

UNDER 1 ROOF

Submission to the
Queensland Housing Strategy

2016



C/- 180 JUBILEE TCE BARDON 4065



Under 1 Roof Submission to the Queensland Housing Strategy

21 June 2016

© Published by Under 1 Roof

Design by Amy Trotman

Original artwork by Roland Baranowski, Courtesy of Queensland Injectors Health Network

For more information email fiona.caniglia@gmail.com or call 0400 1964 92

www.under1roof.org.au

Contents

Executive summary	3
1. About Under 1 Roof	6
2. A Queensland Housing Strategy: structure, systems, practice and focus	7
2.1 Structuring the sector: a focus on place	7
2.2 Skilled case coordination: a focus on people and place	8
2.2.1 Resourcing case coordination work	8
2.2.2 Definition of case coordination.....	9
2.2.3 A rationale for case coordination practice.....	10
2.2.4 The benefits of case coordination practice.....	10
2.3 Support models responding to homelessness.....	11
2.4 Housing solutions: diverse and sustainable products and places.....	12
2.5 Innovation	13
2.5.1 Linking housing with employment and training	13
2.5.2 Technology.....	13
2.5.3 Shared data platform and tools	14
2.5.4 A review of the One Social Housing System	14
2.5.5 Launch an innovation fund	14
2.5.6 Harnessing leaders.....	14
2.5.7 Reinvest in tenant participation.....	15
2.5.8 Planning system reforms.....	15
2.6 System access and pathways to assistance: a more responsive housing system	15
3. Summary of recommendations	17
Appendix 1: Outcomes of case coordination	19

Executive summary

Under 1 Roof is a consortium of housing and homelessness services initiated in 2006.

Under 1 Roof has developed a simple set of supportive structures designed to improve service coordination and integration.

It is a place-based response which includes front-line case coordination for vulnerable clients, a learning and development program assisting agencies to work more closely together and a board consisting of senior leaders driving external relationships and ensuring accountability.

Case coordination meetings have been operational since April 2010.

Under 1 Roof was catalysed by the Rotary Club of Fortitude Valley whose members helped to broker the initial meetings. The Rotary Club of Fortitude Valley have remained involved at the board level and as philanthropists.

Under 1 Roof suggests the following inclusions as part of a State-wide Queensland Housing Strategy:

1. U1R suggests that regionalised structures are a valuable way of focussing collaborative assistance to vulnerable clients. While regional variations may exist or be necessary, it is suggested that the following elements are important to a regionalised structure:
 - Strategic leadership
 - Multi-agency learning and development
 - Front-line case coordination as a forum for assisting vulnerable clients.
2. It is suggested that case coordination mechanisms are progressed in regional areas and that funding support is provided for skilled facilitation, secretariat roles and data management (including a shared data platform).
3. Queensland is in need of a tenancy sustainment program offered by support agencies in seamless ways to ensure that:
 - Housing solutions involving people with complex needs are sustainable and are ongoing and intensive where necessary
 - A housing solution becomes a foundation for support to address other needs and goals and to achieve improved wellbeing across various domains (health, social contact, family connections, volunteering, employment etc). This is consistent with Housing First.

Under 1 Roof suggests there is a need for more supportive housing programs targeted to buildings and scattered sites which involve:

- Separating housing and support functions while also ensuring their integration
 - Practice models based on evidence of successful outcomes
 - Robust evaluation of sustainable housing outcomes over time including an assessment of why tenancies end and what practices help to reduce the likelihood of tenancies ending
 - Shared data platforms allowing for improved service coordination and integration.
4. Under 1 Roof participating agencies support a range of measures to grow the availability of social and affordable housing as part of a total housing system including capital growth programs and opportunities, better forecasting of major trends and opportunities, inclusionary zoning and scope for market led proposals making best use of existing assets and surpluses.

5. U1R suggests that innovation is supported in practical ways. Innovations may include:
 - More deliberate links between housing, employment and training including through the construction and maintenance of social and affordable housing
 - Improved technology regarding service system access
 - A shared data platform supporting service coordination and integration
 - A review of the OSHS to understand what has worked well and what could be strengthened or improved
 - Reinvesting in tenant participation
 - Harnessing leadership in the sector towards future goals
 - Planning system reforms
 - Launching an innovation fund.

