

**INQUIRY INTO SOCIAL, PUBLIC AND AFFORDABLE  
HOUSING**

**Organisation:** Jewish House

**Date received:** 11/03/2014

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# JEWISH HOUSE PROJECT PLAN



**Jewish House**

**Project 2500**  
Rebuilding Lives

## A MESSAGE FROM THE CEO

The program referred to as 'Project 2500' has an objective to help 2,500 homeless people over a three year period in Sydney's Inner City and Eastern Suburbs.

People facing homelessness are often the most vulnerable, marginalised and disadvantaged within the community. It is a spiralling crisis situation that requires immediate and effective action. Homeless people are being shifted from one refuge to another, or they seek accommodation at hostels or private share rentals. This cycle of instability can result in reduced employment prospects, mental health problems and greater demands on the community to support these individuals.

In response, Jewish House has developed a program to break the cycle of homelessness based on first-hand experience and extensive research in the US and Canada. The program referred to as 'Project 2500' has an objective to help 2,500 homeless people over a three year period in Sydney's Inner City and Eastern Suburbs. Project 2500 is a non-denominational approach to 'people helping people', aimed at preventing long-term homelessness.

This is a pilot and we are taking ownership by leading the way and setting directions so that eventually this approach can be rolled out and used by other organisations across the state and the country.

The pages that follow outline the components of Project 2500 and how we intend to positively impact those in crisis, empowering them to turn their lives around. Jewish House is committed to future growth and is well positioned in terms of its experience, expertise and infrastructure to achieve the ambitious goals we have set ourselves over the next 3 years.

Thank you all for your support.

All the best.



**Rabbi Mendel Kastel**

CEO Jewish House

There are currently more than 28,000 people experiencing homelessness in NSW, which is more than any other state.<sup>1</sup> We need your help to break the cycle of homelessness and rebuild people's lives.

<sup>1</sup> ABS, 2012, Census of Population and Housing: Estimating Homelessness 2011

# We commend Jewish House on its work in the community to help prevent the homelessness crisis and promote the well being of people in need.

PricewaterhouseCoopers ("PwC") was engaged by Jewish House to assist in the compilation of this project plan to facilitate the successful implementation of its project to help 2,500 homeless people over the next three years.

This document articulates how Project 2500 will be implemented from an operational and governance perspective, including details of the proposed services, goals and objectives, how performance outcomes will be monitored, as well as resourcing and financial requirements.

Our terms of reference comprise an advisory engagement, which is not subject to Australian, or any other auditing or assurance standards. Consequently no conclusions intended to convey assurance are expressed.

It has been a great pleasure working with Jewish House's Board, management and local supporters.



**Alister Berkeley**

Principal PricewaterhouseCoopers

# EXECUTIVE SUMMARY

Jewish House’s Project 2500 plays a vital role in the achievement of the Government’s strategy to break the cycle of homelessness, at a federal, state and local level.

## The Problem

Homelessness is one of the most potent examples of disadvantage in the community and one of the most important markers of social exclusion.

Homelessness has many drivers and causes, including the shortage of affordable housing, long-term unemployment, mental health issues, substance abuse and family and relationship breakdown.<sup>1</sup>

People without the appropriate support networks, skills or personal resilience, or who have limited capacity due to their age or disability, can quickly become homeless.

105,000 people

Are homeless on any given night <sup>2</sup>

23% increase

Increase in the number of people staying in specialist homelessness services from 2006 <sup>2</sup>

\$706,264

The present value cost if a person remains homeless throughout their life <sup>3</sup>

\$2.7bn

Estimated lifetime cost to the State of NSW (health, justice, welfare, eviction costs) of homelessness

Source:

<sup>1</sup> The Australian Government’s White Paper on Homelessness, *The Road Home* (2008)

<sup>2</sup> Australian Bureau of Statistics, *Census Data 2011*

<sup>3</sup> Australian Housing and Urban Research Institute, *The Cost of Homelessness and the Net Benefit of Homelessness Programs: A National Study*, 2013.

## Our Response

### A holistic response

Project 2500 is Jewish House’s response to the detrimental economic and social costs of homelessness in the Inner Sydney and Eastern Suburbs areas.

### 2,500 people assisted

Our objective is to help 2,500 homeless people over a three year period in Sydney’s Inner City and Eastern Suburbs with a non-denominational approach.

### Prevention & intervention

Project 2500 directs resources to strengthen prevention and early intervention responses – enhancing and improving existing homeless services.

### Government alignment

Project 2500 aligns with the Australian Government’s The Road Home and NSW Government’s Going Home Staying Home reforms.

### Experience & expertise

Jewish House understands the problems in the Sydney’s Inner City and the Eastern Suburbs and has the capacity, resources and track record to deliver this project.

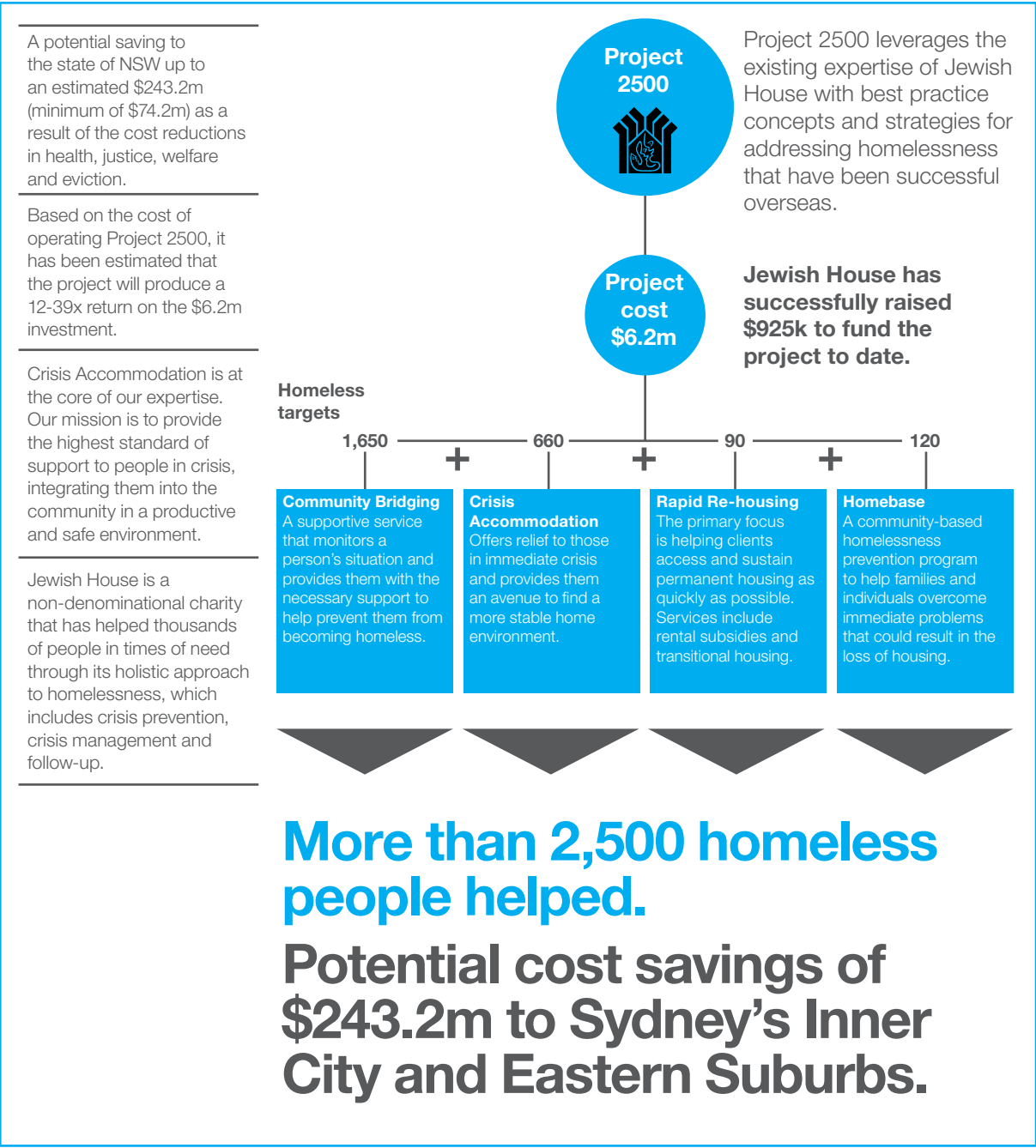
### Funding requirement

Jewish House is seeking \$5.3m to fund the delivery of Project 2500, which will be used to increase the capacity of its homelessness centre and add the resources to support project roll-out.

**We believe Jewish House can make a significant and valuable contribution to the reduction of homelessness that have been set by the State and Federal Government.**

Jewish House is pioneering the innovative Homebase program in Australia, which has had wide success in addressing homelessness in New York City.

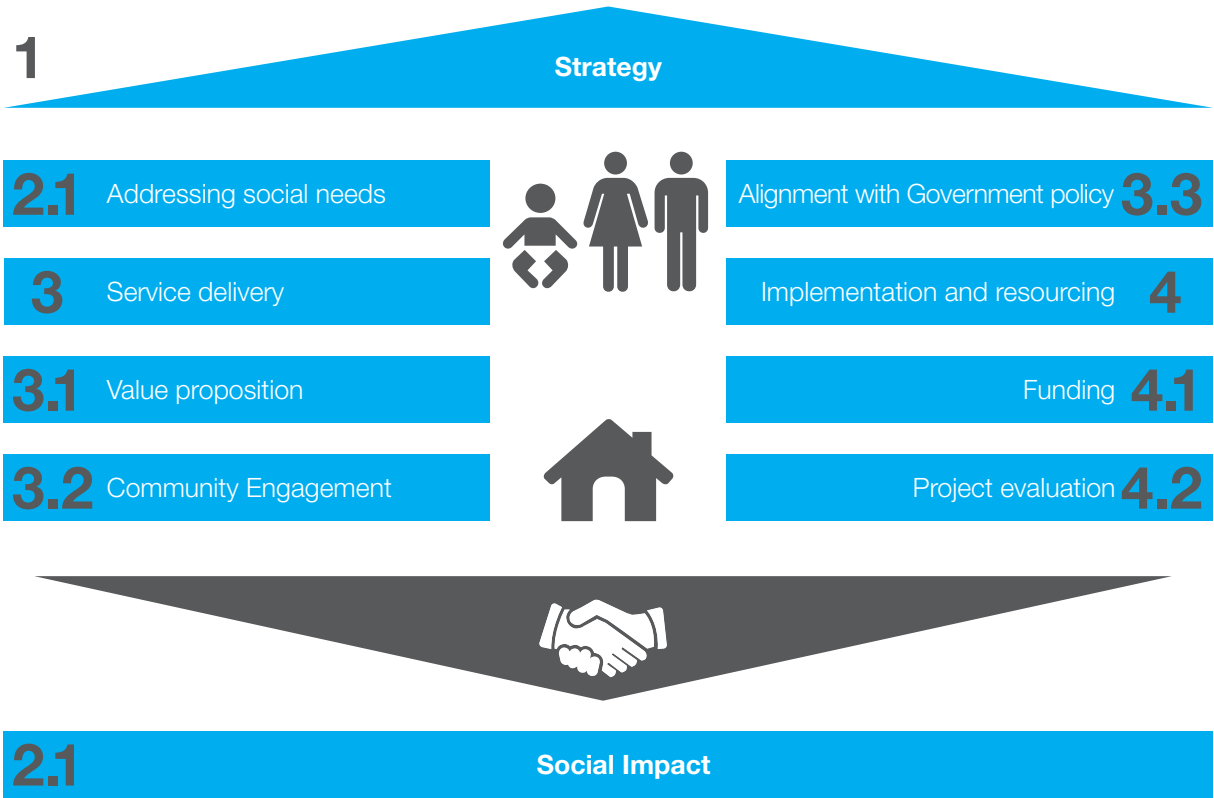
## Project 2500 Delivery Framework





# PROJECT CRITICAL SUCCESS MODEL

Jewish House has developed a comprehensive framework to deliver positive outcomes to homeless people through Project 2500.



NB: Numbers correspond to sections of the report.





# 1. ABOUT JEWISH HOUSE

We are helping to piece  
back the lives of those  
who are homeless

# BACKGROUND

Jewish House’s holistic approach to homelessness:



Jewish House was founded by Roger and Anthony Clifford in 1984 with the aim of helping people in Sydney’s Inner City and Eastern Suburbs through life issues and crisis.

Since it started operating, Jewish House has helped thousands of people in times of need through its holistic approach to homelessness, which includes crisis prevention, crisis management and follow-up. We open our doors and 24/7 crisis line to members of the public in need, with counselling, immediate crisis intervention, food and shelter, psychiatry, psychology and job search support.

The community demand for services provided by Jewish House continues to grow. We are finding that we need to extend and expand our accommodation services, as well as supplementing our professional staff to support all the activities. To meet this growing demand and to help prevent the cycle of homelessness, Jewish House is implementing Project 2500 in Sydney’s Inner City and Eastern Suburbs areas. Our goal is to help 2,500 people in need over the next 3 years and reduce the costs to our community – both economic and social costs.

Jewish House offers a dignified, non-denominational, and effective approach to resolving an already spiralling homelessness crisis situation by empowering individuals to turn their lives around.



We have helped over  
20,000 people in need since  
I started here at Jewish  
House 5 years ago.  
Rabbi Mendel Kastel, CEO



## VISION & MISSION

### Our Vision

Improving the well being and independence of people in crisis by ensuring the best possible outcomes.

### Our Mission

Providing the highest standard of support and help to people in crisis, integrating them into the community in a productive and safe environment.

“Jewish House is not just a name, it is the people who work ‘for...’, including both staff and Board, the volunteers who give time and services, the partners who work with us, the community who supports us and the generosity of the donors who give to us”

**Rabbi Mendel Kastel, CEO**

Jewish House has serviced its community for 29 years, with a proven, tangible and trusted approach to helping to reduce homelessness through the provision of community services.

