



REGIONAL HOUSING ENGAGEMENT  
**DARLING DOWNS**  
FINDINGS PAPER

# CONTENTS

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1	Executive Summary.....	2
1.1	Engagement Overview .....	2
1.2	Workshop Content.....	3
2	Summary of Findings .....	4
3	Workshop Details – Toowoomba .....	6
3.1	Issues .....	6
3.2	Operation of the sector .....	9
3.3	Needs and Opportunities .....	11
3.4	Preferred housing assistance Approach.....	15

# 1 EXECUTIVE SUMMARY

## 1.1 ENGAGEMENT OVERVIEW

The regional housing engagement program has been designed to achieve the core objective of ensuring the views, concerns and ideas of local and regional housing and homelessness service providers and key stakeholders within the whole service system are both heard and captured. This will inform departmental direction, strategies, policies and funding decisions, and assist service providers and other stakeholders make decisions about responding to these opportunities.

The following process has been designed to encourage maximum participation and includes the following elements:



- **Workshop:** A discussion to collaboratively develop as a complete service sector, new or enhanced approaches for the provision of housing assistance. Some one-on-one engagement may also occur with stakeholders who are interested and relevant to this engagement program but who are unable to attend the workshop on the planned date.
- **Findings Paper:** The collation of the ideas from the workshop circulated to all workshop participants and others who have indicated interest but were unable to attend.
- **Feedback and Submissions:** Collection of feedback and submission from participants on the Findings Paper to further enhance the quality of information gathered from the workshop.
- **Engagement Report:** Provided as a summary of discussion and agreed preferred housing assistance approach to the Department.

The Engagement Report will provide a complete summation of all ideas and opportunities identified during the workshop and later in review of the findings papers by participants. The Department will use this information to inform the direction, strategies, policies and funding decisions for housing assistance.

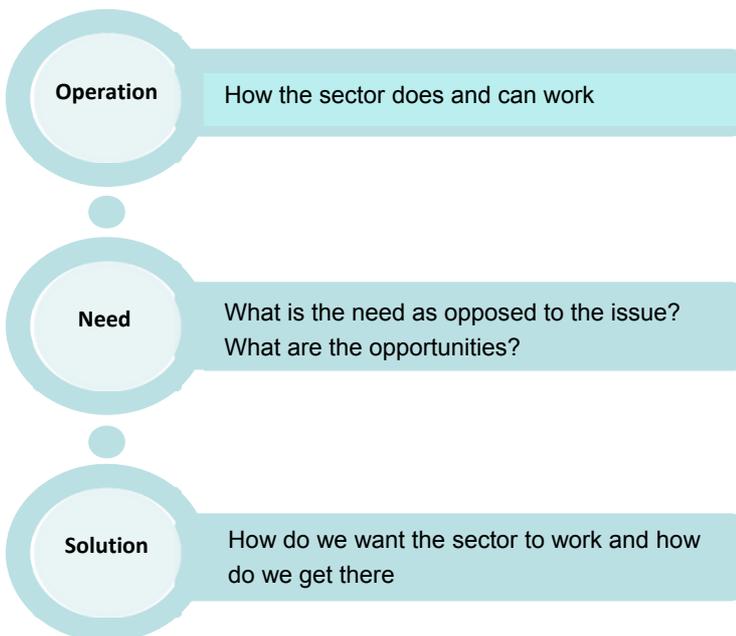
The workshop was held in the in the following locations:

Location	Date	No of Attendees
Toowoomba	Wednesday 11 March 2015	33

## 1.2 WORKSHOP CONTENT

The workshops have been designed to be forward focused – looking toward the future of the sector and how it can more collaboratively and efficiently operate. To start this process, it was important to first identify the needs of the sector. These needs were identified through consideration of the sector currently, its issues, what works and where collaboration is occurring.

From this point, the needs of the sector moving forward were identified and opportunities for greater collaboration and involvement across all sector participants – government, not for profits and private – suggested. Key topics of interest were then identified and more detailed ideas, suggestions and solutions workshopped that might enhance sector performance and client service.



Depending on the size of the workshop group, each topic was either discussed in small groups with notes recorded at each table and then presented back to the broader workshop for further discussion, or discussed as a whole group with a single scribe recording the outputs.

Key topics focused on during the “solutions” phase of the workshop were selected based on frequency of mention and cross-checked with workshop participants as being the important points of discussion prior to further development of solutions.

The information provided within this report under each workshop section provides a direct copy of the notes written by participants.

## 2 SUMMARY OF FINDINGS

The following key themes were identified across the entire the region:

- Housing Stock
- Tenders and Service Agreements
- Support for end to end solutions
- Financial Planning Strategy

The following is a summary of the key ideas and suggestions that were noted:

