Enabling a No Wrong Door System in Homelessness

Proposals from Co-design

Contents

Collaborative Systems　　　　　**Wrapped around the person**　　　　　**Smooth journeys to home**

Project Summary

In December 2019 the Department of Communities released **All Paths Lead to a Home: Western Australia's 10-Year Strategy** (the Strategy). The Strategy's vision is for Government, the community sector and the community to work together to ensure everyone has a safe place to call home and is supported to achieve stable and independent lives. The Strategy is framed around four main focus areas, one of which is strengthening and coordinating our responses and impact. One of the early steps under the Strategy is to develop a No Wrong Door (NWD) approach to homelessness. To initiate this approach, the Centre for Social Impact was commissioned to co-lead and facilitate a co-design process alongside Department of Communities staff resulting in a blueprint for achieving a NWD homelessness system.

The Strategy framed NWD as people knowing where to get help, telling their stories once, being connected to the right services at the right time and service providers talking to each other. To build on that early framing, this co-design project was tasked with discovering:

- the expectations (or behaviours) that the system should have for homeless service providers, and other system players.
- the incentives that should be in place to ensure the system builds towards those expectations, and
- the platforms (technology, meetings, common frameworks) needed to facilitate the NWD experience.

The general principles that are usually defined as 'No Wrong Door' are already a part of service contracts and service standards in the Western Australian homelessness sector and the broad concepts are well understood by most players in the system; Government, not-for-profit, and community. Service providers already agree with the value of a NWD approach.

Given this, a key question for the design team was "why doesn't a NWD system already exist in Western Australia?"

Part of the reason for selecting this project was that it created a view into the WA homelessness system, which will likely be useful for the implementation of the wider Strategy. NWD is better thought of as a systems problem, rather than a problem that is created by the behaviours of a small number of homelessness services. A systems problem can be defined by a problem that is dynamic in nature, involving multiple diverse players and interconnected, meaning that dependencies within the system help it to stay in place.

A key dependency identified by the co-design group, and repeated frequently during feedback on these NWD proposals, was fundamentally a shortage of housing and support. Whilst increasing the capacity of the system in terms of targeted supported housing provision, and increases in social housing stock, was outside of the scope of this project, it would be a mistake to think that a NWD system can be achieved without it. As such, these NWD initiatives must be seen in the context of a system also working towards providing enough of the right housing. Parallel to this co-design process, the Department of Communities is also pursuing initiatives to expand a Housing First approach, develop two Common Ground facilities and the construction and refurbishment of social housing dwellings to meet the needs of vulnerable people, including people experiencing homelessness.

People know where to go to get help

People tell their stories once

No Wrong Door

How do I get help?
How do I know where to go?
Why do services send me to other services?

People are connected to the right service at the right time

Service providers talk to each other

Discovery activities during this co-design project unearthed a range of other insights into the functioning of the current system including:

- Complexity in the dynamic flows of people and accommodation, without clear data on the understanding of how those flows worked. Bottlenecks impacted by shortages and waitlists were described but it was difficult to get a system wide view. The system does not have the tools for a fast and efficient NWD response.

- A NWD approach requires collaborative practice, but a lack of recognition of collaborative outcomes and the development of competitive cultures in the system hampered this work.

- The system struggles to cater for people with 'multi-system' experiences (for example mental health, drug and alcohol, immigration), and this is exacerbated by a sense of overwhelm at the coal face. Where providers feel overwhelmed, it leads to tunnel vision and a focus on their direct environment, making it hard to take a wider, more collaborative view of the system, or to think about their role in the 'whole journey' of a person experiencing homelessness.

- As a result of the way that service models are developed and contracted in the system, players find it difficult to describe the system role of each service. This creates unrealistic expectations between players. These differing perspectives build distrust in the referral journey.

- There is a significant tension within the system between providing a safe place for people experiencing homelessness and providing low barrier entry for those with higher needs. On balance this has leaned towards safety as a principle, creating barriers for many people experiencing homelessness.

Further detail on these insights, the problem space and the vision for a NWD system can be found in the Insights Report at Appendix One.

Figure 1: System Map of influences on why a NWD system does not exist. Developed from Discovery stages of the co-design project. More detail in Insights Report in Appendix One

Legend
- Policy Condition
- Environmental Condition
- Front line experience
- Lived Experience of People

Despite these systemic challenges and complexity, the co-design project identified a range of interconnected initiatives that could improve the experience of people who encounter and are supported by the homelessness system. This report outlines the principles and strengthened behaviours that should frame a NWD system, and the platforms and incentives that become enablers for their practical realisation. These are detailed throughout the report and are summarised in the following radial diagram and NWD journey map.

The inner layer of the diagram describes the kind of experience that people need when they encounter the system, which builds on the framing from the Strategy. The next layer describes the behaviours that could be strengthened within the system. These behaviours are observable in many parts of the system but are not evenly distributed. In some cases, these are only present in a small number of service contexts where specific effort has been directed by service providers. The third layer outlines the six interconnected platforms recommended by this co-design process, inspired by prototypes already being actioned in the WA homelessness sector and in national and international contexts. The outer layer asks us to consider the drivers of change, the initiatives that need to be in place to motivate, inspire and enable the system to make the development of a NWD system possible.

The NWD journey map frames these initiatives from the perspective of the front line; people who experience homelessness and those who support them. By tracking the semi-fictional journeys of Ian and Jase, Shelley and Maryanne we can see how the initiatives stitch together at the ground level. The journey is in part idealised, it is the future system that we want to realise, with a recognition that until the right building blocks are in place, there will be challenges to seeing it consistently realised for all people experiencing homelessness.

A note on prototypes

Throughout this report, there are a number of visuals that seek to describe the initiatives. Many of these are not intended to be final versions, but instead are 'prototypes'; prompts developed to more fully communicate the intent of the initiatives. Wherever you see this icon, consider the image as a prototype, for further response and iteration in detailed design phases.

No Wrong Door

The No Wrong Door Experience

- A feeling of hospitality, acceptance and safety
- Choice and control
- Rapid access to housing and support
- A seamless journey, a system easy to navigate
- Telling my story once
- Low barriers to entry

Requires Strengthened Behaviours

- Services maintain a trauma informed approach to behaviour management
- Services respond practically to diversity and are safe for LGBTIQA+ and CALD people
- Services are recognised by Aboriginal people as being culturally safe spaces
- Services seek the regular feedback of service users
- System players are able to provide a clear description of their role in the system
- Information provided is live, transparent and accurate
- People are held through the complexity of the system
- Accommodation Services trust the assessment of other players, who are more transparent in the information they provide
- The provision of the right housing and support options
- There is collective accountability for those who would usually fall through the gaps
- Information is shared with consent, by default

Coordinating Body
A body that provides support in assisting the system to develop and change over time. Supporting the collective ownership of homelessness.

Front door digital
A public facing application that hosts service information and availability. Enables fast connection to services and provides mechanisms for consumer feedback

Front door navigator network:
A distributed network of approved navigators including phone lines, outreach services, day centres and collocated supports

One Story Assessment
A common framework for collecting the stories of people needing support, and assessing their level of need.

One Story Database
A central platform for the storing of stories, with consent, for the benefit of service users

Supported by No Wrong Door Platforms

Motivated and Enabled By

core motivators
- An amplified voice of lived experience
- Leveraging intrinsic sector values
- Transparent performance data
- Collective Ownership
- No Wrong Door Coaching and Support

- Transparent Customer Satisfaction KPI's
- Live, regular customer feedback mechanisms including Lived Experience Audits
- Transparent acuity, and outcome of referral data
- Codesigning the clarity of role for each 'service type' in a NWD system
- Monitoring of data 'live-ness': Maintenance of user centred voice in service descriptions
- Accreditation of Front Door Navigators
- Front Door Navigator brand
- Coaching navigators and accommodation providers in conducting hospitable assessment with consistent measurement of acuity
- Collectively owned data, and the ability to respond to trend data. Strong methods for consumer consent
- Support to start up No Fail facilitation – establishing cultures and systems for self maintenance
- No Fail Meetings: Small, collaborative meetings of those close to the ground. Problem solving for those who struggle to have their needs met.
- Feedback loops and data to inform decision makers if the system fails to find solutions
- Coaching in NWD methods, and for service improvement, particularly Trauma informed practice, Cultural safety and Diversity

The future journeys of a No Wrong Door homelessness system

This Journey Map represents a future No Wrong Door (NWD) system from the perspective of people experiencing homelessness, and the front line supports they connect with. Ian and Jase are Personas, semi-fictional characters, and while they don't represent every experience in homelessness, their journeys demonstrate how new platforms, behaviours and incentives work together to enable the NWD experience.

Principles of the No Wrong Door System

A NWD system not a 'NWD service' not every service must be able to support everyone, but everyone must be able to be supported by a service.

Collective responsibility - meso and micro
the achievement of a NWD experience relies on collective responsibility between players – government, not for profit, mainstream services.

A visible system
A NWD system is able to be seen and understood by everyone.

A wide door
A NWD system distributes the front door into support, rather than centralising entry. The front door becomes any door you open.

Responsiveness and flexibility
The service system responds flexibly to the needs of people, with an understanding of the way that behaviour is impacted by trauma.

Sustainability
New initiatives are kept lean to be visible under existing conditions or are resourced appropriately.

Support for the Support
A NWD response is only enabled in a system that isn't overwhelmed. A NWD system must adequately support those charged with providing the response.

Legend:
- Ian's Story
- Jase' Story
- Backstage Story
- No Wrong Door platform
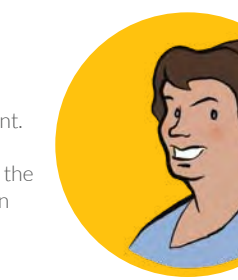- Strengthened behaviour
- Incentive/Enabler

Needing help
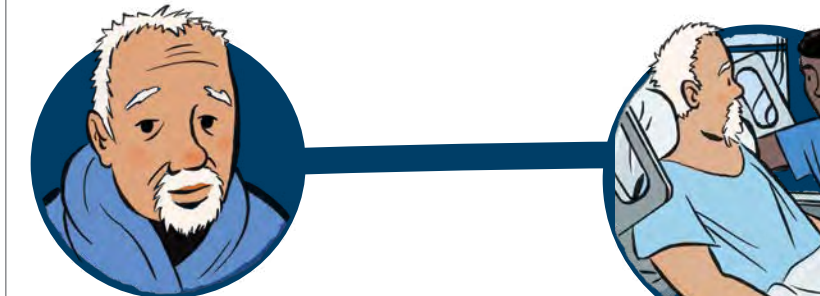
Ian spent his 20's shearing through the Wheatbelt, where drinking began to be a problem for him and he struggled for regular work. When he moved back to Perth, things fell apart, and he began to rough sleep.

Ian's daily drinking leads him to begin to struggle with his decision making, sometimes he feels like he is being tracked.

Shelley is in the social work department. This hospital sees quite a number of people experiencing homelessness, so the social work department decides to sign up to be a 'Front Door' Navigator.

Ian is hit by a car and is taken to the Hospital ED. It's fairly minor but he stays for observation.

It's Jase's 18th birthday in two weeks, it's a crappy time to leave, but she should have done it ages ago. There's only so many times your Step Dad can go off at you shouldn't have to put up with it. They both have a temper and they set each other off. After walking aimlessly a while, Jase lands on a friend's doorstep and spends the night on the couch.

Jase walks into school, but can't concentrate in Chemistry. This is year 12 and Jase needs to get good marks this year. The School Counsellor will be good to talk to.

Jase calls Mum - her parents are worried, but still really angry. Jase can hear her Step Dad yelling in the background. Home won't be an option tonight.
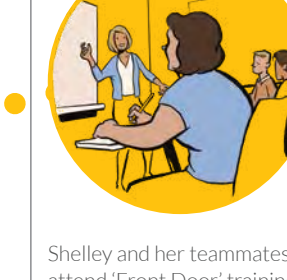
Maryanne is the coordinator of Youth Wellbeing Supported Housing (YoWSH), a crisis accommodation service for young people. YoWSH is part of a small community based organisation in Mirrabooka.
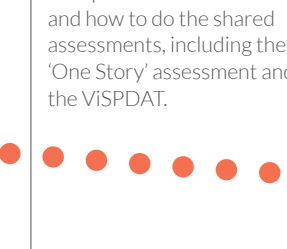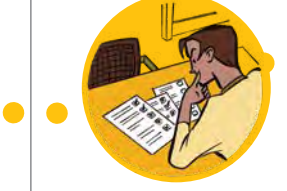
Strengthening the system
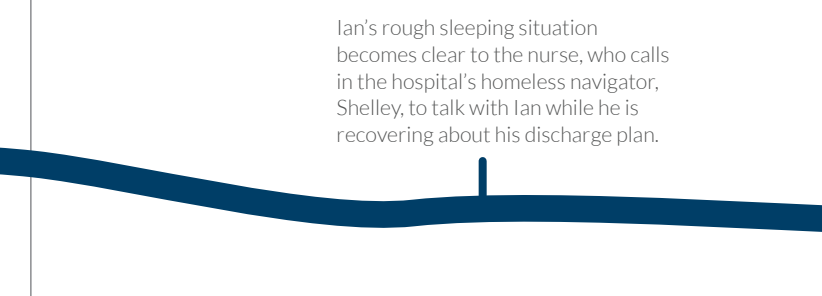
Ian's rough sleeping situation becomes close to the nurse, who calls in the hospital's homeless navigator, Shelley, to talk with Ian while he is recovering to about his discharge plan.

Shelley meets with Ian. He tells her he doesn't want to go back to the street because he is worried about his health.

Shelley and her teammates attend 'Front Door' training with a knowledgeable trainer from the NWD coordinating function - there she learns about the homelessness system, how to use the tech platforms available and how to do the shared assessments, including the 'One Story' assessment and the VISPDAT.

The training is specific about the need for trusted assessment, and how to do it in a trauma informed way, but also the way that good data can create systems change.

Once they are trained, the hospital receives the posters and stickers that show that they are available as a 'Front Door' Navigator.
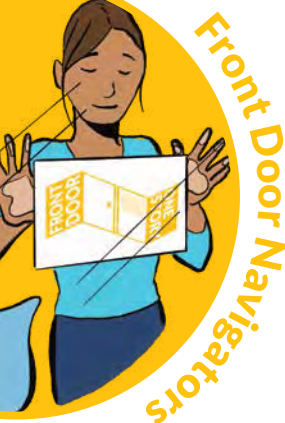
After 18 months of seeing the feedback from young people about their satisfaction with YoWSH, Maryanne is worried. It's been a tough couple of years, and it is showing in the way the staff are interacting with the young people.

Maryanne has decided that she'd like to make some transformation and asks the NWD coordinating function for her 'Lived Experience Audit to be brought forward. She thinks the staff need to hear the feedback that has come through the 'Front Door' system.
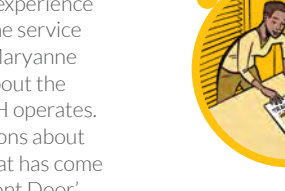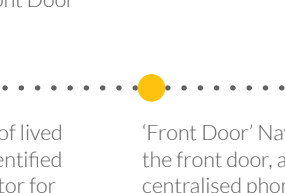
Three representatives from the youth lived experience team come to the service and interview Maryanne and her team about the way that YoWSH operates. They ask questions about the feedback that has come through the 'Front Door' system.
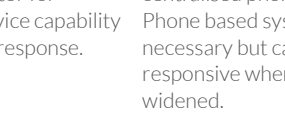
A couple of weeks later, Maryanne receives the report, which includes feedback from the Lived Experience team and recommendations from the coaches at the NWD coordinating function. She shares it with her team. There are some easy fixes around improving their phone system, but the major recommendation is to invest in Trauma Informed Responses.

Maryanne books the team in for Trauma Informed Accommodation training at the coordinating function. Led by one of the coaches, it's interactive and practical, and gives the team an opportunity to think about how to apply the approach to their work.
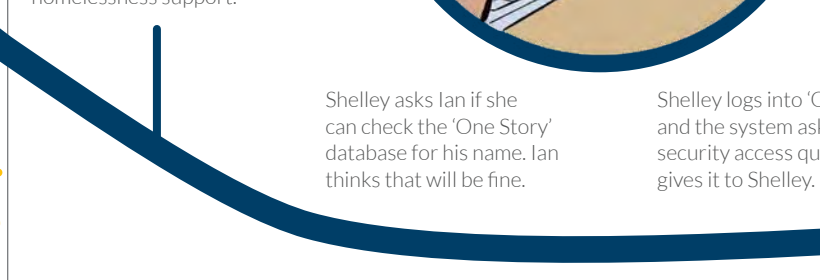
Sharing the story

Shelley asks the 5 NWD screening questions (she knows them off by heart) and confirms that Ian will need a specialist homelessness support.
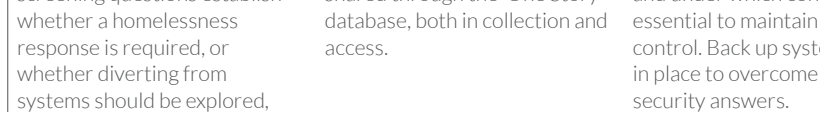
Shelley asks Ian if she can check the 'One Story' database for his name. Ian thinks that will be fine.

Shelley logs into 'One Story', and the system asks Ian's security access question. Ian gives it to Shelley.

The 'One Story' database tells Shelley that Ian already has a lead worker listed, Jamie at the Street Day Centre, but hasn't seen Jamie in a while.

The last 'One Story' Assessment on there is now 9 months old - it probably needs redoing.

Shelley completes the 'One Story' Assessment, which gives her more context for finding accommodation for Ian - she knows that with Ian's drinking, this could be a tough ask.

The 'One Story' Assessment gives Ian a score of 16 - the lowest, but it is up there.

Giving people control over who sees their information, and under which conditions is essential to maintain choice and control. Back up systems can be in place to overcome forgotten security answers.

The ability to translate assessment into an agreed language of 'acuity' allows for better matching of person with service delivery, and greater trust between referrer and referee.

2nd stage of assessment for those that need a homelessness response.

'One Story' assessment conducted in 3 stages. The first screening questions establish whether a homelessness response is required, or whether diverting from systems should be explored.

Consent is a key design principle for information shared through the 'One Story' database, both in collection and access.

Identifying redoing supports allows the power of systems to be harnessed.

Need to balance the need to prevent the repetitive telling of story, and the need for people to have stories that change over time.

The school counsellor shows Jase the 'Front Door' app. Jase logs in and provides a few details. The app tells Jase that there are two places available at Rockingham, and one nearby at YoWSH in Mirrabooka.

Jase wonders what the heck is YoWSH is - there's a description there about what it's like to stay at YoWSH. Jase clicks the 'Apply Now' button and receives a notification that says that YoWSH will get back to her within an hour.

Finding options

The data that Ian has been unable to find housing is recorded by the database. This is in the system about the detail of supply shortages.

Shelley checks the 'Front Door' App with Ian - there is a vacancy at Amex House, but she can already see that they don't have the set up to take someone with a 'One Story' score like Ian's. It would set him up to fail.

Shelley asks if he'd like to reconnect with Jamie at Street Day and Ian says that he would. Shelley connects them by phone.

Ian is told he can only stay one more night in hospital, but is fearful of being left on the street again. He is told by Shelley that his case can be referred to a 'No Fail' Meeting, if he consents. The next meeting is tomorrow.

Given that Ian is rough sleeping, she'll also need to do a sit-SPDAT - the 'One Story' Assessment has captured some of that information, so she doesn't redo those questions.

'Front Door' Digital places free service availability information into the hands of mainstream services and service users.

Clear descriptions and fast application give the user choice and control.

App facilitates initial connection between service and person. Live data prevents most 'ringing around for accommodation', leaving accommodation providers to focus on support.

The school counsellor shows Jase the 'Front Door' app.

Maryanne gets a notification from the 'Front Door' app that someone has applied for the vacancy they have. It's from a 17 year old named Jase.

Jase gets a phone call from YoWSH, they ask if she has even been in a service like this before.

Maryanne completes the 'One Story' assessment over the phone and offers Jase the place at YoWSH. Apart from some normal drinking, and the arguments she has with her family, there aren't any major concerns. The school counsellor agrees to drive her there at lunch time.

'One Story' Assessment also completed by accommodation services, where there isn't already a completed assessment in the system.

Professional navigators given higher access to information, to allow control and consent.

Overcoming barriers

The 'No Fail' Meetings are held in each homeless service area, where they are chaired with multi-system experiences. A risk that meetings will be overwhelmed in an environment of low housing supply.

Maryanne calls Jase on the number provided and asks the 5 screening questions. Jase has never been homeless before, but it looks like it wouldn't be appropriate to divert her to another place. Jase needs support.

No Fail Meeting

Ian's case is brought to the 'No Fail' Meeting. Jamie is there but also an outreach worker, a mental health worker, and other community members.

With these supports in place, Jamie agrees to offer Ian short term accommodation.

Ian gets a call from Jamie after the meeting. Jamie lets Ian know the options. Ian decides not to take the short term accommodation (after a few nights cooped up, he thinks he'd rather sleep rough), but likes the sound of Common Ground.

Trauma Informed Practice was regularly identified as a replacement for punitive tough sleepers, young people, refugee populations). In regional areas, place based likely to be effective.

Sandra, the staff member on shift, notices Jase getting agitated. She remembers her trauma training and recognises this as a state of arousal. She responds quietly and asks Jase if she'd like to help her dig up some potatoes from the veggie patch for dinner. It takes her mind off things.

Jase spends the next week at YoWSH as her birthday gets closer. It's not a good feeling to be turning 18 away from family. One of the 16 yr olds starts to poke fun. Jase feels herself about to go off.

An environment of trust will be essential for the collective responsibility to a NWD system to be operating.

Jamie knows he has a vacancy in 2 days at Palmer Street, and listening to Ian's case is cautious of Ian's alcoholism. Shelley is open about the challenges, and the trusts Shelley's assessment.

Given Ian's VISPDAT score, Maria from the Common Ground team indicated they'll also able to assist, but it'll take about 2 weeks. Then Ian can have a permanent place.

The 'No Fail' Meeting is held between the one-step tough sleeper providers, Ian's case is the second to be discussed.

Face to face 'No Fail' pictured here might be possible in some places, but allow conferencing probably more viable for time poor accommodation providers.

After Jase has been at YoWSH for 3 weeks, she asks Sandra if she can get some help to talk to her parents. They arrange mediation and work out some ways to manage the conflict.

Heading Home

Ian moves into the Common Ground - it's the first time he's had his own room in years. He knows there might be hiccups but the support provided gives him the best chance to make this housing permanent.

2 weeks later, Ian gets a message on his mobile phone asking if he'd like to give feedback about Shelley's help. Ian thinks she did a great job and gives her 4 stars for "I felt listened to" and 5 stars for "I was treated with respect."

Jamie finalises the referral to Common Ground by sending them the 'One Story' link. He keeps contact with Ian over the coming weeks to check things are tracking ok, and to make sure the Common Ground referral comes through.

Jase is still not ready to open the conversation back up with her parents, so Sandra helps Jase to arrange to spend her birthday overnight with a friend.

Jase heads back home. The arguments still happen sometimes, but they are usually smaller. She knows she can contact YoWSH if she needs.

The most significant enabler of a NWD approach is enough support as close to the coming week to support. This should only be necessary where complex cases need more resourcing.

A week later, Jase gets a text message on her mobile. It asks if she'd like to provide feedback on her stay at YoWSH.

The art of 'holding' people through the system as they seek the right service delivery is essential for avoiding 'bounces' to support. This should only be necessary where complex cases need more resourcing.

