



CASE

STUDY:

DEVELOPING AN ACTION  
PLAN TO  
#ENDHOMELESSNESS





# BACKGROUND

The formation of a Youth Action Plan was prompted by the WA Alliance to End Homelessness 10 Year Strategy released in 2018.



# OVERVIEW

The experience of homelessness amongst young people differs from that of adults. On any given night in Australia 116,427 Australians are homeless. 27,680 of these are young people aged 12-24 years. This is why in its [strategy](#), the Western Australian Alliance to End Homelessness (WAAEH) identified the need for a cohort-specific action plan to address youth homelessness.

Hosted by the [Youth Affairs Council of Western Australia](#) (YACWA), a design team was formed and commenced the development of this action plan. The design team consists of: youth members of the Youth Homelessness Advisory Council (HYAC) who have lived experiences of homelessness, a group of diverse professionals from a range of organisations but united by a shared interest to end youth homelessness, plus a small design squad who have worked together to facilitate the process.

Throughout April and June 2019, the team came together for several workshops where they followed a co-design process to co-develop a youth-specific action plan. The group used various design tools like 'system maps,' 'journey maps,' and 'future narratives' to empathise, discover, analyse and gain new insights together.

One key highlight of the design process was the "Service Safari," where members of 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.

As well as contributing directly to the formation of an action plan, the HYAC group have also benefited from being part of the co-design process itself. A number of the HYAC team have developed strong bonds with each other that have helped to prevent them becoming homeless again.

# Our journey so far (in forming a youth action plan)





# WHERE?

The Perth-based Youth Action Plan was generated at the Youth Affairs Council of Western Australia (YACWA).



## **ABOUT YACWA**

The Youth Affairs Council of Western Australia (YACWA) is the peak non-government youth organisation in Western Australia. YACWA operates primarily as a human rights organisation that seeks to address the exclusion of young people in a rapidly changing society.

YACWA's continued vision for Western Australia is one that celebrates and engages young people in all aspects of the community. Its role is to strengthen the trust, cooperation, collaboration; professionalism and voice of the non-government youth service sector to better serve the young people of Western Australia.

## **ABOUT PERTH, WESTERN AUSTRALIA**

Perth is the capital and largest city of the Australian state of Western Australia (WA). With just over 2 million residents, Perth is the fourth most populated capital city in Australia.

Perth was established along the banks of the Swan River, which is known as Derbarl Yerrigan by Indigenous Australians who have inhabited the area for over 38,000 years. Within the area of Perth live the Whadjuk people, who are one of several groups in south-western Western Australia which make up the Noongar people.

# WHO WAS INVOLVED?

Dozens of people and organisations were involved in the development of the Perth-based Youth Action Plan.



