



Homelessness Investment – Cairns Demonstration Project:

Co-designing a logic for working with people sleeping rough



CSIA has been working closely with the Alluna Land Trust, which are made up of both Gimuy Walubara Yidinji and Yirrganydji Peoples. We honour their Elders, past, present and future, and thank them for their friendship, patience and wisdom.

Working Well

Collaboration – Case Coordination Working Group (CCWG) + Cairns Assertive Integrated Street Outreach (CAISO)

Flexible Contract Managers

Passionate + Committed workforce with strong relationships

Unique context

A city centre for Cape Communities – migration + service access

Resilient + strong Traditional Owner groups

Dominant narrative: people in public space are impacting tourism + small businesses

Increase in homelessness between Census 2011 + Census 2016 – suspected to be related to migration

Comparatively low cost to buy, high cost to rent residential properties

High levels of neurocognitive + complex disability, mental illness + trauma + experiences of structural violence amongst shelter service users

For attention

Longer-term solutions

Focus on Prevention

Effective pathways from other systems (e.g. Health, Corrections)

Investment that puts people before programs (Intersecting policy + investment streams)

Opportunities: Rethinking investment + involving Media + Business



Evidence-informed designed proposals

Person-Responsive Action Model (PRAM)

Client directed support from service-system

System-wide Qualitative and Quantitative impact measurement tool

Contract flexibility to support bespoke responses

Tenancy in Partnership for Sustainability (TIPS)

Engage with people before their tenancy starts

Establish + support tenancy – walk alongside

Prioritise voice + needs of service user over specification

Aboriginal and Torres Strait Islander Commissioning Body

Advisory Body reviews outcomes from investment, contributes advice to policy + investment decision making, commissions research to amplify Aboriginal and Torres Strait Islander perspectives.

Body comprises Traditional Owners, Aboriginal and Torres Strait Islander housing + accommodation representatives, and Council representatives from Cape Communities.

Voted most likely to improve outcomes by Homelessness + Public Intoxication Taskforce participants

Place-based Strategy

Develop strategy for increasing supply of innovative housing options

Focus to people with complex needs Designed by community + sector think tank

Private investment in supply

Seek private, local investment

Increase social housing

Increase + diversify support for social housing tenants

What we learned: exploring opportunities for Aboriginal and Torres Strait Islander Leadership in Commissioning



Consultation + collaboration beyond core players in the investment system created new + different discussions about possibilities to improve the investment system.



More robust evidence about what is + isn't useful for Aboriginal and Torres Strait Islander people who are experiencing homelessness in Cairns is needed to improve investment in outcomes, shape policy and public discourse.



Universal activities tend to be prioritised over **investing in outcomes specifically for First Nations people**. Uncovering potential barriers and gaps to such an approach (at the systems level) may enable investment to be targeted to First Nations outcomes.



There is a strong voice for enabling investment in models based on **Aboriginal and Torres Strait Islander worldviews**.



Regional government leaders would benefit from **greater discretion and executive support** to make decisions which may not fit with standardised guidelines, but may be a necessary and wise investment to build relationships with Aboriginal and Torres Strait Islander people and Traditional Owners.



SHSs in Cairns make very different contributions to outcomes depending on role in the system. **Naming roles, the outcomes they contribute towards, the desired outcomes and supporting evidence** for approaches will create a foundation for designing a future state.



Contract officers have strong networks across government + non government agencies + are excellent in bringing people together + sharing information. They have a strong connection to 'place' + firm understanding of the historical events which have shaped the existing investment system.



Homelessness Investment – Brisbane Demonstration Project:

Amplifying the Voice of Service Users



MID SEPTEMBER

TRAINING

Build our capability

Learn how to ethically collect stories using MSC technique



SEPTEMBER – OCTOBER

MSC STORIES ARE COLLECTED & WRITTEN UP

Data collection “sprint”

12 SHS services collect stories of change from Brisbane service users



END OCTOBER

APPROVED MSC STORIES

Submit and edit

Stories reviewed by CSIA + Clear Horizon (ethics, privacy + readability)



MID-NOVEMBER

STORY SUMMIT WORKSHOPS

Shared sensemaking

1 x Practice, 1 x Executive Industry + DHPW together review stories, identify changes, select most significant + discuss reasons for selection.



Observations from the process

What changes were most important to service users: as a change to usual practice, this process sought to understand the program by asking service users what they saw as the most important.