## VALUES & BELIEFS

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Act with integrity and honesty in all our undertakings

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Relevance and accountability for the services we provide to the community

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Respect for the rights, differences, and dignity of all in our community

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Non-denominational and flexible to the diverse needs of individuals

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Immediacy in our response to the needs of the homeless in our community

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Selfless service through leadership

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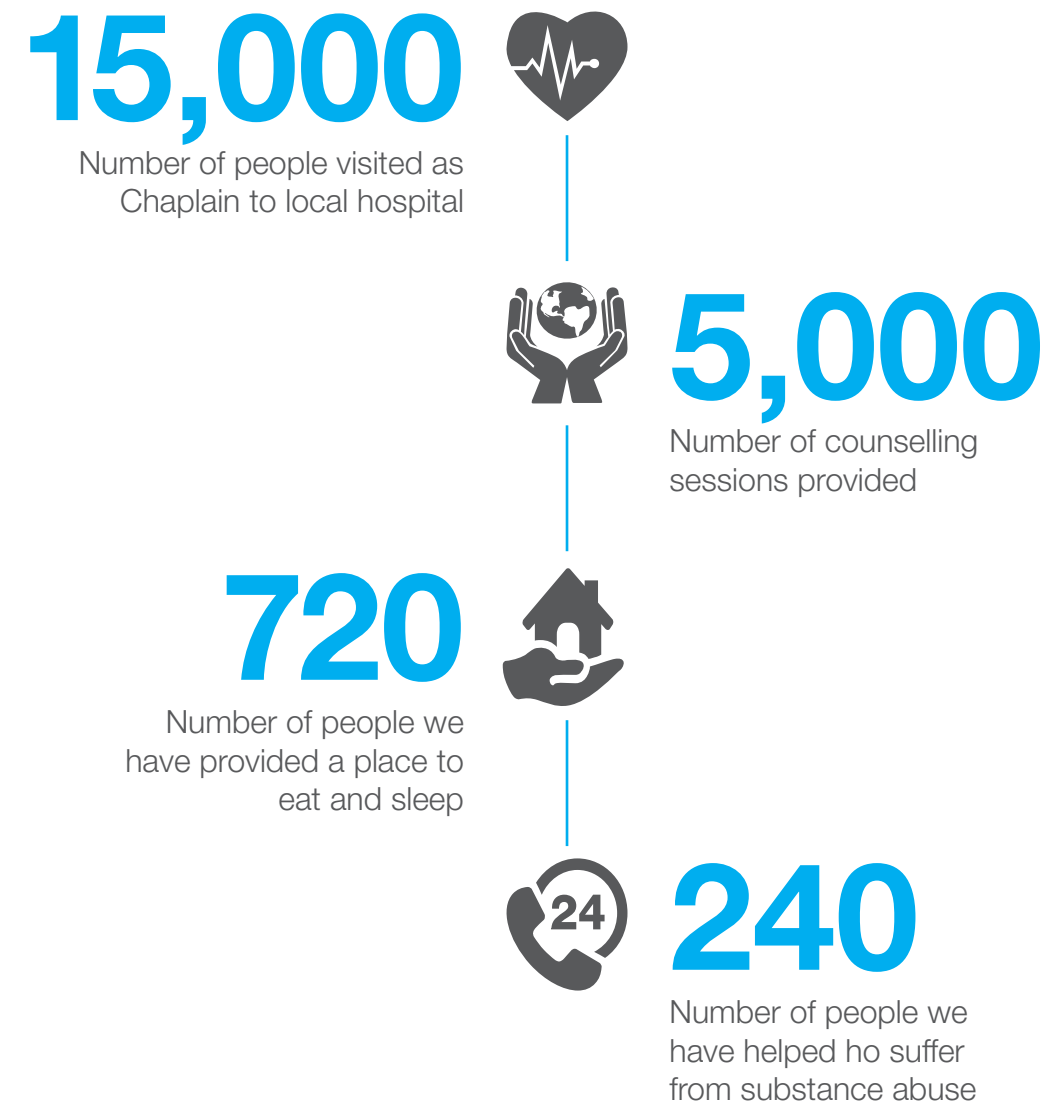
**People helping people**

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# KEY ACHIEVEMENTS

Over the last 5 years we have helped over 20,000 people in need, further supporting our ability to deliver on Project 2500.



Jewish House is a world class crisis centre for which the community can be truly proud

# Who?

The typical profile of a Jewish House resident is:

- Young (44.6% under 34 in 2011)
- Single (87.8% in 2011)
- Homeless (76.6% in 2011)
- Unemployed (73.9% in 2011)
- Victim of violent crime (56% in 2011)
- Experiencing significant psychological distress (61.8% in 2011)
- On government benefits
- Experiencing a mental health issue
- Abusing illicit substances

# How?

- |   |  |   |
|---|--|---|
| <b>Crisis Prevention</b> <ul style="list-style-type: none"><li>• Educational / self help programs</li><li>• Chaplaincy, pastoral care and spiritual enrichment</li><li>• Case management</li><li>• Psychology</li></ul> | <b>Crisis Management</b> <ul style="list-style-type: none"><li>• 24/7 crisis line</li><li>• Crisis and short-term accommodation</li><li>• Personal counselling, including employment and financial</li></ul> | <b>Follow-up</b> <ul style="list-style-type: none"><li>• Referrals to, and liaising with, other agencies about clients employment and long-term accommodation</li></ul> |
|---|--|---|

# Why?

Addressing the causes of homelessness provides better long-term outcomes and reduces the social and economic cost to society.

“The thing we finally figured out is that it’s actually not only better for people, but cheaper to solve homelessness than it is to put a band-aid on it, because, at the end of the day, it costs, between shelters and emergency rooms and jails, it costs about \$40,000 a year for a homeless person to be on the streets.”

**Shaun Donovan**  
United States Secretary of the Department of Housing and Urban Development, 2012

Note: Statistics are based on Jewish House FY11 client surveys.

# CURRENT SERVICES MANAGMENT

## 24/7 Crisis

- A dedicated service handling calls from anyone on an unlimited range of topics including; drug and alcohol abuse, financial distress, suicidal intentions, domestic violence and homelessness. Our trained volunteer counsellors listen and assist, offering access to a variety of services. The latest technology is used so emergency services can be summoned immediately and included in calls if required.
- The crisis line is often the first point of contact for a person who needs immediate attention and if necessary, we will send someone to attend to them in person.

## Psychology and Counselling Services

- A community resource offering bulk billing, making psychological and psychiatric assistance within the reach of anyone who requires it.
- Jewish House employs two experienced Psychologists who know and understand the nature of the clients who come to us. Our services include all activities in support of the mental, emotional and psychological care of Jewish House clients and their families. In addition we work closely with a number of Psychiatrists in the community to help diagnose and treat mental disorders.
- Through close associations with local facilities, such as the Sydney Clinic, St Vincent's Hospital, Prince of Wales Hospital, Royal Hospital for Women, Prince of Wales Private and Wolper Hospital amongst others, referrals can be easily made to the appropriate organisation, to achieve ideal outcomes for the client.

## Crisis Accommodation

- Our Crisis Accommodation centre was established over 20 years ago as a refuge for those emerging from drug and alcohol problems or those breaking free from a cult.
- Over the years the service has expanded to accommodate clients seeking refuge from violent relationships, homelessness or any other circumstances that place them in a situation where they are without a home. Our approach is to offer clients holistic care, by accessing our other services and those of our partners.
- Our current capacity is 12 beds and houses up to 240 people a year. Victims of addiction, abuse or family upheavals are showed a warmth and acceptance that they may never have experienced. Most importantly for clients, we offer a safe environment.

# CURRENT SERVICES PREVENTION

## Mediation

- Jewish House has introduced family/relationship mediation counselling. Rabbi Kastel chairs the initial sessions with families or individuals whose relationship is in strife, with a view to assessing the seriousness of the situation. Counselling or further mediation sessions may be recommended until the problem is resolved.
- Rabbi Kastel and our Psychologists are experienced mediators, allowing people to work through their issues and reach an agreement, even for the most complex family conflicts. This service is provided either at no charge or for a small fee. We also work with other mediators and Psychologists in the community to expand our reach to those in need.

## Pastoral Care

- Pastoral care is provided by Rabbi Kastel who has two decades of experience in assisting people in distress. This program is usually administered as part of an overall counselling plan for a client.
- We take the view that assisting clients in a crisis or those emerging from a crisis must include an option to access spiritual guidance.

## Chaplaincy

- Culturally sensitive chaplaincy services are delivered by Rabbi Kastel for the NSW Police and Emergency Services, The Sydney Clinic, St Vincent's Hospital (Public and Private), Royal Prince of Wales Hospital (Public and Private), the Wolper Hospital, the Royal Hospital for Women, The Sydney Children's Hospital, Sydney Clinic, BJE Corporate, Reddam House and Maccabi NSW. This service is part of our philosophy of 'people helping people'.

## Financial Counselling

- Experienced financial counsellors work with clients to review their finances and identify the best solutions to stabilise their situation.
- Jewish House has partnered with Max Employment and Xcelerate Employment Services to help the unemployed back into the workforce, through training programs and advice.
- For those unable to work, Jewish House assist them with Centrelink applications, advising them on their entitlements. Our goal is to provide clients with the means to live an independent and dignified existence.

Jewish House's services are designed to tackle the core problems of homeless people and people at risk of homelessness



# FUTURE GROWTH

Jewish House is committed to the future growth of the organisation and is well positioned in terms of its experience, expertise and infrastructure to accommodate growth.

We recognise that we are one of the smaller organisations in this sector and that growth is important for our future viability. The four growth areas we have identified that will help us achieve our objectives are:

- 1

**Growth within current areas of operation and new related areas**

Jewish House has the available resources to comprehensively complete grant applications. To enhance the likelihood of being successful in completing these grant applications and achieving growth from this source of funding, the focus will be on the following:

  - Prioritising all tender invitations;
  - Ensuring sound relationships with prospective or current funders to ensure we understand their requirements;
  - Fostering new relationships in government and funding areas, whilst strengthening current relationships; and
  - Understanding the direction and focus of new and changing government initiatives.
- 2

**Diversification of current funding avenues to enable growth activities**

The diversification of investment streams is necessary to mitigate funding risks that arise when the investor base is narrow.

Comprehensive marketing, promotions and fundraising plans are to be developed to enhance the funding base.
- 3

**Diversification in regard to related services to ascertain the viability of expansion into new areas**

Research into the following fields will be required:

  - Homelessness – A partnership with a University specialising in the analysis and research into homelessness in Australia is preferable.
  - Expansion – Identify and quantify the communities demand for homelessness services for the purposes of implementing new services.

**The project plan has been designed to address and take advantage of growth in related services.**
- 4

**Exploration of possible partnership and strategic alliance opportunities**

Jewish House will seek to identify possible synergies and joint ventures with other service providers and related organisations. The avenues that Jewish House will explore over the coming year are as follows:

  - Joint ventures with other organisations; and
  - Strategic alliances with other organisations.

As long lead times currently exist to seek out and identify compatible organisations and engage their interest, Jewish House understands the need to give attention to this area.

# BOARD PROFILES

Jewish House is overseen by an experienced and qualified Board of Directors that are committed to delivering homelessness services in the community.

Rabbi Mendel Kastel  
CEO



Rabbi Kastel joined Jewish House at the beginning of 2008. His deep community and social welfare experience, passion for the cause and collaborative approach has seen the Jewish House grow and develop throughout his tenure. Both he and the Jewish House are well recognised for applying innovative best practices to the provision of expert crisis services in the Sydney community.

Rabbi Kastel has been providing Rabbinic expertise to the Sydney community for over 20 years, having spent 15 years of service at the Great Synagogue. He has been a driving force behind various youth and welfare organisations such as Point Zero, Waverley Youth Service (WAYS) and J Junction.

Roger Clifford  
Co-President & Co-Founder



Roger Clifford, together with his brother Anthony, founded Jewish House 28 years ago. Over time, the organisation has grown into a prominent provider of crisis care services for the broader Sydney community and is now available to all who seek its services.

Originally established to combat issues of cult membership and alcohol and drug abuse issues within the Sydney Jewish community, it has become a

success story because of the continued, tireless support and devotion of its founder.

Roger is a prominent businessman and owns the Arc Fashion Group. His business acumen combined with a compassionate regard for his fellow humans has always been an invaluable guide for Jewish House and its staff.

Gary Cohen  
Co-President



Gary Cohen has been on the Board of Jewish House since 1989. Gary has extensive corporate experience which has been a valuable contribution to the Board of Jewish House. Gary's efforts have ensured its continual growth and innovation.

Gary has extensive experience in the IT industry and he is chairman of the ASX listed Invigor Group Limited. He was CEO and then

Executive Group Chairman of iSOFT Group Limited.

Gary was previously a leading legal practitioner and a Principal of an Australian investment bank. Gary has a proven track record of building management teams, strengthening customer relationships, and developing ties with stakeholders.

BOARD  
PROFILES

Jewish House is overseen by an experienced and qualified Board of Directors that are committed to delivering homelessness services in the community.

Graham Einfield OAM  
Treasurer



Graham is a consultant with ESV, Accounting and Business Advisors.

Graham is a superannuation and retirement planning specialist with a wealth of experience in accounting, auditing, taxation and management services to a broad range of clients.

In 2005 Graham retired as a Partner of ESV and now provides consultancy services to the firm on superannuation and retirement planning issues. He also has leadership roles in a number of community and charitable organisations. Graham is a Fellow of the Institute of Chartered Accountants.

Ruth Lilian OAM  
Director



Ruth Lilian joined the Board in 2011. She has been involved in the Jewish and wider community for many years, having served on Boards and Committees within the event management industry as well as Jewish Communal organisations.

She has a wealth of experience developing corporate partnership programmes to ensure sustainable relationship across business sectors. This has enabled her to build awareness of Jewish House in the wider community.