# WHO WAS INVOLVED?

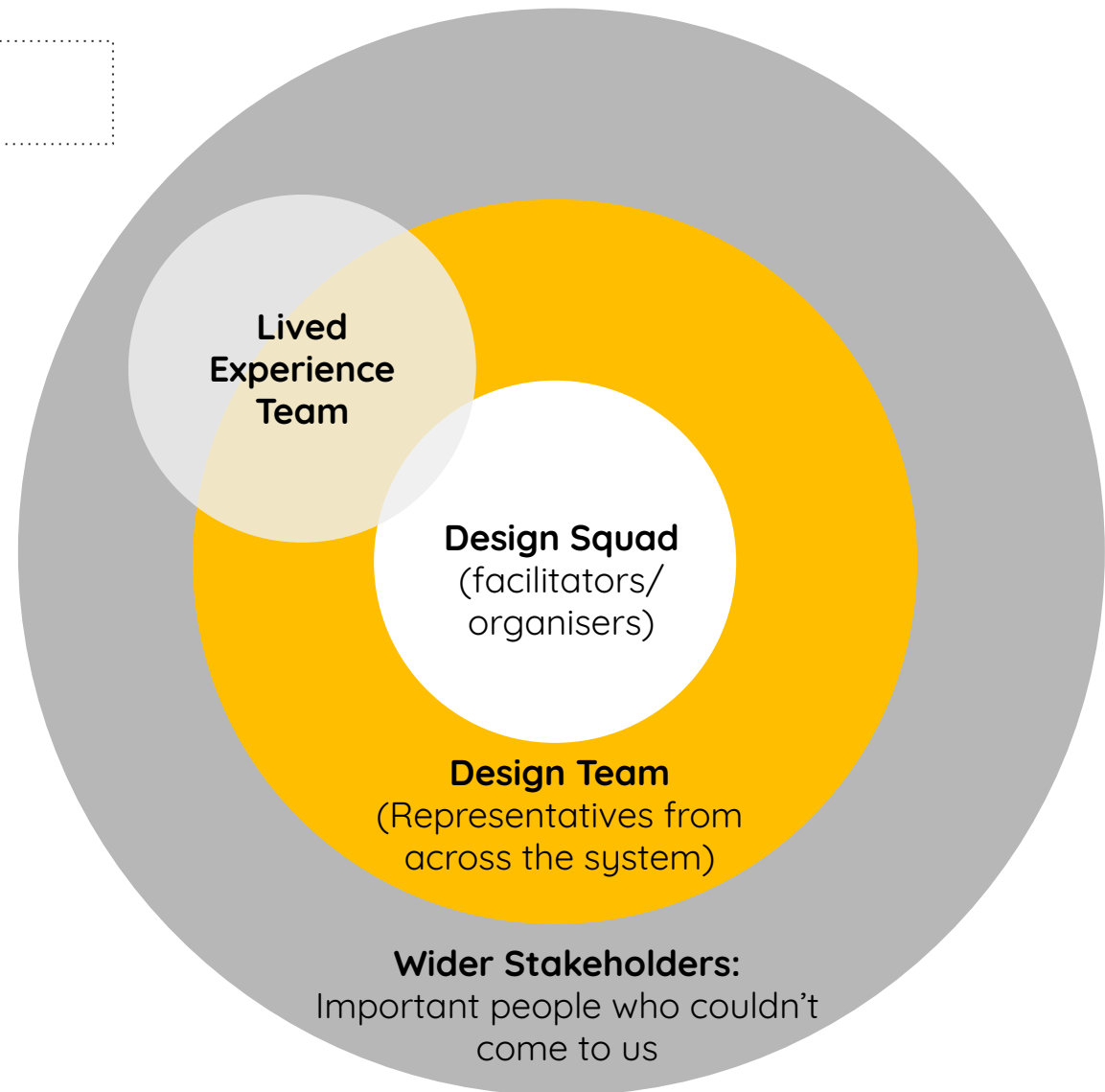
## Lived Experience Team (HYAC):

Youth with lived experience of homelessness were recruited for the new Homeless Youth Advisory Council (HYAC), who joined the co-design team for this project.

## Design Squad members:

Katie Stublely & Jethro Sercombe (Design Coaches)  
Ross Wortham, CEO of YACWA  
Sharon Gough, Program Manager at Indigo Junction  
Andy Kazim, Practice Consultant - Youth  
Laura Beegan, Project Officer, YACWA  
Kai Schweizer, HYAC group leader  
Kelly Clark, Social Consultant  
Karen Wellington, Co-design Support  
Stefaan Bruce-Truglio, Policy & Advocacy Officer at YACWA

**Design Team:** representatives from the system who took up the invitation to participate in design workshops run by the Design Squad. These people hold specific lenses that are important for the design context (eg people involved in the service response for the youth experiencing homelessness).



**Wider stakeholders:** this includes all the people with whom the Design Team engaged with during the development of the action plans. These people may have participated in the Service Safari, co-design processes run at the Pulse sessions, and those individuals with lived experience who were engaged separately from the design workshops.