6. Improved access to housing and homelessness assistance could be facilitated through a hub and spoke model, recognising the value of decentralised access points for vulnerable people as well as specialist hub roles to provide direct assistance and/or specialist support to clients and referring agencies. Strengthening CHART including access to CHART by a wider range of referring agencies is an important foundation for shared, data platforms supporting mobile support plans which have a cumulative benefit for clients. The following includes more detailed advice regarding a hub and spoke model with decentralised access points and mobile support plans:
 - That access to housing and homelessness assistance is structured as a **hub and spoke model**, recognising the value of decentralised access points for vulnerable people as well as specialist hub functions to provide direct assistance and/or hub support to decentralised access points. A hub and spoke model is appropriate for a densely populated metropolitan area where the volume of homeless people is high and where single gateway models risk eventual congestion.
 - That **specialist hubs** are identified and configured as part of a broader system to provide direct specialist assistance to homeless people, and system support as an enabler to other agencies.
 - That **decentralised access points** are invited to opt in to do assessments directly. This wider web of decentralised access points are better linked to the specialist hubs/s including through mobile outreach, building based services, technology assisted services and active referral practices.
 - That the **CHART assessment tool** is adopted and recognised as a key assessment tool as part of QHIP. CHART should be made accessible to appropriate non-specialist services as part of improved access and is the subject of continuous systemic and practice improvements to ensure the best possible outcomes for people who are homeless. QHIP will enable access to other key assessments such as an application for social housing and the VI-SPDAT if these have been completed so that the person doesn't have to repeat their story.
 - That a **shared case planning tool** is adopted across participating agencies and the facility/technology is available for the case plan to travel with the person.

- That a **data framework** is decided and adopted to enable cumulative reporting and effective evaluation of outcomes at an agency and systems level.

- That a program of **learning and development** is offered across agencies to ensure the workforce has the capacity and capabilities to effectively assess and assist clients and to work in a coordinated, integrated way.

- **Regionalised governance arrangements** are in place to support information sharing, trouble shooting and a solutions-focus as implementation unfolds.

1. About Under 1 Roof

Under 1 Roof (U1R) has existed since 2006 with a goal of working as one united and coordinated service-system towards ending homelessness in Brisbane. Under 1 Roof came together because of early facilitation by the Rotary Club of Fortitude Valley seeking to work with agencies to achieve a more integrated response.

Under 1 Roof includes a combination of housing and support agencies focussed on improving service coordination and integration. This has strengthened referral pathways across the agencies, and resulted in a formalised case coordination approach since 2010 responding to homeless people with high and complex needs. Importantly, from the beginning, U1R has involved a coordinated and integrated approach through the participation of housing providers and specialist homelessness services working together. The Rotary Club of Fortitude Valley have maintained their involvement at the governance level and as philanthropists.

The participating agencies include:

- 139 Club
- Australian Red Cross
- BHC
- Bric housing company
- Brisbane Youth Service
- Churches of Christ Care Housing
- Communitify (merged with New Farm Neighbourhood Centre)
- Footprints in Brisbane
- Mission Australia
- QuIHN
- Rotary Club of Fortitude Valley.

Queensland Health and the Queensland Department of Housing and Public Works also participate in the case coordination meetings along with INCH Housing and St Vincent de Paul.

Under 1 Roof accepts referrals from the participating agencies and from other stakeholders and partners to assist clients with high and complex needs and who require a multiagency response. Since 2010 this has involved the referral of over 400 clients. More information about client outcomes is available in appendix 1.

Under 1 Roof has evolved some simple structures to support collaboration including:

- A Board involving CEOs and senior managers
- Fortnightly case coordination meetings involving front-line staff
- Regular learning and development events to support integrated service delivery and shared practice frameworks based on leading/emergent practice
- Meetings to work on quality improvements.

