



# HEADING *home*

ENDING HOMELESSNESS HERE



## PROJECT EVALUATION FINAL REPORT

June 2018



# TABLE OF CONTENTS

<b>4</b>	<b>ACKNOWLEDGMENTS</b>
<b>6</b>	<b>EXECUTIVE SUMMARY</b>
<b>8</b>	<b>HEADING HOME - KEY OUTCOMES AT A GLANCE</b>
8	Individual Level Outcomes – for people experiencing Homelessness in Nepean
8	System Level Outcomes
8	Community Level Outcomes
<b>9</b>	<b>INTRODUCTION</b>
9	Homelessness
10	Homelessness in NSW
12	People Experiencing Homelessness At Least Once in Last Ten Years / Last Year
13	Background Overview
15	Heading Home Evaluation and Scope
<b>16</b>	<b>HEADING HOME OUTCOMES FRAMEWORK FOR EVALUATION</b>
16	Heading Home Target Groups
16	Heading Home – Visionary Result and Project Outcomes
<b>19</b>	<b>EVALUATION METHODOLOGY</b>
19	Outcomes Evaluation Methodology
19	Individual Level Outcomes Evaluation Method
20	System Level Outcomes Evaluation Method
21	Community Level Outcomes Evaluation Method
26	Process Evaluation Method
<b>27</b>	<b>KEY FINDINGS</b>
27	Reach and Engagement of Intended Primary Target Group
29	Individual Level Outcomes – people experiencing homelessness
37	Launch Events - Outcomes
42	Building Awareness & Mobilising Community Support - Outcomes
49	Community Briefings - Outcomes
56	Reflections from Project Group
62	Collaborative Work on Local Housing Solutions
<b>65</b>	<b>HEADING HOME PROCESS</b>
68	Analysis of Heading Home Project in Light of Collective Impact Research
74	Analysis of Heading Home Project - Developmental Process
<b>80</b>	<b>APPENDIX</b>

# ACKNOWLEDGMENTS

## Evaluation Final Report

The evaluation of the Heading Home: Ending Homelessness Here Project was conducted by independent consultant, Carolyn Quinn of C. Quinn Consultancy Pty Ltd.

The evaluation was possible through the valuable contributions of the following. We thank them:

- Wentworth Community Housing – Project Lead
- Platform Youth Services – Partner
- Mission Australia (Nepean) – Partner
- Penrith City Council
- Hawkesbury City Council
- Blue Mountains City Council
- Mountains Community Resource Network
- First National Stanton and Taylor Real Estate
- Donley Real Estate
- Rachael Goldsworthy Realty
- Theo Poulos Real Estate
- Mortgage Choice Blaxland (in an advisory role)
- Western Weekender (Media Group)
- Vintage FM (Media Group)
- Mercy Foundation (Registry Week Working Group)
- NBM FaCS (early stages of the project)
- Your Town (Registry Week Working Group)
- Judy Spencer, Consultant, Stage 1 Report on Heading Home
  
- And most of all the contributions by people with lived experience of homelessness from whom we learn about what works and how to improve. This includes:
  - > those experiencing homelessness who assisted with logistical information in the lead up to Registry Week
  - > the participants in Heading Home who gave their views and ideas, and
  - > those who attended Homeless Hubs and shared their feedback on options for housing solutions.

We would like to thank our Ambassadors for their support of Heading Home: Bill Temple; Mark Geyer; Trish Doyle MP, Member for Blue Mountains; Cr John Thain, Mayor, Penrith City Council; Cr Karen McKeown, Penrith City Council; The Hon Tanya Davies MP, Member for Mulgoa, and Parliamentary Secretary for Homelessness at the time of the Heading Home Stage 1; Brodie Druett, Director, Wentworth Community Housing.



# EXECUTIVE SUMMARY

Heading Home – Ending Homelessness Here! (hereafter referred to as Heading Home) was a collective impact project which brought together specialist homelessness services, local businesses, real estate agents, volunteer groups and government to identify the most vulnerable people in local communities, work together to provide the housing and support that people need to maintain a home and engage with community to end homelessness. This was an ambitious project conducted in two stages. Stage 1 commenced from July 2016 through to April 2017. Stage 2 continued the collective impact work through 2017 and now into 2018.

## Heading Home set out to:

- engage and mobilise cross-sector players to collectively lead, develop and implement the project
- identify people experiencing homelessness in local communities (Penrith, Blue Mountains and Hawkesbury Local Government Areas), learn their health and housing needs and profile homelessness in the local communities through conducting a Registry Week one-off snapshot
- increase local knowledge about homelessness in general and in local areas in particular
- use a Housing First approach to respond to the housing and other needs of those identified
- build community will and support for developing local housing solutions to end local homelessness.

Evaluation considerations were built into the project from the start and included:

- co-design of the Heading Home Outcomes Framework which formed the basis for evaluation and was based on an ecological model of factors influencing homelessness. It included measures at the individual level (for people experiencing homelessness), as well as system level and community level
- collaborative tracking and reporting of outcomes at key milestones through the project
- adjusting project strategy on the basis of tracking outcomes.

The Heading Home project evaluation shows the Heading Home collective impact project achieved a range of outcomes at the individual, system and community level (see also Key Outcomes at a Glance page):

- successfully identified people experiencing homelessness including many who had not been previously identified through the business as usual approach (54% of the 91 who completed the VISPDAT survey were not previously known to the Specialist Homelessness Services system)
- increased awareness in local communities beyond the homelessness service system, about homelessness in general and local homelessness in particular

**Heading Home was a collective impact project which brought together specialist homelessness services, local businesses, real estate agents, volunteer groups and government to identify the most vulnerable people in local communities, work together to provide the housing and support that people need to maintain a home and engage with community to end homelessness.**

- engaged and mobilised new players in housing roles beyond the homelessness service system, as well as local media, local business and three local governments to contribute to place-based solutions for homelessness

- built a strong collaborative foundation for continuing collective action to address homelessness in the local communities

- commenced working on innovative place-based solutions aiming to increase affordable housing supply to address local homelessness. The key barrier, influenced by factors outside the direct control of the project, is the supply of affordable housing stock and remains an ongoing challenge

- resulted in housing of 26 individuals (32.9% of total individuals surveyed) and 9 families (75% of families identified) who had been identified as homeless at the start of the project. Most of these (24 individuals and 8 families) remained in housing as at close of the evaluation follow up period (six months later).

Analysis of the Heading Home project process in the light of research evidence on development, features and components needed for effective collective impact shows the Heading Home project was developed and conducted using good practice processes. The one area for possible future improvement of the process is the level of coordination of data collection by partners throughout the delivery of the project.

The Heading Home collective impact project has laid the important ground work of general community awareness and support, begun to build a collective sense of responsibility to tackle homelessness as against leave it to funded homelessness services alone, and has used this to build momentum for collaboratively working to create innovative local solutions to address the shortage of affordable permanent housing. The further benefits for people experiencing homelessness arising from the important ground work of the project are likely to emerge in 2-5 years time when results on increased affordable housing supply will become known.



## HEADING HOME – KEY OUTCOMES AT A GLANCE

### Individual Level Outcomes – for people experiencing homelessness in Nepean



<p>Total 91: 79 individuals 12 family units identified as homeless</p> <p>53.8% of the 91 surveyed were not previously known in system</p>	<p>26 (32.9%) individuals &amp; 9 (75%) families housed</p> <p>24 individuals &amp; 8 families remained housed at follow up (as at May 2018)</p>	<p>Of those housed (with both pre &amp; post data) 92.3% had improved personal wellbeing (at follow up)</p> <p>71.4% had more support to call on in time of crisis 50% had started using a new health or community service</p>
--	--	--

The main challenges include:

- maintaining engagement with the highly mobile participants
- shortage of affordable local housing stock for permanent housing.

### System Level Outcomes

<p>76 people made pledges to raise awareness or make goods/in kind service contributions</p> <p>6 people in private housing roles engaged &amp; contributed (housing roles beyond funded services e.g. real estate agents)</p>	<p>44 influencers engaged (MPs, Councillors, community leaders, business leaders)</p> <p>40 Influencers now more informed about local homelessness</p>	<p>Ongoing Project Group established &amp; working on affordable housing stock solutions –</p> <p>Garden Studios Expo, Tiny Homes pilot project, Housing Locator</p>
--	--	--

The main challenges include:

- actioning /utilising pledges made for goods/services contributions made by community
- shortage of affordable permanent housing and major factors in this that are outside local control.

### Community Level Outcomes

<p>75 local volunteers trained (inc 30 general community &amp; 45 from services and partners): about homelessness to contribute in Registry Week</p> <p>63 locals briefed on profile of local homelessness (inc 7 Influencers)</p>	<p>78.8% people at Launch Events 85.7% at Community Briefings report they gained new learning about homelessness</p> <p>87.5% people at Launch Events 79.5% at Community Briefings report they now know more about what they can do about homelessness</p>	<p>4 requests from local groups to learn more about local homelessness &amp; what to do</p> <p>This led to a Bush Walkers Group; Several Rotary Clubs; Library staff; Council Rangers &amp; Customer Service Team – now more informed about responding</p>
--	--	--

The main challenge: sustaining the strong community momentum achieved early in the project for the long timeframe needed to tackle the shortage of affordable permanent housing.



# INTRODUCTION

## Homelessness

Data collected and analysed by the Australian Bureau of Statistics (ABS) provides an overview of homelessness in Australia and NSW. As the ABS 2016 states "Homelessness is not just the result of too few houses. Its causes are many and varied. Domestic violence, a shortage of affordable housing, unemployment, mental illness, family breakdown and drug and alcohol abuse all contribute to the level of homelessness in Australia (FaHCSIA, 2008). Homelessness is not a choice. Homelessness is one of the most potent examples of disadvantage in the community, and one of the most important markers of social exclusion (Department of Human Services, 2002)".

The key homelessness estimates for Australia from the 2016 Census are:

- 116,427 people were classified as being homeless on Census night (up from 102,439 in 2011);
- the homeless rate was 50 persons for every 10,000 persons in 2016 (59% male/41% female), up 5% from the 48 persons in 2011 and the 45 persons in 2006;
- 20% (or 23,437) are Aboriginal and Torres Strait Islander Australians; 15% are born overseas and arrived in the last 5 years.

Age of people experiencing homelessness in Australia (ABS 2016):

- Under 12 years 14% (15,872)
  - 12-18 years 9% (9,955)
  - 19-24 years 15% (17,725)
  - 25-34 years 21% (24,224)
  - 35-44 years 14% (15,745)
  - 45-54 years 12% (14,178)
  - 55-64 years 9% (10,682)
  - 65-74 years 5% (5,651)
  - 75 years and over 2% (2,289)
- 
- the homelessness rate rose by 27%, the highest of any state or territory, while Western Australia fell 11% and Northern Territory and Australian Capital Territory each fell by 17%;
  - most of the increase in homelessness between 2011 and 2016 was reflected in people living in severely crowded dwellings, up from 41,370 in 2011 to 51,088 in 2016;
  - there was a decrease in the total number of Aboriginal and Torres Strait Islander Australians who were homeless (down 6% to 23,437 in 2016);
  - Nearly 60% of homeless people in 2016 were aged under 35 years, and 42% of the increase in homelessness was in the 25 to 34 years age group (up 32% to 24,224 homeless people in 2016);

among those people who were not classified as being homeless on Census night but were living in some form of marginal housing and may be at risk of homelessness, the number of people living in improvised dwellings

increased moderately by 20% to 5,401 people in 2016, the number of people marginally housed in caravan parks fell by 18% to 10,685 people in 2016, while the number of people living in crowded dwellings requiring three extra bedrooms jumped 33% to 80,877 in 2016.

### **Homelessness in NSW**

- On Census night 2016 there were 35,715 people classified as homeless in NSW (ABS 2016)

- up from 28,192 people in 2011, an increase of 37%. NSW had the fastest growing homelessness rate in Australia rising from 40 per 10,000 people in 2011 to 50 per 10,000 people in 2016.

- The biggest increase in homelessness in NSW came from people in severely overcrowded dwellings. This group increased from 9,655 people in 2011 to 16,821 people in 2016. This was an increase of 74% and could reflect housing/rental affordability across the state.

- The number of people in specialist homelessness services in NSW increased by 19% from 4,924 in 2011 to 5,861 in 2016.

- The number of people in boarding houses in NSW increased by 19% from 5,793 people in 2011 to 6,869 in 2016.

- The number of people rough sleeping in NSW increased by 35% from 1,924 in 2011 to 2,588 in 2016.

- There was a 10% increase in homelessness amongst children in NSW between 2011 and 2016.

- Youth homelessness (12-24) in NSW increased by 36% between 2011 and 2016.

- Indigenous people are significantly over-represented being 6% of the homeless population in NSW. The rate of Indigenous homelessness in NSW in 2016 was 105.4 per 10,000 compared to non-indigenous rate of 45.9 per 10,000.

Number, percentage & rate of homeless persons in NSW by selected characteristics (ABS Census 2016)

Characteristic	Number of persons	Percentage (figures rounded up so may exceed 100%)	Rate per 10,000 of population
Persons who are in improvised dwellings, tents or sleepers out	2588	7	3.5
Persons in supported accommodation for the homeless	5861	16	7.8
Persons staying temporarily with other households	5861	16	7.8
Persons staying in boarding houses	5861	16	7.8
Persons in other temporary lodging	5861	16	7.8
Persons living in 'severely' crowded dwellings	5861	16	7.8
Aged under 12 years	5861	16	7.8
Aged 12-18 years	5861	16	7.8
Aged 19-24 years	5861	16	7.8
Aged 25-34 years	5861	16	7.8
Aged 35-44 years	5861	16	7.8
Aged 45-54 years	5861	16	7.8
Aged 55-64 years	5861	16	7.8
Aged 65-74 years	5861	16	7.8
Aged 75 and over	5861	16	7.8
Sex - male	5861	16	7.8
Sex - female	5861	16	7.8
Indigenous	5861	16	7.8
Non-indigenous	5861	16	7.8
Not stated	5861	16	7.8
Has need for assistance with core activities (= significant level disability)	5861	16	7.8
Does not have need for assistance with core activities	5861	16	7.8
Not stated	5861	16	7.8
<b>NSW TOTAL</b>	<b>7715</b>	<b>100%</b>	<b>50.4</b>

## People Experiencing Homelessness At Least Once in Last Ten Years/Last Year

The ABS General Social Survey (GSS) provides information about people who have been homeless in the past, but who are now usual residents of private dwellings. The ABS General Social Survey (2014) asked people about episodes in their lives where they had been homeless and the reasons for those circumstances and found:

- 2.5 million people aged 15 years and over had experienced homelessness at some time in their lives
- About 1.4 million of these people had experienced at least one episode of homelessness in the last 10 years
- 351,000 had experienced homelessness in the last 12 months
- In situations of homelessness, 68% of people had stayed with a relative, 52% with a friend, 13% had slept rough or in an abandoned building, and 7.7% had stayed in a shelter or refuge
- The most common reason for experiencing homelessness in the last 10 years was family, friend or relationship problems, affecting about 622,000 (44%) people in their most recent experience of homelessness. Other reasons included a tight housing or rental market and financial problems (14% and 13% respectively)
- About 28% of people who had experienced homelessness in the last 10 years had been homeless for six months or more during their most recent experience. A further 15% had been homeless for three to six months and 23% had been homeless for one to three months
- Two-thirds (67% or 952,800 people) of those who had experienced homelessness in the last 10 years had not sought assistance from service organisations during their most recent experience of homelessness.
- About 15% of people who had experienced homelessness in the last 10 years sought assistance from housing service providers during their most recent experience of homelessness, 7.9% sought crisis accommodation/supported accommodation for the homeless, 7.0% sought a church or community organisation and 6.7% contacted a counselling service.

This picture of homelessness along with the extensive experience of local workers in the field aiming to address homelessness contributed to informing the need for and development of the Heading Home collective impact project.

## Background Overview

Heading Home was a collective impact project that brought together specialist homelessness services, local businesses, real estate agents, volunteer groups and government to identify the most vulnerable people in the community, work together to provide the housing and support needed to maintain a home and, engage the local community in ending homelessness. The project commenced in July 2016 and aimed to make lasting change by collective action. It operated across Penrith, Blue Mountains and Hawkesbury local government areas (hereafter referred to as Nepean) targeting the most vulnerable people experiencing homelessness including families, single adults, couples and young people.

### The overall aims of the Heading Home Project were to:

1. Identify the most vulnerable people in our communities experiencing homelessness
2. Provide housing and support to people most at risk
3. Shift community focus from managing homelessness to solving homelessness
4. Increase access to affordable and supportive housing

The Heading Home project was informed by three key streams of practice knowledge and research including:

1. **Ecological systems approach**<sup>1</sup> which takes account of the multi-systemic levels of influence in human health, development and social problems
2. **Collective Impact**<sup>2</sup> which builds on a multi-systemic approach to inform purposeful collaborative strategies to address challenging social problems using a place-based approach
3. **Housing First approach**<sup>3</sup> to resolving homelessness which is built on a human rights perspective on homelessness and prioritises the provision of a safe home first before addressing other needs.

The Heading Home project took an ecological perspective in working to end homelessness recognising the multi-systemic influences on homelessness and hence the need to make a difference at:

- the individual level through identifying and addressing the needs of people currently experiencing homelessness in the three local government areas,
- the service system level through engaging players across the housing system including funded specialist homelessness services, community housing and private players in the housing system such as real estate agents
- the community level by increasing local awareness of homelessness in local communities and engaging the wider community in contributing towards solutions.

Further detail on the rationale for this ecological approach and the strategies employed is provided later in the report.

In recognition of the multi-systemic influences on homelessness the Heading Home project also adopted a Collective Impact approach in which multiple players from diverse sectors are engaged to work collaboratively on agreed common goals to address the priority issues in specific communities.

Three major specialist homelessness service providers were involved in the project and led the service provision to the people identified as homeless:

- Wentworth Community Housing as project sponsor,
- Platform Youth Services and
- Mission Australia (Nepean).

A Project Group of community leaders was formed to lead the project, building on existing relationships across the District and inviting new players from the private real estate and corporate sectors to join.

1 Bronfenbrenner, Urie (1979). *The Ecology of Human Development: Experiments by Nature and Design*. Cambridge, MA: Harvard University Press. Bronfenbrenner, Urie (2005). *Making human beings human: Bioecological perspectives on human development*. Thousand Oaks, CA: Sage Publications

2 Kania, John, and Mark Kramer. "Collective Impact." *Stanford Social Innovation Review* 9, no. 1 (Winter 2011): 36-41

3 Stanhope, Victoria; Dunn, Kerry (2011). "The curious case of Housing First: The limits of evidence based policy" (PDF). *International Journal of Law and Psychiatry*. 34 (4): 275-82.

The Heading Home project had two main stages:

1. Stage 1 involved project development, the initial engagement of stakeholders and rallying of community support to identify people experiencing primary and secondary homelessness in the Blue Mountains, Hawkesbury and Penrith local government areas, and to prioritise those identified according to need using an agreed triage tool.

2. Stage 2 involved the Housing First service response to people identified as homeless and the continued engagement of key players across sectors and community to collaboratively explore and develop solutions to homelessness in the local areas.

A report on Stage 1 of the project was prepared by Judy Spencer (December 2017), 'Heading Home Stage 1 - Initiating a Cross-sector Project Group, Mobilising the Community and Conducting a Registry Week'. The Stage 1 report details the specific processes of the project from the establishment phase through the preparation and conducting of a Registry Week to the subsequent stakeholder and community briefing sessions on the current state of homelessness in local areas and mobilisation of support for continued work on collective solutions. That report also details the profile of the people identified as homeless in Nepean during Stage 1.

The Heading Home Evaluation Final Report should be read in conjunction with the Stage 1 report.

## Heading Home Evaluation and Scope

An independent evaluator, Carolyn Quinn of C. Quinn Consultancy Pty Ltd was engaged by Wentworth Community Housing to conduct the evaluation of Heading Home.

The evaluation scope included:

- Co-design with project stakeholders of the Heading Home Outcomes Framework
- Design and development of evaluation methodology to be implemented by participating agencies

- Outcomes evaluation of the collective impact project using outcomes data collected by participating agencies during the project, on the previously agreed measures set in the Outcomes Framework. The key questions and focus of the outcomes evaluation included:

> To what extent did Heading Home reach the intended target groups?

> To what extent were the intended outcomes of Heading Home achieved?

- Process evaluation to analyse how the collective impact project was implemented, using data provided by the lead agency on what actions were taken and how through the life of the project. The key questions and focus of the process evaluation included:

> How was the Heading Home project implemented?

> What if any barriers impacted the implementation of the Heading Home project?

> What are the key lessons from the implementation of the Heading Home project?

Matters outside the scope of the evaluation include:

- Evaluation of the Registry Week method including the triage tool (the VISPDAT) used in Stage 1 of the project to prioritise people identified as homeless for a service response

- Evaluation of the specific learning outcomes of training sessions on using the triage tool provided to service providers and volunteers who worked in the Registry Week in Stage 1 of the project

- Evaluation of any outcome variations that may emerge for participants supported by individual service provider agencies in the project, as the focus of the evaluation is on the collective impact of the project.



# HEADING HOME OUTCOMES FRAMEWORK FOR EVALUATION

## Heading Home Target Groups

The primary target group of Heading Home was:

- People currently experiencing homelessness in Nepean (Penrith, Blue Mountains and Hawkesbury LGAs). This included people of all ages, individuals, couples and families with children. The primary target group was people with 'nowhere to stay tonight'. The secondary target group was people in unstable temporary accommodation.