Performance measurement: flipped upside down, the process put people at the centre and asked the investment system to work backwards to categorise change (as oppose to making people fit into categories).

The importance of qualitative data: Frontline people (organisations and contract officers) experience the world through narrative. This process gave legitimacy, structure and a methodology for using qualitative evidence.

Asking the right questions: the process challenged participants to think about how these stories fitted with their existing way of thinking about design + implementation of SHS investment + ‘performance management’.

Energised by a different approach: both Industry + DHPW representatives were energised by shared learning from service user



Outcomes identified by service users

12 outcome themes identified + grouped by Story Summit participants according to Maslow’s hierarchy of human needs.

ONE

Access to immediate service support

Housing solutions

Material basics

Improved safety + stability

TWO

Changes in physical + mental health + wellbeing

Improved relationships + social connectedness

Other flow on changes for children + families

THREE

Feeling more confident

improved sense of worth and responsibility

Improved hope + purpose

Independence

Autonomy + agency



Considerations for investment settings

Every service user is different. People are diverse – at different stages, making changes in different areas of their lives, at different times. Timeframes for change cannot be standardised + turned into effective targets for services.

Measurement – from proving worth to learning. Diversifying data collection beyond ‘proving worth or value’ towards collecting information that acknowledges the complex reality of homelessness will inform stakeholders of potential improvements that can be made to reduce homelessness.

Rethinking practice. “What I think is most important may not be the most important thing to the person accessing services.” Building a greater understanding of motivations + factors contributing to change is integral to a person-centred, outcomes-focus.

Prioritising lived experience at all levels. Regular + ongoing engagement with consumers + their stories by all levels of the investment system including staff in leadership roles will promote a person-centred culture.

Development opportunities. Shared sense-making processes led to reflections by participants about the development opportunities they would like to see available to the workforce.



Homelessness Investment – Logan Demonstration Project:

Positioning the role of Contract Management



Current DHPW contract management framework is focused on these

Next steps for DHPW contract management framework is to strengthen the focus on this

Benefits of Contract Management

(Queensland Government Contract Management Framework, 2015)

<i>Value for money</i>	<p>Enable savings opportunities identified during the procurement or contract management process</p> <p>Enable further benefits through ongoing performance reviews, service improvements, supply chain improvements, innovation, etc</p>
<i>Risk Management</i>	Reduce contractual risks through the robust contract management practices
<i>End-user outcomes</i>	Maximise outcomes to end-users/customers by managing supplier performance, maintaining quality, improving productivity + identifying opportunities for improvement + innovation

To do this, industry and DHPW representatives suggested these next steps:



Develop contract management capabilities – Develop the capability of contract managers with an updated, contemporary and comprehensive program incorporating finance, negotiation, collaboration, not-for-profit governance and decisionmaking skills in uncertain environments. (Partners could include Office of the Chief Procurement Officer, the Public Service Commission + ANZOG). Share vision and lessons with industry partners.



Consider form + function – Reconsider relationship management principles for implementation in contract management across the state.



Collect meaningful data – Explore existing data and gaps, coproduce an agreed data collection & evaluation framework which builds evidence for how activities are contributing to outputs + outcomes at the individual, organisational, local system & program levels.



Develop place-based snapshots – Co-design (document & iterate) picture of local context, incl:

- strengths & successes
- social, networked, relational and infrastructure capital
- existing investment (service offerings, target group, role in service system)
- Investment alignment with dem+ for assistance and identified needs (and gaps)
- Identify (use to build some consensus toward) local priorities



Relational approaches – Recognise both parties have something to bring to the contractual relationship, + ensure both parties share broad goal of reducing homelessness. Contracts can then be used as an outline – if relationships are strong + objectives shared, implicit terms + understandings will tend to determine the behaviour of the parties.



Try Evidence-based Learning Forums – Local level – with formalised buyin: DHPW Programs, Policy, Contract Mgt, services & community). All contribute data, evidence + analysis.

- Co-designed agenda involves shared sense making of trends, investment gaps, successes, mistakes.
- Forum starts to identify what’s contributing to outcomes, + what isn’t.
- Must be practical + purposeful – learning + inform decision-making.



Improve the feedback loops + opportunities – to influence upwards from practice to policy – (i.e. review how, what + when information travels from service users to Policy makers; check roles + responsibilities match accountabilities)



Enable conversations + negotiation – Make sure process guides + frameworks allow room for reasonable negotiation. Discuss contract requirements + suggest adjustments at regular intervals.