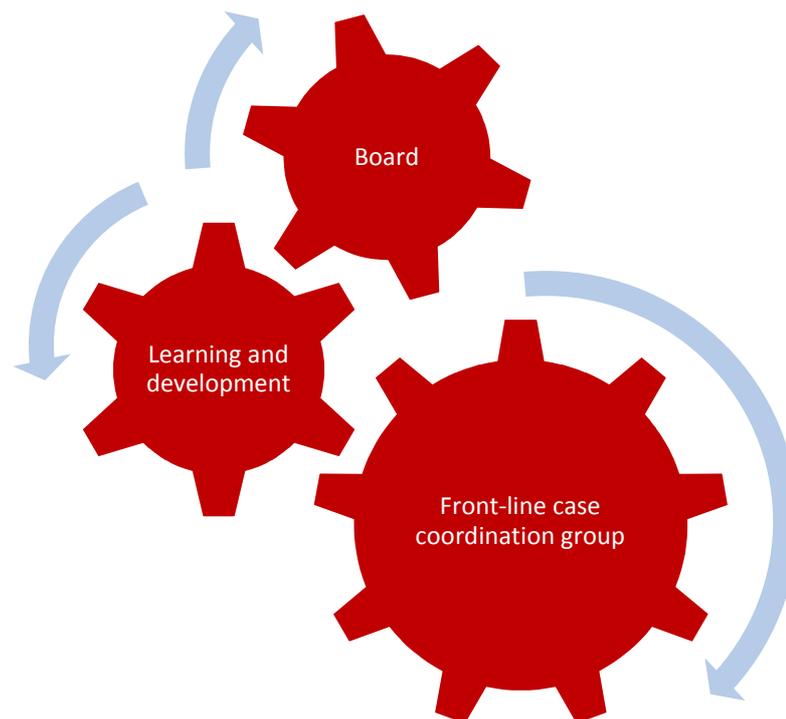
2. A Queensland Housing Strategy: structure, systems, practice and focus

2.1 Structuring the sector: a focus on place

U1R suggests that regionalised structures are a valuable way of focussing collaborative client work. While regional variations may exist or be necessary, it is suggested that the following elements are important in a regionalised structure:

- Strategic leadership
- Multi-agency learning and development
- Front-line case coordination as a forum to assist vulnerable clients.

Under 1 Roof is a place-based response to the challenge of service integration. While people who are homeless may move, there remains value in structuring services within a region to improve the mechanisms through which housing and support assistance are provided. Under 1 Roof has used a simple set of structures to strengthen multi-agency responses and the quality of practice:



The focus is on working directly with clients in a collaborative way. This drives the need for learning and development experiences involving multiple agencies. It also drives the board's agenda to build external relationships, ensure accountability and harness resources for the front line components of work.

While each region may require slight variations, U1R suggests that work is done to support the sector to structure its efforts with a core focus on collaborative client work. While regional variations may exist or be necessary, it is suggested that the following elements are important to a regionalised structure:

- Strategic leadership
- Multi-agency learning and development
- Front line case coordination as a forum to achieve client outcomes.

The importance of collaboration, coordination and system integration need to be reflected in funding contracts inclusive of clear requirements and measures so that funded agencies are required to work with other agencies to address client needs. Case coordination mechanisms help to provide a platform for safeguarding a robust assessment of need and facilitation of multiple inputs depending on those needs.

2.2 Skilled case coordination: a focus on people and place

2.2.1 Resourcing case coordination work

It is suggested that case coordination mechanisms are progressed in regional areas and that funding support is provided for skilled facilitation, secretariat roles and data management (including a shared data platform).

The case coordination component of regionalised structures has transformational potential in the relationships among and between different agencies. It provides a clear focus for and purpose to collaboration with people at the centre. Collaboration, coordination and integration are no longer abstract concepts or broad aspirations, but essential ways of working to achieve what many people require in terms of seamless service delivery, multiple inputs and a focus on goals and outcomes in terms of ending homelessness.

Case coordination work has required minimal but essential resources:

- Skilled meeting facilitation
- Secretariat support
- Data analysis and reporting including a data management system.

