

# Specialist Homelessness Sector in the ACT



Insights and  
Workshop  
Capture

6 July 2021

**This document has been prepared by Future Friendly who facilitated the roundtable workshop and captured the outcomes from the day.**

# Overview



On the 6<sup>th</sup> of July 2021, ACT Housing hosted a Ministerial Roundtable to engage key stakeholders across the specialist homelessness services sector.

The roundtable was conducted as the first in a series of engagements to help shape a newly announced strategic partnership between the ACT government and the sector.

# Roundtable Participants

The Roundtable was attended by a mix of sector, peak and government stakeholders, including:

- Ms Yvette Berry MLA, Deputy Chief Minister & Minister for Housing and Suburban Development
- Ms Rebecca Vassarotti, MLA, ACT Minister for Homelessness and Housing Services
- Two chiefs of staff and one advisor from the Ministers' offices
- 27 CEOs from seven sub-sectors (women, men, youth, family services, Aboriginal and Torres Straits Islander, food, and general services)
- Two representatives from two peak bodies
- The chair of the Joint Pathways
- One Official Visitor for homelessness services
- More than ten senior staff from Community Services Directorate led by Ms Karen Doran, the Acting Director General.

48

Total Participants

# Objectives



# Roundtable objectives

1. Discuss the values and principles to underpin the strategic partnership
2. Discuss key strategic planning elements
3. Discuss sector engagement and governance options for the strategic planning process

# Agenda for the day

## Ministerial Roundtable

9:30am - 9:40am	Welcome
9:40am - 10:00am	Official opening addresses
10:00am - 11:00am	Sector Partnership Timeline and Guiding Principles
11:00am - 11:15am	Morning Tea
11:15am - 12:15pm	Strategic Planning Elements

12:15pm - 1:15pm	Engagement and Government for Strategic Partnership
1:15pm - 1:20pm	Wrap Up
1:20pm - 1:30pm	Closing
1:30pm onwards	Lunch provided (optional)

# Discussion Format

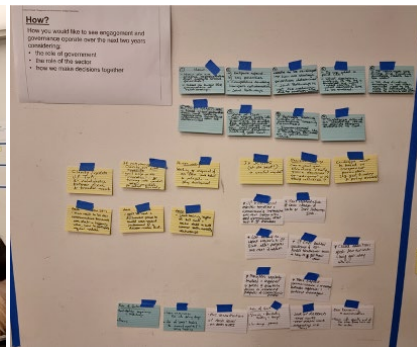
## Partnership Timeline & Principles

## Planning Elements

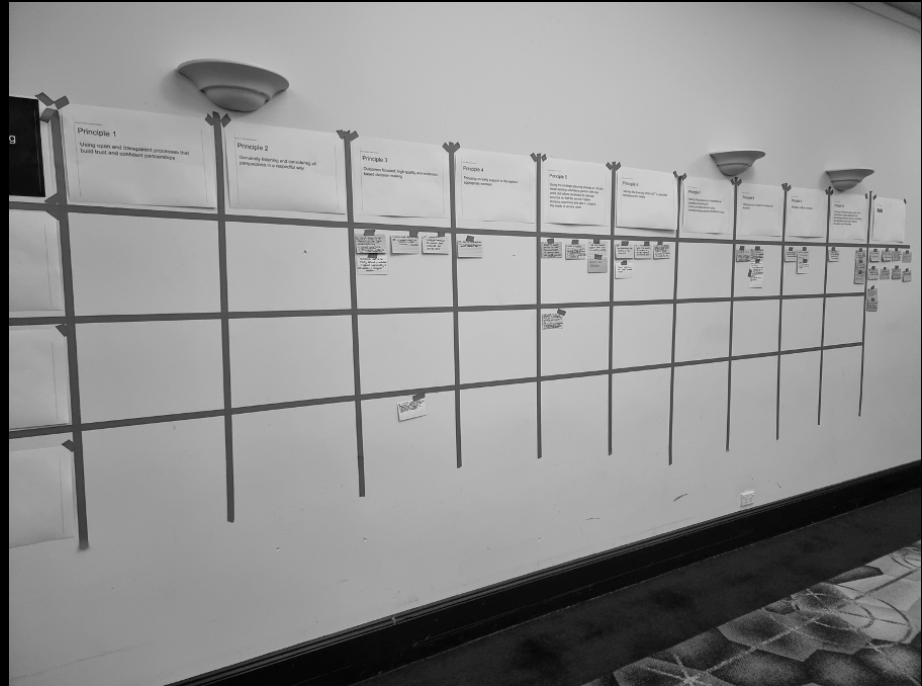
## Engagement and Governance



1. Discussion framing by Louise Gilding
2. Activity explanation by Future Friendly
3. 30-minute table discussion to 'card-up' comments, feedback and additional suggestions.
4. Playback discussion



# Sector Partnership Guiding Principles



# Insight summary

## What feedback did participants have regarding the proposed partnership principles?

### Principle 3

- Need for outcomes to be more clearly defined. Less ambiguity and more focused.
- The partnership to focus on best outcomes for service users.
- Take a more evidence based approach than has been used previously.