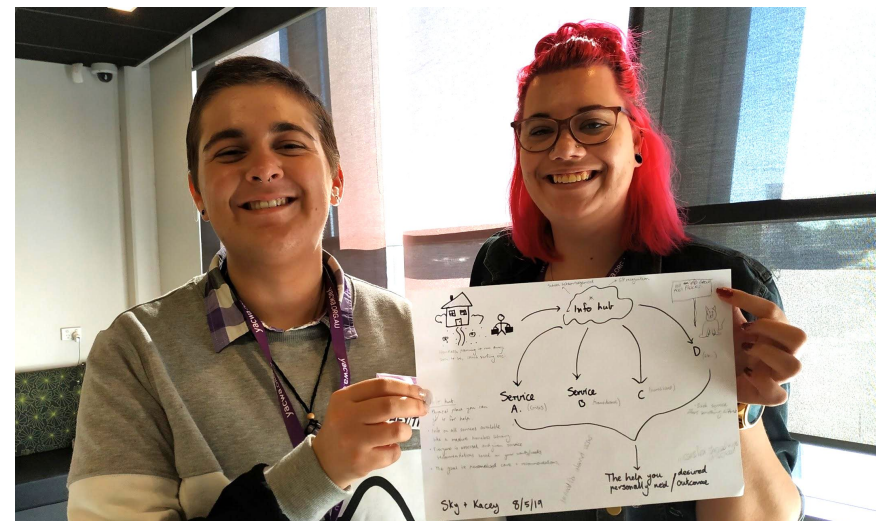
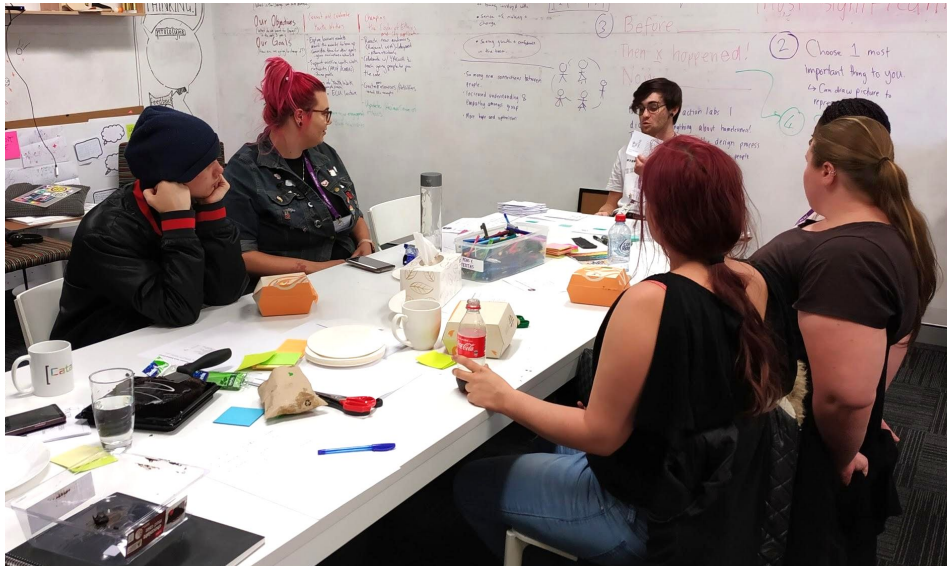
# MANY ORGANISATIONS CO-DESIGNED TOGETHER



CITY OF VINCENT



# A NEW HOMELESSNESS YOUTH ADVISORY COUNCIL FORMED AND TOOK PART IN CO-DESIGNING THE ACTION PLAN





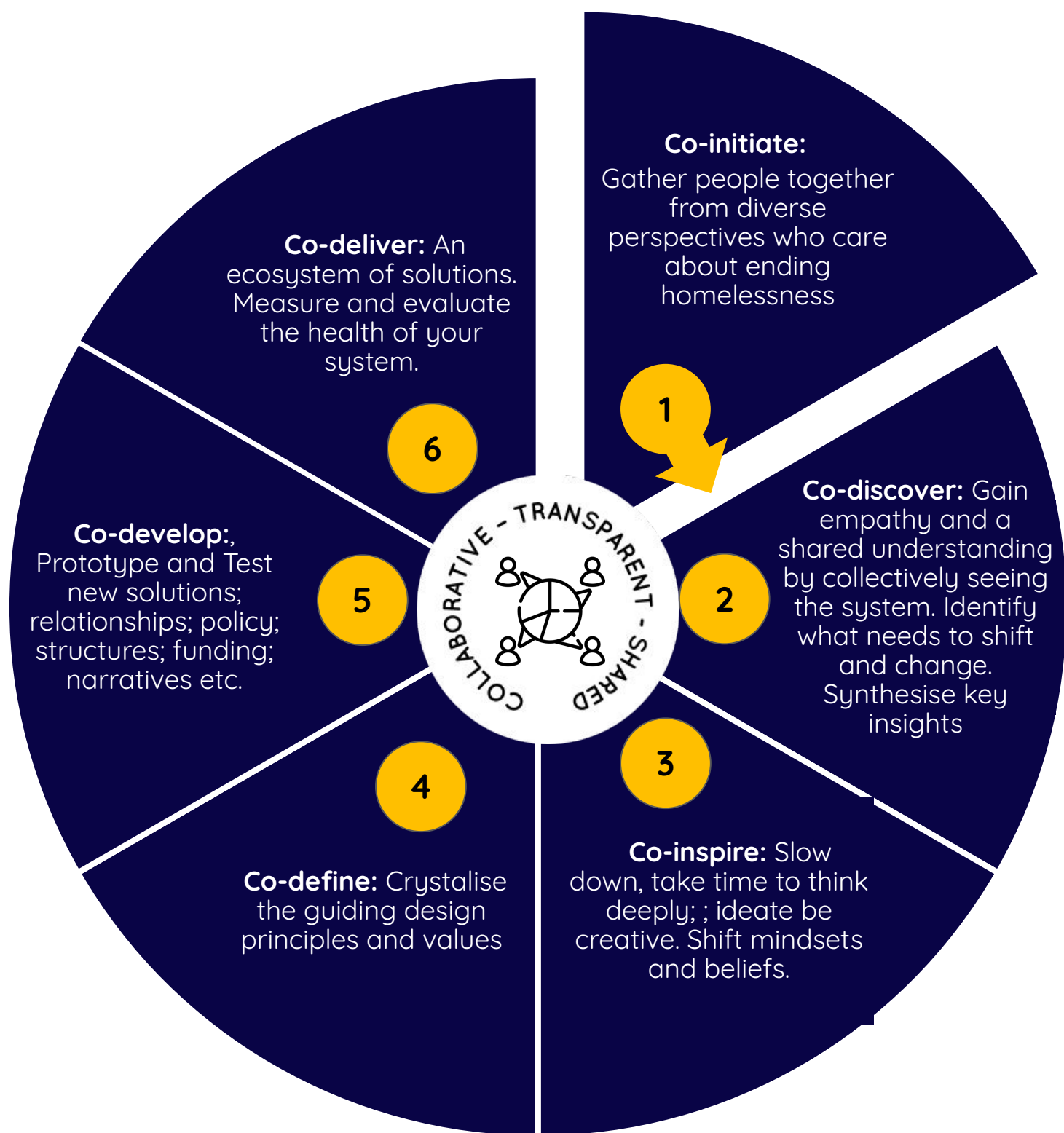
# WHAT DID WE DO?

