	<p>Annual progress report of the Quality Development Project including:</p> <ul style="list-style-type: none"> • progress reports on development, implementation and monitoring of service standards including agency uptake of service standards; and • analysis of impact of standards on SAAP service delivery, including both client and system impacts. 	<i>(See comment for Line Ref 1)</i>	66	

⁶⁶ Report on Government Services 2006, Table 15A.190

e. Continued strategic redevelopment of safety net emergency accommodation services to better meet the needs of clients

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
(Not specified)	91	Continue to re-develop the emergency accommodation model in order to enable more flexible use to better meet client needs.	Annual Progress Reports on impact of redevelopment activities on SAAP service delivery, including both client and system impacts, pending data availability.	<p>During 2005–06 work continued with a range of Immediate Emergency Accommodation services to provide more appropriate facilities. Development has taken a number of years due to the range of stakeholders involved and different agencies are at different points in the process.</p> <p>Three services are decentralising service delivery by establishing satellite accommodation units in various suburbs serviced by a single intake centre.</p> <ul style="list-style-type: none"> • Hobart Women’s Shelter has almost completed its redevelopment and now has 10 units serviced by a single intake centre. (<i>See Case Study 1</i>). • Oakleigh House, which also caters for families, has an additional 11 units to supplement its main accommodation facility; and • McCombe House has just commenced a long-term project to decentralise its accommodation services. <p>Two Immediate Emergency Accommodation services for young men have had new purpose-built facilities built.</p> <ul style="list-style-type: none"> • Youthcare, in the south, moved into a new purpose-built facility in Hobart’s northern suburbs in September 2005. Anecdotal reports indicate increased security and accessibility for clients, better networking with other services, and the improved layout has had a positive impact on clients’ self-esteem. • The Youth Futures shelter for young men in the North will move into a new purpose-built facility on its existing site in August 2006. During the 11-month construction phase the service has been operating from an interim location. Continuity of location was seen as a priority. The new facility will provide increased privacy for clients, and feature separate zones for high and low needs clients. 	67	

3.4 Tasmanian management responsibilities

The Multilateral Agreement outlines the role of the states and territories in clause 4.3. Whilst evidence for seven of the thirteen responsibilities listed is either self-evident or expressed elsewhere, the remaining six responsibilities are repeated in a separate section of the Tasmanian Bilateral Accountability Framework. These functions are categorised as Tasmania's management responsibilities in respect to the work of the service providers, and the contractual arrangements with those service providers.

a. Service providers

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
(Not specified)	92	Determine funding to Service Providers and provide active management to those Service Providers.	<ul style="list-style-type: none"> State rationale for distribution of funding. Review of Service Agreement Schedules. 	<ul style="list-style-type: none"> An equitable funding rationale was implemented in 2001 and has remained the basis for allocating funds. The rationale incorporated an integrated service system, a comprehensive specification of service functions for each service type, and an input-based unit costing methodology. During 2005–06 work began on preparing new agencies service agreements for SAAP V. The contents of the schedules were revised, particularly Schedule 5 which describes the services to be provided. The following supporting documentation was also updated and included as attachments to facilitate increased transparency of the system: <ul style="list-style-type: none"> SAAP V Module and Function Specifications 2006; SAAP V Operational Type Descriptions 2006; and Obligations of SAAP-funded Services to the NDCA. 	68	
	93	Implement case management at a state/territory level	Implementation and evaluation of service provision standards encompassing case management requirements.	<p>The requirement for all services to be delivered within a case management framework is explicitly stated in all SAAP service agreements.</p> <p>Services will be supported through training associated with the introduction of the new SAAP V Case Management Kit.</p>	69	

	94	Work with service providers to enhance skill levels of their work force and establish networks of support between service providers.	Evaluation of training mechanism for SAAP sector.	<ul style="list-style-type: none"> • SAAP partially funds Productivity Plus Tasmania which is an organisation set up to provide skills development and training to the community sector. The service is currently being evaluated. • The Tasmanian Government has also funded the Tasmanian Council of Social Services (TasCOSS) to provide industry/sector support and training to community service organisations. This includes the SAAP sector. • The three-year Quality Development Project will include a training component as QMS works with each agency to enhance performance and develop a culture of continual improvement. • <i>Introduction to SMART</i>⁶⁷ training was provided in October and November 2005 to 41 SAAP workers spanning 18 agencies. • During SAAP IV regional service provider forums were established to disseminate information and to provide regional networks of support. These have continued into SAAP V. The forums are chaired by sector representatives and are strongly supported. Forums are provided in each of the three regions of Tasmania (North, Northwest and South) and occur quarterly or as needed. 	70	
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⁶⁷ SMART (SAAP Management and Referral Tool) is the electronic data collection and management tool produced by the NDCA. Training is provided by NDCA staff.