### Principle 4

- Inclusion of focus on the youth sector.

### Principle 5

- A focus on delivering services that address the diverse needs of service users.
- The need for using a more iterative approach to delivering outcomes and service design.
- Focus on research and use the evidence we have to retain what is currently working.

# Insight summary

## Principle 6

- More recognition for the diversity of the community and service providers. A clearer definition of what 'diverse' means.

## Principle 8

- Incorporating more agile approaches to funding noting that responses and processes are different in crisis situations.
- More of a focus on ROI for funding rather than just the dollar amount.
- More definition around what 'Taking account of value for money' means.

## Principle 9

- Need for further clarification regarding 'Managing conflicts of interest'. General confusion around what this refers to.

## Principle 10

- It needs to be clear that the 'Whole service system' will need to reach beyond the homelessness sector to achieve meaningful outcomes.
- A strong focus on the service user when designing the 'Whole service system'.

# Insight summary

## **Participant added principles**

- Transparency and commitment around funding based on identified needs through the commissioning process.
- Maintaining 'Housing First' as a key principle. Focus on key outcomes and continuing to transition people into homes.
- A genuine commitment to reconciliation.
- More sharing of data between government and the sector.
- A more uniform framework for working together including building more consistency into contracts.

# Sector Partnership Timeline



# Insight summary

## What suggestions and comments did participants have for the proposed timeline?

### July 2021 to June 2022

- Sufficient time and focus on involving service users.
- There is a need to ensure detailed analysis informs the processing, including clear mappings workforce, skill levels, gaps, needs etc., and service types and gaps.
- Clarify the role of joint pathways and central intake early in the partnership.
- More clarity on where individual organisations will be consulted, including considering what specific stakeholders are given a seat at the table throughout the process (e.g. ensuring smaller organisations are represented).
- Enough time to give services and their clients certainty and support through any restructure.
- Potential difficulties faced by smaller organisations to meet proposed timelines set by others.
- General concern for the timeframe being too ambitious. Lack of planning for timeframes slipping.

# Insight summary

## **July 2022 to June 2023**

- A minimum tender period of 2 months to prepare for bids.
- Staggered commissioning across different programs.
- Staggered procurement to avoid overwhelming the sector.
- Bring June 2023 end point forward to December 2022.

## **General Comments**

- Preference for incremental changes throughout the process. Build in the opportunity to reflect and modify the strategy throughout the partnership.

# Strategic Planning Elements



# Insight summary

## What did we hear from attendees regarding the proposed strategic planning elements?

### Planning Element 1 – Service Delivery

- The need for service users to better understand what other services are available to them in the sector.
- Lower barriers for accessing services – anyone who needs a service can access it.
- Need for greater integration and consistency for cross-sector service delivery systems. A more seamless journey for service users to access intersecting systems. Potentially implement a sector-wide plan.
- Clearer linkages to the commonwealth contributions.
- Better collaboration and partnerships with improved flexibility, especially around the service delivery model.
- A framework for common practices in the specialist sector.
- Greater collaboration and partnership to allow the flexibility required to meet the needs of the sector. Flexibility in the service design model.
- More consideration around service delivery. The need for a centralised intake that works for everyone and sufficient crisis shelter to support it

# Insight summary

## **Planning Element 2 – Outcomes and evaluation framework and data system**

- Better tooling to enable evaluation and measurement of outcomes.
- More focus on data collection and analysis
- A consistent outcomes framework built on clear objectives and informed by real needs.
- Referral mechanism needs to respect service expertise. Review of Onelink as an access mechanism.

## **Planning Element 3 – Leadership and governance**

- Greater collaboration inside and out of the sector. More accountability, transparency and flexibility in governance.
- Clearer understanding of what outcomes are expected from both government and the specialist housing sector.
- Greater recognition of progress and achievements.

# Insight summary

## **Planning Element 4 – Funding and costing model**

- Far more flexibility in the funding model. More aligned with the needs of service providers.
- The need for appropriate funding to meet costs associated with innovation, risk taking and complexities of server user needs. Long term contracts that allow service providers to plan for the future.