Digital feedback is not one referrer to another 'for holding' should be rare, unless long term relationships are better placed to support. This should only be necessary where complex cases need more resourcing.

Digital feedback mechanisms both lower administration, allow the voice of lived experience to be heard. The ability to give feedback on the service is important for accountability, but must be carefully calibrated.

Co-Design Process

It is acknowledged that 'co-design' has come to mean very differing processes, from Citizen Participation to consultation. Whilst collaboration is the defining 'co' in the process, an equally important element is the 'design' part. This refers to the disciplined, creative, iterative process used by design professionals to develop solutions that closely and deeply meet the needs of the people they are designed for.

Co-develop:
An ecosystem of solutions. Measure and evaluate the health of your system.

Co-initiate:
Gather people together from diverse perspectives

Co-develop:
Prototype and Test new solutions; relationships; policy; structures; funding; narratives etc.

SHARED - COLLABORATIVE - TRANSPARENT -

Co-discover:
Gain empathy and a shared understanding by collectively seeing the system. Identify what needs to shift and change. Synthesise key insights.

Co-define:
Crystalise the guiding design principles and values.

Co-inspire:
Slow down, take time to think deeply, ideate be creative. Shift mindsets and beliefs.

consultation
coordination
decision
implementation
evaluation
identifying issues
policy analysis
policy instruments

Australian Policy Cycle

(Australian Policy Handbook 2018). This model is widely used in policy development. Traditionally, collaborative processes only happen once key decisions have already been made. The design-led policy process followed here is significantly different in this process.
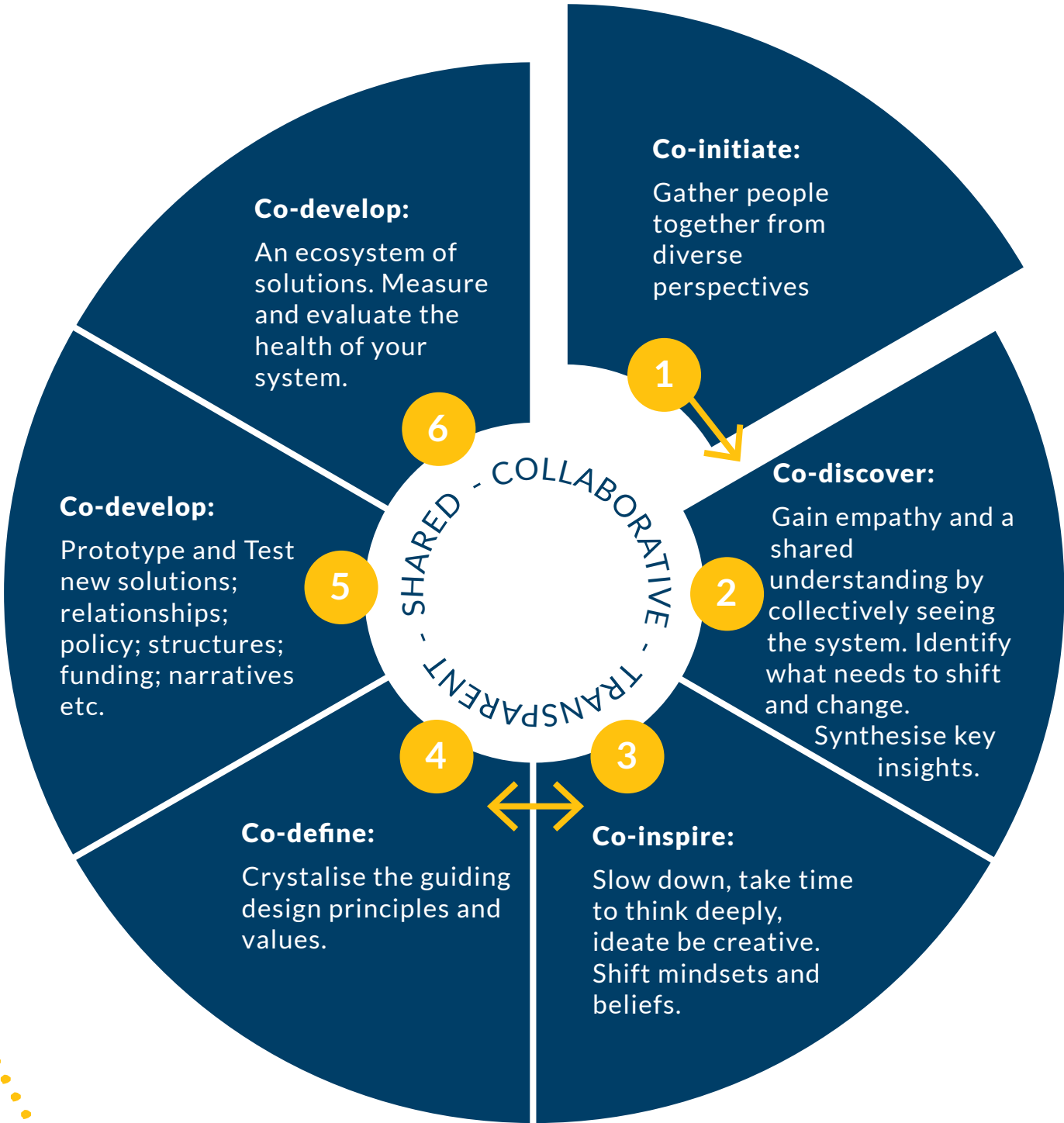
Design-led Policy Process

These six stages outline the step-by-step process used in co-design. This has been adapted from the design processes that have been advocated through the work of the Presencing Institute, British Design Council, Stanford D School, Auckland Co-design Lab, amongst others.

Throughout stages one to four a number of key activities helped to frame an understanding of the current homelessness system and ensure that key stakeholders were engaged in the process. Those activities are outlined below.

Aboriginal Stakeholder workshop

Stage 1: Co-initiate

The first 'Coming Together' workshop included a range of 13 diverse Aboriginal community stakeholders from a range of services connected to homelessness throughout the State. It was co-facilitated by an Aboriginal Cultural co-designer and included Aboriginal Elder representation. The intention of this workshop was not to focus on NWD but instead on the system as a whole, and as a starting point for long term engagement around the implementation of the Strategy.

Expressions of Interest core group convening process

Stage 1: Co-initiate

The participants for the core co-design team were selected via an 'Expression of Interest' process, open to the entire homelessness sector throughout the state and promoted via the sector peak bodies. The core co-design team was convened including a diverse cohort of 32 members. The group has equal representations from people with a lived experience of homelessness, specialist homelessness service providers, local and State Government and peak bodies, and including representatives from Metro, South West and Regional areas. Representatives from different areas of the Department of Communities are also part of the co-design team including Housing and Homelessness, Service Delivery, Commissioning and Sector Engagement, and Child Protection.

Rapid information review

Stage 2: Co-discover

This involved a rapid review of existing information about the current state of the homelessness sector both nationally and locally. This included academic literature, Government reports and strategies, as well as media and journal articles. The purpose of this review was to expose existing strengths within the system upon which to focus further research.

One-on-one interviews and small focus group Subject Expert engagement

Stage 2: Co-discover

This engagement was held over a number of weeks with key stakeholders involved with existing platforms. These interviews helped to ensure that the energy points within the current system were identified and represented at the first co-design workshop.

First co-design workshop

Stage 2: Co-discover and Stage 3: Co-inspire

This workshop involved introducing the process, displaying and generating discussions on the research of what the current homelessness system looks like, and activities designed to draw out perspectives on why a NWD system currently doesn't exist for people experiencing homelessness.

Walkthrough Session one

Stage 2: Co-discover and Stage 3: Co-inspire

This session was open to the general public with an interest in homelessness and to those who were not able to be included on the core co-design team. The content of the first co-design workshop was presented for feedback.

Synthesis and focused research

Stage 3: Co-inspire

Further focused research was conducted following the synthesis on the insights gained from the first co-design workshop and walkthrough.

Second co-design workshop

Stage 4: Co-define and Stage 5: Co-develop

This workshop set out to validate the system level insights into why a NWD system currently doesn't exist for people experiencing homelessness as well as clarify and further design the expectations and actions the system requires to be NWD.

Walkthrough session two

Stage 4: Co-define and Stage 5: Co-develop

This session was available to anyone who wished to come along and see what the content of the co-design session was, read the feedback, and contribute their own feedback on the activities.

COVID-19 Taskforce participation and workshop facilitation

Team assisted in the COVID-19 response vulnerable cohort homelessness taskforce and developed proposals based on co-design work to assist in the response strategies.

Critical Stakeholder focus group engagement

Stage 5: Co-develop

+

Subject Expert Interviews

Stage 5: Co-develop

Through more focused engagement with critical stakeholders the finer detail of the proposed platforms were explored and refined with those experts in varying fields.

Third Co-design workshop (online)

Stage 4: Co-define and Stage 5: Co-develop

The final co-design workshop was held online due to COVID-19. It was an opportunity to reflect on the process to date and focused on testing key sticking points and particularly complex parts of the platform and initiatives, behaviours and incentives.

Walkthrough Session three

Stage 5: Co-develop

This session was available to any people not included in the co-design team to ask questions of the project and contribute to the proposed platforms.

First Draft written feedback

Stage 5: Co-develop

The first draft of the blueprint was sent to all the co-design participants plus an additional 31 critical stakeholders, including Aboriginal stakeholders, Department of Communities internal stakeholders and Homelessness sector stakeholders not already included in the co-design core group. Written feedback was received from over 20 participants.

Critical Stakeholder interviews

Stage 5: Co-develop

Following the release of the first draft, approximately six interviews were held with critical stakeholders to test the concepts, discuss any sticking points and note verbal feedback.

Final Draft Launch and close of project

The release of the final draft and the presentation to the core members of the co-design group of the final artefacts from the co-design process, including the Rich Pictures, the System Map and the Journey Maps.

Principles for a No Wrong Door System

Early activities in the co-design process asked participants to consider the principles that could describe a NWD system. Some co-design participants represented a vision of the kind of NWD experience that people experiencing homelessness could expect from the system whilst others represented the kind of NWD system that would enable that experience. These build on the attributes of a NWD system described in the Strategy, and realised these principles frames the recommendations in the rest of this report.

A No Wrong Door Experience

The right service at the right time

As reflected in the Strategy, participants described the need for people to be linked to a service that was designed to meet their needs, at the time when that need was pressing.

Seamless and easy to navigate

More than just being able to locate services, 'seamless' describes an experience of the whole journey, not just the first step. As such, a seamless system may also need to include the kinds of experiences that happen within support periods, not just the referral process.

Low barriers to acceptance

A range of practices create barriers to acceptance, from bureaucratic barriers through to narrow eligibility requirements. One participant described this as needing "more Yes than No" in the system.

Personal choice and decision making

A sense that people were in control of their own journey, able to make informed decisions about which services they could engage with and how that engagement would happen.

A sense of welcome

A feeling of hospitality in the system, as though you were welcomed into support.

Feeling safe – physically, emotionally, culturally

Participants described that one of the current fundamental experiences of homelessness is the constant feeling of being unsafe. While physical safety was front of mind, a feeling of emotional safety was also desirable. Also described was a sense that much of the system is experienced as culturally unsafe for Aboriginal people, and exclusionary for LGBTIQA+ people.

A No Wrong Door System

A No Wrong Door system not a 'No Wrong Door service'

In discussions about what a NWD system is, there is sometimes confusion that this must mean that all services must be able to service everybody. Instead, the NWD is widened: not every service must be able to support everyone, but everyone must be able to be supported by a service.

Collective responsibility at macro and micro levels

Participants reflected clearly that the achievement of a NWD experience relied on collective responsibility between players – Government, not for profit, mainstream services. This responsibility included the development of connected strategy at the macro level all the way down to the interactions that support individual people experiencing homelessness.

A visible system

A NWD system is able to be seen by everyone – this involves transparency of the way that the system works and operates, and allows the system to respond to fill gaps.

A wide door

A NWD system distributes the front door into support, rather than centralising entry.

This is achieved through distributing system navigation capability amongst front line players, and assisting mainstream providers and people experiencing homelessness to self-navigate through user-centred, transparent online information. The front door becomes any door you open.

Responsiveness and flexibility

'Person centred' and 'trauma informed' were principles espoused throughout the co-design process. When asked what this meant, answers collated around the need for the service system to respond flexibly to the needs of people, with an understanding of the way that behavior is impacted by trauma, avoiding rule-based, bureaucratic responses.

Sustainability

Service system participants described a need for a NWD response to be sustainable. Any new initiatives would need to be kept lean to be viable or take into account the need to resource the initiatives.

Support for the Support

A NWD response is only enabled in a system that doesn't feel entirely overwhelmed. Many of the barriers to a NWD system, as laid out in the following pages are heavily impacted by a feeling of overwhelm amongst those supporting people on the ground. A NWD system must adequately support those charged with providing the response.

Recommendations: Strengthening Behaviours

Developing a NWD system requires amplifying a range of existing system behaviours. These behaviours are often present in parts of the system but are not universal. These are not a completely comprehensive set, as one of the early findings of this project was that most of the behaviours necessary for a NWD approach were already provided for in the Specialist Homelessness Service Standards (2016) found in Appendix Four. Some of the following behaviours are referenced in the Standards, others are not. We also prioritise some behaviours; this is not to diminish the importance of the others in any way, but in an environment of limited resource, focus may be useful.

Behaviours that improve feelings of hospitality, acceptance and safety.

High priority: Services are recognised by Aboriginal people as being culturally safe spaces.

In 2017-18 42%[1] of people supported by specialist homelessness services (SHS) identified as Aboriginal and/or Torres Strait Islander and despite efforts from the homelessness sector in focusing on improving cultural competence, there remains a gap in the experience for Aboriginal service users. The focus on cultural competence at an individual worker level could be strengthened with Aboriginal informed service design, making changes to the way that services operate, and training programs that provide guidance for the specific context of homelessness services.

Recommendations:

- Increase the role of Aboriginal Controlled Community Organisations (ACCOs) in the provision of social housing and homelessness services.
- Ensure coordinating function includes Cultural Governance.
- Extend cultural training and coaching opportunities for homelessness services through the coordinating function.
- Implement feedback mechanisms that meet the needs of Aboriginal people.
- Services should practically respond to change policy, service design and practice that is discriminatory.

1   All Paths Lead to a Home, Western Australia's 10-Year Homelessness Strategy

Services respond practically to diversity and are safe for LGBTIQA+ and CaLD people.

The focus on strong service capacity to understand the needs of diverse groups must extend to the needs of LGBTIQA+ and Culturally and Linguistically Diverse (CaLD) people. Again, this needs to move beyond individual worker responses and into practical service and systems design. The co-design process unearthed issues in the gender segregation of homelessness services as being problematic for LGBTIQA+ people, and the necessity of 'gendered' wings of accommodation services should be carefully examined by providers. Closer relationships with CaLD service providers could help overcome some barriers that exist for these populations.

Recommendations:

- Implement more effective feedback mechanisms, identifying diversity as a component of feedback.
- Increase partnerships with specialist organisations in CaLD, LGBTIQA+ and other spaces where improved capability is needed.
- Services should practically respond to change policy, service design and practice that is discriminatory.

Maryanne books the team in for Trauma Informed Accommodation training at the coordinating function. Led by one of the coaches, it's interactive and practical, and gives the team an opportunity to think about how to apply the approach to their work.

Jase spends the next week at YoWSH as her birthday gets closer. It's not a good feeling to be turning 18 away from family. One of the 16 yr olds starts to poke fun. Jase feels herself about to go off.

Sandra, the staff member on shift, notices Jase getting agitated. She remembers her trauma training and recognises this as a state of arousal. She responds quickly and asks her if she'd like to help her dig up some potatoes from the veggie patch for dinner. It calms her down.

Jase is still not ready to open the conversation back up with her parents, so Sandra helps Jase to arrange to spend her birthday overnight with a friend.

High priority: Services maintain a trauma informed approach to behaviour management.

'Trauma informed' has become something of a buzzword in the Western Australian community services sector, and the co-design participants frequently described Trauma Informed Practices (TIP) as part of the answer in preventing people 'bouncing through the system'. TIP ask services to consider client presentation and behaviour as an expression of previously experienced trauma. With strong TIP, services and staff are able to respond early to triggers and prevent escalation of problematic behaviours that lead to people being 'exited from services'. This has particular impacts for rough sleepers and those experiencing chronic homelessness. While there may always be a need for strict boundaries to keep staff and other residents safe from danger and violence, in many environments, those regulations have expanded slowly over time to produce an experience of institutionalisation. Services who have already made efforts to practically embed TIP seem to be able to manage a higher level of acuity in their provision with less regulation.

Recommendations:

- Institutional, rules-based systems within services should be re-examined and minimised with a particular focus on:
  - restrictions on personal liberty and possessions (the co-design participants identified curfews, rigid routines, restrictions on the ability to socialise, restricted access for family, inability to have pets),
  - Preventing people from self-management (the co-design participants identified one size fits all medication management as an example),
  - compulsory religious attendance,
  - rigid separation of the sexes,
  - total abstinence from alcohol and other drugs, and
  - 'Strikes based' punishment systems,
- TIP training and coaching was identified as expensive and needs to be made more readily available, including advocacy for TIP in undergraduate and vocational training.
- Methods for direct practical application of TIP to accommodation and support contexts should be shared across the system.

Behaviours that provide choice and control

Services seek the regular feedback of service users.

The co-design process discovered that one of the strongest motivators for a NWD provision was the amplification of the voice of lived experience. Whilst structured, independent feedback mechanisms at the systems level are recommended under the incentives section of this report, there is also a role for feedback structures at the service level. Proactive, rather than passive, mechanisms for feedback and client participation should be in place in all services with an openness in service providers creatively responding to the pain points that their customers describe. An ability to renegotiate contract conditions that exacerbate pain points should be provided by the State Government.

Recommendations:

- Providers should be able to articulate clear and accessible feedback mechanisms and participatory structures that allow the input of clients into service design and practice.

High Priority: System players are able to provide a clear description of their role in the system.

Over time, human services delivery has become increasingly specialised and siloed. This has benefits in each service being able to deliver on particular strengths, but it has created a very complex system to navigate. This results in mistaken and inappropriate referrals, and misplaced expectations between service providers and people experiencing homelessness. Services naturally focus on their own internal understanding of their service function, without reference to the role that service plays in the overall system journey. It makes the homelessness sector feel like a group of independent services, rather than a system designed to collectively end homelessness.

The ability to articulate the system role of each individual service is important to give users choice and control, to decrease misplaced expectations and to coordinate collective effort. In particular each service should be able to describe:

- The measurable, hard outcome that the service needs to meet to ensure that the system is able to move people out of homelessness (or prevent homelessness).
- The level of 'acuity' or 'needs' that their service is expected to be able to consistently accommodate.

The current system often makes these decisions service by service; in negotiation with contract managers; or autonomously within services. For a NWD system to work, these roles need to be decided collectively. Long term funding uncertainty has delayed system wide planning and development and services have been developed and amended in response to specific issues.

The Strategy development and implementation becomes a vehicle for a whole of system planning approach to contracting.

Recommendation:

- Through coordinating structures, system role expectations should be co-designed focusing on service type for consistency (e.g. crisis accommodation, outreach services, day centres, transitional accommodation).
- The opportunity to simplify eligibility criteria within contracts should be given, with co-design participants identifying that a number of barriers to entry were due to strict contractual limitations. Move to services that are 'targeted at' rather than 'only for' and contractually monitor intake to ensure that target populations receive provision.
- Future provision should be designed considering the system role that it plays in ending homelessness, and its capacity to collaboratively connect with existing players.

Behaviours that provide for a seamless journey that is easy to navigate

Information provided is live, transparent and accurate.

A number of the platforms recommended in this report are designed to use digital means to increase the flow of information across the system, enabling providers and people experiencing homelessness to deliver a fast efficient NWD response. These strong enablers will need to be backed up by some strengthened behaviours from system players. In particular, the 'liveness' and accuracy of data will have a significant impact on the success of the NWD systems. Current systems like Bed Count are often not updated at the moment a bed is available, instead many players still utilise traditional updating times at 9am and 5pm. This causes significant problems as players no longer trust Bed Count data, and ring around every provider to search for beds, leading to unnecessary work in the system. Live, point in time data, will be necessary for a NWD system to operate.

As the system embeds a Common Assessment Framework ('One Story'), the accuracy, consistency and transparency of information included in assessments can be the difference between a success and failure of the systems and therefore the journey of people experiencing homelessness.

Recommendation:

- Develop systems that allow fast, mobile-friendly input of data. Keep data input requirements lean and integrated with existing data systems such as the Specialist Homelessness Information Portal (SHIP) to avoid duplication.
- Ensure new systems provide dashboards that record 'liveness' of data e.g. how often data is updated.
- Ensure that 'One Story' Assessment skills undergo ongoing moderation (checking between assessors to ensure consistency) internally within organisations and across the sector in 'No Fail' meetings.

High Priority: People are supported through the complexity of the system.

The vision of a NWD system is that any door that someone opens is the right door. 'Holding' a person means that the first service provider approached has the responsibility to support that person until the right service is found. It ensures that people who approach them in their search for housing are not 'bounced' from one provider to another. This is a common expectation in other jurisdictions where a NWD approach has been implemented, and 'Active Hold' within the Family Support Network model could be a source of learning.

In an environment where supportive housing is readily available, this behaviour would be easy to action for providers. Under current circumstances where demand far outstrips supply, 'holding' until the right support is found could take weeks or months, and a backlog of people 'on the books' could develop. For some providers (for example outreach and day centre staff), this kind of activity is core business. For those where supporting people to navigate is done 'as an add on' to the core parts of their role (for example for accommodation providers) intensive 'holding' is likely to be unrealistic without increases in resourcing.

The expectation to 'hold' people therefore needs to follow a sustainable, lean model that balances resourcing with supporting positive journeys for people experiencing homelessness. Co-design activities focused on what this could look like, and we recommend that the following becomes the expectation for 'holding', built into service contracts.

Holding a person through the system.

'Holding' is a responsibility of any specialist homelessness service, or an approved 'Front Door' Navigator.

The first service provider approached has the responsibility to support that person until the right service is found, unless a pre-existing relationship is better placed to provide the support.

'Holding' is by consent. "Would you like me to keep in touch until we've found you an option?"

'Holding' is not case management. It does not involve the more formal intensive support that this entails.

The formal responsibility is to

- Complete a 'One Story' Assessment where this doesn't already exist
- Facilitate people's access to find the right accommodation option, or;
- Refer to someone who is able to provide a more intensive case management support (note that services should avoid 'referring to a referrer', a SHS provider should almost never bounce a person to a phone line for example), or;
- Represent the person's case at a 'No Fail' Meeting.
- Warmly handing referral on is the expectation (unless the person is a confident self-navigator).
- Ask people if they want to be 'held' by the service, allowing choice and control and if they would like that support;
- Stay in touch regularly by phone and text message until;
- The referral and contact is finalised, and
- The outcome is recorded in the 'One Story' Database.
- This represents a minimum expectation and wherever possible, providers should deliver a more comprehensive and holistic support experience to prevent people bouncing around the system.

Ian gets a call from Jamie after the meeting. Jamie lets Ian know the options. Ian decides not to take the short term accommodation (after a few nights cooped up, he thinks he'd rather sleep rough), but likes the sound of Common Ground.

Jamie finalises the referral to Common Ground by sending them the 'One Story' link. He keeps contact with Ian over the coming weeks to check things are tracking ok, and to make sure the Common Ground referral comes off.

Ian moves into the Common Ground - it's the first time he's had his own room in years. He knows there might be hiccups but the support provided gives him the best chance to make this housing permanent.