In order to end homelessness the need to facilitate positive change with others at the system and community level was recognised in project planning. This included facilitating change within:

- People working in roles in the housing system in the Nepean areas. This included decision-makers, policy-setters and influencers in housing and the community. The main target was those working in housing solutions (both private and publically funded).
- People in the communities of Nepean. This included people in the general community with priority on targeting community leaders and influencers (e.g. Local Government Councillors, politicians, local community leaders), and people who are potential first responders, that is with potential to identify homelessness first.

## Heading Home - Visionary Result and Project Outcomes

Heading Home project intended to make a contribution towards a visionary result that 'Everyone in Nepean has a safe home'.

The intended outcomes of Heading Home included change at an individual, service system and community level as set out below. These are the differences the project contributors worked together to facilitate:

Individual level - People experiencing homelessness in Nepean will gain:

- Housing and supports to sustain it
- Improved personal wellbeing

System level – housing system will gain:

- New housing stock available for people experiencing homelessness
- Housing system providers more accurately informed about homelessness in local areas
- Tools to facilitate smooth transition for people experiencing homelessness
- More players on board to contribute to homelessness solutions in Nepean
- Influencers who know more about the realities of homelessness in Nepean

Community level – people in the communities of Nepean will:

- Know more about the realities of homelessness in our community (de-bunk myths about homelessness)
- Identify and offer resources to contribute to ending homelessness in Nepean.

Result	Everyone has a safe home
--------	--------------------------



<b>Outcomes:</b> What difference we intend to make	<b>ENDING HOMELESSNESS NEPEAN!</b> will make the following differences:  Individual level - People experiencing homelessness in Nepean will have: <ul style="list-style-type: none"><li>• Housing and supports to sustain it</li><li>• Improved personal wellbeing</li></ul>
	System level – housing system will have: <ul style="list-style-type: none"><li>• New housing stock available for people experiencing homelessness</li><li>• More accurate knowledge on homelessness in local areas</li><li>• Tools to facilitate smooth transition for people experiencing homelessness</li><li>• More players on board to contribute to homelessness solutions in Nepean</li><li>• Influencers who know more about the realities of homelessness in Nepean</li></ul>



<p><b>Strategies:</b> What we do</p>	<ul style="list-style-type: none"> <li>• Registry Week – identify people experiencing homelessness &amp; their health &amp; support needs</li> <li>• Data informed collective action planning</li> <li>• Learning from people with lived experience of homelessness</li> <li>• Coordination of responses to people experiencing homelessness using Housing First approach – housing and wrap around supports</li> <li>• Identify innovative local housing solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building in the housing system</li> <li>• Media campaign</li> <li>• Community Presentations</li> <li>• Engaging people with influence in communities</li> <li>• Capacity building in community</li> <li>• Engaging resources in the community beyond the funded services sector</li> </ul>
--	--	--

<b>Pre-conditions:</b> What must be in place	Ending Homelessness Project effectively reaches and engages people experiencing homelessness across the Nepean	Players in the Ending Homelessness Project work collaboratively in line with the principles for effective Collective Impact
	Ending Homelessness Project is well known & engaged with local community & effectively linked to services, influencers & groups	Research & evaluation data continuously inform developments of the Ending Homelessness project
	Players in the Ending Homelessness project embrace reflective practice, using consultation, feedback, & ongoing evaluation to improve.	Ending Homelessness is effectively coordinated & managed

The following performance measures were identified at the planning stage of Heading Home as the key measures of success to track for the outcome evaluation of the project.

<b>QUANTITY:</b> <b>How much we do</b>	<b>QUALITY:</b> <b>How well we deliver the project</b>
<p>Number (#) of people experiencing homelessness on the Register by :</p> <ul style="list-style-type: none"> <li>• age group</li> <li>• gender</li> <li>• location (suburb)</li> <li>• type – individual/couple/family with children</li> <li>• identify as Aboriginal or Torres Strait Islander</li> <li>• Speak a language other than English at home (in last home)</li> <li>• whether already known to SHS services system</li> </ul> <p>Number of referrals received by Housing Solutions players (by source and type)</p> <p>Number of dwellings (by type)</p> <p>Number of information sessions conducted (by LGA and type)</p> <p>Number community events conducted (by LGA and type)</p>	<p>Event/session Participant Satisfaction</p> <p># and % of participants in events who say</p> <ul style="list-style-type: none"> <li>• It was worthwhile</li> <li>• They learnt something new about homelessness</li> </ul> <p>Effective reach &amp; engagement of diverse people and those with greatest need</p> <p># and % of people on the Register who</p> <ul style="list-style-type: none"> <li>• have high V score</li> <li>• self identify as Aboriginal or Torres Strait Islander</li> <li>• self identify as speaking a language other than English at home (last permanent home)</li> <li>• self identify as a refugee</li> <li>• self identify as a person with a disability</li> <li>• prior to becoming homeless was an unpaid carer for a person with disability/frail age</li> <li>• have complex needs</li> </ul>
<b>OUTCOMES:</b> <b>Number &amp; proportion better off after project</b>	
<p><b>Measures of Individual level outcomes:</b></p> <p># and % of people on the Register (experiencing homelessness in Nepean) :</p> <ul style="list-style-type: none"> <li>&gt; who are permanently housed</li> <li>&gt; connected to and use a health/community service to respond to their identified needs</li> <li>&gt; who say they now have someone to turn to in a crisis</li> <li>&gt; with improved wellbeing (as measured by pre/post Personal Wellbeing score on the Australia Unity Personal Wellbeing Index)</li> </ul> <p><b>Measures of System level outcomes:</b></p> <p># of dwellings newly made available for people experiencing homelessness - (by LGA and type)</p> <p># of people working in roles in housing system who make a new concrete contribution to end homelessness – (by LGA, by sector/org type, by action type)</p> <p># and % of people surveyed who say they now feel more equipped and confident to find a pathway to a home for people experiencing homelessness (by LGA, by sector/org type)</p> <p># and % of people surveyed who say they now have more accurate knowledge on homelessness in local areas</p> <p># of people identified as influencers who attend the Community Presentations – (by LGA, by sector/org type)</p> <p># of people identified as influencers who receive the Homelessness in Nepean Information Pack – (by LGA, by sector/org type)</p> <p># of media stories published regarding realities of homelessness in Nepean</p> <p># of "Playing my part – Everyone has a home" pledges by people identified as influencers</p> <p><b>Measures of Community level outcomes:</b></p> <p># of community members who attend Community Presentations – (by LGA)</p> <p># and % of people identified as potential 'first to know' points who say they now know more about the realities of homelessness in Nepean and what they can do</p> <p># of website pledges of support</p> <p># of new offerings of resources for housing solutions by type ( e.g. granny flats offered, bond cost support given)</p>	

# EVALUATION METHODOLOGY

## Outcomes Evaluation Methodology

The co-designed Heading Home Outcomes Evaluation Framework formed the foundation of the outcomes evaluation. It was developed collaboratively in a workshop session facilitated by the evaluator with members of the cross-sector Heading Home Project Group which had been newly formed at that time. Members were provided with a pre-reading pack containing:

- a summary of ABS data on the profile of homelessness in Australia and NSW and
- an introduction to key concepts in Results Based Accountability™ – the process to be used in the workshop to collectively develop the outcomes framework

The facilitated workshop developed the vision result, project outcomes defining success for the project and performance measures to be tracked to know if outcomes were achieved. See Outcomes Framework and Performance Measures table earlier in this report. In line with the ecological approach taken for the project there were outcomes and performance measures specified for the individual level, system level and community level change the project was intending to make.

The key questions considered for the outcomes evaluation were:

- > Were the intended target groups reached and engaged by the project?
- > Were the intended outcomes of the project achieved?

## Individual Level Outcomes Evaluation Method

Data collected for the outcome performance measures at the individual level included:

- interviews with people experiencing homelessness during Registry Week using the VISPDAT individuals tool or VISPDAT family tool as relevant. For families experiencing homelessness one adult family member was interviewed per family. Interviews were conducted by Registry Week volunteers who had been trained in using the VISPDAT tool. This formed the Register of people experiencing homelessness for the project. The VISPDAT tools included demographic information about individuals and families as well as the "Acuity Score" and this was adopted in the evaluation as an indicator of level of need. The evaluator did not have access to the full data set from Registry Week so relied upon the findings presented by the Mercy Foundation who collated the full data from Registry Week. The evaluator did however have direct access to the VISPDAT data for the subset of people who were subsequently housed during the Heading Home project.

- Specialist Homelessness Services records on people on the Register who were subsequently housed. This included date identified and date housed.

- pre-interviews with people on the Register prior to them being housed. The original intention in the evaluation design was for the pre-interview questions to be asked during Registry Week at the same time as initial identification thereby providing a true "pre" measure. A decision was made not to do so and the pre-interviews were conducted by Specialist Homelessness Services workers using the interview tool provided by the evaluator, at the time of their initial response to the people on the Register. Participation was voluntary with an informed consent process prior to interview.

- post-interviews with the people on the Register after being housed for a minimum of 3-6 months. In practice all were interviewed after at least 6 months in housing. The post interviews were conducted by Specialist Homelessness Services workers using the interview tool provided by the evaluator.

As well as qualitative data collection the interview tool included collection of quantitative pre/post measures of:

- personal wellbeing using the validated standardised tool Australia Unity Personal Wellbeing Index. Using this tool allowed for comparison of the Heading Home target group's Personal Wellbeing to the general population normative data on Personal Wellbeing

- level of social support using the ABS measure of social support question used in the ABS General Social Surveys.

As there were some data gaps at conclusion of the evaluation period the evaluator also conducted a small number of interviews retrospectively with people on the Register who had been housed. Not all data gaps were able to be filled at this later stage due to changes impacting access to potential interviewees such as disconnected phone number or people having moved on in their lives and no longer being willing to participate in an interview.

Data used for the outcomes evaluation in relation to individual level included:

- collated findings of VISPDAT data for the total cohort of who completed the VISPDAT during Registry Week (n= 91). An additional 13 completed the VISPDAT after Registry Week. Data findings on the profile of people on the Register only includes the 91 for Registry Week (79 individuals and 12 family units)

- VI-SPDAT data for the 35 subsequently housed (26 individuals and 9 family units)

- pre- interview data for 18 of those who were housed (51.4% of those housed)

- post-interview data for 14 of those who were housed (40.0% of those housed)

### System Level Outcomes Evaluation Method

In line with the ecological model approach adopted in the formation of the outcomes framework Heading Home sort to facilitate change at the systems level of influence over homelessness by:

- facilitating new housing stock being made available for people experiencing homelessness

- more accurate knowledge on homelessness in local areas

- more players on board to contribute to homelessness solutions locally

- Influencers who know more about the realities of homelessness locally.

Data for this component of the outcomes evaluation included:

- collated data on the profile of homelessness in local areas obtained via VISPDAT interview during Registry Week and collated by Mercy Foundation

- count of new housing stock arising through the project

- counts of people in housing related roles outside the Specialist Homelessness Service system (e.g. Real Estate Agents) who were engaged to contribute in the project

- counts of Influencers who were engaged to contribute in the project (defined as people in work roles or members of groups with wide influence such as Members of Parliament, Chamber of Commerce or other local business leaders and peak organisations)

- Surveys completed by participants at the close of Launch Events and Community Briefings. The survey was developed by the evaluator

- Surveys completed by Project Group members at the end of the evaluation period. The survey was developed by the evaluator.

All counts listed above were calculated using information provided by Wentworth as the project coordinating agency.

### **Community Level Outcomes Evaluation Method**

In line with the ecological model approach adopted in the formation of the outcomes framework Heading Home sort to facilitate change at the community level of influence over homelessness by:

- increasing community members knowledge about the realities of homelessness in their community including de-bunking myths

- engaging local community to identifying and offer resources to contribute to ending homelessness locally.

### **Data for this component of the outcomes evaluation included:**

- collated data on the profile of homelessness in local areas obtained via VISPDAT interview during Registry Week and collated by Mercy Foundation. This was used to create information packs about local homelessness. The number of people receiving information about local homelessness was counted.

- count of pledges of support and contributions towards addressing homelessness made during the project

- counts of people attending Launch Events and Community Briefings through which awareness raising information about homelessness was also delivered

- counts of Influencers who were engaged to contribute in the project (defined as people in work roles or members of groups with wide influence such as Members of Parliament, Chamber of Commerce or other local business leaders and peak organisations)

- Surveys completed by participants at the close of Launch Events and Community Briefings. The survey was developed by the evaluator.

All counts listed above were calculated using information provided by Wentworth as the project coordinating agency.

A summary of the outcomes evaluation methodology follows in the Outcomes Evaluation Implementation plan which was provided by the evaluator at project commencement.

## OUTCOMES EVALUATION IMPLEMENTATION - INDIVIDUAL LEVEL

Outcome	Performance Measures	
Housing & supports to sustain it	# and % of people on the Register (experiencing homelessness in Nepean) : <ul style="list-style-type: none"> <li>• who are permanently housed</li> <li>• who say they now have someone to turn to in a crisis</li> </ul>	
How data is collected on the measure	By Who	When
Registry data collected re homelessness situation Agency data on successful placement of any person on Register into permanent housing. Informal interview/survey with participants aged 15 or over using visual aided rating responses on smart device	Registry volunteers Ending Homelessness Project Coordinator – as project 'entry door' Caseworkers	Registry Week At time of each house allocation/lease sign  Follow-up after 3-6 months

Outcome	Performance Measures	
Improved wellbeing	# and % of people on the Register (experiencing homelessness in Nepean) : <ul style="list-style-type: none"> <li>• with improved wellbeing (as measured by pre/post Personal Wellbeing score on the Australia Unity Personal Wellbeing Index)</li> </ul>	
How data is collected on the measure	By Who	When
Pre/post Australia Unity Personal Wellbeing Index – tool used to ask participants aged 15 or over Informal interview/survey with participants aged 15 or over using visual aided rating responses on smart device	Registry volunteers Caseworkers support the lease signing Caseworkers	Pre – at Registry Week Post – when lease signing  Follow-up after 3-6 months



## OUTCOMES EVALUATION IMPLEMENTATION - SYSTEM LEVEL

Outcome	Performance Measures	
New housing stock available for people experiencing homelessness	# of dwellings newly made available for people experiencing homelessness - (by LGA and dwelling type)	
How data is collected on the measure	By Who	When
Count of new stock and date first became available by LGA and dwelling type. Ask agent/provider "Has this dwelling/ room been used for community or supported housing before?" Yes/no	Caseworkers	At lease signing

Outcome	Performance Measures	
Tools to facilitate smooth transition for people experiencing homelessness	# and % of people surveyed who say they now feel more equipped and confident to find a pathway to a home for people experiencing homelessness (by LGA, by sector/org type)	
How data is collected on the measure	By Who	When
Snapshot phone survey tool – asked of 'First to Know' people and housing solutions orgs/agents  Wentworth to negotiate with Unit/TAFE for 1-2 student/s	Student/s Project Coordinator Briefing by evaluator	Late Feb - Early March 2017

## OUTCOMES EVALUATION IMPLEMENTATION - SYSTEM LEVEL

Outcome	Performance Measures	
More players on board to contribute to homelessness solutions in Nepean	# of people working in roles in housing system who make a new concrete contribution to end homelessness – (by LGA, by sector/org type, by action type)	
How data is collected on the measure	By Who	When
Tally (as you go) of all new contributors  Plus as question in snapshot as above	Project Coordinator As above	As you go – continual Late Feb – early Mar

Outcome	Performance Measures	
Influencers who know more about the realities of homelessness in Nepean	# of people identified as influencers who attend the Community Presentations – (by LGA, by sector/org type) # of people identified as influencers who receive the Homelessness in Nepean Information Pack – (by LGA, by sector/org type) # of media stories published regarding realities of homelessness in Nepean # of "Playing my part – Everyone has a home" pledges by people identified as influencers	
How data is collected on the measure	By Who	When
Attendance count/sign in sheet Develop "Influencers" list and invite them to everything. Identify them at events with colour coded dot system Count info packs distributed Explore possibility of purchasing Media Monitors service – track by type (print media, Facebook/Twitter, radio) and by local/wider Count "Playing my part – everyone has a home" pledges on website/facebook page	Project Coordinator Project Group  Project Coordinator  Wentworth Media Officer & Media Group  Wentworth Media Officer	At all sessions/events   As you go, ongoing  For period of project  As you go, ongoing

## OUTCOMES EVALUATION IMPLEMENTATION - COMMUNITY LEVEL

Outcome	Performance Measures	
Know more about the realities of homelessness in our community (de-bunk myths)	# of community members who attend Community Presentations – (by LGA) # and % of people identified as potential 'first to know' points who say they now know more about the realities of homelessness in Nepean and what they can do # and % of participants in information sessions/events who say they learnt something new about homelessness	
How data is collected on the measure	By Who	When
Attendance count/sign in sheet – colour coded dots on name tags (influencers; first to know; general community) Quick exit survey at all events: •slip to complete and post in box at exit •quick survey on ipad asked while people having cuppa – targeting "first to know" and 'influencers'	Project Coordinator  Project Group volunteers do collection	At all sessions/events  At all sessions/events

Outcome	Performance Measures	
Identify and offer resources to contribute to ending homelessness in Nepean.	# of website pledges of support # of new offerings of resources for housing solutions - by LGA, by type ( e.g. granny flats offered, bond cost support given)	
How data is collected on the measure	By Who	When
Website count	Media Group	As you go, ongoing
Housing Solutions count – ongoing tally by Project Coordinator as 'entry door' for project	Project Coordinator	As you go, ongoing

## Process Evaluation Method

The purpose of the process evaluation of the Heading Home project was to identify key phases in the roll out and implementation of the project. The process evaluation provides an analysis of how the Heading Home collective impact project was implemented, using data provided by the lead agency on what actions were taken and how through the life of the project. The key questions and focus of the process evaluation included:

- How was the Heading Home project implemented?
- What if any barriers impacted the implementation of the Heading Home project?

Kania and Kramer (2011)<sup>4</sup> summarise the research informed features, conditions and developmental process for effective collective impact. Although the Heading Home project did not articulate at the outset that they specifically intended to implement the features, conditions and processes identified in collective impact research, it is a useful framework for review and analysis of the Heading Home project process.

<sup>4</sup> Kania, J. Kramer, M. (2011) Collective Impact. Stanford Social Innovation Review. Winter Issue 2011 [https://cdn.ymaws.com/www.lano.org/resource/dynamic/blogs/20131007\\_093137\\_25993.pdf](https://cdn.ymaws.com/www.lano.org/resource/dynamic/blogs/20131007_093137_25993.pdf)

Evaluation data used for analysis of the Heading Home processes in light of this research included:

- evaluator attendance and observation at key events and Project Group meetings at key stages
- Project Group and sub-group meeting minutes
- qualitative data provided (the story of the process) by Wentworth Heading Home Project Coordinator, and Divisional Manager Community Services
- data from the Housing Solutions Survey conducted in the later part of Stage 1 which tested interest/agreement with possible housing solution options with people who had lived experience of homelessness. The survey conducted at Penrith Homeless Hub and Hawkesbury Hub resulted in 10 responses from people with lived experience (all from Penrith).
- Interview with two representatives from the Stage 1 project funding contributor and Registry Week advisor, Mercy Foundation.
- Survey completed by Project Group members, which included quantitative and qualitative data.

Reference is also made to the Stage 1 report of the project which details features of the project roll out.

# KEY FINDINGS

## Reach & Engagement of Intended Primary Target Group

Heading Home aimed to effectively reach and engage diverse people experiencing homelessness and those with greatest need. A set of measures was defined in the Outcomes Framework to measure this for the evaluation. In the planning phase of Stage 1 of Heading Home agreements were reached to make some additions to the standard demographic data collection for Registry Week (VISPDAT) in order to capture the breadth of demographics required to evaluate whether there was effective reach (identification and placement on the Register) and engagement (sustained until provided housing).

Key findings on the reach of the target group include:

- A total of 135 individuals and family units were identified as appearing to be homeless (rough sleeping, in crisis or temporary accommodation services, couch surfing). This included 123 individuals and 12 family units. This figure from the snapshot can be assumed to be a conservative estimate of local homelessness as it is not likely to have captured all those in overcrowded housing.
- Of the 135 identified as potentially being homeless, 91 (67.4%) completed the VISPDAT survey and 44 did not (declined survey or could not be woken) meaning there is no data for them.
- Of those 91 who completed the VISPDAT survey 54% (49) were not previously known to the Specialist Homelessness Services system.

- Of the 91 who completed the VISPDAT survey there was a wide diversity of people experiencing homelessness identified. See below table on Diversity Measures Findings for more detail.

Key findings on the sustained engagement (engaged until housed) of the target group include:

- Overall 38.5 9% of the 91 individuals and families identified were housed including:
  - > Of the 79 individuals identified and placed on the Register, 32.9% (26) were subsequently housed and provided with support.
  - > Of the 12 family units identified and placed on the Register 75% (9) were subsequently housed and provided with support.
- Of the 26 individuals housed, 24 (92.3%) remained housed at follow up after 6 months
- Of the 9 family units housed, 8 (88.9%) remained housed at follow up after 6 months
- Of the 26 individual and 9 families housed, there was a wide diversity housed though not significantly skewed towards housing those with high Acuity or complex needs. See below table on Diversity Measures Findings for more details.