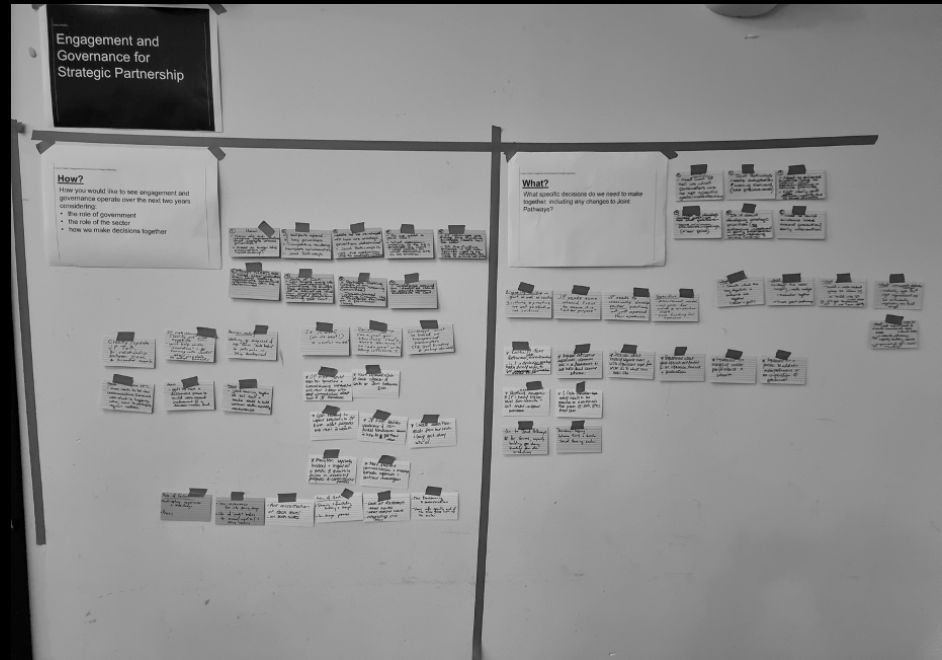
## **Planning Element 5 - Workforce**

- More sustainable workforce development. More consideration around recruitment, training and retention efforts.
- Workforce decisions being based on medium and long term goals.

## **Suggested New Element**

- Transitioning out of homelessness. Address the issue of supply and lack of exit plan.

# Engagement and Governance for Strategic Partnership



# Insight summary

## How did participants want to see engagement and governance operate over the next two years?

- The need for a communication framework. How are priorities being determined and communicated?
- A wide range of sector representatives selected to ensure all needs of the sector are addressed. Need for representation of each subsector.
- Need for clearer parameters from the government before governance can be determined.
- Working groups to address specific issues and participate in policy development through co-design.
- More clarity around governments appetite for risk to enable appropriate approaches to innovation with the sector.
- Joint training between ACT government and sector staff to build skills, capability and relationships.
- Regular engagement between a Joint Pathways executive, government departments and ministers.
- The sector to contribute directly to policy development through sharing of knowledge and first-hand experience.
- Taking a research centred approach to determine what does and doesn't work.

# Insight summary

## What questions need to be answered together?

- Where do joint pathways fit in to the partnership and how will they be adapted? Will there be budget for forums and capacity building? Will there be knowledge sharing from other jurisdictions?
- How will we handle the development of capability in both government and the sector?
- How will the Joint Pathways be governed within government to ensure focus is maintained?
- What will the new procurement model look like? How will it enable collaboration and cross-sector work?
- What are the key objectives of the partnership?
- How will the way we co-design the sector mapping, needs analysis and perform evaluation be greater than joint pathways?
- What will the process be for deciding on the right organisations to represent different services?
- What will be the agreed measures of outcomes, both overall and for individual services?
- What will be done in response to underperforming services?

# Participant Feedback

# Participant feedback

## Question 1

(scale from 1-5)

Overall, how satisfied were you with today's workshop?

Average Rating

**4.3**

## Question 2

(scale from 1-5)

Did you feel as though the strategic partnership process will provide a genuine opportunity to engage and shape the future of the sector?

Average Rating

**3.9**

## Question 3

(scale from 1-5)

Did you feel as though this workshop provided you with a meaningful opportunity to contribute to the discussion?

Average Rating

**4.4**

# Participant feedback

## Question 4

Is there anything else you would like to share that you didn't have an opportunity to contribute today?

“Just to emphasise the importance of supporting transitions from AOD, mental health and correction settings.”

“There is a need to link homelessness commissioning to infrastructure investment and the ACT infrastructure plan & housing strategy implementation plan.”

## Question 5

Is there any other general feedback or suggestions you would like to share?

“Thank you for creating this process. I'm looking forward to seeing where this journey takes us.”

“I think this has been a great start to a big process. Looking forward to next steps.”

Thank you

# Annex

# Participant Feedback Cont.

**Question 4: Is there anything else you would like to share that you didn't have an opportunity to contribute today?**

**Question 5: Is there any other general feedback or suggestions you would like to share?**

No.	Housing ACT representatives at tables could have added an extra element in discussions.
No.	No
No - Conversations at the table were robust and everyone was heard.	Thank you for creating this process. I'm looking forward to seeing where this journey takes us.
An encouraging conversation. Looking forward to being part of the future.	The wall layout and cards process was really effective.
	Would have been useful to have even a brief plenary, as well as the table chats.
Just to emphasise the importance of supporting transitions from AOD, mental health and correction settings.	Great day - congratulations.
No.	No - all good. Thanks.
No	No
	I think this has been a great start to a big process. Looking forward to next steps.
There is a need to link homelessness commissioning to infrastructure investment and the ACT infrastructure plan & housing strategy implementation plan.	
No.	Excellent opportunity to make a true difference.

