



SUPPORTING COMMUNITIES FORUM HOMELESSNESS WORKING GROUP

PROJECT PLAN FOR THE 10 YEAR STRATEGY ON HOMELESSNESS

1. Project scope

1.1 OBJECTIVE

The objective of the Homelessness Working Group (the Working Group) is to develop a 10 Year Strategy on Homelessness (the Strategy) that will:

- Provide an overarching framework for government, the community sector and the community to work together to address homelessness.
- Set strategic direction and priorities.
- Articulate outcomes to be achieved at the systems level, service level, and for people.
- Guide activity and investment.

Project Outputs

The following project outputs will be delivered:

- 10 Year Homelessness Strategy document, endorsed by the Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services and Cabinet.
- Action Plan for Homelessness document, endorsed by the Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services.
- A definition of a whole-of-government integrated service system for homelessness that is agreed by key stakeholders.
- A transparent and functional whole-of-government implementation mechanism is in place and reports bi-annually on progress to the Minister and Supporting Communities Forum.

Project Outcomes

The project will achieve the following outcomes:

- The government has a clearly articulated position on homelessness and a strategic plan to reduce the incidence of people experiencing, or at risk of experiencing, homelessness.
- An integrated and whole of government approach to homelessness is embedded in the business of government agencies.
- Responsibility is accepted by relevant government agencies to deliver services and fund initiatives that are part of an integrated homelessness response system.
- Responsibility for addressing homelessness is shared across the government and community sectors.
- The effectiveness of prevention, early intervention and crisis responses is increased.
- The efficiency and effectiveness of homelessness service delivery is increased through the implementation of an integrated service system using a person-centred approach.
- Transparent and public-facing mechanisms are in place to ensure effective and sustainable implementation of the Strategy and Action Plan.

1.2 BACKGROUND

Why we need a Strategy

Homelessness is not an issue that sits neatly within a single portfolio and people experiencing or at risk of experiencing homelessness often have contact with services across multiple agencies.

The Strategy aims to improve outcomes for people experiencing homelessness by maximising the use of existing resources and creating a person centred, whole of community plan that creates linkages across the service delivery system. It will build on significant work already underway within the community sector and government, including the work of the WA Alliance to End Homelessness.

The Strategy is also needed under the new National Housing and Homelessness Agreement which will require as a condition of ongoing funding that Western Australia has a state housing strategy and a state homelessness strategy in place.

Supporting Communities Forum priorities

Development of the Strategy is relevant to a number of the priorities for the Supporting Communities Forum identified by the Premier, including:

- providing advice on collaborative practice between the government and community service sectors, including highlighting examples of best practice and identifying how barriers can be overcome
- trialling new approaches to the service design through the principles of collaboration and co-design.

2. Project governance

Governance arrangements

The Working Group is co-chaired by Ms Deborah Zanella, CEO of RUAH Community Services, and Mr Grahame Searle, Director General, Department of Communities. The Working Group reports to the Supporting Communities Forum that ultimately reports to the Premier and Minister for Community Services.

The Working Group is responsible for the development of the Strategy. Their role includes:

- overseeing the process, including the co-design process and consultation and engagement with stakeholders;
- making decisions on key elements of the Strategy, such as the vision, principles, focus areas and outcomes; and
- endorsing documents, including the final draft of the Strategy that will be presented to the Minister and to Cabinet for approval.

Secretariat support for the Working Group will be provided by the Department of Communities with assistance from RUAH.

Membership of the Working Group

The Working Group includes people from a range of community sector organisations and peak bodies, as well as representatives from government agencies that provide services to people experiencing or at risk of experiencing homelessness or that can contribute to preventing and addressing homelessness. A list of the members of the Working Group is provided at [Attachment 1](#).

Members of the Working Group are confident that this group has the knowledge and expertise to guide design and implementation of the Strategy through the principles of co-design.

The Working Group will seek input from outside the group to address any gaps that are identified in the knowledge or expertise of the Working Group. For example, Professor Paul Flatau from the University of Western Australia's Centre for Social Impact has been engaged to prepare a report on homelessness with a focus on Western Australia.

Related projects and initiatives

Some significant projects and initiatives that are related to the Strategy are detailed below:

WA Alliance to End Homelessness

In April 2018 the WA Alliance to End Homelessness (the Alliance) released their Action Plan to End Homelessness 2018-2028, a community sector-led initiative with specific goals around reducing and ending homelessness.