Our design team contributed to a co-design process through 3 action lab workshops, culminating in the formation of a draft action plan.



## 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.





# HOW DID WE DO IT?

The design team participated in activities such as journey mapping, expressing greatest hopes, sketching current state & future states, card sorting and more.



# EXAMPLE OF JOURNEY MAPPING



's Journey

Ask about the person's step by step journey as they 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.

Drug use normal

Family Breakdown  
Running away home  
South Australia  
Move

8 10 bad event 13 AOD 14

School Psych helped

Unsafe Crisis shared to adults and AOD

"Not homeless" Transient/Loach Surfing Hospital → Rural Accom Crisis Accom

Y-Shac Sleeping in cars AOD DAYS Rehab (entered but felt like home due environment)

Grain

Employment ↑ License Diploma in Con.

Moved to Foyers 1 year Days Transitional

Life

Realisation and change Cool crowd job

Need to know there are still supports but don't access them regularly

What 2-3 things you would you change?

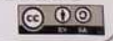
- Better intervention + response when 14-16
- Rural crisis accom unsafe (Esperanza)
- More crisis options (no beds)

What 2-3 things you would you keep?

- DAYS - unconditional positivity
- Y-Shac kept welcoming me back - felt normal
- Employment - I felt like I had meaning/purpose

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

- sustain education
- flexible + responsive
- help motivation through positive



## SOME GREATEST HOPES

A 'LEVEL PLAYING' FIELD FOR ALL YOUNG PEOPLE → ALL YOUNG PEOPLE ARE OFFERED THE SAME OPPORTUNITIES & BARRIERS TO ACCEPTING THOSE OPPORTUNITIES ARE REMOVED.

Young people will choose where they want to live, who they want to live with and when they want to move - and if needed, choose a "navigator" to help them access any support they need.

Early Intervention so successful that we do ourselves out of a job.

