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People — Place — Productivity





Empowering tenants: Connecting to Economic Opportunity Place Based Learnings

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Contents

Part 1 – The problem – Economic Exclusion

Part 2 – Place Based – Testing different interventions

Part 3 – DHS Service Reform - Increased role with economic participation

Part 4– Work and Learning Centres – Integration with DHS Service System

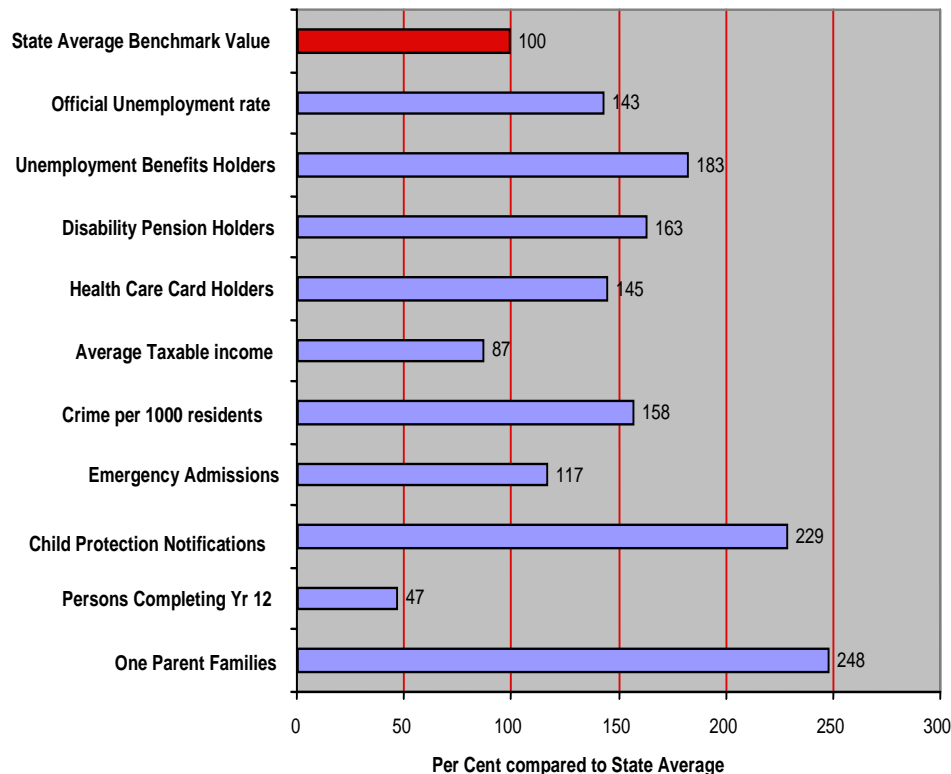
Part 5 – Key ‘Actions’ for tackling Economic Exclusion

Part 6 – Summary of place-based outcomes

The Problem: Economic Exclusion

Disadvantaged communities: complex and multiple disadvantage.

Indicators of disadvantage in areas selected for Neighbourhood Renewal compared to State averages (by area postcode)



Locational disadvantage: a geographical manifestation of social exclusion

- Poor housing
- Complex tenancy management
- Neighbourhood stigma
- Declining local economy
- Unemployment
- Poor education
- High crime
- Bad health
- Family breakdown
- Disengaged from civil society and government



Tower blocks that reek with despair

The Response: Place Based Approach

Key Elements of Placed Based Approaches

- Bring together all levels of government, community groups, local businesses and residents to improve outcomes for communities
- Allocate clear responsibility and authority for achievement of complex outcomes in defined places
- How -
 - Top down – joined up government
 - Bottom up - civic engagement
 - Local response that prioritises and coordinates service delivery and resource allocation and partnership development



The Problem: Economic Exclusion

High levels of worklessness in public housing – up to 87% primary source of income is social income benefits [\[1\]](#).

Compounded by the complex barriers client may experience:

Vocational barriers:

- Poor educational attainment, employability skills and employment history;
- Labour market conditions requiring new skills;
- Lack of local employment, training advice and advocacy.