Need	Ideas resulting from discussion
Department and Non-Government Organisations Case Coordination	<ul style="list-style-type: none"> <li>• Joint funding application - for flexible service delivery</li> <li>• Hub – multiple services</li> <li>• Foyer model → Holburton Hub</li> <li>• Case management</li> <li>• Database for sector (SHIP or QHIP)</li> <li>• Continuum model (whole of sector investment)</li> <li>• Funded coordinator for THHC (HCAP)</li> </ul>
“Captain’s Model”	<p>The group explored an opportunity to redevelop ‘Captains Paddock’ Vineyard for use for a multi-faceted approach for service providers. The idea was to develop a model that could also be considered for other properties such as Westbrook prison and another block of nurses accommodation that is no longer used (and full of beds) at the hospital. The group considered:</p> <ul style="list-style-type: none"> <li>• Tourism opportunities               <ul style="list-style-type: none"> <li>○ Identifying what is possible</li> <li>○ Possible promotion of the venue</li> <li>○ Provision of cafe</li> </ul> </li> <li>• Ability to provide a multi-faceted venue including:               <ul style="list-style-type: none"> <li>○ Kitchen – catering skills, business development,</li> <li>○ Opportunities for tiny houses on the property.</li> <li>○ Ability for clients to build a rental history</li> </ul> </li> <li>• How to achieve it               <ul style="list-style-type: none"> <li>○ Develop business proposal and list of stakeholders to approach</li> <li>○ MOU’s for contributors</li> <li>○ Social Ventures pitch</li> <li>○ Development of social enterprise</li> <li>○ Inclusion of the community in open days.</li> </ul> </li> <li>• Risks and mitigations to the project</li> </ul>
Raising community awareness	<ul style="list-style-type: none"> <li>• Raise the profile of the real problem: lack of awareness among community, real estates, confusing definitions, complexity of the problem.</li> <li>• Raising profile with private sector: Co-location (real estate agents, investors), opportunities for early intervention, real consequences to actions</li> <li>• Developing a hub: Using the old centrelink building to house a number of different services. Enables people to identify needs and ensures thorough assessments. Ensures no duplication among organisations.</li> <li>• Providing physical and practical support to the homeless</li> </ul>

Continuum of Care Model	<p>This group explored the existing continuum of care model and identified the need for addressing the gaps that could be addressed by flexible service agreements, one database and collaborative service provision ultimately resulting in keeping a person out of the system:</p> <ul style="list-style-type: none"> <li>• Case management needs to be across the continuum not disjointed</li> <li>• SHS provides more ability to provide the database across the continuum.</li> <li>• Funded coordinator to manage the process (used to be provided)</li> <li>• Need to recognise post service support and its role in keeping people from returning back to the intake assessment.</li> </ul>
Housing stock	<ul style="list-style-type: none"> <li>• Dispose of inefficient stock</li> <li>• Develop or create more appropriate stock in consultation with sector</li> <li>• Client matching to available properties considering culture and behaviours</li> <li>• Developing flexible stock and innovative support responses to individual needs</li> <li>• Duplicate successful programs. Promote successful programs to sector</li> <li>• Review housing categories to match property configuration to maximise use – incorporate target needs</li> <li>• Realistic and ease of renting and housing affordability</li> <li>• Research feasibility of Toowoomba properties e.g. Bridge street and Darling Heights Lodge</li> <li>• Flexible selection of clients from waiting list</li> </ul>
Funding and Procurement	<ul style="list-style-type: none"> <li>• Require flexibility and innovation</li> <li>• Funding around outcomes not outputs → less prescriptions S.A.s</li> <li>• Flexibility to work with contract manager to address actual needs rather than black letter contracts → reduce red tape, agile and responsive service delivery <ul style="list-style-type: none"> <li>○ Classifications of program funding actually limit ability to provide needed services</li> </ul> </li> <li>• Reporting versus agile service delivery: get better software → one common system that can link in with all the different systems</li> <li>• Collaboratively developed KPI's so they address actual local needs: Department should not apply “one size fits all” KPI's</li> <li>• Tender documents: Department says what it needs at a high level, tenders respond with how they will deliver and how they measure success (i.e. they propose KPI's, successful proponent works with Department to finalise KPI's) <ul style="list-style-type: none"> <li>○ Have a KPI for “innovative use of funds”</li> </ul> </li> </ul>

# 3 WORKSHOP DETAILS – TOOWOOMBA

## 3.1 ISSUES

The first part of the workshop requested participants consider the existing issues faced by the sector:

Topic	Issues
Housing Stock	<ul style="list-style-type: none"> <li>▪ Lack of affordable housing and supported accommodation</li> <li>▪ More demand than stock available</li> <li>▪ Not enough stock/stock sold</li> <li>▪ High maintenance on old stock</li> <li>▪ Understand levels of demand</li> <li>▪ Not appropriate for needs (1 bed/3 bed)</li> <li>▪ Transitional housing – supported</li> <li>▪ Hostels closing (no interim housing)</li> <li>▪ Dalby Men’s Hostel was closed in 2008. Department Service Agreement stated 2 additional family houses to be provided. First house allocated in 2011 (2yrs, 8 months later). Still waiting for second house for family accommodation program. 2015 still asking and hopeful</li> <li>▪ No housing options for young people 14-16 years that fall out of child safety statutory system – this is a growing trend</li> <li>▪ Reassess current housing stock for quality standard and matched to client need. Are long term housing appropriate and could they be better utilised</li> <li>▪ “Affordable” housing is not actually affordable</li> </ul>
Funding	<ul style="list-style-type: none"> <li>▪ QHIP – the whole thing:               <ul style="list-style-type: none"> <li>▪ Staff time being diverted from core/funded business to provide services and reporting for people not in our funded target group</li> <li>▪ Considerable pressure on staff to report of activities NOT in funding agreement or will breach the contract?! (For not reporting)</li> </ul> </li> <li>▪ Need more funding and resourcing (and a driving body) for HCAP (Toowoomba Housing and Homelessness Coalition)</li> <li>▪ Barriers to sharing caused by different funding sources</li> <li>▪ Flexibility with funding to meet the needs of the clients in negotiation with DHPW CM and within service agreement guidelines – but without major process</li> </ul>
Crisis accommodation	<ul style="list-style-type: none"> <li>▪ Lack of crisis housing to suit the need of the region</li> <li>▪ Crisis housing for 3 months then no alternative at the end of this time due to stock</li> <li>▪ No clear process to transition from crisis to community / DHPW housing</li> <li>▪ Cycle of clients coming back through crisis housing</li> <li>▪ Crisis/short term accommodation (eg. 48-72 hours)</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ Lack of wider community awareness to issues of disadvantage. Real estate training</li> <li>▪ Inconsistent information</li> <li>▪ Housing Contract Managers and NGO Housing Contract Managers. Housing Support Services need to be in the same page to get better outcomes. Eg. Where this is a place and working well is the Holberton Hub. It includes DHPW and various support agencies</li> <li>▪ If changes to process at DPHW, then this is communicated with support services</li> <li>▪ Disjointed housing continuum</li> <li>▪ Better understanding of systems such as QHIP/SRS/SHS to enable more free flowing housing continuum</li> <li>▪ Need to consult with regional bodies on new policy</li> <li>▪ Change in government/change in department portfolios</li> <li>▪ Real estate relationships</li> </ul>

