CO-DESIGN TOOLKIT

DEVELOPING AN ACTION PLAN TO #ENDHOMELESSNESS

Centre for Social Impact, University of Western Australia

The Centre for Social Impact, University of Western Australia (CSI UWA) is a catalyst for change in our world, creating and delivering education that transforms, research that informs best practice, and public engagement that inspires and catalyses social change. CSI UWA is part of a national collaboration with the University of New South Wales and Swinburne University of Technology. Together, the three universities form the Centre for Social Impact, which takes a systems approach to developing innovative solutions to the biggest social challenges today, with a vision for a better Australia tomorrow.

In October 2016 organisations and individuals came together and pledged to **end homelessness in Western Australia by 2028.**

The Strategy to End Homelessness was launched in April 2018 outlining a number of strategic areas and actions that needed to be taken. You can read it <u>here</u>.

It was acknowledged that the Strategy needed to be **localised** and tailored for **specific cohorts.** We believe that these Action Plans are best developed in and by the place and the people they are created for.

Therefore, we have tried to make it as easy as possible for any group, anywhere to pick this up and get started.

This toolkit provides the step by step methods you'll need to create an action plan, but please use your own creativity to adapt it to your needs.

It's time to get *your* Action Plan Started

On any given night in Western Australia, around 9,000 people can be considered to be homeless.

Across the world many communities, cities, and states have committed to ending homelessness and they are winning. We can do the same here in Western Australia, and there is a ten-year strategy to guide us.

The WA Alliance To End Homelessness is comprised of a group of individuals and organisations that have come together to end homelessness in Western Australia.

Following an 18-month community campaign, the Alliance developed the WA Strategy to End Homelessness. This strategy has been collectively developed by representatives from homelessness services, people experiencing homelessness, service funders, and members of our community.

This Strategy seeks to provide a framework to inform the process of ending homelessness, and providing signposts for action. It is intended to act as a blueprint: replicable in terms of processes, and guidance in terms of approach.

Creating an aligned Cohort or Place specific action plan

The Alliance acknowledges that more specific ideas are needed for local contexts. We encourage other communities and stakeholders to use the Strategy, to align and create a combined effort across Western Australia to reach the goal of ending homelessness by 2028.

Our Strategy includes 5 key focus areas:

1. Housing: ensure adequate and affordable housing
2. Prevention: focus on prevention and early intervention
3. Strong and Coordinated Approach: no 'wrong-door system'
4. Data, Research and Targets: improve data and research, and set clear targets
5. Build Community Capacity: everyone is responsible for ending homelessness

(Western Australian Alliance to End Homelessness, 2018)

What is an action plan?

An action plan is a series of practical interventions that seek to end homelessness. Some of these will be on-the-ground actions, others will be large strategic initiatives. If an action plan only focuses on the things that governments should do, it will fail. Instead, while recognising the role of government (and advocacy efforts), it should focus on the things that are within our power to change together.

The action plan will focus on a specific cohort (Women, Older Australians, Young People, Aboriginal People etc.) OR a place (Port Hedland, Rockingham, The City of Vincent etc).

It has a unique vision for this cohort or place

It has a range of principles that we can follow as we build new solutions - sometimes called 'Design Principles'?

Actions and Initiatives are clustered under the 5 strategic areas from the Strategy to End Homelessness: Build Community Capacity, Data Research and Targets, Housing, Strong and Coordinated Response. (You can change these if they don't fit your specific context, but they are a great place to start)

While this will be a cover page, you might have more supporting information in a bigger document.

What actions could we take?
Action plans are a form of policy document. Homelessness often focuses on new services as solutions. Policy has a number of levers it can pull, and new services are only one. Other ideas include:

Networks and Relationships
How might we connect parts of the system together?

Money
How could money be used to incentivise behaviour, either through taxing or spending?

Advocacy
How might we make a case for change and influence the right decision makers?

Services
How could services be changed or added to have bigger impact? This includes more than just homelessness services (eg police, GP's etc)

Laws, Rules, Policies
What rules could be put in place to influence behaviour of players in the system?

Narrative and Data
How could we reframe the story about homelessness? How could we educate and influence the public and others?

Adapted from Althaus, Bridgman & Davis (2018) *The Australian Policy Handbook*

The Co-design Process

What is "co-design"?

Co-design is a buzz word in Australia at the moment. As happens with buzzwords, their meaning can get fuzzy as people start to use them in lots of different ways. In this document co-design stands for "cooperative design".

"Cooperative" - because the process includes the diverse voices of people involved in homelessness. At a minimum this includes the relevant Homelessness Sector voices, the voices of decision makers (government perhaps), and the voice of lived experience (people who have lived with the challenge of homelessness). It could include community members, or other professionals too, depending on the context of your plan.

"Design" - because it utilises a disciplined, step by step design process derived from the work of places like the British Design Council, Stanford D School or the Presencing Institute. This process is a guide rail to develop the solutions with the most likelihood of success.

Why "Co-design"?

When we design together, we are able to collectively commit to the things that will help us end homelessness. Plans aren't imposed and that creates the potential for incredible systems change.
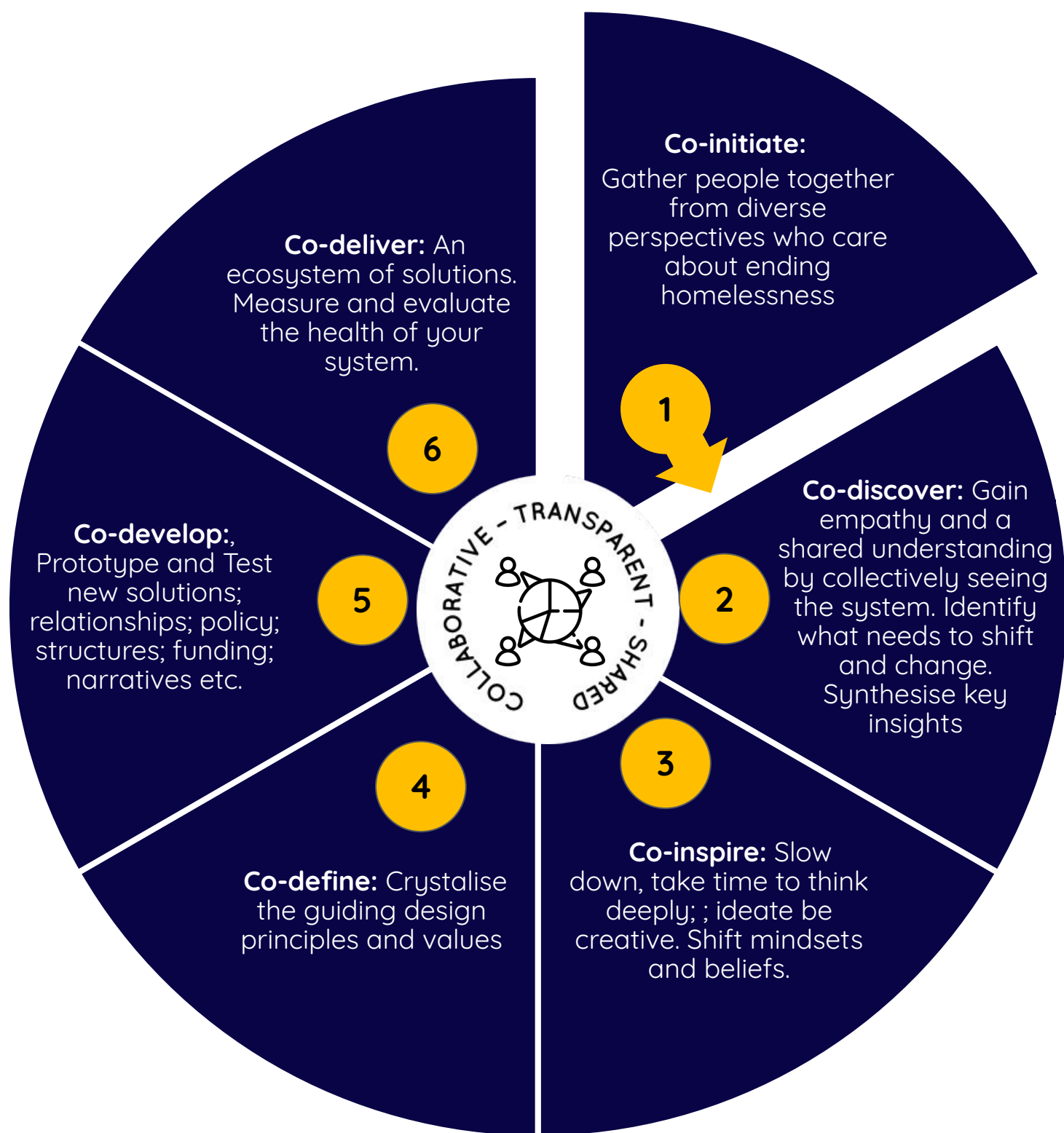
The Conditions for Co-design

Co-design can't happen in isolation, but instead requires us to focus on the conditions:

1. **Willingness to act on new learnings:** Co-design should only be used when there is an appetite and a readiness to take action on the changes that result.

2. **Leadership Support:** The success of co-design depends on leaders supporting an open-ended design process, and getting behind the changes that come from it.

3. **Time Carved Out:** Staff need to be allocated time to participate in co-design processes.

4. **Diversity of People:** Co-design requires the involvement of individuals with lived experience, and works best when staff from all levels of organisations participate.

5. **Optimism from leadership:** In co-design, we ideate many concepts that may not work, and then we test these ideas. This process works best when leaders are optimistic throughout.

6. **Open-mindedness:** When we hold back snap-judgements and listen with an open mind, we can discover new insights.

7. **Knowledge sharing throughout an organisation / system:** Leaders should enable ideas and knowledge to spread breadthwise throughout an organisation.

8. **Distributed leadership:** Co-design should involve the empowerment of all-involved by enabling them to be part of decisions and changes.

Our Design Process

These six stages outline the step-by-step process you will use to develop your action plan. 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.

Co-initiate: Gather people together from diverse perspectives who care about ending homelessness

1

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

2

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

3

Co-define: Crystalise the guiding design principles and values

4

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

5

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

6

COLLABORATIVE - TRANSPARENT - SHARED

Focusing your energy:
Not all stages are created equal. Sometimes you notice your context is suffering from particular challenges that require a closer focus on one of the stages.

Signs you need to focus here:
Nothing changes
Lots of strategies sitting on the shelf
Blame of others
Lack of shared responsibility

Signs you need to focus here:
Different agendas in the room
Trying to address too many issues without a clear guiding intention
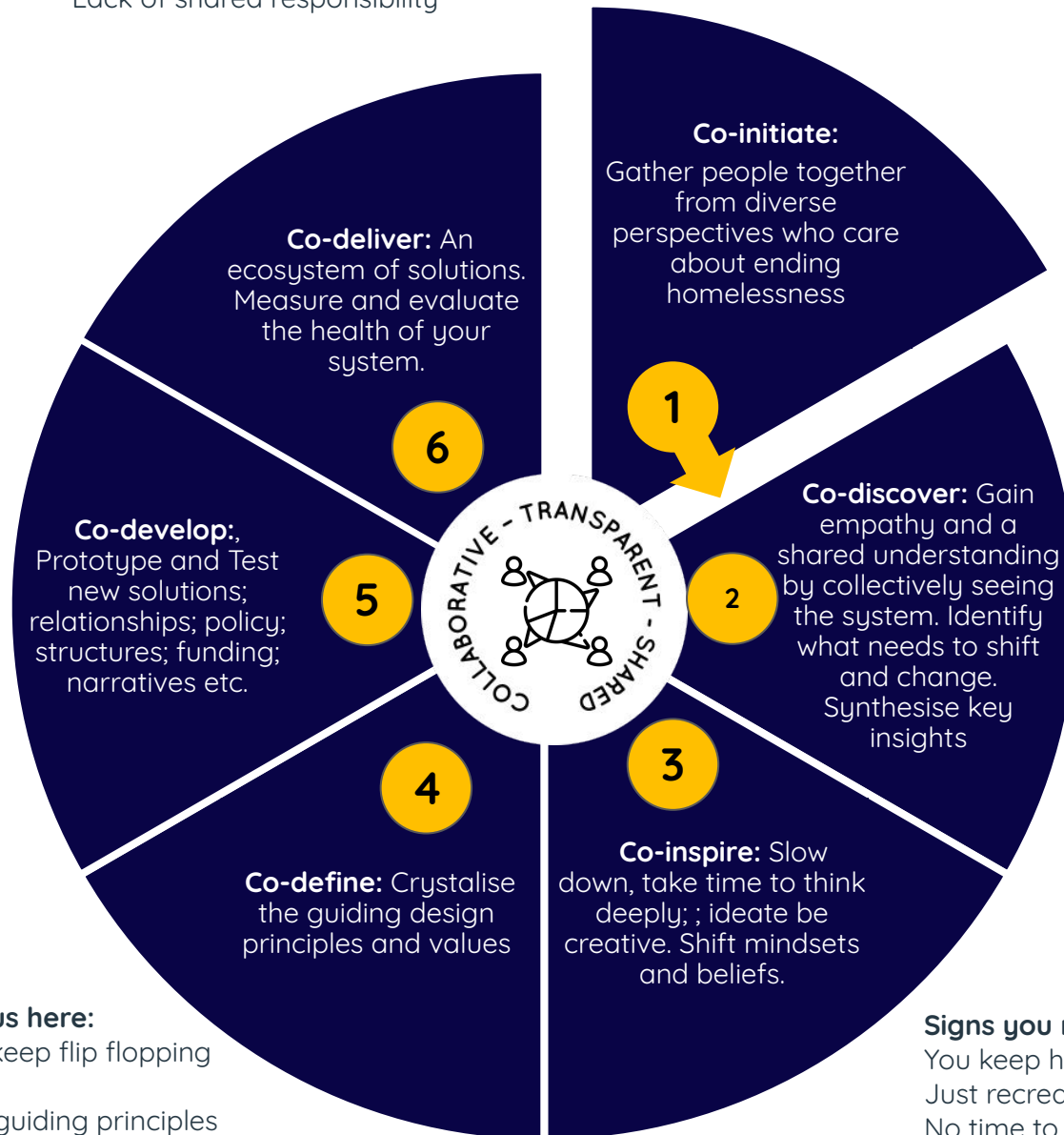
Signs you need to focus here:
People keep mentioning "talk fests"
Circular conversations
Spending too much time guessing what will be successful or what will work

Signs you need to focus here:
Insights and knowledge are siloed.
No "collective ahas"
Circular conversations with no clarity about the next step
Lots of reports on the shelf but no action.

Co-initiate: Gather people together from diverse perspectives who care about ending homelessness

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

Signs you need to focus here:
Ideas and prototypes keep flip flopping in purpose
People can't name the guiding principles and values that they want to work with

Signs you need to focus here:
You keep hearing the same 10 bad ideas
Just recreating versions of the past
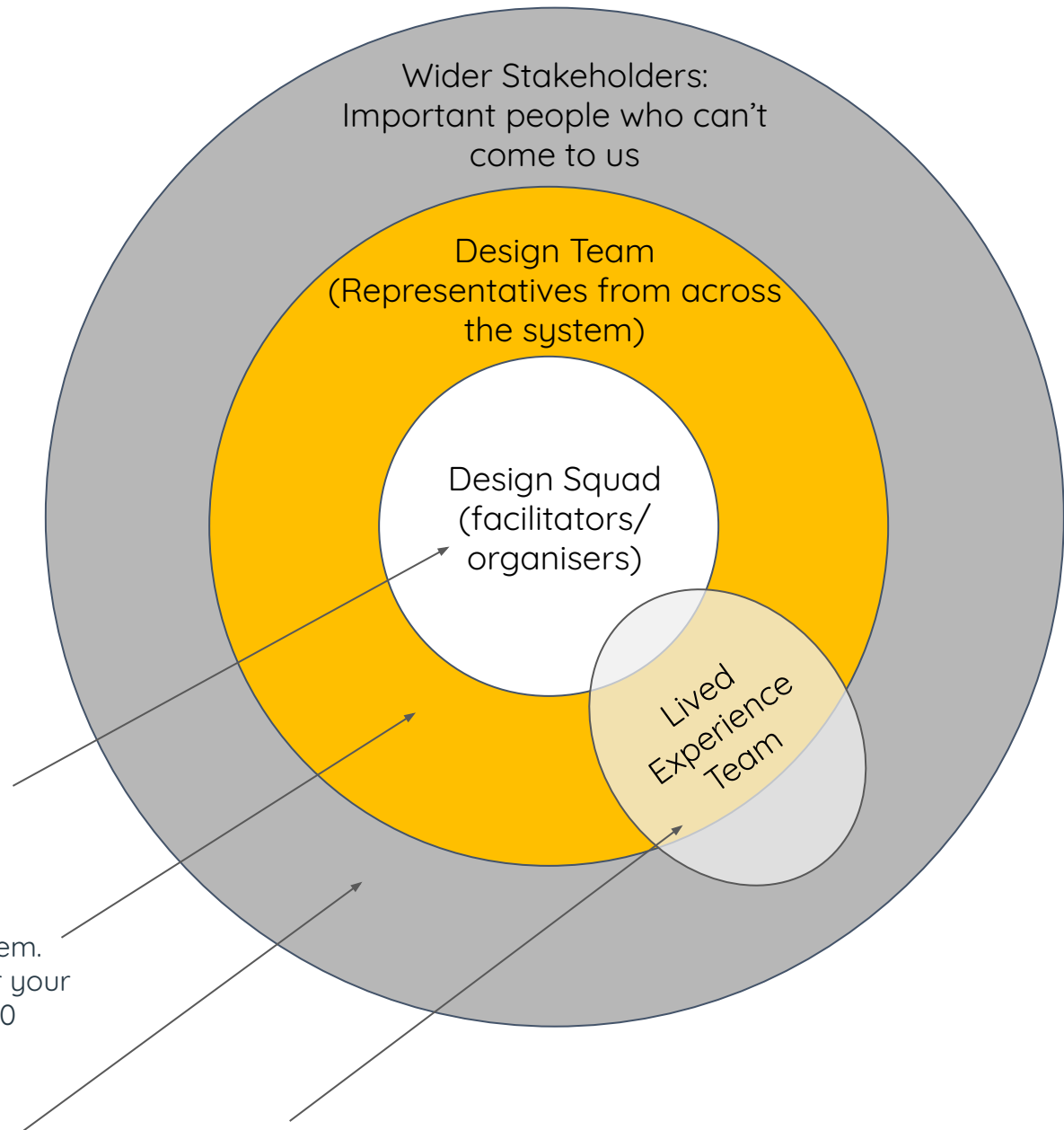No time to think or be creative

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Who and how to involve people

Having wide representation is important in achieving the collective commitment needed to end homelessness. But involving absolutely everyone in absolutely every part of design is not a great recipe for action (you'll get stuck in lots of conversation and debate). Instead, your design process should sometimes work with a small group of committed citizens, and sometimes invite all the stakeholders for buy in. All your groups should include equitable representation from the most important groups, including those with lived experience.

Design Squad: your most committed group of thoughtful, proactive, creative players who understand that change is necessary to end homelessness (less than 10 people). Responsible for facilitation, organisation and eventual writing of the plan.

Design Team: important representatives from across the system. These people might hold specific lenses that are important for your context (eg mental health representatives). Between 10 and 30 people. Involved in the three core workshops.

Wider stakeholders: for buy in, your process will need to engage with a larger group. They also might have specific knowledge you need. You will tend to go out to them, rather than have them come to you. This may include those with lived experience who might not be able to engage in the more intensive processes.

Wider Stakeholders: Important people who can't come to us

Design Team (Representatives from across the system)

Design Squad (facilitators/ organisers)

Lived Experience Team

Lived Experience Team: You might find that in order to meaningfully empower those with lived experience, you need to create a separate group that can prepare them for participation in other teams and processes (warning, don't create a ghetto where people are sidelined).

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Building a Lived Experience Team

The involvement of individuals with lived experience is crucial to the success of a co-design process that aims to end homelessness.

Careful attention should be provided to planning and building your Lived Experience Team. The Health Consumer Council of Western Australia provides resources regarding the establishment of "consumer councils". Specific guidance on consumer councils for particular cohort types (such as mental health and drugs and alcohol), can be found online. Your group set-up will be very similar to a consumer council. One difference for lived experience team members involved in co-design is that they should be considered a part of your team, not just a participant in a consultation.

Planning

1. Prepare a business case and budget for establishing a lived experience team
2. Identify or recruit a team leader to support and guide the team
3. Create terms of engagement and role descriptions for team members
4. Create a guide that prospective applicants can use to assess their own readiness to participate
5. Create a plan for ongoing monitoring and evaluation of the project
6. Create a risk register and risk mitigation plan
7. Prepare a plan for providing ongoing training and support to team members
8. Draft contracts for team members
9. Plan the recruitment process

Onboarding

1. Advertise vacancies, receive applications, interview and select team members
2. Set up team members for remuneration and/or reimbursement
3. Gain an understanding of the individual requirements of team members (i.e, disability access, particular vulnerabilities, time availabilities, other family commitments) and factor these into the management of your lived experience team. Flexibility is a must.
4. Provide an induction for team members
5. Provide initial and ongoing training to team members
6. Provide initial and ongoing team building opportunities for team members

Ongoing

1. Enable opportunities for team members to be involved in co-design
2. Enable opportunities for debriefing and reflection with the team after engagements
3. Remain open to feedback and committed to continuous improvement.

Case Study: Homeless Youth Advisory Committee (HYAC)

'Joining the Youth Advisory Committee has been like becoming part of a big family. We support each other and that gives us energy, hope and faith in humanity. Together we can create change' - HYAC

In the first half of 2019, a Homeless Youth Advisory Council (HYAC) was formed by Youth Affairs Council of Western Australia (YACWA) to contribute towards the development of an action plan to end youth homelessness. YACWA advertised and recruited for the roles, and the selected council members were brought on as casual staff. With a mix of different lived experiences of homelessness, the group have brought an essential voice of youth with lived experience in the formation of a youth action plan.
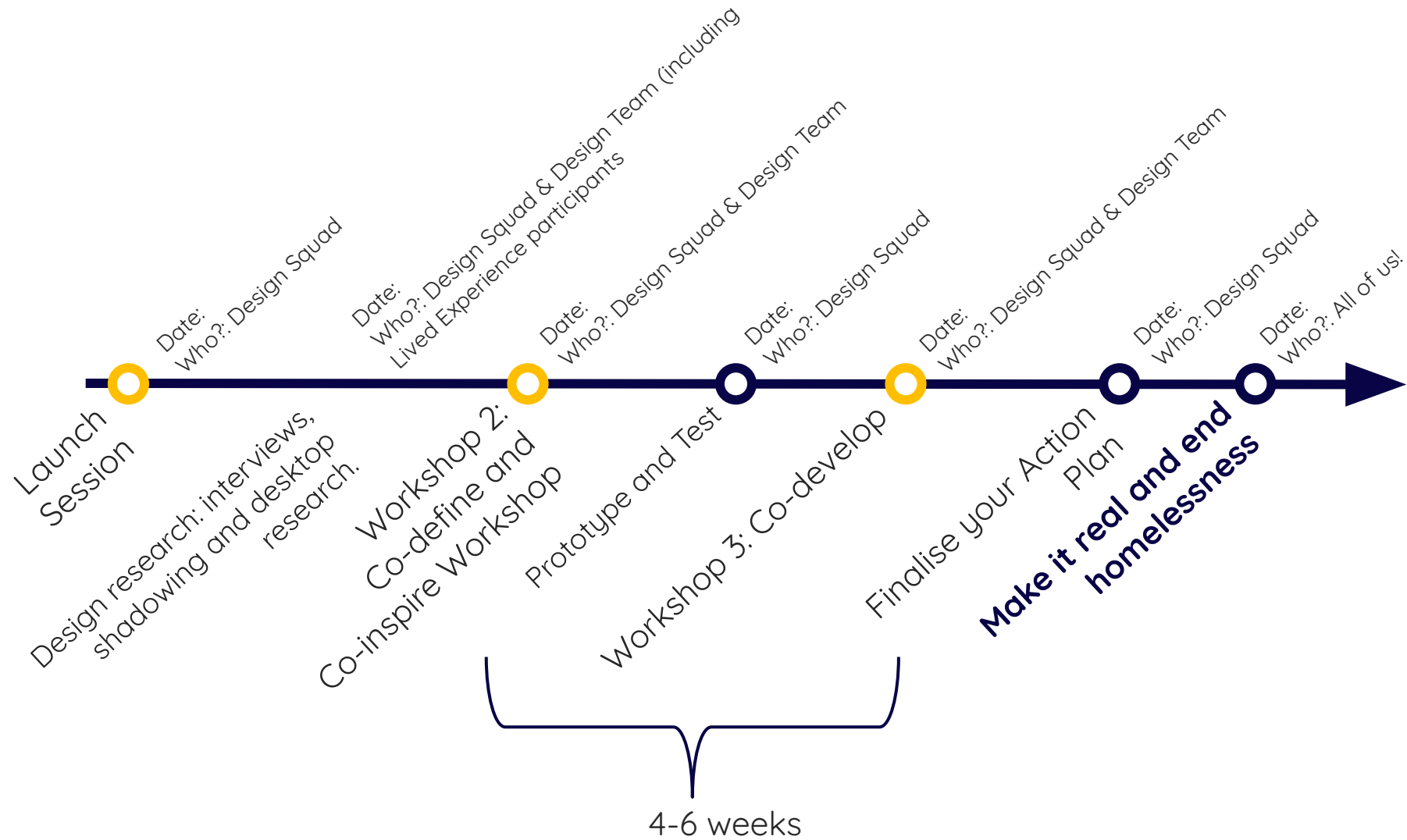
The group have contributed to 3 action lab co-design workshops, have conducted design research, and also undertook an overview of the homelessness service landscape through a two "System Safaris". During these "System Safaris", the HYAC group rode the Street Connect bus and visited a range of organisations that provide services to youth experiencing homelessness. HYAC reported their findings back to the larger design team who included their insights in the formation of the action plan.