These resources are quite minimal and streamlined yet help services and service systems to leverage their contributions towards more sustainable outcomes.

It is suggested that case coordination is progressed in various regions, and that funding support is provided for skilled facilitation, secretariat roles and data management.

Under 1 Roof has already provided some replication support to Logan, Sunshine Coast, Moreton, Brisbane South West, Ipswich, Brisbane North and Toowoomba. This provides some indication of the interest in case coordination approaches within and beyond Brisbane. Under 1 Roof has training materials in facilitation and case coordination it can offer to the replication of case coordination. It is suggested that through a leadership group in each region that some resources are devolved to regions to progress the formation, consolidation, facilitation and secretariat elements of this approach. It would also be helpful if there is funding support for a data management system for case coordination across the State, enabling regional measurement of outcomes as well as aggregate data reporting to review the overall impact of case coordination approaches.

2.2.2 Definition of case coordination

A range of terms are used interchangeably such as case coordination, care coordination and service coordination. Under 1 Roof has generally used the term case coordination and the following definition is a good description of what this involves:

Case coordination includes communication, information sharing, and collaboration, and occurs regularly with case management and other staff serving the client within and between agencies in the community. Coordination activities may include directly arranging access; reducing barriers to obtaining services; establishing linkages; and other activities recorded in progress notes.

Source: Department of Health NY Case Coordination and Case Conference (website, 2015)

As such case coordination is not a only a meeting; it is a whole way of working which may use meeting structures to present, analyse and respond to the needs of specific households and individuals. It describes a broader set of practices between and among agencies with a focus on ensuring coordination and integration of services and resources responding to the needs and goals of people who are homeless or at risk of homelessness.

Some important elements of case coordination include:

- Case coordination or care coordination is a process utilised in a variety of contexts including aged care and health.
- Case coordination often emerges because most service systems have multiple parts and because people inevitably have varied and unique needs.
- In addressing homelessness, it is usually essential to integrate a number of resources, elements and contributions.
- Case coordination is an approach that brings together the support, housing and other assistance a person needs in ways that increase the likelihood of a permanent exit from homelessness or the sustainment of a tenancy at risk.
- Case coordination **is a way of working** that strives to make the homelessness system work for people and reduce the risk that they fall through gaps simply because a support and housing plan is fragmented and loose.
- The challenge with case coordination is to bring together the best possible mix of resources, support, housing options and other opportunities so that people no longer face a system that is too complex to navigate.

Case coordination is usually characterised by the following essential elements:

- A number of participants are involved
- Coordination emerges in the context that participants depend on each other to carry out diverse activities that contribute to the care and wellbeing of a person
- Each participant needs adequate knowledge about their own role, others' roles, and available resources
- To manage all aspects of care, participants rely on an exchange of information
- The integration of support activities has the goal of facilitating the appropriate delivery of coordinated care.

Source: Adapted from National Centre for Biotechnology Information (NCBI) <http://www.ncbi.nlm.nih.gov/books/NBK44012/>

2.2.3 A rationale for case coordination practice

A number of factors may drive the need for case coordination practice:

- Services may be specialised and people have multiple needs requiring multiple inputs
- Resources and service providers are dispersed and decentralised to deliver responsive, localised access points to people yet this may also drive the need for different services within and across locations to be integrated
- Resources can be too few and case coordination work can help to reduce waste/duplication and also helps to stitch together what is available in a way that reduces or overcomes gaps
- Certain causes of vulnerability such as ongoing trauma/early life trauma, mental illness, substance use and disability can result in difficulties managing the process of finding, getting and keeping housing which may require multiple inputs.

2.2.4 The benefits of case coordination practice

Case coordination can:

- connect clients to needed resources
- buffer clients from the challenge of navigating complex services systems
- enable service recipients to manage their own lives within the scope of their resources and abilities

From the standpoint of the agency or service system, case coordination can assist with the following:

- to manage resources within defined limits to achieve cost efficiencies, effectiveness, and avoidance of preventable and unnecessary costs
- to facilitate the delivery of service by coordinating the contributions of multiple service providers and scheduling services so that they are provided without any delay that might adversely affect the recipient's condition
- to avoid deterioration resulting in the need for more costly services
- to monitor progress, or lack of progress, so that changes in interventions can be timely
- to monitor outcomes to determine whether existing service protocols or practices need to be revised.