~~MAKE IT GONE~~  
~~HOMELESS~~



# DESK RESEARCH

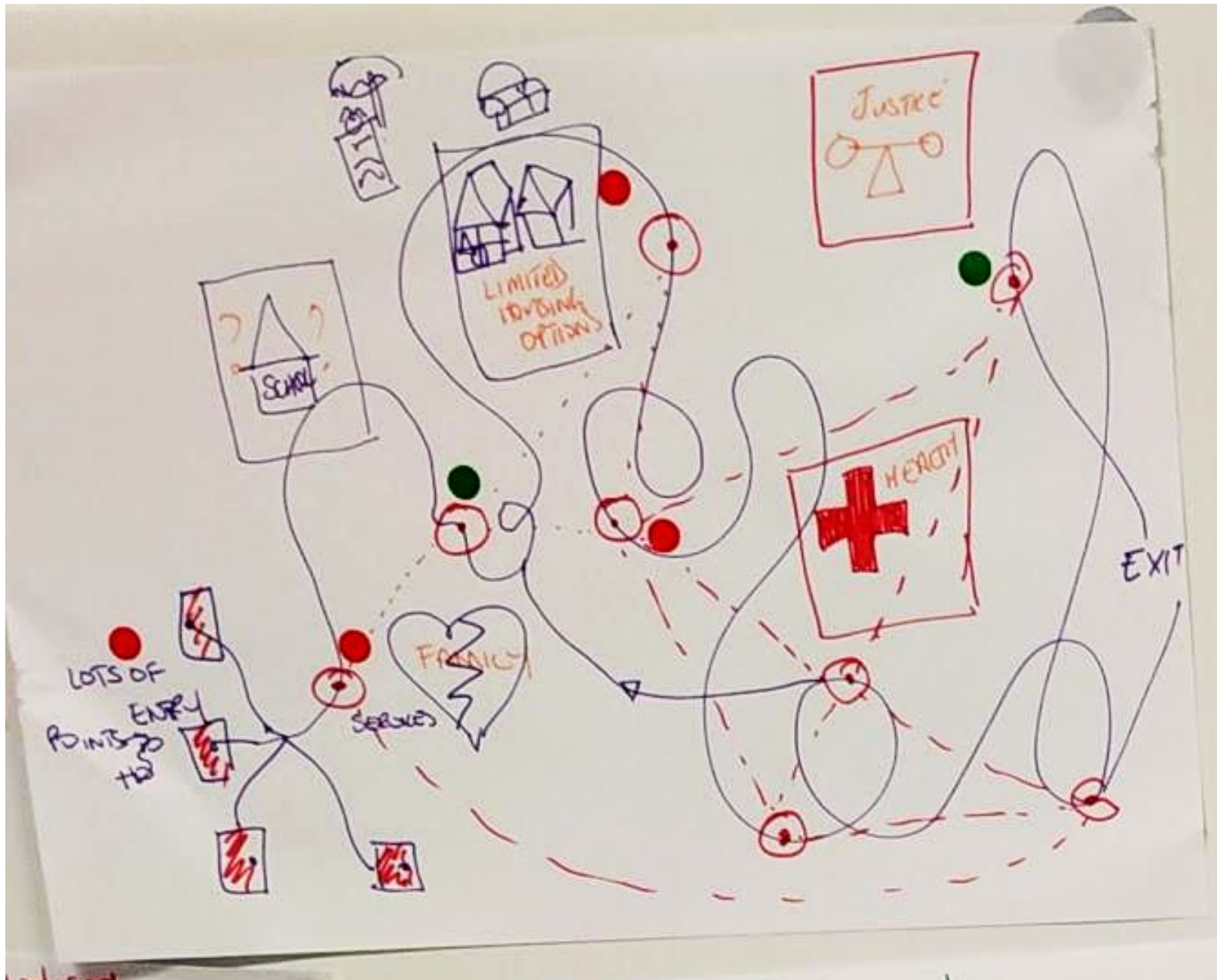
<p><b>Lack of role clarity/ responsi...</b></p> <p>THEME AND COHORT</p> <p>Opportunities for Improvement</p> <p>DUPLICATED</p> <p>Lack of role clarity/ responsibility to young person between Department and Service providers</p>	<p><b>Need improved assessment ...</b></p> <p>THEME AND COHORT</p> <p>Opportunities for Improvement</p> <p>DUPLICATED</p> <p>Need improved assessment of needs to be able to give priority access to housing and health</p>	<p><b>Questions about why young ...</b></p> <p>THEME AND COHORT</p> <p>Questions i am curious about Barri</p> <p>DUPLICATED</p> <p>Questions about why young people are not readily accessing available services (other than waitlists)</p>	<p><b>Young people seem to reach ...</b></p> <p>THEME AND COHORT</p> <p>Barriers Opportunities for Improve</p> <p>DUPLICATED</p> <p>Young people seem to reach out to department for practical needs only (Not emotional needs)</p>	<p><b>Young people want to be abl...</b></p> <p>THEME AND COHORT</p> <p>Enablers Opportunities for Improve</p> <p>DUPLICATED</p> <p>Young people want to be able to opt in or out (or to leave and come back), as staying 'in care' might not suit everyone</p>
<p><b>Young people living in (or ex...</b></p> <p>THEME AND COHORT</p> <p>Barriers Cohort - Resi Care</p> <p>DUPLICATED</p> <p>Young people living in (or exiting on turning 18) residential care often experience a lack of resources, including social connections and ...</p>	<p><b>Most significant needs requi...</b></p> <p>THEME AND COHORT</p> <p>What works Policy Drivers Coho</p> <p>DUPLICATED</p> <p>Most significant needs requires response based around Housing First - independent properties with long term support. Expectation of Damage. ...</p>	<p><b>Aboriginal and Torres Strait I...</b></p> <p>THEME AND COHORT</p> <p>Policy Drivers Opportunities for Im</p> <p>DUPLICATED</p> <p>Aboriginal and Torres Strait Islander (ATSI) children are over represented in OOHc.</p>	<p><b>Data from the Australian Inst...</b></p> <p>THEME AND COHORT</p> <p>Policy Drivers Opportunities for Im</p> <p>DUPLICATED</p> <p>Data from the Australian Institute of Health and Welfare (AIHW, 2016) suggests: nationally, the rate of ATSI children in out-of-home care was 9.5...</p>	<p><b>ATSI care leavers exit care at ...</b></p> <p>THEME AND COHORT</p> <p>Barriers Cohort - Aboriginal</p> <p>DUPLICATED</p> <p>ATSI care leavers exit care at a younger age, leaving many ineligible for post-care assistance because they were no longer under statutory care at age 16.</p>