HYAC's contribution towards the formation of an action plan was crucial. The HYAC group bonded throughout their involvement in the co-design process as they discovered their shared backgrounds and challenges. This feeling of belonging underpinned the willingness and readiness of the HYAC group to contribute towards ending youth homelessness through the formation of the action plan.

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Option 1: Starting from the beginning

Launch Session
Date:
Who?: Design Squad

Workshop 1: Co-discovery
Date:
Who?: Design Squad & Design Team (including Lived Experience participants)

Design research: interviews, shadowing and desktop research.
Date:
Who?: Design Squad, Design Team & Stakeholders

Workshop 2: Co-define and Co-inspire Workshop
Date:
Who?: Design Squad & Design Team

Prototype and Test
Date:
Who?: Design Squad

Workshop 3: Co-develop
Date:
Who?: Design Squad & Design Team

Finalise your Action Plan
Date:
Who?: Design Squad

Make it real and end homelessness
Date:
Who?: All of us!

3-6 weeks

4-6 weeks

Option 2: Adapting an existing plan to your context.

Launch Session
Date:
Who?: Design Squad

Design research: interviews, shadowing and desktop research.

Workshop 2: Co-define and Co-inspire Workshop
Date:
Who?: Design Squad & Design Team (including Lived Experience participants

Prototype and Test
Date:
Who?: Design Squad & Design Team

Workshop 3: Co-develop
Date:
Who?: Design Squad

Finalise your Action Plan
Date:
Who?: Design Squad & Design Team

Make it real and end homelessness
Date:
Who?: Design Squad

Date:
Who?: All of us!

4-6 weeks

You have permission
to end homelessness...
Just Start.

....

Process Contents Page

The following section provides the step by step manual for your process, including the tools and facilitation you will need to develop a plan to end homelessness using a co-design method.

Option 1: Starting from the beginning

Launch Session	Page 18. Getting the Design Squad on the same page
Workshop One	Page 27. Introducing the Design Team to Co-design and the 'Codiscover' stage
Design Research	Page 38. Methods for discovering more about homelessness in your context.
Workshop Two	Page 48. Co-define and Co-inspire. Developing the core parts of your action plan for testing.
Prototype and Test	Page 74. Creating prototypes and testing them with Stakeholders
Workshop 3	Page 82. Co-develop. Final testing and prioritising components of the final action plan
Finalise the Plan	Page 93. Developing your final draft for more traditional feedback and tweaking

Option 2: Adapting an existing plan to your context.

Launch Session	Page 18. Getting the Design Squad on the same page
Design Research	Page 38. Methods for discovering more about homelessness in your context.
Alternate Workshop Two	Page 60. Co-define and Co-inspire. Developing the core parts of your action plan for testing.
Prototype and Test	Page 74. Creating prototypes and testing them with Stakeholders
Workshop 3	Page 82. Co-develop. Final testing and prioritising components of the final action plan
Finalise the Plan	Page 93. Developing your final draft for more traditional feedback and tweaking

LAUNCH SESSION
Getting the core Design
Squad on the same page

Launch Session

1.
Inviting the Design Squad

2.
An overview of the design process

3.
Understanding the system: System Sketch

4.
Greatest Hope Interviews

5.
Stakeholder mapping: Who else needs to be involved?

6.
Key Decisions and Task List

EXAMPLE LAUNCH SESSION SCHEDULE   5 Hours

Time	What	Resource link	Materials list
9.00	Welcomes and introductions Where are we going? What is this all about?	Getting your Action Plan Started	Introduction Powerpoint (pages 1-17 of this document)
9.10	Overview of the Design Process	The Co-design Process	Introduction Powerpoint (pages 1-17 of this document), copies of previous action plans
9:40	System Sketch	System Sketch Instructions	A4 paper (one sheet for each person + some extras), Coloured textas, Green and red dots (small), A wall to hang the System Sketches on, Blu tack and Post-it notes.
10.10	Greatest Hope	Greatest Hope Exercise Instructions	Textas, cut-out paper shapes about A5 size (love hearts, stars, thought bubbles or other things that feel optimistic).
10:30	Break	-	-
10:45	Stakeholder Mapping	Stakeholder Mapping	Textas, Whiteboard, Post-it notes
11.05	Key Decisions	Key Decisions	-
11:45	Close	-	-

At a Glance:
Identifying the people who will take the development of an action plan forward.

The role of the Design Squad
The Design Squad will be the most engaged and busy stakeholders in the development of an action plan. They will be responsible for:

- Arranging and facilitating workshops
- Using their social capital to engage wider stakeholders
- Developing strong knowledge about action plans to end homelessness, and the existing evidence base on how to do that.
- Facilitating groups of people with a lived experience of homelessness, or arranging the lived experience team.
- Reflecting on the process as it goes along, providing advice to facilitators on next steps.
- Synthesising and pulling data together
- Completing research activities
- Producing the final action plan
- Potentially taking the plan forward into implementation.

Given the workload, your Design Squad will need to be fully engaged, with support from their organisations to participate. We also recommend that any Design Squad participants with a lived experience are paid for their involvement in the squad to put them on equal footing with other members.

Have your key sponsor arrange the players and send invites to this first Launch Session.

The members you need
A Design Squad should consist of up to 10 members. More than 10 members will prevent the group being as efficient as it needs to be. The group will also need to be people who can work well together and are 'on the same page'. It will need to Include:

- The key 'sponsor' of this work,: the organisation or group that has driven the project forward to this stage and who will 'own' the action plan. This is often a peak body, local government, or community action group.
- One or two facilitators. These people are responsible for holding together the workshop process that is described within this guide, and may need to be hired specifically for the task, or there may be skilled facilitators within the sector.
- Homeless service providers. Choose the most forward thinking and creative people from within local homelessness service provision. They will often be people who have been following national and international efforts to end homelessness.
- People with Lived Experience. Whilst you'll involve many people who have a lived experience of homelessness in workshops or design research, for the Design Squad you'll want to consider people who have a more high level view of homelessness, not just their own experience. People who have previous experience on committees or boards can work well.
- Homelessness researchers or experts - optional
- Highly engaged representatives of other groups - optional (local government, mental health, police) but only if they see themselves as key to ending homelessness. If not, they may be better involved in the Design Team or as key stakeholders.

Have your key sponsor arrange the players and send invites to this first Launch Session.

At a Glance:
Kicking off your design process means helping your design team know why they are there, what co-design is, and how this process will be taken forward.

Purpose:
- Getting your sponsor to describe why an action plan is being developed.
- Allowing your facilitators to describe the design process and what will be expected.

Setting up:
Get your facilitators to engage with this co-design guide and to understand in advance what will be expected. Have them prepare a short presentation on the process to deliver to the group.

Materials:
- Powerpoint presentation of this co-design process. We suggest using pages 1-17 of this guide as the basis for the presentation. This guide can be used as slides.
- Copies of previous action plans

Process:
Step 1
Have the sponsor open the meeting and complete introductions

Step 2
Have the facilitators describe the design process

Step 3
Allow the team to ask any questions all the way through.
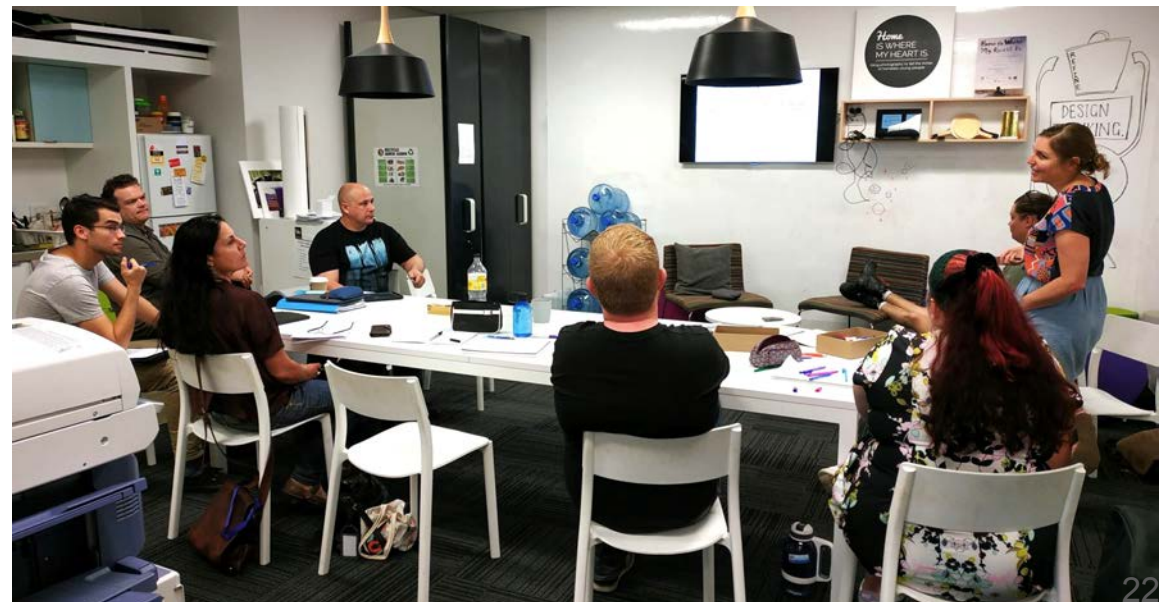
At a Glance:
System Sketches allow us to get a glimpse at how each individual sees and experiences the system. One sketch does not create a complete picture but with diverse perspectives in the room we get a much richer picture of the system. This method was originally developed as part of Peter Checkland's Soft Systems Methodology (SSM). A rich picture helps to open discussion and come to a broad, shared understanding of a situation.

Purpose:
- Helps us to see other people's perspectives and the way they see the system.
- Quickly makes the system visible
- Creates a shared understanding of the system

Materials:
- A4 paper (one sheet for each person + some extras)
- Coloured textas
- Green and red dots (small)
- A wall to hang the System Sketches on.
- Blu tack
- Post-it notes

Process:
Step 1
Ask for everyone to draw a sketch of the current system from their viewpoint. A useful prompt to introduce this activity is: "Imagine that you have to show how the homeless system works. How would you sketch it?"

Tips you can give the sketchers:
- Don't overthink just start drawing
- There's no wrong or right way to do this
- Everyone's will be different

Step 2
Add extra information to the System Sketch
1. Put a green dot on what's working and a red dot on what's not working
2. Write the principles or beliefs that the system is currently using on a post-it note and it to the sketch.

Step 3
Share
1. Ask people to go around the table and describe their System Sketch (each person has 2-3 minutes) and stick them on the left side of their wall.
2. Everyone else at the table listens deeply to the viewpoints of the others. There is no need to agree or disagree or correct others. All viewpoints are valid. .

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Slightly adapted from Learning Journey Tool Presencing Institute
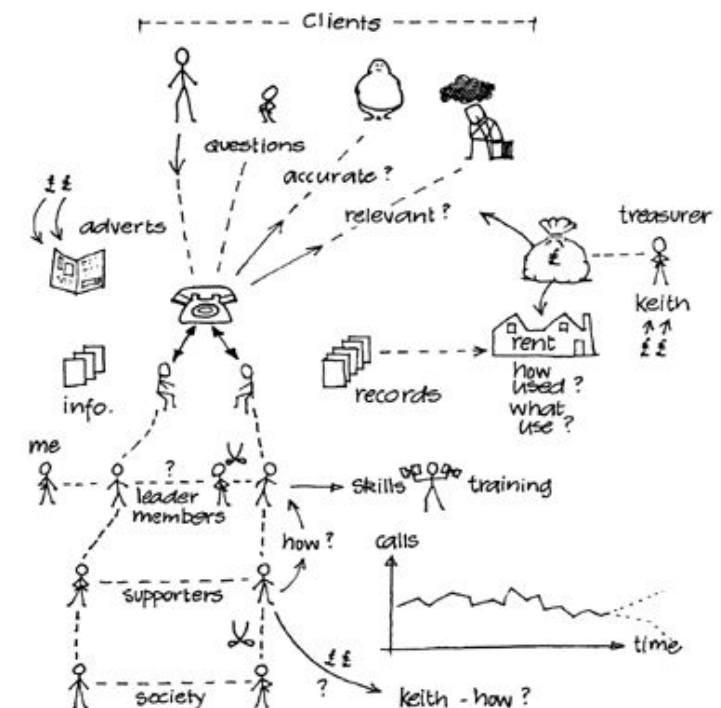
At a Glance:
Greatest Hope conversation is a simple conversation about the future we want to see. We are here for a reason, what is it? What is the change that we are hoping to realise? We can get caught up in all the complexity and problems we are facing. The Greatest Hope helps us to find that long term vision, and optimism for creating it together.

Purpose:
- Creating optimism that we can achieve something
- Making clear what the goal of the work should be, what's the future we all desire.

Materials:
- Textas
- Shapes about A5 size, love hearts, stars, thought bubbles or other things that feel optimistic.

Process:
Step 1
Ask participants to spend 5 minutes independently and silently thinking about what their greatest hope for the system is. Ask them to write or draw their greatest hope on one of the shapes.

Step 2
Ask participants to share their greatest hope one by one around their group sticking the Shapes and Drawings to the far right of their wall or board.

At a Glance:
Understanding who should be involved in the design activities of the process.

Purpose:
- Ensuring diverse perspectives speak into the development of your action plan - creating buy in and likely success.
- Making clear who should be invited where, and how to involve others.

Materials:
- Textas
- Whiteboard
- Post-it notes

Process:
Step 1
Draw the Stakeholder Map as shown on the whiteboard.

Step 2
Ask participants to spend 5 minutes independently and silently brainstorming people who should be involved in the development of your plan. It is preferable to identify specific people, but organisations (or departments or groups) could be added if you are unsure of the specific player.

Step 2
Ask participants to add their Post-its to the Map where they think they belong.

Step 3
As part of a group discussion,. move the Post-its until you have 30 people maximum in the Design Team. Take a photo of your final map.

Wider Stakeholders

Design Team
(key players involved in workshops)

Design Squad
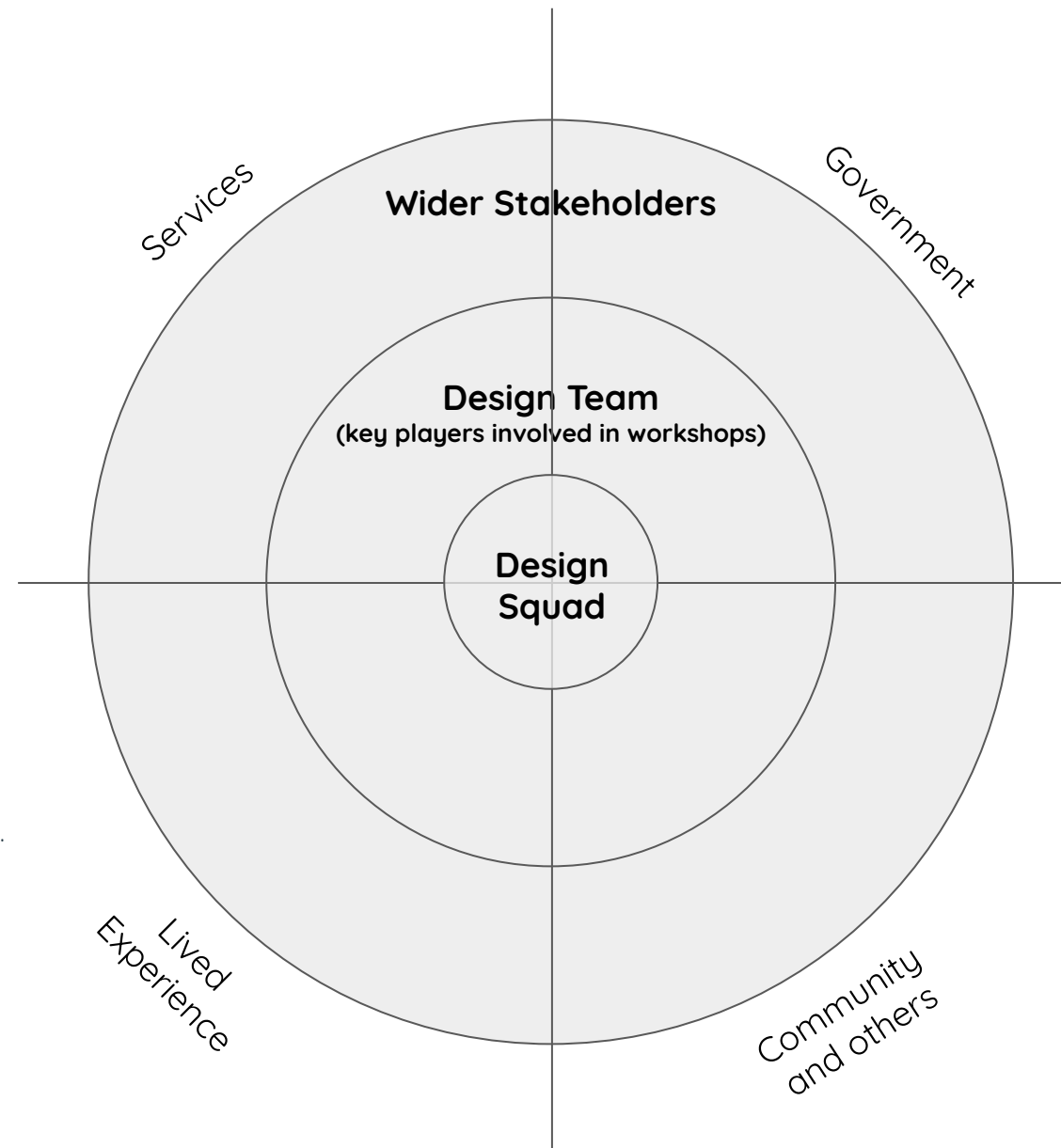
Services · Government · Lived Experience · Community and others

At a Glance:

A number of tasks will need to be completed to get the design process off the ground. Some of these are key decisions that need to be made now, some of them are agreeing who will do what.

Purpose:

- Setting up the process for success
- Making decisions that are important for the first workshop
- Allocating roles to prepare for the first workshop

Decisions:

1. Will the process start from the beginning, or will it take the route of adapting an existing Action Plan to your context (see pages xx and xx for the difference).
2. Will the process have a Lived Experience Team established? If so who will be responsible for ensuring it is well supported and resourced. (see pages xx and xx).
3. Which cohorts are key for the development of this action plan. This is important to know for the first workshop (see page xxx)
4. What Design Research activities do you think will be important to complete? Will you do a Service or System Safari for example? Who from the squad will support these activities? (see page xxx)
5. Who will be responsible for the final write up of the Action Plan? This will be important to know from the outset. (see page xxx)

Tasks:

1. Identify appropriate workshop space (see page xxx)
2. Schedule dates for all future workshops if possible, complete the relevant sheet on page xx or xx, adding in dates and times.
3. Schedule dates for research and synthesis activities
4. Schedule dates between workshops for the Design Squad to check in and discuss progress.
5. Allocate squad members to arrange:
   a. Invitations to Design Team members.
   b. Communication to the wider sector about the process of developing an Action Plan.
   c. Catering, printing and stationery for first workshop.
6. Any tasks arising out of the decisions just made by the Design Squad
7. Anything else specific to your context.

WORKSHOP ONE
Introducing the Design Team to the design process and the 'Co-Discover' Phase

Skip if you are adapting an existing plan to your context.