Topic	Issues
Services	<ul style="list-style-type: none"> <li>▪ More efficient use of networks to allow collaborative practise – less is more</li> <li>▪ TICA regulation, and tenant advice service</li> <li>▪ Customer service</li> <li>▪ Gaps in service delivery for under 16s: <ul style="list-style-type: none"> <li>▪ Limited exit options for young people generally</li> <li>▪ Child safety limited response</li> </ul> </li> <li>▪ Lack of response/service gap for disability</li> <li>▪ Lack of response for DV women</li> <li>▪ Non-migrant DV women</li> <li>▪ Not enough brokerage</li> <li>▪ More responsibility / pressure for NGOs to provide more support (ie DHPW is not wanting to take on tenants with behavioural issues – drugs, alcohol, debt)</li> <li>▪ Need for clear and professional training for front of lien staff at DHPW as this is often a cause of time wasting and upset for clients</li> <li>▪ A disconnection between homelessness services and other services that sit on the peripheral, such as emergency relief, financial counsellors (ADDS, DV, mental health)</li> <li>▪ Inability for services to works on sustainable change in client lives due to time restraints and contract pressures</li> <li>▪ Case management following a client through the process across services</li> <li>▪ Assessment of needs / duration of need – to be applied to support services as well</li> <li>▪ Services like PIR and DHPW are underutilised in regional/rural Queensland. Clients are coming to Toowoomba to have their needs met, however could have them met in their local area</li> <li>▪ No hub</li> <li>▪ Drug/alcohol addiction and mental health</li> <li>▪ Centrelink requirements</li> <li>▪ Support services/early intervention not located in regional areas</li> <li>▪ RentConnect works really well</li> <li>▪ Homeless youth/couch surfing</li> <li>▪ Better case management ownership on leadership needed of child safety (or Disability Services) in working to assist kin or family carers to source housing and link them in with support services</li> <li>▪ Client matching to house young people with older (widowed) people in own homes. Needs risk management</li> </ul>
Service Agreements and Tenders	<ul style="list-style-type: none"> <li>▪ No future planning: <ul style="list-style-type: none"> <li>▪ Service agreement timeframes</li> <li>▪ Short service agreement timeframes</li> <li>▪ <i>[XX collaborative]</i> due to dollars</li> </ul> </li> <li>▪ Uncertainty in sector: <ul style="list-style-type: none"> <li>▪ Impacting client case planning</li> <li>▪ Can negatively impact clients</li> </ul> </li> </ul>
Tenancy sustainability	<ul style="list-style-type: none"> <li>▪ Actual early intervention and not Notice to Leave</li> <li>▪ Stress of Welfare Services to fund rent arrears and TICA debt. E.R. Lack of QHIP use</li> <li>▪ Longer term contracts are needed: <ul style="list-style-type: none"> <li>▪ Certainty fir staff and providers</li> <li>▪ Causes loss of experience</li> </ul> </li> <li>▪ Support for tenancy sustainment</li> </ul>

Topic	Issues
Collaboration	<ul style="list-style-type: none"> <li>▪ Lack of collaborative practice across the sector – Health, Housing, Disability, Youth</li> <li>▪ Lack of leadership for collaborative practice (Region Champion)</li> <li>▪ Lack of ability to communicate between databases</li> <li>▪ Collaborative practice to be built into future service agreements</li> <li>▪ Cross government consensus of whole of sector collaboration</li> <li>▪ Consensus at all levels of government and NGO of what is and how to collaborate</li> </ul>
Department Considerations	<ul style="list-style-type: none"> <li>▪ Lack of long term strategy in housing – needs to be longer than an election cycle</li> <li>▪ Needs to be a change of focus of discourse from fiscal outcomes to outcomes for clients</li> <li>▪ Register works well – level of need</li> <li>▪ Increasing trend of NZ immigrants arriving in Australia with no income and no home or work. No minimum wage in NZ and low family tax payments are no incentive for NZ citizens to return to NZ</li> <li>▪ High numbers of persons on DS</li> </ul>

## 3.2 OPERATION OF THE SECTOR



The participants were asked to consider what they felt was currently working well and current examples of collaboration that already existed within the sector in the region. These two questions did not necessarily have to be related and were designed to identify