# Images from the day



Table Discussion Sessions





Anthony McGinness  
(Future Friendly) Presenting

## Ms Yvette Berry MLA, ACT Minister for Housing and Suburban Development



## Ms Rebecca Vassarotti, MLA, ACT Minister for Homelessness and Housing Services





Ministers Berry and Vassarotti in front of Strategic Planning elements wall



# Card Playback Sessions

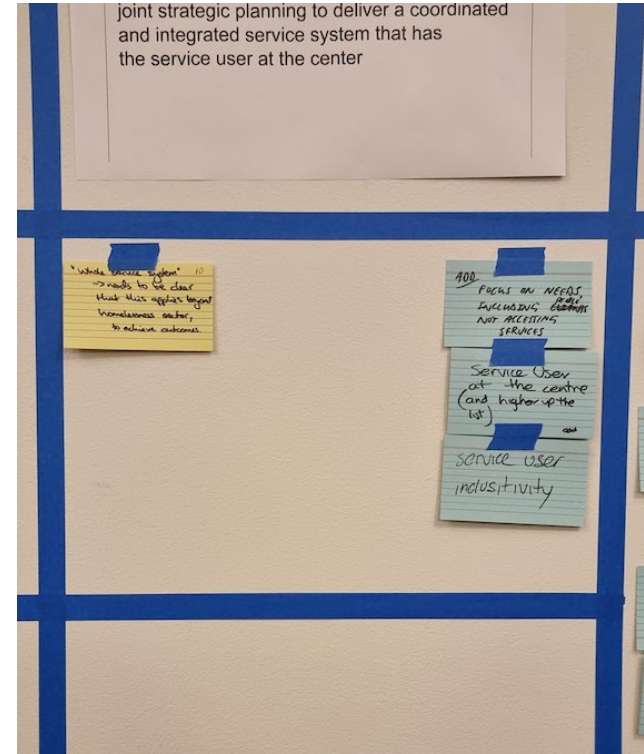
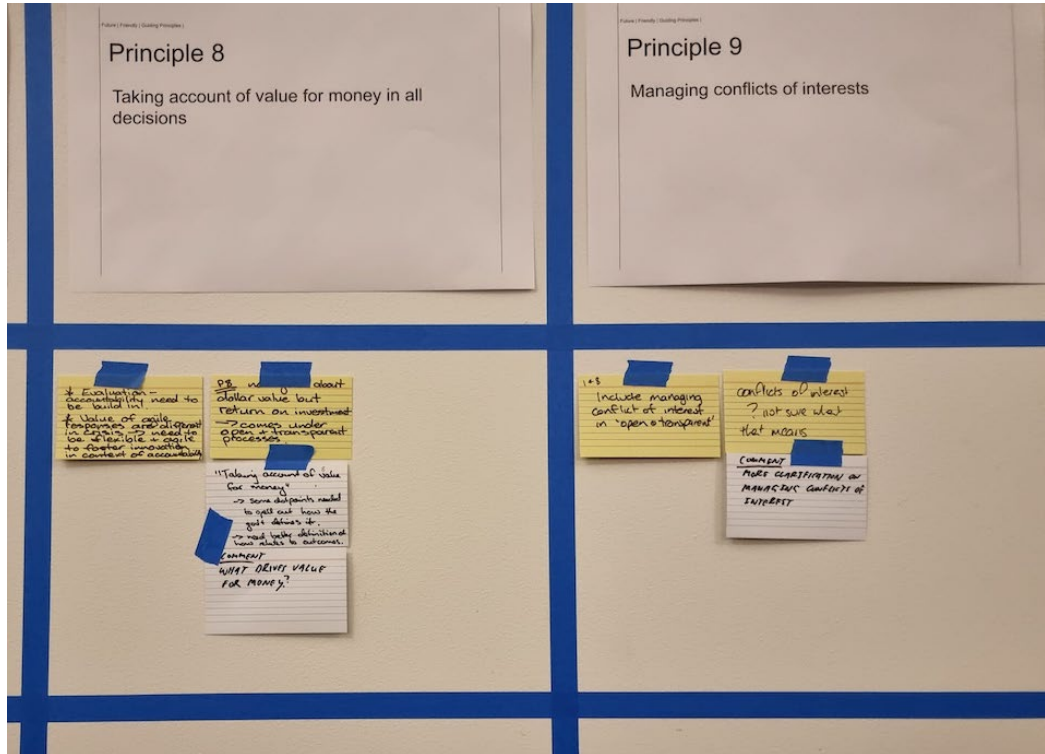