Workshop One

1.
Set the scene

2.
Table Introductions

3.
System Sketch

4.
Journey Map Interview

5.
Greatest Hope Exercise

6.
Introducing Cohorts

7.
Action Ideation Matrix

8.
Design Research Preparation

9.
Close
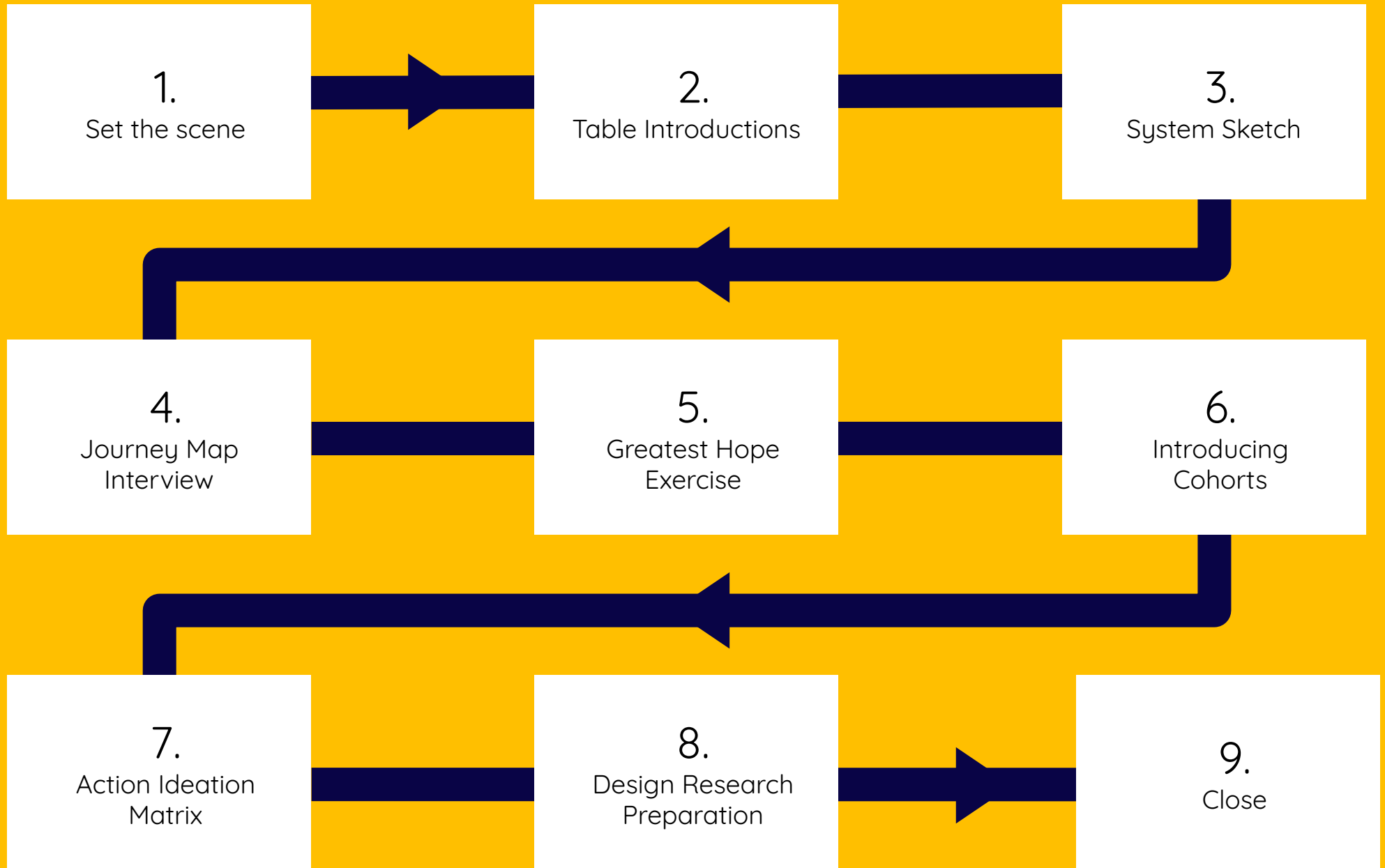
EXAMPLE WORKSHOP 1 SCHEDULE   5 Hours

Time	What	Resource link	Materials list
9.00	Set the Scene Overview Welcomes and introductions Where are we going? What is this all about?	This Powerpoint (pages 1-17 of this document)	Introduction Powerpoint (pages 1-17 of this document)
9.20	Understanding the system: Current Reality System Sketch	System Sketch Instructions	A4 paper (one sheet for each person + some extras), Coloured textas, Green and red dots (small), Post-it notes
9:40	Understanding the system: Journey Maps	Journey Map Interview Instructions Journey Map Canvas	Journey Map Canvas, Coloured textas, Small Post-it notes
10.30	Break	-	-
10:45	Greatest Hope conversations	Greatest Hope Exercise Instructions	Textas, Cut-out paper shapes about A5 size (love hearts, stars, thought bubbles or other things that feel optimistic).
11:05	Introduce cohorts	Introducing Cohorts (you will need to identify yours before your workshop using this guide)	Your own Powerpoint presentation.
11.15	Action Ideation Matrix	Action Ideation Matrix Instructions Action Ideation Matrix	Action Matrix printed A0 size (one for each group) - Ask for an A0 'Plan Print' at Officeworks, Textas, Small Post-it notes
12.30	Lunch	-	Catering
1.00	Introduce Design Research	Introducing Design Research	Pre-prepared Powerpoint on Research Methods (*can be based on slides in this Powerpoint - see the resource link to the left*), White Board or Flip chart
1.30	Design Research Plan	-	-
2.00	Close	-	-

At a Glance:

How the room needs to be set up for your workshops. This guide holds for all of the co-design workshops in the process of creating your action plan.

Purpose:

- Creating a space for creativity and collaboration

Identify your facilitators:

- Preferably identify a facilitator who can be independent to run the workshops in this series.
- Your Design Squad will all have jobs as table facilitators, position one of them at each table.

Choosing the Room:

It's always difficult to find 'the perfect' workshop space so you might need to compromise on some of these. The space should:

- Be big enough to comfortably fit 20-30 people on 5 or 6 tables. People will need to be able to move around between the tables.
- Have large blank walls or glass that you can stick things to (if you can't get this you'll need to provide another way, for example easels with big [1200x900mm] cardboard boards).
- Be accessible and comfortable for people with lived experience
- Have projector facilities.
- Have natural light

Setting up:

Have the room set up with people in small groups around 5 or 6 tables. Make sure there is a range of perspectives at each table. The group composition matters because a mix of perspectives enhances the conversation. People are likely to sit in their silos, so you'll have to actively move them and curate the tables.

Each small group needs access to a portion of wall, or a board to stick things up. There will be sketches and Post-its and other materials. Be creative about how you can provide this - a spare table that flips up might be a temporary wall for you.

- Provide name tags that people can write themselves. Make sure you have 10 minutes in your opening section for people to introduce themselves.
- Open with Acknowledgement of Country (at least) and Welcome to Country if appropriate.
- Play music that is energetic but quiet as people enter the room. This supports an atmosphere more conducive to conversation.

Materials:

Each table will need a Workshop Pack. Let them know it's theirs to look after and pack away at the end of the workshop so it can be reused at the next one. Co-design includes co-cleaning! Each pack contains:

- A4 paper (5 or 6 sheets per person)
- Black textas for writing on Post-its (one each)
- Coloured textas for creative tasks
- Green and red dots (small)
- Blu Tack
- Small Post-its (35x48mm) - one pad per person.
- Square Post-its (76mmx76mm) - three pads
- Tactile play things (eg stress balls, putty etc) - this can help the fidgeters, particularly people feeling nervous in the workshop.

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At a Glance:
System Sketches allow us to get a glimpse at how each individual sees and experiences the system. One sketch does not create a complete picture but with diverse perspectives in the room we get a much richer picture of the system. This method was originally developed as part of Peter Checkland's Soft Systems Methodology (SSM). A rich picture helps to open discussion and come to a broad, shared understanding of a situation.

Purpose:
- Helps us to see other people's perspectives and the way they see the system.
- Quickly makes the system visible
- Creates a shared understanding of the system

Set up:
Have the room set up with people in small groups. Make sure there is a range of perspectives at each table. The group composition matters because a mix of perspectives enhances the process.

Materials:
- A4 paper (one sheet for each person + some extras)
- Coloured textas
- Green and red dots (small)
- Post-it notes

Process:
Step 1
Ask for everyone to draw a sketch of the current system from their viewpoint. Some useful ways to introduce "Imagine that you have to show how the homeless system works. How would you sketch it?"

Tips you can give the sketchers:
- Don't overthink just start drawing
- There's no wrong or right way to do this
- Everyone's will be different

Step 2
Add extra information to the System Sketch
1. Put a green dot on what's working and a red dot on what's not working
2. Write the principles or beliefs that the system is currently using on a post-it note and it to the sketch.

Step 3
Share on the tables
1. Make sure there is a table facilitator to keep track of the time and to take notes
2. Ask people to go around the table and describe their System Sketch (each person has 2-3 minutes) and stick them on the left side of their wall.
3. Everyone else at the table listens deeply to the viewpoints of the others. There is no need to agree or disagree or correct others. All viewpoints are valid. Table facilitators take notes about the key points.

Step 4
Share back to the whole group
1. Ask the table facilitators to share back to the whole group some of the headlines from their table.

Slightly adapted from the Presencing Institute's *Learning Journey Tool*
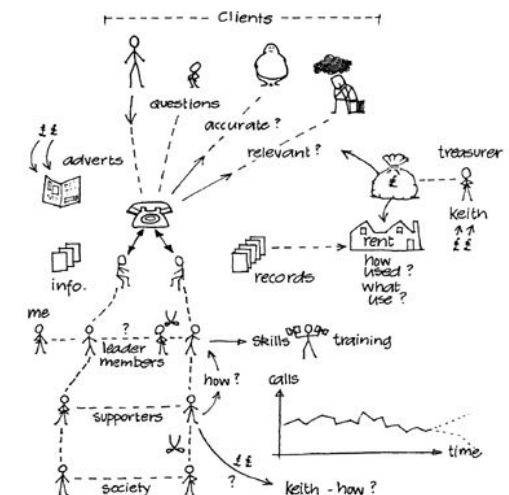
At a Glance:
A Journey Map is a visual representation of someone's actual and emotional journey through a system. In this case, we use a Journey Map to structure an exploratory conversation about someone's experience encountering homelessness. We make sure that we aren't just talking to people who have experienced homelessness, we are also interested in the experience of other stakeholders (for example, service providers). Lastly we give opportunities for people to talk about what they would have changed, and what things make the system strong.

Purpose:
- Creates empathy between stakeholders - for people experiencing homelessness, for workers, for government decision makers. We all have our pressures and are trying our best.
- Gives us data about challenges and barriers that need to be fixed as part of our action plan, and the strengths we can leverage.

Set up:
Have the group split into diverse pairs. You want to have people interviewing outside their bubble. NfP people interview Government People, Government People interview people with lived experience, People with lived experience interview NfP people etc.

Materials:
- Journey Map Interview Template
- Coloured textas
- Small Post-it notes

Process:
Step 1
Create the ground rules of doing an interview:
- Approach the conversation with empathy and curiosity
- This is a zero judgement space, we want to understand not judge
- Permission to pass: you don't have to answer questions
- Confidentiality: your specific story doesn't leave the room

Step 2
Begin interview, one person in the pair is the interviewer, the other person is the interviewee. The interview will go for 20-25 minutes. Then you'll swap over. The final three question boxes should be completed by writing on Post-it notes and sticking them on the paper (this will be important later). If you have extra time to allocate, making these interviews longer can be really useful.

Step 3
Walk between the tables making sure that people are getting through the document. You'll often need to move people on to the final three boxes in the last 5 minutes.

Step 4
Collect all the Journey Maps and stick them on a wall in the room as a visual record of the work (but ask consent to do this, some might prefer the story stays confidential).

(PEXL, 2019)

At a Glance:

A Greatest Hope conversation is a simple conversation about the future we want to see. We are here for a reason, what is it? What is the change that we are hoping to realise? We can get caught up in all the complexity and problems we are facing. The Greatest Hope helps us to find that long term vision, and optimism for creating it together.

Purpose:

- Creating optimism that we can achieve something
- Making clear what the goal of the work should be, what's the future we all desire.

Set up:

Have the groups come back together. This activity will include solo work and group conversation.

Materials:

- Textas
- Shapes about A5 size, love hearts, stars, thought bubbles or other things that feel optimistic.

Process:

Step 1

Ask participants to spend 5 minutes independently and silently thinking about what their greatest hope for the system is. Ask them to write or draw their greatest hope on one of the shapes.

Step 2

Ask participants to share their greatest hope one by one around their group sticking the shapes and drawings to the far right of their wall or board. Table facilitators take notes of the key things that are found.

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At a Glance:

In almost every Action Plan there will be a diverse group of people who are experiencing homelessness. These people will have different needs. You will need to identify these groups before the workshop to complete this part.

Purpose:

- Understanding that people experiencing homelessness are diverse, and have different needs.

Set up:

- Presentation to the group of work you've done earlier.

Materials:

- Powerpoint presentation.

Process:

Step 1 - Identifying cohorts

Before the workshop you'll need to work with local experts to identify cohorts that are relevant to your specific action plan. We've found that this is best done by one or two people who have a good birds-eye view of the system.

These could be two different kinds of groups - Demographic Cohorts or Situational Cohorts.

Demographic Cohorts could include:

- Aboriginal and Torres Strait Islander People
- LGBTIQ+
- Culturally and Linguistically Diverse
- Particular ages - young people, adults, elderly

Situational Cohorts could include:

- Rough sleepers
- People with Mental Health concerns
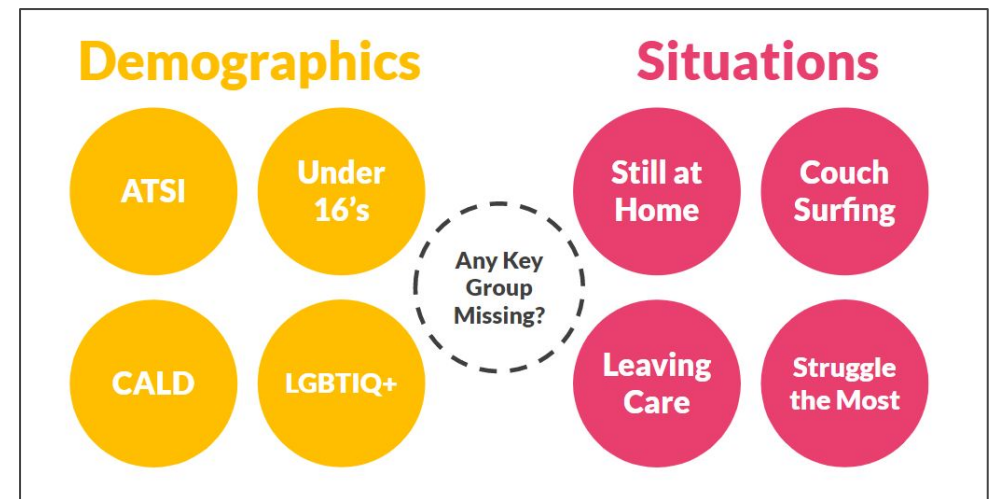- Not yet homeless people (but at risk)
- Care leavers

Step 2

Choose the 4-7 key cohorts whose needs should be focused on in the development of the plan. You could identify 30 or 40, particularly as identities overlap (eg Aboriginal Young People, LGBTIQ+ people with Mental Health conditions), so you'll need to be judicious. The needs of the groups will need to be different enough that it matters that their need are specifically considered.

Step 3

Create a powerpoint slide and present to the group on the cohorts you've identified. In the next step, you'll work out if there are any key groups that you missed.

NB: If you identify a critical cohort in this process, you will need to consider how your co-design process includes them - and whether you need to redesign the process specifically for their needs. This is particularly true for Aboriginal and Torres Strait Islander people. Seek guidance from Elders and those in the community who can help you to think about the best ways for Aboriginal and Torres Strait Islander people to drive the process.

Cohorts developed for the Action Plan for Youth Homelessness. Participants suggested Young Parents might have been missed.

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At a Glance:
Your workshop participants will have already come into the room knowing some of the answers to what an Action Plan will need to contain. The Action Matrix gives your group and opportunity to record those things, but also begin to consider other actions where there is gaps. The structure of the Matrix helps people to generate ideas. This gives you a sense of very first cut of the action plan.

Purpose:
- Identify the actions in the room that people are already aware of
- Generating potential ideas and solutions
- Discovering where there are gaps in knowledge

Set up:
You will need to pre-populate the top of your Action Matrix with the Cohorts that you identified in the previous step. These Cohorts are positioned along the top of the Matrix. Print the Matrix at a local print shop who can do Plan Prints (Officeworks is cheap). Stick the Matrix to the groups wall or the other side of their board.

Materials:
- Action Matrix printed A0 size (one for each group). Ask for an A0 'Plan Print' at Officeworks
- Textas
- Small Post-it notes

Process

Step 1
Describe the Action Matrix to the group. The Top (or X Axis) of the Matrix is the cohorts, the Left (Or Y Axis) of the Matrix is the headings that the WA Alliance to End Homelessness has used for the inaugural action plan. These are a good basis for your plan.

Step 2
Instruct the group to generate actions to fill as many boxes as they can on the Matrix using small Post-its. One action per Post-it. Let them know that what we are after are specific actions like 'develop a Housing First program targeted at rough sleepers'. Give them 15 minutes to do this.

Step 3
You'll find that the group may have got stuck. At this point, ask them to go Row by Row. 5 minutes for each Row. Time it and call out "Ok let's move on to Coordination". This should take 25 minutes.

Step 4
At the end of this activity ask the group to identify and write down where the biggest gaps were. ie "where did we struggle to come up with answers?" Have table facilitators note this as it will be important for the Design Research you go on to do.

You will find that you have a mix of clear actions, and things that are more like principles (eg there should be more person centred practice). Part of the work of developing the action plan will be about turning those principles into clear Actions.

(PEXL, 2019)

At a Glance:
Design Research is the next stage in your Design process where you will go out to a wider group of stakeholders, and sources of information, to get a deeper understanding of the specific homelessness context you are working in. This part of the workshop identifies the gaps in your knowledge and also identifies volunteers from the Design Team who are willing to do a bit of extra work in gathering information between this workshop and the next.

Purpose:
- Record gaps in knowledge
- Introduce methods your group has decided to do.
- Get volunteers who are willing to complete the work.

Set up:
In the Launch Session you will have identified if you were doing any larger scale 'event' type Design Research - particularly Service/System Safaris or Shadowing activities. You'll need to have arranged the details for these before the first workshop.

Materials:
- Pre-prepared Powerpoint on Research Methods
- White Board or Flip chart

Process:
Step 1
Ask the group to call out all of the places where they felt the biggest gaps in solutions were. Write these down on a white-board (or flip chart) at the front of the room.

Step 2
Ask who in the group knows people who know something about those gaps. Get them to call out names and record both the participants name, and the experts name on the whiteboard next to the gap. This will give you a list of potential contacts.

Step 3
Present to the group on the different research methods you have decided to use. The guides for these are in the next section. You will be choosing from:
- Journey Map Interviews
- Expert Interviews
- Desktop Research
- Systems Safari

Step 4
Ask the small groups to have a discussion about who is willing to volunteer to do a small amount of research before the next Workshop. You will need the information back at least one week before the workshop. This uses a crowd sourcing method, rather than one person doing lots of work, lots of people do a little eg.
- Journey Map Interviews - do one or two interviews
- Expert Interviews - approach one 'expert' you know
- Desktop Research - read one or two reports
- Systems Safari - attend or be a site for the safari

Step 5
Ask table facilitators to record the names, email addresses, and agreed task of Design Team participants. Be clear about deadlines.

WORKSHOP ONE COMPLETE

DESIGN RESEARCH
Methods for discovering more about homelessness in your context.

METHOD 1
Journey Map Interview (plus System Sketch)

METHOD 2
Expert Interview (plus Systems Sketch)

METHOD 3
Desktop Research

METHOD 4
System Safari

SYNTHESIS.
Affinity Maps

At a Glance:
Design Research is the next stage in your Design process. Here you will go out to a wider group of stakeholders, and sources of information, to get a deeper understanding of the specific homelessness context you are working in. You should have now identified volunteers from the Design Team who are willing to do a bit of extra work in gathering information before the next workshop.

Purpose:
- Fill gaps in knowledge
- Synthesise information in preparation for the next workshop.

Set up:
As soon as you can after the first workshop, email or otherwise contact the volunteers who agreed to do particular parts of work. (Do not wait on this, it is an easy way to lose a couple of weeks of research time, we suggest pre-preparing your emails, ready to press send as soon as the workshop is done).

Give your volunteers clear instructions on how to do that task. Cut and paste text from this co-design guide to assist, and use the template emails at the back of this pack.

It can be easier if you print out research packs to send to your volunteers (or have them available at the first workshop), taking up this bit of administrative work can help people overcome the first simple barrier which can lead to procrastination.

Give people clear deadlines for completing the task they have chosen, It will need to be 1 week before the next workshop that you have planned.

Principles for Interviewing:
You'll go out to explore and speak to many stakeholders as you do this research. As you do this there are some important principles to uphold.
- Create transparency and trust about the purpose and the process of the interview; establish a personal connection early on.
- Be safe; think carefully about the potential impact of your research on people who are vulnerable, particularly 'over-researched' groups. Ensure people are well supported to participate, try to have trained supports ready to help people and debrief should issues arise. Seek guidance from experts if you have concerns. BUT IMPORTANTLY, don't let it prevent the voices of people being heard.
- Suspend judgment to see the situation through the eyes of your interviewee. What matters at this point is not whether you agree with what your interviewee is telling you. What matters now is that you to learn to see the situation through the eyes of the stakeholder.
- Access your curiosity: As the conversation unfolds, pay attention to and trust the questions that occur to you, Don't be afraid to ask simple questions or questions you think may reveal a lack of some basic knowledge.
- Access your appreciative listening: Connect to your interviewee with your mind and heart wide open. Thoroughly appreciate and enjoy the story that you hear unfolding and put yourself in your interviewee's shoes.
- Try to focus on the best future possibility for your interviewee that you feel is wanting to emerge. What might that best possible future look like?
- Leverage the power of presence and silence: One of the most effective interventions as an interviewer is to be fully present with the interviewee and the current situation, and not to interrupt a brief moment of silence. Moments of silence can serve as important trigger points for deepening the reflective level of a conversation. More often than not, these opportunities go unused because the interviewer feels compelled to jump in and ask the next question. Be courageous. Stay with the opening of the NOW.
- Close the feedback loop: Right after each interview, send a thank-you note to your interviewee (within 12 hours)

Principles adapted from the Presencing Institute's Stakeholder Interview Tool

At a Glance:

The Journey Interview uses the Journey Map template (and the System Sketch) from the previous workshop to interview people in your wider stakeholder group. The interviews allow you to step into the shoes of your interviewees and see through the eyes of these stakeholders. You can use this technique with any of the stakeholders, but it is particularly valuable for interviewing people with lived experience of homelessness.

Purpose:
- The purpose of a stakeholder interview is to see the system from the perspective of different stakeholders.
- What does this stakeholder see? What change (s) would have the biggest impact for them?

Set up:

These interviews work best face-to-face. If in person interviews are really not possible, conduct them by video conference or phone.. This might make the journey map component difficult, but the Systems Sketch will still work (get them to text you a photo of their sketch. If you aren't able to do face-to-face, pre-prepare 5-8 open ended questions that the person could answer instead. Useful questions could be:
- "Could you tell me about the time when you first encountered homelessness?"
- "What was the best service you ever saw supporting homeless people and what made it so good?"
- "What was the worst service you ever saw and what made it that way?"
- "What is your most important objective, and how can I help you realise it?"

Time:

Figures are estimates and need to be adjusted to the specific context:
- 30-45 minutes for a phone interview.
- 30-90 minutes for a face-face interview.
- Allocate an additional 30 minutes before the interview to prepare and 30 minutes after for review.

Materials:

To do the interview you will need:
- Interview Consent Forms (providing consent for the resulting notes from your interview to be used in co-design process)
- Journey map template
- Paper and pens for completing a Systems Sketch and for taking Notes
- Interview questions if necessary for your context (eg if you need to answer any specific questions coming out of your gaps in knowledge).
- An honorarium to provide the interviewee for their time and expenses if appropriate. A $50 voucher is suggested.

Use the interview materials, but feel free to deviate when necessary.

Process:

Step 1

Identify the stakeholders who are relevant to your current situation or challenge/opportunity. Particularly those who can fill gaps in knowledge.

Step 2

Ask the participant to complete the Systems Sketch (see page XXX) for 5 minutes. Ask them to describe it to you and follow up with exploratory questions.

Step 3

Complete the Journey Map exercise (see page XXX) exploring the person's journey as you go.

Step 4

During the interview, listen carefully, watch the completion of the templates and ask questions spontaneously. Feel free to deviate from the templates if important questions occur to you. The templates are designed to serve you and your work—not the other way around.

Step 5

Right after the interview, take time to reflect on key insights, capture your key thoughts in writing. This will help prepare you to synthesise insights later.

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Co-discover: See and sense the system
EXPERT INTERVIEW

1-1.5 hrs

At a Glance:
During the workshop you identified stakeholders and others who might have specific knowledge you need to develop an action plan to end homelessness. These might be academics with particular expertise, people who developed previous plans, on the ground practitioners and leaders who are well respected across the system. They could also be people with lived experience who have a clear systems perspective - perhaps through transitioning from previous homelessness to be more closely involved in efforts to changing the system.

Purpose:
- Short cut the process of reading a thousand research reports (these people may have already done the reading for you)
- Make expert knowledge more accessible
- Fill gaps in knowledge
- Fill a gap where a System Safari isn't possible

Set up:
These interviews can be face-to-face, video conference or over the phone. Even over the phone the Systems Sketch activity will still work (get them to text you a photo of their sketch). Pre-prepare 5-8 open ended questions that the person could answer as part of the interview.

Time:
Figures are estimates and need to be adjusted to the specific context:
- 30-45 minutes for a phone interview.
- 30-90 minutes for a face-face interview.
- Allocate an additional 30 minutes before the interview to prepare and 30 minutes after for review.

Materials:
To do the interview you will need:
- Interview Consent Forms (providing consent for the resulting notes from your interview to be used in co-design process)
- Paper and pens for completing a Systems Sketch and for taking notes
- Interview questions for your context and gaps in knowledge

Use the interview materials, but feel free to deviate when necessary.