Adapted from Best practice brief Michigan University, No 13, 1999-2000
From case management to service coordination

In Under 1 Roof, case coordination work has also contributed to the following:

- Service providers learn from each other about resources and offerings
- Service providers (front line) are supported in complex case work
- Service providers (front line) develop skills and capacities to actually do complex case work
- Service providers develop skills and capacities to coordinated and integrate resources and services
- Improved capacity for service integration to continue through a structured mechanism even when there are service system or program changes.

2.3 Support models responding to homelessness

Queensland is in need of a tenancy sustainment program offered by support agencies in seamless ways to ensure that:

- Housing solutions involving people with complex needs are sustainable
- A housing solution becomes a foundation for support to address other needs and goals and to achieve improved wellbeing across various domains (health, social contact, family connections, volunteering, employment etc). This is consistent with Housing First.

Under 1 Roof suggests there is a need for more supportive housing programs targeted to buildings and scattered sites which involve:

- Separating housing and support functions while also ensuring their integration
- Practice models based on evidence of success
- Robust evaluation of sustainable housing outcomes over time including an assessment of why tenancies end and what practices help to reduce the likelihood of tenancies ending
- Shared data platforms allowing for improved service coordination and integration.

Under 1 Roof works to harness existing support so that housing solutions are more sustainable, particularly where people have high and complex needs. There remains considerable barriers to households achieving ongoing and intensive support if it is needed to sustain tenancies. Existing tenancy sustainment programs are welcomed but are often only available for arbitrary time periods of support which doesn't reflect leading practice in other jurisdictions where ongoing tenancy sustainment support is available for as long as it is needed.

Under 1 Roof has focussed on clients with complex needs through case coordination work. This highlights that while some households require minimal assistance to make progress on housing solutions, others have ongoing, complex and enduring needs and challenges which can often be a combination of:

- Severe and persistent mental illness
- Drug and alcohol issues
- Chronic illness
- Intellectual disability
- Acquired brain injury
- Domestic violence
- Low-fixed income
- Insecure housing histories and/or long term homelessness/rough sleeping
- Behavioural issues which impact on tenancies
- Functional challenges which impact on every stage of finding, getting and keeping housing.

In other jurisdictions, supportive housing models and tenancy sustainment teams have been an important service system component essential to the reduction of homelessness. Supportive housing models can be applied to larger buildings (as in the case of Brisbane Common Ground) and through

scattered sites in both private, public and community housing options. One example of a successful model was the Supporting People Program from the United Kingdom which linked housing with support with a goal of sustaining housing as a basis for progress on other life domains.

Queensland is in need of a tenancy sustainment program offered by support agencies in seamless ways to ensure that:

- Housing solutions involving people with complex needs are sustainable
- A housing solution becomes a foundation for support to address other needs and goals and to achieve improved wellbeing across various domains (health, social contact, family connections, volunteering, employment etc).

Under 1 Roof suggests there is a need for more supportive housing programs targeted to buildings and scattered sites which involve:

- Separating housing and support functions while also ensuring their integration
- Practice models based on international best practice
- Robust evaluation of sustainable housing outcomes over time including an assessment of why tenancies end and what practices help to reduce the likelihood of tenancies ending
- A shared data platform enabling service coordination and integration.

2.4 Housing solutions: diverse and sustainable products and places

Under 1 Roof participating agencies support a range of measures to grow the availability of social and affordable housing as part of a total housing system.