<p><b>Supporting vulnerable youn...</b></p> <p>THEME AND COHORT</p> <p>What works</p> <p>DUPLICATED</p> <p>Supporting vulnerable young people to live independently through supported living options and residential support services.</p>	<p><b>A strong association in the li...</b></p> <p>THEME AND COHORT</p> <p>What works Opportunities for Impr</p> <p>DUPLICATED</p> <p>A strong association in the literature between good preparation for leaving care, and better outcomes and coping after leaving care. International and ...</p>	<p><b>Growing body of evidence fo...</b></p> <p>THEME AND COHORT</p> <p>What works Opportunities for Impr</p> <p>DUPLICATED</p> <p>Growing body of evidence for allowing young people to transition from care, taking into account their developmental, social and emotional ...</p>	<p><b>The most recent stats from t...</b></p> <p>THEME AND COHORT</p> <p>Opportunities for Improvement Po</p> <p>DUPLICATED</p> <p>The most recent stats from the Australian Institute of Health and Welfare (2018) show that, as of 30 June 2017, there were 47,915 Australian ...</p>	<p><b>There are no records kept on...</b></p> <p>THEME AND COHORT</p> <p>Barriers Opportunities for Improve</p> <p>DUPLICATED</p> <p>There are no records kept on children leaving OOHc in Australia?</p>
<p><b>The youth sector felt the WA...</b></p> <p>THEME AND COHORT</p> <p>Barriers Questions i am curious ab</p> <p>DUPLICATED</p> <p>The youth sector felt the WA DCPFS Rapid Response Framework is not being implemented effectively across government departments.</p>	<p><b>Young people routinely felt t...</b></p> <p>THEME AND COHORT</p> <p>Opportunities for Improvement</p> <p>DUPLICATED</p> <p>Young people routinely felt they had been abandoned or let down by Child Protection &amp; Family support system.</p>	<p><b>Young people leaving care w...</b></p> <p>THEME AND COHORT</p> <p>Barriers Opportunities for Improve</p> <p>DUPLICATED</p> <p>Young people leaving care were unaware of their rights and entitlements, and expressed a strong desire to know this.</p>	<p><b>Leaving care plans were inco...</b></p> <p>THEME AND COHORT</p> <p>Barriers Policy Drivers Opportun</p> <p>DUPLICATED</p> <p>Leaving care plans were inconsistently developed and implemented among young people, and seemed to be effective based on individual workers.</p>	<p><b>Leaving care plans were not ...</b></p> <p>THEME AND COHORT</p> <p>Barriers Opportunities for Improve</p> <p>DUPLICATED</p> <p>Leaving care plans were not regularly updated when young people's circumstances changed.</p>