Embedding this behaviour in an environment of service scarcity is one of the most significant challenges of a NWD approach. While it came through strongly in co-design, there remains ambiguity about the impact of it in practice. As a result, implementation of this behaviour should take a prototyping approach. The coordinating function should monitor the experience and workload of service users and service providers in providing this support and iterate the above responsibilities to find a sustainable approach over the long term.

Recommendation:

- Monitor and iterate the functioning of 'holding' within the system, paying particular attention to resource implications for service providers.
- Create expectations for 'holding' within service contracts and monitor through contract management.

Behaviours that ensure people tell their stories once.

High Priority: Accommodation services trust the assessment of other players, who are more transparent in the information they provide.

Common assessment formats and platforms have been implemented in other jurisdictions to prevent repetitive storytelling. The experience of those places is that by themselves, these platforms are not sufficient. Instead, the relationship between referrer and accommodation provider is instrumental. Where accommodation providers feel as though referrers are not fully honest in their sharing of information, they feel the need to perform their own assessment of people in order to allay risk. Where referrers feel like accommodation providers are unnecessarily gatekeeping, they minimise the risks that they see. This reinforcing cycle breaks trust and collaboration between providers and leads to repetitive assessment.

A challenge for a NWD approach is to focus on the trust between providers and referrers. In breaking the reinforcing cycle, referrers will need to improve their transparency in assessment and in sharing of information. Accommodation providers will need to extend trust. All players will need to better understand and empathise with the role and experience of others and to keep that in mind in the process of advocating for the needs of people experiencing homelessness.

Recommendations:

- Provide ongoing training, coaching and moderation of individual worker and service provider capability in 'One Story' Assessment.
- Create systems to allow feedback on the quality of assessments performed.

Information is shared, with consent by default.

The homelessness system, like much of the human services system, has been optimised for confidentiality. This noble value has produced a shadow side of providers erring on the side of not sharing information that could better support a person to successful outcomes. In increasing collaborative work, providers should reassess their policies in regard to information sharing, retaining strong systems for consent and confidentiality.

Recommendations:

- Service providers reassess policies as they relate to information sharing.

Behaviours that create low barriers to entry.

There is collective accountability for those who would usually fall through the gaps

It is often the people with the highest needs, and those who have 'multisystem' experiences, who have the worst 'Wrong Door' experience in the homelessness system, as they struggle to 'fit' inside complex and diverse referral criteria. Currently the responsibility for people sits only with the provider they are engaging with as they are handballed across the system. Building a collective accountability leads to improvements in problem solving for the benefit of people who 'fall through the gaps'.

The direct influence of this project has been within the homelessness system, and the most practical opportunities for creating collective accountability are within this system. However, a wider view to engage other 'systems' in this accountability should be pursued, beginning with those areas of influence for the Department of Communities, particularly in mainstream Housing and Child Protection functions. Over the longer term, seeing mental health, drug and alcohol, justice and other delivery systems engaged in this collective responsibility would see the biggest impacts.

Recommendations:

- The development of a coordinating function and 'No Fail' Meetings are designed to embed this behaviour within the homelessness system.

- Create opportunities to engage Child Protection and Housing functions in the NWD - particularly customer facing Housing offices and Crisis Care.
- Pursue the involvement of regular providers from outside homelessness in 'No Fail' Meetings as they develop, for example mental health and drug and alcohol services.

The provision of the right housing and support options'

In some contexts where a strong, successful 'Front Door' into a system has been developed, it has unearthed the deeper needs of people. A 'front door to nothing' would not meet the goal of a NWD system. Other parts of the Strategy focus on improving the provision of housing and support for people experiencing homelessness, taking time to come to fruition. It is clear that the provision of the right housing and support options will be necessary for a true NWD system to exist. This should not, however, discount the other improvements in system functioning that can be made for people who experience homelessness.

Recommendations:

- Reinforce the parts of the Strategy designed to increase the provision of the right housing and support options.

Recommendations: Platforms

A significant barrier in the realisation of NWD principles is the lack of effective tools and mechanisms to enable the response. The following platforms provide for an effective front door to the system, the sharing of information to avoid repetition, and the collaborative relationships needed for collective accountability. Working together, these platforms enable and encourage system behaviors identified as critical for improving the citizen experience of the system.
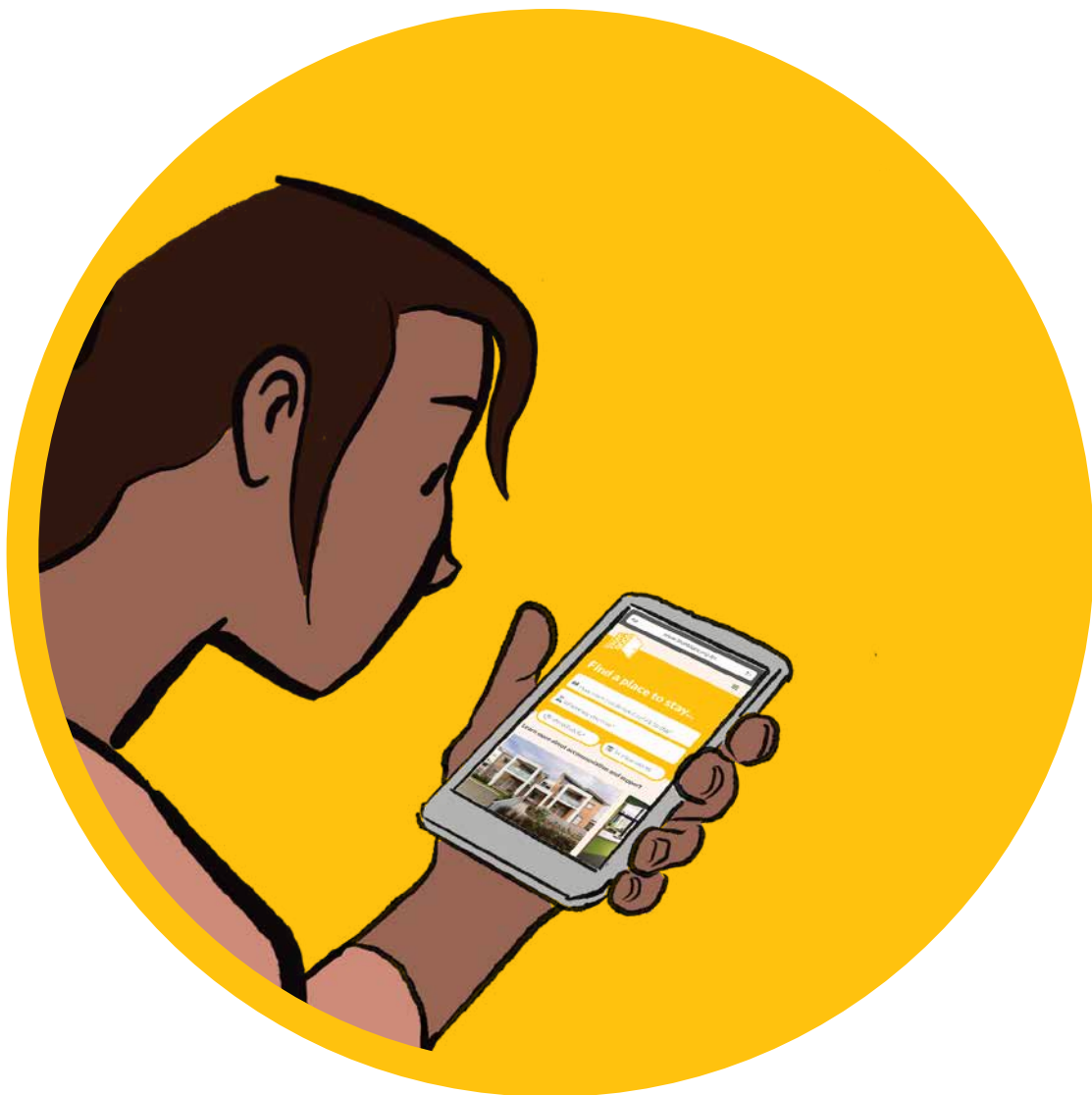
'Front Door' Navigators

A distributed network of approved Navigators including phone lines, outreach services, day centres and co-located supports.

Summary

'Front Door' Navigators are accessible front line support workers who leverage their specialist knowledge of the NWD principles and the homelessness system in order to assess needs, triage and connect people experiencing homelessness with the 'right' service and support.

The public label 'Front Door' Navigator legitimises the role that many outreach and day centre workers already play. It also creates opportunities for other system players, such as hospitals and local governments, to add a professional navigation role to their organisation. This distributes the ability to triage, assess and connect throughout the system, taking pressure off the existing phone lines and allowing a more personalised, nuanced and relational experience. For end users, it creates diverse, easily accessed entry points.

Training in the 'One Story' Assessment process, combined with ongoing coaching and monitoring ensures that assessments and advice are consistent, reliable and trusted by other players in the system, and by people experiencing homelessness.

Context

Throughout discovery we heard that a visible, seamless and flexible response which empowered people to make their own choices was an integral part of a NWD experience. The existing system relies on a centralised capacity for navigation through phone lines, creating bottlenecks and overwhelming those tasked with navigation. In particular, system players already performing information and referral roles need to call centralised numbers to access the information needed. This results in significant inefficiency and duplication in the system. For people experiencing homelessness the lack of information in the hands of service providers can lead to handballing to helplines to be referred to accommodation services, providing inaccurate 'point-in-time' information, or bouncing from one service provider to the next.

Distributing the information and skills required to assess need, and consistently and reliably make appropriate referrals will open multiple doors for people entering the homelessness system, making the first door the 'right' door.

Shelley is in the social work department. This hospital sees quite a number of people experiencing homelessness, so the social work department decides to sign up to be a 'Front Door' Navigator.

Shelley and her teammates attend 'Front Door' training with a knowledgeable trainer from the NWD coordinating function - there she learns about the homelessness system, how to use the tech platforms available and how to do the shared assessments, including the 'One Story' assessment and the ViSPDAT.

The training is specific about the need for trusted assessment, and how to do it in a trauma informed way, but also the way that good data can create systems change.

Once they are trained, the hospital receives the posters and stickers that show that they are available as a 'Front Door' Navigator.

Shelley meets with Ian. He tells her he doesn't want to go back to the street because he is worried about his health.

DESIGN PRINCIPLES

Informed

Navigators hold specialist knowledge of the NWD principles and the homelessness system including where the support services intersect with other sectors (Mental Health, FDV). They are provided access to the most up-to-date information in order to give a strong service.

Flexible and responsive

Navigators work constructively to problem solve and find solutions for people experiencing homelessness.

Accessible

Navigators are based in soft access points: places where people who are homeless often present, including co-locations or outreach provision. Navigators ensure that all cohorts including young people, Aboriginal and CaLD can understand their options in a format which suits their needs.

Trusted

Navigators behave and conduct assessments in a consistent and reliable way so people being assessed, and service providers know what to expect and can trust the assessments and referrals without having to repeat them.

Distributed

Through the Navigators, information is distributed - geographically and conceptually. This relieves pressure from a centralised source of information reducing bottlenecks and ensures people can access help in their location. Through this initiative, navigation becomes a broadly reaching skill set and practice, rather than a specifically funded service.

Culturally competent

Navigators can identify and have an awareness of the differing cultures, values, and resulting behaviour that people hold. They are open to different perspectives, challenge cultural bias and foster a sense of cultural security.

Trauma Informed

Navigators recognise that people experiencing homelessness are likely to have experienced trauma. They ensure that when interacting with and conducting required assessments they do not cause further harm or distress. They work to uphold the dignity and wellbeing of the people they serve and work with, and respect that they are the experts in their own lives.

Core Functions

The 'Front Door' Navigators will:

- Conduct 'One Story' Assessments and triage priority needs.
- Have specialist knowledge of the NWD principles and the homelessness system including where the support services intersect with other sectors (Mental Health, FDV).
- Enter and update details in the 'One Story' Database.
- Utilise 'Front Door' Digital service directory to find accommodation vacancies.
- Connect people with the service and support which meets their immediate needs by making appropriate referrals to accommodation providers, support services, or 'No Fail' Meetings.
- 'Hold' people through the complexity of the system, ensuring a positive journey to the right accommodation or support.
- Be accountable to the coordinating function for the quality of their referrals.

How does it work?

Following the establishment of a coordinating function, those existing front line service providers who informally act as 'Front Door' Navigators would have their crucial role within the system recognised. They would work with the coordinating function to have their existing knowledge of homelessness system, TIP care methods and cultural competency as well as their significant experience in working directly with people with lived experience of homelessness recognised formally. This most readily applies to existing homelessness outreach and day centre providers. Outreach and day centre services funded by the Department of Communities would be required contractually to take on the Navigator role.

Other organisations who have regular contact with people experiencing homelessness will be given the opportunity to take on a Navigator role. These organisations would need to demonstrate that the staff involved had the capacity to do effective psychosocial assessment, and to provide professional support. This could include hospital social work departments, front line housing offices, philanthropically funded services or local councils. These could all apply to become part of the network of Navigators. This is likely to only be possible for larger organisations and may exclude some valuable navigators from the system. This is particularly true for Aboriginal organisations, and some

consideration should be made for providing Government resourcing to enable their participation.

In either case, the 'Front Door' Navigator role would rarely be a stand-alone role, rather it would be incorporated into existing front line service roles. Upon receiving additional training in how to conduct a 'One Story' Assessment and referral and use the 'One Story' Database they would receive their accreditation and be able to promote themselves internally within their organisation and, if a reliable capacity is in place, to their local communities as being available as a 'Front Door' Navigator.

Strong 'Front Door' branding would be available to providers; this could be displayed at the business and on the 'Front Door' Digital service directory making it easy for people seeking help to find the service.

The coordinating function would offer ongoing coaching and monitoring through Lived Experience Audits and digital feedback loops, to ensure the behaviours, assessments and referrals are consistent and reliable. Over time this will build trust in the sector amongst services and improve the quality of the referral process for people experiencing homelessness.
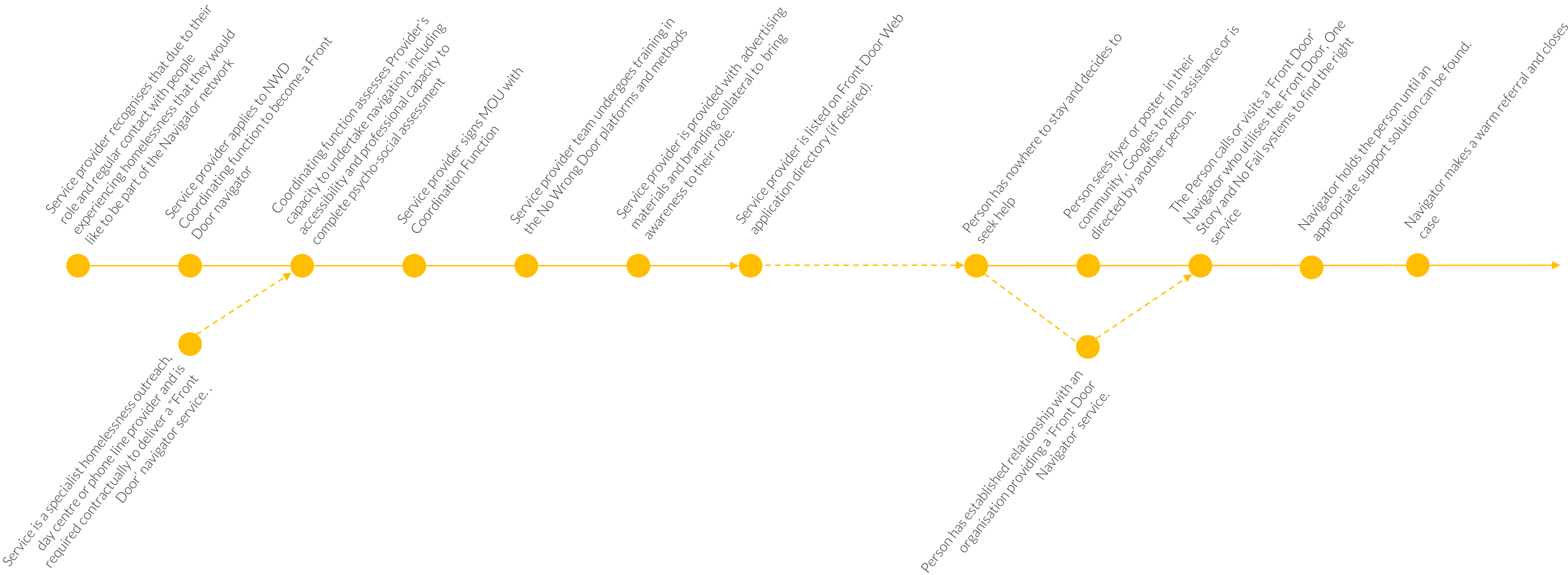
WHEN TO CALL A 'FRONT DOOR' NAVIGATOR?

If a person presents needing help, we are here to c... ...essments, identify need... service or su... their need. ... help they n...

'WHO CAN ACCESS A 'FRONT DOOR' N...

Anyone seeking help can access a 'Front Door' ... it will be determined which response they req... best service or support which meets their nee... who specialise in different cohorts and opera...

Jack, Fremantle
Youth
0456 789 098

Marnee,
Armadale
CaLD
0456 789 097

Aid...

'FRONT DOOR' NAVIGATOR CO... SERVICES)

- Mental Health support
- AOD support
- Accommodation providers

Monday to Friday 8am to 5pm
Call us on 08 9234 5678 or email fr...

QUARWOOD COMMUNITY CENTRE

GET TO KNOW YOUR 'FRONT DOOR' NAVIGATORS

'Front Door' navigators are internal staff who can help people struggling with homelessness, or with no solid place to stay, to find the best options. We work to ensure people understand all options available and help them to make informed choices about their next steps on the path to a stable home

CONTACT YOUR 'FRONT DOOR' NAVIGATORS
CALL US ON 08 9234 5678

'FRONT DOOR'
NAVIGATOR

TRAINING PROGRAM

Entrypoint and Crisis Care: what becomes the role of existing helplines?

Centralised phone numbers remain an important touchpoint in the delivery of a NWD system, particularly for those who struggle with access to technology, and those who have never had an experience of homelessness before. Under this system, these phone numbers become part of the 'Front Door' Navigator function. Providing diverse navigation options is the goal of the distributed Navigator network. With the input of self-help options through the 'Front Door' Digital application and by empowering on the ground workers, pressure can be taken off currently overwhelmed helplines. This is likely to see changes in the flow of people through the helplines which should be monitored to assess whether any changes to service models are needed as a result.

For children and women escaping violence, these helplines also distribute brokerage to secure back up options in tourist accommodation where accommodation elsewhere is not available. Under current funding conditions, these brokerage funds are limited and rationed so that they are accessible throughout the year. Because of the need to ration, it is envisaged that this role of distributing brokerage would remain centralised over the short term. With time, and increases in the amount of brokerage available, this could be reviewed to see if the capacity to assess for brokerage could also be distributed responsibly. Participants identified a distributed brokerage fund, that can meet the needs of wider cohorts, as being beneficial.

Crisis Care remains the most important after hours contact for crisis in the Western Australian system and few other navigation services are likely to be available after hours.

RISKS

Risk	Description	Mitigation/Action
Mistrust of the capability of 'Front Door' Navigators	Trusted referral is essential for function of a NWD system. Distributed Navigators, particularly those from nontraditional players could struggle with the requirements of navigation or could be mistrusted.	Develop clear expectations for 'Front Door' Navigators. Ensure access to training, ongoing coaching and moderation of assessment. Establish feedback systems to monitor the quality of 'Front Door' Navigator services including digital feedback mechanisms.
Onerous accreditation systems	The process required to approve the 'Front Door' Navigators will be considered too onerous and it won't be completed.	Accreditation systems must be kept as lean as possible, particularly for those players with long histories in the homelessness system. Consider two tiers of accreditation with one recognizing prior capability.
Multiple navigation options compete with each other rather than forming a seamless system.	Many Navigators advertising services could disperse the focus on the centralised phone lines, particularly in online environments, where a 'single point of contact' can be useful.	Only centralised phone numbers and online platforms advertised at a 'statewide' level. Other Navigators keep advertising 'local' as much as possible. Include centralised phone lines on any branded collateral.
Access to data by statutory organisations	A barrier to help seeking is the fear that child protection authorities and police may use the information against them in court proceedings or child protection actions. Local Government feedback showed there may be challenges in that the data they record is open to FOI requests.	Review specific issues in detailed design of initiative. Ensure that people experiencing homelessness are in charge of their data, and that it can only be accessed with their express consent.
Navigation duties become onerous	In an environment with a lack of capacity, Navigators may end up 'holding' large numbers of people who can not find appropriate accommodation.	Navigators seek to connect people with longer term support options if this is out of scope of their engagement (noting that as a function of their role some Navigators may be able to provide long term case management). Have strong feedback loops to ensure data about unmet demand is able to be actioned. Monitor the functioning of 'holding' and adapt to ensure its viability (see page)

'Front Door' Digital Web Application

A public facing application that hosts accommodation and support service information and availability. 'Front Door' Digital enables fast connection to services and provides mechanisms for consumer feedback.

Summary

The 'Front Door' Digital platform is a mobile-enabled web application providing a comprehensive directory of accommodation and support services and their live availability. Targeted at mainstream service providers (for example Centrelink, school supports, medical services) and people experiencing homelessness, 'Front Door' provides choice and control at a key, traumatic touchpoint.

'Front Door' replaces Bed Count, the existing Government portal for logging bed vacancies. It improves on this system by widening current limited access to all players, ensuring 'live' updating of bed data, facilitating connection between services and end users, and allowing intuitive mobile accessibility.

Designed with the end user in mind, 'Front Door' provides service descriptions from the perspective of the 'naive' user - someone without experience of the homelessness system. It focuses on the information they want and need to successfully navigate and avoids service jargon. Integration with existing service directories allows multiple access points.

The 'Front Door' directory is updated by individual services and coordinated and maintained by the NWD coordinating function, ensuring the information is trusted, reliable and updated regularly. It includes accommodation options outside of Specialist Homelessness Services, such as those in the FDV system, in Mental Health and in philanthropically funded services.

Context

Throughout the discovery stage we heard that a distributed information on service availability empowers people to make their own choices and increases the visibility within the system. There are no current digital methods for the public or mainstream services to reliably find their own access to homelessness support.

Bed Count is the existing digital system for the publishing of accommodation vacancies. This system has a small distribution, only amongst the phone helplines, accommodation services and a small number of Government services. People experiencing homelessness and other system players like outreach services and day centres are unable to access the information. In addition, the data in Bed Count is inconsistently updated, and the lack of trust in the data leads to services and people 'calling around the houses' creating significant workload and inefficiency. Bed Count is hosted within the Department of Communities Sharepoint environment.

A range of competing digital products have sought to provide a much needed service directory to give public access about where services are and what they provide. Ask Izzy is well recognised by people experiencing homelessness, but a lack of local presence means that data is often out of date or inaccurate. Ask Izzy does not currently have capability for live service availability. A number of other local players, including WA Connect (formerly ER Connect), Home Hub and HomeforNow all aspire to bring this capability and information to people, but none are yet able to deliver the combination of accurate information, live service availability and widespread usage.

The lack of information results in rejected referrals and people presenting at services they are ineligible for or where there may not be vacancies. A small number of system navigators who are tasked with finding vacancies are overwhelmed by demand. It becomes a barrier for mainstream services to engage successfully in supporting people experiencing homelessness and disconnects them from homelessness systems.

Providing a comprehensive and easily accessible platform which holds the information necessary for people to make informed choices about where to go, armed with the necessary information about what they need in order to be accepted, will increase feelings of empowerment for people experiencing homelessness and mainstream services and will reduce bottlenecks within the system.