Under 1 Roof participating agencies support a range of measures to grow the availability of social and affordable housing as part of a total housing system. Demand for housing remains high among people assessed with high and very high needs needing a social housing response. An adequate supply of social and affordable housing products has an important relationship to other complementary housing system products and responses. The following measures are suggested:

- That housing developments include a mix of social and affordable housing thus contributing to the social sustainability of buildings and the potential for their relationship to the broader community to be positive and engaged
- That supportive planning legislation, inclusionary zoning, developer incentives and contributions are introduced
- Maintain and expand the Same House Different Landlord model with more products and flexibility around the needs of households and more scope for innovation
- Provide support to investigate and trial innovative share housing models which may also converge with the need to address under-occupancy issues in various regions
- Allow programs to transition around the needs of households
- Examine rental models involving social and affordable housing which respond to the needs of people experiencing domestic violence. This could include purchasing rent from existing providers to assist in creating responsive housing options.
- Allow community housing providers to make better use of assets and use surpluses towards more housing developments

- Encourage and support market led proposals which include partnerships, innovation and which are solution focussed
- Better forecasting and detailed planning around key trends and issues including mining sector decline, rental market over supply and increases in overall housing supply. These represent opportunities for creative housing responses. There may also be significant threats to affordability which require a robust framework for forecasting, planning and implementation of solutions.
- Consider capital funding programs linked to broader sustainability outcomes including growth in employment and improved economic opportunities for Queenslanders.

2.5 Innovation

U1R suggests that innovation is supported in practical ways. Innovations may include:

- More deliberate links between housing, employment and training including through the construction and maintenance of social and affordable housing
- Improved technology regarding service system access
- A shared data platform supporting service coordination and integration
- A review of the OSHS to understand what has worked well and what could be strengthened or improved
- Reinvesting in tenant participation
- Harnessing leadership towards future goals
- Planning system reforms
- Launching an innovation fund.

2.5.1 Linking housing with employment and training

Some U1R agencies have been involved in developing employment programs linking people in social housing to training and employment assistance. There needs to be more opportunities to fund innovative approaches to employment and training through the provision of community housing such as:

- Traineeships linked to maintenance programs, horticulture and landscaping
- Traineeships linked to construction and trades
- Funding support for social enterprises linked to larger developments or to specific locations where a number of housing developments are present and which support tenants to improve their wellbeing, skills and opportunities for engaging with the broader community.

2.5.2 Technology

There have been recent advances in the use of technology to assist homeless people and service providers to access information about housing and support. Some U1R agencies are working on more advanced technological assistance to achieve improved outcomes and linkages for people. Given the increasing role that technology plays in many life domains, it is suggested that support for technological innovations is available so that new ideas can be incubated and scaled up if successful.

2.5.3 Shared data platform and tools

Under 1 Roof is aware that various agencies use different data platforms, assessment and support planning tools. A broader system change could include developing a shared data platform and shared assessment and support planning tools which still cater to individual needs but provide some guarantee of consistency and access to help. U1R acknowledges the considerable progress with QHIP and CHART and suggests continuous improvements and access to a shared platform involving all agencies who play a part in the solutions to homelessness. This requires an approach which leverages existing tools and takes them forward to their next stage of evolution. This needs to be based on input from the sector but also through robust and independent examination of leading practice elsewhere which has been proven to have contributed to a reduction in homelessness.

A shared data platform is an important future direction which should be investigated as a basis for shared assessments, collaborative support planning and reducing the burden on clients to retell their story multiple times. This could build on QHIP and CHART and ensure excellence in assessments and support plans resulting in cumulative benefits to the client.

2.5.4 A review of the One Social Housing System

The OSHS has been in place for approximately 10 years. It has helped to focus resources on extreme vulnerability but as a policy and program framework, there may be benefits in a structured, independent review to determine:

- The key benefits and what should be retained
- The key challenges and how they can be addressed
- New initiatives which will strengthen and expand the potential of the total housing system (including the private rental market).

2.5.5 Launch an innovation fund

The scope for innovation is important and there are many examples of innovation which have been important to progressing the structural and practice level capacities needed to solve tough social problems like homelessness.

It is suggested that a well-defined, outcomes focussed innovation fund is established to encourage and incubate innovations spanning:

- Responsive housing systems
- Improved support provision
- Improvements in service system integration
- Innovations in housing supply options
- Improved social, community and environmental sustainability.