Working Well	Current Collaborations
<ul style="list-style-type: none"> <li>▪ Great homelessness networks in area</li> <li>▪ Good supportive relationships with local Contract Managers within DHPW</li> <li>▪ Outcomes are good</li> <li>▪ SHIP and SH??? Are good</li> <li>▪ Under one roof working really well in Ipswich</li> <li>▪ Good sector meeting</li> <li>▪ Real drive in communities to works together</li> <li>▪ Council kerbside pickups of large goods and green waste works well in Brisbane – squalor prevention</li> <li>▪ Working with DHPW on squalor and hoarding</li> <li>▪ Southern Downs good grass roots collaboration with minimal resources</li> <li>▪ Homestay case management interventions and outreach</li> <li>▪ NRAS model meets some need</li> <li>▪ Southern Downs community housing by council</li> <li>▪ SUDP (Cornerstone) Warwick</li> <li>▪ CDS in Stanthorpe</li> <li>▪ Grass roots collaboration and flexibility</li> <li>▪ Minimal “red tale” approach</li> <li>▪ Client focus not organisational focus</li> <li>▪ HCAP/THHC services co-locate together to create an intake for people to homelessness</li> <li>▪ Rural and remote services for people with mental illness to provide these services locally</li> <li>▪ Case management within the homelessness sector</li> <li>▪ Services willing to work together to address issues</li> <li>▪ Working in a manner that is early intervention</li> <li>▪ Create a one-stop-shop (co-locate, systems, funding)</li> <li>▪ Toowoomba Housing Homelessness Coalition (THHC)</li> <li>▪ Relationships between HSC and providers</li> <li>▪ Providers being more entrepreneurial for additional funding (support to providers to so this would be good)</li> <li>▪ Case management (under one roof)</li> <li>▪ Exchange of information</li> <li>▪ Early intervention (Partners in Recovery)</li> <li>▪ Collaboration between providers</li> <li>▪ Real Estate Action Group (under THHC)</li> <li>▪ Head leasing and CRS program</li> <li>▪ Outreach support (if funders appropriately)</li> <li>▪ RentConnect (when available)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Holberton Hub</li> <li>▪ Forced collaboration that has worked well</li> <li>▪ Toowoomba Youth Service amalgamating with United Synergies to strengthen current serviced to local clients</li> <li>▪ Big support network within Toowoomba</li> <li>▪ Toowoomba Housing and Homelessness Coalition – toilet/shower/washing facilities near hospital</li> <li>▪ Ipswich dependant youth services gave up a shelter and used dollars for mobile support in collaboration with Max Employment, Churches of Christ, HSC</li> <li>▪ Gold Coast triage pilot</li> <li>▪ PIR &gt; Southern Downs Regional Council &gt; SVDP &gt; Adult M/H &gt; GP &gt; Allied M/H Salvos &gt; real estates &gt; CDS (Stanthorpe)</li> <li>▪ Council &gt; DHPW &gt; Warwick interagency 40+ attendance &gt; cross sector working groups eg. Youth Homelessness</li> <li>▪ ARC &gt; Slavos &gt; ER. Housing services, mental health support services &gt; real estates &gt; Centrelink &gt; employment agencies &gt; loaves and fishes &gt;&gt;</li> <li>▪ Basement &gt; Centrelink &gt; legal aid (QPILCH)</li> <li>▪ Multitude of network meetings</li> <li>▪ Cas coordination – all</li> <li>▪ QHIP trial intake assessment refer to services for needs – Salvos and Red Cross</li> <li>▪ Holberton Hub – DHPW. Ozcare (5), YWCA (2), Red Cross (5):             <ul style="list-style-type: none"> <li>▪ Case management, holistic approach, avoid breechs to make change</li> </ul> </li> <li>▪ Food, budget and tenancy skills. Metro Care, Salvos, Red Cross and Lifeline all works together to provide cook up volunteer services which are driven by community need</li> <li>▪ Toowoomba Housing Homelessness Coalition/HCAP</li> <li>▪ Sharing of funding:             <ul style="list-style-type: none"> <li>▪ Service agreements</li> <li>▪ Flexi services</li> </ul> </li> <li>▪ Toowoomba Housing Homelessness Coalition (THHC)</li> <li>▪ Under one roof</li> <li>▪ HSC and providers</li> <li>▪ Horizon Housing and ASSERT Services</li> <li>▪ Partners in Recovery</li> <li>▪ Refer to THHC Action Plan (talk to them)</li> <li>▪ Toowoomba Clubhouse</li> <li>▪ Toowoomba Council and HCAP</li> <li>▪ Public Place Project</li> <li>▪ Cleaning Crew (TRC) and providers</li> <li>▪ Homeless Awareness Week</li> <li>▪ Toowoomba Hub (12 units)</li> </ul>

### Working Well

- TWMB/Hub (long term supported) – Ozcare, Red Cross, YWCA, DHPW
- Follow up supports/referrals
- HCAP – QCOSS – Toowoomba Council
- Partnerships with councils and DHPW
- Long term tenants/very low turnover of tenants (some 16 years old)
- One-stop-shop – multi tenancy centres (MYCNC)

### Current Collaborations

- Bell Council – DHPW – Bell Community Housing and volunteers
- St Vincent's – Dalby Crisis Support
- HCAP – all services in Toowoomba
  - Big
  - Small
  - Government
- Multi tenancy centres

## 3.3 NEEDS AND OPPORTUNITIES



### 3.3.1 NEEDS

The issues identified during the previous discussion were translated into needs for the sector moving forward. The following needs were identified by participants:

Focus Area	Needs
Housing stock	<ul style="list-style-type: none"> <li>▪ Better aligned housing stock (smaller) (Greyfield Development):                             <ul style="list-style-type: none"> <li>▪ Providers</li> <li>▪ Private developers</li> </ul> </li> <li>▪ Support from DHPW Property Team for redevelopment (outcomes vs market value):                             <ul style="list-style-type: none"> <li>▪ DHPW</li> </ul> </li> <li>▪ Community Awareness Campaign (need for affordable housing) (about the factors leading to homelessness – community understanding)                             <ul style="list-style-type: none"> <li>▪ THHC</li> <li>▪ Council</li> </ul> </li> <li>▪ Regional Housing Strategy (long term)                             <ul style="list-style-type: none"> <li>▪ THHC</li> <li>▪ Council</li> <li>▪ HSC</li> <li>▪ Providers</li> </ul> </li> <li>▪ Local regional councils provide housing</li> <li>▪ Larger homes for big families – government</li> <li>▪ Increased stock in regional areas, currently low prices in these areas</li> <li>▪ Queensland housing provider that can unlock land asset value through mixed use development</li> <li>▪ Increase Queensland housing provider capacity and ability</li> </ul>
Rental affordability	<ul style="list-style-type: none"> <li>▪ A new housing program targeted at moderate incomes, eg. Rentstart/amenity based rents:                             <ul style="list-style-type: none"> <li>▪ DHPW</li> <li>▪ Providers</li> </ul> </li> <li>▪ Opportunity to work with real estate agencies:                             <ul style="list-style-type: none"> <li>▪ THHC</li> </ul> </li> <li>▪ Cheaper, supported accommodation for young people to get rental history</li> <li>▪ More affordable accommodation</li> <li>▪ Affordable rentals in private market, where public facilities are available</li> <li>▪ Increase level of affordable housing that suits region’s needs – eg. large houses and housing for singles</li> <li>▪ NRAS reinstatement</li> </ul>
Crisis accommodation	<ul style="list-style-type: none"> <li>▪ Crisis services including accommodation and assistance to return to family</li> <li>▪ Crisis shelters (West Country). Housing stock already in place. Planning and coordination to have clients remain in their communities</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>▪ Community/local residents/volunteer managed</li> <li>▪ Partnerships with private business (mines, gas)</li> <li>▪ Action in a timely manner</li> <li>▪ DHPW review of programs in regional areas transitioning great change</li> <li>▪ More comprehensive response from DHPW for DV housing needs</li> <li>▪ Sharing of resources between organisations</li> <li>▪ Share and SHIP across sectors (provided by federal)</li> <li>▪ Central database to enable all services to “talk” to each other – integrated “IT” systems (provided by federal)</li> </ul>

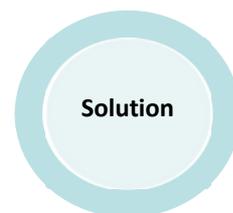
Focus Area	Needs
Services	<ul style="list-style-type: none"> <li>▪ Services for single women</li> <li>▪ Child safety (15-18 years) <ul style="list-style-type: none"> <li>▪ Ownership of housing young teens under orders</li> <li>▪ Support for families for sustainable living</li> </ul> </li> <li>▪ Case management support early on</li> <li>▪ Increasing capacity/autonomy/empowerment EARLY – before they drop off the perch</li> <li>▪ Schools with NFPs – Teach children/families how to be resourceful outside of their world</li> <li>▪ DHPW SILS program open for all</li> <li>▪ Transitional housing with support. Agencies with workers to continue the case management path (provided by NGOs)</li> <li>▪ Identifying the needs of the client before coming into service (provided by Triage Hub model)</li> <li>▪ Exit strategies – housing support plane. Universal plan</li> <li>▪ Financial counsellors – requirement for client to be assisted so as not to revisit the cycle (provided by agencies)</li> <li>▪ Constant universal outcome strategies. Each agency having access to a community directory (provided by DHPW, all agencies)</li> <li>▪ Better public transport in Toowoomba (provided by council)</li> <li>▪ Revisit efficiency and use of QHIP and broad access (provided by state) – why developed and how is it used</li> <li>▪ Accurate community services database of resources in areas</li> <li>▪ Various stages of homelessness and house support by everybody, eg. Prevention &gt; postvention</li> <li>▪ Support for local government providers who want to transition “successfully” out of social housing (DHPW)</li> </ul>
Funding	<ul style="list-style-type: none"> <li>▪ Dollars are needed – Private/DHPW/NFPs – brokerage community hubs</li> <li>▪ Longer term contracts and security of funding to reduce short term resource limitations</li> </ul>
Tenancy sustainability	<ul style="list-style-type: none"> <li>▪ Use of collaborative community share housing</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ Information on how to access support when needed</li> <li>▪ DHPW to provide consistent definitions and interpretations across department regarding service delivery</li> <li>▪ Improved communication/coordination approach, eg. Family moving into a new region requiring support – do this immediately rather than waiting until the crisis hits because they are supported</li> <li>▪ For HQ to regularly communication new processes to local housing agencies (DHPW to email or contact NGOs)</li> <li>▪ Clear re data collection and available reports of databases, eg. QHIP</li> <li>▪ Clarity about homelessness re-commissioning</li> <li>▪ Clarity of federal responsibility of homelessness services (5.51 Constitution)</li> </ul>
Services and Tendering	<ul style="list-style-type: none"> <li>▪ Clarity of competitive tendering</li> <li>▪ Resolve issues of competitive tendering and collaborative practice</li> </ul>