TABLE: Diversity Measures Findings

Diversity Measures:	Reach: identified & placed on the Register <sup>5</sup>	Engagement: until housed & provided sup- port to sustain it (n=34) <sup>6</sup>
Individuals and Families with children	123 individuals 12 families	26 (20.9%) individuals 9 (75.0%) families
Gender	34% female 66% male	54.3% female 45.7% male
Have a high VISPDAT Acuity score High = need housing & long term support Medium = need housing & short term case management with wrap around support low = need affordable housing only	37% high Acuity 54% medium Acuity 9% low Acuity	41.2% (14) high Acuity 50.0% (17) medium Acuity 8.8% (3) low Acuity
Self identify as Aboriginal or Torres Strait Islander	23% (21) identified as Aboriginal, Torres Strait Islander or both	17.1% (6) identified as Aboriginal, Torres Strait Islander or both
Self identify as speaking a language other than English at home (last permanent home)	4 <sup>7</sup>	2
Self identify as a person with a disability (all types)	64% had interaction with mental health system 29% acquired brain injury 33% learning/ develop- mental disability 24% mobility issues	62.9% (22) mental health 5.7% (2) acquired brain injury 25.7% (9) learning/ develop- mental disability 11.4% (4) mobility issues
Prior to becoming homeless was an unpaid carer for a person with disability/frail age	Registry Week Data for all was not available to evaluator but appears this data was not collected as intended	1 person on Carer payment
Have complex needs	Using VISPDAT data for those identified: 56% -trauma experience 37% -victim of assault since homeless 59% -problematic drug/ alcohol use 57% Dual diagnosis – mental health and drug/alcohol problem 40% Tri-morbidity – mental health, drug/alcohol problem and physical health condition	Using VISPDAT data for those housed: 14.3% (5) - trauma experience 2.9% (1) victim of assault since homeless 42.9% (15) problematic drug/alcohol use 42.9% (15) dual diagnosis– mental health and drug /alcohol problem 34.3% (12) Tri- morbidity

The above data indicates the housing of people on the Register was:

- not at a significantly higher rate for those with high VISPDAT Acuity scores (only 1 person above the proportions reflected in the Register data) compared to medium or low Acuity scores
- much more likely for families with dependent children in their care than for individuals
- slightly skewed towards housing females but this was due to families being headed by females
- slightly under represented for some people with disability including those with acquired brain injury, learning/developmental disability and mobility issues. This may indicate additional difficulties in securing suitable housing related to specialist supports access and physical accessibility
- slightly under represented for people with complex needs such as problematic drug/alcohol use, dual-diagnosis (drug/alcohol problem and mental health) and tri-morbidity (drug/alcohol problem, mental health and physical health condition), compared to the profile of those on the Register. This may indicate additional difficulties in securing suitable housing related to access to specialist supports and possibly to perceptions in the private rental market of people with these complex needs.

5 Data from VI-SPADT surveys collated summary (raw data not available to evaluator)

6 for 1 there was not VI-SPADT data available

## Individual Level Outcomes - people experiencing homelessness

### People Identified as Homeless (on the Register) Who Were Then Housed

A total of 35 individuals and family units were housed being 38.5% of the total 91 individuals and families identified. Of the 79 individuals identified and placed on the Register, 32.9% (26) were subsequently housed and provided with support. Of the 12 family units identified and placed on the Register, 75% (9) were subsequently housed and provided with support. This finding of modest numbers being housed is similar to other recent evaluations of Housing First based programs. For example, the evaluation of Brisbane Common Ground (Parcell et al 2015) found that over a much longer period of 2-3 years period, 114 people were allocated a tenancy because of chronic homelessness.

The time between being identified and placed on the Register and subsequently housed varied greatly overall with the overall range being zero days till housed through to 290 days till housed (see table below). There was an inverse relationship between the average number of days till housed and VISPDAT Acuity score, that is the average days till housed for those with high Acuity was less than for those with medium and the average days for those with medium Acuity was less than for those with low Acuity.

7 Registry Week Data for all was not available to evaluator. It appears data for this measure was not collected as intended and may represent the number of people from culturally and linguistically diverse background rather than those who speak a language other than English at home

8 Parcell et al (2015 Evaluation of the Brisbane Common Ground Initiative. Institute for Social Science research



**TABLE: Time from being identified till housed (for those housed)**

	Vulnerability VISPDAT - Acuity	RANGE	AVERAGE	MEDIAN
	Days from entry on Register till housed			
Individuals housed n = 26 (inc 1 with no data)	High (12)	12 to 146 days	76.4 days	74.5 days
	Medium (11)	5 to 272 days	101.1 days	76 days
	Low (2)	142 to 290 days	216 days	216 days
Families housed n = 9	High (2)	0 to 7 days	3.5 days	3.5 days
	Medium (6)	0 to 71 days	18.4 days	10.5 days
	Low (1)	10 days	10 days	10 days
TOTAL group who were housed		0 to 290 days	75.6 days	69 days
People identified as homeless over 6 months period (not participants in Heading Home)		3 to 421 days	89.1 days	

For a sample of people identified as homeless who were not Heading Home project participants (six months in 2016) the average number of days till being housed was higher at 89.1 days compared to Heading Home average of 75.6 days, however this is not a statistically significance difference. As there is a substantial difference between the average number of days till housed for families compared to individuals, this non-participant group may not be a true comparison as it is unknown what proportion of them were families.

The above findings indicate not surprisingly that being a family compared to an individual is the most significant profile factor in the time till being housed. High Acuity on the VISPDAT alone does not appear to result in significantly faster time to be housed. This could be because either the intended prioritisation of people with high Acuity did not happen in practice or because the barriers to housing for the high Acuity group are greater or both. Based on the observations by the evaluator of the process of

Heading Home and the ongoing review of progress, it is more likely that the explanation is that the barriers to housing people with high Acuity are the key factors and these are outside the control of the project.

Of the 26 individuals and 9 families housed, 24 individuals (92.3% of those housed) and 8 families (88.9% of families housed) remained housed at follow up after 6 months. This high level of housing retention when provided with support to sustain housing is consistent with research evidence supporting the Housing First approach. For example in one review of the Pathways Housing First supportive housing evidence, Johnson, Parkinson and Parsell (2012) demonstrated that the Housing First model of supportive housing had consistently achieved housing retention rates of over 85 per cent for people with psychiatric disabilities and chronic experiences of homelessness (cited in Parcell et al 2015).

## **Personal Wellbeing of People Identified as Homeless and Housed**

Individuals and families identified as homeless and placed on the Register were subsequently contacted if they had given contact details when first placed on the Register. When re-contacted they were asked questions which formed the baselines data ('pre' data) on the outcome measures on personal wellbeing, support in times of crisis and service use. The questions were asked in an interview face to face or by phone by a Specialist Homelessness Services worker using the survey provided by the evaluator. The original evaluation methodology design had intended for the baseline data to be collected at the time of completion of the VISPDAT however a decision was made due to the number of questions asked for the VISPDAT not to add the evaluation baseline questions at that time. For this reason it is not possible to provide personal wellbeing or support in time of crisis findings for the total number of people identified as homeless and placed on the Heading Home Register.

For those who requested support to find housing and were later housed the same outcome measure questions were asked again in an interview by phone or face to face by a Specialist Homelessness Services worker using the survey provided by the evaluator. This second interview was designed to be conducted 3-6 months after being housed but in practice most were done after 6 months. A total of 18 people could be contacted and agreed to do the 'pre' survey interview questions and a total of 14 could be contacted and agreed to do the 'post' survey questions after being housed.

Personal wellbeing was measured using the standardized validated tool, the Australia Unity Personal Wellbeing Index (Cummins et al - International Wellbeing Group (2013). Personal Wellbeing Index: 5th Edition. Melbourne: Australian Centre on Quality of Life, Deakin University).

The personal wellbeing of people identified as homeless for whom there is data before being housed shows not surprisingly that people experiencing homelessness often have low personal wellbeing.

Of the 18 people identified as homeless who could be contacted and agreed to complete the baseline survey:

- most (14 or 77.8%) at the start had wellbeing below the normal range of wellbeing for the Australian population (see Appendix for PWI Normative data)
- including 9 (50% of wellbeing sample) having very low wellbeing in the 'high risk' clinical range (equates to clinical depression or anxiety) and a further 5 (27.8% of sample) having personal wellbeing in the sub-clinical 'challenged' range.

Comparison of the pre-housing Personal Wellbeing scores with the Post-housing Wellbeing scores:

- shows a substantial improvement with all but 1 person having a higher Personal Wellbeing score after being housed.
- The improvement in Personal Wellbeing scores for participants housed rose by varying levels with the lowest increase being 1.5 points improved through to as much as 68 points improved.
- For those with improved wellbeing the average increase in Personal wellbeing score was 34.87 points improvement which indicates a massive increase in personal wellbeing for the housed cohort as a group.

- For the one person whose Personal Wellbeing score did not increase after being housed the score was 56.25 points (challenged level wellbeing) before being housed and 52.5 points (challenged level wellbeing) after being housed and the added comment suggested this was because the person who feared ongoing family violence felt less safe having moved out of supported housing in a refuge into permanent housing in general community where she lived without other adults in the household.

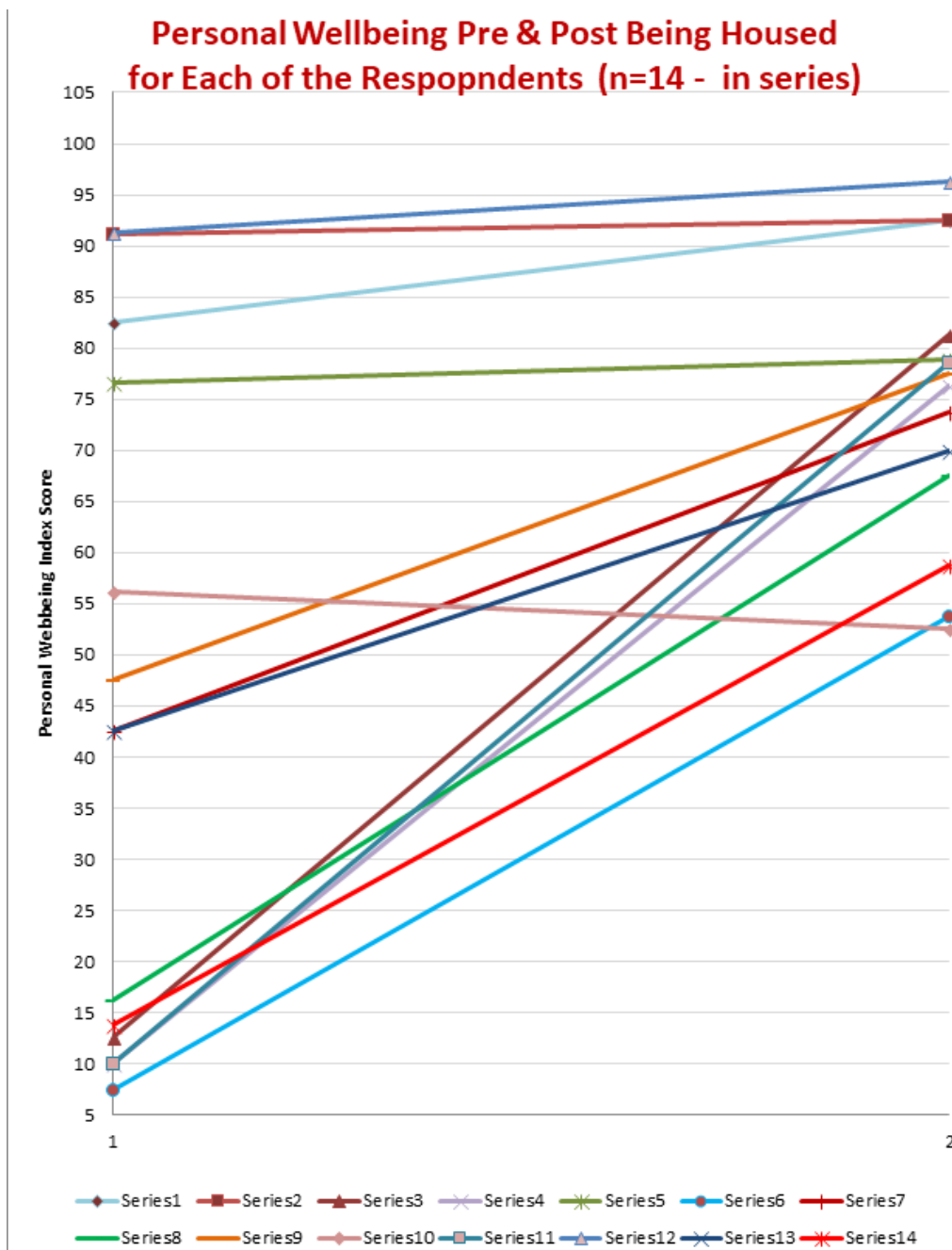
The Table below provides the range and averages using pre and post data on personal wellbeing for those on the Register who were housed. This shows that for both individual and families there was a significant increase in personal wellbeing as well as for the total of those housed. For individuals the average pre/post Personal Wellbeing scores show improvement from the sub-clinical 'challenged' wellbeing range up into the high normal range once housed. For families (i.e. adult respondent in family) the average Personal Wellbeing score rose from the 'high risk' clinical very low wellbeing range into the borderline challenged wellbeing range (about 4 points below normal range). For both the average for individuals and the average for families (adult respondents) the level of improvement was massive (up by 38.96 points for the individuals average and up by 31.6 points for the family respondents average).

9 For families the Personal Wellbeing score of the adult survey respondent, that is the parent is used.

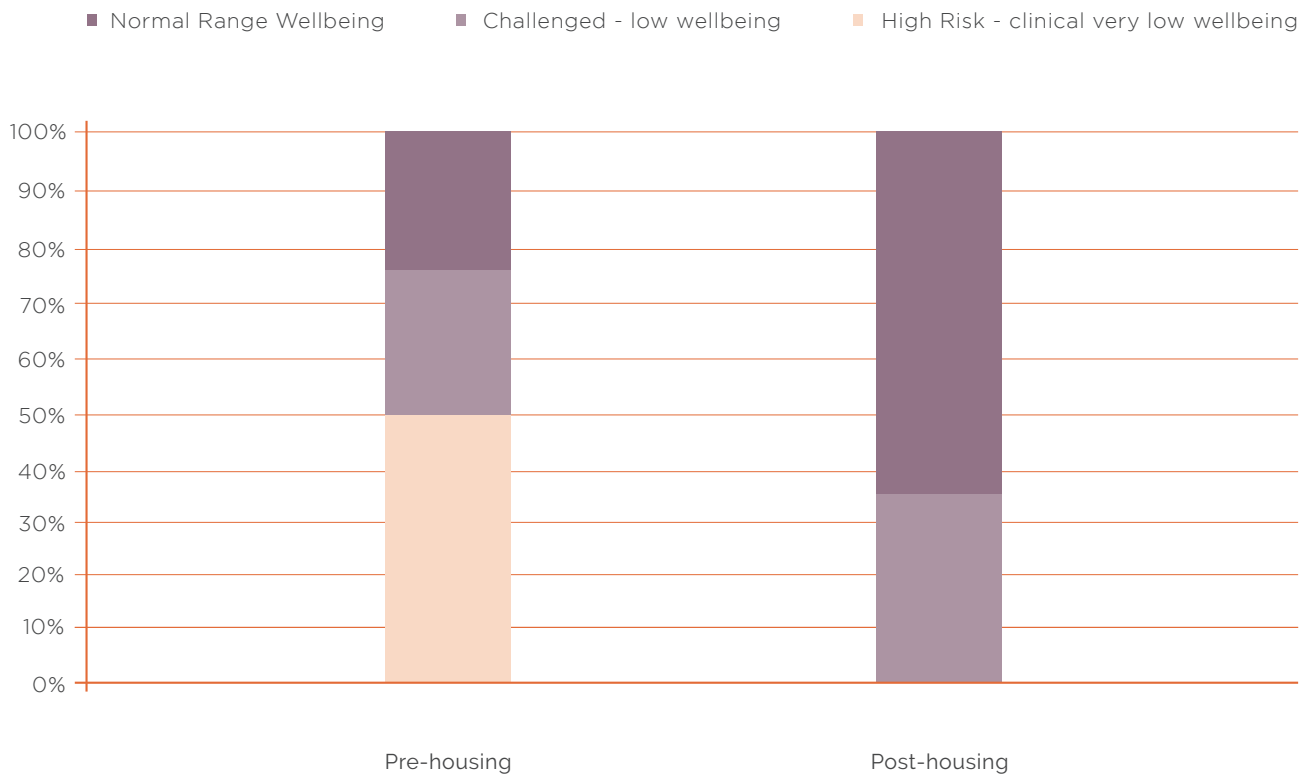
**TABLE: Personal Wellbeing (for those housed with both pre and post data available)**

**Normal range Personal Wellbeing = 73.83 to 76.71**

	RANGE	AVERAGE	RANGE	AVERAGE
	Personal Wellbeing Pre Scores	Personal Wellbeing Pre Score	Personal Wellbeing Pre Scores	Personal Wellbeing Pre Score
Individuals housed (Total n = 26) Wellbeing pre & post data n= 11	7.5 to 91.11	45.14 (average = 'challenged' level low wellbeing)	53.75 to 96.25	69.52 (Borderline 'challenged' well- being. No longer clinical level)
Families <sup>9</sup> housed (Total n = 9) Wellbeing pre & post data n= 3	10.0 to 56.25	37.92 (average = clinical 'high risk' very low wellbeing)	37.92 (average = clinical 'high risk' very low wellbeing) 52.5 to 78.57	69.52 (Borderline 'challenged' well- being. No longer clinical level)
TOTAL (families plus individuals) Wellbeing pre & post data n= 14	7.5 to 91.11	42.87 (average = 'challenged' level low wellbeing)	52.5 to 96.25	80.98 (higher normal wellbeing)



## Percentage of Respondents by Personal Wellbeing Level - Pre & Post Housing



The pre and post data on Personal Wellbeing Index scores show that all those who had personal wellbeing in the 'high risk' clinical level very low wellbeing (for whom there is post data) rose out of the clinical range after being housed as assessed at 6 month follow up. Although the sample size is fairly small this is a very significant positive finding.

Whilst the sample size in this pre/post data group is fairly small, the wellbeing findings detailed in the graphs and tables above show the high importance of housing for people's personal wellbeing. Housing and support has made a great difference to the personal wellbeing of the group despite the many and varied other challenges this group who were housed face in their lives.

These findings were further supported by comments made by respondents in response to the open question on what has been most helpful, including:

- Having my own place. Feeling safe and secure
- Getting housed so I can get my life sorted
- Having a safe place to live
- Being housed – feel so much more stable
- Housing
- Getting housed
- That we have somewhere to live.

Access to supports	Outcome measure findings (n = 14)	
People to turn to for support in time of crisis	Same (as before Heading Home)	28.6% (4)
	Better than before (before Heading Home)	71.4% (10)
	Worse than before (before Heading Home)	0% (0)
Since Heading Home – started using/going to a health or community service for their needs	Yes started using a service	50% (7)
	No new service usage	50% (7)

### Access to Supports for People Identified as Homeless

The pre and post survey interviews conducted with people placed on the Register also included questions related to the level of support they had in their lives. These questions related to both formal (service system support use) and informal supports (someone to turn to in time of crisis). Findings on these measures of access to social support are listed above.

Data collected in the pre/post survey interviews on the access to supports shows:

- 71.4% reported they had more supports to call on in time of crisis than before the Heading Home project. The new sources of support identified by respondents were across diverse categories including friends, family members, community charity or religious organization and health legal or financial professional. This finding suggests that once a person has the stability of housing they are more able to establish support networks

- 28.6% reported they had the same supports to call on as they had before Heading Home. These 4 people reported at pre-interview that they already had people to turn to before receiving Heading Home service

- > 5 had started using a health service,
- > 5 started using a specialist health service (e.g. Psychologist, Drug and Alcohol service, Women's Health service),
- > 4 started using a community service (e.g. Family Support),
- > 1 started using an education service,
- > 2 had started using other services.

These findings, based on data collected at 6 months follow up, indicate a positive difference to the formal and informal support networks of people identified as homeless and subsequently housed.

This Heading Home outcome on improved access to support is consistent with previous research by Kirsh et al that concluded "when supported housing is successful it is a means for residents to return to work, school, volunteering, and reconnecting with family and other social circles (Kirsh et al., 2009 cited in Parcell et al 2015<sup>10</sup>).

<sup>10</sup> Parcell et al (2015) Evaluation of Brisbane Common Ground - Final Report - <http://www.hpw.qld.gov.au/SiteCollectionDocuments/BrisbaneCommonGroundFinalReport.pdf>



## Launch Events - Outcomes

The Heading Home project was publically launched through a launch event in each of the three local government areas in August 2016. These Launch events were part of the community engagement and communications strategy of Heading Home and were accompanied by media coverage at the local, region and Sydney levels. Invitations were made to a wide cross sectors list of people including Members of Parliament, Ministers, local government, Churches, government services (wide range including housing, health, TAFE, community services, income support, law enforcement), community organisations, business peak organisations, real estate agencies and other local businesses.

The launch events served multiple purposes at the start of Heading Home including:

- to raise community awareness of the Heading Home project and build community perception of the credibility of the project and promote volunteering for Registry Week
- to increase knowledge in the community about homelessness and that it is an issue in their own community
- to start building community will to work together to resolve local homelessness.

To achieve the multiple purposes, the program content for the launch events was similar for each location however the presenters/panel members were specifically chosen for relevance to the local area and to demonstrate the cross-sector nature of the project and collective ownership of it.