The school counsellor shows Jase the 'Front Door' app. Jase logs in and provides a few details. The app tells Jase that there are two places available, one in Rockingham, and one nearby at YoWSH in Mirrabooka.
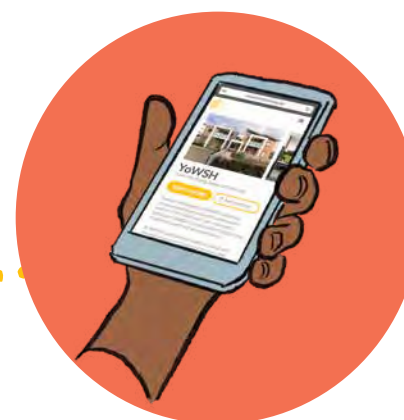
Jase wonders what the heck a YoWSH is - there's a description there about what it's like to stay at YoWSH.

Jase clicks the 'Apply Now' button and receives a notification that says that YoWSH will get back to her within an hour.

Maryanne gets a notification from the 'Front Door' app that someone has applied for the vacancy they have. It's from a 17 year old named Jase.

Jase gets a phone call from YoWSH, they ask if she has ever been in a service like this before.

Accessible

The 'Front Door' Digital platform is easy for people with differing needs to use. It is consistent and clear in its language and the descriptions are targeted at people experiencing homelessness, rather than service providers. It is easy to navigate and intuitive in its design and is available in multiple formats. It uses visual descriptions and photographs where possible, ensuring people with literacy issues can access the information.

Intuitive

The front-end is targeted at mainstream service providers and people experiencing homelessness, rather than navigators trained in its use. It is designed with their needs in mind, utilising best practice User Experience design. It should mirror the usability of other familiar digital products with similar functions, such as *Airbnb*, *Trivago* or *Real Estate.com*.

Efficient

The back-end database will be simple and easy for service providers to understand, use and update, without extensive training required. It is time-efficient, and minimises the resources used to keep it updated. The efficiency encourages quick, live updating.

Responsive

It must be 'mobile first' allowing its use in outreach situations, or quick inputting during a busy work shift.

Visible

The 'Front Door' Digital platform is easy to find for people with differing needs. It is optimised and friendly to search engines with strong branding and a clear purpose.

Trusted

The information on the 'Front Door' Digital platform is reliable and comprehensive. All services both funded and non-funded by the Department of Communities are listed and feel collective ownership over the platform. The information is maintained, and the vacancies are updated live. The directory is accurate and unbiased and is seen as the go-to source for information within the homelessness sector.

Co-designed

The digital platform is designed collaboratively with all end users. It involves best practice in user experience design. The voice of lived experience is championed throughout the design process and the needs of the service providers are incorporated. Service providers and key system players are involved in all stages of the project which builds a sense of collective ownership over the finished platform and incentivises its use.

Integrated

The 'Front Door' Digital platform finds ways to integrate with existing directories within the sector while plugging existing gaps. It also seeks to integrate with other systems that service providers use, including the 'One Story' systems described later, to minimise jumping between programs in their day to day work.

PROTOTYPE

Core Functions

The 'Front Door' Digital platform will:

- Publicly display a comprehensive list of all homelessness related services within Western Australia including:
  - their role and service description,
  - location - limited to suburb level where sensitivity is necessary,
  - photos of the accommodation,
  - the maximum length of stay,
  - the amenities and services available,
  - their behavioural expectations or 'House Expectations',
  - their administration requirements and eligibility requirements, and
  - contact details or an automated 'Apply Now' button.
- Require a back-end service provider or navigator log-in to display:
  - Exact number of vacancies an accommodation provider has available.
  - Vacancies that are not available or are on hold due to maintenance, staffing and safety constraints.
  - Vacancies that require careful allocation due to current demands of that service.
  - Accepted 'acuity' level.
- Display when an accommodation service provider has availability to accept bookings and when a vacancy might become available.
- Facilitate the connection of person experiencing homelessness with service provider by:
  - Including simple screening questions (as opposed to full assessment or long questionnaires) to direct people to the 'right' support.
  - Sending automated forms to providers with live notifications.
  - Creating feedback loops with notifications, text message, live chat or email functions.
- Has the ability to map trend point in time data in the utilisation of accommodation services and vacancies within the system.
- Houses digital feedback mechanisms for service users to prompt ratings and feedback on their experience with Navigators and accommodation service providers.

What is it?

The 'Front Door' digital platform is a mobile-enabled web application which serves as an integrated homelessness service directory and accommodation vacancy system. It is inclusive of all accommodation and support service providers within the homelessness system and offers user-centric descriptions. These allow for people accessing services to understand what the experience of staying there might be like, see photos of the service, and know what they need to do and bring to be accepted there. The descriptions will include as many visual representations as possible and follow web accessibility requirements enabling those with literacy difficulties and those with diverse needs to access the information.

The web application will be accessible via multiple channels, only requiring the internet to access. These might be public or private desktop computers, smartphones or tablets, and it will have strong branding and marketing, increasing its visibility within the community. It will include industry best practice in search engine optimisation (SEO) and user experience design which will ensure that the people using it will be able to find it easily and have a positive user experience when they do. It must build upon the work already completed in this space and be co-designed specifically with a diverse range of user cohorts in order to ensure sensitivity to the needs of people experiencing homelessness. The back-end

database where service providers will update their service description and vacancies will be simple and will only require a small amount of training to use which will be delivered by the NWD coordinating function. It will be integrated in the back-end with the 'One Story' Database offering a seamless transition from availability searching to referrals and assessment.

The availability of vacancies with each service is displayed publicly, along with basic eligibility details, allowing people seeking accommodation to know what is available when they need it. The exact number of vacancies and the accepted acuity is limited to those service providers who are able to

conduct 'One Story' Assessments to allow careful referral. The number of vacancies within each service is consistently updated each morning and as the vacancies are filled or released throughout the day, allowing Navigators to direct people to providers where they are assured referrals will land. There is the capability within the back-end of the platform to list a vacancy as being on hold and declare the reason for this, which will ensure people are not referred to a provider that does not have the capacity to accept them.

Risk	Description	Mitigation/Action
Ongoing development is not provided for	There is a common pattern in digital development in both Government and Non-profit sectors of building digital platforms with one-off grants and then leaving them to 'set and forget'. In current technology systems, iterative development is the benchmark and rapid changes to consumer expectation and digital capability require that systems are monitored and updated frequently.	Ensure that procurement of the digital platform also provides for ongoing development. Consider the development of API systems to be able to share information across multiple online directories rather than duplicating information.
Poor user experience	This is a complex touchpoint, with high emotions surrounding any referral process. A clunky, or complex experience could make that worse. For services, a product that is hard to use will exacerbate feelings of overwhelm.	Embed user experience design, including co-design, in the development of the product. Have fast access to phone support where digital self-help fails.
System duplication	Updating multiple systems adds to a feeling of overwhelm, rather than seamlessness.\n\nThe online environment should replicate the feeling of 'any door is the right door' rather than multiple competing options with different advice and data.	Provide opportunities to integrate 'Front Door' with other systems, or have 'Front Door' replace systems such as Bed Count. Consider integration of 'Front Door' with an existing directory during procurement. Consider the release of API data to allow integration of live service availability to other platforms.
Data not kept live	Liveness of data is critical for the accurate functioning of this initiative but has been difficult to achieve in existing platforms. Accommodation service providers are not yet conditioned to provide live information,	Ensure that detailed user experience design of 'Front Door' enables and encourages live updating. Make contractual obligations to live update. Build in data reporting that tracks the frequency of updating to be supported by the coordinating function.
Unmet demand and the role of existing data collection systems	Unmet demand is currently measured through the Special Homelessness Services Collection (SHSC) and relies on service provider recording the people they had contact with but were unable to support. A live listing of vacancies is likely to decrease the number of phone calls as people will no longer need to ring around to find vacancies. Will have impact on current reporting.	Build in unmet demand statistics to tracking in 'Front Door' Application. Explore and negotiate the interplay of this data with Federal SHSC data. Seek integration with existing collection methods.

'One Story' Database

A central platform for the storing of stories, with consent, for the benefit of service users.

Summary

In order to prevent people experiencing homelessness from having to tell stories over and over, a reliable, efficient means of sharing assessment data and previous histories must be in place. The 'One Story' Database is a new platform for people experiencing homelessness to store their stories (in the form of common assessment data) and to share this data with the providers they choose.

The information captured in the 'One Story' Assessment is input directly into the 'One Story' Database and secured using a password which the person being assessed holds, ensuring control and confidentiality for the person experiencing homelessness. A link to this information can then be included in referrals which will reduce the need for other service providers to re-assess.

Context

Current homelessness service providers do not have a centralised function for sharing the information of people who come through their doors. The prevalence of transience amongst people experiencing homelessness means that service users who have had previous contact with homelessness services may 'pop up' somewhere else in the system, where their story would need to be repeated. This can happen multiple times, which has been described as having the potential to re-traumatise. The SHIP has been implemented in Western Australia to optimise confidentiality, a noble principle, but lacks the ability to handover information for joined up support. It also places the ownership of customer information in the hands of service providers, rather than service users.

Examples of joint databases for the sharing of the basic 'story' of people experiencing homelessness include the Queensland Homelessness Information Portal, and the By Name List utilised with rough sleeper populations in Western Australia, and more broadly in other global jurisdictions.

While a joint database is necessary to prevent the repetitive telling of stories, it is not sufficient in of itself. In some jurisdictions where a joint database already exists, repetitive storytelling still occurs, because there has not been adequate effort placed on the quality and consistency of its use, or in developing trust between providers. A joint database will only succeed with this additional support.

Shelley meets with Ian. He tells her he doesn't want to go back to the street because he is worried about his health.

Shelley asks the 5 NWD screening questions (she knows them off by heart) and confirms that Ian will need a specialist homelessness support.

Shelley asks Ian if she can check the 'One Story' database for his name. Ian thinks that will be fine.

Shelley logs into 'One Story', and the system asks Ian's security access question. Ian gives it to Shelley.

The 'One Story' database tells Shelley that Ian already has a lead worker listed, Jamie at the Street Day Centre, but hasn't seen Jamie in a while.
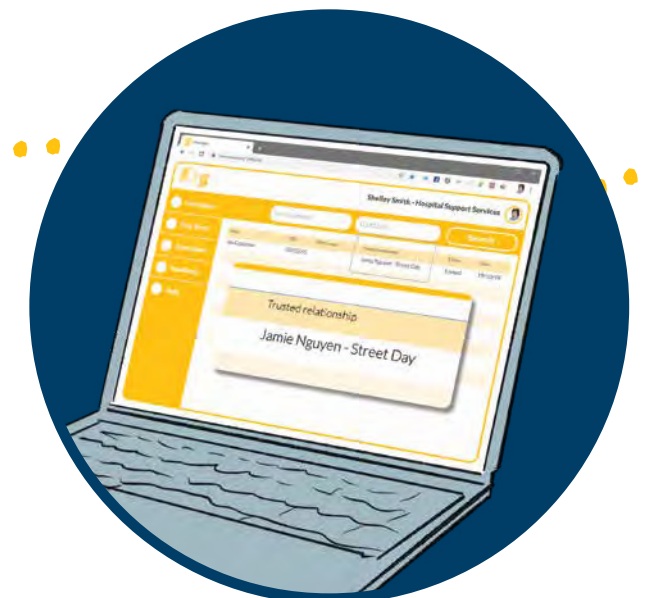
DESIGN PRINCIPLES

Privacy first

The 'One Story' Database maintains the privacy and security of people experiencing homelessness. Data is secured using methods that enable people experiencing homelessness to maintain control - e.g. through passwords or secret question (with backup systems where these are forgotten). Data is particularly protected from statutory and policing organisations where the disclosure of data could prevent people help seeking or being honest about their situation.

Data owned by the user

The database is constructed in such a way that people experiencing homelessness are able to view, export and de-identify the data captured about them. Assessment data can be deleted. The consent of the person is required to allow a service to have access to the data. The person can choose to have another assessment done, rather than share previous assessments.

Limited

The database is not a comprehensive set of case notes of all interactions, instead it carries a data set limited to their most recent assessment, demographic data, their chosen support worker, and their current known housing.

Integrated

Wherever possible, the database is integrated with other system wide data bases, particularly the By Name List and SHIP. Duplication of data input should be avoided as a priority. Integration with the 'Front Door' Digital application will allow efficient referral. There may be some capacity in the future development of 'One Story' to utilise SHIP's capabilities for 'clustering'. There are likely implications here for SHSC data collection and potential regulatory barriers which will need to be explored. Replicating SHIP definitions could be beneficial.

Beyond funded services, into trusted services

The database is accessible by specialist homelessness providers, and approved 'Front Door' Navigators, and other approved accommodation providers, irrelevant of whether they are funded by the Department of Communities or not. It is not available to the public, or to organisations that are not recognised 'Front Door' Navigators; or specialist homelessness services.

Co-designed

The database is designed collaboratively with all end users. It involves best practice in user experience design. The voice of lived experience is championed throughout the design process and the needs of the service providers are incorporated. Service providers and key system players are involved in all stages of the project which builds a sense of collective ownership over the finished platform and incentivises its use.

Core Functions

The 'One Story' Database will:

- Provide a central digital home for the storing of customer data that can be shared across the system. This includes:
  - The 'One Story' Common Assessment Information
  - Demographic data
  - Chosen support worker
  - Current (or most recent) known housing situation
- Allow sharing of the data to trusted providers, with express consent and control by the service user themselves.
- Has the ability to map deidentified trend and point in time data of the movement people through the homelessness system.
- Provides ability for service users to delete personal data and assessment and to de-identify demographic and trend data.

PROTOTYPE

Risk	Description	Mitigation/Action
Denying access means denying service	Service users may decide that they would prefer not to share old assessment data with their current service providers. Service providers could use this as a reason to deny service: 'we can't help you if we can't see the assessment'.	Clear policy that not allowing access to 'One Story' cannot be a reason for denying service. Provide options for assessments to be redone, rather than giving access.
Fear of statutory services	Help seeking is already impacted by fear of police or child protection intervention. Sharing data, particularly with Government providers, could impact help seeking.	Ensure consent driven access only. During co-design, consider methods for overcoming barriers.
Cross over with By Name List functions	Some inspiration for the 'One Story' Database has been taken from the function of the By Name List, currently utilised with rough sleepers, which houses ViSPDAT data and other similar data for rough sleepers. Cross over of functionality will be confusing for homeless service providers.	Work closely with those involved in Housing First roll out to establish a seamless experience. At a minimum, develop a front-end for service providers so that, from their perspective, they feel like they are only inputting into one system. Consider a staged rollout with the By Name List. Utilise learnings from By Name List operations, to inform the development and integration with the wider systems.
Duplication with internal service databases	Updating multiple systems adds to a feeling of overwhelm, rather than seamlessness. The need to record into multiple sources has led to problems in sustainability of NWD systems in other jurisdictions.	Consider integration with existing database systems, particularly SHIP. Ensure development has a strong understanding of existing data base systems.
Privacy and security	Other digital products in the Government space have struggled to embed privacy and security that keeps service users in control of their data.	Embed best practice privacy and security. Ensure informed choice and consent from service users.
Ongoing development	In current technology systems, iterative development is the benchmark and rapid changes to consumer expectation and digital capability require that systems are monitored and updated frequently.	Ensure that procurement of the digital platform also provides for ongoing development.
Poor user experience	For services, a product that is hard to use will exacerbate feelings of overwhelm and lead to more worker time spent on administration rather than supporting people.	Embed user experience design, including co-design, in the development of the product.

Person requests assistance from a Front Door Navigator or Accommodation Service provider to find accommodation and/or support.

Provider asks screening questions to establish if the person requires a homelessness response

Provider checks the One Story Database for their details using name, date of birth and other identifying information.

Provider identifies person in database and asks for consent to access their previous 'One Story Assessment' using a password or security questions

Person gives provider password or security question answer.

Provider looks over 'One Story' Assessment to see if any updates are necessary. Also checks VISPDAT if necessary.

Person and provider have conversation to update their situation and needs in One Story.

Accommodation provider with vacancy utilises One Story to make a decision about housing the person.

Person and Provider update One Story over time.

If not needing a homelessness response, offer other problem solving support or support accessing other service systems.

No record. Provider opens a new record if Person provides consent to be listed on One Story

Person decides not to provide consent

One Story assessment is out of date or very inaccurate

Person and provider have a conversation to complete the One Story Assesssment and VISPDAT if necessary.

Person provides consent to allow their One Story to be stored on the database (or decides not to with no penalty)

If a Front Door Navigator or accommodation has no vacancy, provider utilises One Story to match person to an appropriate vacancy or support service.

Person provides consent to share One Story Assessment with accommodation provider or support service.

PROTOTYPE

Shelley Smith - Hospital Support Services

Customers

Ian Capstone   02/02/65   Search

One Story

Name	DOB	Best Contact	Trusted relationship	1Story	Date
Ian Capstone	02/02/65	-	Jamie Nguyen - Street Day	Lapsed	19/10/19

Front Door

Feedback

Help

Shelley Smith - Hospital Support Services

Customers

Ian Capstone   02/02/65   Search

One Story

Life Area	Score	Updated
Housing	1/5	7/20
Family	2/5	7/20
Mental Health	2/5	7/20
Drug and Alcohol	1/5	7/20
Conflict	4/5	7/20
Support systems	2/5	7/20
Economic	1/5	7/20
Help Seeking	3/5	7/20

Front Door

Feedback

Help

Acuity 16 Mid-Hi

Protective factors

Significant challenges

'One Story' Assessment and Referral Tool

A three-stage common assessment and referral tool which allows people to tell their story, and captures the information necessary to determine and prioritise need and complexity.

Summary

The 'One Story' Assessment and referral tool is an agreed-upon method which all service providers use to replace their current intake assessment processes. It is built on common definitions and language which builds consistency and provides a foundation for trust between service providers. A common assessment is part of the solution to prevent repetitive, traumatic storytelling.

The Assessment is staged to avoid very in-depth questions for people who don't need an intensive assessment. It only asks the necessary questions, based on the circumstances, in order to determine what the appropriate next step is. The referral tool ensures that consistent information is being captured and shared between services, improving accuracy of referral.

Based on international learning, the 'One Story' Assessment includes an 'acuity scale' that provides a benchmark and common language for the level of need a person presents with, so that they might be matched with the right service provision. Each service type will be expected to develop a clear description of their 'acuity capability' - the level of need that they are expected to be capable of addressing, given their position in the system and resourcing available.

Each time a person presents for referral, Navigators and Accommodation services will first ask if they have ever been assessed using 'One Story' before. If they have, and the assessment remains accurate, then a further assessment will not be conducted.

Context

Currently within the homelessness sector there is no single, agreed, assessment tool for all people experiencing homelessness though most intake assessments tend to cover similar ground. Co-design participants described the need for a common language around acuity and assessment as a driver for collaborative work, and for preventing people having to repetitively tell their stories.

Previous attempts to develop common assessment frameworks in the homelessness sector have tended to dissipate through a lack of effective resourcing and maintenance. In recent times, the ViSPDAT has become an international standard for assessing the acuity of those who struggle with rough sleeping or chronic homelessness, and the roll out of the Housing First initiative in Western Australia is likely to see the wider use of the ViSPDAT amongst those populations. Co-design participants expressed concern about the appropriateness of the in-depth questions of the ViSPDAT for those who are not chronically homelessness. The Calgary acuity scale provides a consistent baseline and common language for youth service providers to assess need amongst people presenting at services and youth service providers in Western Australia have begun experimenting with its use. The Common Risk Assessment and Risk Management Framework (CRARMF) tool has been a successful collaboration in the current women's refuge service system in Perth, and opportunities to utilise CRARMF within 'One Story' when people present with FDV needs should be explored. The Queensland Government has utilised a common assessment tool (Common Homelessness Assessment and Referral Tool – CHART) which streamlines this process and offers a shared language; however, it is only adopted by Government funded services and a lack of ongoing training and support in its use has led to inconsistencies.

The 'One Story' database tells Shelley that Ian already has a lead worker listed, Jamie at the Street Day Centre, but hasn't seen Jamie in a while.

The last 'One Story' Assessment on there is now 9 months old - it probably needs redoing.

Shelley completes the 'One Story' Assessment, which gives her more context for finding accommodation for Ian - she knows that with Ian's drinking, this could be a tough ask.

The 'One Story' Assessment gives Ian a score of 16 - its not the lowest, but it is up there.

Given that Ian is rough sleeping, she'll also need to do a Vi-SPDAT - the 'One Story' Assessment has captured some of that information, so she doesn't redo those questions.

Shelley checks the 'Front Door' App with Ian - there is a vacancy at Alma House, but she can already see that they don't have the set up to take someone with a 'One Story' score like Ian's. It would set him up to fail.

DESIGN PRINCIPLES

Integrated

The 'One Story' Assessment tool must be integrated with other common assessments used in the system. In particular CRARMF and ViSPDAT.

Consistent

The 'One Story' Assessment is conducted with consistency and a high level of standards. The language and definitions used within the assessment are agreed and understood by all. The training and support received by the Navigators and other assessors enables the assessment to feel the same, regardless of who is conducting it.

Trusted

The assessment is relied upon by all players in the system both funded by Government and non-funded to capture enough of the right information from the person being assessed to enable informed decisions. The data captured by it is seen to be accurate and reliable.

Co-designed

The questions in each stage of the common assessment are co-designed with people with lived experience of homelessness and with service providers, ensuring 'buy-in' and that they are appropriate for the needs of all users.

Minimum information required

The questions have been designed in order to sensitively gather the least amount of intrusive information that is required from the person experiencing homelessness. Their intent is to capture enough detail to help make decisions and establish acuity whilst not being intrusive or traumatising.

Core Functions

The 'One Story' Assessment and referral tool:

- Will have three stages:
  - Stage 1 - a series of five simple screening questions designed to determine whether a specialist homelessness response is required, or if another response is more appropriate (for example through the FDV systems or to be diverted from the homelessness system altogether). These can be delivered informally and verbally. If a person does not require a homelessness response then they are not assessed further, but rather warmly referred on to another sector.
  - Stage 2 – a more detailed 'One Story' Assessment for those who require a homelessness response (if one is not already present in the system). This collects the most important stories, and data needed for decision making, navigation and service intake.
  - Stage 3 - ViSPDAT assessment for rough sleepers and those who struggle with chronic homelessness. Storage of the ViSPDAT should be integrated with the By Name List.
- Will be housed within the 'One Story' shared database.
- Formatted for simple completion on a tablet, desktop or in paper-based form that can be uploaded.
- The standard of delivery of the assessment will be accountable to the NWD coordinating function who will train the Navigators and ensure consistency.

Screening Assessment - 5 Verbal Questions
To determine if a person requires a homelessness response

'One Story' Common Assessment and Referral
To establish basic acquity for triage and referral

Vulnerability Index Service Prioritisation Decision Assistance Tool (ViSPDAT)
For specialist data collection and prioritisation for chronic homelessness

Non-homelessness response

Refer to Specialist Homelessness Service Provider

A note about Moderation

For a common assessment framework to be an effective tool for collaborative work, and for preventing people from repetitive storytelling, it's use must remain consistent and accurate over time. To keep consistency and accuracy it must be well supported. Part of this is the training suggested above, but one-off training is unlikely to maintain consistency. In other industries where assessment is done, such as medicine or teaching, a system of moderation is used. This involves collectively cross checking a sample of assessments in order that a consistent understanding exists. A recommendation of this project is that systems of moderation are established internally in organisations that provide homelessness services, but also that 'No Fail' Meetings include a moderation component, getting consensus on the acuity described in cases that are brought forward.