Ruth was awarded the Medal of the Order of Australia (OAM) in the 2008 Australia Day Awards. Part of this award was for her service to the meetings and events industry, specialist medical organisations and the wider community. She lectures in event management and mentors young people in business and the events industry. In 2009, she was a recipient of a Tourism Australia Training Legends Award.

Chana Warlow-Shill  
Director



Chana Warlow-Shill is a Lawyer specialising in commercial, construction and property law. She has been a keen supporter of Jewish House for many years and Honorary Secretary since June 2010.

Chana is a dedicated supporter of many charities and has volunteered her professional skills in this area for over 15 years; developing a specialised

knowledge of not for profit, legal and taxation issues.

Chana takes an active role in the evolution of Jewish House's expanding range of services.

The Jewish House Board is an extraordinary group of committed and hardworking people who guide and direct me in the goal of being all that we can be to people who are unable to help themselves and are struggling with life's day to day challenges.

Rabbi Mendel Kastel, CEO

Sharonne Phillips  
Director



Sharonne has a deep understanding of the workings of the health and social services sector and joined the Board in 2011. Sharonne is a professional ergonomist working in the health industry. She has vast experience in the area of Occupational Health and Safety.

She is a professional speaker and trainer who brings energy and insight into her role with

Jewish House. Drawing on her real life experiences and business expertise, Sharonne interacts and engages with all members of the community. She has a wonderful ability to empower and inspire people from all walks of life so they can fulfil their potential. Sharonne applies this approach to both our client interactions and wider community engagements.

Barry Goldman  
Director



Barry joined the Board in 2012. He is a Director of Portfolio Asset Services and CEO of Leda Real Estate, having been involved in city property for over 43 years – both as an Agent and Property Developer.

He is a former past President of the Pyrmont Ultimo Chamber of Commerce. He holds qualifications in valuation, hotel management and real estate agency.

Barry established the Business Association of The City of Sydney (B.A.S.C) and helped found Pyrmont Progress Inc. Barry is Chairman of Living Sydney Limited, which runs a political team in the City of Sydney Council electorate.

Ron Hirsch  
Director



Ron Hirsch joined the Board in 2012. His experience in the corporate world extends over 25 years and includes 5 years with an investment bank in mergers and acquisitions and CEO positions in Australian public companies.

Ron is CEO of Leaders Forum Pty Ltd, a mentoring organisation for business owners of small to medium businesses. He is a director of several private

companies and chairman of the Fresh Venture Group and a director of NSW regional division of Redkite, a not for profit organisation supporting children and young people through cancer.

Ron is passionate about increasing the effectiveness and enhancing the lives of business owners and making a difference in people's lives.



# KEY PARTNERS

Jewish House believes in its motto of ‘people helping people’. Jewish House maintains strong relationships with the following community organisations.

A snapshot of some of the organisations we work with on a regular basis, including some with which Jewish House have a memorandum of understanding with to deliver our services:

### Welfare Providers



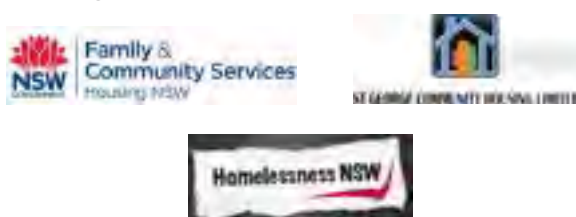
### Hospitals



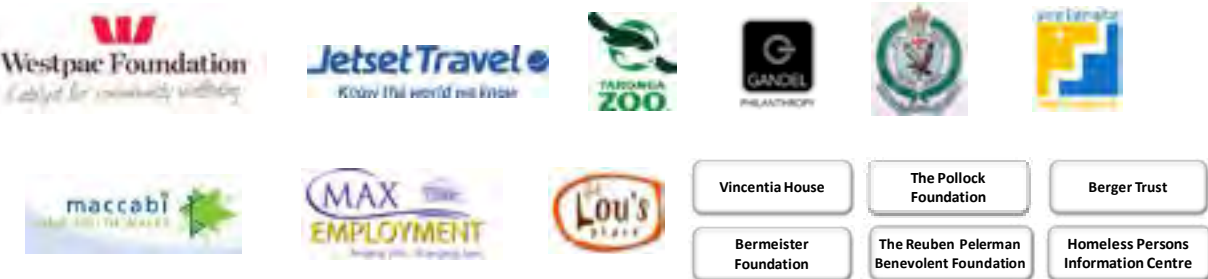
### Education Providers



### Housing Providers



### Other

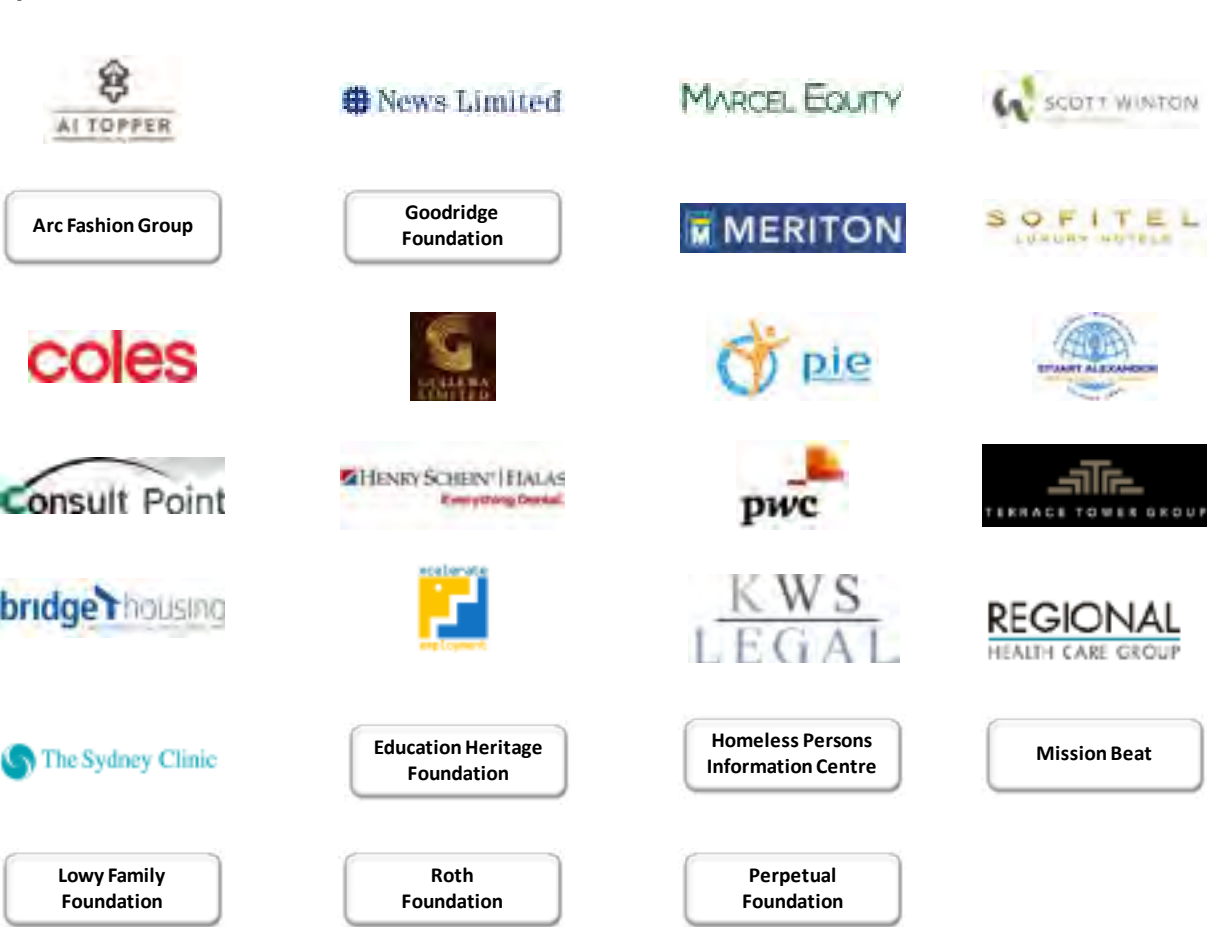


# SPONSORS

Sponsors of Jewish House are our strongest supporters. They believe in our cause of minimising homelessness and help fund our operations so we can focus our attention on those in crisis.

A snapshot of some of the sponsors of Jewish House:

### Sponsors





## 2. THE HOMELESSNESS PROBLEM FACING AUSTRALIA

**On any given night in Australia  
1 in 200 people are homeless**

ABS Census of Population and Housing: Estimating Homelessness, 2011

People facing homelessness are the most vulnerable, marginalized and disadvantaged within our community.

**Rabbi Mendel Kastel**  
CEO

**82yrs**



The average life expectancy of Australians<sup>1</sup>

**47yrs**



The average life expectancy of homeless people<sup>2</sup>

<sup>1</sup>World Bank (2011)

<sup>2</sup>Homelessness: a Silent Killer (2011)



# HOMELESSNESS IN AUSTRALIA

Homelessness can affect anyone. In Australia, around 105,000 people are homeless on any given night.<sup>1</sup>

### What is Homelessness?

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 problems can cause homelessness. Often, a single further pressure or event – job loss, eviction, poor health or a relationship breakdown – can tip a person who is already vulnerable into homelessness.<sup>1</sup>

Furthermore, 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.<sup>2</sup>

The most widely accepted definitions of homelessness in Australia describes three kinds of homelessness<sup>1</sup>:

1. **Primary homelessness** – such as sleeping rough or living in an improvised dwelling.
2. **Secondary homelessness** – including staying with friends or relatives, or in specialist homelessness services with no other usual address.
3. **Tertiary homelessness** – including people living in boarding houses or caravan parks with no secure lease and no private facilities.

Jewish House offers its services to people who fit within any of the three kinds of homelessness. For example, case management services are provided to people identified as either primary, secondary, or tertiary homelessness. Rapid Re-housing services are provided to any homeless client that meets the eligibility criteria to receive Jewish House services.

### Homelessness in Australia

Based on the Australian Bureau of Statistics as at Census night 2011, there were 105,237 people classified as being homeless. This was up 17% from 89,728 as at Census night 2006.<sup>2</sup>

As at Census night 2011, there were 28,190 people experiencing homelessness in NSW – more people than any other state.<sup>2</sup> Moreover, there was a 27% increase in the number of homeless people in NSW between 2006 and 2011, which is much higher than the national average of 17%.

People without the appropriate support networks, skills or personal resilience, or who have limited capacity due to their age or disability, can quickly become homeless. Those with the least resources are likely to remain homeless longer, creating a vicious cycle of disadvantage.

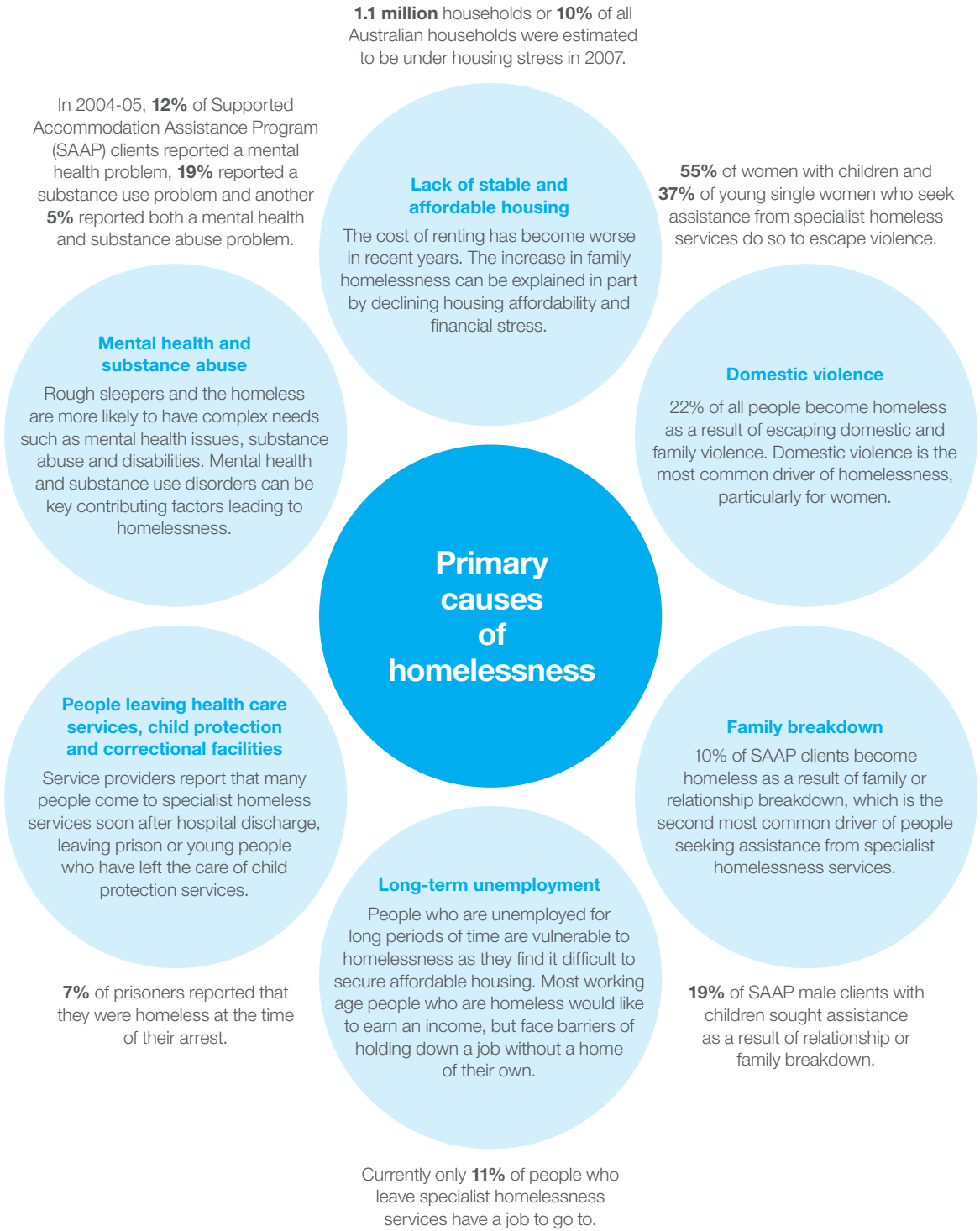
### Prevention of Homelessness

Preventing homelessness can be achieved by identifying people at risk and ensuring that they have access to the right support before reaching crisis point. Preventing homelessness involves both:

- Tackling the structural drivers of homelessness (such as entrenched disadvantage and the shortage of affordable housing); and
- Targeting groups who are at particular risk of homelessness (such as people exiting statutory care and people in housing stress).