Process:
Step 1
Identify the stakeholders who are relevant to your current situation or challenge/opportunity. Particularly those who can fill gaps in knowledge. Use the connections of your network to reach out to them, or try using LinkedIn or Twitter to contact them.

Step 2
Ask the participant to complete the Systems Sketch (see page XXX) for 5 minutes. Ask them to describe it to you and follow up with exploratory questions. (Use your judgement about whether the Systems Sketch is a useful tool for this stakeholder, skip it if it feels wrong).

Step 3
Go slowly through your interview questions, diverting course where you hear something that is relevant to your search.

Step 4
During the interview, listen carefully, watch the completion of the templates and ask questions spontaneously: Feel free to deviate from the templates if important questions occur to you. The templates are designed to serve you and your work, not the other way around.

Step 5
Right after the interview, take time to reflect on key insights, capture your key thoughts in writing. This will help prepare you to synthesise insights later.

At a Glance:

There are likely 10 - 20 important reports from the last five to ten years that will give you a strong evidence base, and clues for your action plan. By getting your Design Team to volunteer to read one or two, you can crowdsource the most important insights from those reports.

Set Up:

Participants identify a report that they will read on behalf of the wider group. The Design Squad might identify some key reports - previous plans to end homelessness for your cohort from across the world are a good place to start (these will be the core part of your desktop research if you have decided to adapt existing plans, instead of starting from the beginning). Evaluations of initiatives to end homelessness might also be useful. Look for those initiatives on the leading edge of ending homelessness across Australia and across the world.

Materials:

The most complicated part of the set up is the development of a space to capture the learnings from each reading. A number of tools have now been developed for collaborative inputting. We suggest setting up an online spreadsheet (Google Sheets, Airtable) with the following headings: Report Name; Year Published; Author; URL Link to report; Brief Summary; Key Insights; Important Quotes; Recommend to Include in Action Plan.

If this feels too complicated for your context, insights can also be emailed, but this will require a member of the Design Squad to be collecting and collating the insights.

Process:

Step 1

Follow up the volunteers who indicated that they were willing to do readings and select important reports. Use the email template here to explain the process.

Step 2

Participants read reports, keeping view on:

The top 10 insights they think the rest of the group need to know
Any quotes that could be powerful in developing a great plan
Any recommendations for ending homelessness for your context.
Participants log on to the shared database to input their insights and learnings.

Step 3

Participants log on to the shared database to input their insights and learnings.

Step 4

Synthesise

Allocate a member of the Design Squad to be in charge of pulling together all of the insights that begin to be inputted into the spreadsheet. Choose someone with some experience of doing research (anyone who has tackled postgraduate research will potentially have the skills). There will be some commonalities and themes that they can identify. Use the 'Affinity Map' process if useful. Ask them to make a dot point report, they will need to share the key insights at the next workshop.

At a Glance:
A System Safari is a tour of relevant parts of your system - service providers, places where people experiencing homelessness are, places of government decision making. A System Safari pulls the design team out of their daily routine and allows them to experience the system through the lens of different stakeholders. A system safari can be a particularly powerful experience for people who experience homelessness as they can peek behind the curtain of the services that they have accessed.

Purpose:
- To allow participants to break through patterns of seeing and listening by stepping into a different and relevant perspective and experience.
- Build relationships with key stakeholders, and gain a more complete system perspective.
- Gain empathy for all people in the system

Set Up:
People & Place
The group splits up into sub-teams of about 5-8 participants. The group composition matters because a mix of perspectives enhances the impact of the System Safaris.

Define places of high potential for the sensing journeys
The whole group of participants should go to several places that can provide insights into:
- The different perspectives of the system's key stakeholders
- The different aspects of that system
- The 'voiceless': people in the system, those who usually are not heard or seen
- A good way to get a sense of the system is to take the perspective of its 'extreme users': these can be customers who use services or products more than others or in different ways, or on a societal level - those with special requirements.

Time:
The length of a system safari depends on the size of the geographic area being covered. It is recommended to allocate at least 1 day to System Safaris in a workshop context and several days in a larger setting.

Materials:
If the hosts agree, it is advised to take pictures and/or videos during the journey. These can be useful during reviews with the other groups and as a reminder for the participants. Other materials may be collected as well, after seeking permission from the hosts. A pen and journal are required for taking notes during and after the journey.

Process:

Step 1
Decide who will participate:
It is up to the Design Team to decide who will participate in a System Safari. There is a lot to be gained by enabling the participation of your Lived Experience group in a System Safari.

Step 2) Identify System Safari stops:
Find places, individuals, organisations that provide you and the group with a new perspective. Who these are depends on your context. You should complete 5 or 6 in a day. Some examples can include:
- *Homelessness service providers*
- *Government decision makers*
- *Places where people experiencing homelessness frequent (eg public libraries)*
- *Places where homelessness is first identified (local government, schools, hospitals, care systems, prisons, backpackers etc).*

Step 3) Contact and prepare the host:
Share the purpose and intent of the visit. Communicate that it would be most helpful for the group to gain some insight into their "normal" daily operations, rather than a staged presentation. Try to avoid "show and tell" situations.

Step 4) Prepare as a group by discussing:
What is the context that we will experience?
Who are the key players that we will talk to?
What questions do we want to explore?
What assumptions do I bring with me? What do I expect?
Share your most eye-opening sensing experience to date?
Start by developing a short questionnaire (2-4 questions) that guides your inquiry process. Keep updating your questionnaire as your inquiry process unfolds.

Step 5) Small groups travel to the host's location:
It can be useful to travel all together, in a mini bus for example as travel time also allows debriefing and synthesis of the things you learned at each stop.

Step 6) While at the site:
Trust your intuition and ask authentic questions raised by the conversation. Asking simple and authentic questions is an important leverage point in shifting or refocusing the attention to some of the deeper systemic forces at play. Use deep listening as a tool to hold the space of conversation. When your interviewee has finished responding to one of your questions, don't jump in automatically with the next question. Allow the conversation to flow and follow up where a curiosity takes you.

Take photos where appropriate as these will be very useful for communicating the experience to a wider group of stakeholders.

Step 7) Synthesise:
Pull the group together to think about the key insights that were discovered over the day. Identify a team member to prepare a series of dot points and photographs to share at the next workshop, based on the conversation that you have had.

At a Glance:

An affinity map is a way of finding themes and core insights amongst the data that you have collected. By physically grouping Post-it notes of information on a wall you are able to move your data around, finding combinations and connections that create new insight. Finding these themes and connections is called 'synthesis'.

Purpose:

- Finding the core themes, needs and insights from the work you have done in the first workshop and in the subsequent research.
- As you move and group the data, you engage deeply with everything that has been said, embedding the insight in your intuition, helping you make better decisions and choices.

Set up:

Find a large blank wall space to complete this task. The absolute ideal situation is to have this wall within the space being used for the next workshop (or another room within 1 minutes walk from the next workshop space). It's very useful for your Design Team to see your synthesised wall after you have completed the task.

You will have several synthesis tasks to complete. Many hands make light work, so members of your Design Squad are great to have on hand. Delegate each synthesis task to a different Design Squad member or two if you can. The synthesis tasks are:

- The **Ideation matrices** from the first workshop if relevant (draw a big matrix on a whiteboard)
- The **Journey Interviews** and **Expert Interviews**
- The **Greatest Hope** discussions if relevant (this is a quicker job)
- The **Desktop Research**

Materials:

- Post-its (we recommend the 3M brand, cheaper brands tend not to stick as well, particularly when you move them a lot), including one colour of square Post-it that hasn't been used yet.
- Your data.
- Black texta for labelling.

Process:

Step 1) The first task is to make your data physical and moveable. Some of it already will be, like the Post-its stuck to the Journey Interviews. Post-its are the classic way to make data moveable. For data from your desktop research database you could make the cells of the spreadsheet large and print these at Post-it size, use Blu Tack to stick them up. One insight or idea per Post-it note.

Step 2) Do the synthesis tasks separately - we also recommend keeping the data that came from people with lived experience of homelessness, and other sector players separate (as they can have very divergent ideas of what is critical).

Step 3) The basic Affinity Map process goes like this:

- Begin sticking your data to the wall, grouping similar concepts into themes as you go. We recommend moving groupings into columns rather than bunches. It makes it clearer.
- If a theme group gets above 7 to 10 Post-its, it may need to be separated into more specific groups. In a group of 20, there's likely 3 or 4 insights worth keeping separate.
- If you are doing this with another person or a team, don't worry about getting consensus verbally (it will take too long). Be free to move a Post-it that someone else has placed, if it's really critical you will eventually talk it through. Ask if you don't understand a Post-it.
- Label the themes as you go using a bold coloured Post-it that hasn't been used previously. Make this your Synthesis colour.
- Once you've sorted and labeled all of the data, it's likely that your themes will be vague concepts like "Collaboration" or "Schooling". Time to make that more specific - look through the column and ask "What is the data here really telling me". You want to get to a statement that is more actionable than "Collaboration" - something we can do something about, like "Collaboration between homeless providers and mainstream services is disjointed" or "Homeless young people feel excluded from school communities"
- Replace the vague labels with your "actionable insights" and ensure your labelling is clear and can be understood by those who are not part of the process.

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Specific guidance for each data source:

The reason you are keeping these data sources separate is because each of them will become a 'Kitchen Table Conversation' in the next workshop. This is also why you need to have a different Design Squad member synthesise each part - they'll need to speak to that part at the workshop. Here's some tips for each data source:

Ideation Matrix:
- Draw a larger matrix on a whiteboard or use a blank A0 template.
- Move the Post-its from the 5 or 6 matrices to the new matrix, separating the principles from the more specific actions.
- When you label, label as a principle with a P or an Action with an A.
- Notice where there are competing ideas to solve a particular problem, and where there seems to be no concrete actions.

Journey Interviews:
- Take the Post-its from the 3 boxes on the journey maps, but also take a quick look through the map itself and write any extra insights you see on a Post-it. Combine the maps from the interviews done in the first workshop with those done in the Design Research phase.
- Do the ones from people with lived experience separately from sector players.

Expert Interviews and Desktop Research:
- Make a judgement about where the data from an expert interview is best placed - it could be with the Journey Interviews above (if the content is more like an opinion from their experience), it could be with the desktop research (if the interviewees knowledge came from more formal research or learning). This is a fine line, don't get too caught up in working out which is the perfect place. Just choose and move on.
- Think about separating knowledge that is about "What is the problem like and why does it exist?" from "what should we do about it?"

Greatest Hope:

This will take more interpretation from you - do it quickly and get a sense of the goals that people would like to see achieved. You may only end up with 5 or so themes like "the Journey is smoother for people" or "homelessness is ended" or "we work better together". It will show you what matters to people. This won't be used as a kitchen table conversation, but instead will be a ruler over your plan to make sure people's Greatest Hopes have the potential to be achieved.

Ideation matrix synthesis

Journey map synthesis
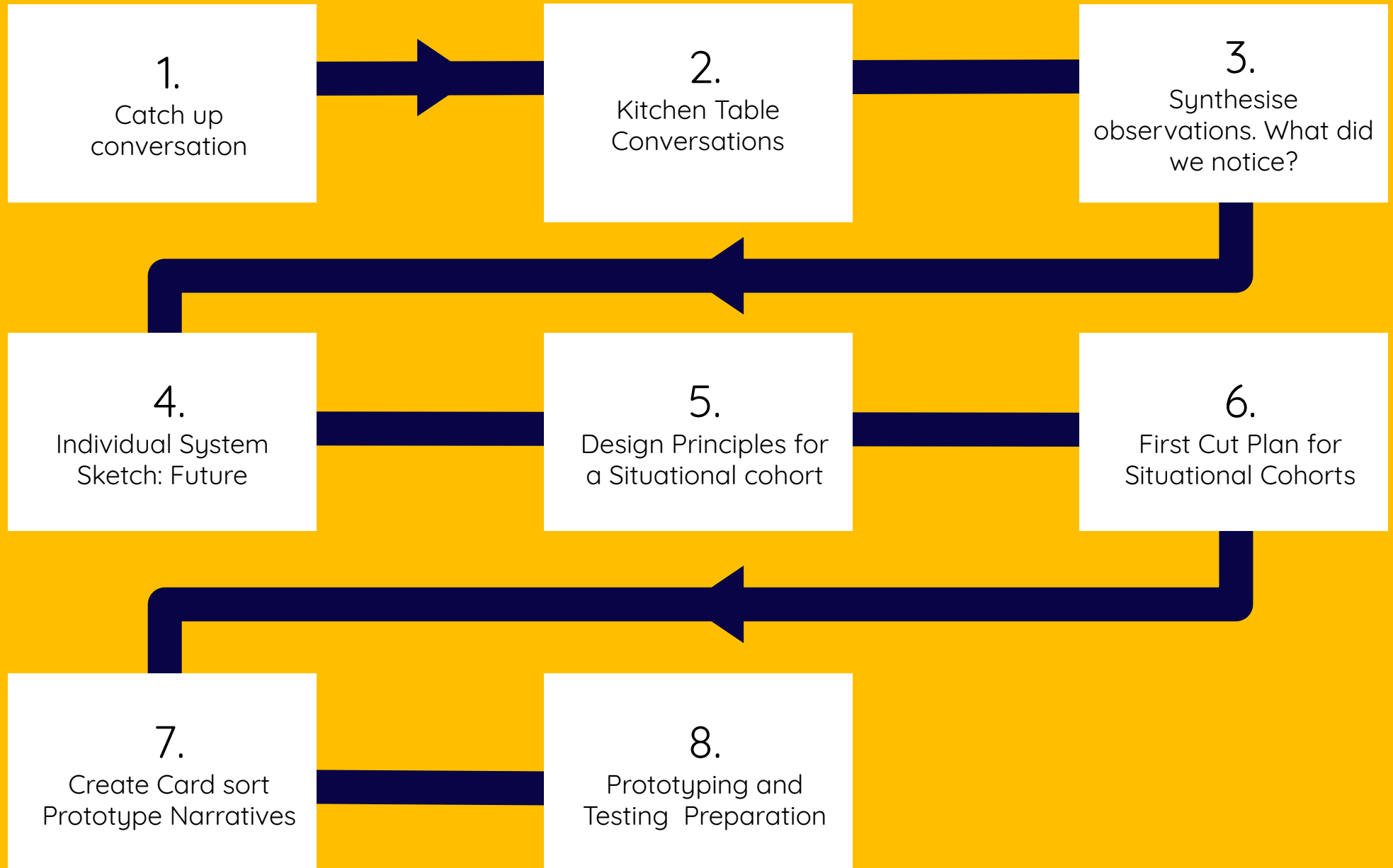
DESIGN RESEARCH COMPLETE

WORKSHOP TWO
Co-define and Co-inspire. Developing the core parts of your action plan for testing

Workshop Two

1.
Catch up conversation

2.
Kitchen Table Conversations

3.
Synthesise observations. What did we notice?

4.
Individual System Sketch: Future

5.
Design Principles for a Situational cohort

6.
First Cut Plan for Situational Cohorts

7.
Create Card sort Prototype Narratives

8.
Prototyping and Testing Preparation

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EXAMPLE WORKSHOP 2 SCHEDULE ▶ 5 Hours

Time	What	Resource link	Materials list
9.00	Set the Scene Overview Welcomes and introductions Where are we going? What is this all about?	This Powerpoint (pages 1-17 of this document)	Introduction Powerpoint
9.10	Catch-up Conversation - What have you been learning about?	Catch-up Conversation Instructions	-
9:30	Kitchen Table Conversations	Kitchen Table Conversation Instructions	Table markers, Access to the synthesised data from Journey Maps - hopefully the walls or boards where people did the synthesis, but could also be printouts or powerpoints, Recording Booklets
10:30	Synthesise Observations	Synthesise Observations Instructions	Post-it notes, Textas, Recording Booklets
11:00	Break	-	Catering
11:15	System Sketch - The Future	System Sketch - The Future Instructions	A4 paper (one sheet for each person + some extras), Coloured textas
11:45	Design Principles	Design Principles Vote and Note Instructions	A4 paper (one sheet for each person + some extras), Post-it notes, Textas, Sticky dots, First Cut Action Plan Template (A0)
12:05	Lunch	-	Catering
12:35	First Cut Action Plan	First Cut Action Plan Instructions	Post-it notes, Textas, First Cut Action Plan Template (A0)
1:10	Action Narratives	Action Narratives Instructions	Post-it notes, Textas, First Cut Action Plan Template (A0), Prototyping slides
1:45	Prototyping Plans	Prototyping slides	Prototyping slides
2:00	Close	-	-

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At a Glance:
The catch up conversation reconnects your Design Team to the task at hand, bringing them back into the space of thinking about ending youth homelessness. Remember that between this workshop and the last one, their heads went back into their day to day. This conversation is refocusing.

Purpose:
- Refocusing the team on the task at hand.

Set up:
Everyone seated in small groups, with a table facilitator on each table. Once again, each group should contain a mix of people from different backgrounds (Lived Experience, service provider etc).

Process:
Step 1
One by one, around the group each person:
- Introduces themselves
- Tell us why they've come to be involved in this.
- Tell us what reflections or ideas they've had since the last workshop, or if they didn't attend the last workshop what things they feel are most important if we are to end homelessness.

At a Glance:
A Kitchen Table conversation allows the people who synthesised the research previously to describe what they found to the group, and provides the group with a quick shortcut to hearing all of the important insights that should drive an action plan. It is called a Kitchen Table conversation because that is the quality of the conversation you want. A smallish group of people 6-8 asking informal, exploratory questions about that part of the research.

Purpose:
- A short cut to the group hearing the important insights.
- A way to communicate the outcomes of the Design Research phase.

Set up:
This activity takes the most set up before the workshop starts. You need to identify your Kitchen Table speakers (1 or 2 people), usually the people who were directly involved in Synthesis activities (see Synthesis with Affinity Maps).

- Desktop Research
- Journey Map Synthesis
- System Safari - if you used this as a participatory opportunity for people with an experience of homelessness then you might have two tables for System Safari: one with the lived experience view and one with the service provider view.
- Wild Card Table - you can add anything else that you think is a critical addition at this stage. You might, for example, invite someone who created a previous Ending Homelessness plan, or someone who is an expert in one of the gaps in knowledge you identified. You can use the Kitchen Table to fill holes, or challenge the group if you Design Squad can see blind spots in thinking.

You will need to prepare recording booklets for each participant. They will carry these around as a way to record the things that they are noticing and learning from each conversation.

Materials:
- Table markers
- Access to the synthesised data - hopefully the walls or boards where people did the synthesis, but could also be printouts or powerpoints.
- Recording Booklets

Process:
Step 1
Describe the activity to participants:
- what a Kitchen Table conversation is to participants
- they will get an opportunity to visit three Kitchen Tables but to make sure that all tables have participants at them
- How to take notes using the booklets,.
- Each Conversation will last 20 minutes.
- Ask people to move to the first Table that they would like to hear from.

Step 2
Give the Kitchen Table speaker 5 minutes to describe the key things that they learned that are critical for the development of this plan.

Step 3
Allow participants to ask curious questions, and to examine the data that is up on walls if relevant. All the while, taking notes.

Step 4
Time-keep closely and at 20 minutes move participants on to the next group. Then repeat.

At a Glance:
Gathering the notes from all of the participants, asking them to identify the knowledge and insights that are critical to the creation of an effective action plan.

Purpose:
- Crystallising the important parts of all of the activities that have been done up until now.
- Moving us from 'research' to 'decision making' .

Set up:
This activity only needs a wall for participants to stick up their core insights.

Materials:
- Post-it notes
- Textas
- Recording Booklets

Process:
Step 1
Give participants 10 minutes to read through the notes that they took during the Kitchen Table exercise and to choose the top 5-8 insights that they believe are critical to the development of this Action Plan. Ask them to write these insights legibly on a Post-it note.

Step 2
Ask the group to place their Post-it notes onto the wall, and give them 10 minutes to roughly group them into themes. This doesn't need to be as comprehensive as the synthesis that you did previously, and you don't need to label the themes.

Step 3
Give participants 10 minutes to examine and read the insights from everyone else. Having this knowledge will be important for the next activity.

At a Glance:
We were introduced to System Sketches in the first workshop. They allow us to get a glimpse at how each individual sees and experiences the system. One sketch does not create a complete picture but with diverse perspectives in the room we get a much richer picture of the system. In this situation we are asking participants to draw a system sketch of the desired future for a specific situation cohort.

Purpose:
- Helps us to see other people's perspectives and get a more specific idea of our future goals.
- Moves our brains from 'analytical' activities that we did during the first part and into a creative space.

Set up:
You now need people to move into groups that are narrowed to focus on a specific 'cohort' - see "Introducing Cohorts" from the previous workshop. You'll need to decide which cohorts require focus for your plan, as the 8 you identified earlier will likely be too many. The cohorts that need focus will be ones where action strategies will need to be quite different. For example work targeting young people and adults will be quite different, work targeting young parents and young care leavers could be very different, work targeting people with significant mental health conditions, and those with drug and alcohol issues might be similar enough that separation is unnecessary.

Depending on group numbers you will need to drop this down to 5 groups, 4 cohort groups and one extra who focuses on proposals that are more general and will impact all (eg increasing affordable housing). You might combine a couple of cohorts if you think that a single group can do both in the time allotted.

Materials:
- A4 paper (one sheet for each person + some extras)
- Coloured textas

Process:
Step 1
Describe the cohort groups that your Design Squad identified. Allocate one cohort per table. Ask participants to move to the table where they are most passionate about change.

Step 2
Ask for everyone to imagine the ideal system that exists in 5-10 years time for the specific cohort they have chosen and have them draw a sketch from their viewpoint. Some useful ways to introduce "Imagine that you have to show how the homeless system works for this cohort. How would you sketch it?" Give people 10 minutes to work silently.

Tips you can give the sketchers:
- Don't overthink, just start drawing
- There's no wrong or right way to do this
- Everyone's will be different

Step 3
Share on the tables (20 mins)
1. Make sure there is a table facilitator to keep track of the time and to take notes
2. Ask people to go around the table and describe their System Sketch (each person has 2-3 minutes) and stick them on the left side of their wall.
3. Everyone else at the table listens deeply to the viewpoints of the others. There is no need to agree or disagree or correct others. All viewpoints are valid. Table facilitators take notes about the key points.

At a Glance:

Design Principles help us crystalise the key conditions for a successful proposal, idea or action. They are created by examining the Design Research and the core insights that came out of that, They are often a reframing of a key insight. In this context, your Design Principles are the principles you think people should follow if they are to end homelessness for the cohort that you are working on.

Purpose:

- Once the principles are set, the actions will become clearer.
- The action plan won't end up including every detailed decision that will need to be made as it is implemented. The Design Principles can give people guidance on how to make new choices.

Set up:

Shaping a Design Principle often involves the reframing of an insight that you discovered during research. For example if you found an insight that stated "People find it difficult to find the right service at the right time" then the corresponding Design Principle could be "Information about services should be transparent and easily accessible".

Some examples of principles have included:

- Hospitality and Homeliness is the characteristic of great accommodation services
- Aboriginal ways of being must be the foundation for service offerings.
- Permanent supportive housing becomes the preferred first option
- Importance of good planning around leaving care
- Prevention should be focused on family and school
- Mainstream services should have a role in early identification of homelessness
- People must experience a no-wrong-door approach
- A no-wrong-door approach means that it is easy to access information about services you need.

This process uses a Note and Vote technique which can be useful for making quick decisions.

Materials:

- A4 paper (one sheet for each person + some extras)
- Post-it notes
- Textas
- Sticky dots
- First Cut Action Plan Template (A0)

Process:

Step 1

Ask your participants to take another look at the insights that the group found, that are now up on the wall. With a sheet of A4, give them 5-10 minutes to brainstorm all of the Design Principles that are important for their specific cohort.

Step 2

Ask each participant to self edit their list and write the top 6 Principles on Post-it notes (one per Post-it).