Risk	Description	Mitigation/Action
Stories changing over time.	A disadvantage of shared assessments, and avoiding reassessment, is that people's stories can change over time. Old 'negative assessments' could follow people and become a barrier to service access.	Clear policy allowing updates of assessment. Always provide service users the option to start the story from the beginning and re do assessment at their request.
Inconsistency of assessment. Lack of trust of others assessment.	Inconsistent assessments lead to mistrust.	Provision of training and moderation as a part of implementing a NWD system. Access to 'One Story' Database only available to approved providers.
Lack of disclosure from people misconstrued as poor assessment.	The accuracy of assessments relies heavily on the information provided by the person experiencing homelessness and their trust that the information will not be used against them in strict criteria-based support models. This happens in all assessment, but external assessment is more likely to be 'blamed' than internal assessment.	Provision of training as part of implementation. Utilise 'No Fail' Meetings for supportive moderation and maintaining culture of understanding rather than blame.
Early errors weaken trust	It is likely that in the implementation of this initiative, there will be a learning curve, and errors in assessment will occur. This could be used as evidence that the initiative 'doesn't work'.	Frame the change with the learning curve as a transparent part. Utilise 'No Fail' Meetings for supportive moderation and maintaining culture of understanding rather than blame.
Duplication with other Common Assessment Formats	Other formats are currently in use within the Homelessness system and adjacent FDV systems.	Pursue integration with other systems particularly ViSPDAT and By Name List in Rough Sleeping space and CRARMF in FDV space.
Organisations prefer to design their own assessments or have requirements to use an internal 'common assessment'.	Organisations have a sophisticated understanding of their own service needs and seek to fine tune assessment to respond to this, or redesign based on feedback from service users. Other organisations have pursued internal NWD systems between a suite of services and have already developed a Common Assessment.	This document has not outlined a specific design of the assessment. It is advised that the assessment does not dictate 'specific' questions but rather areas that need to be explored and best practice methods for enquiring about those. More important for consistency is the way that an assessment conversation unearths 'acuity'. A consistent acuity scale is more important than consistent questions or question order. See below for an example of the Canadian acuity scale. See the 'One Story' screen images for a prototype of how another acuity scale could be presented. Detailed design of the tool will be necessary.

Calgary Youth Acuity Scale

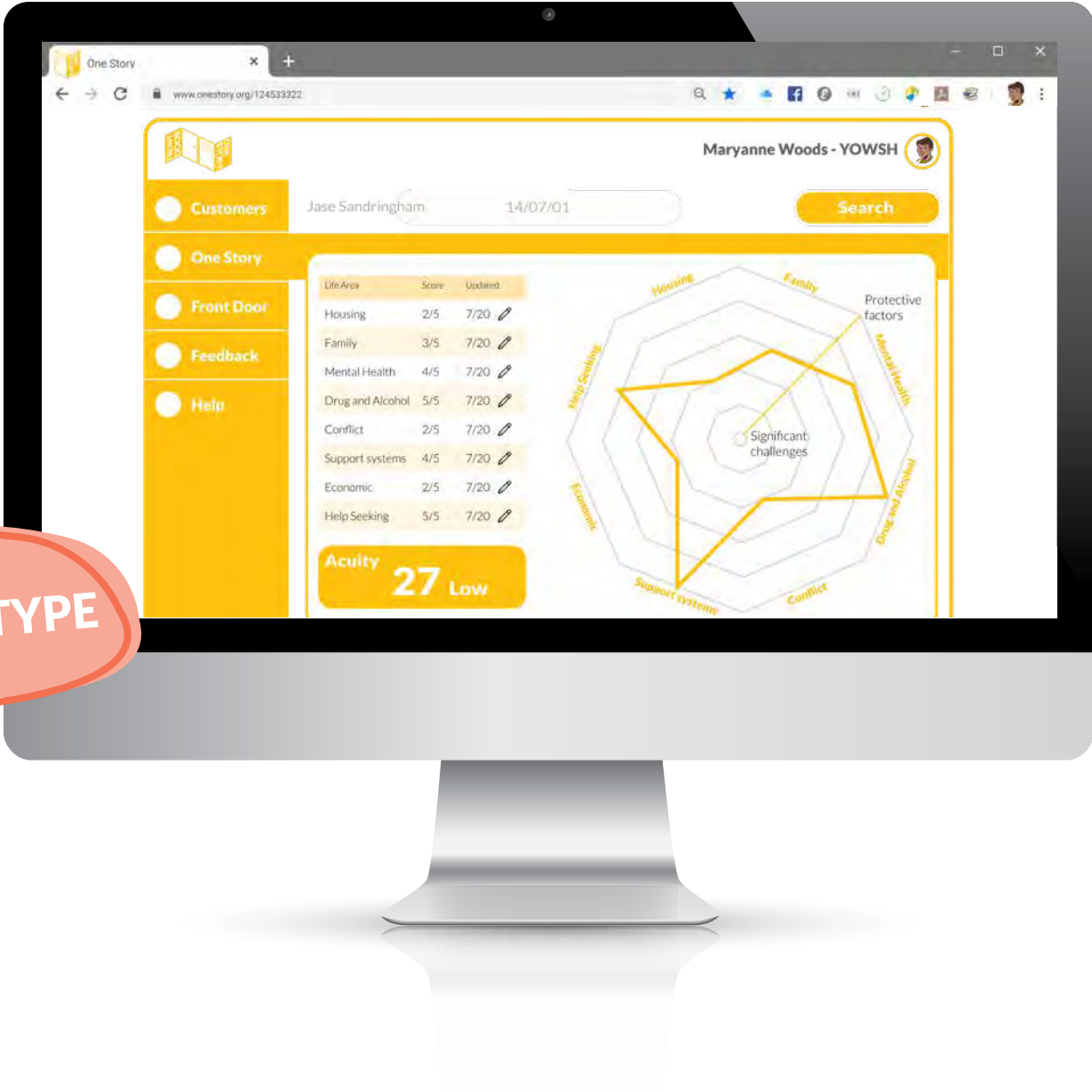|	-3	0	3	4	5
Age	23 to 24 year old	20 to 22 year old	18-19 year old	16 to 17 year old	15 year old and younger
Current Housing	Young Person is in safe and stable housing for more than 1 year	Young Person is in safe and stable housing for 3 to 12 months	Young Person is in safe and stable housing for less than 3 months	Young Person is in unstable housing	Young Person is homeless (including shelter and couch surfing)
Financial Readiness for Independence*	Financially ready for independence; Young Person can afford basic needs* and housing upon discharge	Financial readiness to be independent is age appropriate; minimal preparation and support required; Young Person is engaged in preparation	Financial readiness to be independent is age appropriate; moderate preparation and support required; Young Person is engaged in preparation	Financial readiness to be independent is not age appropriate; significant preparation and support required; Young Person is engaged in preparation	Financial readiness to be independent is not age appropriate; significant preparation and support required; Young Person is not engaged in preparation
Living Skills*	Young Person is able to perform all daily living skills	Young Person is able to perform most daily living skills	Young Person is able to perform some daily living skills	Young Person is unable to perform most daily living skills	Young Person is unable and/or unwilling to perform daily living skills
Social Competency	Young Person is able to socially adapt to all situations; excellent ability to effectively communicate and interact with peers and adults	Young Person is able to socially adapt to most situations; good ability to effectively communicate and interact with peers and adults	Young Person is able to socially adapt to some situations; struggles at times to effectively communicate and interact with peers and/or adults	Young Person is unable to socially adapt to most situations; struggles most of the time to effectively communicate and interact with peers and/or adults; ability to form and maintain relations is compromised	Young Person is unable to socially adapt to situations; struggles consistently to effectively communicate and interact with peers and/or adults; ability to form and maintain relations is severely compromised
Support System	Family/friends provide positive supports and are consistently available to help	Family/friends provide positive supports, however are not consistently available to help	Family/friends are available but lack the desire, ability or resources to help	Family/friends are available but are mostly disruptive to Young Person stability/functioning	No available supports from family/friends; Young Person is socially isolated
Education/ Employment	Young Person is employed and/or attending school; Young Person is effectively managing work/school all of the time	Young Person is employed and/or attending school; Young Person is effectively managing work/school most of the time	Young Person is not employed or attending school; Young Person is consistently engaged in help seeking and support services	Young Person is not employed or attending school; Young Person is inconsistently engaged in help seeking and support services	Young Person is not employed or attending school; Young Person is not engaged in help seeking and support services
Mental Health Supports	No mental health issues present, no supports required	Mental health issues present; Young Person is engaged in mental health support services; consistently practicing self-care	Mental health issues present; Young Person is engaged in mental health support services; inconsistently practicing self-care	Mental health issues present; Young Person receptive to mental health support services but currently not engaged	Mental health issues present; Young Person refuses to engage in mental health support services
The following domains are scored differently	0	2	3	10	20
Mental Health	No mental health issues present	Mental health issues present; minor impact on daily functioning	Mental health issues moderate impact on daily functioning	Mental health issues severe impact on daily functioning	Severe mental health issues present; unable to perform daily functions; Young Person at risk of harming self and/or others
Drug and Alcohol Use	No use; complete abstinence from alcohol, drugs or gambling	Use is experimental, social or recreational; no present impact in MLAs*	Use is beyond experimental, social or recreational; adverse consequences are becoming apparent in some MLAs*	Use is habitual and an established pattern of use is evident; adverse consequences are apparent in all MLAs*	Substance dependency present; serious adverse consequences are apparent in all MLAs*; treatment intervention may be necessary
Victimization	Young Person not at risk of being victimized; no known history of victimization	Low risk. History of victimization but no longer occurring; effectively using personal safety strategies and/or professional supports	Moderate risk. History of victimization but no longer occurring; aware of but not consistently using personal safety strategies and/or professional supports	High risk. History of victimization but no longer occurring; Young Person is at risk as not aware nor using personal safety strategies and/or professional supports	Young Person is currently being victimized; immediate support and intervention is required
Medical Needs	No ongoing medical issues	Medical condition present; receives regular medical care	Multiple medical conditions present; receives regular medical care	Medical condition(s) present; inadequate and/or intermittent medical care received	Intensive medical needs present; needs immediate medical care and treatment

12 - 24	Low Acuity
25 - 39	Low – Medium Acuity
40 - 54	Medium - High Acuity
55+	High Acuity

PROTOTYPE

Shelley Smith - Hospital Support Services

Customers — Ian Capstone — 02/02/65 — Search

One Story

Front Door

Feedback

Help

Life Area	Score	Updated	
Housing	1/5	7/20	✎
Family	2/5	7/20	✎
Mental Health	2/5	7/20	✎
Drug and Alcohol	1/5	7/20	✎
Conflict	4/5	7/20	✎
Support systems	2/5	7/20	✎
Economic	1/5	7/20	✎
Help Seeking	3/5	7/20	✎

Acuity
16 Mid-Hi

PROTOTYPE

Maryanne Woods - YOWSH

Customers — Jase Sandringham — 14/07/01 — Search

One Story

Front Door

Feedback

Help

Life Area	Score	Updated	
Housing	2/5	7/20	✎
Family	3/5	7/20	✎
Mental Health	4/5	7/20	✎
Drug and Alcohol	5/5	7/20	✎
Conflict	2/5	7/20	✎
Support systems	4/5	7/20	✎
Economic	2/5	7/20	✎
Help Seeking	5/5	7/20	✎

Acuity
27 Low

'No Fail' Meetings

Small, weekly collaborative meetings of those close to the ground. A forum for problem solving for people who struggle to have their needs met, and an avenue to build trust throughout the system.

Summary

The 'No Fail' Meeting is a group of front line accommodation and support workers from multiple agencies who come together regularly in the spirit of open and transparent collaboration to find housing and support options for people experiencing homelessness who fall through the gaps. The 'No Fail' Meeting is based on the experience of the work with rough sleepers as part of the 50 Lives 50 Homes project and Canadian models in Calgary and St Johns. 'No Fail' Meetings would be in place to meet the needs of all cohorts, not just rough sleepers.

Whilst the primary role of 'No Fail' Meetings is to allow problem solving between support and accommodation services, they are also a key forum for service connection. They encourage the building of empathy and practice consistency between players, critical for developing the trust needed for responsive cross agency work that benefits people experiencing homelessness.

Context

In the existing system, it is common for people to fall through the gaps of provision and struggle to find timely support. This is particularly true for people who have complex needs or 'multi -system' experiences – that is they are engaged with multiple systems; child protection, justice, mental health, immigration. Strict acceptance criteria, or waitlists become a barrier to timely support.

In an environment of accommodation scarcity, it is also common for there to be no available accommodation options on any particular day. It is also common for people to exit short term accommodation options with no suitable or sustainable longer-term accommodation options available. This means that each person who leaves an accommodation service into homelessness rejoins the list of those seeking, leading to greater problems in bottlenecks. It is appropriate to describe these moments as the system failing to meet the needs of people.

Whilst the platforms and behaviours identified previously in this report go some way to improving those problems in service accessibility, some back up mechanism is necessary. Within current system provision, that usually becomes the work of a single case manager, or advocate, trying to independently problem solve with the person they are supporting. Co-design participants identified that the best solutions happen when people in the system work together to problem solve. Recent work in Housing First models have demonstrated successful outcomes for the most at-risk people through the use of collaborative problem-solving mechanisms.

A lack of recognition of collaborative outcomes, and competitive pressures within the system have led to difficulties in collaborative work at the ground level.

Ian is told he can only stay one more night in hospital, but is fearful of being left on the street again. He is told by Shelley that his case can be referred to a 'No Fail' Meeting, if he consents. The next meeting is tomorrow.

The 'No Fail' Meeting is held between the inner city rough sleeper providers. Ian's case is the second to be discussed.

Trent knows he has a vacancy in 2 days at Palmer Street, and listening to Ian's case is cautious of Ian's alcoholism. Shelley is open about the challenges, and he trusts Shelley's assessment.

Given Ian's ViSPDAT score, Mario from the Common Ground team indicated they'll also able to assist, but it will take about 2 weeks. Then Ian can have a permanent place.

With those supports in place, Trent agrees to offer Ian short term accommodation.

DESIGN PRINCIPLES

Choice and Control

The 'No Fail' Meetings are person-centric and ensure that choice and control ultimately lie with the person experiencing homelessness. While it may be difficult for people experiencing homelessness to attend meetings, (and inappropriate to attend whole meetings) the members of the meetings value the voice of those people and work to ensure that choice and control is maintained.

Collective accountability

The membership of 'No Fail' Meetings all recognise that the responsibility to find solutions for people is collective, and the failure to do so is a collective one.

Built from existing networks

Meetings are place-based, cohort focused or a combination, whatever makes most sense, utilising existing connections and relationships and tying in others who are needed. Where a similar meeting already exists, it would be built on rather than duplicated.

Relational

Foundationally, meetings are based on the strength of relationship between members. They share information and intel willingly and trust that the group will prioritise the needs of the people experiencing homelessness over the requirements of the individual agencies involved.

Flexible and responsive

Members collaboratively focus on the best solution for the people experiencing homelessness. They focus on the right fit for people that will be sustainable and meet the complex needs, rather than just the next available option. They are open and transparent with each other about resources, capabilities and their responsibilities. They work together to overcome common barriers and learn from each other's mistakes and successes.

Core Functions

The 'No Fail' Meetings will:

- Accept representation from 'Front Door' Navigators and Service Providers after the 'One Story' Assessment has been completed and when no appropriate accommodation options can be found. This can include people who are being evicted or whose current accommodation is due to end, providing an option for early planned intervention.
- Obtain consent from the people whose cases will be represented, and gain permission to share 'One Story' information, and other necessary information.
- Collaboratively triage the highest priority cases.
- Develop plans to problem solve, including securing additional outreach or specialist support that might allow people to be accommodated.
- Update 'One Story' Database with outcomes of meetings.

Person presents at a homelessness service or 'Front Door' Navigator and is assessed using One Story to establish need and acuity

Person does not find a vacancy or support which meets their needs

Person is asked if they would like their case presented at the next No Fail meeting to try and find a solution.

The Person provides consent via their password for their 'One Story' assessment to be accessed and discussed by the group

The Provider refers Person to the 'No Fail' Meeting via email

Provider stays in contact with the person to ensure they are supported while they wait for the outcome.

Person receives a call from their provider who discusses the potential proposal found through the 'No Fail' meeting

The Person chooses a direction that they are happy with

The Person and provider jointly action the chosen direction, including warm referral to chosen accommodation.

The Support Service Provider updates the Person's 'One Story' entry and gives feedback to the No Fail meeting

The Support Service Provider attends the 'No Fail' Meeting (via video conference). The person may attend if practical.

The provider represents the person's case honestly and faithfully

The Person's acuity and 'story' is discussed between all members of the 'No Fail' Meeting and priority for housing established within the group

Housing options for the Person are discussed; including the need for additional supports; some potential solutions agreed. A proposal for action is created.

There are no options presented that are appropriate (to be avoided wherever possible)

The group ensures that longer term support is available. and potential future follow up through the No Fail meeting

How does it work?

'No Fail' Meetings are a safety net within the system. They serve to ensure that those people experiencing homelessness who have multi-system or complex needs are heard, and that the right accommodation options are found, and that they are supported to maintain the accommodation option that best suits their needs.

In the metro area, 'No Fail' Meetings are likely to be built from existing networks, focusing on the combination of specific user cohorts and location (e.g. Fremantle rough sleepers, young people, families with children, mental health). In regional areas, a place-based response is preferred, with the local networks already readily established (and many informally offering 'no fail' responses). In this way established relationships and local knowledge can be leveraged to find outcomes for people who are unable to secure accommodation. While initial meetings might be face to face to develop culture, in order to ensure viability and brevity, most 'No Fail' Meetings will utilise video conferencing technologies.

They operate using a strong person-centred approach by putting the needs of the person experiencing homelessness first, above those of any one organisation. Initially facilitated through the coordinating function, meetings later graduate to self-management with a clear set of cultural principles.

The expectations of meetings are made explicit so that a culture of collective responsibility and accountability is created. Members come to the meetings with the attitude of finding the right solution for the person with the highest priority of need, determined by vulnerability, acuity and complexity. The membership is comprised of front line workers empowered to make decisions, rather than manager level staff, enabling transparent sharing of front line intel which can create a shared context and inform appropriate solutions for the people referred. Support service providers and accommodation service providers attend so agreed solutions will land and the person will receive a continuation of their support throughout the process of being housed.

Risk	Description	Mitigation/Action
The 'No Fail' Meeting becomes log jammed with too many cases or become a future 'hand ball' for complex cases.	In an environment of accommodation scarcity, 'No Fail' Meetings become another 'wait list', where people are monitored but never find options. The 'No Fail' Meeting only ever deals with historic cases rather than those who need immediate support.	A problem for monitoring and iteration during early implementation. Learn from the experience of Housing First groups. Consider 'conditions' for representing a 'No Fail' case – but avoid strict criteria. Ensure that data from 'One Story' and 'Front Door' platforms can be utilised by the coordination function for making supply shortages clear and specific.
Workload is onerous.	An additional meeting once a week becomes a burden for already overstretched services.	Other parts of NWD should find efficiencies (e.g. less assessment time, fewer phone calls to ask if there is accommodation available), but this needs to be tested in practice. Meetings must be well facilitated and lean. Use of video conference as preference with irregular face to face for strong relationships. Avoid duplication by looking to build on existing structures.
'No Fail' Meetings 'fail' through accommodation scarcity	Where demand radically outstrips supply, 'No Fail' Meetings can not overcome the barriers to housing. People begin to describe 'No Fail; Meeting as 'fail' meetings undermining their potential value as a collaborative structure.	Frame 'No Fail' Meetings realistically within the system, focused on collaborative problem solving, which may mean longer term support options rather than housing. Ensure honestly and transparency with Service Users about the likelihood of success. Consider conditions for representing a 'No Fail' case – but avoid strict criteria. Potentially focus early case representations on people who could access existing vacancies if improved collaborative supports were in place.

No Fail Meeting Agenda Template

Cohort
- Rough Sleepers
- Youth
- CaLD
- Families
- Other _____

Date
Time
Location / Zoom
Members
Apologies — Time

Item	Detail	Time
Welcome	Acknowledgement of Country. Confirm membership and representation.	5
Returned Cases	Work through new solutions arising for clients who didn't receive or declined a solution. Update Client Case List.	10

Client Case List
Update client case list and status

Name	Status	Declined- why
X	Active	Declined- Option
	didn't feel safe	

New Cases	Table new case list. Collectively agree on priority and start with the highest priority case.	30
Learnings and Reflections	Share success stories. Share failure points and lessons learned.	10
Close	Update all stories on 'One Story' database	

No Fail Meeting Terms of Reference

Cohort
- Rough Sleepers
- Youth
- CaLD
- Families
- Other _____

Location:
- Perth CBD
- Fremantle
- Rockingham
- Mandurah
- Armadale

Meeting Structure:
Date and Time:

Meeting frequency

Purpose:
The No Fail Meetings aim to improve the collective responsibility between services and to ensure people experiencing homelessness with complex needs do not fall through the gaps and are given options for the next accommodation or support that they need.

Principles:

Flexible and responsive - Members collaboratively focus on the best solution for the people experiencing homelessness. They focus on the right fit for people that will be sustainable and meet the complex needs, rather than just the next available option. They are open and transparent with each other about resources, capabilities and their responsibilities. They work together to overcome common barriers and learn from each others' mistakes and successes.

Relational - Meetings strengthen relationships between members. We share information and intel willingly and trust that the group will prioritise the needs of the people experiencing homelessness over the requirements of the individual agencies involved.

Respect - We are person-centric and ensure that choice and control ultimately lie with the person experiencing homelessness. When they arent in the room, we speak the voice of those people we seek to find solutions for and aim to understand their complex needs. We value the needs of the people we serve. We take responsibility for the outcome of each person and do not refer a person out of the meetings without finding them a suitable option. We operate with the ethos of 'your client has a more pressing need than mine' and rather than a place to advocate for our own clients, we come to the meetings with the attitude of finding the right solution for the person with the highest priority of need, determined by vulnerability, acuity and complexity.

Collectively accountable - We recognise the importance of finding accommodation options which meet the needs of the people we serve, with the same respect we would if they were.

Place-based and contextual - We leverage local knowledge and relationships to find outcomes for people in the area that they are comfortable with.

Members
Including cultural representatives / roles and responsibilities

Name	Organisation	Contact Details	Role

PROTOTYPE

The Coordinating Function

A trusted function that provides support in assisting the system to develop and change over time. Supporting the collective ownership of homelessness.

Summary

Throughout co-design activities, participants described a desire for a collective accountability over the change needed to ensure a NWD system. In addition, a range of training and support needs surfaced as a way of enabling the change. The NWD coordinating function is designed to meet this need. It aims to provide oversight, increase trust and accountability within the homelessness system enabling the consistency and quality of interactions for people experiencing homelessness.

Taking a wider view, similar functions are likely to be needed to support other changes needed as part of the Strategy (for example in Aboriginal Wellbeing and Homelessness prevention). Housing First coordinating functions are already moving toward implementation.

It envisaged that any NWD coordination function should be strongly integrated with other coordinating functions to avoid duplication and to decrease complexity for the system. Integration is achieved by co-location, aligning KPIs and outcomes. All coordinating functions operate as one team, working towards a shared governance system and vision. Given the overrepresentation of

Aboriginal people in homelessness, strong cultural governance is recommended. All coordinating functions work towards seamless digital integration in order to effectively share data, and to ensure a streamlined digital experience for end users.