A Job immersion program – Co-designed, to enable contract officers, ‘central office’ and service providers to experience first hand, other parts of the investment system. Hosts would enable participants to work in a space or ‘shadow’ an individual or team as they undertake their regular duties in the system.

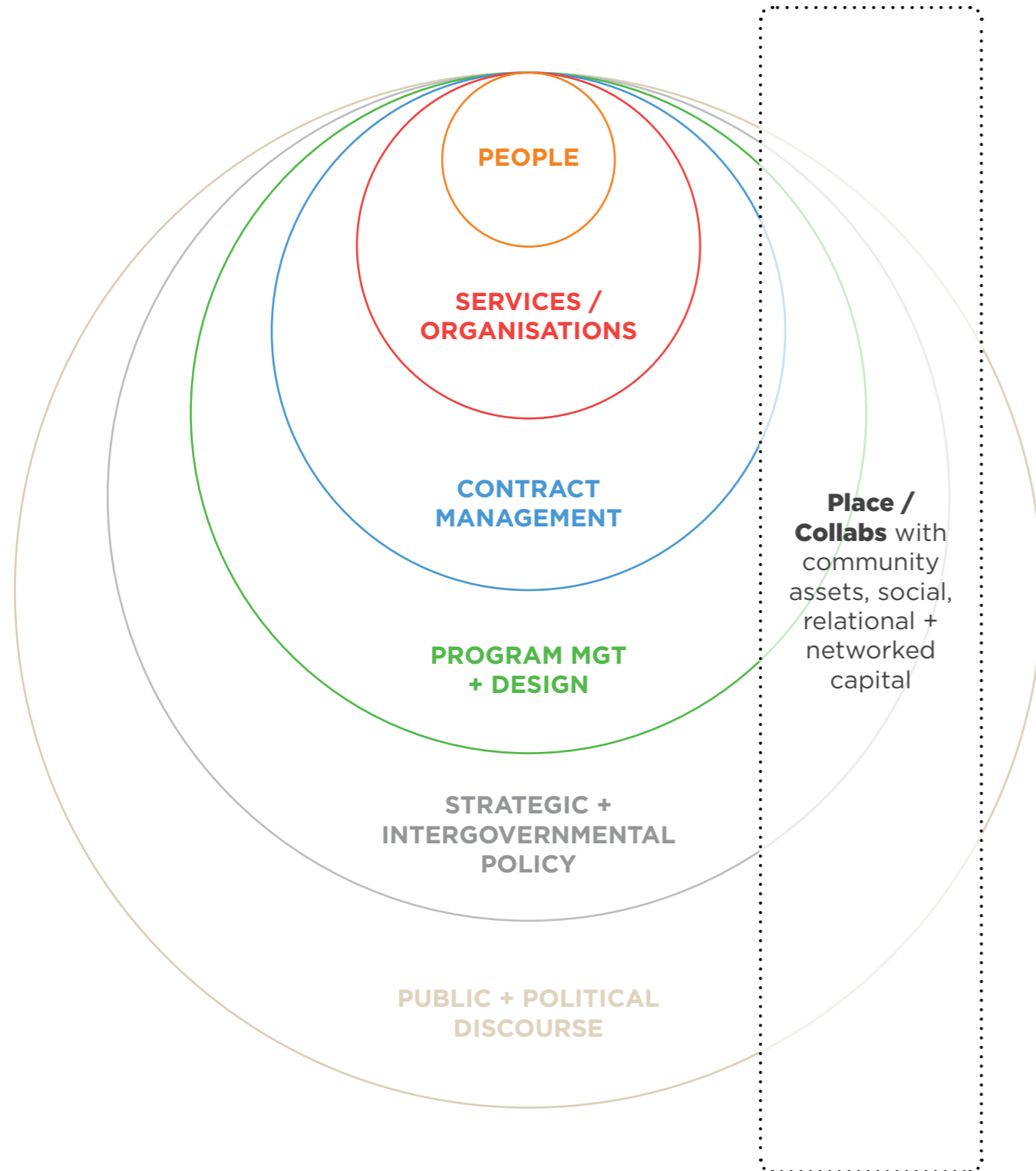
This would give participants some insight to ‘a day in the life of’ their host. Design would include protocols for managing sensitive information, privacy and safety.