Step 3

Ask participants to place Post-its on their board or wall, roughly grouping any that are duplicates.

Step 4

Give everyone 5 sticky dots and get them to vote on the principles that they think are the most important in having the system work for and with this cohort.

Step 5

Take the top 6 principles and add them to the principles section of the Action Plan Template. Allow the group to rewrite any if they can be strengthened.

At a Glance:
An opportunity to create a draft Action Plan for your specific cohort drawing on all the work that has already been done.

Purpose:
- Developing your first draft of how to end homelessness for your cohort, the basis for prototype testing with stakeholders.

Set up:
You'll need to harvest the actions that were developed in the first workshop "Action Matrix" for this. A number of those actions will still be very relevant, and it's better not to duplicate. Collect the 'heading' Post-it notes that were created during the synthesis of the Action Matrixes and distribute them to the relevant cohort team. The team doesn't have to incorporate these (thinking might have moved) but it should consider them.

Materials:
- Post-it notes
- Textas
- First Cut Action Plan Template (A0)

Process:
Step 1
Give the participants 20 minutes to complete the Action Plan Template. They can do this with discussion or however else. If you find that the group is getting stuck, you can get them to work silently for a period of time, each brainstorming the actions that they think are important, and then filtering these until they feel like they have the right list. This can be easier than trying to get consensus on each action.
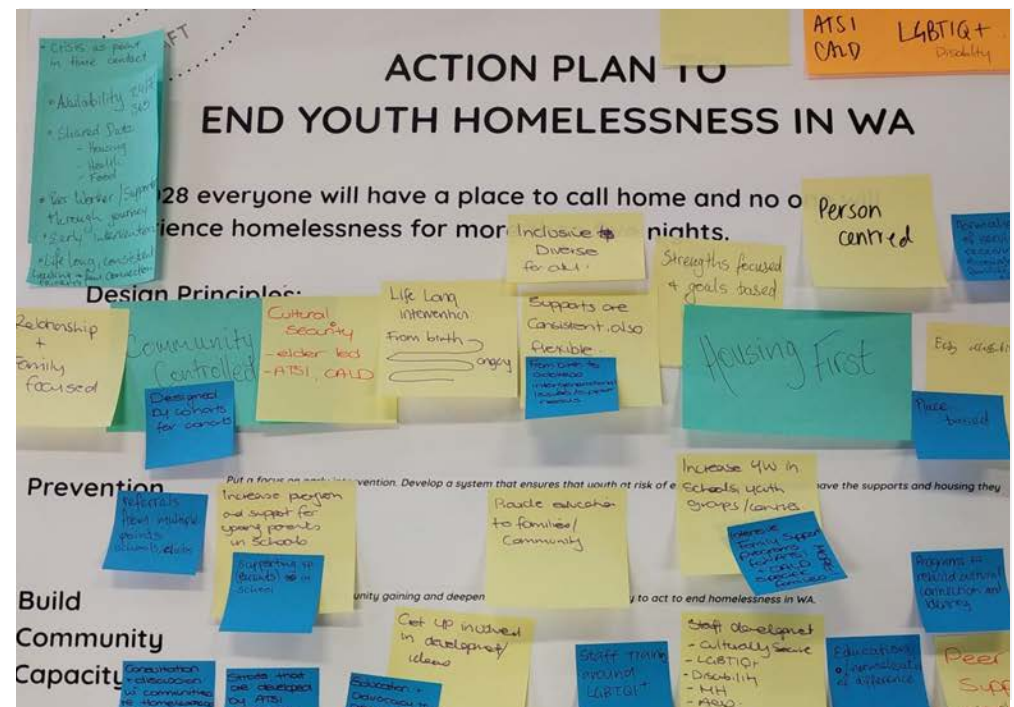
Step 2
There is always a temptation at this stage for people to write more principles (we find it hard to develop concrete actions). If you see more principles being written like "Services take a no wrong door approach" ask "yeah, but how?" - how would they actually make that happen, what actions would be taken.

Step 3
For 10 minutes ask the participants to get up and look at the work of the other groups and provide feedback. Two people from the group should stay with their plan to explain the thinking. Was anything missed? Was this the right set of ideas? Do any need to be tweaked?

Step 4
After feedback, For 5 minutes, the original team updates and adapts their first cut action plan.

At a Glance:
When we use a Design Process we make sure that we robustly test our ideas. That means finding a way to make them real enough that we can get really good feedback from the stakeholders who know the most, or who will be most impacted by our decisions. One of the methods we use is called the Action Narrative - its a creative writing task, imagining the future now that we have implemented our plan, and writing a short, one or two sentence specific narratives about "what we did to get there", or "how the system now works". This makes it feel less like a 'proposal' and more like something real. These narratives are turned into a card set to assist with testing your plan.

Purpose:
- Turning the actions from the action plan into something that feels more real, in order to prompt feedback.

Set up:
Action Narratives can be hard to write, and the ones that come from the group will need to be edited after the workshop, so don't be worried if they don't seem to capture everything that is needed. We get the group to try it so that they understand the method.

Some examples of narratives have included:
- We recruited Ethical landlords through a combination of rental subsidies and landlords insurance, increasing accessibility to the private rental market.
- As a sector, we developed a clear understanding of what we were there to achieve and implemented an outcomes framework into our contracting. Services now focus on the specific outcomes needed from their program and measure to ensure constant improvement.
- Rough sleepers get on to the priority housing list without having to provide all the ID.
- The system is completely refocused on 'housing first' – working to moving people to permanent supported housing as soon as possible, rather than bouncing them from crisis to transitional to long term.

Materials:
- Post-it notes
- Textas
- First Cut Action Plan Template (A0)
- Prototyping slides

Process:
Step 1
Describe how Action Narratives work and how they will be used as a card set

Step 2
Ask your participants to delegate the themes amongst themselves so that each participant is only working on one them of the Action Plan template.

Step 3
Ask participants to silently transform the actions in their theme into a Narrative. There will be a temptation again to go to principles - ask again "yeah, but how?" Give them 10 minutes of silent work, and ask them to think of multiple options.

Step 4
Allow the participants to discuss which 5-10 narratives best describe the actions that are taken and make a decision on their final narratives. Collect these for use in Prototyping.

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At a Glance:
To finalise the workshop, describe prototyping and gain volunteers who will be willing to test the Action Plan Card Sort

Purpose:
- Getting a wide group of people to see the proposed plan and give feedback.

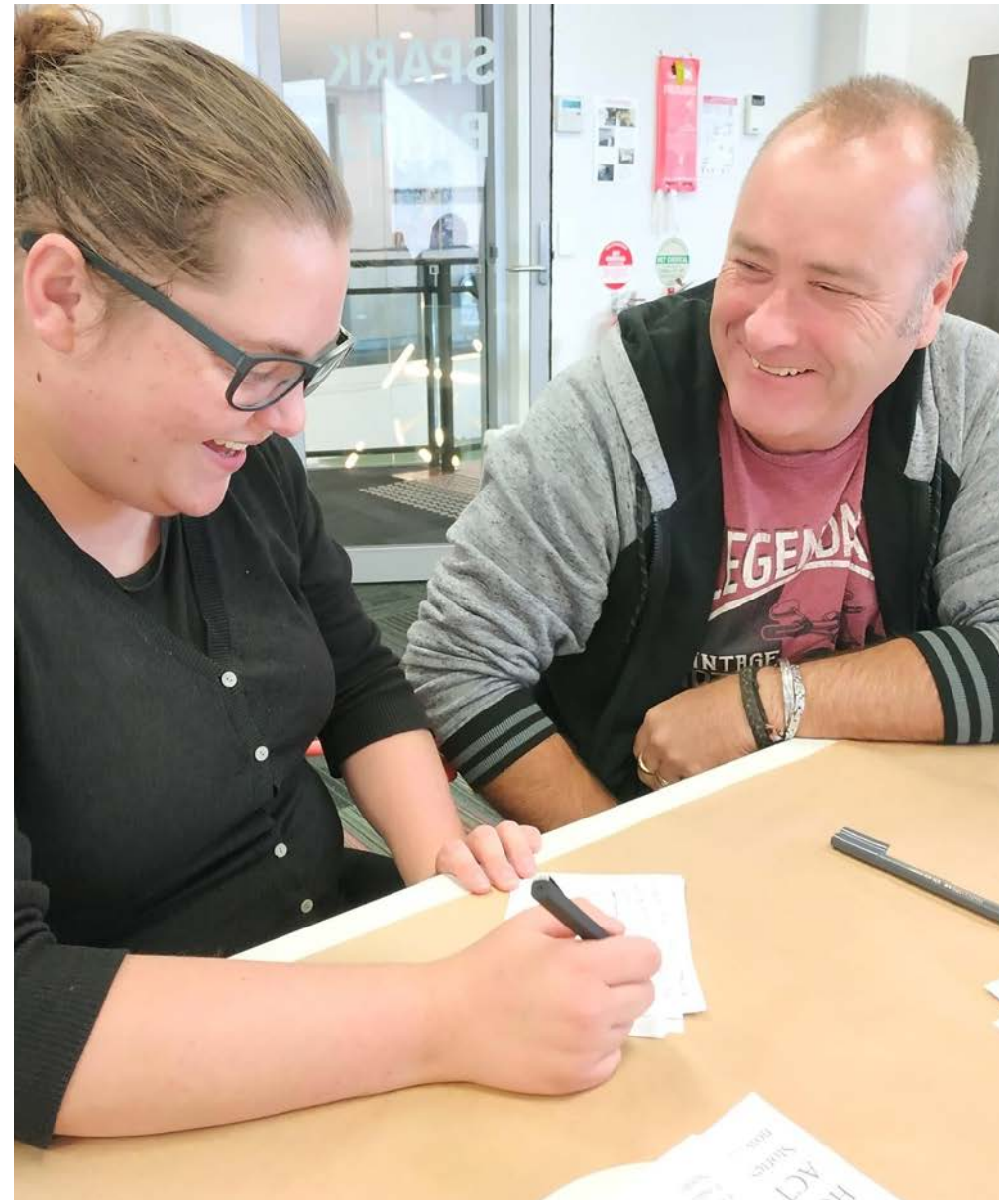**Materials**
- Contact details sheet

Process:
Step 1
Describe how the testing will work and show the previous card sorts that have been used.

Step 2
Ask your participants to volunteer to show one or two other people the card set - ensure that you are reaching out to people experiencing homelessness too. Collect email addresses.

Step 3
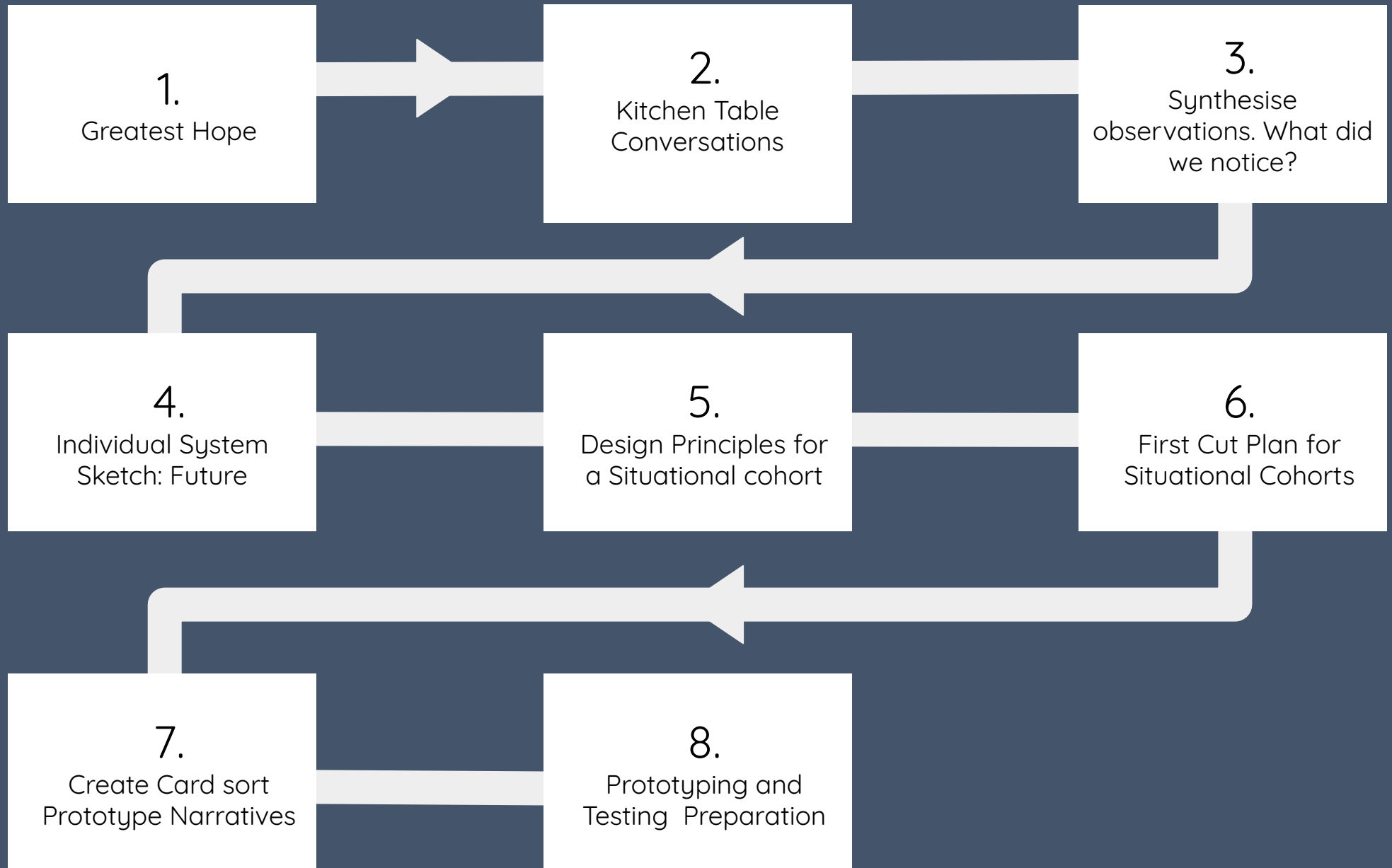Thank participants and let them know the next steps.

WORKSHOP TWO COMPLETE

ALTERNATIVE WORKSHOP 2
Co-discover, Co-define and Co-inspire. Adapting existing action plans and developing the core parts of your action plan for testing

Alternative Workshop Two

1. Greatest Hope

2. Kitchen Table Conversations

3. Synthesise observations. What did we notice?

4. Individual System Sketch: Future

5. Design Principles for a Situational cohort

6. First Cut Plan for Situational Cohorts

7. Create Card sort Prototype Narratives

8. Prototyping and Testing Preparation

EXAMPLE WORKSHOP SCHEDULE 5 Hours

Time	What	Resource link	Materials list
9.00	Set the Scene Overview Welcomes and introductions Where are we going? What is this all about?	This Powerpoint (pages 1-17 of this document)	Introduction Powerpoint
9.10	Greatest Hope	Greatest Hope Exercise Instructions	Textas, Cut-out paper shapes about A5 size (love hearts, stars, thought bubbles or other things that feel optimistic).
9:30	Kitchen Table Conversations	Kitchen Table Conversation Instructions	Table markers, Access to the synthesised data from Journey Maps - hopefully the walls or boards where people did the synthesis, but could also be printouts or powerpoints, Recording Booklets
10:30	Synthesise Observations	Synthesise Observations Instructions	Post-it notes, Textas, Recording Booklets
11:00	Break	-	Catering
11:15	System Sketch - The Future	System Sketch - The Future Instructions	
11:45	Design Principles	Design Principles Note and Vote, Instructions First Cut Action Plan Template	A4 paper (one sheet for each person + some extras), Post-it notes, Textas, Sticky dots, First Cut Action Plan Template (A0)
12:05	Lunch	-	Catering
12:35	First Cut Action Plan	First Cut Action Plan Instructions	Post-it notes, Textas, First Cut Action Plan Template (A0)
1:10	Action Narratives	Action Narratives Instructions	Post-it notes, Textas, First Cut Action Plan Template (A0), Prototyping slides
1:45	Prototyping Plans	Prototyping slides	Prototyping slides
2:00	Close	-	-

Co-discover: See and sense the system
SETTING UP THE WORKSHOP

At a Glance:
How the room needs to be set up for your workshops. This guide holds for all of the Co-design workshops in the process of creating your action plan.

Purpose:
- Creating a space for creativity and collaboration

Identify your facilitators:
- Preferably identify a facilitator who can be independent to run the workshops in this series.
- Your Design Squad will all have jobs as table facilitators, position one of them at each table.

Choosing the Room:
It's always difficult to find 'the perfect' workshop space so you might need to compromise on some of these. The space should::
- Be big enough to comfortably fit 20-30 people on 5 or 6 tables. People will need to be able to move around between the tables.
- Have large blank walls or glass that you can stick things to (if you can't get this you'll need to provide another way, for example easels with big [1200x900mm] cardboard boards)
- Be accessible and comfortable for people with lived experience
- Have projector facilities.
- Have natural light

Setting up:
Have the room set up with people in small groups around 5 or 6 tables. Make sure there is a range of perspectives at each table. The group composition matters because a mix of perspectives enhances the conversation. People are likely to sit in their silos, so you'll have to actively move them and curate the tables.

Each small group needs access to a portion of wall, or a board to stick things up. There will be sketches and Post-its and other materials. Be creative about how you can provide this - a spare table that flips up might be a temporary wall for you.

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- Provide name tags that people can write themselves. Make sure you have 10 minutes in your opening section for people to introduce themselves.
- Open with acknowledgement of country (at least) and Welcome to Country if appropriate.
- Play music that is energetic but quiet as people enter the room, it's more likely to have them begin conversation

Materials:
Each table will need a Workshop Pack. Let them know it's theirs to look after and pack away at the end of the workshop so it can be reused at the next one - co-design includes co-cleaning! Each pack contains:

- A4 paper (5 or 6 sheets per person)
- Black textas for writing on Post-its (one each)
- Coloured textas for creative tasks
- Green and red dots (small)
- Blu Tack
- Small Post-its (35x48mm) - One pad per person.
- Square Post-its (76mmx76mm) - Three pads
- Tactile play things (eg stress balls, putty etc) - this can help the fidgeters, particularly people feeling nervous in the workshop.

At a Glance:

A Greatest Hope conversation is a simple conversation about the future we want to see. We are here for a reason, what is it? What is the change that we are hoping to realise? We can get caught up in all the complexity and problems we are facing. The Greatest Hope helps us to find that long term vision, and optimism for creating it together.

Purpose:

- Introducing participants to one another
- Creating optimism that we can achieve something
- Making clear what the goal of the work should be, what's the future we all desire.

Materials:

- Textas
- Shapes about A5 size, love hearts, stars, thought bubbles or other things that feel optimistic.

Process:

Step 1

Ask participants to spend 5 minutes independently and silently thinking about what their greatest hope for the system is. Ask them to write or draw their greatest hope on one of the shapes.

Step 2

Ask participants to:

- Introduce themselves and their role in the system
- Why they've come to be involved today
- Share their greatest hope one by one around their group sticking the shapes and drawings to the far right of their wall or board. Table facilitators take notes of the key things that are found.

Step 3

Ask table facilitators to share the insights from their group with the rest of the room.
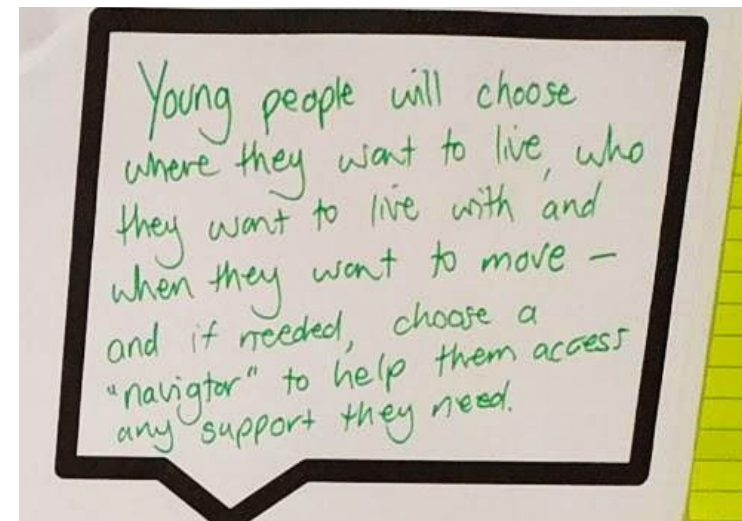
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At a Glance:
A Kitchen Table conversation allows the people who synthesised the research previously to describe what they found to the group, and provides the group with a quick shortcut to hearing all of the important insights that should drive an action plan. It is called a Kitchen Table conversation because that is the quality of the conversation you want. A smallish group of people 6-8 asking informal, exploratory questions about that part of the research.

Set up:
This activity takes the most set up before the workshop starts. You need to identify your Kitchen Table speakers (1 or 2 people per table). These people will need to be prepared to answer participant questions. Given that a key part of this is examining existing plans to end homelessness, one of your Design Squad team will have had to dive deep in other plans and have a clear understanding. You might also be able to invite people from other areas in Western Australia who have developed a plan similar to yours. Other speakers will be people who were directly involved in Synthesis or Research activities (see Synthesis with Affinity Maps). Choose the tables most relevant for your Action Plan. The topics could include:

- **Essential:** The Action Plan(s) to End Homelessness that your Action Plan will be based on.
- Other Desktop Research
- Journey Map Synthesis
- System Safari - if you used this as a participatory opportunity for people with an experience of homelessness then you might have two tables for System Safari: one with the lived experience view and one with the service provider view.
- An invited expert in the field of homelessness, or other critical expertise, potentially expertise on a specific cohort relevant to your context (see page XXX)
- Wild Card Table - you can add anything else that you think is a critical addition at this stage. You can use the Kitchen Table to fill holes, or challenge the group if your Design Squad anticipates blind spots in thinking from the invited stakeholders. You could also have a table where participants hear directly from empowered people with an experience of homelessness.

You will need to prepare recording booklets for each participant. They will carry these around as a way to record the things that they are noticing and learning from each conversation.

Materials:
- Table markers
- Access to the synthesised data - hopefully the walls or boards where people did the synthesis, but could also be printouts or powerpoints.
- Recording booklets

Process:
Step 1
Describe the activity to participants:
- what a Kitchen Table conversation is to participants
- they will get an opportunity to visit three Kitchen Tables but to make sure that all tables have participants at them - also everyone MUST visit the Essential Action Plan table
- How to take notes using the booklets
- Each conversation will last 20 minutes
- Ask people to move to the first table that they would like to hear from.

Step 2
Give the Kitchen Table speaker 5 minutes to describe the key things that they learned that are critical for the development of this plan.

Step 3
Allow participants to ask curious questions, and to examine the data that is up on walls if relevant. All the while taking notes.

Step 4
Time-keep closely and at 20 minutes move participants on to the next group. Then repeat.

At a Glance:
Gathering the notes from all of the participants, asking them to identify the knowledge and insights that are critical to the creation of an effective action plan.

Purpose:
- Crystallising the important parts of all of the activities that have been done up until now.
- Moving us from 'research' to 'decision making'.