# HYAC WENT ON A SERVICE SAFARI TO RESEARCH SERVICES



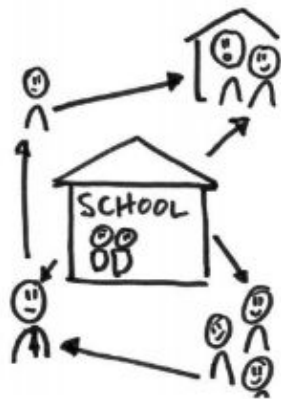
# EXAMPLE OF THE 'CURRENT STATE' SKETCH



# EXAMPLE OF AN IDEAL FUTURE STATE SKETCH



## SOME CARDS FROM THE FUTURE NARRATIVE CARD SORT



### **School Program for Prevention**

We trialed a school based program for community level homelessness prevention, building on Reconnect, to think about how the whole community can respond. It identified young people early, provided intervention with things like family mediation and family violence and kept them connected to school.



### **Life skills 'how to adult'**

Local governments began running "how to adult" classes: highly accessible, practical, living skills training programs for young people.



### **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.



### **Extending Care**

We extended the responsibility of the care system from 18 up to 21, in law, with the option for young people to have guaranteed support around housing, education, health and wellbeing up to 21 years old.

# A DRAFT ACTION PLAN

## 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.

#EndHomelessnessWA  
DRAFT

Priorities	Details/Principles	Actions for Implementation
<p><b>Youth Voice</b></p> <p>We partnered the homeless Youth Advisory Committee to enable young people with experience of homelessness to help design the system and services that best meet their needs. The HYAC give us a really important to tell us how we are doing.</p>	<ul style="list-style-type: none"> <li>Supported intentional group formation</li> <li>Diversity</li> <li>Equalised power</li> <li>Ownership</li> <li>Supportive of emergence</li> </ul>	<p><b>Terms of reference</b></p> <ul style="list-style-type: none"> <li>→ clear vision</li> <li>→ auditing services</li> </ul> <p>COMMUNICATION</p> <p>Turned into Art, Story, Song + dance</p>
<p><b>Common Understanding of Needs</b></p> <p>We developed an 'Aurty State' - an audited based and shared document that gave us a common language and framework to understand what kind of services young people might need, and a map of how our system currently meets those needs.</p>	<ul style="list-style-type: none"> <li>- not define YP</li> <li>- flexible in delivery</li> <li>- co-design w/ YP</li> <li>- simple + brief</li> <li>- dynamic not static</li> <li>- informed by outcomes framework narrative</li> </ul>	<p>MOU between service providers + HYAC (only)</p>
<p><b>Shared Data</b></p> <p>We worked out an effective way to share information about young people, that gave them control of how much of their story would be shared across the system.</p>	<ul style="list-style-type: none"> <li>- data must be useful - time</li> <li>- data must be current limited + maintained</li> <li>- YP have 'customisable' consent</li> <li>- no duplication of entry</li> <li>- clear communication tools</li> </ul>	<p>Identify service scope (who, where, what) (SHS?)</p>
<p><b>Outcomes focus</b></p> <p>As a sector we developed a shared understanding of what each of us were there to achieve and implemented an outcomes framework that our contracts or delivery were based on. The specific outcomes focused from these program are essential to ensure standard improvements.</p>	<ul style="list-style-type: none"> <li>- include qualitative data (transportation, education)</li> <li>- capture youth homeless events</li> <li>- Results are shared across community</li> <li>- Funding allocated to change in services data reporting</li> <li>- establish a data analysis/knowledge service</li> <li>- transparency of recording of data</li> </ul>	<p>Establish capacity for SHIP to be modified (State of current system)</p>
<p><b>Digital Journeys</b></p> <p>We created our measurement digital tool that gave young people direct and easy access to information about it. We developed that could help collect all information that digital wouldn't want to see.</p>	<p>Finish Framework with guidance around how to better capture youth homelessness</p>	<p>Co-design of protocols, parameters + limits (with YP)</p>
<p><b>Digital Journeys</b></p> <p>We created our measurement digital tool that gave young people direct and easy access to information about it. We developed that could help collect all information that digital wouldn't want to see.</p>	<ul style="list-style-type: none"> <li>Embedded in service contracts (data entry)</li> <li>Web based + App based</li> <li>- informed consent for YP</li> <li>- Not UIC</li> </ul>	<p>Results are shared across community</p> <p>Embed outcomes in procurement + reporting on contracts</p>
<p><b>Digital Journeys</b></p> <p>We created our measurement digital tool that gave young people direct and easy access to information about it. We developed that could help collect all information that digital wouldn't want to see.</p>	<p>Invest significant long term funding for development and maintenance</p>	<p>Create protocols + forms to establish consent/permissions</p>
<p><b>Digital Journeys</b></p> <p>We created our measurement digital tool that gave young people direct and easy access to information about it. We developed that could help collect all information that digital wouldn't want to see.</p>	<p>Build the capacity of services to regularly maintain information updates</p>	<p>Measured in meaningful way that is strength based + youth friendly</p> <p>ensure meaningful support for services + program</p>
<p><b>Digital Journeys</b></p> <p>We created our measurement digital tool that gave young people direct and easy access to information about it. We developed that could help collect all information that digital wouldn't want to see.</p>	<p>Protocols currently being developed</p>	<p>Why are people exited and where they go.</p>