### 3.3.2 OPPORTUNITIES

The following opportunities for investment in the sector were identified

Focus Area	Opportunity For Investment
Housing Stock	<ul style="list-style-type: none"> <li>▪ Redevelopment of housing stock by CHPs and other providers</li> <li>▪ More mixed tenure developments</li> <li>▪ Transfer of housing stock/management to NFP sector:               <ul style="list-style-type: none"> <li>▪ Flexible housing solutions – should have variety of providers</li> <li>▪ Create entities with scale for more solutions</li> </ul> </li> <li>▪ Partnerships between providers, council, DHPW and private developers to design and build more stock</li> <li>▪ Developers – house on Bridge Street multiple rooms with support</li> <li>▪ Convert stock to be more appropriate to current needs</li> <li>▪ Tiny homes (tinyhousesaustralia.com):               <ul style="list-style-type: none"> <li>▪ Linking with private land owners</li> <li>▪ Crowd funding</li> </ul> </li> <li>▪ Captains paddock, Kingaroy               <ul style="list-style-type: none"> <li>▪ Local hospitality businesses purchased and used as a training facility for youth and adults. Partnering with TAFE and local producers and businesses/ NFPs:                   <ul style="list-style-type: none"> <li>▪ Businesses utilise service facilities eg. Corporate functions</li> <li>▪ Catering opportunities outside of premises</li> <li>▪ Venue for training/retreats (corporate)</li> <li>▪ Live in traineeship (accommodation) – could be demountables as well as current B&amp;B facilities</li> </ul> </li> </ul> </li> <li>▪ Organisations outside of DHPW to purchase stock (Defence)</li> <li>▪ Community work projects to do up houses</li> <li>▪ Share accommodation with families (maybe foster carers but live as a tenant – pay rent)</li> <li>▪ Opportunities for redevelopment: Westbrook Prison, Captains paddock, Kingaroy</li> <li>▪ Foyer model</li> <li>▪ Utilise creativity</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>▪ Regional collaboration (THHC):               <ul style="list-style-type: none"> <li>▪ Drives direction</li> <li>▪ Increase support</li> </ul> </li> <li>▪ Collaboration with other services</li> <li>▪ Community sector and banks to work together</li> <li>▪ Partnership with local government</li> <li>▪ Local council to be part of solution:               <ul style="list-style-type: none"> <li>▪ Zoning</li> <li>▪ Land transfer</li> <li>▪ Loaning of reclaimed properties</li> <li>▪ Community focused development</li> <li>▪ Regulation and red tape reduction</li> </ul> </li> <li>▪ Services to be able to look at joint funding (NGOs and private sector)</li> <li>▪</li> </ul>

Focus Area	Opportunity For Investment
Services	<ul style="list-style-type: none"> <li>▪ Less red tape (more useful databases)</li> <li>▪ Link supports for young people to sustain tenancies</li> <li>▪ Council work with NGO homelessness sector</li> <li>▪ NGO workers placed at DHOW service centres</li> <li>▪ Social enterprise opportunity for people housed through Community Housing</li> <li>▪ Better transport</li> <li>▪ Low cost training options for concession holders</li> <li>▪ Expansion of housing employment program, ie Max Employment</li> <li>▪ Traineeships for disadvantaged Y.P. – council based and NGO</li> </ul>
Service Agreements	<ul style="list-style-type: none"> <li>▪ Negotiate service agreements</li> <li>▪ JSA collaborative approach to services and housing needs</li> </ul>
Case management	<ul style="list-style-type: none"> <li>▪ Homelessness Hub – multiple services</li> <li>▪ Seamless case management – case management work with QHIP and SHS</li> <li>▪ Post service support</li> </ul>
Funding	<ul style="list-style-type: none"> <li>▪ Private investment in NGO's work</li> <li>▪ Low interest loans for NGO housing development</li> <li>▪ State and federal government investment in database structure and use to the sector (SHIP)</li> <li>▪ Social investment and financial investment balance – value adding</li> <li>▪ Creation of sustainable social enterprise investments, eg thank you mater</li> </ul>
Rental affordability	<ul style="list-style-type: none"> <li>▪ Cheap housing in former mining areas</li> <li>▪ Ask clients what they want and support them, eg: <ul style="list-style-type: none"> <li>▪ Renting is less responsibility regarding maintenance</li> <li>▪ Owning represents freedom</li> <li>▪ Caravan parks provide community facilities for kids</li> <li>▪ Green spaces and gardens</li> </ul> </li> </ul>
Crisis Accommodation	<ul style="list-style-type: none"> <li>▪ Purchase/develop crisis accommodation for women in Toowoomba</li> </ul>



## 3.4 PREFERRED HOUSING ASSISTANCE APPROACH

The group confirmed and discussed the following key themes:

- Department and non-government organisations case coordination
- Captain’s Model
- Raising community awareness
- Housing stock
- Funding and procurement
- Individual case management

ISSUE: Department and Non-Government Organisations Case Coordination	
Ideas	How
<ul style="list-style-type: none"> <li>▪ Meet each individuals needs               <ul style="list-style-type: none"> <li>▪ Case Management</li> <li>▪ Housing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Joint funding application - for flexible service delivery</li> <li>▪ Hub – multiple services</li> <li>▪ Foyer model → Holburton Hub</li> <li>▪ Case management</li> <li>▪ Database for sector (SHIP or QHIP)</li> <li>▪ Continuum model (whole of sector investment)</li> <li>▪ Funded coordinator for THHC (HCAP)</li> </ul>
<ul style="list-style-type: none"> <li>▪ Match needs to appropriate support services</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Case coordination</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Flexible <b>S.A.</b></li> </ul>	

ISSUE: Captain’s Model	
Ideas	How
<p>Tourism</p> <ul style="list-style-type: none"> <li>▪ Purchase property</li> <li>▪ Identify what the property offers:               <ul style="list-style-type: none"> <li>▪ Business development skills</li> <li>▪ Catering skills</li> </ul> </li> <li>▪ Identify what is possible: e.g. construction of tiny houses ; creative arts community</li> <li>▪ Identify who benefits – what do stakeholders want from this?</li> <li>▪ Identify appropriate governance/model</li> </ul>	<ul style="list-style-type: none"> <li>▪ Approach local stakeholders               <ul style="list-style-type: none"> <li>▪ Council</li> <li>▪ Businesses</li> <li>▪ Investors</li> <li>▪ TAFE</li> <li>▪ Mining</li> <li>▪ Government departments</li> </ul> </li> <li>▪ Develop business proposal – The right people on committee/consortium (diversification e.g. suppliers)</li> <li>▪ MOU’s for contributors</li> <li>▪ SEFA may also help</li> <li>▪ Ensure businesses know they are getting quality staff – not ‘just locally’</li> <li>▪ Social ventures Australia - pitch the idea to them</li> <li>▪ Develop social enterprise/income streams</li> <li>▪ Promotion through family/community days – give back to community</li> </ul>
<ul style="list-style-type: none"> <li>▪ Promote:               <ul style="list-style-type: none"> <li>▪ Quality trained staff</li> <li>▪ Live in “apprenticeships”</li> <li>▪ Build rental history</li> <li>▪ Support provided by CTC and other consortium partners</li> <li>▪ Project builds capacity in community</li> <li>▪ Guest chefs</li> </ul> </li> <li>▪ Economic benefits for community e.g. bottling plant/connections to other local producers</li> </ul>	