Set up:
This activity only needs a wall for participants to stick up their core insights.
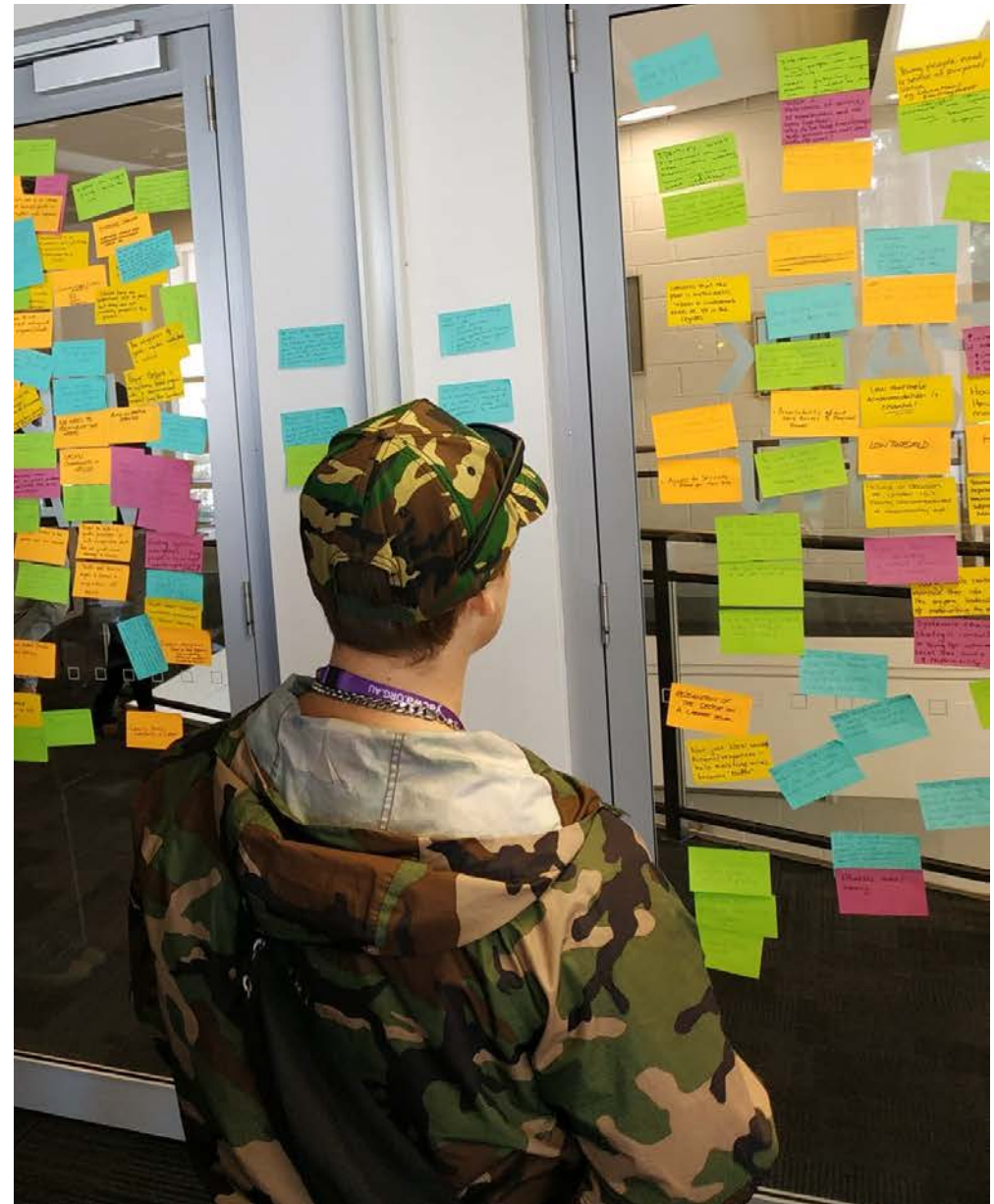
Materials:
- Post-it notes
- Textas
- Recording Booklets

Process:
Step 1
Give participants 10 minutes to read through the notes that they took during the Kitchen Table exercise and to choose the top 5-8 insights that they believe are critical to the development of this Action Plan. Ask them to write these insights legibly on a Post-it note.

Step 2
Ask the group to place their Post-it notes onto the wall, and give them 10 minutes to roughly group them into themes. This doesn't need to be as comprehensive as the synthesis that you did previously, and you don't need to label the themes.

Step 3
Give participants 10 minutes to examine and read the insights from everyone else. Having this knowledge will be important for the next activity.

At a Glance:
In almost every Action Plan there will be a diverse group of people who are experiencing homelessness. These people will have different needs. You will need to identify these groups before the workshop to complete this part.

Purpose:
- Understanding that people experiencing homelessness are diverse, and have different needs.

Set up:
- Presentation to the group of work you've done earlier.

Materials:
- Powerpoint presentation.

Process:

Step 1 - Identifying cohorts
Before the workshop you'll need to work with local experts to identify cohorts that are relevant to your specific action plan. We've found that this is best done by one or two people who have a good birds-eye view of the system.

These could be two different kinds of groups - Demographic Cohorts or Situational Cohorts.

Demographic Cohorts could include:
- Aboriginal and Torres Strait Islander People
- LGBTIQ+
- Culturally and Linguistically Diverse
- Particular ages - young people, adults, elderly

Situational Cohorts could include:
- Rough sleepers
- People with Mental Health concerns
- Not yet homeless people (but at risk)
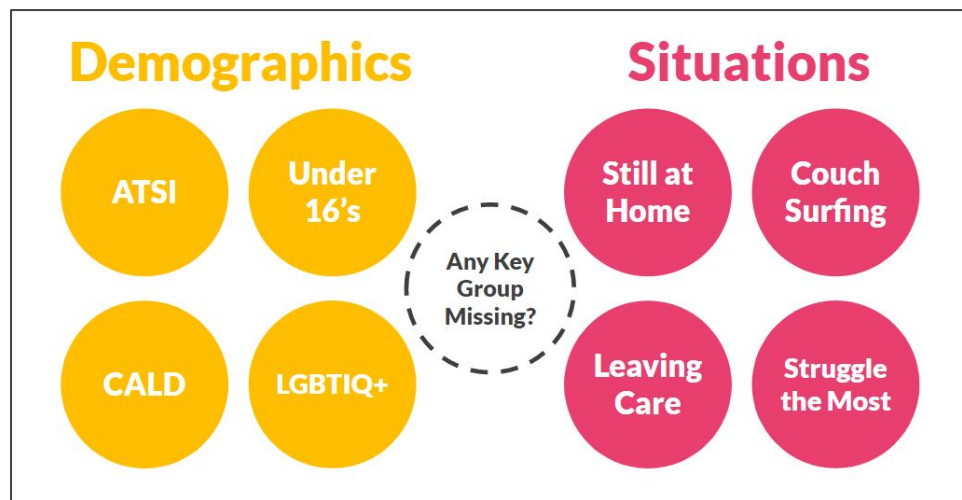- Care leavers

Step 2
Choose the 3-5 key cohorts whose needs should be focused on in the development of the plan - you'll need to be judicious and only choose the most critical. The needs of the groups will need to be different enough that it matters that they are specifically considered.

Step 3
Create a powerpoint slide and present to the group on the cohorts you've identified. In the next step, you'll work out if there are any key groups that you missed.

Step 4
Allocate a cohort to each table (plus one table that considers the more generic "Impacting all homeless people") and ask the group to go to the one that they are most passionate about working on.

Cohorts developed for the Action Plan for Youth Homelessness. Participants suggested Young Parents might have been missed.

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At a Glance:

We were introduced to System Sketches in the first workshop. They allow us to get a glimpse at how each individual sees and experiences the system. One sketch does not create a complete picture but with diverse perspectives in the room we get a much richer picture of the system. In this situation we are asking participants to draw a system sketch of the desired future for a specific situation cohort.

Purpose:

- Helps us to see other people's perspectives and get a more specific idea of our future goals.
- Moves our brains from 'analytical' activities that we did during the first part and into a creative space.

Set up:

You now need people to move into groups that are narrowed to focus on a specific 'cohort' - see "Introducing Cohorts" from the previous workshop. You'll need to decide which cohorts require focus for your plan, as the 8 you identified earlier will likely be too many. The cohorts that need focus will be ones where action strategies will need to be quite different. For example work targeting young people and adults will be quite different, work targeting young parents and young care leavers could be very different, work targeting people with significant mental health conditions, and those with drug and alcohol issues might be similar enough that separation is unnecessary.

Depending on group numbers you will need to drop this down to 5 groups, 4 cohort groups and one extra who focuses on proposals that are more general and will impact all (eg increasing affordable housing). You might combine a couple of cohorts if you think that a single group can do both in the time allotted.

Materials:

- A4 paper (one sheet for each person + some extras)
- Coloured textas

Process:

Step 1

Describe the cohort groups that your Design Squad identified. Allocate one cohort per table. Ask participants to move to the table where they are most passionate about change.

Step 2

Ask for everyone to imagine the ideal system that exists in 5-10 years time for the specific cohort they have chosen and have them draw a sketch from their viewpoint. Some useful ways to introduce "Imagine that you have to show how the homeless system works for this cohort. How would you sketch it?" Give people 10 minutes to work silently.

Tips you can give the sketchers:

- Don't overthink, just start drawing
- There's no wrong or right way to do this
- Everyone's will be different

Step 3

Share on the tables (20 mins)

1. Make sure there is a table facilitator to keep track of the time and to take notes
2. Ask people to go around the table and describe their System Sketch (each person has 2-3 minutes) and stick them on the left side of their wall.
3. Everyone else at the table listens deeply to the viewpoints of the others. There is no need to agree or disagree or correct others. All viewpoints are valid. Table facilitators take notes about the key points.

At a Glance:
Design Principles help us crystalise the key conditions for a successful proposal, idea or action. They are created by examining the Design Research and the core insights that came out of that, They are often a reframing of a key insight. In this context, your Design Principles are the principles you think people should follow if they are to end homelessness for the cohort that you are working on.

Purpose:
- Once the principles are set, the actions will become clearer.
- The action plan won't end up including every detailed decision that will need to be made as it is implemented. The Design Principles can give people guidance on how to make new choices.

Set up:
Shaping a Design Principle often involves the reframing of an insight that you discovered during research. For example if you found an insight that stated "People find it difficult to find the right service at the right time" then the corresponding Design Principle could be "Information about services should be transparent and easily accessible".

Some examples of principles have included:
- Hospitality and Homeliness is the characteristic of great accommodation services
- Aboriginal ways of being must be the foundation for service offerings.
- Permanent supportive housing becomes the preferred first option
- Importance of good planning around leaving care
- Prevention should be focused on family and school
- Mainstream services should have a role in early identification of homelessness
- People must experience a no-wrong-door approach
- A no-wrong-door approach means that it is easy to access information about services you need.

This process uses a Note and Vote technique which can be useful for making quick decisions.

Materials
- A4 paper (one sheet for each person + some extras)
- Post-it notes
- Textas
- Sticky dots
- First Cut Action Plan Template (A0)

Process:
Step 1
Ask your participants to take another look at the insights that the group found, that are now up on the wall. With a sheet of A4, give them 5-10 minutes to brainstorm all of the Design Principles that are important for their specific cohort.

Step 2
Ask each participant to self edit their list and write the top 6 Principles on Post-it notes (one per Post-it).

Step 3
Ask participants to place Post-its on their board or wall, roughly grouping any that are duplicates.

Step 4
Give everyone 5 sticky dots and get them to vote on the principles that they think are the most important in having the system work for and with this cohort.

Step 5
Take the top 6 principles and add them to the principles section of the Action Plan Template. Allow the group to rewrite any if they can be strengthened.

At a Glance:
An opportunity to create a draft Action Plan for your specific cohort drawing on all the work that has already been done.

Purpose:
- Developing your first draft of how to end homelessness for your cohort, the basis for prototype testing with stakeholders.

Set up:
You'll need to harvest the actions that were developed in the first workshop "Action Matrix" for this. A number of those actions will still be very relevant, and it's better not to duplicate. Collect the 'heading' Post-it notes that were created during the synthesis of the Action Matrixes and distribute them to the relevant cohort team. The team doesn't have to incorporate these (thinking might have moved) but it should consider them.

Materials:
- Post-it notes
- Textas
- First Cut Action Plan Template (A0)

Process:
Step 1
Give the participants 20 minutes to complete the Action Plan Template. They can do this with discussion or however else. If you find that the group is getting stuck, you can get them to work silently for a period of time, each brainstorming the actions that they think are important, and then filtering these until they feel like they have the right list. This can be easier than trying to get consensus on each action.
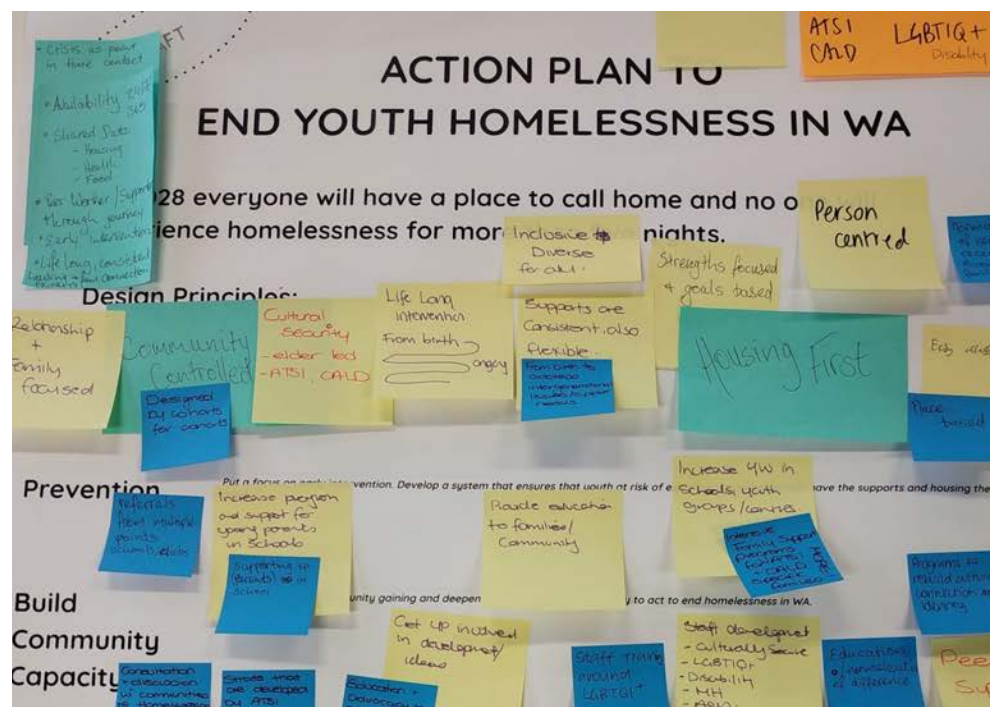
Step 2
There is always a temptation at this stage for people to write more principles (we find it hard to develop concrete actions). If you see more principles being written like "Services take a no wrong door approach" ask "yeah, but how?" - how would they actually make that happen, what actions would be taken.

Step 3
For 10 minutes ask the participants to get up and look at the work of the other groups and provide feedback. Two people from the group should stay with their plan to explain the thinking. Was anything missed? Was this the right set of ideas? Do any need to be tweaked?

Step 4
After feedback, For 5 minutes, the original team updates and adapts their first cut action plan.

At a Glance:

When we use a Design Process we make sure that we robustly test our ideas. That means finding a way to make them real enough that we can get really good feedback from the stakeholders who know the most, or who will be most impacted by our decisions. One of the methods we use is called the Action Narrative - its a creative writing task, imagining the future now that we have implemented our plan, and writing a short, one or two sentence specific narratives about "what we did to get there", or "how the system now works". This makes it feel less like a 'proposal' and more like something real. These narratives are turned into a card set to assist with testing your plan.

Purpose:

- Turning the actions from the action plan into something that feels more real, in order to prompt feedback.

Set up:

Action Narratives can be hard to write, and the ones that come from the group will need to be edited after the workshop, so don't be worried if they don't seem to capture everything that is needed. We get the group to try it so that they understand the method.

Some examples of narratives have included:
- We recruited Ethical landlords through a combination of rental subsidies and landlords insurance, increasing accessibility to the private rental market.
- As a sector, we developed a clear understanding of what we were there to achieve and implemented an outcomes framework into our contracting. Services now focus on the specific outcomes needed from their program and measure to ensure constant improvement.
- Rough sleepers get on to the priority housing list without having to provide all the ID.
- The system is completely refocused on 'housing first' – working to moving people to permanent supported housing as soon as possible, rather than bouncing them from crisis to transitional to long term.

Materials:

- Post-it notes
- Textas
- First Cut Action Plan Template (A0)
- Prototyping slides

Process:

Step 1
Describe how Action Narratives work and how they will be used as a card set

Step 2
Ask your participants to delegate the themes amongst themselves so that each participant is only working on one them of the Action Plan template.

Step 3
Ask participants to silently transform the actions in their theme into a Narrative. There will be a temptation again to go to principles - ask again "yeah, but how?" Give them 10 minutes of silent work, and ask them to think of multiple options.

Step 4
Allow the participants to discuss which 5-10 narratives best describe the actions that are taken and make a decision on their final narratives. Collect these for use in Prototyping.

At a Glance:
To finalise the workshop, describe prototyping and gain volunteers who will be willing to test the Action Plan Card Sort.

Purpose:
- Getting a wide group of people to see the proposed plan and give feedback.

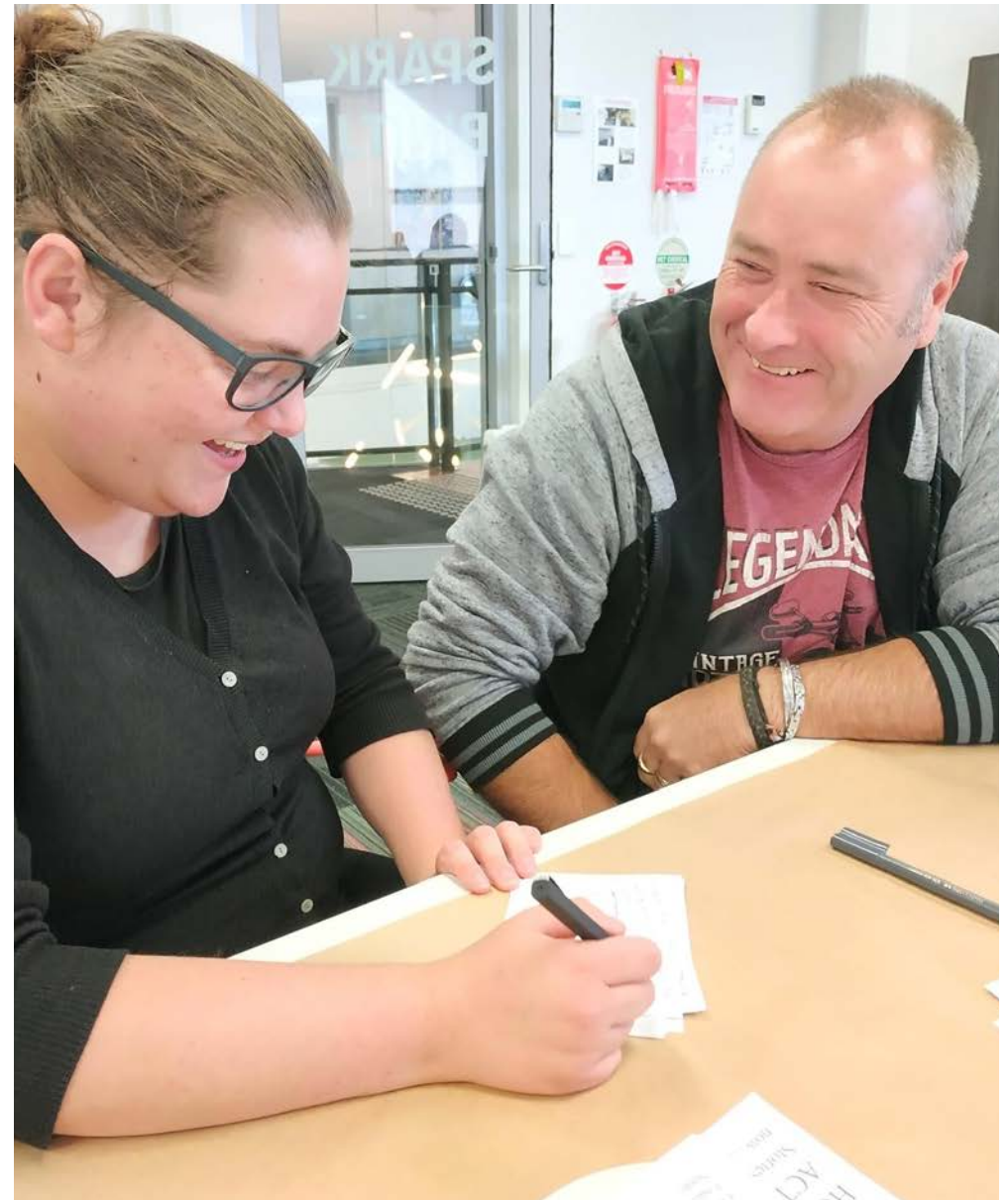**Materials:**
- Contact details sheet

Process:

Step 1
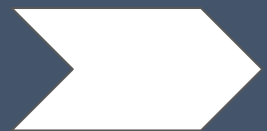Describe how the testing will work and show the previous card sorts that have been used.

Step 2
Ask your participants to volunteer to show one or two other people the card set - ensure that you are reaching out to people experiencing homelessness too. Collect email addresses.

Step 3
Thank participants and let them know the next steps.

ALTERNATE WORKSHOP TWO COMPLETE

PROTOTYPE AND TEST
Creating prototypes and testing them with Stakeholders.

METHOD 1.
Narrative Card Sort

METHOD 2.
Hypothetical Announcement

METHOD 3.
Pop-up Testing

At a Glance:

The Action Narrative Card Sort is a method for getting great feedback about your proposed Action Plan. Once you've created your Action Plan you make a card deck with one narrative per card. Your stakeholders can then flick through the cards to find the places they need to give feedback, and to quickly prioritise the actions.

Purpose:

- Turning the actions from the action plan into something that feels more real, in order to prompt feedback.
- Gaining deep feedback on your plan from important stakeholders.

Set up:

From the last workshop you'll have a set of draft narratives (or if you didn't make it that far, some draft actions for the plan). You'll need to find someone in your Design Squad who has good written ability to edit them and bring those narratives together. See the Action Narratives tool for more advice on writing them.

Materials:

- Computer
- Action Matrix Synthesis, Action Narratives, First Cut Action Plan from first workshop
- Card Sort Template
- Printer with A4 paper

Process - creating the cards:

Step 1

Make a list of all the necessary Action Narrative Statements that you need to create. You'll find these in the Action Matrix Synthesis, the First Cut Action Plan and the Action Narratives. You might want to agree these final actions with your Design Squad. You are likely to have quite a few of these, but avoid having more than 30. Whilst your focus here is on final actions, you might also find that you have missed a solution to a key problem that came up but was never resolved. You can include this in your card sort as a question.

Step 2

You probably have these in order of cohort. Now rearrange them under the 5 headings of the Ending Homelessness Themes.

Step 3

Using a word processor (eg Word, Google Docs) Write each of your actions as a "Narrative from the future". Pretend you are five years from now and the system works exactly how it should. Now write a short, one or two sentence specific story about "what we did to get there", or "how the system now works". It makes it feel less like a 'proposal' and more like something real.

Think about your target audience - if there's too much jargon, it might be difficult for some people to provide feedback. Err on the side of everyday speak - it's more powerful anyway. You might decide to do more than one 'translation'.

Once you have written or edited them all, get feedback from your Design Squad.

Step 3

Add your final statements onto the Card Sort template - one statement per A6 card. Make sure you have added the Theme Code at the top of the card (P = Prevention, H = Housing etc).

Step 4

Add images - you can do this as a background, or as a small cartoon, or use your creativity to do something else. Collage could work. The Images are essential, the cards will be very hard to use without them, so it's worth investing the time.

Step 5

Print your cards on A4 paper, single sided. Cut them out. You now have a card set. You'll need one per person giving feedback.

A card example - Youth Homelessness Action Plan (A6 size).

P

Couch surfers

As part of the school based program we gave support to the local hosts of couch surfers (usually the parents of other students). This made couch surfing relationships into a potential pathway for longer-term housing or family reconnection.

Image   Title   Narrative   Theme Code

Example layout of Action Narrative Cards

Process - Getting Feedback:

Step 1
Find the people who you most need to give feedback and arrange a time to meet them. You might also want to give card sets to people working in services who could get feedback from someone as part of day to day work, or as an activity during some downtime in an accommodation service.