The Alliance consulted extensively with individuals and organisations across the community services sector to develop their plan. In developing the Strategy the Working Group will seek to build on the input received about how the homelessness service sector can be improved.

Several members of the Alliance are also on the Working Group and Working Group co-chair Debra Zanella is a member of the Alliance's steering committee. This overlap will help ensure coordination between the work of the Alliance and the 10 Year Strategy on Homelessness.

WA Council on Homelessness (WACH)

The WA Council on Homelessness (WACH) is an advisory council to the Minister for Child Protection. On 13 June 2018 WACH held a planning session to discuss their work programme for the remainder of 2018. At this planning session WACH agreed to contribute to the development of the Strategy by providing advice and recommendations to the Working Group. Several members of WACH, including WACH chair Kathleen Gregory, are also on the Working Group and can report back to WACH on the Working Group and vice versa.

10 Year Strategy for Reducing Family and Domestic Violence

The Department of Communities is leading the development of a 10 Year Strategy for Reducing Family and Domestic Violence. Given that family and domestic violence is the leading cause of homelessness in Western Australia, there will need to be close alignment between the family violence and homelessness strategies.

The secretariat will be responsible for liaising with the Family and Domestic Violence Unit within the Department of Communities to ensure the two strategies are aligned and updating the Working Group on the development of the family violence strategy. This includes: ensuring stakeholder consultation is co-ordinated where possible; sharing key findings; and exchanging lessons learned in the development of the strategies.

WA Youth Strategy and Action Plan for At Risk Youth

The Department of Communities is developing a new youth strategy for Western Australia to improve the delivery of programs and services to support young people in WA. The strategy is being developed following consultation with young people, youth service providers and government agencies and is due to be released later in 2018. A separate Action Plan for At Risk Youth is also being developed that will sit underneath the strategy,

The secretariat will be responsible for liaising with the team within the Department of Communities who are responsible for developing the WA Youth Strategy and the Action Plan for At Risk Youth to ensure that they are consistent with the 10 Year Strategy on Homelessness. This includes: ensuring stakeholder consultation is co-ordinated where possible; sharing key findings; and exchanging lessons learned in the development of the strategies.

Other Supporting Communities Forum Working Groups

There is the potential for overlap between the Homelessness Working Group and other Supporting Communities Forum working groups, such as the Procurement Working Group and the Outcomes Framework Working Group. Members of the Homelessness Working Group who sit on the other Supporting Communities Forum working groups have agreed to share information about the Strategy with other working groups and to report back on to the Homelessness Working Group the work being done by the other working groups.

The Homelessness Working Group secretariat will also be responsible for regular and ongoing communication with the Supporting Communities Forum secretariat within the Department of Premier and Cabinet to ensure alignment between all working groups.

Other State Strategies

Several other Australian jurisdictions are also in the processes of developing, or have recently completed, strategies on homelessness and related issues. Examples include the *New South Wales Homelessness Strategy 2018-2023*, *Victoria's Homelessness and Rough Sleeping Action Plan*, and the *Northern Territory's Domestic, Family & Sexual Violence Reduction Framework 2018-2028*. The Working Group will take note of examples of best practice in other jurisdictions when developing the Strategy.

3. Stakeholders

Key stakeholders

A list of key stakeholders is provided at [Attachment 2](#). This list is non-exhaustive and will be added to as new stakeholders are identified during the development of the Strategy.

Consultation and engagement mechanisms

The Working Group will use a range of mechanisms to engage and consult with stakeholders. The primary consultation mechanisms are described below. Further information can be found in the Consultation and Engagement Plan for the Strategy which is provided at [Attachment 3](#).

Regional and metro workshops

Workshops will be held in several locations in the Perth metro area as well as in the Pilbara, the East and West Kimberley, the Goldfields, Bunbury and the Mid-West. These locations have been selected to ensure that input into the Strategy is received from across the state, including from people outside the Perth Metro area and Aboriginal people.

The workshops will build on the extensive consultation work already done by the WA Alliance to End Homelessness and the former Department for Child Protection and Family Support. To avoid duplicating past consultation the workshops will focus on obtaining feedback on elements of the draft Strategy and information about local, place-based solutions as well as the lived experience of people experiencing homelessness.

Where possible, District Leadership Groups and local governments will be used to coordinate engagement within each region. Workshops will be open to all interested individuals and organisations in each region, with local service providers strongly encouraged to attend. Information about the date and location of the workshops will be posted on the homelessness strategy webpage and members of the Working Group will be asked to distribute information to their members and networks.