Specialist Homelessness Services Investment

Investing in Outcomes

Old Specialist Homelessness Services Investment System



Investment System Layers

PEOPLE

Outcomes are the positive changes that people achieve in their lives.

- People make positive changes in their lives at different speeds, in different areas, for different reasons.
- Change is not linear. It's informed by diverse range of resources, experiences and motivations, and cannot be standardised or time-boxed.
- Services are just one of many resources people draw upon in thinking about and making changes in their lives.

SERVICES / ORGANISATIONS

Providers work alongside people as a resource for positive change.

- Not-for-profit organisations and practitioners often have deep connections with place and people, with a social licence to operate.
- Their people are intrinsically motivated to support outcomes, especially when aligned with organisational mission, identity and values.
- Outcomes-focused organisations (and collaboratives) seek out qualitative and quantitative data to understand if that contribution is useful to people – so they can adapt and improve.

CONTRACT MANAGEMENT

Contract managers can build robust relationships + work alongside services to promote an outcomes-focus.

- Shared objectives and long-term relationships suit a Relational Contracting approach. Regionalised teams are well-positioned to support facilitation of the local investment system.
- Outcomes-focused contract management might best involve working alongside services to learn from lived experience, build relationships, connect resources and support learning for improvement and adaptation (beyond compliance to model).

PROGRAM MGT + DESIGN

Program activities create the conditions to focus on what's important.

- Program management can create foundations for the investment system to thrive, by constructively challenging each layer of the investment system to apply roadmap principles.
- A system stewardship approach will require a level of change in investment tools (and how they are used) to enable a genuine focus on outcomes, inclusive of a focus on people and a learning and improvement culture.

STRATEGIC + INTERGOVERNMENTAL POLICY

Reducing homelessness requires looking beyond the Homelessness Program.

- A wide range of individual and structural factors contribute to homelessness, and many of these have policy and investment responses which could be better coordinated or integrated to improve the outcomes ecosystem.
- A framework for measuring and publicly identifying elements would be useful for system stewardship and shaping public discourse.

Priorities



CREATE HEALTHY INVESTMENT SYSTEMS

Learning + improvement. Co-production + codesign (incl. lived experience). Commissioners as stewards + facilitators.



FOCUS TO EVIDENCE

Build, share + use all forms of evidence (incl. practice-based + qualitative data) in processes + decisions.



BUILD ADAPTIVE CAPABILITY + CAPACITY

Investing in relationships + people. Recognising genuine change takes time.



Specialist Homelessness Services Investment

Investing in Outcomes

Let's move towards an **outcomes-focus** together, by...



Amplifying lived experience. Implement processes (within + across layers) to understand outcomes from lived experience perspective. Explore with people how investment might have contributed to such change.



Listening to + partnering with Aboriginal and Torres Strait Islander leaders. Build relationships + work towards Aboriginal and Torres Strait Islander leadership in reviewing outcomes + making adjustments with investment over time.



Co-producing guiding frameworks at the levels of the service, place and program which are focused to outcomes that are important to people + are grounded in shared principles for action.



Co-producing indicators and measures at level of service and place that aid in understanding whether principles and actions are contributing to change in people's lives.



Embedding an **outcomes-focused culture of learning + continuous improvement.** Build processes into 'business as usual' – within + across layers. Focus on what learnings say about outcomes, rather than contract compliance. Adapt in response to findings.



Building on existing work to improve Homelessness Service Agreements, by incorporating outcomes-focused frameworks as they are designed. Accentuate lived experience, building + sharing evidence, learning + adaptation, adaptive capacity + capability.



Fostering stronger relationships across the investment system. Explore job-shadowing and embedded working opportunities within + across layers, as well as Relational Contracting approaches.



Acting to build capability and capacity across the system in commissioning + adaptive leadership. Drive an outcomes focus with capabilities to lead different ways of working in volatile, complex + ambiguous contexts.



Co-designing a Qld Monitoring + Evaluation Framework for homelessness, beyond the Homelessness Program. Include interconnections w housing, community services, health, justice, media + public discourse. Use to guide intergovernmental agreements + build case for integrated commissioning.



Developing a Community Services Workforce Strategy to attract + retain people with attributes + values best suited to working with marginalised cohorts. Build capabilities in practice, leadership, evaluation + business acumen.