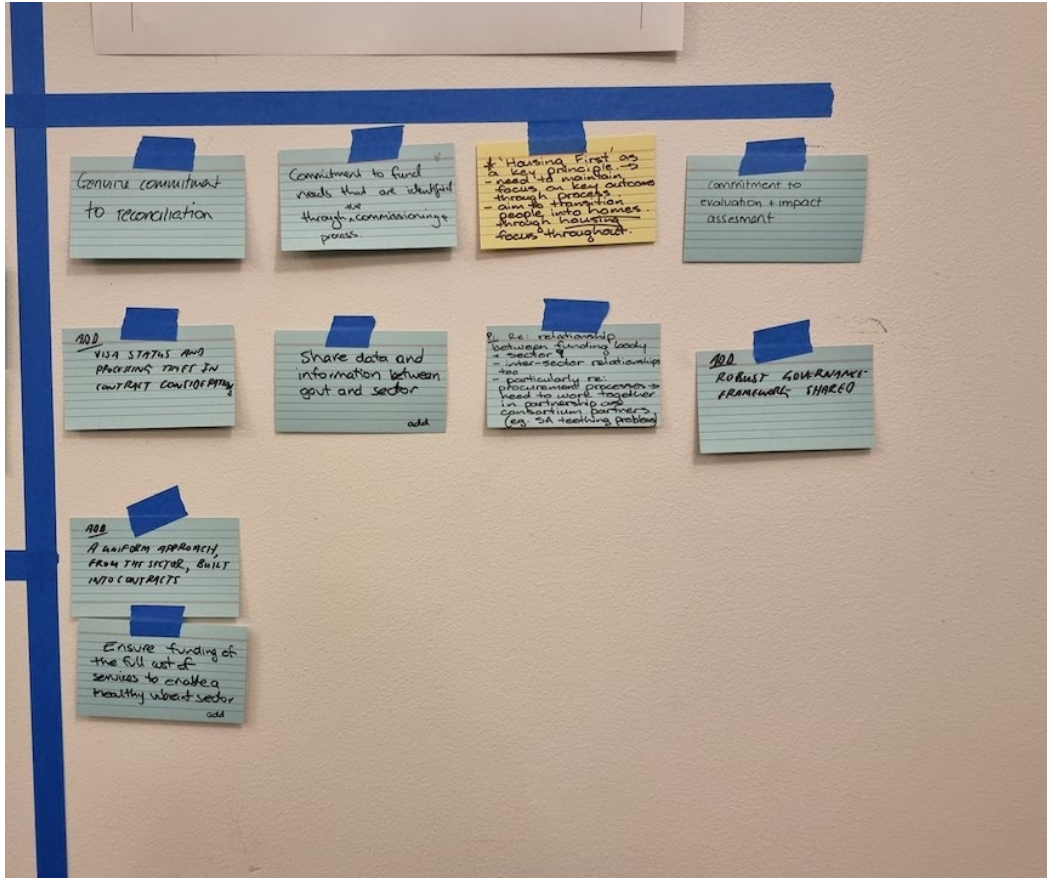
# Partnership Principles Board





# Principles 8 - 10 card closeups



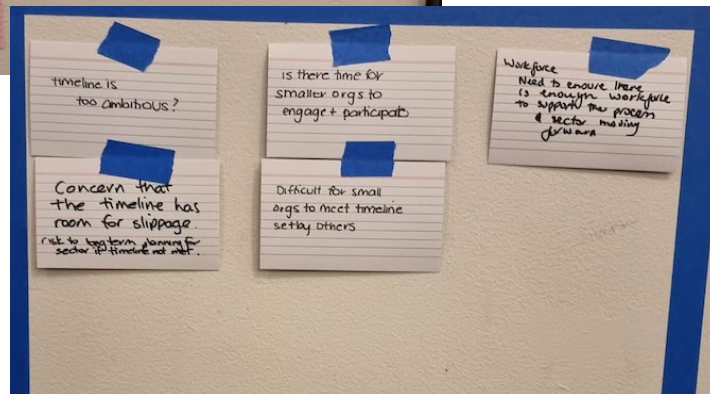
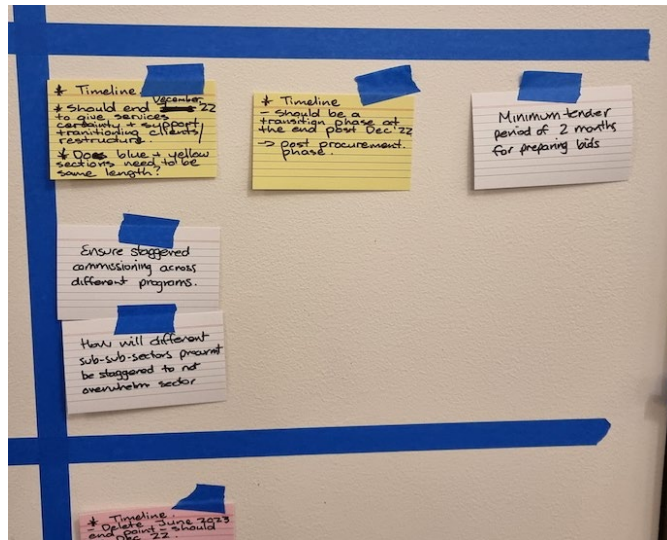
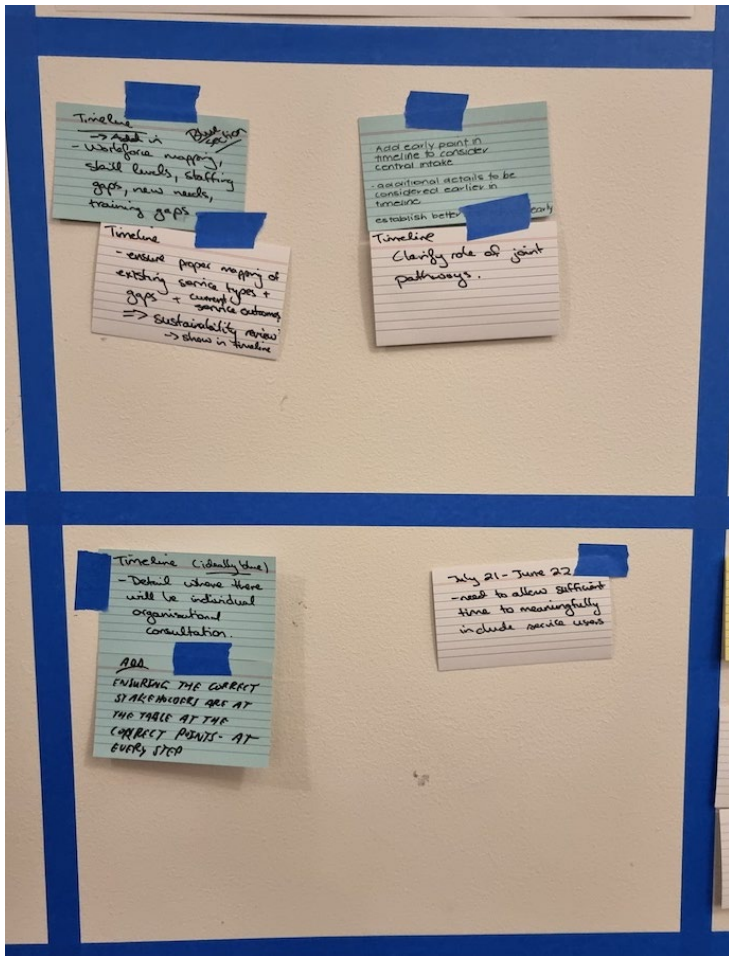