Small group sessions and surveys

In addition to the regional and metro workshops, a series of smaller group sessions will be held targeting service users with specific needs that are often overlooked within the mainstream system, including youth, LGBTQI+ people, older people and people from culturally and linguistically diverse backgrounds. These will be organised in conjunction with relevant peak bodies including the Youth Affairs Council of WA, the Council on the Ageing Western Australia, and the Multicultural Services Centre of WA. Surveys may also be used to get additional input from service users with diverse needs.

Members of the Working Group who were also involved in organising and running the consultation for the WA Alliance to End Homelessness are providing advice on the methodology and design of these small group sessions.

Homelessness Week 2018

Homelessness Week is an annual event coordinated by Shelter WA held to raise awareness about homelessness in the community. Homelessness Week 2018 will run from Monday, 6 August 2018 until Sunday, 12 August 2018 and the theme for this year is ‘There’s always something you can do’.

Homelessness Week 2018 will be used to connect with the community sector, service providers and service users and inform them about the development of the Strategy. Members of the secretariat use their attendance at Homelessness Week events to capture the lived experiences of people who are homeless or who have experienced homelessness in the past. A list of Homelessness Week 2018 events that the Working Group is involved with is provided below.

Event	Date, Time and Location	Audience	Working Group Involvement
Sector Update	Wednesday, 8 August 2018 at 11am The Platform	Homelessness services sector.	Speakers include members of the Working Group who will present update on the development of the Strategy to the sector.
Peel Region Community Day	Thursday, 9 August 2018 from 8:30am - 2pm	Homelessness services sector; community.	Members of the secretariat to attend to hear from service providers, service users and people with

	Mandurah Foreshore		lived experience of homelessness.
Launch of <i>Homelessness in Western Australia: A Review of the Research and Statistical Evidence</i>	Friday, 10 August 2018 at 3pm The Platform	Homelessness services sector; community.	Report commissioned by Department of Communities on behalf of the Working Group.

Engagement through Peak Bodies

Members of the Working Group who represent peak bodies, including the Youth Affairs Council of WA and Shelter WA, have agreed to use their members to consult with service providers and people with lived experience of homelessness.

Communication

A Communication Plan for the Strategy is provided at Attachment 4. The Communication Plan has been developed to ensure messaging about the Strategy is accurate, timely and consistent. It includes information on key messages about the Strategy as well as communication tools.

The Communication Plan has been developed in partnership with the Communications Team within the Department of Communities to ensure that it is consistent with material that is developed by the Supporting Communities Forum Communications Working Group.

4. Timeframe and milestones

The Working Group is aiming to deliver a draft of the Strategy by the end of 2018. However, some key elements of the Strategy (such as outcomes and performance indicators) will need to be decided earlier to inform the procurement of homelessness services that will need to be in place by 1 July 2019.

A Roadmap for the project that includes timeframes and milestones is provided at Attachment 5.

A meeting schedule for the Working Group for 2018 is provided at Attachment 6.

The Working Group will report back to the Supporting Communities Forum on the progress of the Strategy at the Forum meetings which are held quarterly.

5. Resources required

The budget for the development of the Strategy will come from internal resourcing through the Policy and Service Design Division of the Department of Communities.

Members of the Working Group have been asked to contribute staff from their organisations to the secretariat team who are supporting the project. RUAH have

agreed to contribute one staff member for 2.5 days per week and contributions of staff from other members of the Working Group are being finalised.

6. Assumptions and risk analysis

Some key risks and mitigation strategies relating to the development of the Strategy are detailed below. Further risks relating to stakeholder engagement and communications have been included in the Stakeholder Engagement Plan and the Communications Plan.

RISK	LEVEL	MITIGATION STRATEGY
Strategy is not delivered within agreed timeframes	H	Detailed work plan to be developed which clearly sets out timeframes for the project.
Working Group members are unable to reach agreement on parts of the Strategy	M	Expectations of the Working Group in relation to the Strategy are made clear from the outset and there is strong and consistent leadership from the co-chairs.
Expectations of key stakeholders are not met	M	Expectations will be managed through the communications and stakeholder engagement plans.
The co-design process results in decisions that are difficult or impossible to implement	M	Members of the Working Group are made aware of the practical constraints which limit the actions that can be included within the Strategy.
Implementation of the Strategy results in disruption of service provision to vulnerable people	M	Service providers to be consulted on the Strategy and re-design of the service system. Service providers to work with government and each other to minimise disruption.
Final draft of the Strategy is not supported by the community services sector	M	Strategy to be developed through a genuine co-design process and consultation to be

		undertaken with a wide range of stakeholders.
Insufficient budget and resources	L	Detailed budget and resourcing plan to be developed and agreed with the Department of Communities.
Parts of the community and the sector are not sufficiently engaged in the development of the Strategy	L	Comprehensive communications and stakeholder engagement plans developed which include regional workshops to capture the views of groups such as Aboriginal people and people outside the Perth metro area.