Penrith Launch Event	Blue Mountains Launch Event	Hawkesbury Launch Event
1. Welcome 2. Acknowledgement of Country with Uncle Wes (local elder) 3. Councillor Karen McKeown, (Mayor of Penrith) 4. Wentworth Community Housing CEO, Stephen McIntyre 5. Video of Wentworth tenant, Bill 6. Panel Discussion with • Tanya Davies (MP for Mulgoa) • Stephanie Oatley (Service provider) • Greg Taylor (Project Group member – local Real Estate Agent) 7. Questions from the floor 8. Video – Mark Geyer (Heading Home Ambassador) 9. Finish • Cup of tea • Make a Pledge	1. Welcome 2. Welcome to Country with Aunty Carol Cooper (local elder) 3. Wentworth Community Housing CEO, Stephen McIntyre 4. Video of Wentworth tenant, Bill 5. Panel Discussion with • Trish Doyle MP (State MP) • Kris Newton (Project Group member from local service) • Jeff Donley (Project Group member – local Real Estate Agent) 6. Questions from the floor 7. Video – Mark Geyer (Heading Home Ambassador) 8. Finish • Cup of tea • Make a Pledge	1. Welcome 2. Acknowledgement of Country with Uncle Wes 3. Wentworth Community Housing CEO, Stephen McIntyre 4. Video of Wentworth tenant, Bill 5. Panel Discussion with • Brodie Druett • Stephanie Oatley (Service provider) • Rachael Goldsworthy (Project Group – local Real Estate Agent) 6. Questions from the floor 7. Video – Mark Geyer (Heading Home Ambassador) 8. Finish • Cup of tea • Make a Pledge

LAUNCH EVENT LOCATION	RESPONDENTS		
	Influencers	General	Total (by LGA)
Penrith LGA	19	30	49
Blue Mountains LGA	16	14	30
Hawkesbury LGA	9	16	25
TOTAL (by respondent type)	44	60	104

Those who attended the Launch Events were provided with a feedback survey to complete at the close of the session. The following findings are drawn from the survey data.

A total of 104 people responded to the Launch event survey including 44 influencers (people in work or community leadership roles with potentially wider influence) and 60 general participants. Attendees at the Launch events were from diverse sectors in the community including local business (e.g. a Pharmacy, Real Estate Agents across the three LGAs, Home loan broker, Bendigo Bank), Church Ministers, state government services, local Councils, Members of Parliament, media, Community leaders (e.g. Aboriginal elders), sport club, Service clubs (Rotary and Lions), RSL Club and representatives from a variety of community organisations and groups.

Information packs were distributed at the Launch Events which included a Heading Home Project Summary, Myths and Facts About Homelessness information sheet, a Homelessness Support Pledge sheet, contact details for making contributions to the collective impact project.

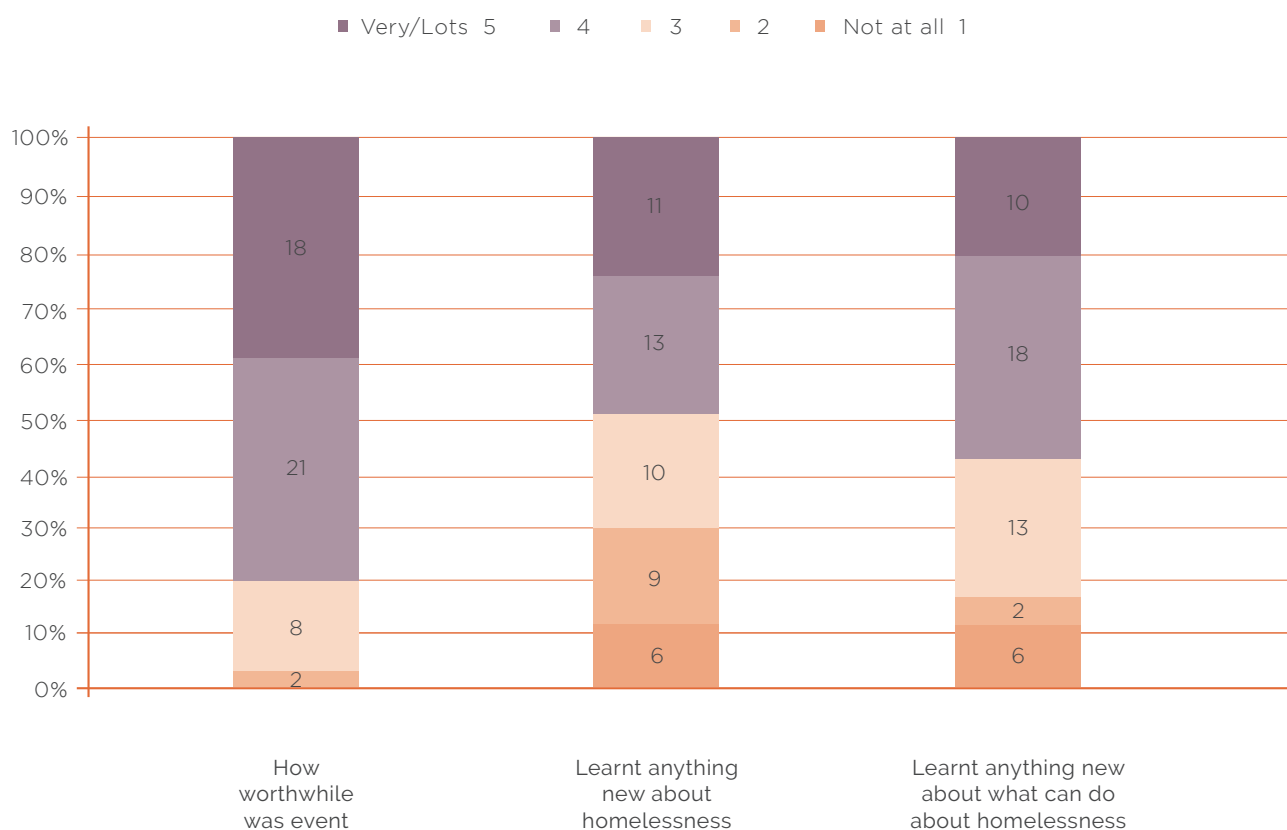
Data collated from the participant survey at the three Launch Events combined shows:

- 97.1% rated positively (rating 3-5) for how worthwhile they feel the event had been
- 78.8% rated positively (rating 3-5) for their new learning about homelessness
- 87.5% rated positively (rating 3-5) for new learning about what they can do about homelessness

Given the event audience at each event included some Specialist Homelessness Services workers the findings on new learning about homelessness and what to do are very positive. It is assumed that the new learning for these specialist workers would be expected to be less than for other attendees.

PENRITH LAUNCH EVENT n=49	Ratings on outcome measure questions				
	Not at all 1	2	3	4	Very/Lots 5
How worthwhile was event	0 (0%)	2 (4.0%)	8 (16.3%)	21 (42.8%)	18 (36.7%)
Learnt anything new about homelessness	6 (12.2%)	9 (18.36%)	10 (20.4%)	13 (26.5%)	11 (22.4%)
Learnt anything new about what you can do about homelessness	6 (12.2%)	2 (4.0%)	13 (26.5%)	18 (36.7%)	10 (20.4%)

### Penrith LGA Launch Event Feedback Summary (n=49)

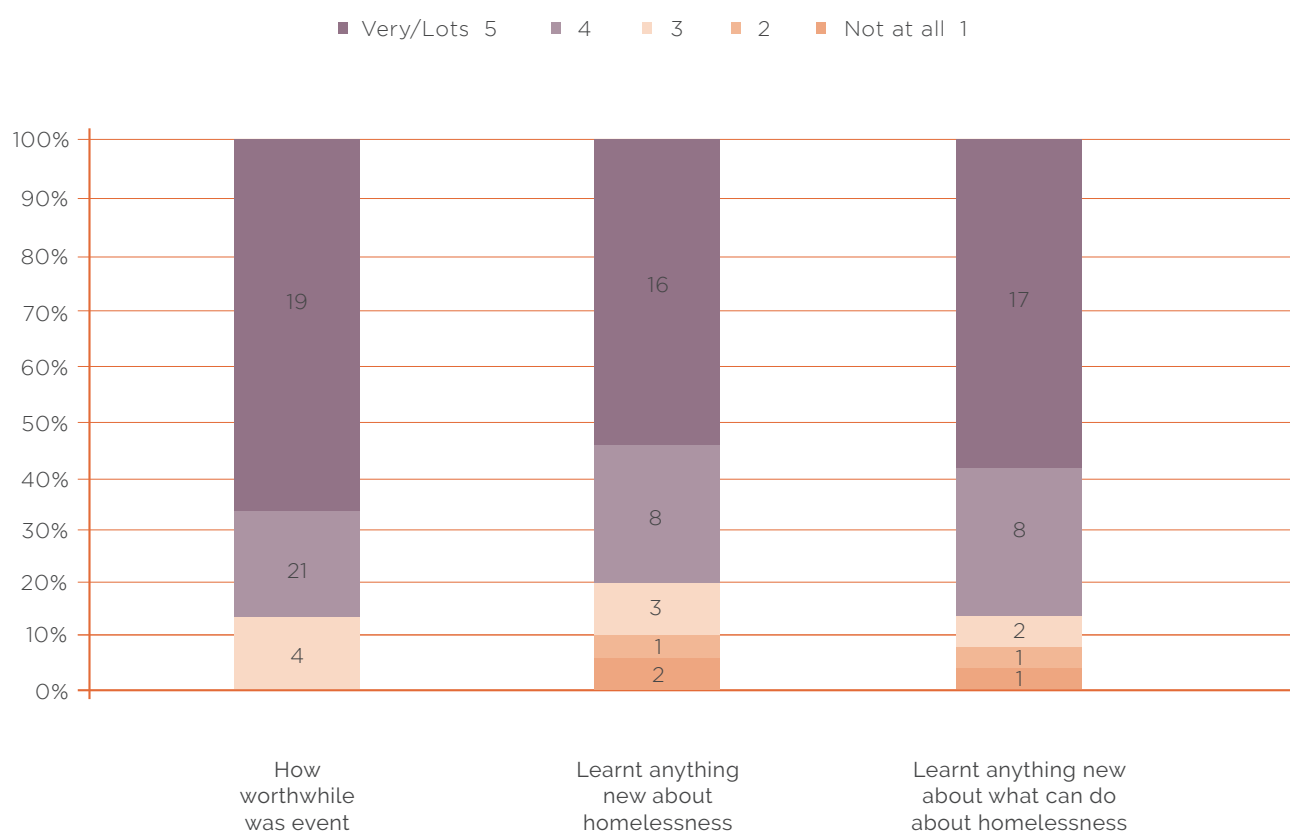


Data from the participant survey at the Penrith Launch Events shows:

- 95.9% rated positively (rating 3-5) for how worthwhile they feel the event had been
- 69.4% rated positively (rating 3-5) for their new learning about homelessness
- 83.7% rated positively (rating 3-5) for new learning about what they can do about homelessness

BLUE MOUNTAINS LAUNCH EVENT		Ratings on outcome measure questions				
n=49		Not at all 1	2	3	4	Very/Lots 5
How worthwhile was event		0 (0%)	0 (0%)	4 (13.3%)	6 (20.0%)	19 (63.3%)
Learnt anything new about homelessness		2 (6.7%)	1 (3.3%)	3 (10%)	8 (26.7%)	16 (53.3%)
Learnt anything new about what you can do about homelessness <sup>11</sup>		1 (3.3%)	1 (3.3%)	2 (6.7%)	8 (26.7%)	17 (56.7%)

### Blue Mountains LGA Launch Event Feedback Summary (n=30)



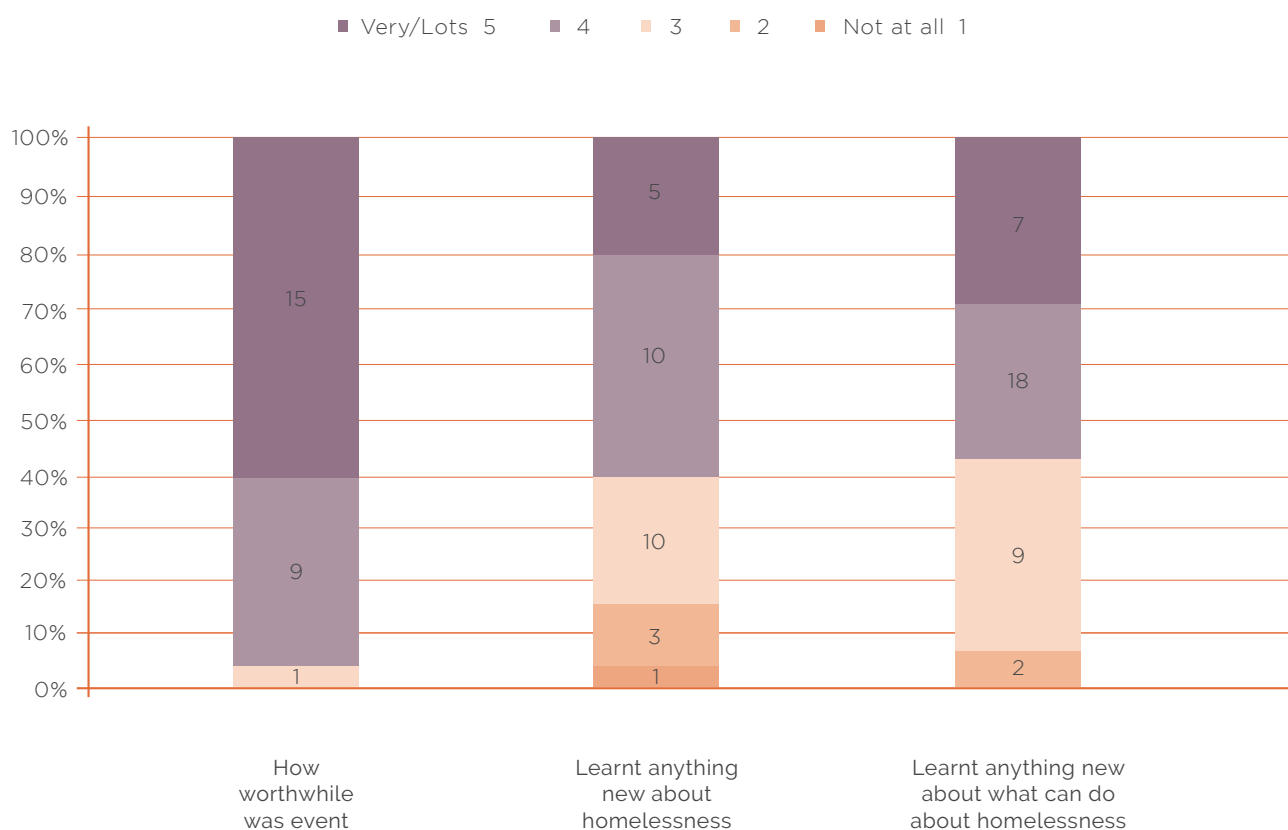
Data from the participant survey at the Blue Mountains Launch Event shows:

- 100% rated positively (rating 3-5) for how worthwhile they feel the event had been
- 90.0% rated positively (rating 3-5) for their new learning about homelessness
- 90.0% rated positively (rating 3-5) for new learning about what they can do about homelessness

<sup>11</sup> 1 no response

HAWKESBURY LAUNCH EVENT		Ratings on outcome measure questions				
n=25		Not at all 1	2	3	4	Very/Lots 5
How worthwhile was event		0 (0%)	0 (0%)	1 (4.0%)	9 (36.0%)	15 (60.0%)
Learnt anything new about homelessness		1 (4.0%)	1 (3.3%)	6 (24.0%)	10 (40.0%)	5 (20.0%)
Learnt anything new about what you can do about homelessness		0 (0%)	2 (8.0%)	9 (36.0%)	7 (28.0%)	7 (28.0%)

### Hawkesbury LGA Launch Event Feedback Summary (n=25)



Data from the participant survey at the Hawkesbury Launch Event shows:

- 100% rated positively (rating 3-5) for how worthwhile they feel the event had been
- 84.0% rated positively (rating 3-5) for their new learning about homelessness
- 92.0% rated positively (rating 3-5) for new learning about what they can do about homelessness

## Building Awareness & Mobilising Community Support - Outcomes

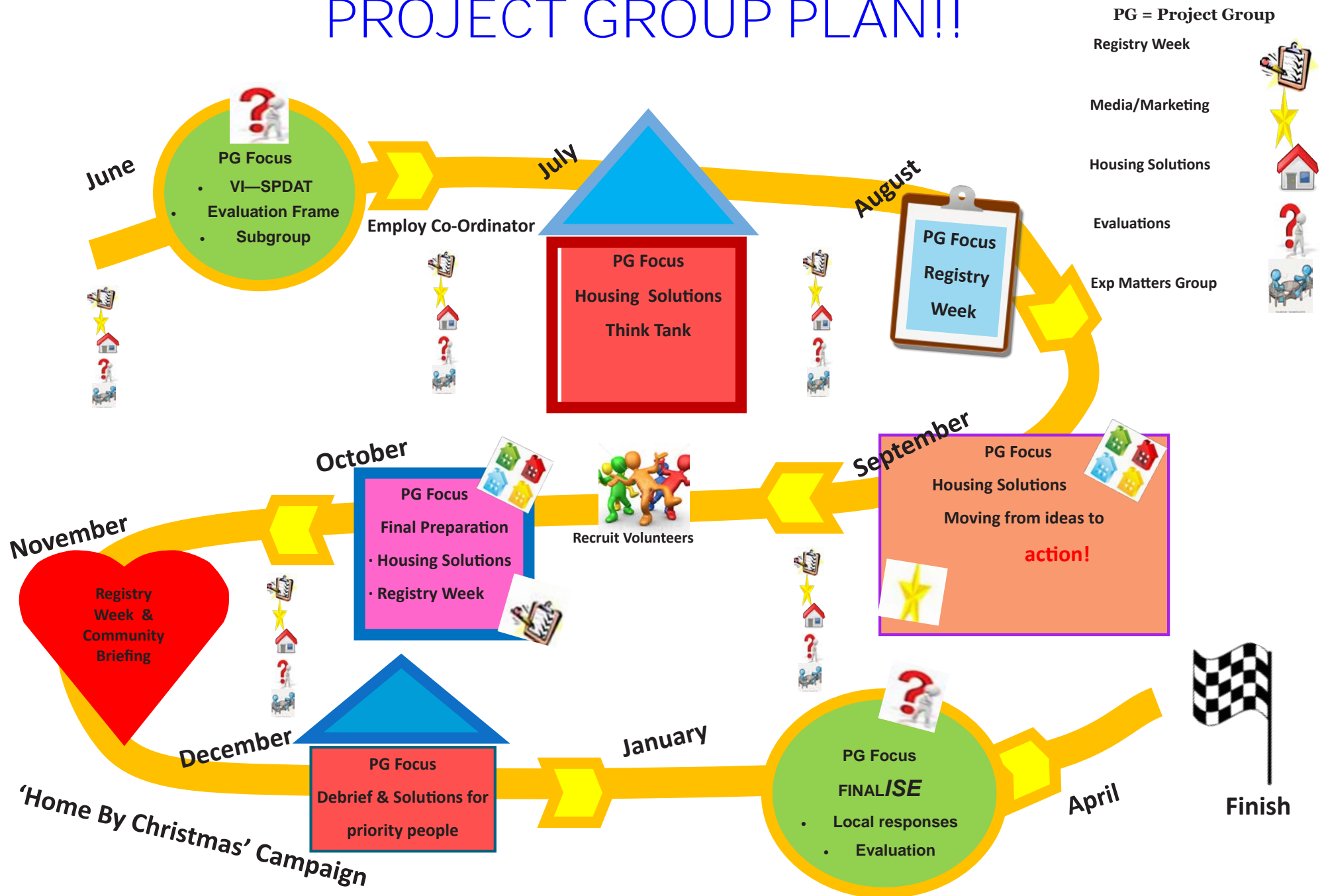
### Media Communications Campaign

The Media and Communications strategy was led by the Media Group (Sub-group of the Project Group including cross-sector membership including service providers, business and media representatives) through Stage 1 of Heading Home. Actions were driven substantially by the Wentworth Community Housing Fundraising Manager and subsequently Communications Manager. The campaign included direct promotion to print media and radio stations as well as developing a social media presence. The Communications Officer prepared media releases, arranged media interviews and provided case studies, photos (with participant consent) and homelessness myths and facts sheets for use by media in developing stories. This designated role was key in maintaining a public profile of the Heading Home project, building community awareness of homelessness as a local issue and informing the communities about local homelessness in particular. The main aims of the media communications strategy were to:

- maximise media coverage accessible to local communities to build the profile of the Heading Home project and key milestones in the project to rally community interest
- inform communities of the realities of homelessness and local homelessness in particular, and debunk commonly held myths about homelessness
- build a ground swell of community support for working on local solutions to local homelessness.

The Media Group developed a Media Strategy Plan which was approved by the Project Group. The Plan included roll out of the media strategy over 8-10 months with strategic messaging in a developmental sequence to support building momentum and to take the community along a journey of growing awareness and engagement. The graphic representation of the Media Strategy Plan journey follows.

# PROJECT GROUP PLAN!!



### Media Communications campaign outcomes included:

- Media coverage (5 articles) in local press (Penrith and Blue Mountains) on Heading Home launch and Registry Week.
- A full page article about Heading Home's appearance at the CBD Corporation coffee catch up was in the Penrith City Gazette
- Interview on Vintage FM promoting Heading Home and calling for Registry Week volunteers September 2016
- The Big Fix (article page 6) Issue No.3 Winter 2017
- Interview on Radio Blue Mountains during Homelessness Week August 2017
- August 2017 meeting with Peter Walker from BM Community Radio who was researching a broadcast on homelessness. Peter is a retired professional journalist who does 'in depth' explorations of local topics.
- Interview August 2017 with Isabelle from Penrith Press about progress since Registry Week and Tiny Homes.
- Media coverage on Heading Home being awarded a ZEST Award
- Heading Home Facebook page launched, and 484 Likes and 487 Followers achieved.