2.5.6 Harnessing leaders

Leadership has been an essential element to U1R's development. U1R works to harness leadership at every level, not just official or managerial leadership. Structural arrangements that focus on client outcomes can be helpful in creating opportunities for existing, emerging and potential leaders to develop their potential and engage within a broader collaboration to innovate and constantly improve practice.

Structured opportunities to harness existing leadership potential towards collaborative innovations and to identify and develop new leaders is essential to the future of a successful, achieving industry. It is suggested that a model for harnessing and developing leadership is considered including through regional structural arrangements referred to in section 2.1.

2.5.7 Reinvest in tenant participation

There is a strong history of tenant participation in Queensland where regional tenant groups and also building-based tenants groups were developed and supported. They made contributions to the social capital of buildings and also positively shaped service delivery and the policy realm. Tenant participation can manifest in various ways including through building improvements (such as gardens), good management of community space in developments and in social contact which helps to reduce isolation and improve the culture and positivity within developments.

Tenant participation is an important part of community development and it is suggested that funding and program support is restored to tenant participation work. A good practice incubator could also share tenant participation models and innovation throughout the State. It would be interesting to collect data and information on the benefits of tenant participation across the realms of:

- Individual wellbeing and quality of life
- Improved building sustainability
- Improved tenancy sustainment
- Improved community relations.

2.5.8 Planning system reforms

U1R considers it essential that planning system reforms are revisited to achieve:

- More private sector contributions to social and affordable housing
- More mixed use/mixed tenure developments that contribute to social and community sustainability
- A mix of locations and designs responsive to community needs.

2.6 System access and pathways to assistance: a more responsive housing system

Improved access to housing and homelessness assistance could be facilitated through a hub and spoke model, recognising the value of decentralised access points for vulnerable people as well as specialist hub roles to provide direct assistance and/or specialist support to clients and referring agencies. Strengthening CHART including access to CHART by a wider range of referring agencies is an important foundation for shared, data platforms supporting mobile support plans which have a cumulative benefit for clients.

In 2014, Under 1 Roof was funded through a Partners in Recovery Innovation Fund to investigate service system access responsive to the needs of people living with a mental illness who needed housing and support assistance. The report examined the functional implications of mental illness in the process of finding, getting and keeping housing. The project data showed that people present in decentralised locations for housing and homelessness assistance. Given the needs of vulnerable people and that people present in various locations the recommendations from this previous report may have some continued relevance to achieving a responsive housing system:

1. That access to housing and homelessness assistance is structured as **a hub and spoke model**, recognising the value of decentralised access points for vulnerable people as well as specialist hub functions to provide direct assistance and/or hub support to decentralised access points. A hub

and spoke model is appropriate for a densely populated metropolitan area where the volume of homeless people is high and where single gateway models risk eventual congestion.

2. That **specialist hubs** are identified and configured as part of a broader system to provide direct specialist assistance to homeless people, and system support as an enabler to other agencies.
3. That **decentralised access points** are invited to opt in to do assessments directly. This wider web of decentralised access points are better linked to the specialist hubs/s including through mobile outreach, building based services, technology assisted services and active referral practices.
4. That the **CHART assessment tool** is adopted and recognised as a key assessment tool as part of QHIP. CHART should be made accessible to appropriate non-specialist services as part of improved access and is the subject of continuous systemic and practice improvements to ensure the best possible outcomes for people who are homeless. QHIP will enable access to other key assessments such as an application for social housing and the VI-SPDAT if these have been completed so that the person doesn't have to repeat their story.
5. That a **shared case planning tool** is adopted across participating agencies and the facility/technology is available for the case plan to travel with the person.
6. That a **data framework** is decided and adopted to enable cumulative reporting and effective evaluation of outcomes at an agency and systems level.
7. That a program of **learning and development** is offered across agencies to ensure the workforce has the capacity and capabilities to effectively assess and assist clients and to work in a coordinated, integrated way.
8. **Regionalised governance arrangements** are in place to support information sharing, trouble shooting and a solutions-focus as implementation unfolds.