# PRIMARY CAUSES

There are a number of factors that can contribute to homelessness throughout a persons life.

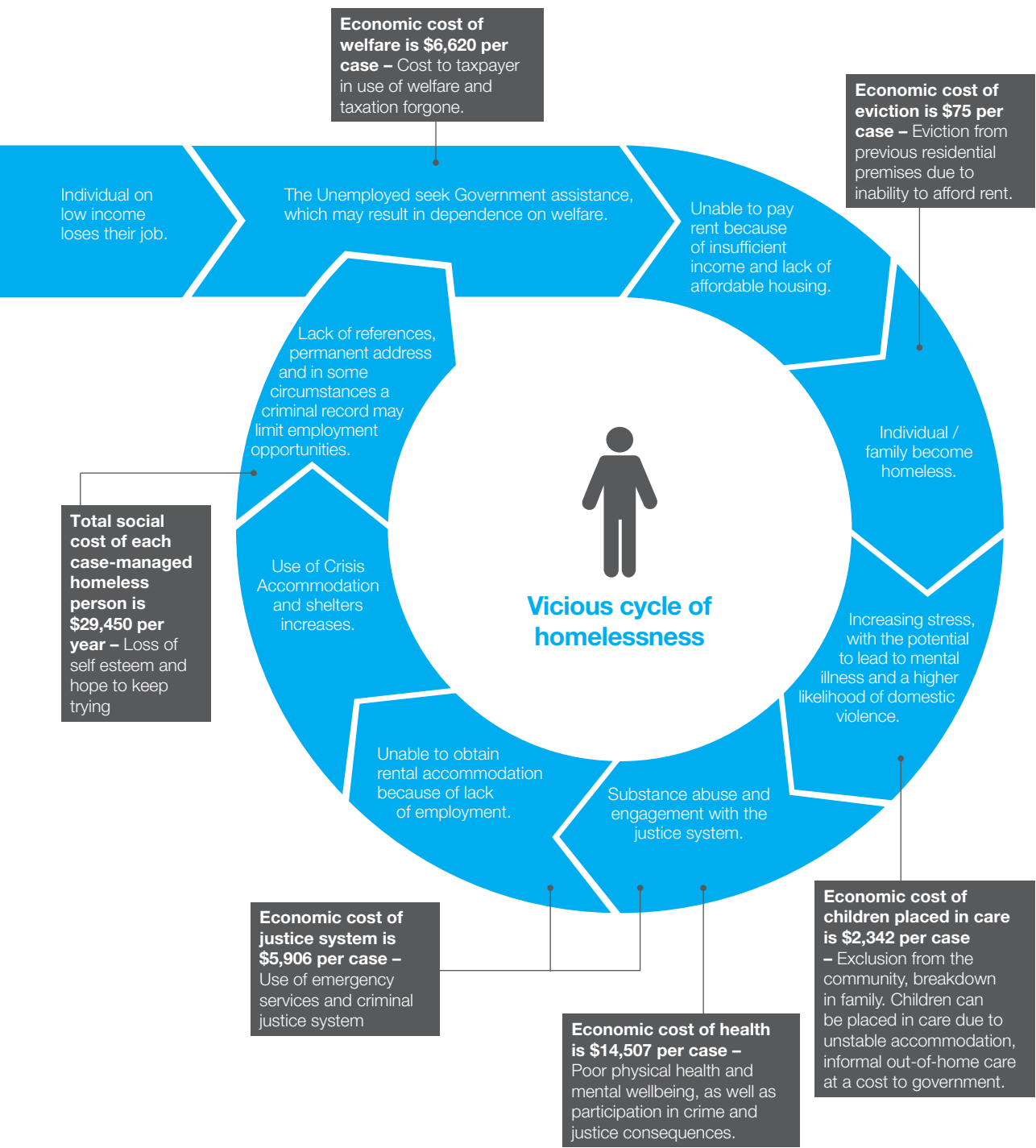


Source:  
<sup>1</sup> The Road Home: A National Approach to Reducing Homelessness, Australian Government.  
<sup>2</sup> Australian Bureau of Statistics (ABS), Census of population and housing: Estimating Homelessness, 2049.0, 2011.

Source:  
The Road Home: A National Approach to Reducing Homelessness, Australian Government, 2008.

# THE CYCLE OF HOMELESSNESS

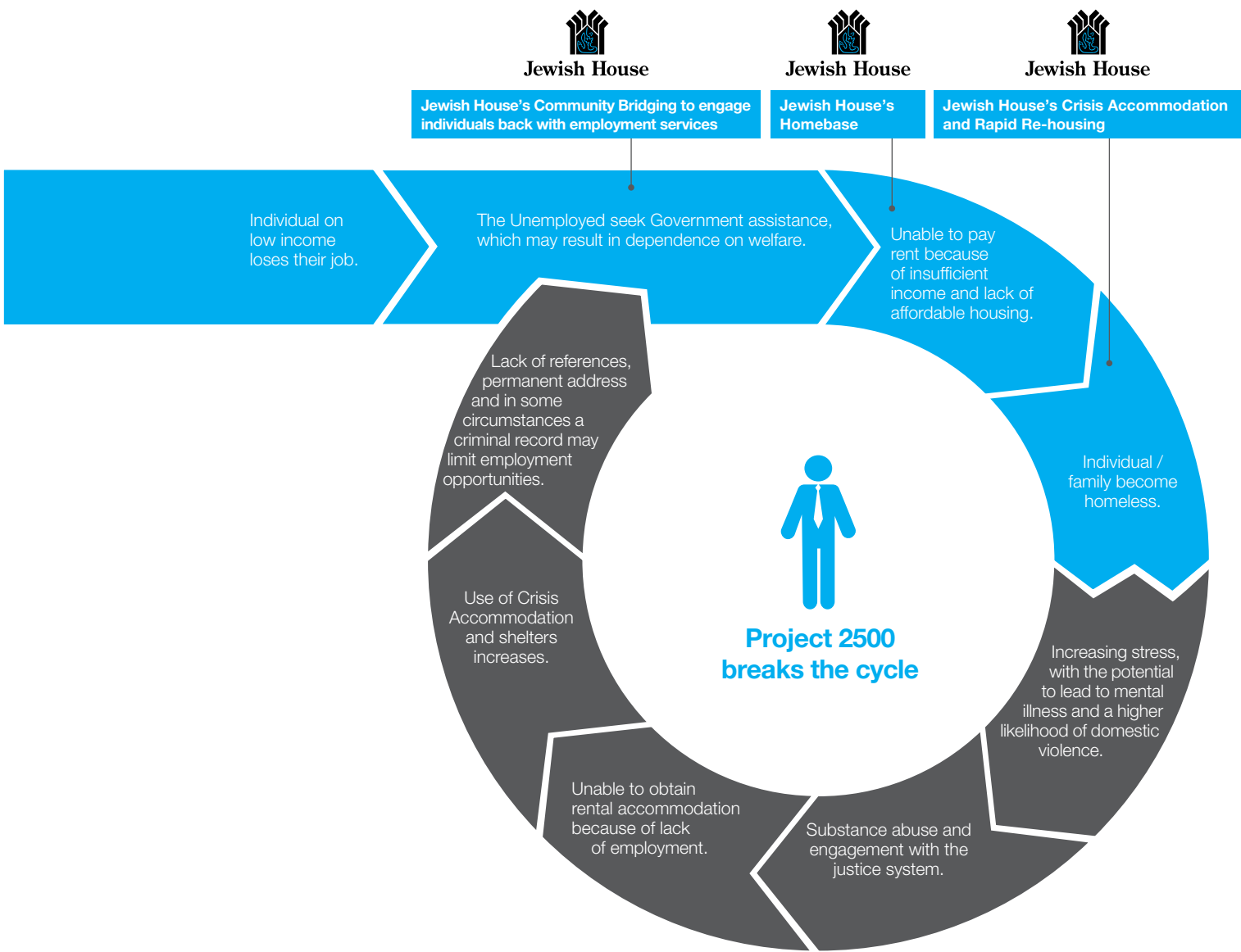
Unemployment and homelessness form a vicious circle, which can be hard to break without the support of community based organisations such as Jewish House.



\* While the causes of homelessness have been illustrated in a cycle, each case is unique and can result in different outcomes for individuals. Source: Economic costs obtained from Australian Housing and Urban Research Institute, The Cost of Homelessness and the Net Benefit of Homelessness Programs: A National Study, 2013.

# BREAKING THE CYCLE

Jewish House’s services help the unemployed and homelessness break the cycle.



We are often the only port of call when our partners get the clients who ‘fall through the cracks’ of other agencies pre-requisites.

**Rabbi Mendel Kastel**  
CEO

The aims of Project 2500 are to prevent individuals reaching the deeper issues of long-term homelessness and to reduce the associated social and economic costs.



DEMOGRAPHICS  
OF AUSTRALIA'S  
HOMELESSNESS

2011:48.9  
2006:45.2

Homeless persons in  
Australia per 10,000



60%

of homeless are aged  
below 35 years old (2011)

31%

increase in the number of people  
living in severely crowded dwellings  
(2006–2011)



23%

increase in the number of people  
staying in homelessness services  
(2006–2011)

The total number of persons experiencing homelessness in Australia has increased by 17% since 2006<sup>1</sup>, which means that nearly 1 in 200 Australians experience homelessness.

Homeless people in Australia by operational groups, 2006-2011<sup>1</sup>

	2006			2011			Change	
	Number of homeless	%	Rate per 10,000	Number of homeless	%	Rate per 10,000 of pop.	Number of homeless	% Change
Homeless groups								
Persons who are in improvised dwellings, tents or sleeping out	7,247	8	3.7	6,813	6	3.2	434	-6% ✓
Persons in supported accommodation for the homeless*	17,329	19	8.7	21,258	20	9.9	3,929	23% ✗
Persons staying temporarily with other households	17,663	20	8.9	17,369	17	8.1	-294	-2% ✓
Persons staying in boarding houses	15,460	17	7.8	17,721	17	8.2	2,261	15% ✗
Persons in other temporary lodging	500	1	0.3	686	1	0.3	186	37% ✗
Persons living in 'severely' crowded dwellings**	31,531	35	15.8	41,390	39	19.2	9,859	31% ✗
Total homeless persons	89,730	100	45.2	105,237	100	48.9	15,507	17% ✗

✓ Reduction in homeless numbers      ✗ Increase in homeless numbers

\* Persons in supported accommodation for the homeless includes those accommodated by Specialist Homelessness Services.<sup>1</sup>

\*\* Persons living in severely crowded dwellings are usual residents living in dwellings reported in the Census requiring 3 extra bedrooms to accommodate them. They are considered to be homeless because they do not have control of, or access to space for social relations.

Trends in recorded homelessness:

- There was a very large increase of 31% in the number of people living in dwellings that were severely overcrowded <sup>1</sup>. Much of this increase was in major cities, indicating a decline in rental affordability.
- Rental payments increased by more than 49% a week between 2006 and 2011, which is twice the rate that weekly incomes have increased over the same time period,<sup>1</sup> thus increasing the proportion of households experiencing rental stress.
- There was a sharp increase in the number of people staying in specialist homelessness services, up 23% from 2006.<sup>1</sup> In this climate of increasing demand, there is a need for a holistic service offering such as Project 2500, which not only deals with crisis management, but also prevention to break the cycle of homelessness.

Source:  
<sup>1</sup> Australian Bureau of Statistics, Census Data 2011.  
<sup>2</sup> Australian Bureau of Statistics, Census Data 2006.

# 2.1 SOCIAL NEED

## The social need for assisting the homeless\*

### Health Services (Incl. mental health)



Homelessness is severely detrimental to the health of the individual who are deprived of basic human necessities such as food, shelter and medicine due to their inaccessibility or cost. Homeless people are 3 times more likely to have a intellectual or psychological disability than the general population.<sup>1</sup> Homeless people use hospital emergency services at higher rates than the general population to treat conditions and fix injuries that are made worse by being homeless.<sup>2</sup>

The prevalence of mental illness, particularly severe and persistent disorders such as bi-polar and schizoid type disorders is higher amongst people experiencing homelessness.<sup>3</sup> In addition to the higher rates of mental illness experienced, people who are homeless can experience poor dental health, eye problems, podiatry issues, infectious diseases, lack of preventive and routine health care and inappropriate use of medication.<sup>3</sup>

### Justice Services



Homeless people and those at risk of homelessness utilise justice services at a significantly higher rate than the general population. Homeless people are apprehended at a rate of 200 times greater than the general population.<sup>1</sup> Homeless people perpetrate much of the violence against each other, many of whom suffer from a high level of mental health and other drug-related problems. However, nearly one-third of the violence experienced by homeless people is committed by the public.<sup>5</sup>

Those who are homeless are more likely than others to be picked up by the police on the streets, face court appearances and go to jail.<sup>1</sup>

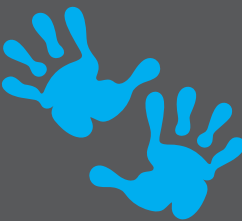
\* Excludes costs for sanitation, tenancy court costs, charitable donations/services.