Step 2
Ask the person to sort the cards into 3 piles: "Yes" (I support this), "Yes but" (I agree, but with reservations or conditions), "No" (I don't support this). Write a Y, YB or N on the front of each of those cards.

Step 3
Go through the 'Yes but' and "No" piles, writing any key feedback on the back of the card. Ask any question that you need to clarify the feedback.

Step 4
Ask the person to select their 5 top priorities. Mark these cards with a star.
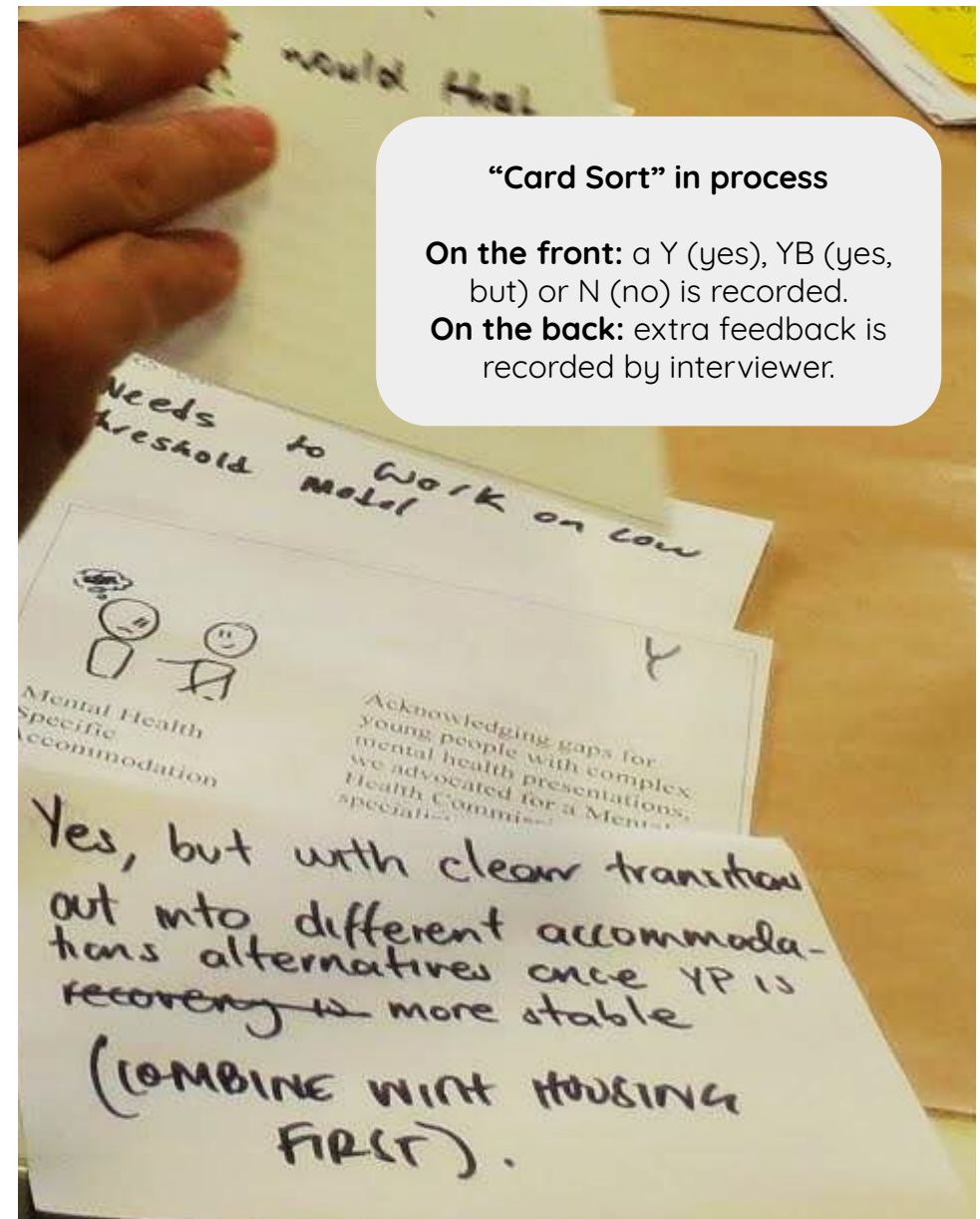
"Card Sort" in process

On the front: a Y (yes), YB (yes, but) or N (no) is recorded.
On the back: extra feedback is recorded by interviewer.

At a Glance:

An "Announcement" prototype is a good way of getting feedback on a specific initiative proposed in your action plan, particularly if you need feedback on some details of that initiative. It involves creating an imaginary document that you might use on the launch day of this initiative - a media release, a communication to the sector, a Minister's Announcement, an all staff memo or a pamphlet to give to hypothetical clients.

Purpose:

- Turning a specific initiative from the action plan into something that feels more real, in order to prompt feedback.
- Gaining deep feedback on a specific initiative within your plan from important stakeholders.

Materials:

- Computer
- Action Matrix Synthesis, Action Narratives, First Cut Action Plan from first workshop
- Printer

Process:

Step 1

You will often use this where an initiative could be controversial, and therefore you want people to understand the details. Brainstorm the details that you think need to be communicated - what is the purpose of this initiative, who will run it, what are the complicated or controversial details.

Step 2

Prepare your announcement. Think about how that kind of announcement is usually written. If it is a media release, then there is a standard format which can be found online.

Step 3

Make your announcement look like the real thing. You might want to use headers, logos etc. A tool like Canva (online) can be useful if you are creating flyers. Be careful about how you send real looking prototype 'announcements' via email - you never know who might think they are real! Consider including a watermark on the document itself ("DRAFT" or "HYPOTHETICAL ANNOUNCEMENT" so that there is no possibility that the document will be misconstrued as real by someone not involved in the design process.

Step 4

Show the announcement to your selected stakeholder - prompt them with questions to get their reactions. Ask for feedback about the specific areas that you identified.

At a Glance:
A drop in and out session that allows Stakeholders to engage with a range of draft materials from your Action Plan. This could include the Action Narratives Card Sort, Hypothetical Announcements, a draft Action Plan, or any other 'works in progress' you have.

Purpose:
- Turning diverse initiatives of your action plan into something that feels more real, in order to prompt feedback.
- Gaining deep feedback on your plan from a wider group of stakeholders.
- Giving an open ended invitation to ensure all stakeholders have an opportunity to give feedback.

Set up:
This is similar to the "Kitchen Table Conversations" activity from workshop 2. You'll need a workshop space where you can set up a range of 'stations' to get the feedback you need. Stations should require as little explanation from someone as possible. The kinds of things that can be tested at a Pop Up Testing session include:
- Action Narrative Card Sorts
- Draft Action Plans
- Hypothetical Announcements
- Plans for a specific initiative
- Demonstrations of new Technology projects
- Hypothetical assessment forms, or other documents that might be used.
- Plans for roll out of a specific initiative.
- Participatory budgeting (allowing stakeholders to hypothetically allocate a limited budget to different priorities using monopoly money)

Materials:
- Various depending on the types of stations.

Process:
Step 1
Invite stakeholders to attend a pop-up testing, or schedule it during (or directly after) a regular meeting event. Describe the kind of feedback that you are after from stakeholders, and that stakeholders will be able to come and go as they please.

Step 2
Be creative about the planning of your stations, Try and think of ways to have stakeholders actively participating, rather than just reading and giving feedback.

Step 3
Set up your pop-up session. You'll need table facilitators for each station to capture feedback. Some stations will be at tables, others might need to hang things on walls.

Step 4
Get table facilitators to practice a 5 minute (or less) introduction to the station.

Step 5
Have a 'Welcomer' allocated to your pop-up. As people come into the space, have the Welcomer describe how the testing works and direct people to stations.

Step 6
Get table facilitators to introduce their stations as Stakeholders wander through. Remind facilitators that it is not their job to defend or sell the ideas and initiatives. They should instead approach with curiosity, trying to understand the stakeholders perspective. Have facilitators collect any specific feedback. A useful format can be:
- What the person liked
- Constructive criticism
- Questions raised
- Ideas generated
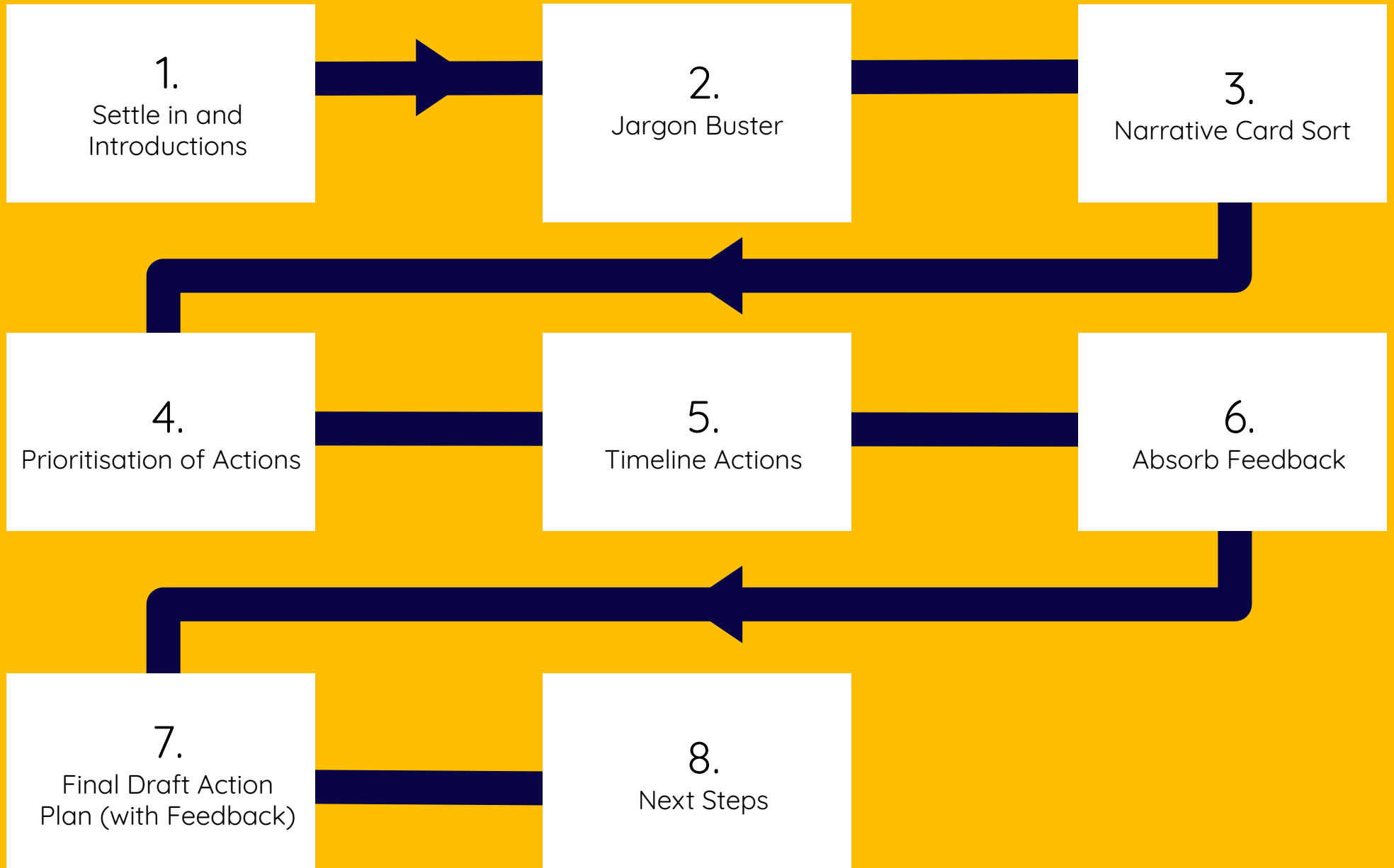
PROTOTYPING COMPLETE

WORKSHOP THREE
Co-develop. Final testing and prioritising components of the final action plan

Workshop Three

1. Settle in and Introductions

2. Jargon Buster

3. Narrative Card Sort

4. Prioritisation of Actions

5. Timeline Actions

6. Absorb Feedback

7. Final Draft Action Plan (with Feedback)

8. Next Steps

EXAMPLE WORKSHOP 3 SCHEDULE 5 Hours

Time	What	Resource link	Materials list
9.00	Welcomes and introductions Where are we up to and the task for today?	This Powerpoint	This Powerpoint
9.10	Jargon Buster	Jargon Buster Instructions	One Printed Narrative Card set
9:30	Narrative Card Sort Feedback	Narrative Card Sort Feedback Instructions	One Printed Narrative Card set per participant
10:30	Prioritisation	Prioritisation of Actions Instructions	Brown paper priority template (Instructions in the Setting Up Workshop Page), One set of Action Narrative Cards per participant
10:50	Break	-	Catering
11:10	Action Timelines	Action Timelines Instructions	Brown paper timelines (long brown paper with a line down the length of it), Action Narrative Cards sorted into piles, Rectangular Post-it Notes
11:45	Absorb Feedback	Absorb Feedback Instructions	Action Narrative Cards sorted into piles, Rectangular Post-its
12:15	Lunch	-	Catering
12:45	Final Draft Action Plan	Final Draft Action Plan Instructions	Action Plan Canvases, Rectangular Post-its
1:30	Feedback and Iteration	Final Draft Action Plan Instructions	Action Plan Canvases, Rectangular Post-its
1:45	Next Steps	-	-
2:00	Close	-	-

At a Glance:

For this workshop we want a different setup than previous. The purpose for this will become clearer in later steps. This setup will be unusual for the Design Team, but that will also generate interest.

Setting up:

- Put 4 rectangular tables together down the centre of the room to create a long table (like a long table lunch).
- Use a wide roll of brown paper (available at large stationary stores) and roll it down the full length of your long table.
- Draw a horizontal line along the middle of the paper with thick texta.
- Add dotted vertical lines at the end two tables.
- Have the group seated along the length of the table along either side.

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Materials:

- Printed Narrative Card sets - one per person attending the event.
- Rectangular (76mm x 146mm) Post-it notes.
- Black textas
- Blu Tack

Action Narrative Cards:

- Participants will have brought with them completed decks of the Action Narrative Cards. Collect these cards at the very start of the workshop and allocate a Design Squad member to do two things:
  - Separate out all the priority cards and save for the prioritisation part of the workshop.
  - Combine the rest of the cards together, like with like, so that you have a pile of each type of card.

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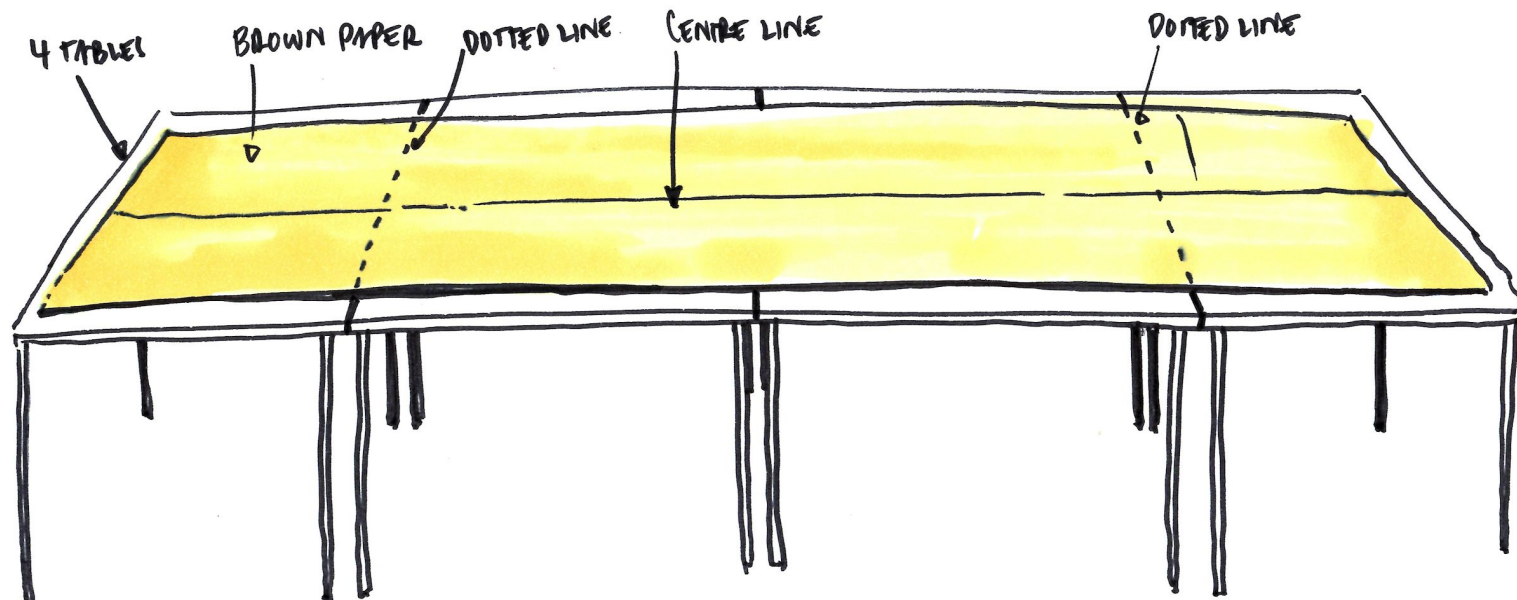
At a Glance:
It may be that a number of the initiatives proposed in your Action plan use jargon to quickly explain them - this is often useful for service providers, but not useful for community members or other citizens. The Jargon Buster gives an opportunity to ask any questions.

Purpose:
- Ensuring a common understanding of the initiatives proposed in your Action Plan prototypes.

Set up:
Ask one of your Design Squad members to be responsible for doing the jargon buster. Ask them to go through the cards with someone who is unlikely to know all the jargon to identify the words and concepts that might need explanation.

Materials:
- One Printed Narrative Card set

Process:
Step 1
Ask your Design Squad member to go through the cards giving a brief description of each card to the group. Allow the group to ask any questions they have.

For example, the following terms were explained by the Design Squad during the Youth Homelessness Action Lab workshops in 2019:

- Leaving Care Plan
- By-name list
- Ethical landlords
- Housing First
- No-fail meeting
- Outreach
- Care Leaving Decisions
- Tom Fisher House
- Youth Data Locker
- Acuity Scale
- Outcomes Framework
- Aboriginal Controlled Organisation
- Mental Health Commission

At a Glance:
Using the Action Narrative Cards, give the group opportunity to provide feedback.

Purpose:
- Gaining feedback on the work done so far.
- Ensure that there is some robust feedback provided at this stage (particularly if less feedback than expected was able to be collected before the workshop).

Set up:
It's likely that because of busy work lives, many people won't have had an opportunity to engage with your final narrative cards until they step into the workshop. This provides that opportunity.

Materials:
- One set of Action Narrative Cards each
- Textas

Process - Getting Feedback:
Step 1
Ask the group to split into pairs - make these pairs diverse (Lived Experience with service provider or government, for example). Ask them to allocate one person as interviewer, and one as interviewee. Let them know you will swap around.

Step 2
Ask the interviewee to sort their cards into 3 piles: "Yes" (I support this), "Yes, but" (I agree with conditions, reservations or caveats), "No" (I don't support this). Write a Y, YB or N on the front of each of those cards.

Step 3
For 20 minutes have the interviewer go through the 'Yes, but' and "No" piles, asking for feedback and writing any key feedback on the back of the card. They can ask any question that they need to clarify the feedback.

Step 4
Swap roles and repeat (20 mins)

Step 5
Give participants 10 minutes to silently look through their own card set and check that the written feedback covers everything that they wanted it to cover.

At a Glance:
Using your long table to give participants the opportunity to prioritise and sort the action cards.

Purpose:
- It's likely that your action plan contains a number of 'wish list' items that will need funding or other limited resources. This activity gives your Design Squad an idea of the priorities that should be fought for the hardest.
- A good sense check on whether the things your Design Team feels are important are also the things that your stakeholders think are important.
- Allow the Design Team to sort the cards so the feedback can be considered. This is also where you will add in any Action Feedback cards that were completed with stakeholders before this workshop.

Set up:
Ask the group to remove all items from your long table and to stand around it. This is where the Brown paper is used. One end of the brown paper is your high priority end, the other your low priority end.

In preparation you should also consider the rough cost of implementing each of the actions. Specifically identify the actions that are the most expensive. What is 'most expensive' will be dependent on context. For the Youth Action plan 'most expensive' meant likely to cost more than $1m. Make a list on a whiteboard of those high cost initiatives.

Materials:
- Brown paper priority template (prepared earlier)
- Action Narrative Cards

Process:
Step 1
Explain to the group that this task is about prioritisation. It's not about discarding any of the initiatives.

Step 2
Tell the group to select their top 5 priorities, with one caveat - among those 5 there can only be 2 high expense priorities. Ask them to place the top 5 priority cards in the 'High Priority section' of the brown paper. Each card placed in the high priority section is a vote. Sort the identical cards together into piles.

Step 3
Identify one or two Design Squad members to do the final sorting and collate the votes - they need to arrange the cards from highest number of votes to lowest, sorting the cards into piles. (They can do this while the group does step 4). This will identify the top priorities. Keep only the top 8 most voted for initiatives (or less, depending on your context it might be top 3, or top 5). The rest should be moved to the middle section (see step 5).

Step 4
Ask the group to select their lowest 5 priorities and place them in the lowest priority section. (repeat the sorting and voting process).

Step 5
Ask the group to collate their remaining cards in the middle section, placing identical cards together. You should end up with as many piles as you have narrative cards. This is useful because it puts all the feedback on specific actions together - which will be important for the next step. If the group did narrative card testing before this workshop, then those cards should be added here too and sorted into the piles.

Step 6
Announce to the group the cards with the highest priority, and those with the lowest priority. Ask the group to reflect on why these were high and low, and to write down their reasoning. Give some time for group conversation. Take a photo of the priority orders as a record for later.

At a Glance:

Beginning to create an implementation timeline by placing Action Cards on a 5 year timeline, and adding the high level actions that will need to be completed to make them happen.

Purpose:
- Moving from "initiative" to "action planning"
- Thinking about what we need to do now to see success in 5 years.

Set up:

At this point in the workshop you'll be splitting your participants into 5 smaller groups based on the *theme* areas of the Ending Homelessness Action Plan.
- Prevention
- Housing
- Strong and Coordinated Response
- Data, Research and Targets
- Build Community Capacity

You will probably find that you only need to do 4 of them, or that one group can deal with two areas. If not, then add another group and do all 5.

Seperate your long table into 4 seperate tables. Cut the Brown Paper into 4. These are now 'time-lines'.

Ask the participants to go to the group where they feel they are most passionate and have the most to offer in developing a final draft action plan. They will stay in this group the rest of the day.

In the last activity you sorted the Action Narrative cards into piles. Give each group the Narrative Cards that are relevant to their theme. This is where the *theme code* that you added to the Cards is important.

Materials:
- Brown paper timelines (long brown paper with a line down the length of it).
- Action Narrative Cards sorted into piles
- Rectangular Post-it Notes

Process:
Step 1

Tell the group that their task for the rest of the workshop is to complete the Draft Action Plan for their theme. The brown paper is a timeline from now to 5 years from now. Ask the team to place each Action Card on the timeline at the point where they think it will be achieved. Eg. smaller initiatives might be achieved in 6 months, larger ones won't be achieved until 4 years time. Give them 10 minutes to do this.
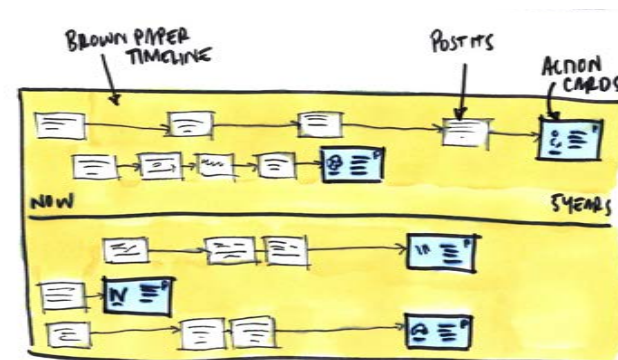
Step 2

Ask the group to think about the actions that might need to be taken in order to make that initiative a reality. Get them to add those high level actions to the timeline by writing them on Post-it notes. There should be 3 or 4 high level actions per initiative.