3. Summary of recommendations

Under 1 Roof suggests the following inclusions as part of a State-wide Queensland Housing Strategy:

1. U1R suggests that regionalised structures are a valuable way of focussing collaborative assistance to vulnerable clients. While regional variations may exist or be necessary, it is suggested that the following elements are important to a regionalised structure:
 - Strategic leadership
 - Multi-agency learning and development
 - Front-line case coordination as a forum for assisting vulnerable clients.
2. It is suggested that case coordination mechanisms are progressed in regional areas and that funding support is provided for skilled facilitation, secretariat roles and data management (including a shared data platform).
3. Queensland is in need of a tenancy sustainment program offered by support agencies in seamless ways to ensure that:
 - Housing solutions involving people with complex needs are sustainable and are ongoing and intensive where necessary
 - A housing solution becomes a foundation for support to address other needs and goals and to achieve improved wellbeing across various domains (health, social contact, family connections, volunteering, employment etc). This is consistent with Housing First.

Under 1 Roof suggests there is a need for more supportive housing programs targeted to buildings and scattered sites which involve:

- Separating housing and support functions while also ensuring their integration
 - Practice models based on evidence of successful outcomes
 - Robust evaluation of sustainable housing outcomes over time including an assessment of why tenancies end and what practices help to reduce the likelihood of tenancies ending
 - Shared data platforms allowing for improved service coordination and integration.
4. Under 1 Roof participating agencies support a range of measures to grow the availability of social and affordable housing as part of a total housing system including capital growth programs and opportunities, better forecasting of major trends and opportunities, inclusionary zoning and scope for market led proposals making best use of existing assets and surpluses.
 5. U1R suggests that innovation is supported in practical ways. Innovations may include:
 - More deliberate links between housing, employment and training including through the construction and maintenance of social and affordable housing
 - Improved technology regarding service system access
 - A shared data platform supporting service coordination and integration
 - A review of the OSHS to understand what has worked well and what could be strengthened or improved
 - Reinvesting in tenant participation
 - Harnessing leadership in the sector towards future goals
 - Planning system reforms

- Launching an innovation fund.
6. Improved access to housing and homelessness assistance could be facilitated through a hub and spoke model, recognising the value of decentralised access points for vulnerable people as well as specialist hub roles to provide direct assistance and/or specialist support to clients and referring agencies. Strengthening CHART including access to CHART by a wider range of referring agencies is an important foundation for shared, data platforms supporting mobile support plans which have a cumulative benefit for clients. The following includes more detailed advice regarding a hub and spoke model with decentralised access points and mobile support plans:
- That access to housing and homelessness assistance is structured as a **hub and spoke model**, recognising the value of decentralised access points for vulnerable people as well as specialist hub functions to provide direct assistance and/or hub support to decentralised access points. A hub and spoke model is appropriate for a densely populated metropolitan area where the volume of homeless people is high and where single gateway models risk eventual congestion.
 - That **specialist hubs** are identified and configured as part of a broader system to provide direct specialist assistance to homeless people, and system support as an enabler to other agencies.
 - That **decentralised access points** are invited to opt in to do assessments directly. This wider web of decentralised access points are better linked to the specialist hubs/s including through mobile outreach, building based services, technology assisted services and active referral practices.
 - That the **CHART assessment tool** is adopted and recognised as a key assessment tool as part of QHIP. CHART should be made accessible to appropriate non-specialist services as part of improved access and is the subject of continuous systemic and practice improvements to ensure the best possible outcomes for people who are homeless. QHIP will enable access to other key assessments such as an application for social housing and the VI-SPDAT if these have been completed so that the person doesn't have to repeat their story.
 - That a **shared case planning tool** is adopted across participating agencies and the facility/technology is available for the case plan to travel with the person.
 - That a **data framework** is decided and adopted to enable cumulative reporting and effective evaluation of outcomes at an agency and systems level.
 - That a program of **learning and development** is offered across agencies to ensure the workforce has the capacity and capabilities to effectively assess and assist clients and to work in a coordinated, integrated way.
 - **Regionalised governance arrangements** are in place to support information sharing, trouble shooting and a solutions-focus as implementation unfolds.

Appendix 1: Outcomes of case coordination

Please see attached.