### Welfare Services



Unemployment is a significant issue for homelessness people. Homelessness and unemployment are inextricably linked, with the result being a tangible economic cost to the community through foregone tax receipts. People who access homelessness services display a higher probability of being a recipient of government welfare benefits than the general population.

### Child + Eviction Services



Children are particularly vulnerable to the traumatic effects of homelessness. Children who have been homeless are more likely to experience emotional and behavioural problems such as distress, depression, and aggression.<sup>7</sup> In 2009-10, the homelessness service system supported 84,100 children.<sup>7</sup> Every day 2 in every 3 children who request immediate accommodation are turned away from homeless services.<sup>7</sup>

Over 60% of children accommodated in homeless assistance services in Australia have witnessed or been victims of domestic or family violence.<sup>6</sup> Homelessness inhibits the physical, emotional, cognitive, social, and behavioural development of children.<sup>7</sup>

#### Source:

<sup>1</sup> The Cost of Homelessness and the net benefit of homelessness programs, Flatau et al, 2013, Australian Housing and Urban Research Institute.

<sup>2</sup> G Phillips, 'Homeless People in Emergency Departments', *Parity*, vol. 20, no. 2, 2007.

<sup>3</sup> Homelessness in Australia, April 2013.

<sup>4</sup> Royal District Nursing Service, homepage, <<http://www.rdns.com.au>>.

<sup>5</sup> Australian Government 2008. *Homelessness: a new approach*. Canberra: Department of Families, Housing, Community Services and Indigenous Affairs.

<sup>6</sup> Australian Institute of Health and Welfare, *Homeless people in SAAP: SAAP National Data Collection annual report 2005-06*, AIHW cat. no. HOU 156, Canberra, 2007.

<sup>7</sup> Homelessness and Children, Homelessness Australia.



# SOCIAL NEED (CONT.)

The breadth and depth of disadvantage experienced by homeless people makes Jewish House’s Project 2500 important in addressing the issue in Sydney’s Inner City and Eastern Suburbs.

Homelessness trends	Jewish House is addressing the social need of homeless people
The problems homeless people or people at risk of homelessness are complex and often compound on one another. Homeless people entering into case management often present multiple issues, which presents a unique challenge in building the self-esteem of the person to turn their life around. When a person becomes homeless, even briefly, the impact can be long-lasting.	<ul style="list-style-type: none"><li>Jewish House’s Rapid Re-housing is an effective end to the homeless experience. They provide very high quality crisis services, case management and service linkages delivering a step up, not a step down, in what can be done for homeless people.<sup>4</sup></li></ul>
Maintaining the current effort on homelessness will see an increase in the number of Australians who are homeless due to the growth in populations at risk of homelessness, such as older people in housing stress and children in care and protection. Demand for housing assistance in Australia remains high, with the number of households experiencing ‘housing stress’ on the rise and supply of social housing dwellings built not keeping up. <sup>1</sup>	<ul style="list-style-type: none"><li>Jewish House offers homeless people the means for mediation with landlords or family members, Rapid Re-housing, service linkages, critical time intervention and permanent supportive housing placements.</li></ul>
Specialist homelessness services are struggling to meet the demand for their services. A survey conducted by the Public Interest Law Clearing House reported that 74% of those surveyed had at one point been refused crisis or transitional accommodation by a service provider; mainly due to lack of beds. <sup>2</sup>	<ul style="list-style-type: none"><li>Both the specialist homelessness service providers, such as Jewish House and the mainstream systems have roles to play in helping people participate socially and economically in their communities and to maintain long-term housing.<sup>3</sup></li></ul>
Homelessness prevention services and services which work with clients to end their homelessness is a good social investment. Provision of assistance to prevent a period of homelessness has the potential to decrease government expenditure and/or decrease demand on the system and thus allow improved efficiency and effectiveness within current budgetary constraints.	<ul style="list-style-type: none"><li>Jewish House produces positive outcomes for their clients at a relatively low cost and delivers government savings in avoidable health, justice and police outlays.<sup>3</sup></li></ul>
Investing in services to prevent and reduce homelessness delivers benefits not only to those vulnerable to homelessness, but also to the entire community. <sup>3</sup> The economic costs to government are significant, as are the social and human costs.	<ul style="list-style-type: none"><li>The best outcomes for people who are homeless will be achieved when specialist and mainstream services are highly integrated. Jewish House can connect clients to mainstream programs such as housing, health services and employment services that can deliver ongoing support, improve outcomes for clients and reduce the likelihood of homelessness happening again.<sup>3</sup></li></ul>

Source:

<sup>1</sup> Pro Bono Australia News, Housing Stress on the Rise – Report, Friday, November 8, 2013.

<sup>2</sup> Flatau, P., Zaretsky, K., Brady, M., Haigh, Y. and Martin, R. (2008), *The Cost Effectiveness of Homelessness Programs: A First Assessment*, Volumes 1 and 2, A Report for the Australian Housing and Urban Research Institute, WA Research Centre, AHURI Final Report No. 119. AHURI, Perth, WA

<sup>3</sup> The Road Home: A National Approach to Reducing Homelessness, Australian Government.

<sup>4</sup> 2013 National Conference: Alliance President Keynote Remarks, Conference Presentation, August 9,2013.

# SOCIAL CASE FOR ASSISTING YOUTH AT RISK OF HOMELESSNESS

Youth aged under 18 years of age account for 27% of the homeless population in Australia.

Youth homelessness is a significant social issue. While Jewish House services are not primarily targeted at youth homelessness, they are offered to all individuals and families satisfying their admission profile when in need. There are increasing trends of youth homelessness in Australia and in NSW, which can result in negative impacts later in life:

- Youth in homeless families are the largest single group who seek support from the homelessness service system.<sup>1</sup> In 2011, there was 28,758 youth aged under 18 homeless in Australia (27% of all homeless people). Of this, 6,274 were located in NSW.<sup>2</sup>
- The number of homeless youth located in NSW has increased by 31% from 4,802 youth in 2006.<sup>2</sup>
- Significant disadvantage, vulnerability and risk factors are obvious from early adolescence, yet care and protection and early intervention do not occur in any substantial or sustained way.<sup>3</sup>
- Every day 2 in every 3 children who request immediate accommodation are turned away from homelessness services.<sup>1</sup>
- Accommodation is only provided to 31% of homeless children under 12 years, and 28% of youth aged 12 to 18 years.<sup>2</sup>

Source:

<sup>1</sup> Homelessness and Children, Homelessness Australia.

<sup>2</sup> Australian Bureau of Statistics, *Census of Population and Housing: Estimating homelessness 2011*, Cat No. 2049.0

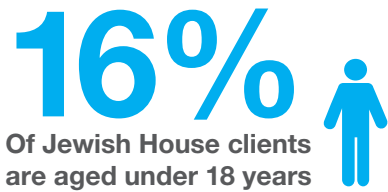
<sup>3</sup> School of Social Sciences, University of New South Wales, *Lifecourse institutional costs of homelessness for vulnerable groups*, May 2012.

<sup>4</sup> Australian Institute of Health and Welfare, Child development & wellbeing – Safety and security, located at: <http://www.aihw.gov.au/child-health/safety-and-security/>

## The negative impacts of homelessness on the health and well being of youth:

Health and well being of children who are homeless is negatively impacted in the following ways:<sup>1</sup>

- Often experience lower levels of safety and security;
- May have lower self esteem and increased anxiety, behavioural issues and mental illness;
- More likely to exhibit signs of distress such as bed wetting;
- Suffer more frequent illnesses such as respiratory infections;
- Higher rates of asthma, recurrent ear infections, vision problems, eczema and development delays;
- Have lower immunisation rates; and
- Are more likely to become homeless later in life and raise families who, in turn, also become homeless.



Jewish House has been serving young children as part of its service offering to families. Early intervention by Jewish House is critical in limiting the spiral of youth homelessness.

# SOCIAL CASE FOR ASSISTING WOMEN

Jewish House is focused on creating a safe environment for single women and women with children who are facing homelessness.

### Service design to assist women

Jewish House recognises the vulnerability and the lack of resources available for single women and women with children who are facing homelessness.

Jewish House has a number of female staff including a qualified social worker and psychologist to address specific women’s needs. Our policies and procedures for individual case management of single women and families have a focus on ensuring safety and referral to appropriate services. For example, for single mothers with children escaping domestic violence we aim to ensure their safety by keeping there whereabouts confidential and assist in securing Apprehended Violence Orders (AVOs) if needed.

### Local alliances in assisting women

Jewish House works collaboratively with other women’s service providers in the community to offer clients access to additional sources of professional expertise, support and advocacy with the aim of maximising positive outcomes for clients. They work with single women’s services to ensure the safety and well being of the client and ensure they are kept in a safe environment.

Jewish House actively participates in **Sydney Women’s Homelessness Alliance** (SWHA). SWHA’s main purpose is to triage women in Housing NSW’s temporary accommodation with the aim of providing timely and appropriate information and referrals to assist the women to escape homelessness. To manage the triage needs, multiple services in the Inner City including Jewish House have come together to support women in temporary accommodation.

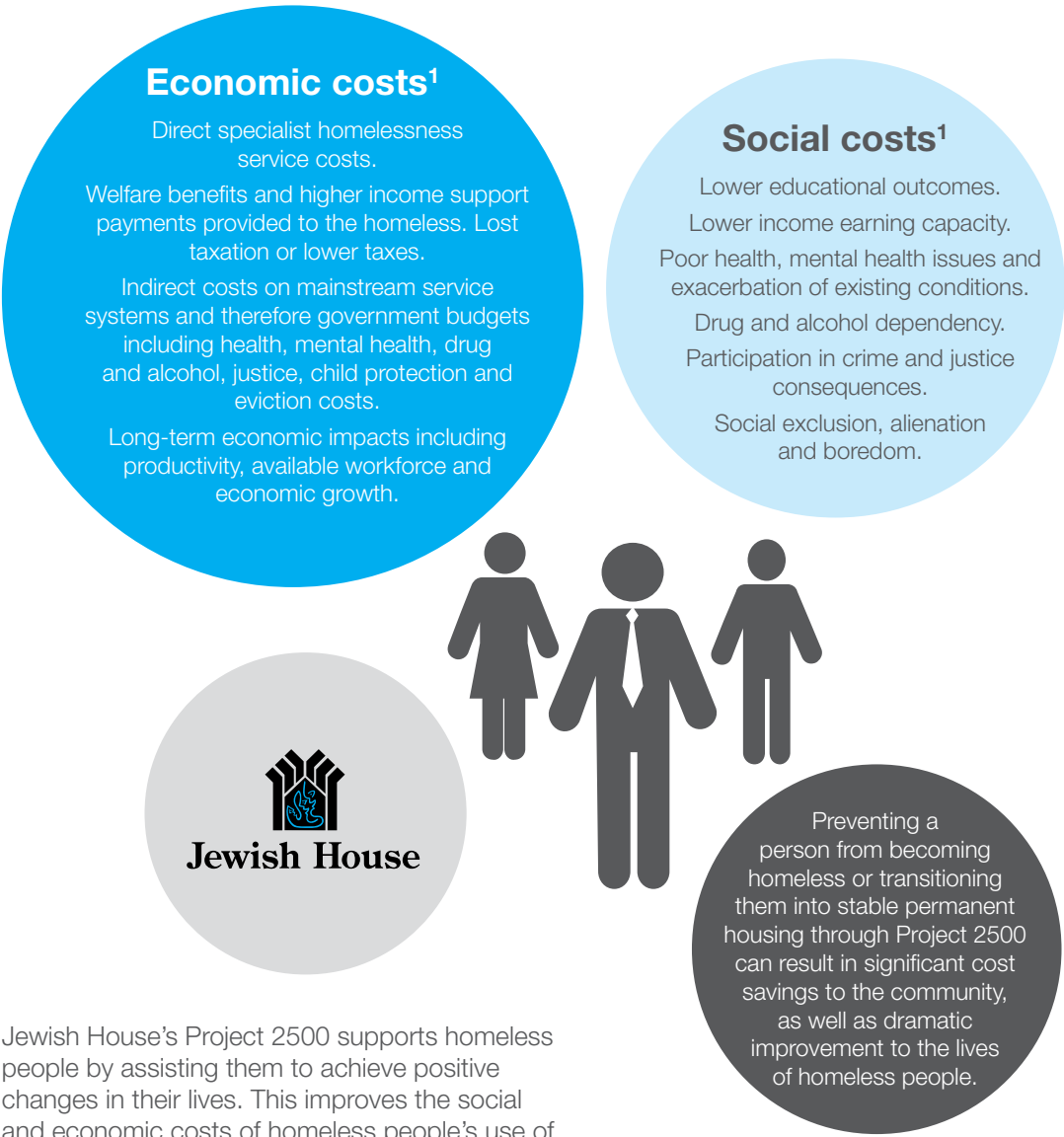
Jewish House works closely with Women and Girls, Lou’s Place and St Vincent’s de Paul to achieve the aims of the SWHA.

### Jewish House caters specifically to women’s needs:

- Single adult women represent 35% of Jewish House’s clients that are homeless or at risk of homelessness.
- Families with or without children represent another 35% of Jewish House’s clients.
- Jewish House has a 55% success rate placing female clients that are homeless. Single mothers with small children are prioritised.
- 33% of families that require assistance from Jewish House have used its Crisis Accommodation services.

# SOCIAL COSTS

Jewish House’s delivery of Project 2500 can result in significant cost savings as well as dramatic improvement to the lives of homeless people.



Jewish House’s Project 2500 supports homeless people by assisting them to achieve positive changes in their lives. This improves the social and economic costs of homeless people’s use of Australia’s **health, justice** and **welfare services**.

Source:  
<sup>1</sup> The Real Cost of Youth Homelessness in Australia, Swinburne Institute for Social Research (2012).



# SOCIAL COSTS (CONT.)

Each homeless person costs society on average \$29,450 per year. This translates to a present value cost of \$706,264 if that person remains homeless throughout their life.