Context

Throughout the discovery phase of the project the co-design participants clearly stated that in order for a NWD system to function there needs to be collaborative systems put in place which enable collective accountability. In the current system there is very little visibility: over the way the system works, but also over the outcomes for people experiencing homelessness. This results in people being handballed from one service to another due to inappropriate referrals, repeated assessments, and duplication of services or support.

Increasing accountability in the system can be achieved by transparency of information and outcomes for people experiencing homelessness through feedback loops, increased accessibility and shared data, and standardised assessment and referral processes. In order to enact and support the required changes within the system, maintain oversight and build a sense of collective accountability a single Homelessness coordinating function is necessary which includes the functions of NWD and is integrated with the other functions outlined in the Strategy.

Objective

The Homelessness coordinating function aims to provide oversight, increase trust and accountability within the homelessness system enabling the consistency and quality of interactions for people experiencing homelessness.

The NWD coordinating function sits within the Homelessness coordinating function and aims to build capacity and improve visibility within the system to enable a seamless, connected and safe experience for those people experiencing homelessness, ensuring the right help is received the first time they ask and their feedback is heard and acted on.

DESIGN PRINCIPLES

Transparent

The coordinating function shares information regularly with the homelessness sector, Government and other system players. Reliable data is collected, and insights and trends are readily accessible in an easy-to-understand format. This helps to inform learning and development, and key decisions within the sector.

Knowledgeable

The NWD coordinating function holds specialist knowledge of the systems and platforms that the homelessness sector uses. They train and support Service Providers and provide access to the most up-to-date information in order to ensure a high quality of service delivery.

System Perspective

The coordinating function has visibility of the whole homelessness system, rather than a service level perspective. Through the data and the interaction with system players they can see where the system may be 'stuck' and can work to build capacity and provide support to those areas.

Trusted

The Homelessness coordinating function and the NWD coordinating function has legitimacy within the sector. They are respected by all services both funded and non-funded. They operate without bias, remaining impartial and objective in their advice, interactions and training to the sector. They maintain the professional integrity standards, ensuring that all services behave and conduct assessments and referrals in a consistent way.

Coaches, not police officers

The NWD coordinating function helps services to improve by offering ongoing support. They do not act punitively as a regulatory body might. They help to build accountability by providing increased visibility in the system through transparency.

What is it?

The NWD coordinating function is made up of a small team of people who have extensive knowledge and experience within the homelessness sector. They will have developed strong relationships with the key players within the sector and have a reputation for integrity. They will be integrated, work as a single team and be co-located with the other coordinating functions of the Strategy, such as the Housing First coordinating team, reducing silos and improving collaboration through shared KPIs and information.

This team will be trusted and respected to hold deep knowledge of the 'One Story' and 'Front Door' Digital databases and have the ability to train others within the sector in their use. They will ensure that the 'Front Door' Digital service directory is comprehensive and relevant with the most up-to-date information.

The NWD coordinating function will be well-versed in industry best-practice methodologies and be able to identify and build them into training programs.

Core Functions

The NWD coordinating function will:

- Provide training for "Front Door' Navigators
- Provide training for the sector in the use of platforms, conducting consistent and person centred 'One Story' Assessment, and in NWD skills that ensure accessibility like TIP and culturally secure working.
- Provide coaching and training where service improvement is needed.
- Monitor the usage of digital platforms and responding where liveness, accuracy and integrity of data is problematic.
- Manage the relationship with the host of digital platforms, data and systems, likely an external technology company, and ensuring privacy and security is maintained.
- Host and support Lived Experience teams to perform service audits.
- Bring stakeholders together to review the initiatives and platforms implemented as part of the Strategy and adapting to improve them.
- Analyse and share data that is produced from the 'Front Door' Digital, and 'One Story' platforms including customer feedback data, sector performance data and service demand flows. The ability to analyse and share useful national Specialist Homelessness Service Collection (SHSC) data more transparently should be explored, knowing that there are likely regulatory impediments to this.
- Act as a clearing house for system performance data, hosting transparent information on service and strategy performance.
- Communicate gaps, insights, trends and lessons drawn from the data to the homelessness sector.

Risk	Description	Mitigation/Action
Duplication and lack of role clarity	There are a number of bodies who provide some coordinating influence in the homelessness system, including Peak bodies, Supporting Communities Forum, the WA Alliance to End Homelessness and the functions of Government. The Housing First coordinating function is beginning implementation. A new coordinating function could cause confusion.	Strong integration at governance and operations levels with the Housing First coordination function will be essential for the successful implementation of this strategy. As many strategies in this NWD response are inspired by Housing First initiatives, integrating the learnings of that work will critical for the successful implementation of a NWD response.

Key players including Peaks, WAAEH and Government to be involved in a governance capacity. |

Department of Communities

Homelessness sector representative body
(including ACCOs, Supporting Communities Working Group, Shelter WA, WAAEH, Y ACWA etc)

Aboriginal Cultural Governance
(built from governance structures that are pre-existing to ensure lack of duplication)

Lived Experience Council

Collective Ownership

Funding

Reporting on system feedback and performance, any contractual reporting

Funding

Reporting on outcomes

Integrated Homelessness Coordination

Feedback on performance of the system

People experiencing homelessness

NWD Coordinating Function

Housing First Coordinating Function

Future Coordinating Functioning eg. Aboriginal Wellbeing, Youth, Prevention

Reporting on outcomes of 'Front Door' Navigators

Training, coaching, support with 'One Story' and 'Front Door' systems and information on sector feedback

Homelessness Service Providers
(funded and non-funded by Department of Communities)

The development of a NWD system requires influencing a number of complex, interrelated behaviours across the homelessness service system. As mentioned previously, understanding NWD as a system problem helps to uncover the drivers of change. Over the course of the co-design activities, participants focused on the systems strategies that would be needed to incentivise and enable the wider change necessary for a NWD experience to be routine for people experiencing homelessness.

Collective ownership and accountability

The kind of experience that those who struggle with homelessness desire, is the kind of experience that homelessness service providers want to deliver.

There was always clear agreement from the co-design group on the principles of a NWD system. Leveraging this consensus, the intrinsic values of the service system, becomes a strong motivator for the realisation of a NWD system.

The desire to work collectively to own and respond to the problem was a strong theme of workshops. People looked back fondly on the collective action that occurred for the 2011 Commonwealth Heads of Government Meeting (CHOGM) homelessness response. Participants wanted to be accountable to

each other for their ability to deliver a NWD response, rather than through top down contractual incentivisation.

In this proposal we have outlined two mechanisms for the development of collective ownership and accountability: a coordinating function and 'No Fail' Meetings. Further details on these can be found in the platforms section of this report.

The Coordinating Function

Part of the reason for undertaking NWD as an initial co-design project for the Strategy was the way that it allowed a view to the whole system. As the co-design activities went on, it was clear that some form of trusted oversight would be necessary to steward change, provide expertise in NWD practices, and to ensure a collective approach was taken to adapting the system into the future. There is a similar need for other initiatives under the Strategy, and Housing First coordinating functions are already moving toward implementation. It is likely that action to improve Aboriginal Wellbeing, or to strengthen prevention efforts under the Strategy will also require similar coordination and support functions. As these needs arise, strong effort should be made to formally integrate the coordination functions through co-location and joined up leadership, communications and governance structures.

'No Fail' Meetings

If the coordinating function houses collective accountability at the systems and service level, 'No Fail' Meetings bring the approach to lived experience of individual people. Whilst 'No Fail' Meetings are functionally designed to be a problem-solving structure to ensure people don't fall through the gaps, they have a wider design purpose in building collective understanding and for creating new ways for collaboration. Existing structures that perform this function can be leveraged to take on the 'No Fail' role.

Transparent performance data

Performance data in the sector is currently held privately between the Department of Communities contract managers and service providers. In other sectors and industries, such as hospitals and schools, this data is more transparent, with an assumption that this creates a motivation for service improvement. Measures for whether a service is implementing a NWD approach are not currently in place, but new measures should be carefully developed for each service type and made available to the public or to the sector as a review mechanism.

The measures that should be utilised are not finalised in this document and should be carefully co-designed with the sector and people with lived experience in order to ensure that accountability is held and that negative unintended consequences are avoided. Measures that the sector believes are important will also tap into collective accountability, whereas imposed measures might be seen as not important to ground level work and therefore fail to create change.

Public reporting of data may not require the disclosure of exact measures. Instead comparative data could be provided, for example, whether a particular service performance is better or worse than the average performance of similar services; or whether that service meets a prescribed indicator, or how fast a service was improving over time. Again, this would need to be carefully calibrated to avoid unintended consequences.

Any effort to utilise performance data should also recognise that the administrative load of collection should not outweigh the benefit. Data that can be collected automatically by digital systems should be considered.

System performance data

Transparent performance data should also not be limited to the performance of service providers, but to the system as a whole. Where a person fails to find appropriate housing, this is a collective responsibility. The platforms described in this report provide opportunities to feedback granular data on shortages in housing and unmet need. This data needs to be available to the whole system to collectively respond.

Potential measures that could encourage NWD behaviours

Item	Measure	Purpose	Notes
Referral acceptance	Numbers of referrals received vs numbers of referrals accepted.	Measure the frequency that referrals are rejected and reasons for rejection.	
Responsiveness	Time taken to respond to referrals Regularity of live vacancy data	Measure the use of NWD systems, and ability to respond quickly to people in need.	
Customer acuity	Average acuity of clients supported. Percentage of clients with high acuity.	Understand a services comparative capacity to support people with high acuity.	
Customer satisfaction feedback.	Overall satisfaction I felt heard I had my needs met I felt accepted I felt safe I was treated with respect.	Understanding the lived experience of people.	Splitting data by client demographic could provide options to better understand performance with specific cohorts, such as Aboriginal people.
Assessment accuracy feedback	Number of complaints about inappropriate referral	Encourages accurate referral.	
Outcomes	What percentage of clients find a long term accommodation option (assessed as likely to last longer than 12 months).	Balances the need to be accepting of high acuity referrals and to create outcomes.	Responds to tensions discovered in the co-design, particularly in congregate housing where concentrating high acuity could result in poor outcomes.

Amplifying the voice of lived experience

The homelessness sector in Western Australia has made effort to improve the involvement of people with lived experience in system wide conversations about the Strategy. Approximately 20% of participants in this co-design work were people with a lived experience of homelessness. There is a strong desire to maintain this role in the system as a method of accountability. Providers expressed the value of hearing directly from people with lived experience as a motivator for change.

Lived Experience Audits

Quality assurance inspections are a common feature of other industries. The existing Service Standards used by the Department of Communities act as an 'audit' of service delivery, though this is primarily a paper-based audit.

This proposed quality assurance mechanism would be led by people with lived experience and well supported by the coordinating function. Support of a Lived Experience Team would involve training those with lived experience in conducting audits, assisting in audits and reflective activities in the development of recommendations, and paying people for their time and expertise. The coordinating function would then retain a role in coaching and supporting providers where performance required improvement.

Maryanne is the coordinator of Youth Wellbeing Supported Housing (YoWSH), a crisis accommodation service for young people. YoWSH is part of a small community based organisation in Mirrabooka.

After 18 months of seeing the feedback from young people about their satisfaction with YoWSH, Maryanne is worried. It's been a tough couple of years, and it is showing in the way the staff are interacting with the young people.

Maryanne has decided that she'd like to make some transformation and asks the NWD cordinating function for her Lived Experience Audit to be brought forward. She thinks the staff need to hear the feedback directly.

Three representatives from the youth lived experience team come to the service and interview Maryanne and her team about the way that YoWSH operates. They ask questions about the feedback that has come through the 'Front Door' system.

A couple of weeks later, Maryanne receives the report, which includes feedback from the Lived Experience team and recommendations from the coaches at the NWD coordinating function. She shares it with her team. There are some easy fixes around improving their phone system, but the major recommendation is to invest in Trauma Informed Responses.

An inspiration for the lived experience audit. The Youth Homelessness Advisory Council (YHAC).

As part of the Youth Affairs Council of WA's development of a youth homelessness action plan, the YHAC was developed to hear the voice of lived experience. During the co-design activities, the YHAC performed a 'Service Safari' - visiting and interviewing a range of service providers across metropolitan Perth. The visits were targeted at what was working and not in services, so that information could feed into the Youth Homelessness Action Plan. A number of service providers found the visits both challenging and rewarding - with young people able to provide clear feedback about how some practices might have negatively impacted them on their journey. Young people found greater empathy for the complexity of the work of service providers.

Live Feedback Data

The addition of the public facing 'Front Door' Digital platform creates an opportunity to collect digital feedback from people experiencing homelessness. It is now a widespread practice for consumers to provide direct feedback to service providers, through surveys or rating systems. There are certainly hesitations within the sector to open this level of transparency, citing concerns that negative feedback is more likely to be presented, but these concerns seem equivalent to concerns in other industries (such as hospitality or the Care Opinion tool in Health Care). Early implementation of this feedback data might need to avoid publicising ratings in the 'Front Door' app, as it may discourage help seeking. Nevertheless, by configuring a specific customer rating and feedback method that could be meaningful for the context of homelessness - service providers hear live feedback from service users and are given the ability to track performance over time. Given that many homelessness services are based away from head offices, this insight could be a useful addition to the service manager toolkit, motivating organisational change.

The role of contract management

The early discovery stages of this co-design work spent time focusing on whether changes to contracts should be pursued to ensure a NWD approach. As previously mentioned, most of the general principles that are usually defined as NWD are already a part of service contracts and service standards. As a result the co-design group moved away from thinking of additional service standards or service level outcomes as key incentives for the improvement of performance.

There was, however, a continued theme in co-design workshops that whilst a supportive, rather than punitive, approach to accountability was preferred, there remained a need for contracting systems to intervene when sustained poor performance was recognised.

Current systems of contracting the homelessness sector struggle to provide this level of accountability in part due to out-of-date performance measures and data, and in part due to a recognition of the complexity of the work amongst contract managers. The ability to engage the Department of Communities contract management function in the wider change required in the system will be essential to its long-term success. Updated capabilities and tools to measure service performance and outcomes over time could be an opportunity to strengthen performance management at the point of long-term failure to improve.

Contracts and service standards will also be an important 'home' for the system role expectations of each service type, and for the additional requirements embedded in this document.

Standards to include in either contracts or service standards for funded providers

- Attendance and active involvement in 'No Fail' Meetings.
- A requirement that funded outreach, day centre and phone line providers are accredited and advertise themselves as 'Front Door' Navigators.
- Requirement to keep new systems updated accurately and 'live'. Use 'Front Door' app, and 'One Story' Assessment platforms as they come online.
- All staff trained in the use of 'One Story' Assessment including the avoidance of 'reassessment'.
- The formal responsibilities of 'holding' people.
- The ability for services to articulate feedback mechanisms, and evidence that feedback has changed service delivery (best placed in Service Standards).
- The 'system role' of the service type (once co-designed) - including expected acuity capability and outcomes.
- The publication of performance data.

Indicative Implementation Pathway

System Change Complexity (how hard is this?) (vertical axis)

Stages of implementation (when should it happen?) (horizontal axis)

Bubble labels:
- Finalise governance framework for integration of coordination functions
- Establish the No Wrong Door coordinating function integrated with Housing First function
- Co-design 'One Story' assessment and referral framework
- Deliver the 'One Story' database, integrated with the 'Front Door' digital platform and other existing platforms
- Co-design public performance measures
- System role expectations co-designed with the homelessness sector
- Publish performance measures
- Incorporate NWD service measures into contracts
- System 'implementation of 'holding'
- Contract new expectations
- Establish additional trial No fail meetings in other contexts
- Procure the Coordinating function
- Detailed co-design 'Front Door' component of Digital Platform
- Co-design 'One Story' component Digital Platform
- Train and certify 'Front Door' navigators
- Begin lived experience audits
- Procure the co-design, build and ongoing tech maintenance for digital platform
- Implement and publicise Front Door Navigator network
- Establish 'No Fail' meetings
- Monitor and iterate No Fail Meetings
- Deliver 'Front Door' component of Digital Platform
- Create 'Front Door' navigator brand
- Observe functioning of By Name List and VISPDAT to inform digital development
- Create systems to allow feedback on the quality of assessments performed
- Monitor and iterate the functioning 'holding' within the system
- Observe functioning of Housing First working groups to inform No Fail functioning
- Trauma Informed Practice training and coaching made readily available to the sector
- Cultural training and coaching available to the sector
- Ensure that 'One Story' Assessment skills undergo moderation

Resourcing required - low, medium, high

Legend:
- Front Door Navigators, No Fail meetings
- Digital Platform Development (Front Door and One Story)
- Coordinating Function Activity
- Contractual Changes

Appendices

Appendix One: Insights Report

Building A **No Wrong Door** System for Homelessness:

Insights Report 1
March 24 2020

PEXL
POLICY EXPERIENCE LAB

Contents

PEXL POLICY EXPERIENCE LAB

Government of **Western Australia**
Department of **Communities**

CENTRE *for* SOCIAL IMPACT

THE UNIVERSITY OF WESTERN AUSTRALIA

The task...

The roll out of Western Australia's 10 year strategy on homelessness is likely to require long term change in the homelessness system.

Whilst the plan has five pillars, developing a 'No Wrong Door System' represents a useful first practical step to engage the system in the wider change that is likely to be necessary.

Within "All Paths Lead to a Home" a No Wrong Door (NWD) System is described as having the following attributes:

1. People know where to go to get help
2. People tell their stories once
3. People are connected to the right service at the right time
4. Service providers talk to each other
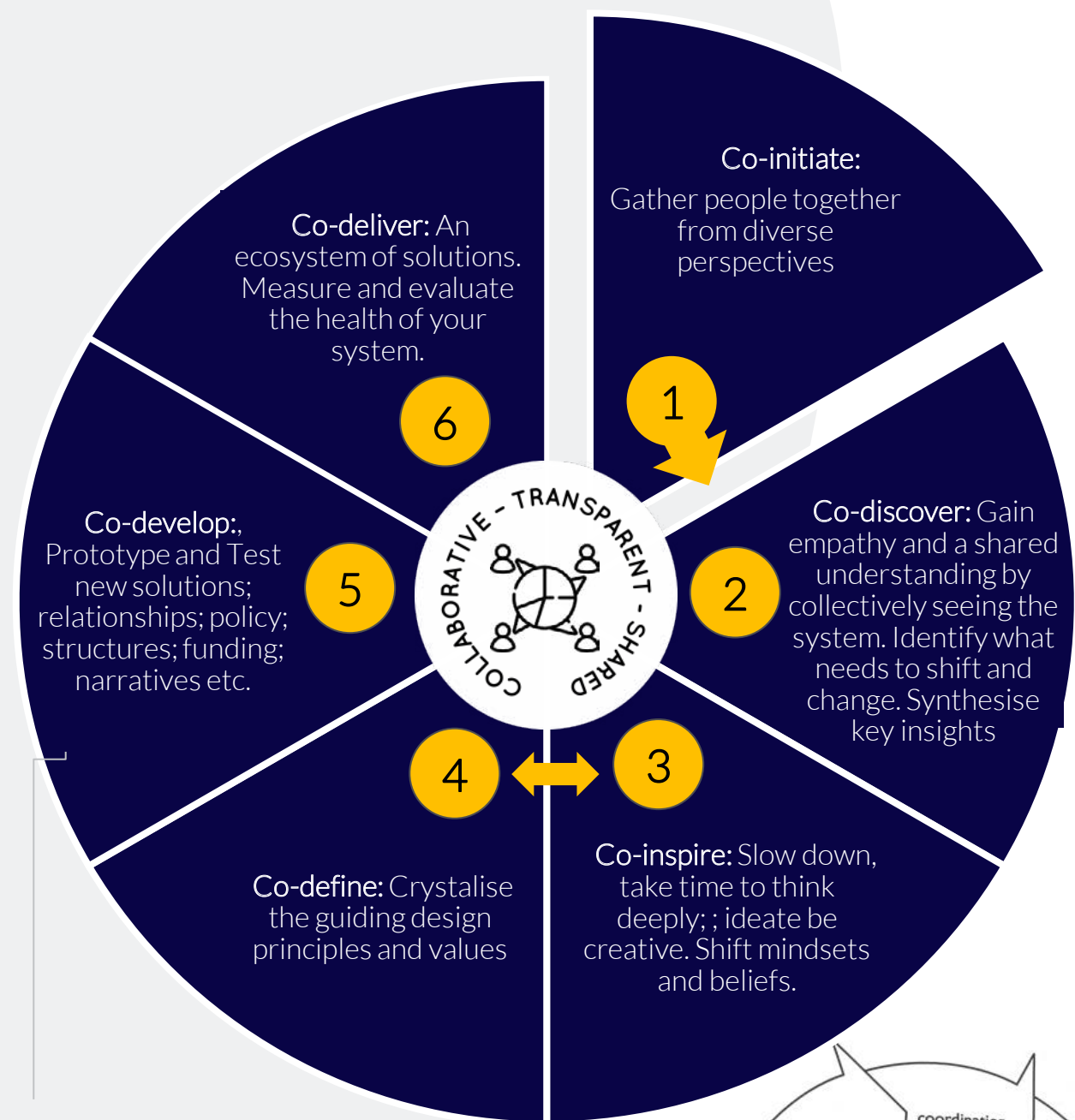
The project brief...

This project utilises a design-led policy process focused on the following co-design goals. Creating a NWD System requires careful co-design of:

- the **expectations** that we should have for homeless service providers,
- the **incentives** that should be in place to ensure we build towards those expectations, and
- the **platforms** (technology, meetings, common frameworks) needed to facilitate the no wrong door experience.

A key element of a design-led process is gaining a deep understanding of the experience of those most impacted by a policy space as a launchpad for iterative stages of development. The first 'Discovery' stage of this project has built on the existing research in this space and focused on understanding the journeys of people experiencing homelessness and championing their voices.

People know where to go to get help

No Wrong Door

People tell their stories once

How do I get help?
How do I know where to go?
Why do services send me to other services?

People are connected to the right service at the right time

Services providers talk to each other

Expectations
What expectations should we have of service providers and others that will enable a No Wrong Door System and Experience

Platforms
What tools will we need to enable a No Wrong Door System and Experience?

Enablers and Incentives
How can we enable system players to deliver the expectations and engagement in the platforms needed
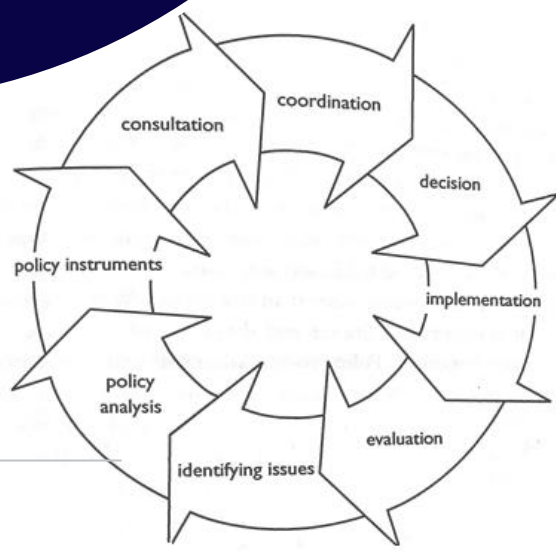
This Insights Report outlines the core themes that have been uncovered through the discovery phase of this codesign project, the pain points people with experience of homelessness encounter on their way through the system, and the underlying causes of those pain points.

Co-initiate: Gather people together from diverse perspectives

Co-deliver: An ecosystem of solutions. Measure and evaluate the health of your system.

Co-develop:, Prototype and Test new solutions; relationships; policy; structures; funding; narratives etc.