## Principle Cards Closeups 'Add'

# Partnership Timeline Board



# Partnership Timeline Board card closeups



# Partnership Strategic Elements Board



# Partnership Strategic Elements card closeups

Future Priority (Strategic Planning Element)

## Planning Element 1

### Service Delivery

**SERVICE USER JOURNEY FOCUS**

Service users

1. They are not aware of "being at risk of homelessness"

2. People are able to respond with the knowledge that they are not at risk of homelessness

3. A seamless journey that starts with mental health services and continues through service systems

**INTERSECTION OF SERVICE SYSTEMS**

1. Service Delivery Team - Health and Wellbeing, Information and AD, and Mental Health (Care & Support)

2. Support in the Community - Health and Wellbeing, Information and AD, and Mental Health (Care & Support)

3. Effective integration of the sectors to meet the complex needs of each service user

**COMMON PRACTICE FRAMEWORK FOR SPECIALIST SECTORS**

Service Delivery System

1. Integrated system operates within a broad common practice framework to recognise the specialist nature of mental health services and address the needs of service users

2. Support in the Community - Health and Wellbeing, Information and AD, and Mental Health (Care & Support)

3. Effective integration of the sectors to meet the complex needs of each service user

**COLLABORATION / PARTNERSHIP FOR FEASIBILITY/NEEDS**

1. A sector that is flexible in responding to the specific advice given through collaboration

2. Collaborative relationships to address

**SERVICE DELIVERY CONSIDERATIONS**

1. We have a redesigned centralised intake system that works for all

2. Service Delivery - successful case study made to allow possible case management - system capable of addressing complex need

**FOCUS AREA 1: DATA COLLECTION AND ANALYSIS**

1. A system that is able to respond with the knowledge that they are not at risk of homelessness

2. People are able to respond with the knowledge that they are not at risk of homelessness

3. A seamless journey that starts with mental health services and continues through service systems

**FOCUS AREA 2: COLLABORATION / PARTNERSHIP**

1. A system that is flexible in responding to the specific advice given through collaboration

2. Collaborative relationships to address

**FOCUS AREA 3: SERVICE DELIVERY**

1. We have a redesigned centralised intake system that works for all

2. Service Delivery - successful case study made to allow possible case management - system capable of addressing complex need

Future Priority (Strategic Planning Element)

## Planning Element 2

### Outcomes and evaluation framework and data system

**DATA**

FOCUS AREA 1: DATA COLLECTION AND ANALYSIS

1. A system that is able to respond with the knowledge that they are not at risk of homelessness

2. People are able to respond with the knowledge that they are not at risk of homelessness

3. A seamless journey that starts with mental health services and continues through service systems

**TOOLS**

1. Outcome tool - data

2. Appropriate, question-wise evaluation tool that measures a range of indicators

3. In SHIP fit for purpose

4. Tools used to be incorporated into common practice framework

5. Improved outcomes (collaboration)

6. Evaluation of progress

**OUTCOMES FRAMEWORK**

The outcomes framework needs to be built on clear objectives + informed by a needs analysis

OUTCOMES -

- needs to be realistic

- some things the special are unable to achieve

2) Outcomes + KPI

- We need to have a robust communication mutually outcome + KPI

Outcomes + KPI

→ capture what goals it was intended to be made helped them from their perspective

Review / enhance SHIP

**OUTCOMES FOR REFERRAL + ACCESS**

single tool of referral needs to be balanced long referral service separate in making to clients

the evaluation of outcomes are an access management - system capable of addressing complex need

Future Priority (Strategic Planning Element)