### Training of Volunteers

The first wave of project promotion and media coverage generated interest from the community in contributing as volunteers in the Registry Week held in Stage 1 of the project. A Heading Home Volunteers Position Description (see Appendix) was developed for clarity around the role. Training was provided for volunteers (4 hours training) informed by the experience of the Mercy Foundation from previous Registry Week projects in Australia. There were a total of 75 Registry Week volunteers were trained including 35 general community volunteers and 40 human services workers.

### Training of volunteers included content on:

- information about homelessness
- personal safety procedures
- ethical issues and respectful interaction with people experiencing homelessness (informed consent, taking photos)
- background and use of the VISPDAT survey tool
- operational procedures (teams, locations allocation to teams, resources) and lines of reporting (coordination points, troubleshooting)

Training was coordinated by the Heading Home Project Coordinator and delivered in partnership with the Mercy Foundation and Micah Projects based on the training program delivered in previous Registry Week projects, with some local adaptations for the current Heading Home project. Evaluation of the volunteer training program's specific learning outcomes was outside the scope of the current Heading Home Evaluation.



All volunteers were provided with the Staff and Volunteers Handbooks which included information on:

- Statement of Ethics
- Insurance
- Procedures on the Day
- Transport
- Returning to Headquarters
- What to bring
- Safety Protocol
- Incident management procedure
- Outreach tips e.g. approaching a person who is rough sleeping
- Suggested script
- Checklist to prepare for the day
- Important phone contacts

Training of volunteers was delivered at the local area level in three sessions including:

- Friday October 28 – Blue Mountains
- Sunday October 30 – Penrith
- Monday October 31 – Hawkesbury

The training of volunteers in localised groups whilst requiring more planning and resourcing did support the wider project agenda of building a place-based sense of collective responsibility for working together to end homelessness. The Launch events and Community Briefing events were likewise delivered locally for the same reason. Larger regional events would be unlikely to have the same effect.

Though evaluation of the specific learning outcomes of the training was outside the scope of the current evaluation, it is likely that the 35 general community member volunteers gained new knowledge about homelessness through the volunteer training session. The extent of that learning as well as the learning of human service worker volunteers is not known. Should

the Heading Home Project Group decide to conduct another Registry Week in future it is recommended to consider building in evaluation of the specific learning outcomes of the volunteer training.

### **Heading Home Profile and Credibility Building**

An important strategy in building community support for working together to end local homelessness was to build public credibility of the project and its endeavours through putting forward the project for sector scrutiny. Successes in this area then demonstrated the credibility of Heading Home amongst well informed sector players and this in turn helped build the local credibility of the work via media coverage of the achievements. This credibility building was probably a factor in attracting community influencers (e.g. local MPs, business leaders) to support the work of Heading Home.

A key feature of this strategy was the shared cross-sector collective identity of the project and the care taken by project leadership to share the public credit for the project. For example, at all award presentation ceremonies and sector presentations cross-sector representatives from the Project Group were the recipients and speakers (e.g. real estate agent Project Group member with housing service provider member presenting together). Research on effective collective impact has highlighted the importance of shared identity and sharing credit (Kania and Kramer 2011) for engagement in collective impact initiatives.

Achievements demonstrating the success of the Heading Home credibility building strategy included:

- ZEST Award 2017 for Exceptional Community Partnership Across a Region. The Zest Awards led by Western Sydney Community Forum are a sector acknowledgement of outstanding community service.
- Category winner (NSW) at the Australasian Housing Institute Professional Excellence in Housing Awards Presentation 2017. The Heading Home project won the Leading Community Engagement Practice category which acknowledges a project that demonstrates leading practice in encouraging, enabling and supporting tenant and/or community engagement. This award recognition amongst peers in the Community Housing Providers sector was presented with a speech on the project which was heard by other influencers present such as Senator Doug Cameron, Labor's Shadow Minister for Housing and Homelessness. As an AHI state category winner the project was then automatically entered into the AHI Australasian awards.
- Heading Home selected for presentation at the AHURI National Housing Conference in December 2017.

### **Pledges of Support from Community**

A strategy used to assist in building a sense of collective community responsibility for tackling local homelessness was to invite Pledges of support and contribution. The Pledge invitation was included in key events including Launch Events and Community Briefings as well as promoted through the Heading Home Facebook page and media releases.

A total of 75 Pledges were received including across the following categories:

- Contribution to one of the Heading Home groups (Project Group, Registry Week Group, Media Groups, Housing Solutions Group)
- Registry Week volunteering and support
- Raising awareness about homelessness in local communities
- Challenging myths around homelessness in local communities
- Advocacy and influence action (e.g. MP pledge to speak in parliament)
- Practical/in kind goods or services including:
  - > makeup and grooming classes
  - > 10 pest control inspections
  - > purchase groceries for 2 people when housed
  - > free health checks at HealthShed Nexus Pharmacy (blood pressure, medication review, cholesterol check, diabetes screen, medications pack, SMS prescription reminders)
- Money to support the work (e.g. donation of \$200; fund-raising pledge by Rotary)
- Potential housing options:
  - > A private rental flat when next vacant – pledged by a community member
  - > 2 private rental flats in a block – pledged via real estate agent

Whilst the list of Pledge statements (below) demonstrated diverse community support, the follow through on activating the pledges was limited, largely due to the departure of the Wentworth Fundraising Manager who was the driver of this part of the project. To date the take up/follow through of pledges that is known includes:

- Project Group and Registry Week volunteering,

- donation of \$200 by a community member, plus donations received by Wentworth from people engaged through Heading Home events

- donation of \$10,000 by Upper Mountains Rotary being proceeds of the Rotary Ball and the associated awareness raising about Heading Home through speeches at the Ball.

- State Member of Parliament fulfilling her pledge to speak in Parliament on homelessness.

The full list of Pledge statements made through Heading Home events follow:

- Impact Group
- Speak up about ending homelessness in the NSW parliament
- Helping the homeless to read and write and to make them feel their spirit is with them
- Pursuing every opportunity to support affordable housing and organisations working to assist those in need
- Constant campaign, publicity and follow up
- Raise awareness advocate for affordable homes and support the sector
- Hawkesbury and Hills Independents commit to getting the word out through our publications and social media

- Make up and grooming classes
- Outback Steakhouse offers its support
- Raising awareness of homelessness and seeking a way to help in some way.

- Donating \$200 to WCH

- Helping Single Parents with little children
- Supporting SHS services in the Nepean and Blue Mountains region to campaign for affordable housing and resources to support homeless people

- Being an advocate for affordable housing for all Australians

- Raise the profile of WCH in our community to know that there is an option other than complete despair

- Assisting to house homeless young people

- Bringing national attention to the work Wentworth, its staff and volunteers and the sector as a whole

- Challenging myths of homelessness

- Talking to other colleagues & friends about homelessness

- Raising awareness and challenging the myths around homelessness in my community and beyond

- change the perception of homelessness

- Joining the housing solutions working party and looking at options where my property could accommodate in fill housing

- Registry week working party

- Housing solutions - working in the local govt and advocacy to state & federal governments

- Raising awareness and being involved in any way possible

- Raising awareness in my local area to help end homelessness

- Challenge the myths about homelessness and working to find solutions

- Talking with real estate agents about participating in this campaign

- Challenging the myths about homelessness

- Encouraging local estate agents to come on board with the campaign
- Having WCH present to our club. Discussing with Mountain clubs a social event to raise money
- Raise awareness. 2. Financially support for 2 housed homeless people \$100 each to purchase groceries when housed
- Helping where you think I can!
- Registry week working party
- Promoting the project to the wider community
- Continuing to advocate for improvements for homeless people by promoting the objectives of this wonderful project
- Continuing to provide our street level services to the homeless and at risk
- Sharing this project with our organisation and raised awareness within the community
- Continue to be an active player of the housing solutions team
- Being a volunteer in registry week
- Finding out how our organisation can support this amazing initiative
- Delivery of motivational educational and training materials building awareness in the community that included sharing of success stories
- Joining one of the working parties - City of Sydney RSL sub branch
- Find a working group to help in
- Providing educational support and training
- Talking to my local real estate about the ending homelessness campaign
- Sydwest Multicultural services Collaborating with the project sharing our CALD expertise the get better outcomes
- Joining and working with evaluation, experience and registry groups
- Joining and working with evaluation, experience and registry groups
- Joining and working with evaluation, experience and registry groups
- Finding 10 properties to house adults we reach through registry week
- Supporting heading home through volunteering, mentoring and connecting
- Joining the committee to help find housing solutions
- Supporting the campaign through advocacy and volunteering our time during registry week
- Joining the Housing Solutions working party and to volunteer for registry week
- Registry week working party
- Volunteer for registry week
- Donate pest control to first 10 houses
- Registry week working party
- Contacting the group to ensure all voices are heard in the survey
- Supporting veterans to secure safe sustainable accommodation, through Homes for Heroes
- Commit to raising the profile of this project
- Hawkesbury Salvation Army commits to helping where needed to end homelessness and support HH
- Raise Awareness
- Helping develop pathways for the homeless to reconnect through education and employment
- Helping to drum up support for this project
- Calling my local MP, talking to other colleagues, challenge the myths
- Continued support and advocacy for people who are homeless in Hawkesbury
- Raising the profile of this project and changing policy to end homelessness
- giving my time as a volunteer for ending homelessness
- Promote a change in homelessness policy and systems
- Linking people in need to services and raising awareness
- Raising awareness of homelessness across the community
- Talk to my local real estate agent to encourage their participation
- Registry Week volunteer

COMMUNITY BRIEFING LOCATION	RESPONDENTS		
	Influencers	General	Total (by LGA)
Penrith LGA	3	24	27
Blue Mountains LGA	3	22	25
Hawkesbury LGA	1	10	11
TOTAL (by respondent type)	7	56	63

## Community Briefings - Outcomes

Community Briefings were held in each LGA following Registry Week completion and included presentation of the findings from data collected from the VISPDAT surveys completed. The briefings included:

- Blue Mountains on 11/11/16
- Penrith on 14/11/16
- Hawkesbury on 14/11/16

Media coverage of the findings from Registry Week was coordinated with the Community Briefings to build further momentum and widen the information distribution about the profile of homelessness in local areas.

The purpose of the Community Briefings was to:

- provide feedback to volunteers on the findings from their work conducting surveys during Registry Week
- educate the community about the profile of homelessness in local areas
- further engage the community into collective local action on homelessness.

Those who attended the Community Briefings were provided with a feedback survey to complete at the close of the session. The following findings are drawn from the Community Briefing survey data.

A total of 63 people responded to the Community Briefing event survey including 7 influencers (people in work or community leadership roles with potentially wider influence) and 56 general participants.

Data from the participant surveys completed at the three Community Briefing combined shows:

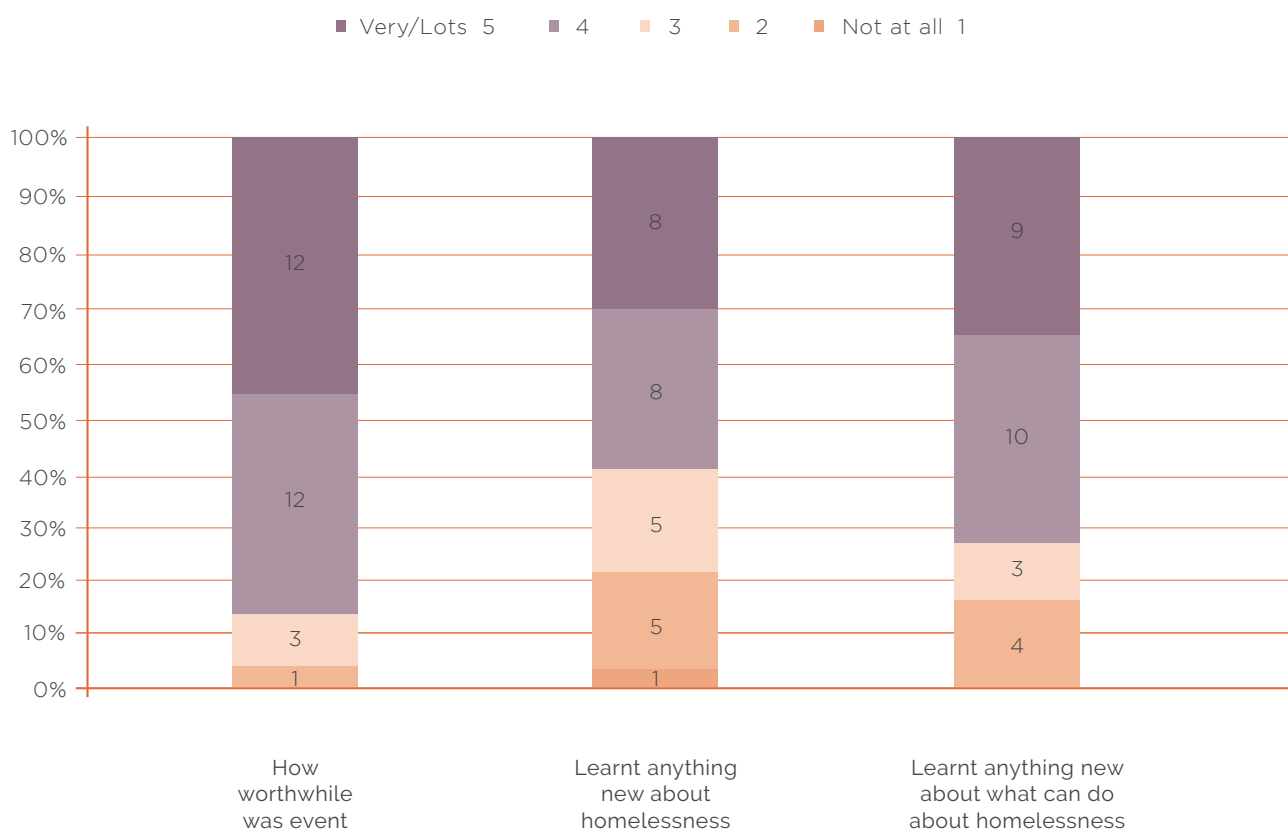
- 100% rated positively (rating 3-5) for how worthwhile they feel the event had been for them
- 85.7% (53) rated positively (rating 3-5) for their new learning about homelessness
- 79.4% (50) rated positively (rating 3-5) for new learning about what they can do about homelessness

Given the Briefing audience at each event included some Specialist Homelessness Services workers the findings on new learning about homelessness and what to do are very positive. It is assumed that the new learning for these specialist workers would be expected to be less than for other attendees.

Findings from surveys for each LGA follow below.

PENRITH BRIEFING n=27 Influencers n=3 Other Participants n=24; Question	Rating 1 - Not at all		Rating 2		Rating 3		Rating 4		Rating 5 - Very/Lots	
	Partic	Inf	Partic	Inf	Partic	Inf	Partic	Inf	Partic	Inf
How worthwhile has this event been for you	0	0	1	0	2	1	10	1	11	1
Have you learnt anything new about homelessness here today	1	0	3	2	5	0	7	1	8	0
Have you learnt anything new about what you can do about homelessness (1 no response)	0	0	3	1	1	2	10	0	9	0

### Penrith LGA Community Briefing Feedback Summary (n=27)

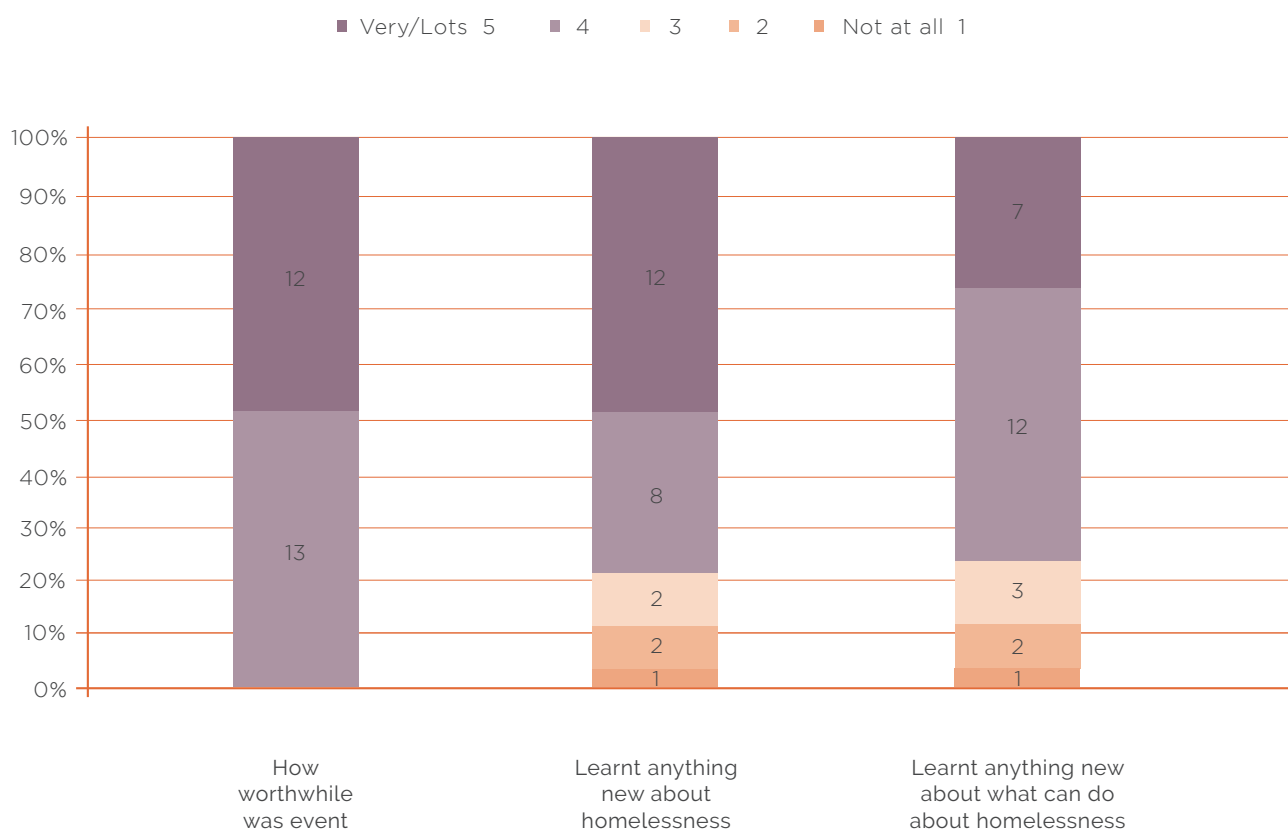


Data from the participant survey at the Penrith Community Briefing shows:

- 96.3% (26) rated positively (rating 3-5) for how worthwhile they feel the event had been for them
- 77.8% (21) rated positively (rating 3-5) for their new learning about homelessness
- 81.5% (22) rated positively (rating 3-5) for new learning about what they can do about homelessness

BLUE MOUNTAINS BRIEFING n=25 Influencers n=3 Other Participants n=22	Rating 1 - Not at all		Rating 2		Rating 3		Rating 4		Rating 5 - Very/Lots	
	Partic	Inf	Partic	Inf	Partic	Inf	Partic	Inf	Partic	Inf
How worthwhile has this event been for you	0	0	0	0	0	0	12	1	10	2
Have you learnt anything new about homelessness here today	1	0	2	0	2	0	7	1	10	2
Have you learnt anything new about what you can do about homelessness	1	0	2	0	3	2	10	2	6	1

### Blue Mountains LGA Community Briefing Feedback Summary (n=25)

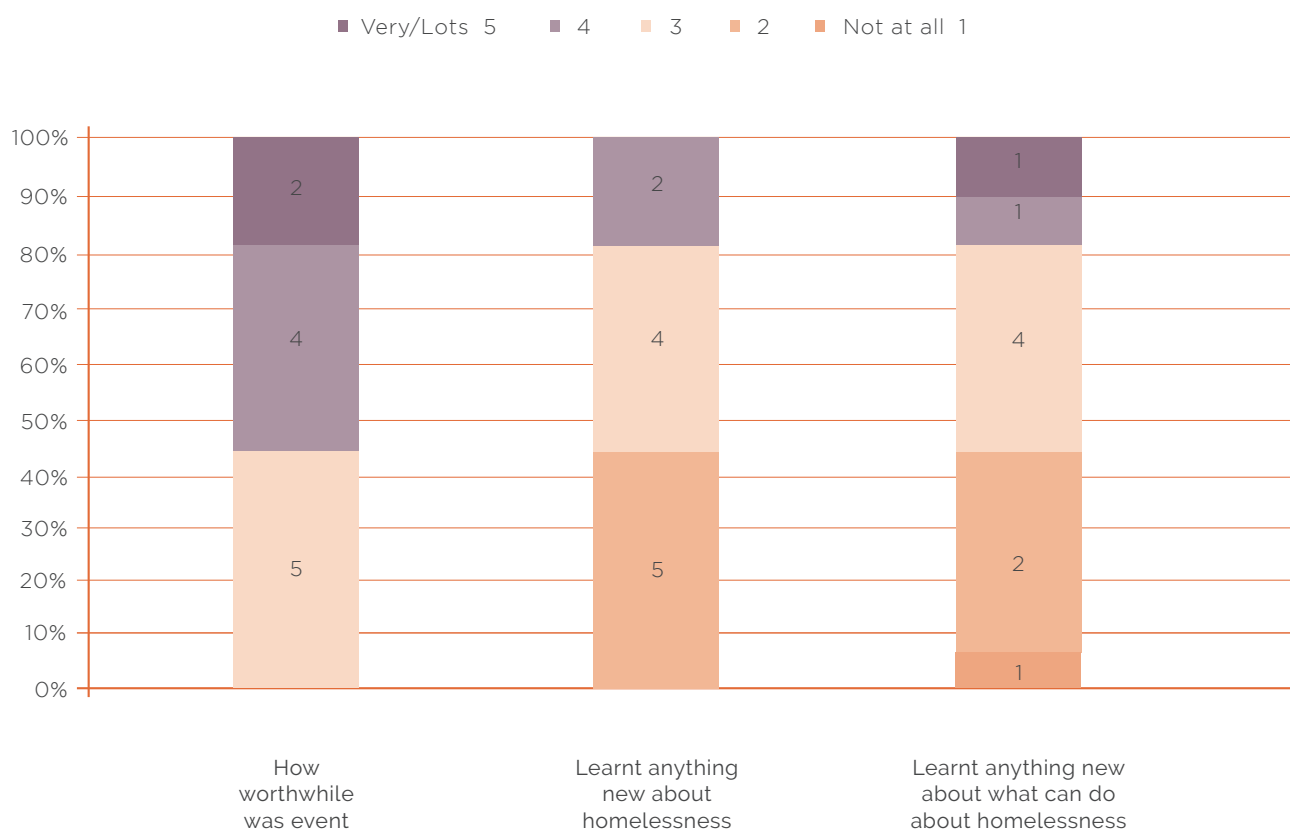


Data from the participant survey at the Blue Mountains Community Briefing shows:

- 100% (25) rated positively (rating 3-5) for how worthwhile they feel the event had been for them
- 88.0% (22) rated positively (rating 3-5) for their new learning about homelessness
- 88.0% (22) rated positively (rating 3-5) for new learning about what they can do about homelessness

HAWKESBURY BRIEFING n=11 Influencers n=1 Other Participants n=10	Rating 1 - Not at all		Rating 2		Rating 3		Rating 4		Rating 5 - Very/Lots	
	Partic	Inf	Partic	Inf	Partic	Inf	Partic	Inf	Partic	Inf
How worthwhile has this event been for you	0	0	1	0	5	0	4	0	1	1
Have you learnt anything new about homelessness here today	0	0	5	0	3	1	2	0	0	0
Have you learnt anything new about what you can do about homelessness (1 no response)	1	0	4	0	3	1	1	0	1	0

### Hawkesbury LGA Community Briefing Feedback Summary (n=11)



### Data from the participant survey at the Hawkesbury Community Briefing shows:

- 100% (11) rated positively (rating 3-5) for how worthwhile they feel the event had been for them
- 54.5% (6) rated positively (rating 3-5) for their new learning about homelessness
- 54.5% (6) rated positively (rating 3-5) for new learning about what they can do about homelessness



## **Community Initiated Requests & Actions Indicating Community Engagement**

It is difficult to measure the full extent or impact of increased community awareness around local homelessness as it appears that at least some of those who learnt about local homelessness through project events carried that knowledge forward to others. Some indications that Heading Home project activities and events probably acted as ripples into the community, include community-initiated requests and actions that became known to the Project leadership.