Social cost per homeless person

Total surveyed (n=190)	Single men \$	Single women \$	Tenancy support \$	Street-to-home \$	Average Cost \$
Annual offset per client					
Health	22,824	13,247	4,254	4,575	14,507
Justice	10,684	2,749	4,536	1,302	5,906
Welfare and taxation foregone (average wage)	10,482	4,558	3,503	8,937	6,620
Children placed in care	8	2,734	5,908	(101)	2,342
Eviction	139	64	0	0	75
Potential offset per client – annual	\$44,137	\$23,352	\$18,201	\$14,713	\$29,450
Average life offset per client					
Health	547,361	317,677	102,020	109,713	347,898
Justice	256,222	65,921	108,782	31,218	141,630
Welfare and taxation foregone (average wage)	251,384	109,313	84,018	214,335	158,758
Children placed in care	199	65,561	141,683	(2,428)	56,172
Eviction	3,325	1,544	(12)	(12)	1,806
Potential offset per client – life	\$1,058,491	\$560,016	\$436,491	\$352,826	\$706,264

- Offset per client is based on the cost differential between the average cost of services that are provided to people who are at risk of homelessness and the general population. The equation used to calculate each categories cost differential is:
- (Average annual use by clients) \* (unit cost of service) – (population average annual use) \* (unit cost of service)
- Average life outcomes are the present value cost differential for each category. The assumption in this analysis is that clients will have an average lifespan of 43 years and service cost inflation will be 3% per year.
- Analysis is based on a sample of 190 interviews conducted with homeless people.

Source:  
Australian Housing and Urban Research Institute, *The Cost of Homelessness and the Net Benefit of Homelessness Programs: A National Study*, 2013.

# SOCIAL RETURN ON INVESTMENT

The potential impact of Project 2500 to the State of NSW is up to an estimated \$243.2m (minimum of \$74.2m) reduction in the cost of homelessness over the lifetime of 2,500 people it is designed to help.

12-39x

The potential return on a \$6.2m investment to society<sup>4</sup>

8.9%

The potential long-term reduction in the cost of homelessness to NSW<sup>5</sup>

- Through its holistic Project 2500, Jewish House are able to provide assistance for people who are homeless, marginally housed or at risk of homelessness through Community Bridging, Crisis Accommodation, Rapid Re-housing or Homebase services.
- The economic cost of homelessness at a National and State level, and the benefit of Jewish House's Project 2500 is as follows:

Summary	No. of clients	Cost of Homelessness (Lifetime)	Cost of Homelessness (Project)	Description
National	105,237 <sup>1</sup>	\$10.2bn	\$3.1bn	A significant financial cost of homelessness in Australia.
NSW	28,190 <sup>1</sup>	\$2.7bn	\$830.2m	A significant financial cost of homelessness in NSW.
Local	3,644 <sup>3</sup>	\$351.6m	\$107.3m	A significant financial cost of homelessness in the local councils of Waverley, Woolhara, City of Sydney, Randwick and Botany Bay.
Project 2500 Impact – Community Bridging	1,650 people across 3 years	\$159.2m	\$48.6m	Jewish House's case management reduces homelessness by addressing the person's specific needs, including help with accommodation, psychological assistance and referrals to other necessary services.
Project 2500 Impact – Crisis Accommodation	660 people across 3 years	\$63.7m	\$19.4m	Jewish House's Crisis Accommodation provides share accommodation for people in periods of crisis.
Project 2500 Impact – Rapid Re-housing	90 people across 3 years	\$8.7m	\$2.7m	Jewish House's Rapid Re-housing program provides homeless people with accommodation for a period of 3 to 12 months.
Project 2500 Impact – Homebase	120 people across 3 years	\$11.6m	\$3.5m	Jewish House's Homebase program prevents homelessness for people at risk by responding to the specific circumstances that threaten homelessness.
Potential Impact of Project 2500	2,520 people across 3 years	\$243.2mill	\$74.2m	This is the potential savings to the community as a result of Project 2500.

Source:  
<sup>1</sup> Australian Bureau of Statistics, *Census of Population and Housing: Estimating homelessness, 2011*, Cat no. 2049.0  
<sup>2</sup> Australian Housing and Urban Research Institute, *The Cost of Homelessness and the Net Benefit of Homelessness Programs: A National Study*, 2013.  
<sup>3</sup> Division of Local Government website, [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)  
<sup>4</sup> Calculated as potential impact / investment for project 2500 of \$6.2m  
<sup>5</sup> Calculated as potential impact / Cost of homelessness in NSW  
NB: Please refer to appendix 2 for underlying assumptions.



# TESTIMONIALS

A sample of testimonials from Jewish House’s clients.

**“Thank you for the journey of adventure and humble beginnings, I am so grateful to you all”**

A 44 year old female working as a casual teacher for the Department of Education left an abusive relationship and had since run into financial difficulties, which resulted in her becoming homeless. Jewish House assisted this client with short-term accommodation. Jewish House still work with the client in a case management capacity and the client also accesses Jewish House’s psychological services. The client has now managed to secure permanent accommodation.

**“I can’t express the appreciation that we have for your kind support. Our time at Jewish House has been more like a holiday that a disaster relief”**

A couple with a 15 year old daughter, which the father was out of work and the mother was finishing her studies had their unit damaged by fire and the owner didn’t have the appropriate insurance to pay for their accommodation. They moved to Jewish House, where the team helped them to connect with legal aid and supported the family through that difficult time, after which they were able to return home.

**“We appreciate from the bottom of our hearts what help and support you have done to my family and me and we are never going to forget what you have done”**

A couple with their two children came to stay at the Jewish House after the father was injured at work and unable to work full time. They moved in with the mothers family, but the place became crowded and they became homeless. They stayed at Jewish House while we helped them to navigate through the NSW Housing system and Centrelink. We assisted them to move to a long-term refuge.

**“...You ‘caught’ me and my family when we needed help the most and you never stopped fighting for our cause against all the odds. You all made an incredible difference...”**

A family of four, homeless for the first time and had never accessed any government program before. Jewish House assisted in navigating the system and connecting them with Centrelink. This enabled the family to receive all the payments they were entitled to. With the assistance of brokerage programs Jewish House helped them to secure stable accommodation.

# 3. PROJECT 2500



**What we plan to do and how we will do it**

**Our objective is to help 2,500 homeless people over a 3 year period**



# OVERVIEW

Project 2500 is at the core of Jewish House’s holistic strategy and pivots the focus of homelessness services by directing resources to strengthen prevention and early intervention responses.

The demand for services provided by Jewish House continues to grow. The increasing rates of homelessness establish the need to extend and expand our accommodation services as well as supplement the professional staff we have on board to support the community.

“Our work with the homeless has dramatically increased both in the interaction with other services and our dedicated staff who spend hours helping people find alternative accommodation and in most cases longer term housing. Our focus has changed on getting people into longer term housing and providing our support even where there is financial and emotional distress. This is part of the overall focus on helping those who are dealing with homelessness way beyond just our accommodation”.

**Rabbi Mendel Kastel CEO**

The past 12 months has been the busiest period for Jewish House, having visited 3,600 people as chaplain to local hospitals, counselled over 1,800 individual sessions under pastoral care, provided 780 psychology sessions and housed approximately 260 homeless people for short periods.

Maintaining the current efforts on homelessness will still see an increase in the number of Australians who are homeless. This is due to the growth in population at risk of homelessness, such as older people in housing stress and children in care and protection.<sup>1</sup>

“It is clear that the best outcomes for people who are homeless will be achieved if specialist and mainstream services are highly integrated.”

**Australian Research Council,  
Costs of Youth Homelessness, 2012**

Source:  
<sup>1</sup> The Road Home: A National Approach to Reducing Homelessness, Australian Government.

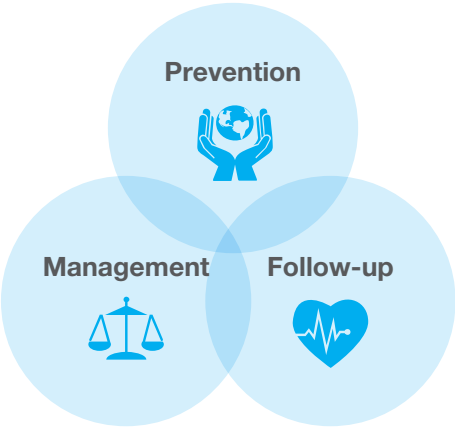
Homeless people are currently being shifted from one refuge to another, and seeking accommodation at hostels or private share rentals. These unsustainable solutions appear to be the only “long-term” affordable accommodation available. The waiting list for Housing Commission accommodation is becoming harder to attain, even in the short-term when people are on the priority listing.

### Project 2500 – Breaking the cycle of homelessness

Project 2500 is Jewish House’s holistic response to the detrimental economic and social costs of endemic homelessness in the Inner Sydney and Eastern Suburbs Areas. Project 2500 is expected to address the needs of 2,500 current and at-risk homeless people.

Project 2500 pivots the focus of homelessness services by directing resources to **strengthen prevention and early intervention** responses – enhancing and improving existing homeless services. This shift aligns concurrently with both the Federal, State and Local Governments strategic policy direction in addressing homelessness.

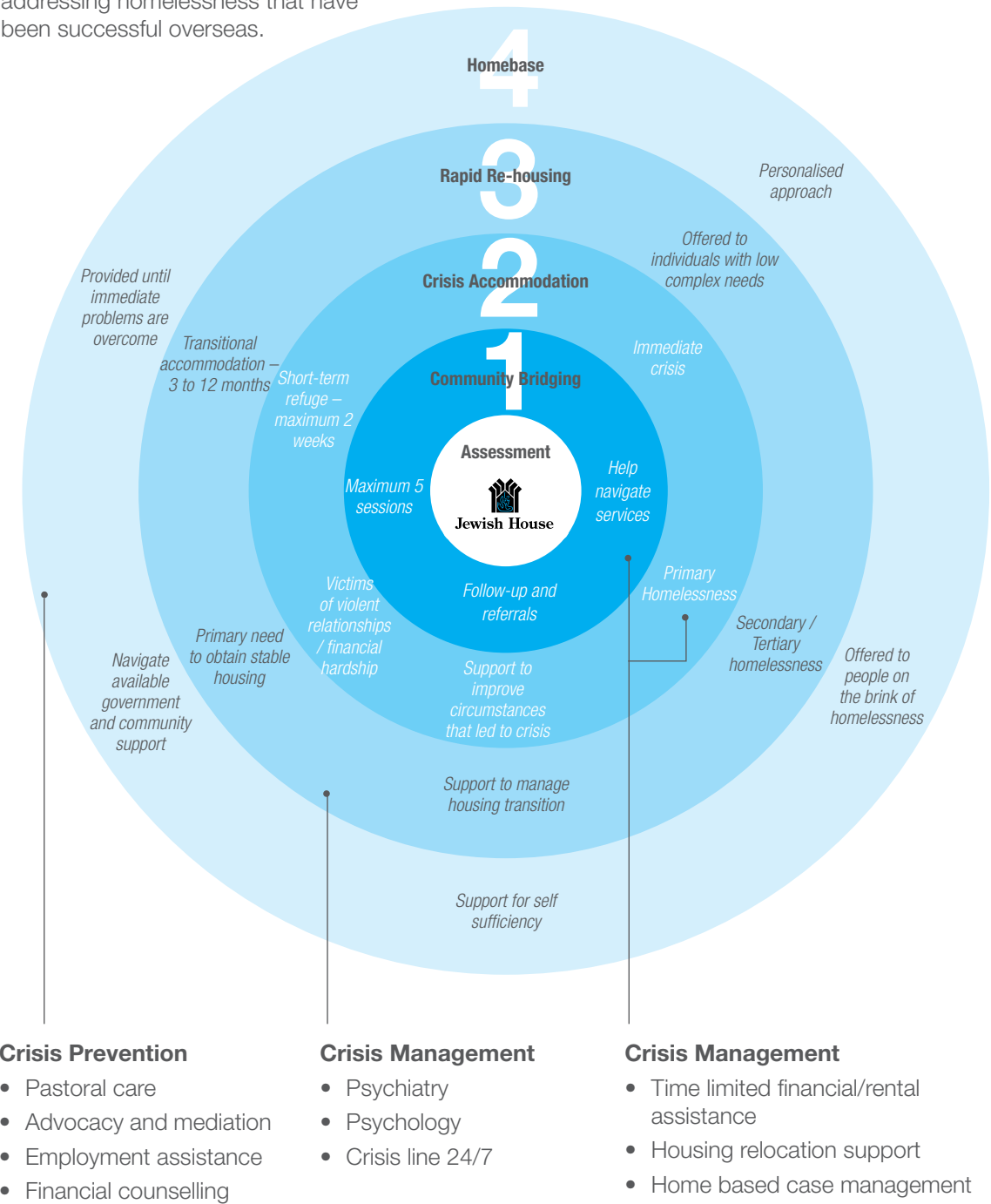
Jewish House’s holistic approach to homelessness includes three pillars, prevention, management and follow-up:.



# OUR UNIQUE AND HOLISTIC APPROACH

The four key services that are comprised in Project 2500 are designed to effectively break the cycle of homelessness and pave the way forward.

Project 2500 leverages the existing expertise of Jewish House with best practice concepts and strategies for addressing homelessness that have been successful overseas.



### Crisis Prevention

- Pastoral care
- Advocacy and mediation
- Employment assistance
- Financial counselling

### Crisis Management

- Psychiatry
- Psychology
- Crisis line 24/7

### Crisis Management

- Time limited financial/rental assistance
- Housing relocation support
- Home based case management

OBJECTIVES

Our objective is to help 2,500 homeless people over a three year period in Sydney’s Inner City and Eastern Suburbs with a non-denominational approach to ‘People helping People’.