b. Contractual arrangements

Sub-Category	Ref	Strategy/Initiative	Performance Indicator	Comment for 2005–06	BA	MA
(Not specified)	95	Ensure service providers participate fully in the NDC and comply with privacy requirements.	Requirements contained in Service Agreements.	<p>All SAAP service agreements contain a clause which requires full participation by the agency in the NDCA data collection processes⁶⁸. This includes an extract taken from the SAAP National Data Collection Protocol 2002 which outlines agency responsibilities and privacy requirements.</p> <p>During 2004–05 Tasmania had a 100% participation rate of services submitting data to the NDCA. Data for 2005–06 is unavailable.</p> <p>It was noted that the client consent rate for 2004–05 had declined. The Department will work with agencies to increase rates of consent.</p>	71	
	96	Ensure SAAP services are provided in accordance with the Strategic Priorities and responsive to local needs and circumstances	<ul style="list-style-type: none"> • All functions provided state-wide. • Distribution of funding across regions provided on agreed model. 	<p>In 2006–07 all SAAP service agreements will be amended to explicitly state the SAAP V strategic priorities as requirements for service delivery.</p> <p>Responsiveness to local needs is achieved in two ways:</p> <ul style="list-style-type: none"> • Distribution of funding was modelled under SAAP IV to reflect regional differences and needs. This funding model has continued into SAAP V. • The SAAP Regional Service Provider Forums play a key role in responding to local needs and circumstances. These provide opportunities for services within the same regions to liaise and also provide useful feedback to the Department. 	72	
	97	Ensure appropriate linkages are encouraged between SAAP and other specialists or generic service systems and sectors	Facilitation and maintenance of regional SAAP service provider forums.	The SAAP Regional Service Provider Forums provide opportunities for services to network together as well as having exposure to other service systems. Guest speakers, for example, have included representatives from Centrelink, Mental Health Services, The Richmond Fellowship, and Housing Tasmania.	73	

⁶⁸ There is one exception to this requirement. That is, by arrangement with NDCA, SAAP-funded agencies that do not engage in client activity are exempt from providing data, such as agencies that provide sector support and training. Tasmania has one such agency.

3.5 Innovation and Investment Fund projects

By mutual agreement and as part of the overall SAAP V administrative arrangements an Innovation and Investment Fund has been set up to progress and strengthen sector reform throughout all jurisdictions. In Tasmania’s case the Australian Government has recognised the significant work undertaken during SAAP IV that resulted in a total restructure of the SAAP service system. For Tasmania the Innovation and Investment Fund under SAAP V will enable further refinement of the Tasmanian model.

Under the terms of the Multilateral Agreement Clause 6.4.4, Tasmania was required to submit a **Tasmanian Strategic Direction Action Plan** to the Australian Government within the first year of SAAP V (ie 2005–06). The following Tasmanian Strategic Direction Action plan was subsequently approved and incorporated into the Bilateral Agreement for commentary in the ensuing years.

a. Develop and pilot a transitional support model for prisoners at risk of homelessness (Strategic Priority 1)

Project Detail	Anticipated Project Outcomes	Performance Information and Milestones	Comment for 2005-06
<p>Background: During SAAP IV a research project – <i>Ex-Prisoners in SAAP</i> – was undertaken in Tasmania that highlighted the difficulties faced by prisoners at risk of homelessness. In addition, a SAAP IV National Research Program project undertaken by the Australian Institute of Criminology on a closely related subject is an informant for this project.</p> <p>Description: In 2006–07 the Department of Health and Human Services will develop a partnership with the Department of Justice to develop and pilot a Transitional Support model for prisoners at risk of homelessness. The model will be consistent and congruent with the principles of the Integrated Offender Management Framework being developed within the Tasmanian prison system.</p> <p>It is envisaged that existing Transitional Support services will be engaged to undertake the development and pilot the model.</p> <p>Budget</p> <ul style="list-style-type: none"> • Year two (2006–07): \$155 500 • Year three (2007–08): \$270 000 	<p>The pilot will produce and refine a transitional support model using an action research framework. The model will include a defined set of outputs and identify a range of desired client outcomes. The project will be evaluated by 30 June 2008. The evaluation strategy would include dissemination more broadly.</p> <p>Should this pilot be successful continued funding would be considered in 2008–09 and 2009–10.</p>	<p>Project specifications to be agreed between parties by 31 October 2006.</p> <p>The development and pilot of this project is likely to take up to two years due to the partnerships that will be required for this to be successful.</p> <p>A progress report on the project will be provided that includes:</p> <ul style="list-style-type: none"> • report on outcomes of the evaluation, including qualitative information on clients in the pilots; • report on development of the partnership with Department of Justice, including any learnings; • qualitative service-level case study data for both service model and clients where appropriate; • assessment of appropriateness of learnings from the evaluation and assessment for transferability within SAAP; • recommendations for dissemination and implementation of learnings from the evaluation, including detailed description of the models to facilitate transfer across 	<p>Project plans not required until October 2006.</p>