- Trish Doyle, State Member of Parliament following participation in Heading Home events made a significant speech in State Parliament on the need for affordable housing and on Heading Home.

- Susan Templeman Federal Member of Parliament – an influencer engaged in Heading Home from the early stage of the project has taken learning from Heading Home forward into meetings she has initiated with Hawkesbury stakeholders to address rough sleeping in the area. The Wentworth Divisional Manager Community Services described the ripple carried forward. "... Susan convened meetings of key decision makers in the Hawkesbury and invited agencies to consider a collective approach to end rough sleeping and asked me to present on the approach. The Mayor of Hawkesbury City Council is leading active involvement from Council in the proposed project".

This ripple into Hawkesbury has progressed to the stage of a formal proposal to Hawkesbury Council for a pilot Tiny House Village in the Hawkesbury and to Council considering potential sites. The previous ground work from the Heading Home strategies gives fertile ground for such ideas to have greater chance of development.

- Penrith Council have also followed up from the Heading Home project engagements. Council requested a presentation on the Tiny Homes housing solution concept and expressed interest to see how the Gosford Tiny Homes site is going. The Heading Home Group followed up and invited the Penrith Mayor to join the Group's inspection trip of the Gosford village and to meet with the CEO of the foundation sponsoring that village.

- Blue Mountains City Council met with Heading Home to review possible sites for a Tiny Homes project and have since met internally to further consider the concept.

- Blue Mountains City Council is supporting the Garden Studios Expo to be held in November 2018.

- A request for and subsequent delivery of training in October 2017 for Blue Mountains Council Customer Service team (counter staff, as potential first responders) on recognising and responding to people who are or at risk of homelessness.

- A request for and subsequent delivery of training in October 2017 for Blue Mountains Council Rangers and Library staff on 'Responding to People Who are homeless or at Risk of Homelessness'.

- A request for and subsequent delivery of a presentation to a Bush Walkers group on how to assist people experiencing homelessness, particularly if rough sleeping in bushland.

- Heading Home appearance at the CBD Corporation coffee catch up in Penrith, which subsequently also gained media coverage in local press. This later led to the CBD Corporation donating winter warmers for distribution during winter 2017 and again in 2018.

- A request for and delivery of a presentation to a local school community.

- Further engagement with Upper Mountains Rotary Club who then held a Ball to raise funds to support Heading Home housing solutions.

- 'Beds on Wheels' were referred by a FaCS officer who had heard about Heading Home. The owners checked out the Heading Home Facebook page and made contact with Heading Home. They are developing a business plan to refurbish caravans to provide emergency/transitional accommodation for people whilst seeking a permanent home. They plan for Rotary/church clubs to sponsor a van each and provide volunteers on site and for Specialist Homelessness Services to work with people to find a permanent home. It is yet to be seen how far this concept may develop.

- Several local residents have come forward to the project either directly, through local Members' offices or through agencies such as NSW Health with ideas, offers and suggestions for projects on their properties. Whilst still in the very early stages of conceptualising, this points to Heading Home project reach and influence.

It is anticipated that the results of some of these ripples into the community may emerge over the next 2-5 years.

## **Housing Solutions Survey to test ideas with people with lived experience**

Housing Solutions Survey was conducted to test interest and agreement of people who have lived experience of homelessness, with possible housing solution options. The survey was conducted in November 2016 at Penrith Homeless Hub and Hawkesbury Hub. A total of 11 responses were received from Penrith Hub and 0 from Hawkesbury. The profile of respondents is set out in the table below.

Characteristic	(n=11)	Number & Percentage
Gender	Female	6 (54.5%)
	Male	5 (45.5%)
Age Group	Under 25 years	1 (9.1%)
	25- 34 years	1 (9.1%)
	35 - 44 years	2 (18.2%)
	45 - 54 years	4 (36.3%)
	55 - 64 years	0 (0%)
	65 years or over	3 (27.3%)
Alone or with others	Alone	3 (27.3%)
	With partner	4 (36.3%)
	With friends	0 (0%)
	Have dependents	2 (18.2%)

Responses regarding the housing solutions options explored are set out below.  
Respondents were not limited to supporting one idea.

(n=11)	Housing solutions idea					
Questions	Tiny Homes	Granny Flat	Housing Locator	Home in a Box	Skills Confidence	Build Social Connections
Helpful Options For You?	10	8	8	8	7	8
Helpful option for others?	8	9	8	8	8	8
Missed any other options?	<b>Comments included:</b> <ul style="list-style-type: none"> <li>• More links in Community Services. Education for younger generation, too much medication for these people.</li> <li>• Maintenance for Housing NSW properties.</li> <li>• More support around depression, and reading and writing.</li> <li>• People with mental issues should be a priority.</li> <li>• Two Children (age 17, 20) with disabilities.</li> <li>• Education Resources - Free Training Centres - Age Group Focus on Employment</li> <li>• Criteria for employment for over 50's</li> </ul>					

Although the sample size of respondents was small for the Housing Solutions Survey it indicates majority support for further exploring the housing solutions ideas tested.

## Reflections from Project Group

In June 2017 the evaluator attended the Heading Home Project Group meeting for a group reflective discussion on the Heading Home Project (12 members present). Members were also given an individual survey to complete and return (4 members returned individual surveys). Mercy Foundation representative from the Group (Stage 1) were also interviewed. The survey included open qualitative questions as well as quantitative rating questions. The following summarises feedback from that process.

Characteristic	Not at all - 1	2	3	4	Very/Lots - 5
How worthwhile has this project been for you?				50% (2)	50% (2)
Have you learnt anything from the project?			25% (1)	25% (1)	50% (2)
Have you learnt anything relevant to how we can impact homelessness here?			25% (1)	25% (1)	50% (2)

## Qualitative Feedback on Heading Home – Project Group Members

Focus Question	Responses (12 members participated in group discussion)
<p>Thinking back to when you came into the project..... what were you feeling about the level of understanding in the community and general housing sector about homelessness here?</p>	<ul style="list-style-type: none"> <li>• The housing and homelessness sector had a fair understanding of homelessness in the Hawkesbury area but the community view was very limited with myths abounding.</li> <li>• I had very little understanding and I think general community was similarly uninformed</li> <li>• Having experienced many failures of other social initiatives over the years, I thought the Heading Home progress would end up the same way</li> <li>• I think some people thought that homelessness wasn't as much of an issue here as it might be in other areas, and so not worth feeling strongly about. Other people felt compassionate towards people who are homeless but weren't informed about what they could do. Others were frustrated about the negative impact homeless people had on them – i.e. taking up public spaces and making members of the public feel intimidated</li> <li>• Hopeless to try and solve this problem – no one acts, all talk</li> <li>• Myths – narrow understanding – people who are homeless are older men sleeping rough, alcoholics and those with a strong mental illness</li> <li>• Low level of empathy</li> <li>• People choose to be homeless</li> <li>• No idea support services existed or what they do</li> <li>• Don't know who's responsibility it is to fix it</li> <li>• Something should be done but who does it</li> <li>• Housing affordability – lack of housing.</li> </ul>
<p>What about now, has there been any shift in understanding? If so what worked to facilitate that?</p>	<ul style="list-style-type: none"> <li>• The housing and homelessness sector has a better understanding of the profile of rough sleeping homelessness in the local area through the VI Survey tool. The collaboration of services has brought a diverse range of services and businesses together for the first time</li> <li>• Yes I have personally learnt a lot and am now more aware of the many local organizations that are working in the area. Regular meetings with various organizations was very informative</li> <li>• Now, after listening to all the reports from the other teams I have been blown apart by the positive results and can now see a way of going forward</li> <li>• I think there's been a shift in understanding from those working with the project, but the broader community haven't been reached. It's difficult to engage the broader public unless there is a 'big story' to get in the media. Tiny Homes might provide that opportunity if it goes ahead.</li> <li>• It's not a choice people make</li> <li>• Society can make a difference e.g. Rotary now helping in the project and through donations – the recent Black and Silver Ball was a high profile event and proceeds were exclusively donated to Heading Home – over \$10,000</li> <li>• We are at the front edge of changing the story</li> <li>• There's been a shift in our knowledge and that of the community</li> <li>• Social groups help provide intel for local services and spread the word E.g. Springwood Bush Walking Club sought a presentation on rough sleepers to their club meeting of approx. 50 people. In response the Club will appoint a primary and second nominated person on each walk to make contact with any homeless people they come across during a walk and to provide people with information on local services.</li> <li>• Getting out there more, spreading knowledge and helping community</li> <li>• Involving community to help solve the problem</li> <li>• Hawkesbury City Council now provide training to front office and outdoor staff - now staff are more empathetic and involved.</li> </ul>

Focus Question	Responses (12 members participated in group discussion)
<p>Often engaging community for collective impact is about 'pebbles in the pond' that send ripples out beyond the project. What's been happening out there that are signs the ripples of change are going beyond the project alone?</p>	<ul style="list-style-type: none"> <li>• The ripples are still small in the Hawkesbury community, particularly for the understanding of homelessness and the factors that contribute to rough sleeping and homelessness in general (D.V. drug and alcohol addiction, mental illness, and affordability factors).</li> <li>• Groups like Rotary getting on board</li> <li>• The media has picked up on the street count and the Tiny Homes idea</li> <li>• Local politicians might be engaging in the issue of homelessness more</li> </ul>
<p>What has been your experience of the project overall?</p>	<ul style="list-style-type: none"> <li>• Most interesting and enjoyable. Excellent to see we can make a difference.</li> <li>• My experience of this project has been generally positive.</li> </ul> <p>It was always going to be difficult to find homes for homeless people sleeping rough in the current housing market and with very limited growth in the social housing sector. The collaboration of a diverse range of organisations and real estate agents has produced some good ideas and a more hopeful environment for change to happen in the future.</p> <p>There is still a long way to go towards solving homelessness as more people continue to fall through the cracks</p> <ul style="list-style-type: none"> <li>• I think the project has worked well to bring organisations together to house people.</li> <li>• Unfortunately, I only personally came on in the last meeting but that was a good thing in a way because I saw the positive results</li> <li>• The homelessness service providers have worked well to quickly house more people than usual</li> <li>• I think there's still resources to tap into with the real estate agents, private sector and broader community</li> </ul>
<p>What has worked best overall?</p>	<ul style="list-style-type: none"> <li>• Seeing how the Tiny Homes project has managed to get Council and other local bodies on board &amp; is coming to fruition</li> <li>• The launches, the collaboration of service partners, and the quality of information through the VI Survey for rough sleepers have worked best.</li> <li>• The relationship building between service providers, govt and real estate agents</li> <li>• Broad Sector collaboration – support services / Real Estate Agents / Councils / Local-Fed Govt</li> <li>• It's not about Dollars, it's about education on what services are available.</li> <li>• Hope</li> <li>• Quality of information – delve deeper – potential to understand a lot of factors</li> <li>• Input from Real Estate Agents has been invaluable – understanding of industry form support services so can help tenancy</li> <li>• Public briefings and launches successful –brought goodwill</li> </ul>

Focus Question	Responses (12 members participated in group discussion)
What was hard/a struggle?	<ul style="list-style-type: none"> <li>• Finding housing solutions for people experiencing homelessness has been the hardest.</li> <li>• Initially getting an understanding of how we can make a difference to what I thought was a huge unresolvable issue</li> <li>• Keeping the momentum of the project going with staff changes within Wentworth</li> <li>• Having a limited budget to implement innovative ideas that came up as result of the project and the challenge of finding those funds.</li> <li>• Need more flow/continuity in length of time to turn things around</li> <li>• Finding homes is hard – homes that are affordable for people on benefits</li> <li>• Young people are more likely to disengage because they thought someone was going to give them a home and it doesn't happen quickly enough</li> <li>• Continuing engagement with community – ongoing engagement</li> <li>• Need shoes on the ground to maintain relationships</li> <li>• Can we gain more involvement from Fed/State Govt, local members, Councillors, Ambassadors in the next steps. i.e. ambassadors and media campaign was great for the launch and mobilising community support for Registry Week. What could we be asking them to do as next steps</li> <li>• Politicians involved in these meetings to hear what is happening.</li> </ul>
What have we learnt overall?	<ul style="list-style-type: none"> <li>• How to make a difference</li> <li>• While it is hard, it is possible to find homes for some people experiencing homelessness sleeping rough.</li> <li>• That a range of solutions are required to meet the needs of people in different situations and it's difficult or near impossible for one project to deliver what's needed.</li> <li>• Combining all the services into one was very productive and positive.</li> <li>• It's achievable! It is possible to end street homelessness.</li> <li>• Keep the message continuous – recently there's been a "media blackout" as social media stopped</li> <li>• How do you make public aware on a larger scale?</li> <li>• How do you get the message out in Penrith, and out into wider area of NSW?</li> <li>• How do we get broader media coverage? For what purpose?</li> <li>• What are the next goals?</li> </ul>
Media Campaign..... • What worked? • What would we do differently next time?	<p><b>Worked –</b></p> <ul style="list-style-type: none"> <li>• Facebook, print media about the Tiny Homes</li> <li>• Local papers, social media</li> <li>• The build-up to the launch worked fairly well</li> </ul> <p><b>Do differently –</b></p> <ul style="list-style-type: none"> <li>• Expand the media campaign to a grander scale by involving more high profile politicians and well known personalities</li> <li>• I believe the public have to know who can support the homeless person</li> <li>• Ensure that the continuity</li> </ul>

Focus Question	Responses (12 members participated in group discussion)
<p>Community Engagement approach ...</p> <ul style="list-style-type: none"> <li>• What worked?</li> <li>• What would we do differently next time?</li> </ul>	<p><b>Worked -</b></p> <ul style="list-style-type: none"> <li>• The project launch</li> <li>• Calling on volunteers for registry week</li> <li>• The engagement with real estate agents worked well</li> </ul> <p><b>Do differently -</b></p> <ul style="list-style-type: none"> <li>• Tap into more existing groups that can help (like done with the bushwalking group)</li> <li>• Ensure that the engagement of community leaders continues through the life of the project, particularly for the Community Briefings</li> <li>• (as in previous) - involve more high profile...</li> </ul>
<p>Launches and Community Briefings.....</p> <ul style="list-style-type: none"> <li>• What worked?</li> <li>• What would we do differently next time?</li> </ul>	<p><b>Worked -</b></p> <ul style="list-style-type: none"> <li>• The buzz around the launch</li> <li>• Involving community leaders and politicians</li> <li>• The launch worked fairly well in engaging the community sector and some community leaders</li> </ul> <p><b>Do differently -</b></p> <ul style="list-style-type: none"> <li>• Better engagement with the volunteer-based organisations to harness their strengths and improve their capacity</li> <li>• More signage and visibility of the "Homeless" brand</li> <li>• We need to ensure that the engagement of community leaders continues through to the Community Briefing stage. This was poorly attended in the Hawkesbury area.</li> </ul>
<p>Registry Week.....</p> <ul style="list-style-type: none"> <li>• What worked?</li> <li>• What would we do differently next time?</li> </ul>	<p><b>Worked -</b></p> <ul style="list-style-type: none"> <li>• Community involvement, volunteers</li> <li>• Was mostly done using the Registry Week methodology</li> <li>• The training and VI Surveying worked well.</li> </ul> <p><b>Do differently -</b></p> <ul style="list-style-type: none"> <li>• More of the same</li> <li>• Include a count of people who are homeless according to the ABS definition. I think statistics on how many people are homeless in an area is a powerful tool for advocacy, and registry week assessed the needs of rough sleepers but didn't provide a count of all the people who are homeless</li> <li>• Would have preferred to do one Briefing after Registry Week – whole region data has more impact</li> <li>• Improve the intelligence around known hotspot through local knowledge and lived experience.</li> </ul>
<p>Experience Matters strategy...</p> <ul style="list-style-type: none"> <li>• What worked?</li> <li>• What would we do differently next time?</li> </ul>	<p><b>Worked -</b></p> <ul style="list-style-type: none"> <li>• This area did not engage with people with lived experience of homelessness through an Advisory Group</li> <li>• Talking individually with people experiencing homelessness on logistics and locations for conducting VI-SPDAT Interviews</li> <li>• Surveys at Homeless Hubs with people experiencing homelessness on potential housing solutions</li> </ul> <p><b>Do differently -</b></p> <ul style="list-style-type: none"> <li>• Ensure that engagement of people with lived experience of homelessness is given more focus earlier. The knowledge of these people may have resulted in finding more hidden homelessness</li> <li>• Develop diverse engagement strategies that are not based on attending meetings</li> </ul>



Focus Question	Responses (12 members participated in group discussion)
Housing Solutions..... • What worked (thus far)? • What would we do differently next time?	Worked - • Follow up by the sponsors with the homeless people found in Registry Week • The enthusiasm of the different representatives and willingness to explore all options and share knowledge grew through the project.  Do differently - • Nothing
Are there any lessons for evaluation of projects like Heading Home?	• Yes we need to make the public aware of the success of the program • Help to know they too can make a difference • Make sure you have effective engagement with stakeholders and that you keep this current through the life of the project

**Additional comments regarding achievement of project outcomes (comments listed under each intended outcome)**

- Housing and supports to sustain it.
- >Some people received the limited housing that was available, largely through the collaboration of existing housing providers. I am concerned that there are limited resources available to support people to access and maintain housing such as in a Housing First approach, particularly for people with mental illness and D&A problems. A few of the same people in the Hawkesbury area continue to be homeless after 3 VI surveys in the area.
- Improved personal wellbeing.
- >There will be some improvements initially by/ for the limited number of people being supported into their own home, but some people will need ongoing support to maintain housing to see improvements in areas such as mental health and D&A use.
- System level – housing system will have:
- New housing stock available for people experiencing homelessness.
  - Limited outcomes in this area.
  - More accurate knowledge on homelessness in local areas.
  - The project and VI Survey has provided this for

the rough sleepers found. Hidden homelessness continues for young people, DV victims, and older women with limited means.

- Tools to facilitate smooth transition for people experiencing homelessness.
- This has been limited by the availability of housing and the limited 'wrap-around' supports available.
- More players on board to contribute to homelessness solutions in Nepean.
- Some achievements in this area such as with R/E Agents and some influencers.
- Influencers who know more about the realities of homelessness in Nepean.
- There has been limited continuing engagement with key influencers and other community leaders such as MP's particularly at the Community Briefing stage.

Community level – people in the communities of Nepean will:

- Know more about the realities of homelessness in our community (de-bunk myths).
- > Small outcomes from this project due to limited engagement, particularly with the Hawkesbury community.
- Identify and offer resources to contribute to ending homelessness in Nepean.
- > Some achievements in this area. People in the Hawkesbury Community have not been engaged well in this area.