Non-vocational barriers:

- Welfare dependency
- Work disincentives
- Access to childcare
- Single parent households
- Health, disability and personal problems
- Access to transport
- Language barriers
- Housing stress / homelessness
- Family violence
- Employment discrimination

Place-Based enabled a Testing of Responses

The Department developed a number of economic participation initiatives that are designed to both **prepare clients for work** and to **connect them with real employment opportunities**. Economic participation initiatives include:

- Work and Learning Brokers/Hubs
- Work Pays Estimator
- Skills Training/Prevocational Services
- Social Enterprise & Procurement
- Public Tenant Employment Program

Place based projects:

redevelopments
neighbourhood renewal

Population based programs:

Public tenant
employment program



Examples of Responses

Work and Learning Brokers



Work and Learning Brokers – part of a place management team employed to implement major redevelopments.

- Develop partnerships and strategies to improve employment and learning
- Actively engage tenants and support them to access vocational and non-vocational services
- Develop local labour market programs to create pathways to employment
- Resulted in Community Hubs where residents could voluntarily and positively be engaged in work and learning
- **Signposted the need for DHS Workforce/systems to have capacity to plan and integrate with employment, training, education and local businesses**
- **Need to reduce fragmentation of services around a common client group**

Examples of Responses

16 Week Rent Freeze / WorkPays Estimator

Addresses disincentive to work: A client's perception they may be worse off if they accept an offer of employment.

Provides clients with **accurate and timely information about how employment or changes in employment** will affect their financial situation (taking into consideration **both rental and Centrelink social income payments and benefits**).

- Developed in partnership with Centrelink
- Piloted in four locations
- Evaluation (48 tenants/30 interviewed)
- 99% Positive response
- Apparent greatest disincentive single parents
- Roll-out into Work and Learning Centres

public Housing Tenant “*I can do this*”. WorkPays helped him understand he would not be financially disadvantaged if he got a job. He still continues to access his disability support pension and his rent is adjusted accordingly.

He now has a job.



Examples of Responses

Skills Training/Pre-vocational Services (Getting Ahead)

Inter-generational disadvantage or long term unemployment often result in individuals not having the necessary vocational skills, work readiness or work experience to enter employment.

The Public Tenant Employment Program and Employment Support Initiative has supported tenants access training, including

- Pre-vocational training / pre-apprenticeships linked to jobs (including jobs generated through the Public Tenant Clause)
- Foundation Skills / Work Readiness
- Financial assistance to cover costs of training
- Getting Ahead – investigation, where people examine their lives and make a future plan
- Social enterprises to provide supported work and training environment



Examples of Responses

Social Enterprise & Procurement

Integrating social policy considerations into economic procurement decisions

Social procurement is the process of an organisation choosing to purchase goods or a service in a way that will also provide a social outcome or benefit.

The social benefit DHS seeks is to create employment by:

- Purchasing services from social enterprises (Immediate Improvements, redevelopments, catering etc.)
- Inclusion of public tenant employment clauses in contracts: construction, landscaping, security etc.
- Finding alternative ways to deliver a service: Community Contact Service instead of a security service
- Local Jobs for Local People – Major projects / Revitalisation ie Regional Rail, National Broadband rollout



Examples of Responses

Public Tenant Employment Program (PTEP)



Started from a cleaning contract in a major high rise requiring 30% tenant employment – private sector, not a welfare organisation won the contract

Since 2005 PTEP has been providing employment support and access to accredited training for public and transitional housing tenants.