		<p>jurisdictions.</p> <p>An annual progress report from 2007–08 including:</p> <ul style="list-style-type: none">• Demonstrating progress in increasing involvement in early intervention and prevention strategies;• Assessment of service system and client impacts against the strategic priority, including numbers of clients assisted.	
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b. Develop an early identification and referral training and information package for professionals who may come in contact with families and individuals with complex needs at risk of homelessness (Strategic Priorities 1 and 2)

Project Detail	Anticipated Project Outcomes	Performance Information and Milestones	Comment for 2005-06
<p>In 2006–07 and 2007–08 Tasmania will develop and deliver an Early Identification and Referral Training Package, including a homelessness information and referral package, to assist mainstream professionals (eg doctors, real estate agents, teachers) to identify and appropriately refer families and individuals at risk of homelessness.</p> <p>This will assist with the earlier identification of families and individuals with complex needs who may be at risk of homelessness, and enable appropriate referral to appropriate support services, including SAAP.</p> <p>The project will reference work undertaken at a national level by SAAP on complex needs, specifically the work undertaken by Thomson Goodall Associates Pty Ltd.</p> <p>The training package is likely to be developed by Productivity Plus, a Tasmanian Government funded training organisation that delivers SAAP training in Tasmania.</p> <p>The training package will be tailored to enable the introduction of the kits to the different sectors and professions included in this project.</p> <p>The information and referral package will contain a range of information relating to complex needs and identification of these within families and individuals for a range of support services who share responsibility for providing services to those at risk of homelessness.</p> <p>The targeted sectors identified include doctors in general practice, property managers within the private real estate industry, and teachers. Other sectors will be identified as the project is developed.</p> <p>Budget:</p> <ul style="list-style-type: none"> • Year two (2006–07): \$60 000 • Year three (2007–08): \$60 000 	<p>A training framework will be developed to enable the introduction of the kit and information to a variety of professionals and sectors.</p> <p>The training package developed will include an information and referral package to assist a range of professionals who work directly with individuals and families with complex needs to understand issues relating to homelessness, to enable early identification and referral of those who may be at risk.</p>	<p>Project specifications to be agreed between parties by 30 June 2006.</p> <p>The development and delivery of the training and information and referral package will be completed over two years.</p> <p>A final project report will be provided and will include:</p> <ul style="list-style-type: none"> • a report on outcomes of the project and training including all materials developed; • qualitative information from the training sessions from sectors and professions on the information and referral package content and intent; • assessment of appropriateness of learnings regarding the content and training to assist transfer across jurisdictions; and • assessment of how well the package has improved the number and quality of referrals and whether this has improved services provided to this group. 	<p>The state was granted a one-month extension for the submission of the project specifications. The project specifications were approved by the State Minister and submitted to FACSIA in July 2006.</p>

c. Develop and pilot a transitional support model for children accompanying parents within SAAP emergency accommodation facilities (Strategic Priority 3)