## Conclusion from qualitative feedback

Overall the qualitative feedback indicates the Heading Home project:

- built a strong foundation of collaboration between players and was particularly strong in engaging real estate agents
- delivered greater understanding of local homelessness
- the major challenges or barriers to outcomes achievement were:
  - > sustaining engagement of community particularly influencers and
  - > the limited availability of affordable housing stock suited to the needs of people experiencing chronic homelessness

## Collaborative Work on Local Housing Solutions

Despite the strength of the Heading Home community engagement strategies and engagement with players and influencers in the private housing market the Stage 1 of Heading Home did not shake out new properties suitable for people exiting chronic homelessness, particularly those in extended rough sleeping. This is likely to be an issue of supply of suitable affordable housing for people exiting chronic homelessness. The Heading Home Project Group recognized the need for a more targeted effort on sustainable affordable housing options to meet the needs of this group. Using the collective knowledge and experience of Heading Home contributors and through active researching and testing of creative options a number of priorities have been developed from initial concepts to actionable strategies. Work has begun on these.

The strategies were tested with the community through a World Café activity conducted as part of the Community Briefings in each local area. Participants were invited to prioritise and vote on which ideas would work best to increase affordable housing supply suited for people exiting homelessness. Ideas were also tested through the Housing Solutions Survey with people experiencing homelessness (see findings in earlier section of this report). The findings of strategy testing at Community Briefings follow:

Housing Solution Concept	Votes of support at Community Briefings
Tiny houses (Church or Council land, support from SHS, tenancy management by Wentworth or private agent; fundraise for houses and project developer)	86
Secondary dwellings such as granny flats/garden studios (privately owned, support by SHS, tenancy by Wentworth or private agent, fundraise for expo and flats)	49
Employ a housing locator (focused on priority clients, expertise in secondary dwelling market, target granny flats and holiday rental conversions)	75
Welcome Home Kits and Programs (furniture, white goods, general household items for people moving into home; Support programs to assist people to develop skills and rebuild confidence and dignity; volunteer home visiting to help reduce isolation and connect people without family to local community and social inclusion activities)	63 votes
Other suggested strategies: <ul style="list-style-type: none"> <li>• Fostering for adults – matching people to families with support</li> <li>• Share house program with support/templates/good matching</li> <li>• Community groups to adopt a home and manage/care for it</li> <li>• Targets for affordable housing in new developments</li> <li>• Increase HNSW products and services and loosen eligibility criteria</li> </ul>	37 votes (total for other ideas)

Following these consultations on ideas the Project Group has further researched the details of the concepts for implementing the concepts and has established priorities to focus upon moving forward including:

- Establishing a Tiny House Village – affordable housing for people exiting homelessness
- Conducting a Garden Studios Expo to promote investment in garden studios by private landlords/ homeowners and include packages that incentivise renting out the studios to people exiting homelessness.
- Sourcing funding for employment of a Housing Locator position – with a focus on finding secondary dwelling type housing and facilitating matching for people exiting homelessness. The Project Group Work decided to continue after completion of the Heading Home original project so work on these priorities is now underway.

# HEADING HOME PROCESS

The Stage 1 report prepared by Judy Spencer (December 2017), 'Heading Home Stage 1 - Initiating a Cross-sector Project Group, Mobilising the Community and Conducting a Registry Week' details the processes for establishment of the project and the structures which supported Stage 1 and continue to support Stage 2. The Heading Home Evaluation Report should be read in conjunction with that earlier report.

In summary the key components of the Heading Home project process included:

1. Drawing together partners
2. Initial project concept, preliminary planning and resourcing of a designated project position through grant sponsorship
3. Establishment of cross-sector collective impact Project Group and Sub-Groups
4. Collective agreement to adopt the Housing First principles and approach (see below)
5. Building the sense of common purpose and direction for the work of the Project Group and Sub-groups through joint strategic planning and co-design and adoption of the Heading Home Outcomes Framework
6. Media Campaign and Communications Strategy jointly planned and developed
7. Heading Home Launch events to introduce the project, to inform and rally community support
8. Planning, volunteer recruitment and training, and delivery of a Registry Week using methodology used previously in other locations. Heading Home process for Registry Week was strongly informed by the experience of Mercy Foundation, Micah Projects in Brisbane, the Ruah Project in Perth, Homelessness NSW, the Newcastle Registry Week Project in NSW and the Inner City of Sydney Registry Week Project. Heading Home extended on that past and focused on conducting a Registry Week as a

first step in a larger project using an ecological model for mobilize community support, systems players from community, government and private sectors to generate place-based housing solutions.

9. Community Briefing events to present Registry Week findings and build further community engagement for the ongoing work to end local homelessness
10. Collaborative research and exploration of housing solutions (blue sky ideas)
11. Testing potential housing solutions concepts with both the community and with people with lived experience of homelessness
12. Developing ongoing structures and collective priorities and plans for the ongoing work to end local homelessness.

## Agreement to Adopt the Housing First principles

These principles were adopted from the Canadian Housing First '20,000 homes campaign' and were agreed as principles to underpin the Heading Home project.

Housing First: Permanent, safe, appropriate and affordable housing with the support necessary to sustain it, happens first and fast. We believe housing is a right for all.

- Knowing who's out there: Every homeless person is known by name because someone has deliberately gone out onto the streets, into shelters and wherever necessary to find them, assess their needs and meet them where they are at. That's what we've just done through Registry Week surveys.

- Tracking progress: Local teams and the national campaign will use regularly collected, person-specific data to accurately track progress toward our goal. We will be transparent in our progress through good times and bad. We'll also be tracking people housed.

- Improving local systems: We will seek to build coordinated housing and support systems that are simple to navigate, while targeting resources quickly and efficiently to the people who need it the most.

- Mission focused: We are not interested in who gets credit or who gets blame. We are only interested in achieving our objective and ending homelessness.

Taking Action: We favour action over perfection and will find a way to meet our objectives, despite the challenges that will come."

Based on the data collected the Heading Home project was for the most part implemented as intended with the exception of:

- The Experience Matters Advisory Group of people with lived experience of homelessness was not established. The challenges of engaging people experiencing chronic homelessness was a factor in this. Individuals experiencing homelessness were consulted during the lead up to Registry Week to provide advice on logistics and locations. There was also a small amount of testing of ideas with people with lived experience through the Housing Solutions Survey.

- the intention to train potential first responders to homelessness (Schools, Real Estate Agents etc) and then to engage TAFE or Uni students to gather data from potential first responders in the community to test whether they now felt more equipped and confident to find a pathway to a home for people experiencing homelessness. This was an ambitious intention requiring substantial planning and resourcing to happen. This remains on the Project Plan for the future but is only realistic if the main barrier of limited affordable housing can be addressed first.

The following section provides a context and analysis of the process of the Heading Home project

### **Context for Reviewing Heading Home Process**

Over the past two decades there has been increasing recognition that social problems with interactive contributing factors at the individual, neighbourhood/community and societal systems levels require multi-level responses to solve (Garbarino 1995, Tomison 2002 <sup>12</sup>). This has been further discussed across a number of social policy areas with building understanding of the complexity of resolving intractable "wicked problems" (Head and Alford 2015)<sup>13</sup>

Head and Alford (2015) in their review provide some insights into the challenges of tackling a 'wicked' problem and state "failures and unintended outcomes are likely to be endemic in many complex areas of policy and program delivery, for several reasons (all of which are challenges in tackling homelessness):

<sup>12</sup> Tomison, A. (2002/3) Are We Meeting Family Needs in Australia? Keynote address Family Services Australia Annual Conference 'Connecting Families and Communities, Darwin. An abridged version of this paper was presented at the 8th Australian Institute of Family Studies Conference, February, 2003.

<sup>13</sup> Head, B., Alford, J. (2015) Wicked Problems Implications for Public Policy and Management. Administration and Society Vol 47, Issue 6, 2015

1. The 'problems' are poorly identified and scoped.

2. The problems themselves may be constantly changing.

3. Solutions may be addressing the symptoms instead of underlying causes.

4. People may disagree so strongly that many solution-options are unworkable.

5. The knowledge base required for effective implementation may be weak, fragmented or contested.

6. Some solutions may depend on achieving major shifts in attitudes and behaviours (i.e. future changed conduct on the part of many citizens or stakeholders); but there are insufficient incentives or points of leverage to ensure that such shifts are actualised."

A 2007 Australian Government discussion paper on wicked intractable problems (APSC 2007 cited in Head et al 2015) suggests that the general aim when dealing with intractable problems should be to achieve 'sustained behavioural change' through 'collaboration' as a response to 'social complexity'. "The report outlines several techniques that could be employed, emphasising that new processes and thinking are required. For example (APSC 2007: 35-6):

- The ability to work across agency boundaries — as wicked problems do not conform to the constraints of organisations there is a need to work across agency boundaries.

- Increasing understanding and stimulating a debate on the appropriate accountability framework—existing frameworks may constrain attempts to resolve wicked problems.

- Effectively engaging stakeholders and citizens in understanding the problem and in identifying possible solutions. Behavioural changes are more likely if there is a full understanding of the issues by stakeholders.

- Additional core skills — develop skills in communication, big picture thinking and influencing skills and the ability to work cooperatively.

- A better understanding of behavioural change by policy makers — although the traditional ways by which governments change citizens' behaviour will still be important (e.g. legislation, regulation, penalties, taxes and subsidies), such practices may need to be supplemented with other behaviour-changing tools that better engage people in cooperative behavioural change.

- A comprehensive focus and/or strategy— as wicked problems have multiple causes they require sustained effort and resources.

- Tolerating uncertainty and accepting the need for a long-term focus as solutions to wicked problems are provisional and uncertain, and this fact needs to be accepted by public managers and Ministers. There are no quick fixes and solutions may need further policy change or adjustment."

The development and evaluation of collective cross-sector collaborative approaches (Kania and Kramer 2011; Keast 2012) aiming to solve complex intractable "wicked problems" have emerged and lessons for current practice can be gained for this. In light of this it is worthwhile to analyse the process of establishing and conducting the Heading Home project through the lens of the collective impact research and subsequently to identify any potential process or systems barriers to achieving desired the outcomes.

## Analysis of Heading Home Project in Light of Collective Impact Research

Kania and Kramer (2011)<sup>14</sup> summarise the features, conditions and developmental process for effective collective impact. Although the Heading Home project did not articulate at the outset that they specifically intended to implement the features, conditions and processes identified in collective impact research, it appears the extensive practice wisdom brought together in the Heading Home collaborative resulted in such.

Evaluation data used for analysis of the Heading Home processes in light of this research included:

- evaluator attendance and observation at key events and Project Group meetings at key stages
- Project Group and sub-group meeting minutes
- qualitative data provided (the story of the process) by Wentworth Heading Home Project Officer, and Divisional Manager Community Services
- survey completed by Project Group members, which included qualitative and quantitative data.

Below is a list of the Five Conditions of Collective Impact Success (Kania and Kramer 2011) and a summary of corresponding elements of the Heading Home project:

<sup>14</sup> Kania, J. Kramer, M. (2011) *Collective Impact*. Stanford Social Innovation Review. Winter Issue 2011  
[https://cdn.ymaws.com/www.lano.org/resource/dynamic/blogs/20131007\\_093137\\_25993.pdf](https://cdn.ymaws.com/www.lano.org/resource/dynamic/blogs/20131007_093137_25993.pdf)

**1. Common agenda:** A shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions.

In establishing Heading Home, considerable focus was given to developing an agreed outcomes framework which would define success and inform the evaluation. This occurred in the early part of Stage 1 of the project.

The adoption of the Housing First approach focused the project on the primary goal being to house people experiencing homelessness as quickly as possible. Analysis of data collected from people experiencing homelessness in local areas in Registry Week built a common understanding of the nature and extent of homelessness locally and formed a rallying point for engaging diverse players in shaping collective action to address homelessness locally. The Heading Home Project Group was the collective decision making group formed and sustained throughout to project to the current day, to set the agreed plan of actions. The Heading Home Project Plan (see Appendix) set strategic and operational directions, and articulated roles and responsibilities and report lines. The collaboratively designed project branding further reinforced the collective identity and common agenda.

**2. Shared measurement systems:** Collecting data and results consistently across all players ensures efforts remain aligned and participant organisations hold each other accountable.

The Heading Home Outcomes Framework specified performance measures on quantity, quality and outcomes and shared tools were used for data gathering on these. The Project Group regularly reviewed, together, the progress on housing people on the combined Homelessness Register which kept



focus on the primary goal and built in joint accountability. Maintaining this focus also meant the need for strategic collective action to address the shortage of affordable housing stock was recognised as the joint priority and the project evolved to commence concentrated efforts on this.

**3. Mutually reinforcing activities: Participant organisations activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.**

In Heading Home, roles and activities were differentiated and managed by specific sub-groups established and reporting to the overall Project Group (project governance and strategy). The sub-groups included:

- Registry Week Group - focus on operational planning, preparation (including recruitment and training of volunteers; logistics and support, data processes) and delivery of Registry Week,
- Media/Communications Group - leading the operational level implementation of the communications and media strategy
- Experience Matters Group - people with lived experience of homelessness providing advice on project strategies and possible future solutions,
- Housing Solutions Group - service delivery focus, exploring and developing solutions for the housing.

By the early phase of Stage 2 the sub-groups were discontinued as their primary work was completed and the Project Group continued with the new direction and focus of collective actions to increase local affordable housing stock for people experiencing homelessness. The work of the Project Group on this is continuing as at the end of the evaluation period.

**4. Continuous communication: Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.**

In Heading Home, continuous communication was achieved through regular meetings of the Project Group and sub-groups (stage 1 only) as well as communications at key points to the wider community. This included community influencers such as MPs and communication to interagencies and Councils via Project Group Council representatives and the Heading Home Project Officer. The continuity of communications appears to have been important for maintaining momentum and keeping homelessness on the local agenda and this in turn probably paid dividends for gaining the level of commitment for ongoing work to develop new affordable housing solutions.

**5. A backbone support organisation: Creating and managing collective impact requires a backbone organisation and staff with specific skills to serve as the backbone for the entire collective initiative.**

In Heading Home the 'backbone' functions were fulfilled by Wentworth Community Housing (Wentworth) including the Divisional Manager Community Services, the part-time Heading Home Project Officer appointed for the role and later in Stage 2 by the Project Manager Heading Home.

The Stage 1 Heading Home Project Officer role was made possible through the Mercy Foundation grant (\$50,000) and included the following:

- Primary responsibility for coordination and operational roll-out of Nepean Registry Week 2016.
- Organising recruitment of volunteers and team leaders for Registry Week.
- Detailed Project Planning, execution of plans and regular reporting through the Project Group.
- Developing reports and articles for the Media Campaign in conjunction with the Media sub group.
- Developing promotional material with Ambassadors and project members to champion the project across the community and increase reach into the community.
- Leading all Operational components of Registry Week.
- Assisting Mercy Foundation deliver training to registry week volunteers, including training on the use of VI-SPDAT.
- Coordinate Specialist Homelessness Services and mainstream agencies to respond with housing and support solutions for people with high VI-SPDAT scores.
- Encourage innovative responses from the Project group on housing solutions.

The Stage 2 Heading Home Project Manager role reporting to the Divisional Manager Community Services is a strategic position to drive ongoing work of Heading Home through bringing together community leaders and influencers across private and community housing sectors, government, local business and community sectors to respond to homelessness. The role includes:

- Focus on innovative and nimble housing solutions, including generating a Tiny Homes pilot project
- Hold an expo to promote detached garden studios to home owners
- Create shared value propositions for the private, community and government sectors
- Identify resources and create opportunities through use of local networks and assets
- Manage and extend cross agency collaboration
- Assist with developing cases to secure land and funding
- Manage the project plans for project activities
- Engage senior community stakeholders and prepare submissions.

The research informed important functions of the 'backbone' organisation (Kania and Kramer 2011) for effective Collective Impact and the corresponding components of Heading Home are:

1. Provides overall strategic direction. In Heading Home this was achieved by Wentworth providing the secretariat role for the Project Group and facilitating joint setting of strategic directions through that group. The Project Group with secretariat support developed the Heading Home Project Plan (see Appendix) detailing objectives, strategies, roles and responsibilities and time framed actions to be worked on together. The Project Group being the strategic level decision making group in hind sight appears to have been an important factor for building the collective sense of ownership over the project. The secretariat support was important for the Project Group, made up of diverse membership, to maintain collective momentum and the strategic focus over time which was informed by Housing First principles. The chairing of the Project Group meetings by an experienced senior level manager in Wentworth supported the strategic focus, while the support of the Heading Home Project Officer ensured relevant operational level information could be provided readily as needed to the Project Group.

2. Facilitates dialogue between partners. In Heading Home this was achieved by the style of facilitation of group meetings which included both business processes such as per-set agenda and circulation of papers in advance, chairing and minutes circulation but also included social elements with general conversation and food.

The Heading Home Project Officer also played a key role in facilitating dialogue between partners in the collective impact work outside the Project Group and sub-group meetings through email and direct communications and keeping all partners in the loop if a member missed a meeting.

3. Manages data collection and analysis. In Heading Home data collection was guided by the Heading Home Evaluation Implementation Plan provided by the evaluator and based on the co-developed Heading Home Outcomes Framework.

Management of data collection on the agreed performance measures, including using agreed tools is one aspect of project process that could be improved as there were some gaps in data collection (e.g. timing of pre/post survey for outcomes measures for individuals and families on the Register). These became challenging gaps to fill at a later time due to the mobility and changing priorities of the target group and meant the number for whom there is a complete data set is under half the total possible sample size.

4. Handles communication. In Heading Home, communications is provided by Wentworth Community Housing differently at two levels. The broader communications strategy (communications to public, media, and key groups at the specific stages of the project) was managed by the Wentworth Communications Officer. There were some challenges in maintaining this function when the Communications Officer resigned, which highlights the importance as identified in the literature of having some specific 'backbone' staff to resource these functions.

The second aspect of communication in Heading Home was communication between the key contributors to the collective action including the service providers and other players in the housing system such as real estate agents as well as with project sponsors/funders. This communication was managed differently at different levels including:

- at the project governance level by the Wentworth Divisional Manager Community Services and later in Stage 2 of the project by a new position, the Project Manager Heading Home
- at the implementation level by the Heading Home Project Officer, mostly in Stage 1. The Project Officer position ceased after Stage 1 of Heading Home but this person took up another Wentworth role and so continued informally to assist with Heading Home communications for a time which helped maintain continuity until the Project Manager Heading Home was established. This helped keep the momentum of the project going.

5. Coordinates community outreach. In Heading Home the vital backbone function of coordination of community outreach was coordinated by Wentworth, again differently at different levels:

- outreach to key potential influencers such as local Members of Parliament, Councillors,

business leaders etc was managed by the senior role of Wentworth Divisional Manager Community Services. This senior level engagement was probably a key factor in successful engagement of influencers and new players beyond the service system

- outreach to community groups and local services was coordinated by the Heading Home Project Officer. This build upon existing partnerships and networks established within the community and services system.

The communications strategies of Heading Home succeeded in rallying community interest and building increased community will for addressing homelessness in local communities. This was evidenced for example by requests from community groups to be trained about homelessness and what to do (Blue Mountains Bush Walkers Group, Library staff).

6. Mobilises funding. Wentworth Community Housing fulfilled this 'backbone' function in the Heading Home project. Funding mobilised includes:

- securing initial funding for developing and conducting a Registry Week and for the part-time Project Officer position that was key throughout in Stage 1 of the project (Mercy Foundation \$50,000 funding)
- negotiating for funding of the ongoing Project Manager Heading Home position
- gaining \$10,000 from Upper Blue Mountains Rotary which will support actions in the ongoing Stage 2 of the project
- in the process of negotiating for possible in-kind contribution by two Councils to provide access to Council land for Tiny Houses for people experiencing homelessness.
- secured Council contribution to Garden Studios Expo through a stall staffed by Environmental Planners.

Research on effective collective impact also highlights the importance of "getting the soft stuff right" for effective collective impact (Kania and Kramer 2011, Keast 2012). This includes:

- Relationship and trust building amongst diverse stakeholders
- Leadership identification and development
- Creating a culture of learning
- Welcoming meeting environment – Food

These relational processes appear to have occurred well for Heading Home as evidenced by the fairly stable membership and continued participation in the key groups over an extended period e.g. Project Group and the engagement and informal education of people with influence such as MPs, business operators and project Ambassadors.

The combination of both business processes for productivity of groups, along with social elements such as facilitating group members getting to know each other as people and provision of catering further demonstrate the application of these research lessons in Heading Home.

The skilled facilitation and chairing of the Project Group meetings, as observed by the evaluator, also demonstrated attention to the "soft stuff" including for example:

- actively inclusive style of chairing so that diverse contributions to discussions were drawn from the group
- including occasional semi-structured relationship building activities and ice breakers which invited each member to make non-threatening individual disclosure to the group and helped increase the extent to which the members got to know each other as people. This occurred particularly in the early phase of group formation and at the beginning of group meetings periodically later as well as when any new member joined the group.

- facilitating meetings for consensus decision making

- facilitation including utilizing opportunities of 'teachable moments' as they arose to deepen group members knowledge or understanding of key issues relevant to the collective work, make use the diverse expertise in the room and share learning together.