## ISSUE: Captain's Model

### Risks:

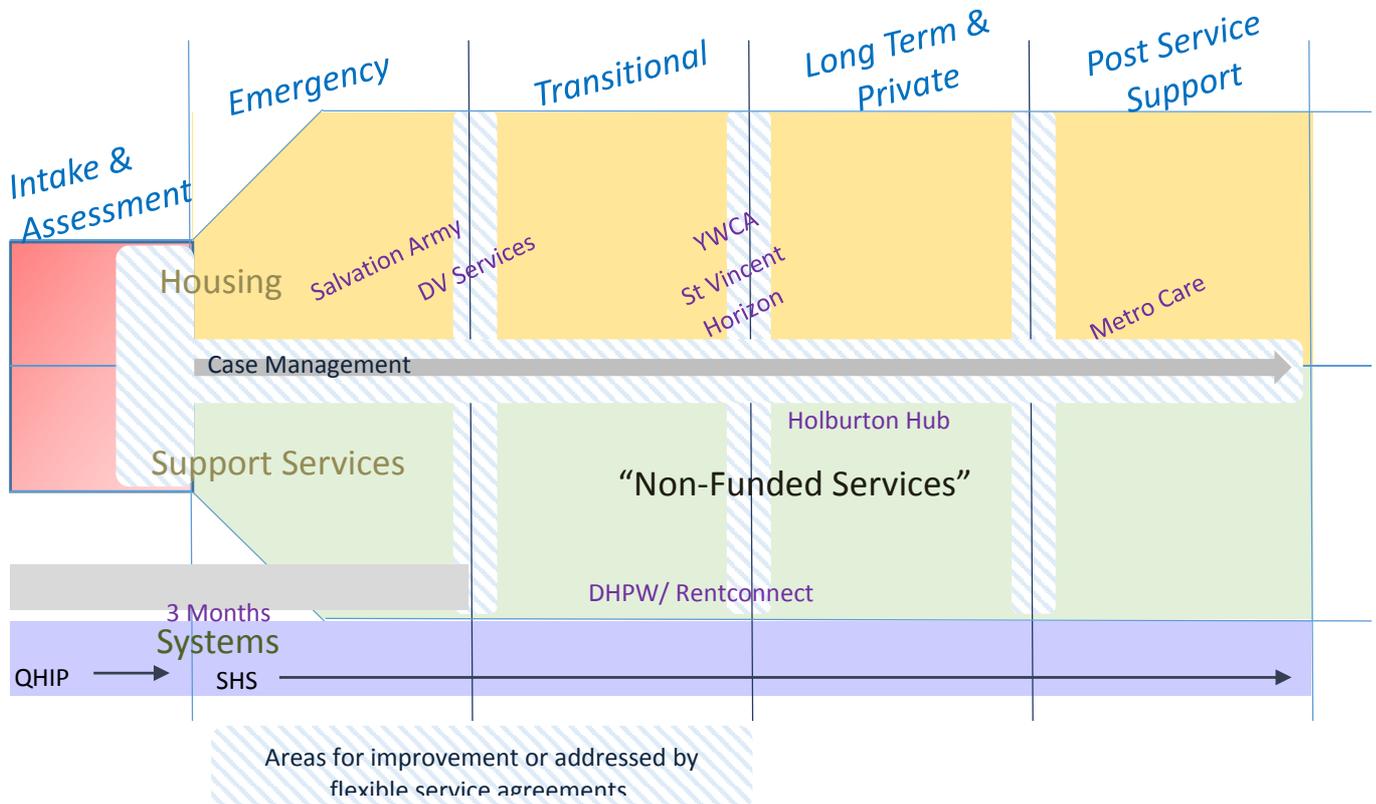
- Consortium members pull out and leave gaps
- Referrals dry up:
  - Changed need
  - Lack of promotion
- Ongoing cyclical maintenance needs
- Not having a realistic business model
- At the mercy of local producers with seasonal crops
- Big enough to be viable without being competitive to the detriment of your community
- Council/compliance restrictions
- Insurance costs/restrictions

## ISSUE: Raising community awareness

Ideas	How
<ul style="list-style-type: none"> <li>▪ Raise the profile of the real problem</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of awareness that there are homeless people in the community</li> <li>▪ Real estate's recognising the problem and timeframes around this</li> <li>▪ Media campaigns</li> <li>▪ Clarification of definition of homelessness (understanding it's not like the movies)</li> <li>▪ Complexity of people's needs</li> <li>▪ Engage community/business in assisting people in need</li> <li>▪ Work experience through community business – young and old</li> <li>▪ Linking in social media</li> <li>▪ Advertising free opportunities of training/work experience</li> <li>▪ Education of community in how to respond to people experiencing mental health issues etc.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Raising profile with private sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-locating – job sharing           <ul style="list-style-type: none"> <li>▪ Real estate agent visiting hub</li> <li>▪ Investors contributing properties</li> </ul> </li> <li>▪ Experiencing different roles/gaining knowledge</li> <li>▪ Real life scenario (e.g. St Vincent de Paul's sleep out)</li> <li>▪ Early intervention</li> <li>▪ Realistic consequences to actions/behaviours</li> <li>▪ Ensuring relationships/references for clients are reliable. Real estate agents trusting reference for clients for housing</li> </ul>
<ul style="list-style-type: none"> <li>▪ Developing hub</li> </ul>	<ul style="list-style-type: none"> <li>▪ Old centre care building to be used as a hub for support services to co-locate and assist the homeless</li> <li>▪ Reducing social isolation</li> <li>▪ Networking and co case managing services – referral processes (QHIP)</li> <li>▪ Providing physical and practical support to the homeless</li> <li>▪ Identify and notify of people in need and the nature of their needs</li> <li>▪ In turn identifies what services are needed and thorough assessments are completed</li> <li>▪ This keeps people off the streets</li> <li>▪ Up-skill people – classes and skill development</li> <li>▪ Ensure no duplication</li> <li>▪ Volunteers</li> <li>▪ Local working group to include departments, politicians and businesses</li> </ul>