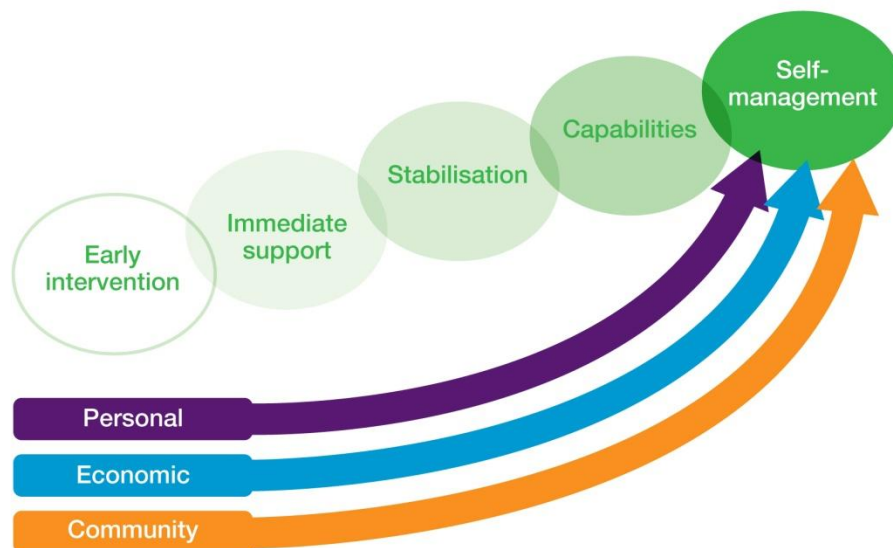
Has enabled:

- over 900 tenants to make the transition to work
- over 1900 tenants to take up vocational training in skill shortage areas
- over 80 people to access further English language training

DHS System Moving towards an integrated approach

A new approach to human service delivery is being developed to ensure people get the right service at the right time.

This means working across all phases of the 'early intervention to self-management' life cycle and addressing peoples' personal, economic and community circumstances in concert - client-centred services.

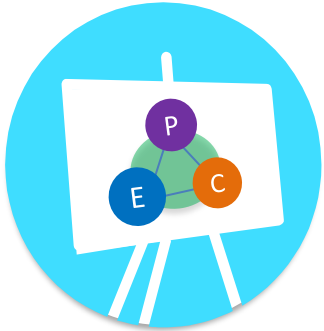


A new approach will enable our staff to achieve better long-term outcomes for our clients.

Most of our current focus is on immediate support and stabilisation in the personal domain.

A broader focus and better coordination will support individuals and families to develop capabilities and resilience.

One Plan for clients – reduce fragmentation of Services



This is about creating one plan with the individual or family that takes their **personal, economic** and **community** circumstances into account and has **clearly defined goals**.

We want:

- Plans to be developed in collaboration with individuals and families
- There to be one plan with clear goals
- Services to be coordinated to meet the goals identified
- To promote opportunities for economic and community participation.

This will result in:

- Improved client engagement.
- Better coordinated and targeted planning.
- Shared objectives and joined up responses.

How will people be supported?

We recognise that our services need to be **planned** and **delivered** in different ways to best support individuals and families. That is why we are designing a support model with three levels which will allow us to better target our efforts.

1. Self Support

- For people needing **lower levels of support**
- Features:
 - Self-planning
 - Internet based transactions where possible and minimal contact with DHS

2. Guided Support

- For people needing **moderate levels of support**
- Features:
 - Client-directed planning
 - One Key Worker to provide assistance and link to other services
 - Works in collaboration with other services as part of a 'support team' which can include family members

3. Managed Support (case management)

- For people needing **high levels of support**
- Features:
 - Client-directed planning
 - One Key Worker to provide coordinated and consistent planning and support
 - Works in collaboration with other workers as part of a 'care team'

Level of support steps up or down as people's needs change

Building on the Learnings of Place Based Approaches

\$4.6M Work and Learning Centre Initiative

The Victorian Government, in partnership with the Brotherhood of St Laurence is delivering five Work and Learning Centres, co-located & integrated with housing and other DHS services.