Co-discover: Gain empathy and a shared understanding by collectively seeing the system. Identify what needs to shift and change. Synthesise key insights

Co-define: Crystalise the guiding design principles and values

Co-inspire: Slow down, take time to think deeply; ; ideate be creative. Shift mindsets and beliefs.

COLLABORATIVE - TRANSPARENT - SHARED

1
2
3
4
5
6

Policy Codesign Process
These six stages outline the step-by-step process used in co-design. This has been adapted from the Design processes that have been advocated through the work of the Presencing Institute, British Design Council, Stanford D School, Auckland Codesign Lab, amongst others.

Australian Policy Cycle
(Australian Policy Handbook 2018). Traditionally, collaborative process only happen once key decisions already made.

consultation
coordination
decision
implementation
policy instruments
evaluation
identifying issues
policy analysis

Discovery activities

Throughout the discovery process a number of key activities helped to frame an understanding of the current homelessness system, and inform the key insights represented in this report.

These activities included rapid review of existing information about the current state of the homelessness sector both nationally and locally. This included academic literature, government reports and strategies, as well as media and journal articles. The purpose of this review was to expose existing strengths within the system upon which to focus further research.

In order to refine the discussion guides for the workshops, one-on-one interviews and small focus groups were held with key stakeholders involved with existing platforms. These interviews helped to ensure that strategic initiatives within the current system were identified and represented at the first co-design workshop.

The participants of the first co-design workshop were selected via an 'Expression of Interest' process, open to the entire homelessness sector throughout the state and promoted via the sector peak bodies. This process resulted in a diverse cohort of 32 members. The group has equal representations from people with a lived experience of homelessness, specialist homelessness service providers, local and state government and peak bodies, and including representatives from Metro, South West and Regional Areas. Representatives from different areas of Communities are also part of the co-design team including Housing and Homelessness, Service Delivery, Commissioning and Sector Engagement and Child Protection. Further detail on works consulted and participants can be found in the appendices.

The Vision for a No Wrong Door System

Collaborative systems

Wrapped around the person

Smooth journeys to home

The Vision for No Wrong Door

When asked for their vision of a NWD system, co-design participants provided consistent and clear design principles. Many of these can be seen represented in the the rich pictures depicted on page 6. These principles act as a beacon to guide the design process. Some participants represented a vision of the kind of NWD *experience* that people experiencing homelessness could expect from the system whilst others' represented the kind of NWD *system* that would enable that experience . These build on the attributes of a NWD system described in the 10 year Homelessness strategy.

A No Wrong Door Experience

The right service at the right time
As reflected in the strategy, participants described the need for people to be linked to a service that was designed to meet their needs, at the time when that need was pressing.

Seamless and easy to navigate
More that just being able to locate services, 'seamless' describes an experience of the whole journey, not just the first step. As such, a seamless system may also need to include the kinds of experiences that happen within support periods, not just the referral process.

Low barriers to acceptance
A range of practices create barriers to acceptance, from bureaucratic barriers through to narrow eligibility requirements. One participant described this as needing "more Yes than No" in the system.

"more Yes than No"
lived experience co-design participant

Personal choice and decision making

A sense that people were in control of their own journey, able to make informed decisions about which services they could engage with and how that engagement would happen.

A sense of welcome

A feeling of hospitality in the system, as though you were welcomed into support.

Feeling safe – physically, emotionally, culturally.

Participants described that one of the current fundamental experiences of homelessness is the constant feeling of being unsafe. Whilst physical safety was front of mind, a feeling of emotional safety was also desirable. Also described was a sense that much of the system is experienced as culturally unsafe for Aboriginal people, and exclusionary for LGBTIQA+ people.

A No Wrong Door System

A No Wrong Door system not a 'No Wrong Door service'

In discussions about what a NWD system is, there is sometimes confusion that this must mean that all services must be able to service everybody. Instead, the NWD is widened: not every service must be able to support everyone, but everyone must be able to be supported by a service.

Collective responsibility at macro and micro levels

Participants reflected clearly that the achievement of a NWD experience relied on collective responsibility between players – government, not for profit, mainstream services. This responsibility included the development of connected strategy at the macro level all the way down to the interactions that support individual homeless people.

A visible system

A NWD system is able to be seen by everyone – this involves transparency of the way that the system works and operates, and allows the system to respond to fill gaps.

A wide door

A NWD system distributes the front door into support, rather than centralising entry. This is achieved through distributing system navigation capability amongst front-line players, and through user-centred, transparent online information. The front door becomes any door you open.

Responsiveness and flexibility

'Person-centred' and 'trauma-informed' were principles espoused throughout the co-design process. When asked what this meant, answers collated around the need for the service system to respond flexibly to the needs of people, with an understanding of the way that behavior is impacted by trauma, avoiding rule-based, bureaucratic responses.

Sustainability

Service system participants described a need for a NWD response to be sustainable. Any new initiatives would need to take into account the need to resource the initiative on an ongoing basis.

Support for the Support

A NWD response is only enabled in a system that doesn't feel entirely overwhelmed. Many of the barriers to a NWD system, as laid out in the following pages are heavily impacted by a feeling of overwhelm amongst those supporting people on the ground. A NWD system must adequately support those charged with providing the response.
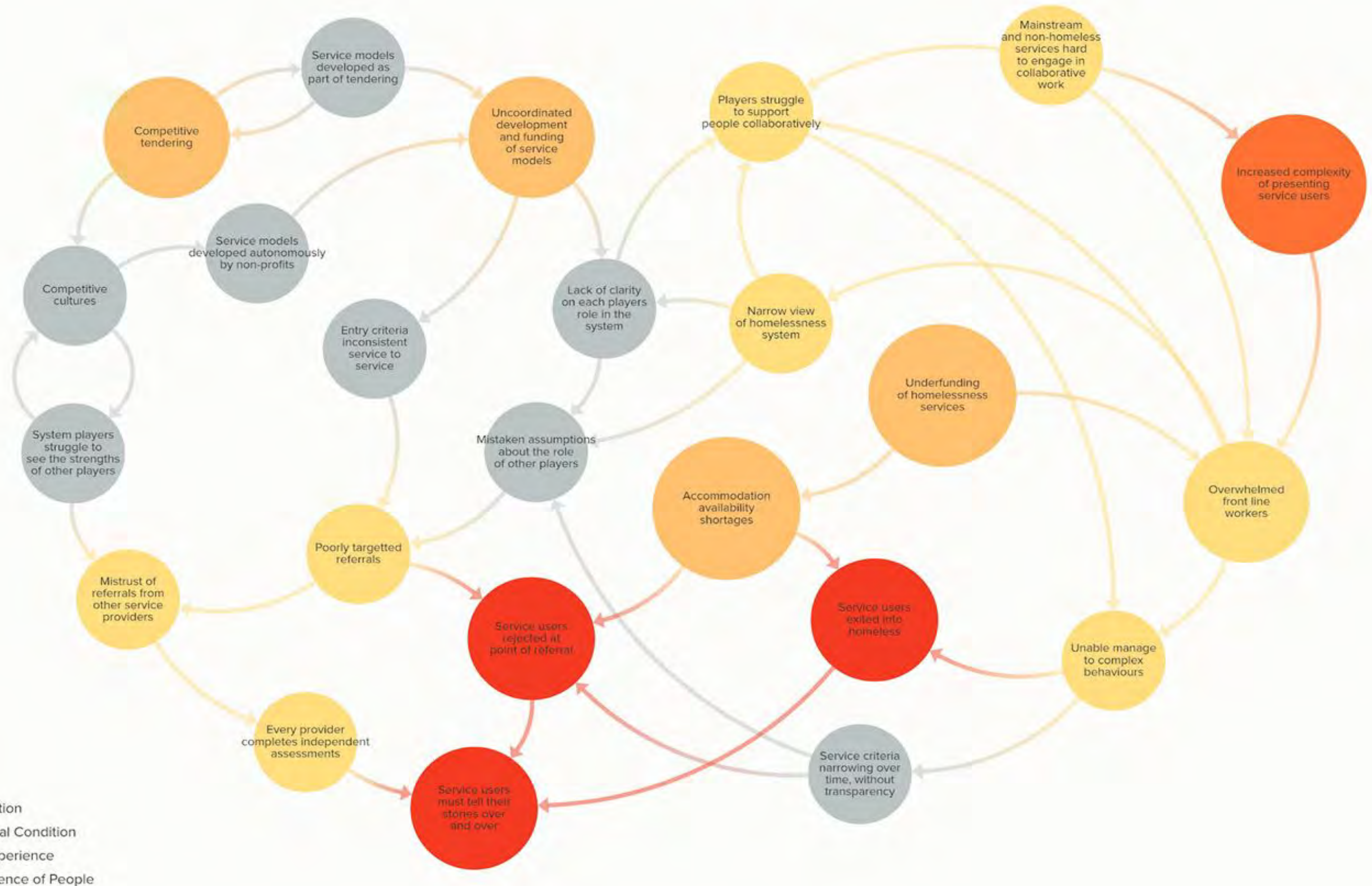
Insights from the current system

The general principles that are usually defined as "No Wrong Door" are already a part of service contracts and service standards in the Western Australian homelessness sector. The concepts are well understood by most players in the system; government, not-for-profit, community. Service providers already agree with the value of a NWD approach. Given this, a key question for the design team was "why doesn't a NWD system already exist in Western Australia?"

NWD is better thought of as a systems problem, rather than a problem that is created by the behaviours of a small number of homelessness services. A systems problem can be defined by a problem that is dynamic in nature, involving multiple diverse players and interconnected, meaning that dependencies within the system help it to stay in place. The following section describes the systemic problems and the way they interact with the ground-level experience of people.

Legend

----- Opposite

● Policy Condition

● Environmental Condition

● Front line experience

● Lived Experience of People

Smooth journeys - The flow of people and accommodation

A No Wrong Door system has a need to connect dynamic flows of people with a limited supply of housing and services. In this way it could be analogous to distribution or logistics systems.

No one has the tools for fast and efficient No Wrong Door responses
A lack of distributed information about accommodation availability and lack of ability for the general public to understand how the homelessness system works means that a single NWD response – doing a brief assessment, finding accommodation availability, making a warm referral – can take hours. This leads to behaviours like 'providing a list of numbers' or 'giving a pamphlet' or bouncing people from one provider to the next, rather than holding people through the process of finding support.

A true No Wrong Door system is entirely dependent on the availability of the right accommodation options.
Whilst an increase in accommodation is out of scope of this NWD co-design project, the availability of 'enough' of the 'right' accommodation options remains a central driver of a NWD experience for people experiencing homelessness. 'Enough' refers to the quantity of accommodation available, the 'right' accommodation refers to the kinds of accommodation options that will meet people's needs. In particular, there is a shortage of options that could be described as 'low barrier' in the system. Existing service models are often historic and have not been reviewed, and opportunities for providers to renegotiate contractual arrangements have been inconsistent. Opportunities for voluntary transformation might yield positive results.

Following up on complex paperwork is not realistic for many people experiencing homelessness
The homelessness system has not kept up with modern expectations for digital service delivery, creating complex paper trails, long assessment processes or developing paperwork 'hoops' for people to jump through. Simplified paperwork processes will be necessary for a NWD System to operate.

System flows are not well understood, but bottlenecks are common.
Services and people experiencing homelessness all identify known bottlenecks in the existing system. These are often rightly blamed on a lack of availability of housing options, but the bottlenecks are likely exacerbated by other practices. For example, waitlists are a common method for finding longer term housing, with multiple waitlists operating within programs across the system. These block system flows with people who may have already moved on from homelessness. Currently there is no system-wide view of the flow of people through the homelessness system, making it hard to diagnose and respond to bottlenecks.

Smooth journeys - Continued

Every person who doesn't get a successful outcome joins the queue again.
Achieving a NWD system requires creating smooth flows of people through the system, starting at homelessness and then accessing the 'right' services on their way to long-term, permanent housing. Service failures are unfortunately common, and people experience either being 'exited' from accommodation services or find the living conditions and policies of services too difficult to live by. Public housing responses like 'three strikes' also add to the queue.

Each person who leaves an accommodation service into homelessness rejoins the list of those seeking, leading to greater problems in bottlenecks. Each person who finds long-term housing creates space for the next person to be supported.

The impact on the experience of people:

- First responders (Centrelink, Police, council staff, schools) don't know how to appropriately respond to people experiencing homelessness.
- People are handballed to helplines to be referred to accommodation services, rather than supported to find accommodation.
- Long waitlists leave people in a state of limbo.
- Paperwork 'hoops', for example the need for formal identification, medical or psychological assessments, become a barrier for access.
- People must have Centrelink or an income to access services which can mean that the most vulnerable people have no accommodation choices.
- People who are not Australian citizens are ineligible for many services and long-term housing options.
- Collecting and providing evidence for priority responses can be a burden.

Collaborative systems - Collective accountability

Co-design participants were clear that a functioning No Wrong Door system requires system players; Government, Non-profit services, Volunteer organisations to take a collective accountability. Where this happens, good outcomes are achieved, but there are many barriers to this collaborative practice.

Competitive cultures undermine collaborative practices
A NWD approach can only be achieved by the diverse players in the system working seamlessly together. Service providers involved in homelessness experience being in competition with each other, resulting in backroom complaining about the practices of others. This builds a cultural distrust of the capability of other homelessness players, rather than a collective empathy for the difficult role each player takes. Competitive tendering processes are cited by many as the cause of the development of these cultures.

Services are not recognised for collective outcomes
A lack of outcomes measurement more widely, also leads to a lack of measurement of the collective outcomes that are achieved. Services are not asked to report on their collaborative work in supporting individual people, or their collaborative work for wider systems change. For example, services are measured on whether a referral is made, not on the more collective outcome of whether that referral ultimately met the person's need.

Collaborative systems - Continued

The homelessness system struggles to cater for people with 'multi-system' experiences.

When a person engages with a number of different systems, (Immigration, Child Protection, Justice, Mental Health, Family and Domestic Violence, Drug and Alcohol) the homelessness system can struggle to coordinate care.

This has a number of effects, including lack of long-term exit points from crisis accommodation, or a lack of adequate support which could facilitate their access to services. Unmanaged, this complexity can lead to situations and behaviours that homeless service providers deem as unsafe or as 'disengagement'. Siloed funding streams, hard to navigate wider pathways, and reluctance of other system players to engage in collaborative work all feed in.

Service providers feel overwhelmed and that leads to tunnel vision

The pressures of often difficult and traumatic work in a lean resourcing environment means that service staff experience a sense of day to day overwhelm. Staff who are overwhelmed limit their focus to their direct environment and service delivery, leaving their role in ensuring a smooth system, or providing active referral to cold callers as a low priority. Tunnel vision also leads to a lack of understanding and empathy for other service providers in the system. Codesign participants described extreme pressure to provide safe environments under conditions of insufficient resourcing.

The current methods of accountability to good performance haven't moved the dial.

The current methods for understanding and responding to the performance of system players have had a limited impact on improving the NWD experience for people. Whilst NWD has been in service contracts for some time, and actions associated with service accessibility are in the Service Standards for homelessness services, competing contractual obligations and a lack of definition of NWD outcomes makes accountability to this difficult. Service providers report receiving little feedback on the reporting they do provide. Other accountability methods, particularly the reviews and reporting of direct lived experience of services, may have more impact.

The impact on the experience of people:
Handballing rather than holding through the process
- People are handballed to helplines to be referred to accommodation services, rather than supported to find accommodation.

Telling my story over and over
- Assessment processes are repetitive, can leave people feeling stigmatised, raising trauma.
- A lack of shared client information leads to people telling their story over and over.

Duplication and Poor Coordination
- A lack of shared client information leads to duplication of support and poor coordination.
- Services don't hear about the outcomes of their referrals, so they don't know if they were successful or not

The safety vs low barrier tension

In 'group living' services, there is a significant tension between providing a safe place for people experiencing homelessness, and providing low barrier entry for those with higher needs.
The need for safety and the need to be accepted 'as you are' into accommodation services are competing tensions for a NWD service system. These are particularly evident in the group living supported accommodation projects in the system. Employers also site their obligations for the provision of safe workplaces for their teams. With limited resourcing, finding a path within this tension is complex and doesn't lend itself to simplistic fixes.

Institutional methods for controlling behaviour, like 'house rules', gender separation, timed bans and blacklists, create barriers to effective No Wrong Door responses.
'House rules' are a common method used to set expectations and boundaries in services. Where these are out of step with modern notions of personal freedom, or have become complex and numerous over time, they cause conflicts that escalate, get in the way of effective relationships between support workers and clients, prevent inclusive or culturally appropriate responses, and become barriers to the successful transition of people out of homelessness. Permanent blacklists (where people are banned permanently from particular services) are becoming rarer in the system , but participants still reported small numbers of services who formally or informally operate blacklists in this way.

This concept was the most hotly contested amongst co-design participants, with a spectrum of responses advocating for and against the current boundaries services put in place. At once, these have been the mechanism for safety and security, and at times useful for younger cohorts, and at the same time infantilising and a barrier to relationship.

Some entry criteria is unrealistic for common experiences of people who need the services.
In the current system, supported accommodation is often the first door for safe accommodation. The entry criteria for supported accommodation can be out of step with the needs of many people experiencing homelessness. This can lead to referrers minimising people's needs in order to secure successful referrals. There are particular gaps in the system for people described as 'high needs' particularly those experiencing complex mental health or drug and alcohol presentations, histories of aggression or experiences of the justice system. The ability for mental health services to support homelessness services has also been limited.

Trauma-informed practice holds some of the answer
A number of service players have begun the process of transformation of their service provision to utilise a trauma lense. In this lense, "challenging behaviours (like aggression) and recovery-interfering behaviours (like non-attendance) are reframed as understandable manifestations of a person's trauma experiences. In this model, trauma impacts on specific abilities to engage with the world and manage situations and aspects of the self" (Cash et al, 2014). Though the language of 'trauma informed' is widespread, the actual practical experience seems to be in early stages, and only in niche places.

The safety vs low barrier tension - Continued

The impact on the experience of people

'Institutional' rules and practices
- Institutional rules, restrictions and practices, such as curfews, leave residents in accommodation services feeling uncomfortable and, are disincentives for people to choose to stay
- People are banned from services
- There is inconsistent capability of services to respond to complex behaviours in trauma informed ways, reverting to using exiting or 'strikes' to manage behaviour

Finding safety - culturally, physically, emotionally - can be challenging
- Institutional rules are experienced as culturally inappropriate, mirroring colonisation.
- The service system is often gender segregated, creating barriers for people who are LGBTIQA+.
- LGBTIQA+ people find that many accommodation services are not friendly to diverse sexuality and gender.
- Current service delivery struggles to provide a culturally safe environment for Aboriginal people
- Pets, as important companions, are not welcome in many services.

There are limited avenues for those who need a 'low barrier' response
- People with significant mental health presentations, drug and alcohol issues or histories of aggression are often rejected by services.
- Eligibility criteria set at levels which are impossible for many homeless people to meet.

My place in the system

Service providers struggle to understand their own 'system role'
Whilst service models are often well defined from an internal perspective, service providers don't define their role in reference to how they should support the wider 'system' to end homelessness. For example, the 'system role' of a day centre could be to successfully connect homeless people with accommodation that meets their needs. A lack of clarity of the role each provider plays leads to inappropriate referral and unmet expectations, causing people to bounce between services. Service contracts also do not adequately define this system role, or measure whether the role is being achieved.

There have been noticed improvements in this in recent years through the work of the WA Alliance to Homelessness, however it has been noted that current funding structures do not support the development of each organisation to have a unique value proposition but instead encourages them to diversify to remain resilient and sustainable to ensure consistency for their service users.
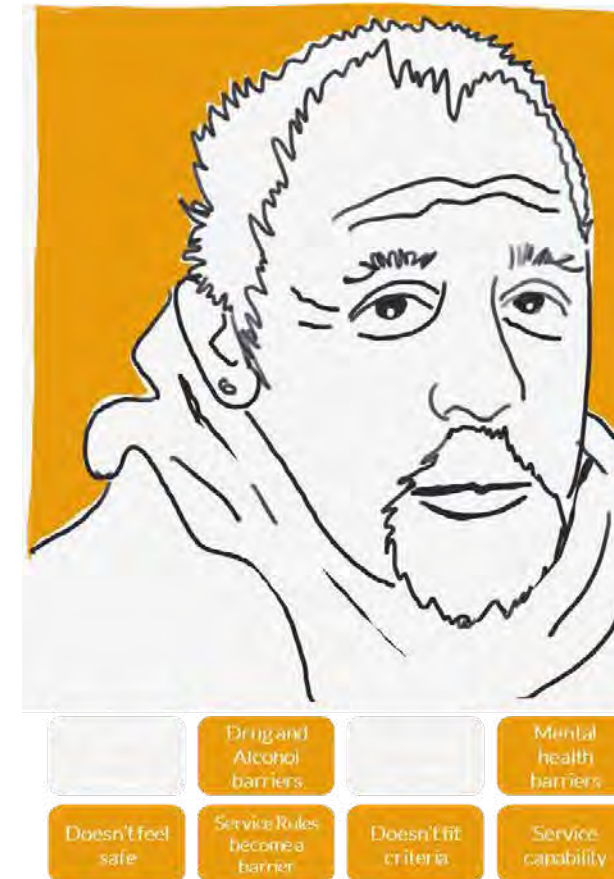
Differing perspectives and language builds distrust in the referral journey
An outreach service attempting to find a vulnerable person housing, and a crisis accommodation provider trying to assess whether housing that person will be safe, have a vastly different perspective on what is happening. A lack of consistent language of acuity (the severity of a person's situation and behaviours) means that the differing perspectives are not bridged well enough to find good solutions for people experiencing homelessness. Eligibility requirements become hard to understand. This causes distrust between providers, unmet expectations, and rejected referrals.

My place in the system - Continued

The impact on the experience of people:

- Day centres and outreach services focus on immediate needs, sometimes leaving a gap for finding longer term solutions.
- Services don't trust the assessment of other providers, requiring assessments to be repeated
- People are being referred to services which do not suit their needs, or which they are ineligible for.
- A lack of clarity on the roles of each player leads to inappropriate referral.
- Support workers minimise needs in order to secure accommodation.
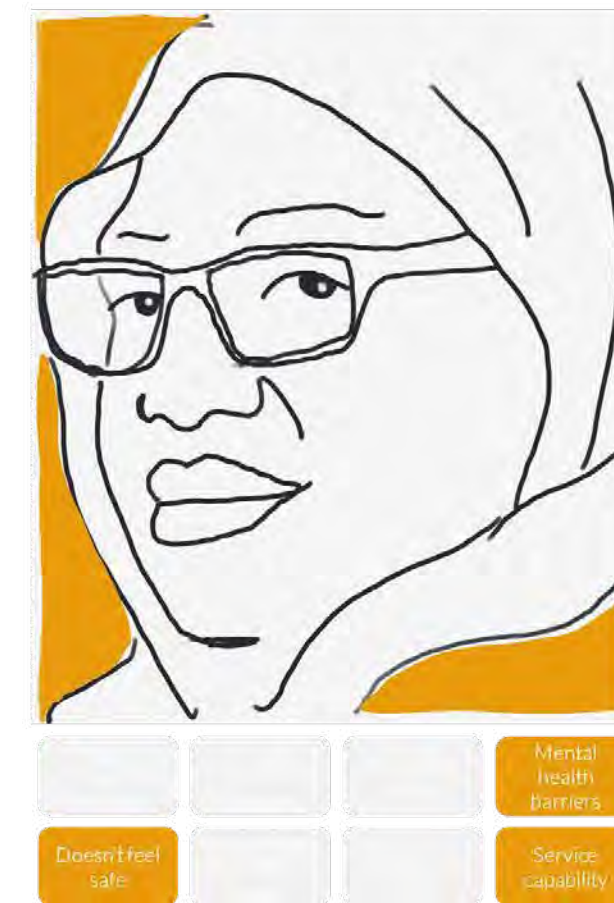- Service users and services are not able to understand the eligibility criteria of some services

Ian

"I need a place to live so I can get sober…"

- Ian spent his 20s shearing sheep through the Wheatbelt
- Drinking began to be a problem, Ian got a reputation and couldn't find regular work
- Ian moved into a private rental, and had occasional labouring work.
- After the boom, he couldn't afford to rent anymore.
- Things went down hill and he began to sleep rough, first in his car, then in the inner city.
- Daily drinking leads Ian to begin to struggle with his decision making, sometimes he thinks that he is being tracked.
- Ian gets hit by a car and the ambulance takes him to Royal Perth.
- After a short period in hospital, Ian is introduced to the Day Centre
- Day Centre staff referred to Ian to a local crisis accommodation service.
- Ian's drinking continues.
- Ian cant find some money he had been saving, he knows another resident stole it. In retaliation, Ian assaults him
- Ian is asked to leave the crisis service, he feels like they didn't listen to his side of the story.
- Ian now no longer believes that crisis accommodation can or will help. He seeks support for accommodation sporadically from the Day Centre. The staff have concerns about his deteriorating health, both physical and mental.