The group might find these difficult as some of the initiatives feel out of their control (ie its the job of a funder, or government). In these situations, ask them to think about how we might advocate for that change to be made. What actions would we take to advocate.

At a Glance:
From your prototyping conversations, you have feedback from lots of stakeholders, safely storied on the back of your Action Cards. Time to absorb that feedback and think about how to incorporate it into the plan.

Purpose:
- Finding where our original ideas were wrong, or need a tweak
- Being clear about the principles that will need to be embedded in the final action plan initiatives.

Set up:
- Keep the timelines you just completed in front of you.
- From the Prioritisation activity, you should have neat sets of your theme's cards sorted by initiative. These are all you need to complete the activity.

Materials:
- Action Narrative Cards sorted into piles
- Rectangular Post-its

Process:
Step 1) Ask the group to take the first action card on their timeline and as a group read out all the feedback that was given by stakeholders and the participants of this workshop. It's likely that you'll find common threads. Note those common threads, but no need to read out all of the duplicate feedback.

Step 2) After all the feedback has been heard. Ask the group about that initiative.

Should we:
- **Persevere** - the feedback indicates positive acceptance
- **Pivot** - the feedback indicates that we'll have to make some serious tweaks to make this initiative work (but we should still keep going)
- **Perish** - the feedback indicates that we shouldn't take this initiative forward.

Note on feedback:
Group members should be encouraged to keep an open heart and mind during this step. Whilst all feedback must be respected, t doesn't have to be followed. It's the task of the group to seriously consider the feedback, but sometimes you will find feedback that is not constructive, doesn't act in the interests of those most impacted, or if followed, would prevent the plan from achieving the goal of ending homelessness. The group has the freedom to constructively disagree with that feedback, and make a judgement not to include it.

Step 3) Tell the groups that they have the freedom to change the initiatives and timelines at this point, or even throw some away, keeping a view on ending homelessness for their context. It might just mean making a note on a Post-it of some specific principles that must be considered in the roll-out of that initiative.

Step 4) Repeat for all the other initiatives on the cards.

At a Glance:
Put it all together into a final action plan and then gather some feedback.

Purpose:
- Finalising your thoughts in a format that can be taken forward by the Design Squad.

Set up:
- The Action Plan Canvases (see over) will need to be printed in A0 size (ask for 'plan prints' at Office Works). Stick these on a wall near the group.

Materials:
- Action Plan Canvases
- Rectangular Post-its

Process:
Step 1
Complete the Canvas: Ask the group to complete the canvas - it has 3 columns
1. The Initiative: they can choose to just stick up the original Action Card, or to rewrite it
2. The Principles: a place to record those important principles from the feedback
3. The Actions: adding 4 high level actions, which might come directly from the Post-its on the timeline. Tell the group that the first action must be something that happens in the next 6 months or year.
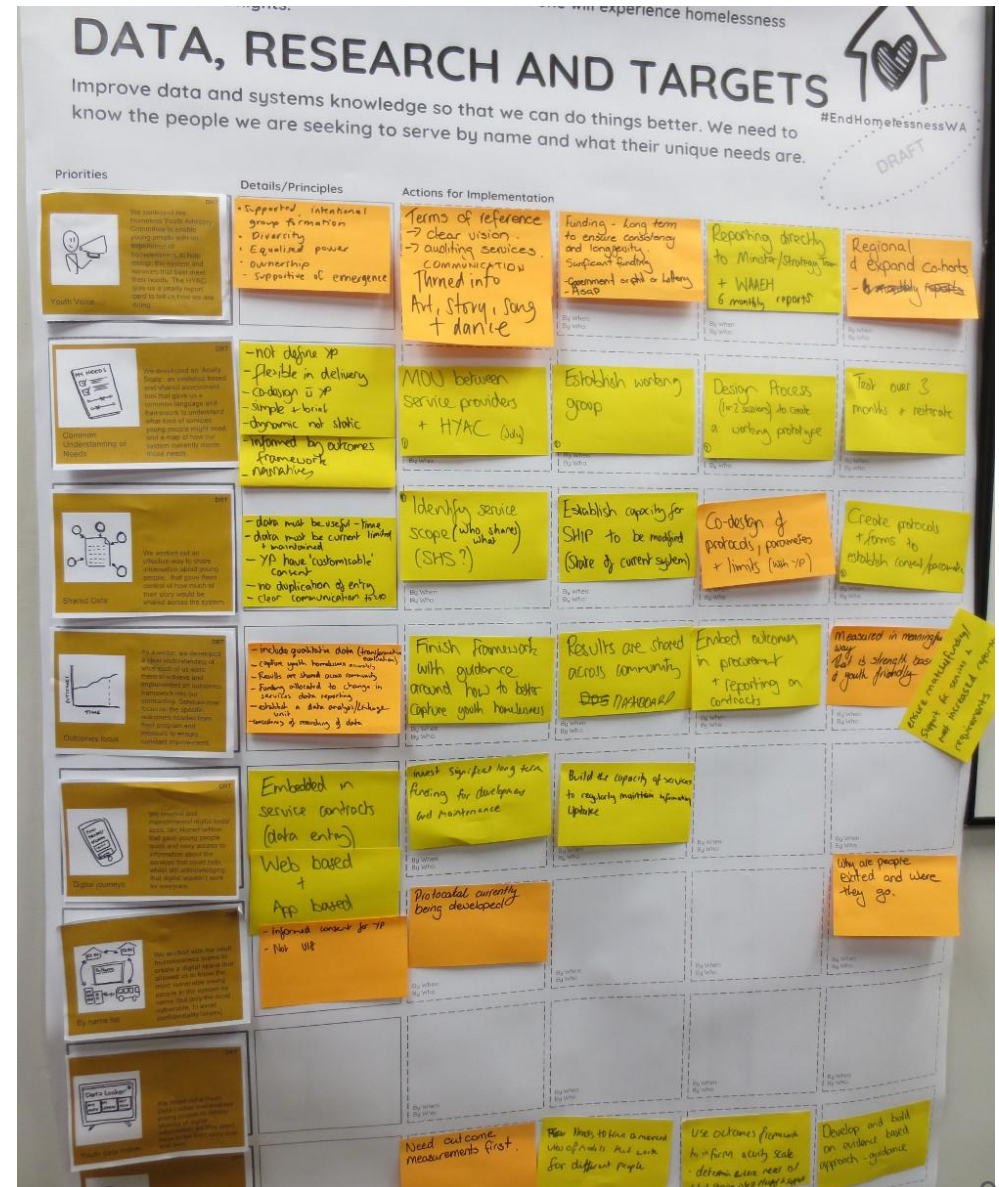
Step 2
Feedback:
Ask one or two people to stay with their Canvas, but have the others rotate around and see the other theme canvases. The people who stay explain the plan to the visitors. Give the visitors the opportunity to give any feedback needed.

Step 3
Give the original team time to tweak their plan given feedback,

At a Glance:
Given this is the last workshop before the Action Plan is sent out for wide feedback, it is important to close off the process.

Purpose:
- Provide closure to the Design Team
- Give them a clear picture of next steps.

Set up:
This is a role for the person best described as the "Sponsor" of the process, the organisation who was driving the development of the plan. It is time for the Facilitator to hand the power back to them.

Process:
Step 1
The sponsor addresses the group. They might choose to describe or facilitate a discussion on:
1. What happens to the plan from here
2. What future, wider feedback opportunities might be given
3. Acknowledges that the plan is just the start and now we will need to work to make it happen
4. Thanks the Design team and squad for their time and work.
5. Requests future volunteers
6. Set up communication channels to check in on progress
7. Final reflections from the group
8. Feedback on the process of the workshops.

FINALISE THE PLAN
Develop your final draft for feedback.

FINAL WRITE-UP

FEEDBACK
Traditional Consultation

FEEDBACK
Pop-up Testing

At this point, you are likely to return to a more traditional process of planning, and the development of policy and advocacy. This process is outside the scope of this Toolkit, as it is probably better understood across the system.

The workshops should have produced the content you need to turn your plan into the form that is most likely to be useful. This is likely to mean transfering it out of the language of Action Narratives and back into the forms of Policy and Advocacy documents that are familiar to the system.

Step 1 - Consolidate
Final checks will need to be done by the Design Squad, focusing on:
- How coherent the timelined actions are. These can be hard to create in a workshop context. Check and tweak those that need it.
- Whether critical steps or actions have been missed, and that any changes to initiatives have been made to increase, rather than remove, value.
- Focusing on how strongly actions will be supported by the sector.
- What principles, insights and stories need to be shared to increase the message of the plan.

Step 2 - Write
Once that is done, time to write. This is better done by a single writer focused on pulling together data from across the workshops, and from the existing research to create a final, coherent, plan. We suggest taking inspiration from existing action plans which can be found here.

Step 3 - Final feedback (optional depending on context).
You final plan might need one more round of feedback to ensure buy in from your stakeholders. You could:
1. Use a traditional feedback method like sending the plan out widely for feedback, with a structured survey.
2. Using a method like the the pop-up testing on page XXX to give a final walk-through for stakeholders. Have the final draft there for people to read and engage with, or print sections on large format paper and allow people to stick Post-it feedback.

Housing Priorities	Design Principles/Details	Actions for Implementation	
Housing First We backed the Housing First options, like 50/50, to be a response for the young people doing it toughest	• Incorporate LGBTIQA+ National Practice Standards (Safe/non-discriminatory housing). • Community integrated – not segregated into social housing blocs but scattered throughout the community. • Low barrier and allocated quickly. • Must be combined with specialised wraparound services.	1. Develop a sustainable tenancy support system to compliment a housing first model.	2. D c a. b. c. d.
Low Barrier Crisis Accommodation We developed a new crisis accommodation service that was able to response to the needs of young people whoa re currently excluded from the existing services. Like a Tom Fisher house for young people.	• Low barrier must be broader than crisis accommodation. • No need to reinvent the wheel – advance currently working models.	• Ensure low barrier system is implemented across housing system e.g. in supported social housing.	• D p c a in h

DRAFT

Templates for the Design Process

Inviting Design Team to First Workshop, page 1/2

Dear _____,

Our organisation has been working in partnership with the WA Alliance to End Homelessness to initiate a co-design process to develop WA's first 10 Year Action Plan to End _____ (*your cohort*) Homelessness.

We're pulling together a core design team and we'd love for you to be part of it! You have been contacted because of the critical role you and your organisation play, and the insight that you can bring to this plan.

If you're not familiar with the WA Alliance to End Homelessness you can find out more here: www.endhomelessnesswa.com - but our task is clear, we need to develop a targeted plan that is unique for _____ (*your cohort*), which aligns to what the Alliance is doing and to what the WA State Government is planning.

We know everyone is sick of consultations - so that's exactly what this isn't going to be. We're already drafting the Action Plan based on feedback from the sector and we are working on some exciting prototypes too, but we need you to get it right.

Your Involvement

If you're keen to be involved, your role would be as part of the 'Design Team'. This will involve 3 half day workshops combined with a bit of work between the sessions. See more info below. If you feel someone else from your organisation should be involved or need to send a delegate to one of the sessions, please let us know.

We're excited to inform you that we've got _____ along with _____ facilitating each session.

_____ Advisory Council (*if applicable*)

We are excited to announce the commencement of the _____! The _____ is a dedicated group of people, with lived experience of homelessness. _____ people had to apply for the role and attend interviews. Thegroup is going to help lead this process, to bring change to systems that impact on (*your cohort*) and critically look at how we can improve what we're doing now and what we can do differently into the future.

Email text to cut and paste
Writing emails can be a easy thing to procrastinate about. Here is the text that we used for the 2019 Youth Action Labs. You can use this text; copy, cut, paste and make your own. The text in red should be modified for your context.

Inviting Design Team to First Workshop page, 2/2

Overview of the Action Labs:

1. ACTION LAB ONE: _____ 9 AM TILL 2 PM

This session is all about getting on the same page - listening and understanding. Our goal will be to develop a rough sketch of what we want to achieve and agree on a plan for information gathering and connecting with young people's experiences.

2. ACTION LAB TWO: _____ 9 AM TILL 2 PM

This session is all about collating the insights gathered from the first session and subsequent research, consolidating our priorities and developing a plan to test our thinking with others.

3. ACTION LAB THREE: _____ 9 AM TILL 2 PM

This session will allow us to test our final ideas and develop the final components of the WA Youth Homelessness Action Plan, along with establishing any next steps.

Catering is included – lunch – dietary requirements need to be provided by _____ (date)

Please register for each Action Lab here:
(Your Own Registration link)

Thank you in advance for your participation and contribution to this collective cause.

Yours faithfully,

_____ *(sponsor of process)*

Email text to cut and paste

Writing emails can be a easy thing to procrastinate about. Here is the text that we used for the 2019 Youth Action Labs. You can use this text; copy, cut, paste and make your own. The text in red should be modified for your context.

Desktop Research Instructions, page 1/2

Hi all,

First we want to thank you all for coming along to the first Action Plan design session – it was incredible to have your minds in the room.

What we need from you now is for you to let us know what small piece of extra research you can do in the next two weeks – either by doing another interview (Field Work), or by reading a little bit of research (Desk Work).

Our next workshop is _____.

Our Field Work includes collecting more stories from young people, and ground level staff. The Desk Work includes gathering together the deep work already done in this space and finding the useful information there.

Field Work:
- If you volunteer for this you'll do one or two empathetic interviews with one of the following groups:

  - Young people who have an experience of homelessness (it would be great to talk to young people where we have gaps – e.g. CALD and Aboriginal Young People) - *(example from the 2019 Youth Action Lab)*
  - Ground level staff who are currently doing the work of assisting young people in homelessness (focus on those who are doing this work really well) - *(example from the 2019 Youth Action Lab)*

If you are able to do one, find attached the Interview Guide, Consent Forms, the Journey Map Template.

You'll need to print off these documents which includes some additional questions you can ask. Print a whole pack to use (Journey Map on A3). If you are interviewing a person with lived experience, send us their name, email address and current address and we can send out a voucher to thank them for their participation.

Once you have completed the interview you will need to send us the core information you found, by filling out this <u>form</u>. (*You will need to create your own form and link to it. Here is an <u>example form from Youth Action Lab 2019</u>*). It will ask you for the things that we need. Keep the journey map and photo safe and bring it to our next workshop.

Email text to cut and paste
Writing emails can be a easy thing to procrastinate about. Here is the text that we used for the 2019 Youth Action Labs. You can use this text; copy, cut, paste and make your own. The text in red should be modified for your context.

Desktop Research Instructions, page 2/2

Desk Work:

- If you volunteer to do this, we want you to read 2 (or more if you get excited) reports on *your cohort* homelessness and find the 10 insights that are instructive for the task we have taken on. This can be reports from your own workplace, or work that others have done.
- OR call a colleague who knows a lot about this space – maybe people from other states who have already started the journey of extending care, maybe others who are doing similar work.

If you have agreed, you might also like to focus on one of our target cohorts *(examples below are from the 2019 Youth Action Lab)*

- Aboriginal and Torres Strait Islander Young People
- Culturally and Linguistically Diverse Young People
- LGBTIQ+ Young People
- Young People Leaving Care (though we have a lot on these guys already from Homestretch)
- Young People doing it the toughest (Street present/Comorbidity/Exiting prison or other institutions)
- Couch surfers
- Young People still at home (family conflict resolution)

This link will take you to the small spreadsheet that we have set up for you to record your insights (*example form from 2019 Youth Action Lab*). You'll see that we have already added a number of records from the work on Homestretch. Before you start reading a particular document, or go to talk to someone, just check that no one else has done it. If you don't have time to fill out something on another platform, that's fine, just email me your 10 dot points and tell me the source and I'll add them in (still a good idea to check what has already been done).

In terms of where to focus your reading – you may know this better than us. We need to be looking at those reports and sources that can:

- Give us an understanding of the direct experience of young people and others impacted by the system.
- Give us numerical data on the problem (numbers, rates, demographics etc).
- Provide some advice on what works, what things are barriers.
- Provide some inspiration for effective interventions and responses (maybe from outside of specific homelessness services).
- Look at cohorts already mentioned.

Other than that, be your own detective and search where you think is best and will give us good information.
Thanks again for your help and we look forward to seeing you at the next design session!

Interview Guide p 1/4

Purpose of Interview

The purpose of this interview is to try and gain an understanding of the lived experiences of homelessness, of the cohort that you are seeking to assist. The "Empathy interview" is an approach to finding out as much as possible about a person's experience as a "user" of a space, a process, an objective or an environment. We want to understand the choices that people make and why they make them.

As you do the Interview you are looking for two things – the core parts of the homelessness system that are working, and those that are barriers. You are also looking for any details that could help you with designing the action plan including any ideas that the person you are interviewing has about how to make the system better.

It is more than a good conversation. You also need to record the most critical things, or we won't have a way to consider them in the process.

Interview goes in this order:

1. Introduce yourself, Introduce the project and what you are there to find out and build rapport (be friendly and warm and non-judgemental)

2. Complete the consent forms.

3. Complete the interview, including the journey map template. Remember you are there to be curious, and find as much info as you can. DO NOT be judgemental, even if you think that the service or the person you are interviewing might have done the wrong thing.

4. Thank the person for their participation, ask if they would be willing for us to have a selfie so that we can remember them and their story (this photo will not be used outside the policy development process and it's totally optional).

5. Give the person a Coles Myer Voucher for their participation *(or alternatively they might be paid for their time)*

6. AFTER the interview make sure that the bottom 3 boxes on the journey map are completed. This is very important.

Notes from Stanford d.school on the Interview Process:

- Build rapport
- Evoke stories
- Explore emotions
- Question statements
- Thank and wrap-up

Tips

- Establish trust

- Use clear language: Keep questions to 10 words or less.

- Artful questioning: Be as neutral and non-judgemental as possible in your questions — no right or wrong answers; avoid closed questions; avoid leading questions; one question at a time

- LISTEN and ask the 5 whys for deeper answers

Interview Questions

1. Introduce the work that you are doing and get the person to sign the consent forms for the interview. Ask the person if you can record the interview, begin recording.
2. Ask the person to tell you something about themselves: "*what would they like people to know about them*"?
3. Journey Map Current State: Complete the *top* section of the Journey Map that is in your pack. Explain the Journey Map: "*the journey map helps us to tell your story to the group of people who have to make decisions about your cohort, and it helps us to understand the things that worked and where things didn't work*".
   a) Complete the 'Current State': ask the person to describe their experience (in relation to homelessness).
   b) Map the steps using post it notes at the top
   c) Then ask the person to draw the emotional journey on the timeline.
   d) Ask questions about the high and low points on the timeline – make notes about these times and why they were significant.
4. Journey Map Future State: Complete the Bottom Section of the Journey Map. Ask the person what would a better journey look like and complete similarly to the Current State.
5. "*What things helped you*"?
   a. "*What did other people do to help*"?
   b. "*What did you do by yourself*"?
6. "*What things got in the way*"?
7. "*Where are you headed now? What do you think are the next steps in your journey?*"
8. "*What are your plans with housing?*"
9. "*What advice would you give other people going through the same thing as you?*"
10. "*What advice would you give services or the department about helping people who are going through what you have?*"

Notes Page

1. *"Tell me something about yourself – what would you like people to know about them?"*

2. *"Who are the most important people your life, what makes them important?"*

1.   Journey Map Current State:

Complete the *top* section of the Journey Map that is in your pack. Explain the Journey Map: "*the journey map helps us to tell your story to the group of people who have to make decisions about a plan to end homelessness, and it helps us to understand the things that worked and where things didn't work*".

   a.   Ask the person to describe their experience of the homelessness system.
   b.   Map the steps at the top
   c.   Then ask the person to draw the emotional journey on the timeline.
   d.   Ask questions about the high and low points on the timeline – make notes about these times and why they were significant.

2.   Complete the 3 boxes at the bottom of the Journey Map.

Consent Form | Project Title: _____

The Interview

- The interviewer has explained the purpose of my involvement and the purpose of this research.
- The interviewer has given me an opportunity to ask any questions that I have.
- I understand that participation in the project is entirely voluntarily.
- I understand that I am free to withdraw from this at any time, without affecting the relationship with the organisations involved in this project.

Confidentiality

- I understand that my personal details and the identifying information that I provide will be kept confidential within the boundaries of this project.
- Where any quotes or information are used outside of this project, for example in conference presentations or papers – these will be anonymised so that I cannot be identified.
- I understand that there are limits to confidentiality, and that if there are serious concerns for the safety of myself or others, or a serious crime has been committed, the researchers may be obligated to disclose this to appropriate authorities.

Photographs and Recording

- I understand that the researchers will ask to take a photograph and to record the interview.
- Photographs help the team to remember your story and to connect better with your story after the interview is finished.
- Recordings help the team to remember the exact words that you used, and are a good way for us to go back and check on anything we might have forgotten.
- I understand that the team will always ask your consent before recording or taking any photographs during our research and that I do not have to have a photograph or recording taken. These photographs and recordings will only be used within the team involved in this project and not on a wider basis. If the photographs and recordings are used for things like presentations and reports, these will be anonymised so that I can not be identified.

I know that if I have any concerns, complaints or are upset about the research project and wish to talk to an independent person, I may contact:

Sponsor Name	Sponsor Role	Sponsor Organisation	Phone	Email

Signatures of Interview Participants:

Name of Interviewee:	Signature of Interviewee:	Date:
Name of Interviewer:	Signature of Interviewer:	Date:

Action Matrix

Cohorts

Action areas

	Yet to leave home –experiencing family conflict	Couch surfers	Street present young people /those with complex situations/from institutional settings	Care Leavers	Under 16's	Culturally and Linguistically Diverse Young People	Aboriginal and Torres Strait Islander Young People	LGBTIQ+ Young People
Prevention How might we prevent homelessness?								
Housing How might we ensure adequate, affordable, appropriate housing and supported housing?								
Coordination How might we work together for a no-wrong door, and for responding like a system?								
Data, Research, Targets How might we have good information to see if we are making a difference?								
Build Community Capacity How might we enable the 'non-sector' community?								
What did we miss? Any other levers to pull?								

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Journey Map Canvas

_____'s Journey

Ask about the person's step by step journey as the encountered homelessness, either in life, or in their career, what moments did they encounter? What led up to the first event, what happened after that? Map it along the journey line.

Current Journey

Record the emotional experience of the above moments, how did they feel? It's most important to indicate the highs and lows, and label them with notes that describe why it was such an important experience.

A Better Journey

Ask what they think would have been a better journey. What could have been changed. What would that journey have looked like? Use a different colour to map the emotional experience.

What 2- 3 things you would you change?

What 2- 3 things you would you keep?

What 2-3 ideas do you have to improve the journey?

YOUTH ACTION PLAN TO
END HOMELESSNESS IN WA

By 2029 Everyone will have a place to call home and no one will experience homelessness for more than five nights.

Our targets:

-

-

-

Prevention	*Put a focus on early intervention. Develop a system that ensures that youth at risk of experiencing homelessness have the supports and housing they need.*
Build Community Capacity	*All sectors and the community gaining and deepening their capacity and ability to act to end homelessness in WA.*
Data, Research and Targets	*Improve data and systems knowledge so that we can do things better. We need to know the people we are seeking to serve by name and what their unique needs are.*
Housing	*Ensure adequate and affordable supportive housing. This means having a supply of housing that meets the needs of those who need it. We work towards keeping young people in affordable, appropriate and supported housing.*
Strong and coordinated response	*For those who fall into homelessness, emergency response efforts need to work well in providing relief. People must experience a 'no wrong door' approach.*

#EndHomelessnessWA

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