Project Detail	Anticipated Project Outcomes	Performance Information and Milestones	Comment for 2005-06
<p>Background: During SAAP IV Tasmania implemented specific Transitional Support services in order to facilitate a client’s journey through emergency accommodation and into stable housing, providing support according to assessed need. These services have noted however that many children accompanying parents have specific needs which should be assessed and addressed. In addition, many of these children may be experiencing a higher level of risk either through the impact of their experiences or through the impact of their parents’ experiences.</p> <p>Description: The project will develop a transitional support model for the provision of services to children with the family context, focusing on enhancing the family’s capacity to care and protect children and reduce the ongoing risk to children. Specifically the model will articulate the range of outputs to be provided to children and a description of desired outcomes will also be developed. It is envisaged that existing Transitional Support services will be engaged to develop and pilot the model</p> <p>Budget: Year two (2006–07): \$155 000 Year three (2007–08): \$270 000</p>	<p>The project will be evaluated by 30 June 2008. The evaluation strategy would include dissemination more broadly within the Tasmanian SAAP sector, with potential applicability to other jurisdictions. Should the pilot be successful, ongoing funding in 2008–09 and 2009–10 would be considered.</p>	<p>Project specifications to be agreed between parties by 31 October 2006.</p> <p>This project will commence in 2006–07. The development and pilot phase would expect to take up to 18 months.</p> <p>A progress report on the project will be provided in 2006–07 and annual reports will be provided from 2007–08 that include:</p> <ul style="list-style-type: none"> • report on outcomes of the evaluation, including qualitative information on clients in the pilots, with a particular focus on how the pilots enhanced the family’s capacity to care for and protect their children (ie impact on risk reduction); • qualitative service-level case study data for both service model and clients where appropriate; • assessment of appropriateness of learnings from the evaluation and assessment for transferability within SAAP; • recommendations for dissemination and implementation of learnings from the evaluation, including detailed description of the models to facilitate transfer across jurisdictions. • demonstration of progress in increasing involvement in early intervention and prevention strategies; • assessment of service system and client impacts against the strategic priority, including numbers of clients assisted. 	<p>Project plans not required until October 2006.</p>

3.6 SAAP V principles for implementation

The SAAP V Multilateral Agreement Clause 3.3.1 outlines seven principles to guide the implementation of SAAP across the jurisdictions and includes a range of performance measures to indicate achievement. The Tasmanian Bilateral Agreement also lists the principles but has a less rigorous set of performance indicators, mainly focused on the implementation of the quality development project in which all SAAP services will be assessed against a number of service delivery and organisational standards with a view to developing a culture of continual improvement within each service (see line ref 90). The performance indicators contained in the following table are based on those listed in Schedule 1, Attachment A of the Multilateral Agreement, and together with reference to the Quality Development in Section 2 they provide a comprehensive coverage.

Principles	Description	Indicators of achievement	Performance Indicators	Comment for 2005–06
a. Shared commitment	The Commonwealth and all States and Territory Governments are committed to meet their responsibilities outlined in the Multilateral and related Bilateral Agreements.	<ul style="list-style-type: none"> Signed Multilateral and Bilateral Agreements; Implementation of SAAP V Accountability Framework; and Participation in and contribution to the national Coordination and Development Committee (CAD). 	<ul style="list-style-type: none"> Multilateral signed Bilateral signed Completion of Mid-Term Review and Evaluation All parties engaged in CAD 	<ul style="list-style-type: none"> Tasmania signed the Multilateral and Bilateral Agreements within the required timeframes. Tasmania is participating as a member of the SAAP V Evaluation Working Group. Tasmania is participating as a member of the CAD and its sub-committees.
b. Cultural appropriateness	SAAP services are inclusive and recognise that the characteristics of homelessness vary between cultural groups. SAAP services will be appropriate to the needs of Indigenous Australians and people from culturally and linguistically diverse backgrounds.	<ul style="list-style-type: none"> Evidence that SAAP is providing culturally appropriate services to clients (NDC data); Extent to which the needs of Indigenous clients are met (NDC data); and Extent to which the needs of CALD clients are met (NDC data). 	<ul style="list-style-type: none"> Multilateral PIs 4–7 Measures to be identified with the Client Satisfaction Survey for Indigenous and CALD clients 	<ul style="list-style-type: none"> See Line Refs 8–14 To be addressed in the Quality Development Project.
c. Service responsiveness and flexibility	SAAP services are sensitive to the range of needs of the client. Appropriate client-focused responses are delivered as soon as practicable, and case management ensures that changing needs are being met.	<ul style="list-style-type: none"> Extent of client-focused case management in SAAP; Appropriateness of service measured through the Client Satisfaction Survey; and Timeliness and responsiveness of service measured through the Client Satisfaction Survey. 	<ul style="list-style-type: none"> Multilateral PIs 21–25 Measures to be identified with the Client Satisfaction Survey 	<ul style="list-style-type: none"> See Line Refs 43–54 To be addressed in the Quality Development Project.
d. Service accessibility	SAAP services are accessible to all clients, and there are no barriers to access due to inability to pay. Services are able to meet the special needs of specific client groups, and there are no discriminatory practices or policies.	<ul style="list-style-type: none"> Reasons for turning away clients from SAAP accommodation; Turn away rate for minority groups; and Turn away rate for SAAP target groups. 	<ul style="list-style-type: none"> Multilateral PIs 1–3 	<ul style="list-style-type: none"> See Line Refs 1–7 To be addressed in the Quality Development Project.