Leadership style identified in academic literature that supports Collective Impact includes:

- Adaptive leadership abilities
- Ability to mobilise people without imposing a predetermined agenda
- Credit for success is attributed to the Collective Impact group

The leadership approach during the Heading Home project demonstrated these research informed features for example:

- planning processes were participatory of diverse stakeholders
- adaption to changing project directions once it became clear to the collective group that the primary barrier to success was the limited local supply of affordable housing options suited to the needs of people exiting homelessness.
- substantial attention paid to jointly crediting the cross-sector contributors to the project and the Project Group and sub-groups. This was evidenced in:
  - the joint public presentations and receiving awards at ceremonies
  - collective crediting of the Heading Home project in media coverage
  - facilitating influencers to take a lead in public ways in promoting the agenda to end homelessness.

## Analysis of Heading Home Project - Developmental Process

Refer to the Stage 1 Report on Heading Home which provides descriptive detail on the process of the project through Stage 1. An evaluative analysis of the Heading Home (HH) project developmental process in light of research literature (Kania and Kramer 2011) on the Phases of Collective Impact for success follows.

## Phases of Collective Impact (Kania & Kramer 2011)

COMPONENTS FOR SUCCESS	PHASE 1 INITIATE FOR ACTION
Governance and Infrastructure	<p>Identify champions and form cross-sector group</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• use of existing local knowledge and networks to identify potential champions outside specialist homelessness service system and engage them as group members or Ambassadors</li> <li>• establishment of the Project Group and sub-groups all of which had cross sector membership</li> </ul>
	PHASE 2 ORGANISE FOR IMPACT
	<p>Create infrastructure backbone and processes</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• Wentworth adopted backbone functions for the collective project</li> <li>• obtained a grant to enable recruitment of a part-time Project Officer (Stage 1) based at Wentworth</li> <li>• established processes for and secretariat support for the Project Group and sub-groups</li> <li>• established lines of communication</li> </ul>
	PHASE 3 SUSTAIN ACTION AND IMPACT
	<p>Facilitate and refine</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• building on the learnings from Stage 1, in Stage 2 refocused the collective work onto the priority of increasing local affordable housing stock</li> <li>• in Stage 2 appointed the Heading Home Project Manager</li> <li>• developed new action plans for the new priority strategic direction</li> </ul>

COMPONENTS FOR SUCCESS	PHASE 1 INITIATE FOR ACTION
Strategic Planning	<p>Map the landscape and use data to make the case</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• used previously developed Registry Week methodology and VISPDAT tool for obtaining data detailing the nature and point in time extent of homelessness locally</li> <li>• data collation and Community Briefings on local area findings</li> </ul>
	<p><b>PHASE 2 ORGANISE FOR IMPACT</b></p> <p>Create common agenda (goals and strategy)</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• development of the Heading Home Outcomes Framework and Evaluation Implementation Plan early in Stage 1</li> <li>• collective agreement to adopt Housing First principles</li> <li>• Project Group collective planning of strategy</li> </ul>
	<p><b>PHASE 3 SUSTAIN ACTION AND IMPACT</b></p> <p>Support implementation (alignment to goals and strategies)</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• Sub-groups to work on implementing agreed strategies</li> <li>• Sub-groups include at least 1 Project Group member</li> <li>• Sub-groups report back to the Project Group</li> <li>• Backbone functions by Wentworth</li> </ul>



COMPONENTS FOR SUCCESS	PHASE 1 INITIATE FOR ACTION
Community Involvement	<p>Facilitate community outreach</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• building from existing networks of the homelessness service sector partners</li> <li>• active outreach to influencers in local communities</li> <li>• engagement of high profile Ambassadors to lend their public support to the project</li> <li>• media campaign – call to action, debunking myths about homelessness and highlighting the Housing First approach</li> </ul>
	<p><b>PHASE 2 ORGANISE FOR IMPACT</b></p>
	<p>Engage community and build public will</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• high profile project Launches in each LGA to mobilise the community</li> <li>• recruitment and training of Registry Week volunteers from the general community beyond the services sector</li> <li>• promotion and delivery of Community Briefings on findings from Registry Week and call to action through Pledges process</li> <li>• media releases on findings from Registry Week emphasising the local picture of homelessness and correcting myth around homelessness</li> <li>• information packs to debunk myths on homelessness</li> <li>• World Café style workshop at Community Briefings to engage interest in proposed blue sky ideas for housing solutions and voting on ideas to identify community priorities</li> </ul>
	<p><b>PHASE 3 SUSTAIN ACTION AND IMPACT</b></p>
	<p>Continue engagement and conduct advocacy</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• Deeper engagement with local Councils around concept of Tiny Houses and work on identifying suitable land</li> <li>• Deeper engagement with real estate agents via established relationship with champions</li> <li>• Project Group decision to continue working together beyond the originally intended Stage 1</li> <li>• Development of new models and products with an emphasis on the private sector, including Garden Studios and Incentive Packages for home owners to rent to people exiting homelessness</li> <li>• Deeper engagement of system level influencers such as MPs to advocate for addressing homelessness (e.g. State MP speech in Parliament)</li> </ul>

COMPONENTS FOR SUCCESS	PHASE 1 INITIATE FOR ACTION
Evaluation and Improvement	<p>Analyse baseline data and identify key issues and gaps</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• National, state and Sydney basin ABS data on homelessness summarised and presented to the Project Group by the evaluator</li> <li>• Lack of local data on the profile of people experiencing homelessness was identified early in project concept stage</li> <li>• Adoption of Registry Week methodology to profile homelessness in local areas in a one-off snapshot Interviews</li> </ul>
	<p><b>PHASE 2 ORGANISE FOR IMPACT</b></p> <p>Establish shared metrics (indicators, measurement and approach)</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• facilitated workshop to co-design the Heading Home Outcomes Framework including outcomes, measures and approach to data collection</li> <li>• Evaluation Implementation Plan provided by the evaluator</li> </ul>
	<p><b>PHASE 3 SUSTAIN ACTION AND IMPACT</b></p> <p>Collect track and report progress (process to learn and improve)</p> <p>Heading Home processes:</p> <ul style="list-style-type: none"> <li>• Project Group meetings included regular agenda item to track the main outcome of housing people identified on the Register</li> <li>• At key milestones the evaluator collated and analysed data and reported to the Project Group (including after Launch Events, after Community Briefings, at the end of Stage 1, after six months of housing provision)</li> </ul>

## Process Conclusion

Analysis of the process of Heading Home indicates currently known good practice in Collective Impact was clearly applied. Given that chronic homelessness is a “wicked problem” with multi-layered complexity including factors outside the control of the project as described earlier in this report, it is likely that some of the intended outcomes were overly ambitious for the timeframe of the project. More time is needed to achieve some of the intended outcomes related to continued wider systems and community engagement and supply of affordable housing. Given the relatively short timeframe of Heading Home, some positive and promising outcomes have been achieved and the ground work laid for the continued work towards resolving the major issue of a shortage of suitable affordable housing stock.

# APPENDIX

## Normative Data for the Personal Wellbeing Index - Australia

Table: Normative Ranges Calculated from Survey Mean Scores (can compare for GROUP means)

	Mean	SD	-2 SD	+2 SD
PWI	75.27	.72	73.83	76.71
Standard	77.84	1.10	75.64	80.04
Health	74.58	.76	73.06	76.10
Achievements	73.58	.84	71.90	75.26
Relationships	79.46	.96	77.54	81.38
Safety	79.06	1.68	75.70	82.42
Community	71.04	1.06	68.92	73.16
Future Security	71.07	1.25	68.57	73.57
Spiritual (S24-S26)	73.82	4.17	65.48	82.16
Life as a whole	77.59	.79	76.01	79.17

Source: Cummins, R. A., Woerner, J., Weinberg, M., Collard, J., Hartley-Clark, L., & Horfiniak, K. (2013). Australian Unity Wellbeing Index: -Report 30.0 – The Wellbeing of Australians: Social media, personal achievement, and work. Melbourne: Australian Centre on Quality of Life, School of Psychology, Deakin University. ISBN 978-1-74156-186-9.

## Heading Home Volunteer Position Description



Heading Home is a project that Wentworth Community Housing, Platform Youth Services and Mission Australia (Penrith) are leading together. It aims to end homelessness in the Penrith, Hawkesbury and Blue Mountains LGAs. So we are calling on all community members to help us!

We require volunteers to accompany trained staff in conducting surveys early in the morning with people experiencing homelessness. These surveys will happen in Registry Week where we will create a record of the people we discover, and make sure we understand what they need.

Registry Week will take place the first week in November. All volunteer participants will be required to attend a mandatory half day training course in preparation for the week.

### POSITION DETAILS

**Position Title:** Heading Home Volunteer

**Reports to:** Heading Home Project Coordinator

**Location:** In either the Blue Mountains, Hawkesbury or Penrith LGAs

### Duties and Responsibilities

Survey Volunteers will work in teams to conduct the survey with people who are homeless across the Blue Mountains, Hawkesbury or Penrith LGAs.

### Skills and Knowledge

- Strong interpersonal skills based on mutual respect
- Ability to follow instructions and stick to task

### Other Requirements

- Reasonable level of fitness – standing/walking in public space for up to four hours per day.
- Must be over 18 and with a mobile phone that has a camera.
- Availability and commitment to attend one of the compulsory training dates listed below.

### Please note:

People currently experiencing homelessness are not eligible to volunteer for this role as they are also considered survey participants.

It is critical that all volunteers maintain strict confidentiality and will be required to sign a confidentiality agreement.

### Times and Location

- Attend one training session between 1pm-5:30pm, on Friday 28th Oct in the Blue Mountains, Sunday 30th Oct in Penrith or Monday 31st Oct 2016 in the Hawkesbury.
- Surveying 4:30am-8:30am, Tuesday 1st Nov to Thursday 3rd Nov 2016 in designated area.

### How to register: go to our registration page:

<http://headinghome-endinghomelessnesshereregistryweek.floktu.com/>.

For more information:

contact Jo Robinson Project Coordinator on 47778025 or [headinghome@wentworth.org.au](mailto:headinghome@wentworth.org.au).

## Myths about homelessness

### Myth 1: people choose to be homeless. Fact 1:

- People do not choose to be homeless.
- All people who are homeless are living in poverty. Some people who are homeless may also have experienced other issues such as family breakdown, abuse, trauma, disability, addictions and illness.
- Some people who become chronically homeless may 'adapt' to homelessness and may have become used to the situation – this is very different to 'choosing' to be homeless.

### Myth 2: all homeless people live on the streets or in parks. Fact 2:

- 105,000 people are homeless on any given night in Australia, of that only 15-20% are chronically homeless, and 6% are rough sleepers. The majority of people who become homeless remain so for short periods. In practice, most long term homeless people move frequently from one form of temporary accommodation to another, often spending occasional nights in the primary population.

### Myth 3: homeless people are criminals and can be dangerous. Fact 3:

- Many homeless people who live on the streets are themselves very vulnerable and are at risk from other members of the community.
- Registry weeks undertaken in other regions in Australia have shown that about 50% of street homeless people had been victims of a violent attack since becoming homeless.

### Myth 4: all homeless people have a mental illness. Fact 4:

- Mental illness – such as schizophrenia – tends to first occur when people are young, at a stage when people are completing education or starting a career. Mental illness can seriously disrupt this process and lead to unstable job and housing careers and to living long term in poverty.
- A recent study has shown that only 30% of respondents who were homeless had mental health problems prior to becoming homeless.

### Myth 5: most homeless people are men. Fact 5:

- Census night 2011: the counted homeless were 56% men and 44% women. Women are less likely to sleep rough and their homelessness is less visible.

### Myth 6: all homeless people are alcoholics. Fact 6:

- Some people experiencing homelessness have addictions to drugs and/or alcohol. They are not the majority. Some people begin using or consuming drugs or alcohol after they have become homeless.

**Myth 7: homelessness only occurs in cities. Fact 7:**

- Most rough sleeping occurs outside major cities. About two-thirds of Australia's population lives in capital cities, but just 39% per cent of people sleeping rough on Census night 2011 were in these cities. At a conservative count, 7247 people sleep rough or in improvised dwellings nationally at any time; this is 6 per cent of the total homeless population.

**Myth 8: there will always be homeless people and it is nonsense to make statements about ending homelessness. Fact 8:**

- As a community, we can agree to put an end to chronic homelessness. It is unacceptable in a developed and wealthy nation such as Australia.

- Britain successfully reduced its rough sleeping population by two thirds within a few years – once the Blair Government put in place initiatives to solve that type of homelessness in the late 1990s.

- Many cities in North America have made plans and commitment to end homelessness locally. Already many of those cities have increased affordable housing and increased support services and this has resulted in reductions in homelessness. The 100KHomes project in the US saw over 100,000 people who were homeless permanently housed in communities across the United States

**Myth 9: Why bother solving homelessness. Fact 9:**

- It costs significant amounts to sustain someone in a state of chronic homelessness. Use of crisis services, emergency departments, acute hospital admissions, crisis mental health care, detoxification centres as well as police responses, ambulances, court and prison costs all add to the total cost and tragedy of chronic homelessness.

- Research has shown that it can cost the same amount or less to provide people with suitable housing and good support to sustain that housing as it does to provide crisis services

**Myth 10: homelessness can never happen to me. Fact 10:**

- No one is immune from potentially becoming homeless. Studies have shown that just a few unfortunate events can turn someone's life around completely. It may be the loss of a partner, an unexpected expense or an eviction at short notice.

i Australian Bureau of Statistics 2012, Census of Population and Housing: Estimating Homelessness 2011, viewed 28 June 2016 <http://www.abs.gov.au/ausstats/abs@.nsf/web+pages/Citing+ABS+Sources#THE%20ABS%20WEBSITE>

ii Chamberlain, C., Johnson, G. & Theobald, J. 2007, Homelessness in Melbourne: Confronting the challenge, Centre for Applied Social Research, RMIT University, p.14

iii Common Ground USA for the Community 2010, 50 lives 50 homes Survey Week Fact Sheet, June 7-11 2010

iv Australian Bureau of Statistics 2012, Census of Population and Housing: Estimating Homelessness 2011, viewed 28 June 2016 <http://www.abs.gov.au/ausstats/abs@.nsf/web+pages/Citing+ABS+Sources#THE%20ABS%20WEBSITE>

vi Chamberlain, C., Johnson, G. & Theobald, J. 2007, Homelessness in Melbourne: Confronting the challenge, Centre for Applied Social Research, RMIT University

vii Australian Bureau of Statistics 2012, Census of Population and Housing: Estimating Homelessness 2011, viewed 28 June 2016 <http://www.abs.gov.au/ausstats/abs@.nsf/web+pages/Citing+ABS+Sources#THE%20ABS%20WEBSITE>

viii United States Interagency Council on Homelessness (USICH) 2010, Opening Doors: Federal Strategic Plan to Prevent and End Homelessness :: 2010, <http://www.ich.gov/PDF/FactSheetChronicHomelessness.pdf>

## 5/05/16 Project Plan Ending homelessness in Nepean!

### Project Aim:

End homelessness in the Nepean

### Objectives:

- Identify the most vulnerable people in our communities experiencing homelessness
- Provide housing and support to people most at risk
- Shift community focus from managing homelessness to solving homelessness
- Increase access to affordable and supportive housing
- Improve systems knowledge and data collection
- Develop service system capacity to both respond to those most vulnerable and to invest in prevention/early intervention to prevent homelessness
- Support local communities to establish response protocols so that people becoming homeless are rapidly rehoused



## Project Plan



wentworth  
community housing



mercy foundation®



Task	Objective	Lead	Partners	When	Status
Project Plan reviewed with Mercy Foundation and adjust	all	Wentworth		16 May	Completed
Employ Project Coordinator	all	Wentworth	MA/Platform	16 June	Completed
<b>Recruit Ambassadors –</b> Tanya Davies, Parliamentary Secretary for Youth Affairs and Homelessness, Mark Geyer, Trish Doyle, Karen McKewen	3 and 4	Project Sponsor	Project Group	30 June	Completed
<b>Establish Project Group</b> > Recruit 3 real estate agents as private rental Champions > Recruit 2 business representatives. > recruit local government and FaCS reps > recruit mainstream community/child and family service reps > recruit representative from Hawkesbury Homelessness Action Group, Penrith Homelessness Interagency/Hub and Blue Mountains HOPE Committee	all	Wentworth in consultation with Specialist Homelessness Services partners		July	Completed
<b>Establish a consumer advisory group called the Experience Matters! Advisory Group</b> > Recruit through each participating SHS and or other homelessness services > Aim for diverse representation across ages, gender, family formation and homelessness experiences	1,2,5,6 and 7	Project Coordinator	Specialist Homelessness Services	July	Completed



Task	Objective	Lead	Partners	When	Status
<b>Finalise Part A of evaluation design:</b> the Outcomes Framework, based on Results Based Accountability	5	Evaluator	Project Group Experience Matters! Group	September	Ongoing
<b>Outcomes Framework of Evaluation design endorsed</b>	1 and 5	Sponsor	Project Group	September	Ongoing
<b>Finalise</b> > TOR for each Group > Project Plan > develop Risk Management Plan and > Communication Plan for Ambassadors, Champions, community, stakeholders, Project Group and Experience Matters! Advisory Group	all	Sponsor	Project Coordinator Experience Matters! Group		June/mid July
<b>Develop and finalise Media Strategy</b>		Wentworth Fundraising & Communications Manager	Project Group Ambassadors Real Estate Champions	Mid July	Ongoing
<b>Endorse TOR, Plans and Media Strategy for implementation</b>			Project Sponsor	July	



Task	Objective	Lead	Partners	When	Status
<b>Finalise part B of the Evaluation:</b> Methodology in response to project strategies, particularly major streams within the Project Plan and the Media Strategy Develop both qualitative and quantitative methods to support measurement of outcomes and process review Confirm evaluation data and identify areas for data development Develop tools to collect data for measuring outcomes and templates for process evaluation			Carolyn Quinn	July/ August	Ongoing
<b>Media campaign kicks off July and runs through to end of project.</b> The campaign will be dynamic, shifting focus as the project moves from > building momentum towards Registry Week to > results launched at a Community Briefing to > promoting solutions found for the people identified as priorities to > making it stick in local communities Two constant themes will be to increase access to housing stock and influence state government policy towards housing the most vulnerable in our communities	all	Wentworth Fundraising & Communications Manager	Ambassadors Project Group Experience Matters! Advisory Group	July 16 – April 17	Ongoing
<b>Prepare detailed plan for Registry Week with input through a half day Workshop</b> > Identify locations to conduct Vi-SPDAT including at least 3 sites in each LGA, plus food vans and other street services, Specialist Homelessness services and social housing High Priority waiting list applicants > Identify structure including survey teams by location, team leaders, 3 LGA HQ, Data Team location, flying squad, runners to collect surveys from LGA HQ and return to Data Team > identify support organisations for each HQ for refreshments, first aid, debriefing and other assistance	1	Registry Week Operations Group	Micah Project Group Experience Matters! Group	August	

Task	Objective	Lead	Partners	When	Status
<b>Recruit staff and volunteers for each LGA.</b> Recruit specialist groups as required eg bushwalking clubs for volunteer Surveyors to access remote areas in BM National Park	1	Individual SHS	Project Coordinator Project Group	September	
Develop Safety Plan that ensures Surveyors can safely access places where rough sleepers are known to reside.	1	Project Coordinator/ WCH Compliance officer	Specialist groups Project group	August/ September	Ongoing
<b>Safety Plan endorsed</b>	1	Project Sponsor		September	
<b>Develop housing options for a housing first approach with a focus on private rental market and improved access to social housing</b>	3	Project Group	Ambassadors Real Estate Agencies FaCS- Housing Wentworth	September- December	Ongoing
<b>Plan high impact Community Briefing including venue, media, testimonials, homelessness and mainstream services, local business, government and community leaders</b>	3,5,6 and 7	Project Group	Ambassadors Champions Project Coordinator	September - October	
<b>Set up access to data base with Micah. Create temporary access for volunteers. Establish Data Team HQ</b>	4	Micah and Project Coordinator	data team	First half October	



Task	Objective	Lead	Partners	When	Status
Train Registry Week Operations Group, Project Group volunteers, Experience Matters Advisory Group, staff and Volunteers with VI-SPDAT and data tools	1	Micah	Project Coordinator	Friday before Registry Week October	
<b>Hold Registry week</b> > survey Mon-Wed across 3 local government areas and 12-15 sites > data collation Thursday > Community Briefing Friday	1	Project Coordinator	Staff/Volunteers Ambassadors Champions Project Group	October	
People with highest acuity accepted by relevant SHS for housing and support People requiring housing only referred to Pathways or mainstream services	2	Individual Project Group member agencies	Project Coordinator	October/ November	
<b>Housing identified for top priority clients</b> > Private rentals > Social Housing > Crisis	2	Individual Project Group member agencies	Project Group Project Coordinator	October/ November /December	



Task	Objective	Lead	Partners	When	Status
Deep dive analysis of data across multiple domains to improve both our service system and connections with mainstream providers most relevant to significant vulnerability groupings identified through VI-SPDAT	4	Project Group	Micah Project Coordinator	November	
<b>Evaluation review point</b> – lessons learnt and next steps	4	Evaluator	Project Group All project participants	December	
<b>Support local LGA groups to develop local options for their communities to end homelessness.</b> Engage with key groups in each LGA including HOPE (Blue Mtns), Hawkesbury Homelessness Action Group and Penrith Homelessness Interagency/Hub to shift thinking from managing homelessness to ending homelessness: local community systems to identify and rapidly respond.	5	Evaluator	Project Coordinator Reps from local LGA groups on Project Group	January - April	
Resource LGA level groups to develop expertise in Housing First approaches, VI-SPDAT tools and to establish a local process that improves early identification of people experiencing homelessness and response times	5	Project Coordinator	Reps from local LGA groups on Project Group	January - April	
<b>Final evaluation and Report</b>	3, 6 and 7	Evaluator		April - May	