- Each Work and Learning Centre funded for 3 years
- Two commenced in 2011-12 (Carlton and Geelong)
- Three commenced in 2012-13 (Moe, Ballarat, Shepparton)

Services provided by these centres will include:

- Career guidance and job service training
- Vocational training with local providers
- Foundation skill courses to improve work readiness
- Local partnerships with employers to facilitate access to work ready recruits
- Linking individuals to services to tackle non-vocational barriers (health, mental health, drug and alcohol, housing and childcare)

Building on the Learnings of Place Based Approaches

Work and Learning Centre Initiative KPIs

The five Work and Learning Centres are to provide a local level service for engaging DHS clients, prioritising public housing tenants into economic participation and will be measured against the following KPIs:

Clients serviced		2,100
Active Plans	95%	1,995
Job Outcomes (Min 16wks)	47.6%	1,000
Engaged training (non- accredited/accredited)	75% (non-accred) 30% (accredited)	2,048
Completed training (non- accredited/accredited)	65% (non-accred) 50% (accredited)	1,260
Non-vocational barriers		TBD
Employers connected		60
Positive perceptions by employers		TBD

The Ballarat Work & Learning Centre supports DHS clients, DHS funded service clients and individuals who are not currently employed, into education, training and employment.

WHO

A person who is a:

- DHS program client
- DHS funded service client

Who is:

- Not employed
- Not engaged in education & training

And is:

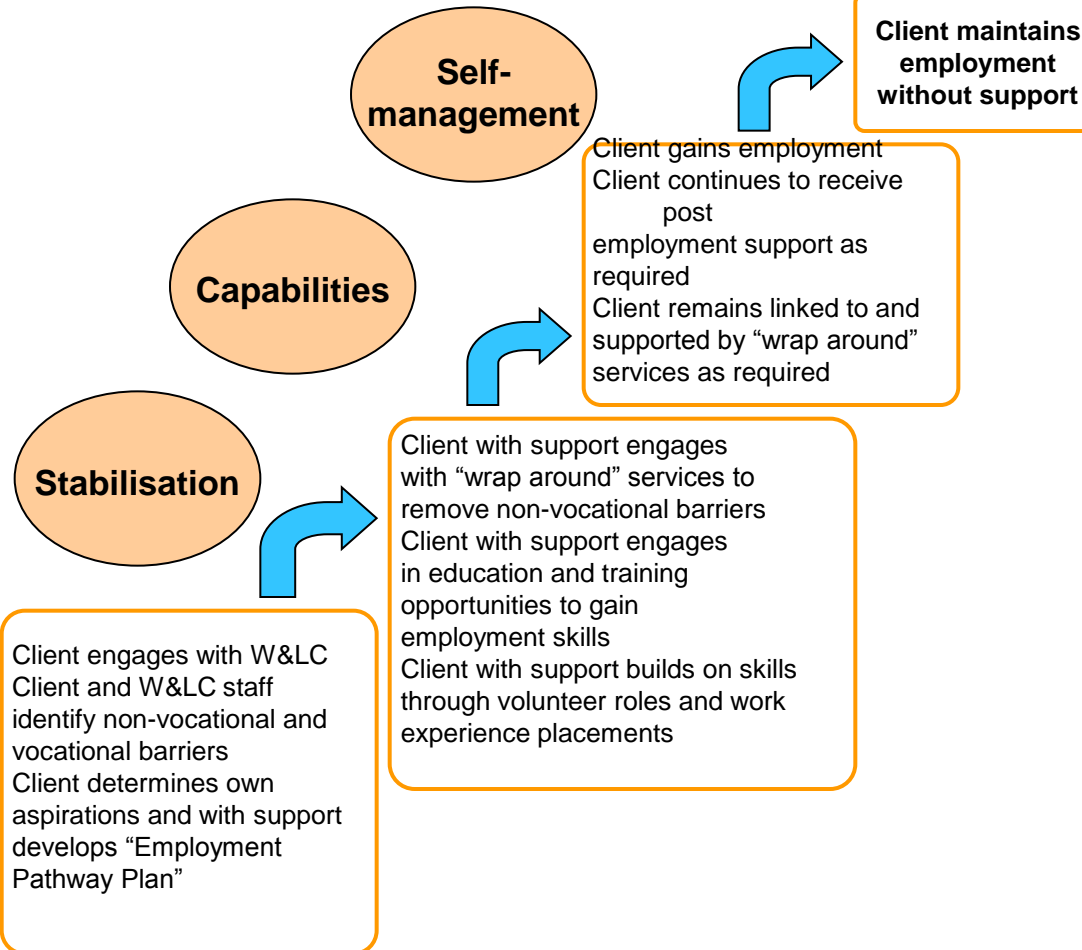
- interested in undertaking a supported pathway into education, training and employment