**Supporting Communities Forum
State Homelessness Strategy Working Group Members**

Co-chairs
Deborah Zanella (RUAH)
Grahame Searle (Department of Communities)
Supporting Communities Forum members
Julie Waylen (National Disability Services WA)
Ross Wortham (Youth Affairs Council of WA)
Additional participants
Kathleen Gregory (Foundation Housing)
Michelle McKenzie (Shelter WA)
Matilda Prowse (Pat Giles Centre)
Katie Stublely (Centre for Social Impact UWA)
Joanne Burges (WA Local Government Association)
Martin Smith (Ebenezer Home)
Samson Knight (RUAH)
Megan Burley (Health Networks)
Scott Hollingworth (Department of Communities)
Catherine Shepard (Department of Education)
Steven Hill (Department of Finance)
Steve Toutountzis (Treasury) / TBA*
James Butterfield (Landcorp)
Leigh Quealy (Department of Justice)
Julia Knapton (Mental Health Commission)
Mandy Gadsdon (Wugening Aboriginal Corporation)

* Steve Toutountzis left Treasury in late July 2018. At the time that this project plan was being finalised Treasury were yet to advise of his replacement.

Key Stakeholders

Advisory Councils	State and Local Government
WA Council on Homelessness (WACH)	Department of Premier and Cabinet
Housing Advisory Roundtable (HART)	Treasury
Western Australian Aboriginal Advisory Council (WAAAC)	Department of Finance
Peak Bodies	Department of Health
Community Employers WA (CEWA)	Department of Justice
Shelter WA	Department of Education
WA Association for Mental Health (WAAMH)	Mental Health Commission
WA Council of Social Services (WACOSS)	Commissioner for Children and Young People WA
Women's Council for Domestic and Family Violence Services (WCDFVS)	City of Perth
Youth Affairs Council of WA (YACWA)	Other Local Governments
Stopping Family Violence	WA Police
Ministers	
Western Australian Network of Alcohol and Other Drug Agencies (WANDA)	Premier
Multicultural Services Centre of WA	Treasurer; Minister for Aboriginal Affairs
Council on the Ageing Western Australia (COTA WA)	Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services
NAHA/NPAH funded bodies (non-exhaustive)	
Anglicare WA	Minister for Housing; Veteran's Issues; Youth
Anglicare WA	Minister for Health and Mental Health
Australian Red Cross	Minister for Education and Training
Centrecare	Minister for Seniors and Ageing; Volunteering
Foundation Housing Ltd.	Minister for Corrective Services
Mercy Community Services	Dept. of Communities (Internal)
Mission Australia	Family and Domestic Violence Unit
RUAH Community Services	Regional Reform Unit & District Leadership Groups
St Bartholomew's House	Out of Home Care
Salvation Army (WA)	Youth
St Patrick's Community Support Centre	Housing
UnitingCare West	Disability Services
Wungening Aboriginal Corporation	Business and Philanthropy
Other	Fremantle Foundation
WA Alliance to End Homelessness	Australian Community Philanthropy
UWA Centre for Social Impact	Property Council of Australia – Western Australia

Attachment 3

[Attach Consultation and Engagement Plan once finalised]

Attachment 4

[Attach Communication Plan once finalised]

[Attach Roadmap once finalised]

**Supporting Communities Forum Homelessness Working Group
2018 Meeting Schedule**

Meeting Date and Time
Friday, 18 May 2018, 9am – 11am
Planning Day, Friday, 29 June 2018, 9am – 4:30pm
Friday, 27 July 2018, 2:30pm – 4pm
Friday, 24 August 2018, 1pm – 2:30pm
Thursday, 20 September 2018, 1pm – 2:30pm
Friday, 26 October 2018, 1pm – 2:30pm
Friday, 23 November 2018, 1pm – 2:30pm
Wednesday, 19 December 2018, 10am – 11:30am