# OUTCOMES

The Youth Action Labs didn't only result in the generation of a Youth-specific Action Plan. Outcomes include:

- Generation of a youth-specific action plan, PLUS:
- Increased interconnectivity of youth homelessness service sector.
- Increased understanding across the system.
- Increased empathy between services and youth.
- Increased sense of belonging for HYAC (Homeless Youth Advisory Council).

## WHAT CHANGED FOR THE HYAC TEAM?

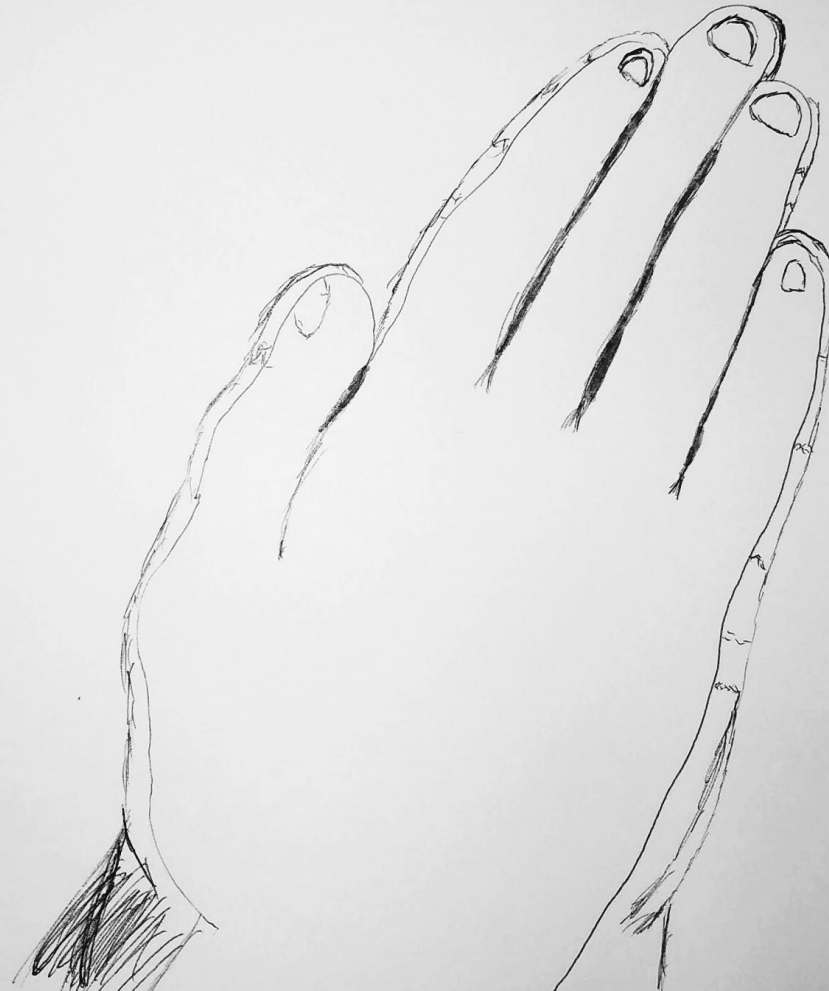
Before I felt alone because  
I had no one.

Then HYAC happened

Now I am helping with the  
future of Youth Homelessness  
and I know I'm not alone

## WHAT CHANGED FOR THE HYAC TEAM?

Faith in oneself • In others • and in Society.





## WHAT CHANGED FOR THE HYAC TEAM?

Hyac gave me a sense  
of hope for the future &  
a place to belong.





# ENABLING CONDITIONS

The youth action labs were a success due to several factors that were intentionally enabled.





**power  
was shared**

**relationships were  
prioritised**

**different ways of  
knowing were  
legitimised**

**diversity  
was  
leveraged**

**we prototyped early  
and often**

The completed action plan will  
be made available via:  
[www.endhomelessnesswa.com](http://www.endhomelessnesswa.com)

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