Drug and Alcohol barriers | Mental health barriers
Doesn't feel safe | Service Rules become a barrier | Doesn't fit criteria | Service capability

11

Mikel

"I hate counsellors, they never really listen"

- Mikel was taken into care when she was 11 years old.
- While in her first foster placement Mikel began to self harm.
- Child protection facilitated connections with Mental Health services, but the relationships with counsellors never lasted.
- Mikel attempted suicide the first time when she was 12.
- Her elderly foster carers felt that they weren't able to support her with her mental health struggles.
- Mikel struggled to make any connections with other foster placements, often in huge conflict, which would result in flare ups of feeling suicidal.
- At 16 Mikel began sleeping at friend's houses, but despite her desperate efforts, struggles with maintaining friendships meant that these fell apart.
- Through a school psychologist, Mikel was referred to crisis accommodation.
- Mikel lasted a few weeks but got into conflict with two other girls there, and began to self harm. One night the self harming went to too deep and workers called the hospital.
- On discharge, Mikel decided that she didn't want any further help from Mental Health services.
- The crisis accommodation service decided that without other services involved, they would not be able to support her in the group environment.
- Mikel applied for another crisis accommodation service.

Mental health barriers
Doesn't feel safe | Service capability

Personas (semi-fictional archetypes) developed for the co-design process, describing common barriers for people experiencing homelessness. See full set at Appendix Two.

Appendices

Ian

"I need a place to live so I can get sober…"

- Ian spent his 20s shearing sheep through the Wheatbelt
- Drinking began to be a problem, Ian got a reputation and couldn't find regular work
- Ian moved into a private rental, and had occasional labouring work.
- After the boom, he couldn't afford to rent anymore.
- Things went down hill and he began to sleep rough, first in his car, then in the inner city.
- Daily drinking leads Ian to begin to struggle with his decision making, sometimes he thinks that he is being tracked.
- Ian gets hit by a car and the ambulance takes him to Royal Perth.
- After a short period in hospital, Ian is introduced to the Day Centre
- Day Centre staff referred to Ian to a local crisis accommodation service.
- Ian's drinking continues.
- Ian cant find some money he had been saving, he knows another resident stole it. In retaliation, Ian assaults him
- Ian is asked to leave the crisis service, he feels like they didn't listen to his side of the story.
- Ian now no longer believes that crisis accommodation can or will help. He seeks support for accommodation sporadically from the Day Centre. The staff have concerns about his deteriorating health, both physical and mental.

Struggles to find information

Drug and Alcohol barriers

Culturally unsafe

Mental health barriers

Doesn't feel safe

Service Rules become a barrier

Doesn't fit criteria

Service capability

Mikel

"I hate counsellors, they never really listen"

- Mikel was taken into care when she was 11 years old.
- While in her first foster placement Mikel began to self harm.
- Child protection facilitated connections with Mental Health services, but the relationships with counsellors never lasted.
- Mikel attempted suicide the first time when she was 12.
- Her elderly foster carers felt that they weren't able to support her with her mental health struggles.
- Mikel struggled to make any connections with other foster placements, often in huge conflict, which would result in flare ups of feeling suicidal.
- At 16 Mikel began sleeping at friend's houses, but despite her desperate efforts, struggles with maintaining friendships meant that these fell apart.
- Through a school psychologist, Mikel was referred to crisis accommodation.
- Mikel lasted a few weeks but got into conflict with two other girls there, and began to self harm. One night the self harming went to too deep and workers called the hospital.
- On discharge, Mikel decided that she didn't want any further help from Mental Health services.
- The crisis accommodation service decided that without other services involved, they would not be able to support her in the group environment.
- Mikel applied for another crisis accommodation service.

Struggles to find information

Drug and Alcohol barriers

Culturally unsafe

Mental health barriers

Doesn't feel safe

Service Rules become a barrier

Doesn't fit criteria

Service capability

Tima

"I couldn't find who to talk to – its all in English"

- Tima, her husband and children applied for asylum in Australia and are on the second year of a temporary protection Visa
- After the birth of her second child, Tima's home life began to deteriorate, and Tima's husband regularly assaulted her.
- Tima would try to use her mobile phone to find options, but struggled with the language barrier.
- One afternoon, Tima's husband threatened her eldest son
- The next day Tima picked up her children from school and went to a friend's place.
- They called the Multicultural Centre
- The Centre facilitated a conversation with the helpline using a translator and a vacancy was found at a refuge across the city.
- Tima is doing well at the refuge but exit points seem very difficult.
- Tima tries to reconnect with her old friends but they all seem to have sided with her husband.

| Struggles to find information | Drug and Alcohol barriers | Culturally unsafe | Mental health barriers |
| Doesn't feel safe | Service Rules become a barrier | Doesn't fit criteria | Service capability |

Cody

"I know I can't stay at home, but what options do I have?"

- Cody's step dad moved in when Cody was 14. They never got along.
- At 15, Cody stopped going to school regularly and would smoke dope with some friends instead.
- Eventually, after Cody stole some money from his mum, Cody's parents decided to kick him out. They said he could come back if he apologises and begins to take school seriously.
- Cody is staying at his friend's house– but he knows he can only stay a week – he doesn't know what other options he has. There's no way he is going home.
- A teacher gives him a pamphlet that has the phone number of a local crisis accommodation service.

Struggles to find information

Drug and Alcohol barriers

Deemed risky

Mental health barriers

Doesn't feel safe

Service Rules become a barrier

Doesn't fit criteria

Service capability

Rosa

"I just can't seem to tick the boxes...where should I go?"

- Rosa had no idea that her husband was in so much debt. When his gambling habit was finally uncovered, it was too late, they lost the house and got a divorce.
- Rosa had never needed to access support services, and her income from part time work is ok, but not enough to rent anywhere.
- Rosa stayed with a friend for a while, but it wasn't a long term solution.
- Rosa went to the Department of Housing, but the waitlist is so long – and when they get in to the paperwork, they realise that because the house was in her name, she not eligible, even though the bank has taken it.
- The housing worker there suggests calling the helpline.
- Rosa makes an appointment with a homelessness service provider, but when she turns up to the place, it just doesn't feel safe...

Struggles to find information

Drug and Alcohol barriers

Culturally unsafe

Mental health barriers

Doesn't feel safe

Service Rules become a barrier

Doesn't fit criteria

Service capability

Jase

"As soon as I'm back on my feet, I'll find another sharehouse"

- Jase was doing fine at TAFE, and staying in a sharehouse, and working at Coles.
- Then found out his housemate wasn't actually giving their money to the landlord. They all got evicted.
- Jase begins to sleep in his car.
- Jase' parents are in Broome, but Jase wants to keep his job at Coles and keep studying. He's going to be an accountant.
- The TAFE guidance counsellor helped Jase to contact the helpline who found a vacancy in transitional housing.
- The interview with the transitional provider went well and a lucky vacancy means they can take him in quickly.
- Jase feels weird about staying in this kind of service, he's never needed this kind of help before.
- Jase and his case worker have a great relationship and they are working closely on his plans for finding another sharehouse. They both think it'll be 6 months, tops.

Struggles to find information

Drug and Alcohol barriers

Culturally unsafe

Mental health barriers

Doesn't feel safe

Service Rules become a barrier

Doesn't fit criteria

Service capability

Shaina

"My family couldn't even visit, I don't think this service is really for people like me"

- Shaina moved into the apartment only 6 weeks ago. Its small, in a bigger complex run by the charity.
- After a couple of days Shaina realised that there weren't any other Aboriginal people living in the complex, she wasn't sure why.
- 3 months in, Shaina's cousin asked if she could stay for a couple of days while she was in town to complete a short course. Shaina said that would be fine.
- When Shaina's cousin came to stay, the charity called Shaina in for a meeting, and told her that she wasn't allowed to have overnight visitors in her apartment.
- Shaina couldn't understand what the big deal was, and now, she's decided to find something else.
- Shaina calls the helpline to see what other places there might be around.

Struggles to find information

Drug and Alcohol barriers

Culturally unsafe

Mental health barriers

Doesn't feel safe

Service Rules become a barrier

Doesn't fit criteria

Service capability

Appendix Two: Works Consulted

Title	Date	Author
Evidence for improving access to homelessness services	July 2011	AHURI
The outcome star: A tool for recovery oriented services; and, Exploring the use of the outcome star in a recovery oriented mental health service	2010	Emma-Louise Keen, Edith Cowan University Thesis
Bankwest Foundation Social Impact Series - Measuring the difference we make: The state-of-play of outcomes measurement in the community sector in Western Australia	October 2015	Sarah Adams, Paul Flatau, Kaylene Zaretzky, Dianne McWilliam and Jessica Smith, The University of Western Australia, Centre for Social Impact
Stories from my desk: Perth homelessness worker's 'front-line' report	August 2019	Jesse Noakes, The Sydney Morning Herald
One of Perth's thousands of rough sleepers speaks out: 'I've got f--k all'	August 2018	Kate Hedley, WA Today
Homelessness in Perth,	n.d.	Kris Halliday, Just Salvos website
1 in 6 young people in Australia have experienced homelessness	August 2018	Mission Australia Blog
Homelessness in Western Australia: A review of the research and statistical evidence	2018	Lisette Kaleveld, Ami Seivwright, Emily Box, Zoe Callis and Paul Flatau, University of Western Australia and Department of Communities
City Homeless Framework Committee Action Plan	2019	City of Perth
Simon's Story	October 2018	JP Alves, Department of Communities
When there's no place to call home	2019	Department of Communities
Compassion and effective care	November 2018	Brooke Evans-Butler, The West Australian
Royal Perth Hospital Homeless Team: Evaluation Report Summary	February 2019	Angela Gazey, Lisa Wood, Craig Cumming, Nuala Chapple, & Shannen Valles
Safe as Houses: Evaluation Report and Snapshot	June 2019	University of Western Australia
Sustainable Health Review: FInal report to the Western Australian Government	2019	Department of Health
All Paths lead to a Home	December 2019	Department of Communities
Queensland Homelessness Information Platform (QHIP) Policy	March 2014	Department of Housing and Public Works (QLD)
Enabling Local Communities: Homelessness in Ipswich	March 2016	Queensland Council of Social Services
Triage Project Report: For Metro North Brisbane Medicare Local Partners in Recovery Program	March 2015	Under 1 Roof

| Title	Date	Author
Re-commissioning of Specialist Homelessness Services	October 2019	NSW Government Communities and Justice
Commissioning Specialist Homelessness Services for Outcomes	February 2020	NSW Government Communities and Justice
St. John's Homeless-Service System Coordination Framework	June 2016	Dr. ALina Turner & Andrew Harvey
Coordinated Entry and Systems Change	September 2015	National Alliance to End Homelessness (Canada)
Mandurah's waterfront hotels and houses mask a homelessness crisi on the foreshore	October 2019	Rhiannon Shine, Jessica Warriner and Benjamin Gubana, ABC News
Equal Justice Bench Book: A Profile of Western Australia: Homelessness	September 2017	Department of Justice
The Western Australian Strategy to End Homelessness	2018-2028	Western Australian Alliance to End Homelessness
Homeless-specific medical centre hoped to ease pressure on Perth emergency departments	September 2019	Lauren Pilat, WA Today
Practice Guidelines: Queensland Homelessness Information Platform	n.d.	Department of Housing and Public Works
Rehousing Triage and Assessment Survey Toolkit	n.d.	Calgary Homeless Foundation
Mental Health Bed Access, Capacity and Escalation: Statewide Policy	June 2019	Department of Health
Western Australia Project Plan: National Partnership Agreement on Homelessness	2017	Commonwealth of Australia
City of Perth endorses site for accredited homeless services delivery	November 2019	City of Perth
Ending street homelessness in the inner city: FInal research report	August 2018	Dr Selina Tually , Dr Victoria Skinner, Dr Debbie Faulkner and Associate Professor Ian Goodwin-Smith, Adelaide Zero Project
AHURI and Mind Australia report examines relationship between mental health pathways and housing	February 2020	Emily Jarvie, The Examiner
'It's a continuation of the Stolen Generation': How the social housing system is failing vulnerable Aboriginal women and their kids	February 2020	Maggie Coggan, Probono Australia
A Home of your own: Housing FIrst and ending homelessness in Finland	2017	Y-Foundation
The Trauma and Homelessness Service Framework.	2014	Cash, R., O'Donnell, M., Varker, T., Armstrong, R., Di Censo, L., Zanatta, P., Murnane, A., Brophy, L., & Phelps, A.

Appendix Three: Co-design Core Team Membership

Name	Organisation	Representation
Kathleen (Kat) Ahlers	Bentley Health Service - Royal Perth Bentley Group	Government Sector
John Berger	WA Alliance to End Homelessness	Peak Body
Naava Brooks	The Salvation Army	Direct Service Delivery
Anastasia (Annie) Brooks	Town of Victoria Park	Government Sector
Christina Chan	Department of Communities; Child Protection and Family Services (Crisis Care)	Government Sector/Direct Service Delivery
Allan Connolly		Person with a Lived Experience of Homelessness
Andrew Davies	Homeless Healthcare	Service Provider Leadership
Samantha Drury	St Bart's	Service Provider Leadership
Jade Gillespie	Passages Youth Engagement Hub Peel - Vinnies Homelessness Services	Direct Service Delivery
Shane Hewerdine	Pathways SouthWest	Direct Service Delivery
Amanda Hunt	UnitingCare West	Service Provider Leadership
Kate Ihanimo	Centrecare Inc.	Service Provider Leadership/Direct Service Delivery
Ashleigh Jones	Share & Care Community Services Group Inc	Direct Service Delivery
Esben Kaas-Sorensen	Anglicare WA, Street Connect	Direct Service Delivery
Kedy Kristal	Women's council for DFV services	Service Provider Leadership
Tara Le flohic	Shelter WA Hear of MY Experience HOME project	Person with a Lived Experience of Homelessness
Michala McMahon	50 Lives 50 Homes - Ruah Community Services	Direct Service Delivery
Pauline Miles		Person with a Lived Experience of Homelessness
Wendy Morris	National Alliance of Seniors for Housing	Person with a Lived Experience of Homelessness

Name	Organisation	Representation
Sharyn Morrow	Pilbara Community Legal Service	Direct Service Delivery
Janelle Munro	Tom Fisher House- St Vinnies	Direct Service Delivery
Jamie Neal		Person with a Lived Experience of Homelessness
Trish Owen		Person with a Lived Experience of Homelessness
Danielle Rossetti/ Bek Slavin	City of Perth	Government Sector
Jonathan Shapiera	South West Australian Homeless People (SWAHP) / Lived Experience	Person with a Lived Experience of Homelessness
Michael Sheehan	Relationships Australia WA	Service Provider Leadership
Sarah Sihlen	Broome Youth and Families Hub Inc.	Service Provider Leadership
Adele Stewart	Indigo Junction	Service Provider Leadership
Sarah Tutolo	Noongar Mia Mia	Service Provider Leadership/Direct Service Delivery
Jessica Whale	Parkerville Children and Youth Care	Direct Service Delivery
Allan Wilkerson	Foundation Housing	Service Provider Leadership
Ross Wortham	Youth Affairs Council of WA	Service Provider Leadership/Peak Body/Person with a Lived Experience of Homelessness
Emma Colombera	Department of Communities	Policy and Service Design
Sandra Flannigan	Department of Communities	Commissioning & Sector Engagement
Davina Green	Department of Communities	Service Delivery
Matthew McGerr	Department of Communities	Commissioning & Sector Engagement
Julia Prior	Department of Communities	Homelessness
Kathryn Robinson	Department of Communities	Commissioning & Sector Engagement

Appendix Four: Specialist Homelessness Service Standards 2016

The following is an excerpt from the Specialist Homelessness Service Standards, Western Australia 2016, for greater detail on behaviours outlined in the Service Standards, download the full document here:
https://www.dcp.wa.gov.au/servicescommunity/Documents/SHS%20Service%20Standards%20Guide_Section%201.pdf
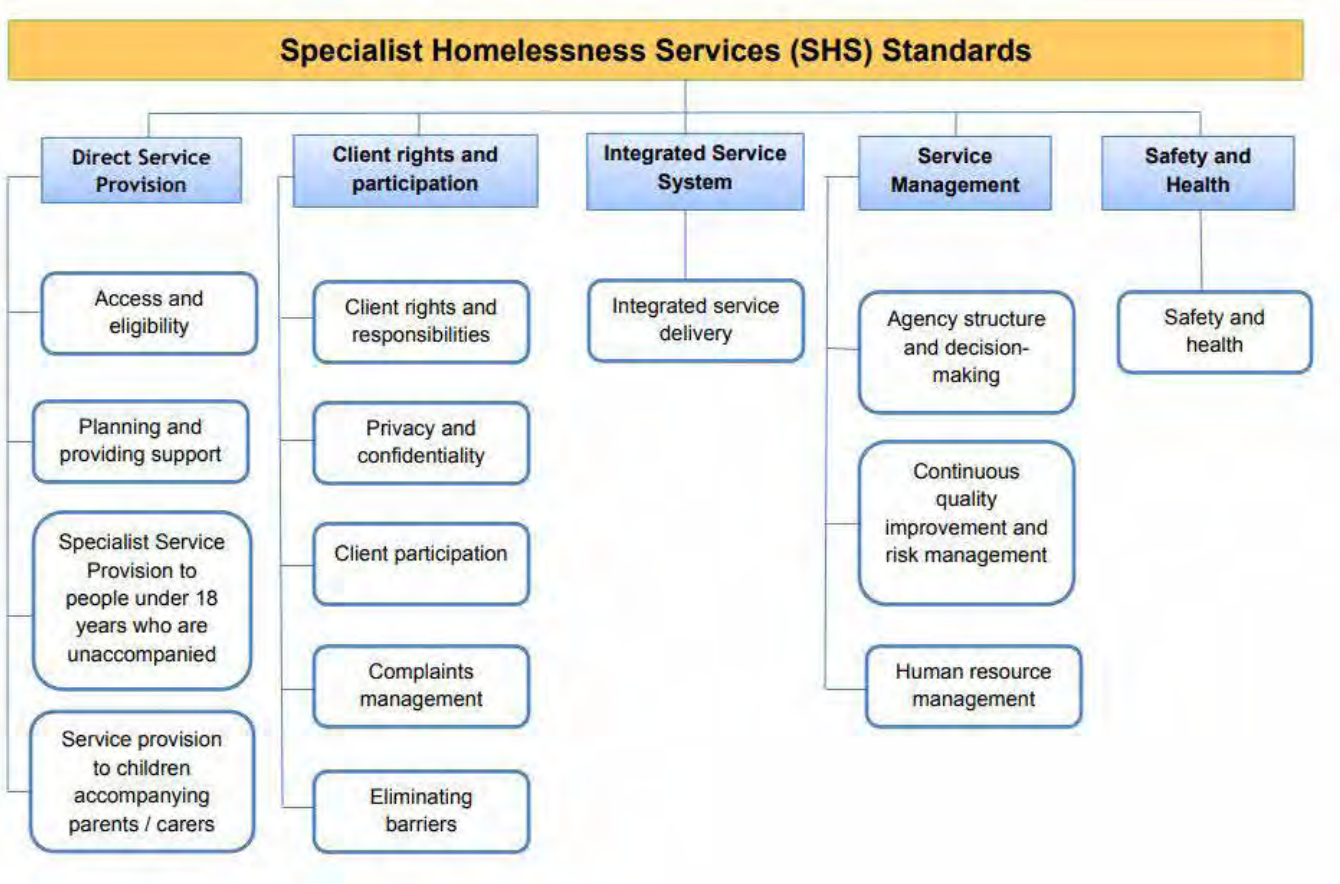
DIRECT SERVICE PROVISION

The standards for direct service delivery relate to people's ability to access the agency and the way in which they will be supported by the agency.

Standard 1 Access and Eligibility

People have equitable access to services on the basis of need, within service capacity, and in a manner that is consistent with the stated aims of the organisation and the Service Agreement.

Standard 2 Planning and providing support

The agency works in partnership with people to identify needs, make choices and decisions about the services

and where appropriate develop a support plan to achieve positive outcomes.

Standard 3 Specialist Service

Provision to people under 18 years who are unaccompanied by an adult People under 18 years of age who are unaccompanied by an adult are assessed with regard to their circumstances, age, vulnerability and legal status, and are provided with or assisted to access appropriate services. They are recognised as clients in their own right.

Standard 4 Service provision to children accompanying parents/carers

Children accompanying parents/carers and receiving a service are recognised as clients in their own right. Their needs are considered and where possible, they are provided with or assisted to access appropriate services.

CLIENT RIGHTS AND PARTICIPATION

The standards in this section are about the expectation that clients will be treated in a fair and respectful way.

Standard 5 Client rights and responsibilities

Clients are made aware of their rights and responsibilities while accessing and being supported by the agency, and the agency supports clients to exercise those rights.

Standard 6 Privacy and confidentiality

The agency respects and protects clients' privacy and confidentiality.

Standard 7 Client participation

The agency involves clients in planning and evaluation of services.

Standard 8 Complaints Management

The agency has a clear and accessible complaints handling procedure in place for people accessing the agency.

Standard 9 Eliminating barriers

The agency provides a service to people regardless of their gender, culture, race, disability or sexuality.

INTEGRATED SERVICE SYSTEM

The standard relating to integrated service delivery is:

Standard 10 Integrated Service Delivery

The agency works together with other relevant

agencies to improve circumstances for people requiring support.

SERVICE MANAGEMENT

In order to provide quality services to people experiencing or at risk of homelessness, an agency will have stable and effective management practices in place.

Standard 11 Agency structure and decision making

The agency maintains clearly defined governance and operational practices, which meet all legal, contractual and administrative requirements and support quality client outcomes.

Standard 12 Continuous Quality Improvement and Risk Management

The agency maintains effective processes to manage risk and support continuous quality improvement which helps the agency to meet the needs of the community it serves.

Standard 13 Human resource management

The agency utilises effective human resource management practices to plan, develop and support the workforce, both paid and voluntary, and ensure compliance with legislative and regulatory requirements.

SAFETY AND HEALTH

Occupational safety and health is everyone's business.

Standard 14 Safety and Health

The agency is responsible for providing a safe and healthy environment for staff, volunteers, visitors and people accessing its services.