<p>e. Clients rights and dignities protected and promoted</p>	<p>The SAAP service system supports effective client charters and ensures access to appropriate avenues of dispute resolution.</p>	<ul style="list-style-type: none"> • Extent to which clients understand their rights and service charters of SAAP agencies; • Extent to which client perceive that their rights and dignities are upheld and protected; and • Extent to which the importance of protecting client rights and dignities is promoted in SAAP services 	<ul style="list-style-type: none"> • Number and proportion of service contracts with client rights and service charters • Measures to be identified with the Client Satisfaction Survey • Multilateral PI 25 	<ul style="list-style-type: none"> • To be addressed in the Quality Development Project. • <i>See Line Ref 54</i> • <i>See also Line Refs 44, 52, and 90</i>
<p>f. Client independence and resilience maximised</p>	<p>SAAP service delivery is aimed at maximising the client's capacity for independence and resilience, by establishing appropriate connections with a range of social and economic supports and enhancing opportunities for participation. These include reconnection with family and social networks and with employment, housing, education and income support to help with longer-term stabilisation.</p>	<ul style="list-style-type: none"> • Housing outcomes of SAAP clients, ie extent to which SAAP clients achieve independent housing after SAAP support; • Employment outcomes of SAAP clients, ie extent to which SAAP client achieve employment after SAAP support; • Education outcomes of SAAP clients, ie extent to which SAAP client maintain or improve their education status after SAAP support; • Extent to which SAAP assisted clients obtain or maintain income support; and • Extent to which SAAP clients are connected with family, social and economic supports and networks (Self-reliance measurement project). 	<ul style="list-style-type: none"> • Mid-Term review • Evaluation 	<ul style="list-style-type: none"> • Tasmania is participating as a member of the SAAP V Evaluation Working Group.
<p>g. A service system that is efficient and effective</p>	<p>Within available resources the service system is robust and sustainable, and is able to reform to meet emerging and changing needs without jeopardising existing system successes.</p>	<ul style="list-style-type: none"> • Efficiency performance measures (see section 2.1b); and • Effectiveness performance measures (see section 2.2a). 	<ul style="list-style-type: none"> • Multilateral PIs 8–14 • Multilateral PIs 15–25 	<ul style="list-style-type: none"> • <i>See Line Refs 15–29</i> • <i>See Line Refs 30–54</i> • To be addressed in the Quality Development Project.

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Appendix A

SAAP services operating in Tasmania 2005-06 as part of the Integrated Continuum of Support (ICOS)

Region	Service Type	Agency Name	Target Group
South	Case Planning and Support	ACCESS – South	All client groups
		Colony Outreach Support Service – Hobart	All client groups
		Colony Outreach Support Service – Eastern Shore	All client groups
	Immediate Emergency Accommodation	Jireh House	Women (with or without accompanying children)
		McCombe House	Women (with or without accompanying children)
		Hobart Women’s Shelter	Women (with or without accompanying children)
		Bethlehem House	Single men
		Annie Kenney Young Women’s Refuge	Young women
		Youthcare	Young men
	Supervised Supported Accommodation for Young People	Mara House	Young women
		Youth Accommodation Service Tasmania	Young men
	Adolescent Community Placements	Placement and Support Service – South	Young people
	Transitional Support	Centacare Transitional Support Service – South	Women
		Hobart City Mission	Women
		Salvation Army Supported Housing	Men
North	Case Planning and Support	ACCESS – North	All client groups
	Immediate Emergency Accommodation	Launceston Women’s Shelter	Women (with or without accompanying children)
		Launceston City Mission	Single men
		Karinya Young Womyn’s Refuge	Young women
		Youth Futures	Young men

	Adolescent Community Placements	Placement and Support Service – North	Young people
	Transitional Support	Centacare Transitional Support Service – North	All client groups
Northwest	Case Planning and Support	ACCESS – Northwest	All client groups
		Wyndarra	All client groups
		West Coast Crisis Accommodation and Referral Service	All client groups
	Immediate Emergency Accommodation	Warrabee Women’s Shelter	Women (with or without accompanying children)
		Oakleigh House	Multi-target
		Youth and Family Focus	Young people
		Burnie Youth Accommodation Service	Young people
	Adolescent Community Placements	Placement and Support Service – Northwest	Young people

Additional SAAP-funded services operating in Tasmania 2005-06

Region	Service Type	Agency Name	Target Group
South	Counselling and Support	Huon Domestic Violence Service	All client groups
		Hobart Sexual Assault Support Service	All client groups
North	Counselling and Support	Laurel House	All client groups
Northwest	Counselling and Support	Relationship Abuse of an Intimate Nature	All client groups
Statewide	Training	Productivity Plus Tasmania	(Not applicable)