HOW

Referrals can be via:

- Self
- DHS staff
- DHS funded service staff
- Job Service Agencies

THE JOURNEY OF CHANGE



OUTCOMES

DHS Staff will identify suitable clients for the W&LC

*DHS staff will provide the appropriate level of support for referral
Managed Support
Guided Support
Self Managed*

*DHS Clients will be linked and supported by services that lead to
stabilisation, build their capability to self manage and achieve independence.*

DHS Clients will participate socially and economically in their community of choice.

The Ballarat Work & Learning Centre supports a person who is a DHS client. Who is not employed. Who may not be engaged in education and training. Who is interested in undertaking a supported journey into education, training and employment.

WHO

THE JOURNEY OF CHANGE

OUTCOMES

Managed Support Client

Intensive and sustained support over time. Collaborative approach with client to develop a comprehensive plan with support and coordination of services to address multiple needs.

REFERRAL

Is part of comprehensive case plan for client that includes the establishment of "wrap around" services to address non-vocational barriers.

Work & Learning Centre

Work & Learning Advisor provides support to develop a more complex Employment Pathway Plan (EPP) that acknowledges non-vocational barriers and required support of "wrap around" services. EPP progresses as non-vocational barriers stabilise and are reduced. EPP supports moving towards self management and employment. WLA works in a coordinated way with other case management staff.

Stabilisation

Client reduces non-vocational & vocational barriers

Client enters employment with support

Client maintains employment without support

Guided Support Client

Moderate level of case managed support to individual and/or family. Short term to develop a plan and establish links to agencies and community.

REFERRAL

Client is supported in making referral to W&LC with support to establish links to "wrap around" services".

Work & Learning Centre

Work & Learning Advisor provides support to develop an EPP that identifies both non-vocational and vocational barriers to be addressed. Client is able to enact EPP with on-going support from both WLA and other support agencies.

Capabilities

Client enters employment with support

Client maintains employment without support

Self Managing Client

Requires minimal support for a single service, information or referral options. Is capable and confident enough to access W&LC program.

REFERRAL

Client receives information from DHS staff and acts on own behalf.

Work & Learning Centre

Work & Learning Advisor assists client to develop EPP. Client is able to enact EPP with minimal support.

Client maintains employment without support

Self-management

Five Actions to working with individuals, families and communities to improve economic participation

Learnings for developing and designing labour market programs and responses to economic exclusion must involve the following five elements

1. Reduce disincentives to work
2. Positively engage clients into voluntary employment and training opportunities
3. Enhance vocational skills and work readiness of clients (including pre-vocational support)
4. Improve access to better coordinated services (tackling vocational and non-vocational barriers)
5. Engage business in creating employment and training opportunities (including social enterprise and procurement)



Summary of outcomes

- Over 7,400 **job opportunities** generated contributing to a 4% reduction in unemployment
- Over 9,500 **housing works** completed, contributing to 33% perceived improvement in housing
- 23% perceived improvement in the **physical environment**
- Over 120 **community infrastructure projects** including major IT projects, community hubs and gardens, revitalised parks and reserves
- Over 40 **social enterprises** created
- 16% reduction in **secondary school absenteeism**
- 15 **School Regeneration projects** and 4 **extended school hubs** underway
- 12% increase in number of residents with **further education qualifications**
- 27% reduction in reported **crimes against property**
- 14% perceived improvement in **government performance** in Neighbourhood Renewal areas
- 15 Neighbourhood Renewal projects **successfully mainstreamed**
- Application of NR approach to **major redevelopments and housing hotspots**