## Planning Element 3

### Leadership and governance

**COLLABORATION / (WITHIN AND OUTSIDE THE SECTOR)**

1. Coordinate into + coordinate 2 other long services

2. Flexible for using share 100

3. Governance - focus on collaboration, accountability, transparency, flexibility

**EXPECTATIONS BEHAVIOUR?**

1) We are clear what both our + the SHIP system are expected to deliver

2) Do we have an appetite for collaborative conversations

- Govt + agencies

**CELEBRATE!**

1. Recognition of success stories

2. Commitment for making it to see how done

**VISION**

1. GOVERNANCE TO BE SUCCESSFUL

2. H's sector routinely works across human stories

**GOVERNANCE**

1. Shared decision making

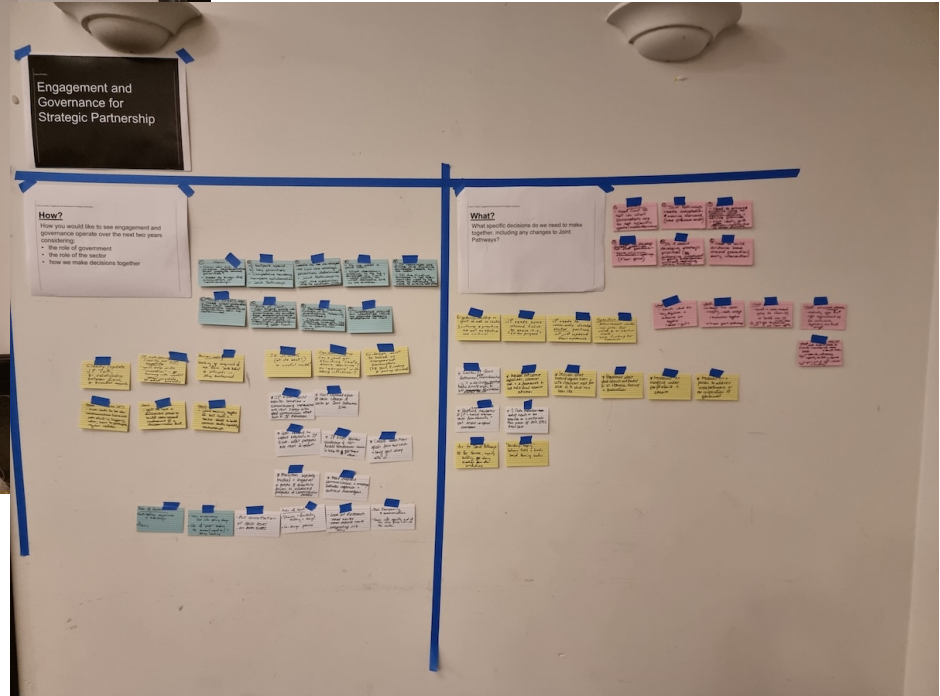
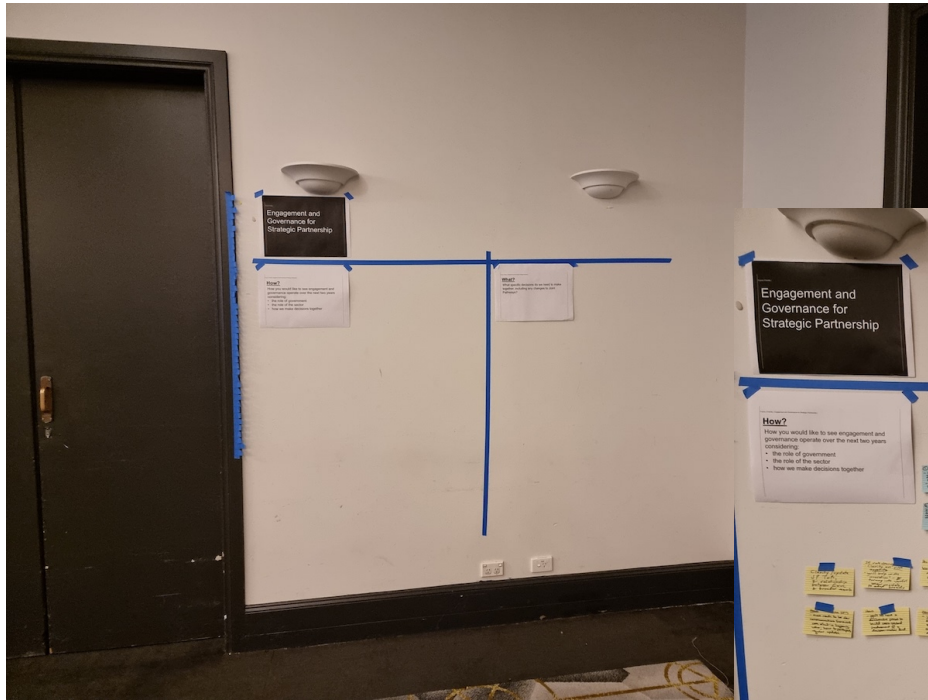
2. Making a mean

3. Recognizing accountability

4. Collaboration - making a mean



# Partnership Engagement and Governance Board



### How?

How you would like to see engagement and governance operate over the next two years considering:

- the role of government
- the role of the sector
- how we make decisions together

# Partnership Engagement and Governance card closeups

① How? How do we see change representation that people broad priorities? - Need to know the parameters of our design

② a) ballpark spend. b) key priorities - Competitive tendering - transparent collaboration - Joint Pathways

③ needs to be re-shaped -> how are strategic priorities determined? - Joint Pathways is not the mechanism due to complexity

④ Do we need a panel CEO? - What decision-making do we need? - What decisions are not to be avoided?