These are the service offerings of Jewish House’s Project 2500 that occur after the assessment process to effectively break the ‘cycle of homelessness’:

1 Community Bridging	2 Crisis Accommodation	3 Rapid Re-housing	4 Homebase
Structured on the client’s specific needs. The program consists of a maximum of 5 case management sessions and includes: <ul style="list-style-type: none"><li>• Help with accommodation;</li><li>• Help with housing;</li><li>• Referrals to other necessary services;</li><li>• Psychological assistance;</li><li>• Negotiations with real estate agents and landlords; and</li><li>• Ensuring clients receive maximum benefits.</li></ul>	Provides interim share accommodation to those in immediate crisis and who are homeless. Our support includes: <ul style="list-style-type: none"><li>• Accommodation in the 12-bed facility at our Flood Street site;</li><li>• Help with more stable accommodation thereafter;</li><li>• Interim and boarding houses;</li><li>• Case management; and</li><li>• Psychology</li></ul>	Accommodation for a period of 3 to 12 months with intensive support at Jewish House’s new Bondi Road site. Our support includes: <ul style="list-style-type: none"><li>• Assisting clients to find employment;</li><li>• Helping clients get back on their feet to maintain their long-term independence; and</li><li>• Developing life skills.</li></ul>	Jewish House responds to specific circumstances that increase vulnerability to homelessness. Our support includes: <ul style="list-style-type: none"><li>• Family mediation and financial counselling;</li><li>• Brokerage; and</li><li>• Significant flexibility with regards to the clients personal circumstance and needs</li></ul>
Assist approx. 550 people p.a. = <b>1,650 people in 3 years</b> Estimated operating cost of \$382 per person	Assist approx. 220 people p.a. = <b>660 people in 3 years</b> Estimated operating cost of \$1,136 per person	Assist approx. 30 people p.a. = <b>90 people in 3 years</b> Estimated operating cost of \$7,667 per person	Assist approx. 40 people p.a. = <b>120 people in 3 years</b> Estimated operating cost of \$3,750 per person

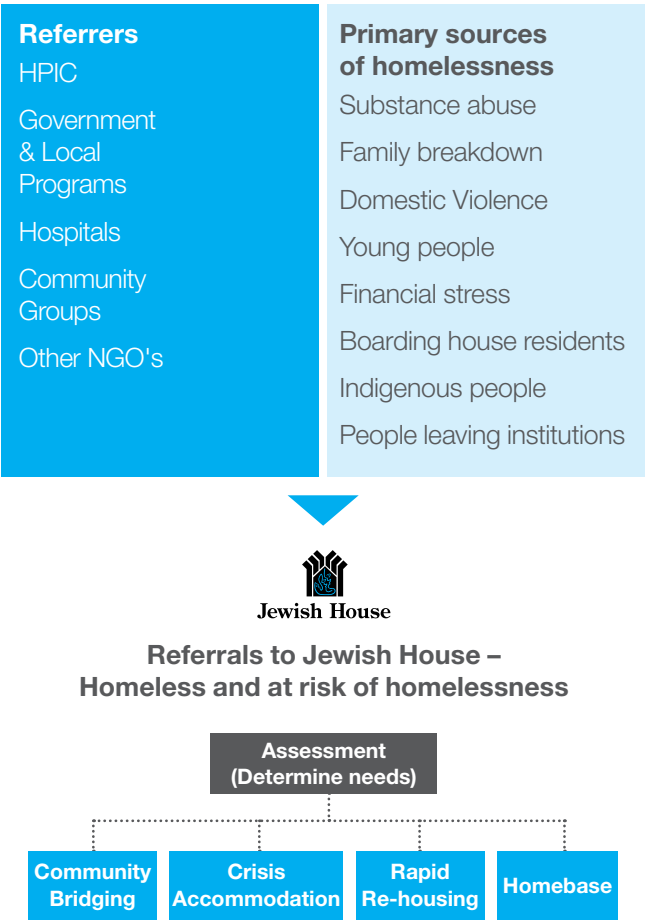
Over 2,500 people helped by FY17

ASSESSMENT

Assessment of the client allows Jewish House to provide a program tailored to an individuals specific needs.

Our assessment program allows for consistent, streamlined access to our key service offerings. Jewish House adopts a standardised assessment form to gauge the client’s needs and determine the type of program that would be best suited to the individual. This standardised assessment allows us to establish the type of support that the client would most benefit from receiving. By having a consistent program of assessment, we are able to provide more accurate records. This allows us to report on the social outcomes Jewish House achieves in terms of closing the gap on homelessness. With the clients consent, a shared information system will further this consistency and provide a better level of support for each of our clients.

- Jewish House client’s have the following traits:**
- Are from the Eastern Suburbs or Inner City;
  - Are families or individuals over 16 years;
  - Are not currently under the influence of drugs or alcohol;
  - Have low level mental health issues;
  - Are exiting hospital – only with social worker support;
  - Are exiting correctional services;
  - Are escaping domestic violence; and
  - Are eligible for Centrelink.





# COMMUNITY BRIDGING

Community Bridging is a supportive service that assists homeless people with the knowledge and resources to help themselves ‘break the cycle’ and attain permanent housing.

1 Involves case management, which is a collaborative process that assesses, evaluates and refers a client to services that meettheir individual needs.			
About	Methodology	Identification	Benefits
<ul style="list-style-type: none"><li>• Allows Jewish House to monitor a person’s situation and provide them with the necessary support to help prevent them from becoming homeless.</li><li>• Has a focus on determining the need for specific levels of housing assistance and helping the household identify and obtain affordable housing.</li><li>• This is a support service whereby Jewish House assists clients to navigate resources and services that address their needs.</li><li>• Clients are provided a maximum of five case management sessions with exceptions.</li></ul>	<ul style="list-style-type: none"><li>• Jewish House provides case management in-house or in collaboration with other organisations to provide the best results for clients.</li><li>• Specific services include helping connect the client with Centrelink and transitional accommodation, offering education assistance with housing applications, and providing psychological services.</li><li>• The type of support offered is inclusive, individualised and specific to the circumstances.</li><li>• Following the completion of the five sessions, clients are triaged to alternative outreach services or in appropriate cases to Crisis Accommodation or Rapid Re-housing.</li></ul>	<ul style="list-style-type: none"><li>• Expert case managers assess the holistic needs of each client, identifying the services required, brokering these services and using our assessment approach to coordinate their delivery. Differentiated levels of support are offered depending on the individuals needs.</li><li>• Referrals are received from hospitals, schools, Medicare Locals, local GP’s, real estate agents, job providers and community groups.</li></ul>	<ul style="list-style-type: none"><li>• Post-crisis support through case management is an effective means to ensure people who have been homeless do not become homeless again.</li><li>• Partnerships with local outreach support services are beneficial for vulnerable people who have moved into independent housing.</li><li>• A collaborative plan is devised and executed during the period of transitional case management and support. This helps homeless people have the opportunity to stay in their own home post-crisis.</li><li>• Utilising case management is an effective mechanism to prevent further homelessness.</li></ul>

This program has been designed to assist 550 people per year

# CRISIS ACCOMMODATION

Crisis Accommodation offers relief to those in immediate crisis and provides them an avenue to find a more stable home environment.

2 Crisis Accommodation is accommodation provided to people experiencing temporary or ongoing conditions of homelessness with the aim of removing them from their circumstances and allowing them to improve their situations.			
About	Methodology	Identification	Benefits
<ul style="list-style-type: none"><li>• The Crisis Accommodation program is designed to help people who are in immediate crisis and are homeless.</li><li>• Short-term share accommodation is provided to those in need. Crisis Accommodation ensures a safe and a secure place whilst permanent accommodation is found for the client.</li><li>• At present, Jewish House has one facility with a capacity of 12 beds. The organisation is proposing to acquire another facility in Bondi to increase the capacity by an additional 27 beds (that will be used for Rapid Re-housing purposes).</li></ul>	<ul style="list-style-type: none"><li>• Crisis Accommodation is provided for a maximum period of 2 weeks to clients seeking short-term refuge from violent relationships, financial distress or any other circumstances that place them in a situation where they are without a home.</li><li>• Clients are put in touch with other organisations specialising in their areas of need. Staff work with clients to find alternative accommodation or longer term housing.</li><li>• Jewish House provides services to help clients find jobs, access the internet and reintegrate into the community.</li><li>• After two weeks, clients are assessed and either referred to external agencies or provided an alternative Jewish House service based on their individual need.</li></ul>	<ul style="list-style-type: none"><li>• Target clients include those most in need of a safe environment that have low complex needs.</li><li>• Clients can be identified through direct assessment of homeless people that present at Jewish House’s Crisis Accommodation property in Bondi.</li><li>• Referrals are received from local community groups, hospitals, local shelters, welfare providers, local Police, and the Homeless Persons Information Centre (HPIC), Women and Girls, Lou’s Place and the Caretakers Cottage.</li></ul>	<ul style="list-style-type: none"><li>• This approach has a high success rate of keeping previously homeless clients from returning to the streets by helping them find longer term accommodation. This in turn reduces the likelihood of the systematic costs involved with long-term homelessness.</li><li>• Crisis Accommodation may aid in the minimisation of domestic violence and child abuse where clients are transitioned to safer environments.</li><li>• Crisis Accommodation can lead to improved mental and physical health for clients.</li></ul>

This program has been designed to assist 220 people per year

# RAPID RE-HOUSING

Rapid Re-housing is about empowering the most vulnerable people to get a home, and to stay at home for the long-term.

3

Rapid Re-housing is concerned with helping people who are homeless move quickly into housing, thus minimising the time they spend being homeless.

About	Methodology	Identification	Benefits
<ul style="list-style-type: none"><li>• Rapid Re-housing's immediate and primary focus is helping clients access and sustain permanent housing as quickly as possible.</li><li>• Services include rental subsidies, transitional housing brokerage and case management.</li><li>• Assistance is provided to help clients find employment and wrap around services to maintain independence for the long-term.</li><li>• The goal is to ensure that the person is well engaged either in work or educational courses that will provide long-term employment. This will assist the client to maintain affordable housing and prevent recurrence.</li><li>• Jewish House's Rapid Re-housing properties can cater for 27 people per night.</li></ul>	<ul style="list-style-type: none"><li>• Individuals will be assessed by case managers on a regular basis, then at least once every 3 months over an 18 month period. This close monitoring of a person's progress towards goals enables them to stabilise their situation.</li><li>• Medium-term rental assistance (4 – 12 months) is provided in terms of a fixed subsidy which is based on the shortfall between government payments and the actual rental amount.</li><li>• Accommodation is provided for a period of three to twelve months, for those individuals with low complex needs and who are homeless or at risk.</li></ul>	<ul style="list-style-type: none"><li>• Clients are households that are either currently homeless or at immediate risk of becoming homeless at the time of request for assistance.</li><li>• Indicators of risk include a history of homelessness, unemployment, cut-off from utility provider and instability in residential accommodation.</li><li>• Referrals are received from HPIC, housing providers, self referrals, hospitals, schools, Medicare Locals, local GP's, real estate agents, job providers, welfare providers, and community groups.</li></ul>	<ul style="list-style-type: none"><li>• Rapid Re-housing allows for the freeing up of shelter space, considerably reducing the waiting periods for housing and decreasing clients reliance on welfare.</li><li>• The appropriate level of financial assistance is provided to achieve successful outcomes. A rental subsidy is provided to the landlord or affordable housing provider, whilst still motivating clients to work.</li><li>• Rapid Re-housing has been successful overseas. The U.S. Department of Housing and Urban Development report states that 83% of formerly homeless or about-to-be-homeless people who were put into Rapid Re-housing were still stably housed two years after their subsidies ended.<sup>1</sup></li></ul>

This program has been designed to assist 30 people per year

<sup>1</sup> The Washington Post, *Rapid Re-housing: A new way to head off homelessness* 18 August 2013

# HOMEBASE

Homebase focuses on the prevention of homelessness, providing the maximum economic and social benefit to the community.

4

Homebase is a community-based homelessness prevention program. Homebase is designed to help families and individuals overcome immediate problems and obstacles that could result in a loss of housing.

About	Methodology	Identification	Benefits
<ul style="list-style-type: none"><li>• Homebase is designed to help families and individuals overcome immediate problems and obstacles that could result in loss of housing.</li><li>• It is a neighbourhood-based program that provides personalised assistance to families at risk of homelessness.<sup>1</sup></li><li>• It is less disruptive to a household to prevent homelessness than to find accommodation for a household after it has been lost.</li><li>• Families who think they are in danger of becoming homeless can go to Homebase offices to receive a wide variety of assistance, both financial and non-financial, to keep them out of shelters.</li><li>• Homebase allows people at risk of homelessness to have a "fighting" chance, preventing them from becoming homeless.</li></ul>	<ul style="list-style-type: none"><li>• Families experiencing difficulties voluntarily apply to a Homebase office located in their area, or are referred from shelter intake centres.</li><li>• Both homelessness intake crisis support and aftercare services are provided to Homebase clients.</li><li>• Homebase case managers have wide discretion in matching services to the specific problems of eligible families. Services include family and landlord mediation, legal assistance, short-term financial assistance, and mental health and abuse services.</li></ul>	<ul style="list-style-type: none"><li>• Clients are households at risk of homelessness with low-complex needs. These are identified by Jewish House's partner network, when the client seeks assistance from community agencies including: rental assistance, mental health professionals, requests for low cost affordable housing, and job placement.</li><li>• Focus is on awareness of Jewish House services at key entry points including: job providers (incl. workforce noticeboards), Medicare locals, low cost medical facilities, real estate agents and community centres.</li><li>• Clients are identified and assessed using our homeless risk assessment form, App website and shop front walk in centre.</li></ul>	<ul style="list-style-type: none"><li>• Homebase assists clients to address the issues that have put them in jeopardy of becoming homeless.</li><li>• Provide support from other services for utility payments such as electricity, gas and rates.</li><li>• In New York, Homebase has produced a statistically significant reduction in shelter entries.<sup>2</sup> Overall, Homebase appears to avert shelter entries, not just divert or delay them to other neighbourhoods.</li><li>• Researchers in the USA found that every dollar spent on administering Homebase led to a \$1.06 reduction in shelter costs, and Homebase saved taxpayers an average of \$2,235 per participant during the study period.<sup>3</sup></li></ul>

This program has been designed to assist 40 people per year

<sup>1</sup> Harvard Kennedy School website: <http://www.innovations.harvard.edu/awards.html?id=52611>  
<sup>2</sup> Messeri, P, 2011, Can Homelessness be Prevented? Evidence from New York City's Homebase Program, Columbia University, New York  
<sup>3</sup> National Low Income Housing Coalition website: <http://nlihc.org/article/nyc-homelessness-prevention-program-reduces-entry-shelter-system-and-length-stays>



# HOMEBASE

Jewish House is the first organisation in Australia to roll-out a Homebase service offering, based on existing experience and results achieved in New York.