**ISSUE: Individual Case Management – Continuum of Care Model**

Ideas	How
<ul style="list-style-type: none"> <li>Continuum of care model</li> </ul>	<ul style="list-style-type: none"> <li>Looking at each person’s needs</li> <li>Interacting the needs to each service (flexibility)</li> </ul>
<p><b>Continuum of Care Model</b></p> <ul style="list-style-type: none"> <li>Top half represents housing</li> <li>Bottom half represents services</li> <li>Blue lines are the gaps which could/would be solved with flexible service agreements</li> <li>Bottom line is systems</li> </ul>	
<p>An integrated Model</p>	<ul style="list-style-type: none"> <li>Case management needs to be across the continuum not disjointed</li> <li>SHS provides more ability to provide the database across the continuum ensuring continuity of case information.</li> <li>Funded coordinator to manage the process (used to be provided)</li> <li>How can we use system to make it better for us?                             <ul style="list-style-type: none"> <li>People present and intake assessment is done</li> <li>Referred to correct pathway                                     <ul style="list-style-type: none"> <li>Currently no collaborative intake assessments → answered by the hub</li> </ul> </li> <li>Gap in the current model occurs when a person is told they are being kicked out (but it may not be necessary)→ how are services engaged to assist</li> </ul> </li> <li>How do we share information (case management and service provision) between stages?</li> <li>Trial of all providers being involved is currently being collated – need to use and reflect on these results.</li> </ul>
<ul style="list-style-type: none"> <li>Need to recognise post service support and its role in keeping people from returning back to the intake assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Keeps people out of system</li> <li>Stops them from coming back</li> <li>Early intervention → sometimes home stay</li> </ul>



## ISSUE: Housing stock

Ideas	How
<ul style="list-style-type: none"> <li>▪ Dispose of inefficient stock</li> <li>▪ Develop or create more appropriate stock in consultation with sector</li> <li>▪ Client matching to available properties considering culture and behaviours</li> <li>▪ Developing flexible stock and innovative support responses to individual needs</li> <li>▪ Duplicate successful programs. Promote successful programs to sector</li> <li>▪ Review housing categories to match property configuration to maximise use – incorporate target needs</li> <li>▪ Realistic and ease of renting and housing affordability</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review stock</li> <li>▪ Review property inspection frequency</li> <li>▪ Consult with housing providers to input on use or development proposal</li> <li>▪ Tiny houses</li> <li>▪ Consultation with client, sector and community</li> <li>▪ Educating clients in housing types and eligibility i.e. minimise expectation of entitlement</li> <li>▪ Research feasibility of Toowoomba properties e.g. Bridge street and Darling Heights Lodge</li> <li>▪ Flexible selection of clients from waiting list</li> <li>▪ Spin, triage, social enterprise, foyer (across all sectors and functions)</li> <li>▪ Flexibility of programs to allow temporary housing of clients e.g. LTCH →CAP</li> <li>▪ Create contemporary innovative tools and packages</li> <li>▪ Regulation of TICA</li> <li>▪ Review federal rent assistance</li> <li>▪ Educating clients on eligibility of housing and support packages</li> <li>▪</li> </ul>

## ISSUE: Funding and Procurement

Ideas	How
<ul style="list-style-type: none"> <li>▪ Flexibility and innovation</li> <li>▪ VFM considerations versus local participation (if it's not broken don't fix it – money should – people currently doing it well)</li> <li>▪ Funding around outcomes not outputs → less prescriptions S.A.s</li> <li>▪ Flexibility to work with contract manager to address actual needs rather than black letter contracts → reduce red tape, agile and responsive service delivery <ul style="list-style-type: none"> <li>▪ Classifications of program funding actually limit ability to provide needed services</li> </ul> </li> <li>▪ Reporting and IT/communications platforms currently prevent collaboration</li> <li>▪ Contract management should inform procurements</li> <li>▪ 12 month funding too short to retain staff and build skills</li> <li>▪ Smooth transition to NFP's as State and Local Government pull out</li> <li>▪ S.As should acknowledge “tyranny of distance” → not funded for transition therefore don't service remote locations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reporting versus agile service delivery: get better software → one common system that can link in with all the different systems</li> <li>▪ Need for at least 3 year funding terms <ul style="list-style-type: none"> <li>▪ Good providers should be rewarded of longer terms</li> </ul> </li> <li>▪ Work with Local Government rather than against → Want council to stay because no one else to take up slack</li> <li>▪ Ability to cross-subsidise across programs to allow flexible delivery</li> <li>▪ Collaboratively developed KPI's so they address actual local needs: Department should not apply “one size fits all” KPI's</li> <li>▪ Tender documents: Department says what it needs at a high level, tenders respond with how they will deliver and how they measure success (i.e. they propose KPI's, successful proponent works with Department to finalise KPI's) <ul style="list-style-type: none"> <li>▪ Have a KPI for “innovative use of funds”</li> </ul> </li> <li>▪ Use the EOI to determine tender strategy → more streamlined EOI</li> <li>▪ Getting real feedback on when a tender is not successful (too expensive?)</li> </ul>