⑤ If resources are finite, the funding needs to be clear. - Is the funding available in a way that we are able to allocate it more to ensure best use?

⑥ GOVT STARTS HERE - Need clear parameters appropriate governance determined

⑦ Role of Govt - Can bring more into with competitively -> ensure that a structure that can coordinate meaningful decision-making with Govt

⑧ Perhaps Working Groups (or an equivalent steering Committee) -> Temporary Working Groups like for a particular issue

⑨ Tighten up around an identified issue to provide ongoing consultation to Govt

Clarity/Update JP ToFs, & relationship between Govt & broader sector

IC risk sharing - Clarity on risk appetite - Will help with innovation -> sharing with Govt where possible to adapt broadly

Decision-making - Working as composed of an open joint body to play a role in this development

Is JCFMAG (at its best!) a useful model?

Decision making - Can a joint gov structure really share decisions? Or is it very much with strong influence?

Co-design must be based on transparent parameters (e.g. Govt funding & policy drivers)

How often JP? - There needs to be clear communication framework on what is happening, who, how to manage regular updates

How -> get to have a decisional point to build cross sector involvement & a decision-making point

How -> joint working higher or not Govt -> sector able to build common skills capacity relationships

\* JP is seen as a main to timeline -> communicating implications over next 2 years with good communication about Govt & JP priorities

\* Have a shared space of core choices of sector or Joint Pathways Exec.

\* JP Exec Review -> includes key decisions on what to do next 2 years -> how to get there

\* Govt required to report regularly to JP Exec. about progress over next 2 years

\* JP Exec Review -> includes key decisions on what to do next 2 years -> how to get there

\* Check ambitious goals from the sector -> Govt get along with it

\* Ministers regularly involved & engaged in process of quarterly forums to assess progress & commission projects

\* Need regular communication & message between operators & contract managers

\* Look at Resourcing -> what sectors -> what people have -> integrating into this

Role of Sector -> Redefining engagement & relationship -> Process

\* User experience -> fed into policy design -> Use of joint bodies to assess impact of policy changes

\* Full consultation at each level -> on both sides

Role of Govt -> Shared & distributed -> taking a step -> Co-design process

\* New framework & communication -> Share with quality and of the new framework of the sector

\* New framework & communication -> Share with quality and of the new framework of the sector

Notes / Plans / Engagement and Governance for Strategic Partnerships

### What?

What specific decisions do we need to make together, including any changes to Joint Pathways?

- ① **What?**  
- Need Govt to tell us what parameters are to set specific goals / make decisions
- ② **Joint Pathways**  
needs adaptation & moving forward (see previous cards)
- ③ **What?**  
- Need to engage evidence base to inform joint decision making + strategic planning.  
- Not really quite decision-making due to power divide.
- ④ **What?**  
- Need to develop agreed positions - some minimum standards + costings. (floor price)
- ⑤ **What?**  
- Is it about developing strategic priorities (eg enhancing investment in early intervention without reducing crisis funding)
- ⑥ **What?**  
- Need to build evidence base around prevention early intervention

② **Capability** building in Govt as well as sector  
- culture + practice as well as structure are critical

JP needs some internal focus to ensure it is left for purpose

JP needs to consciously develop sector positions not just represent their agencies.

**Specific**  
- procurement model  
- incl. proc. for central & x-sector work  
- base funding for agencies

**What?**  
- Decide what the key objectives + outcomes are together (sector + gov't)

**What?**  
- Co-design the sector mapping, needs analysis + evaluation together.  
=> true joint pathways

**What?**  
- build in cross-sector group to inform JP, or build into JP  
① => get buy-in from cross sector  
② => get buy-in from gov't

**What?**  
=> cannot already  
- mutually agree the right organisational up for partnership  
- regulatory are kind things

**What?**  
- create evidence base to create investment case  
- research, advocacy  
- capacity building, content  
-> gov and JP? - skills -> funding

\* **Review of Joint Pathways**  
- Exec. membership as it is a change-making body  
- review of membership

\* **Agreed outcome measures**  
- common ones + a framework to set individual sector outcomes

\* **Decision about**  
- involve agencies seen with significant input from JPOR as to what this looks like.

\* **Agreed on what**  
- what of joint pathways for JP: JPOR, funding, + evaluation

\* **Agreed on**  
- manner of under performance in services

\* **Agreed on a process**  
- to address under performance or non-operation of government

\* **Review membership**  
- JP to have higher level from academia + Govt sectors + special members

\* **Joint membership**  
- JP needs to be broader to incorporate the views of Govt, JPOR, Acad.

Δ to **Social Pathways**  
- set the services, capacity building, changing conditions from other jurisdictions

**Boundary-tapping**  
- between NHS + broader social housing sector

# Partnership Engagement and Governance card closeups