

What next...

The funded project provided Under 1 Roof with significant capacity to refine and consolidate case coordination meetings, share learning and development opportunities, share resources and input on replication of this model, and develop a strong sustainability plan which sees Under 1 Roof exit this project with all roles and elements maintained.

The project demonstrates the cost effectiveness of case coordination meetings as one mechanism to support service integration. The project was used to scale back the resources required to keep meetings going, and to maintain quality data demonstrating outcomes.

The case coordination support functions will continue at a value of \$18,164 per annum. This works out to an approximate cost for each client referred of \$164 over and above the attendances of front-line staff, the cost of managers rostered to attend, and the cost of housing and support that is funded through core grants to the participating agencies.

The project concluded with the intention to continue case coordination given that definite client outcomes have been achieved. Front line staff reported experiencing a lot of peer support, and the project has established a minimum resource scenario needed to maintain case coordination meetings into the future.

The project has strengthened the board of Under 1 Roof with a definite ongoing commitment by all agencies and a new, formal agreement reflecting this commitment. The unanimous appointment of two co-chairs from within Under 1 Roof agencies is evidence of the level of trust now present within the consortium and signals a renewed focus on a strategic future just as the landscape of service delivery is set to change.

Further information

The full report and this summary can be accessed from Under 1 Roof's website at www.under1roof.org.au.

To refer a client to Case Coordination Meetings email: contact@under1roof.org.au.

To contact the Board of Under 1 Roof: contact@under1roof.org.au or 0400 1964 92.

For further information about learning and development opportunities visit the website or email contact@under1roof.org.au.

Acknowledgements

Under 1 Roof wishes to acknowledge:

Funding from the Federal Department of Families, Housing, Community Services and Indigenous Affairs.

Funding administration for this project, and support through core grants from the Queensland Department of Communities.

Core funding support from the Queensland Department of Health and the Queensland Department of Housing and Public Works.

Ongoing support from the Rotary Club of Fortitude Valley.

Funding towards case coordination work provided by Brisbane City Council for 2013-2014.

Under 1 Roof sincerely thanks all agencies who assisted in achieving client outcomes. The outcomes in this report reflect your collaboration and cooperation.

Under 1 Roof Service System Support and Development Initiative

A summary report
August 2013

Foreword

This report is about what was achieved by the Under 1 Roof consortium with \$300,000 of grant funds provided to assist service integration as a response to homelessness.

The outcomes are important, not only because **over 100 clients were assisted to achieve a measurable improvement** in their housing circumstances (which is of course the most important result), but for a number of other reasons.

A very diverse set of agencies (whose only features in common are that they work to help those in severe housing need, and do this in inner-north Brisbane) have **demonstrated that they can work together brilliantly**. Through the case coordination meetings coordinated by Under 1 Roof these agencies have brought their unique insights and knowledge to bear for the benefit of some very vulnerable people.

Because this was a collaborative process, harnessing the talents of existing agencies, **the costs incurred to assist each of these 104 clients were extraordinarily low**. The marginal cost of delivering this coordinated service response was approximately \$120,000 which is under \$1,200 per client where a positive outcome was achieved. Even when we include the costs of the coordination borne by the agencies themselves from existing budgets, this teamwork has cost less than \$500 per client referred.

How is it that 10 agencies agree to collaborate rather than compete? The simple answer is 'leadership'. **Leadership that was evident just as much at the level of front-line service providers as at the Board meetings**. This was achieved in part because a collaborative, voluntary approach



engenders a spirit of independence and ownership, but also because we worked on it. Under 1 Roof ran focussed leadership sessions.



Much of the funding was invested in **learning and development**. Close on 500 attendances at practice improvement events were secured from over 70 agencies. It is often observed that the causes of homelessness are not simple. Reflecting this, the insights needed to inform practitioners are not simplistic either. We need to support workers in this realm of endeavour as much as we can. Their feedback to these sessions has been very positive.

Good ideas to deal with homelessness should not be copyrighted. Under 1 Roof believes passionately in **sharing our good ideas** and this in turn created a two-way flow of learning. We thank the agencies (including government staff) that have offered us their input. Everything we have learned is free for those who believe that they can use it to help those in housing need.

Under 1 Roof existed before we received \$300,000 to work on service integration. **The collaboration is continuing after the funded activities have been completed**. That is the strength of a consortium approach with minimal costs and a loyal philanthropic supporter in Valley Rotary. We commend this report to all who care to read it, in the interests of the homeless people they want to serve.

Kent Maddock
Co-Chair

David Cant
Co-Chair

Overview

In 2012, Under 1 Roof was funded by the State Government (with specified Federal Government funding) to implement a Service System Support and Development project over 18 months. Activities funded under the project included:

- expanding and consolidating case coordination
- sharing resources and capacity with other regions
- developing and consolidating a senior managers' group within Under 1 Roof
- the provision of learning and development activities available sector-wide
- expanded collaboration activities
- participation in Homelessness Community Action Plans
- participation in an evaluation framework.

Client outcomes

167 clients were assisted for the duration of the project.

155 client cases were closed in that time.

76 of those clients were exited to or sustained in the One Social Housing System.

17 were exited to the private rental market.

6 were exited to living with family or friends.

5 were exited to transitional accommodation options where support was provided.

104 or 67 per cent achieved improved accommodation circumstances as a result of the project.



Quality improvements

A number of structured activities and discussions took place during the project to explore quality improvements. A focus of this discussion was that 26 clients were no longer engaged with their referring agency and therefore a positive outcome was not achieved.

The project concludes with the identification of some key areas for improvement including the sustainment of tenancies, assertive outreach practices, motivational interviewing, cultural competence and practices that increase the likelihood of maintaining contact with highly vulnerable clients.

Learning opportunities

The project enabled Under 1 Roof to offer 29 different learning events over 18 months with a total of 493 attendances. These attendances spanned 72 agencies including Under 1 Roof agencies, government agencies and other non-government agencies. Formal training was delivered in Brisbane, Moreton, Logan and Ipswich.

Brisbane based training was attended by workers from Ipswich, Gold Coast, Toowoomba, Logan, Moreton and the Sunshine Coast.



Leadership

The consortium demonstrates that leadership capacity needs to be embedded at every level of the initiative to ensure a dynamic, active and robust approach to the challenge of ending homelessness.

The formal leadership of the board was consolidated during the project culminating in the unanimous election of co-chairs from among the agencies which is a departure from having an independent chairing role. This was viewed as a measure of the level of trust that had developed and a way of ensuring the drive and motivation to advance shared interests and collaborative work.

Mentors and champions have been identified from across the agencies and various organisations are leading on collaborative projects as part of the consortium.

The challenge of collaboration

The challenges involved in true collaboration are significant, not least driven by traditional and historic competition for resources and reputation.

Building and sustaining a consortium requires continued effort and capacity achieved through actually doing meaningful work together, mostly focussed on our front line roles to assist homeless people. In adopting this focus on clients, Under 1 Roof has generated an impetus for working together which is very practical. The dialogue about coordination and integration is not abstract but concrete and practical, which has reinforced commitments even though we exit this project still with a very diverse group of agencies, participating in diverse ways and from different starting points.