An extensive report commissioned to evaluate the Homebase prevention program in New York had the following key findings:<sup>1</sup>

- Homebase reduced the number of study households who applied for shelter by 50%.
- Homebase reduced the average days study participants spent in a shelter by 70% over the two-year study period.
- Homebase services are cost-effective. Every dollar invested in Homebase saved \$1.27 in shelter costs alone (study did not factor in additional savings from a reduction in welfare, health and justice services).
- Homebase was the most successful with the highest need families.
- This research is made in comparison to other services provided.

<sup>1</sup> Abt Associates, Evaluation of the Homebase Community Prevention Program, 2013 Graph is based from Homebase USA brochure

# CAPACITY AT JEWISH HOUSE

Jewish House has the capacity to provide a bed and shelter to 39 people who are homeless on any given night.

Jewish House’s Crisis Accommodation is at the core of its expertise. As a result of the increasing demand on Jewish House for shelter, it is proposing to expand its Crisis Accommodation to better meet the demand for its services. Jewish House provides accommodation for up to 2 weeks to clients seeking short-term refuge from violent relationships, financial distress or any other circumstances that place them in a situation where they are without a home. Longer term arrangements can be made at its new residence at Bondi Rd.

Jewish House’s Crisis Accommodation is a bespoke service as it is provided at the same facility as the various counselling, psychological, social worker, pastoral care and other service offerings. Jewish House can offer a holistic multidisciplinary approach which acknowledges the immediacy of the concerns of individuals in highly stressed circumstances. This approach has been proven to be very effective, with a high success rate of keeping clients from returning to the streets.

Jewish House’s capacity in Bondi:

## Rapid Re-housing



Total of 14 units with total capacity of 27 beds:  
4 single units.  
• 7 couple units.  
• 3 family units with 3 beds in each unit.

## Crisis Accommodation



Total capacity of 12 beds.

## Map of Jewish House accommodation services:



3.1 VALUE PROPOSITION



A key point of differentiation is that Jewish House’s Project 2500 offers those in crisis a comprehensive and holistic set of services under one roof.

Features of Jewish House other homeless service providers

							
Psychology services	✓	✓	X	✓	X	✓	X
Pastoral care	✓	✓	X	X	✓	✓	X
24/7 crisis support	✓	X	X	X	X	X	X
Assessment	✓	✓	✓	✓	✓	✓	✓
Community bridging	✓	✓	X	✓	✓	✓	✓
Crisis accommodation	✓	✓	✓	✓	✓	✓	X
Rapid re-housing	✓	✓	✓	X	✓	X	X
Homebase	✓	X	X	X	X	X	X
Sydney geographical target	Inner City Eastern Suburbs	Inner City Western & South Suburbs	Inner City	Inner City Eastern Suburbs	City-wide	Inner City Inner West	Inner City Western Suburbs

NB: Analysis reflects scan of publically available information, including the respective organisations websites.

There is no one size fits all approach when it comes to homelessness, with everyone’s situation being unique. Project 2500 is designed to address those individual cases that are at varying stages of need, including prevention, management and follow-up. Through the provision of an extensive array of services, it increases the chance that the individual receives the help they need, reduces the chances of reoccurrence and thus reduces the economic and social costs that result from homelessness.



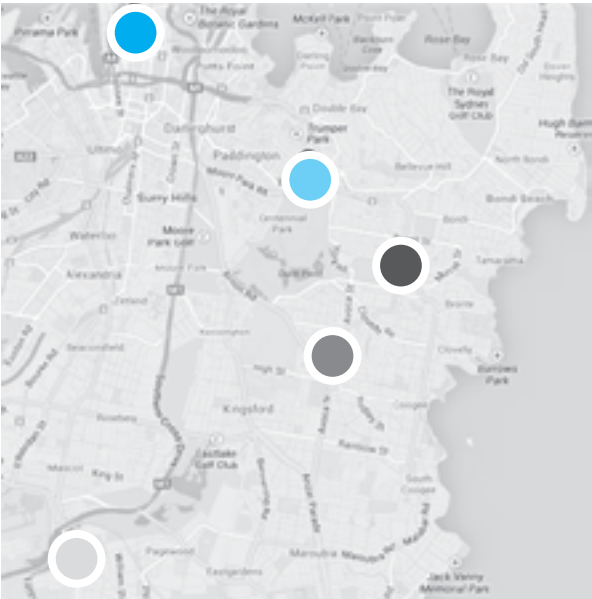
### 3.2 COMMUNITY ENGAGEMENT



“Although our organisations are located half a world apart, we share a common mission – to help those without a home find stable housing in the community. The New York City Department of Homeless Services congratulates Jewish House on its tremendous efforts in helping those in need.”  
**Michele M. Ovesey,**  
**Commissioner,**  
**New York City Department of Homelessness**

### COMMUNITY OUTREACH

Jewish House provides services to those in need within Sydney’s Inner City and the Eastern Suburbs, which is estimated to include between 3,500 – 4,000 homeless people (15% of NSW’s total homeless)



Council	Population <sup>1</sup>	Estimated Number of Homeless	
		At Rate of Homelessness <sup>2</sup>	Total Adult Clients Calling for Assistance <sup>3</sup>
City of Sydney	182,226	2,424	3,349
Waverley	69,420	283	142
Woollahra	56,005	229	51
Randwick	133,116	543	371
Botany Bay City	40,463	165	129
Total	481,230	3,644	4,042

In 2012, 26% of clients calling homeless shelters (1,065 people) within Sydney’s Inner City and the Eastern Suburbs did not have their needs met.<sup>3</sup>

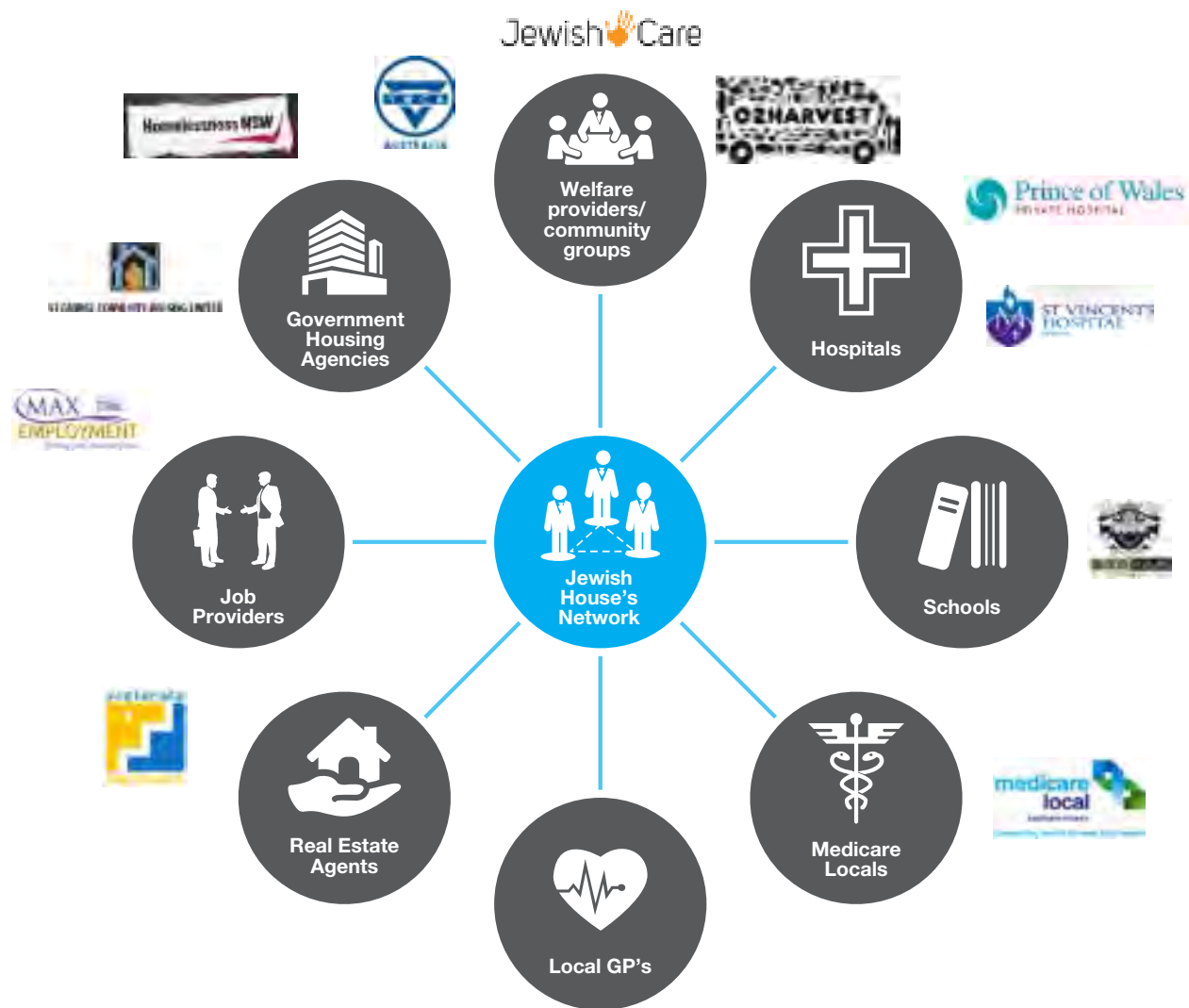
Jewish House plan to provide services to approximately 840 people per annum under Project 2500 (22% of those currently homeless in Sydney’s Inner City and the Eastern Suburbs).

<sup>1</sup> Division of Local Government website, [www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)  
<sup>2</sup> Homeless rates of 40.8 per 10,000 people have been applied for all councils, except the City of Sydney where the estimated rate of homelessness is 133 per 10,000. Sources for this data include:  
ABS Census 2011, Population and Housing: *Estimating homelessness, 2011*  
ABS, *Counting the Homeless*, 2006  
<sup>3</sup> Homeless Persons Information Centre (HPIC), Local Government Area (LGA) information (2012)



# COMMUNITY NETWORK

Jewish House has established relationships with a number of key partners in the local community to help provide the best possible outcomes for people in need.



## COMMUNITY DEVELOPMENT

Great cities find the right balance  
across multiple dimensions.



Jewish House provides critical services to the Inner Sydney and Eastern Suburbs communities, improving social outcomes for individuals and families. Without social progress and integration, there can be a threat to housing supply. This system failure needs a new approach to provide early prevention and deliver outcomes, which is the basis for creating Project 2500.

The doors of the Jewish House are open to anyone, regardless of faith, and the work that they do is being expanded to include medium term accommodation through their Project 2500 – a plan to assist 2,500 people affected by homelessness over the next three years.

The Jewish House has been providing assistance to people in the Eastern Suburbs of Sydney for over 27 years. The work of their CEO, Rabbi Mendel Kastel, is greatly appreciated throughout the local community.

**Hon. Malcolm Turnbull MP (2012)**

### 3.3 ALIGNMENT WITH GOVERNMENT POLICY



### ALIGNMENT WITH GOVERNMENT OBJECTIVES

The assistance Jewish House provides homeless people aligns with the Australian Government’s ‘The Road Home’ white paper – a national approach to reducing homelessness.

Australian Government The Road Home – White Paper	NSW Government Going Home Staying Home Reforms
<p>In January 2008, The Road Home, White Paper was released, as a comprehensive, long-term plan to tackle homelessness in Australia. The key targets of ‘The Road Home’ is to halve homelessness and provide supported accommodation to all rough sleepers who need it by 2020. <sup>1</sup></p> <p>‘The Road Home’ delivers a 55% increase on the current investment in homelessness. This represents an additional \$800 million of funding to be spent on services to prevent and reduce homelessness, delivered through the National Partnership on Homelessness (NPAH). A further \$400 million will increase the supply of affordable and supported housing for people who would otherwise be homeless – delivered through the National Partnership on Social Housing.<sup>1</sup></p> <p>‘The Road Home’ national strategy focuses on three key pillars for improving the prosperity of homelessness Australians<sup>1</sup>:</p> <ol style="list-style-type: none"><li><b>1. Turning off the tap:</b> Services that will intervene early to prevent homelessness.</li><li><b>2. Improving and expanding services:</b> Services will be more connected and responsive to achieve sustainable housing, improve economic and social participation and end homelessness for their clients.</li><li><b>3. Breaking the cycle:</b> People who become homeless will move quickly through the crisis system to stable housing with the support they need so that homelessness does not occur.</li></ol> <p>Interim targets will measure progress towards all three of these national strategies.</p> <p>The Federal Coalition Government has yet to communicative its homelessness policy at the time of developing this project plan.</p>	<p>In 2012, the Hon. Pru Goward, Minister for Family and Community Services (FACS) launched ‘Going Home Staying Home’, a program to reform the specialist homelessness services (SHS) system in NSW. Improving specialist homelessness services is one of the key actions in the NSW 2021 plan which underpins NSW Government’s targets to reduce homelessness and repeat homelessness.<sup>2</sup></p> <p>SHS in NSW is very important and play a vital part of the broader service system that supports people who are homeless or at risk of homelessness. SHS service providers help more than 53,000 people in NSW each year, to stay safe, find accommodation, secure support services and get practical assistance while they are stabilising their housing.<sup>2</sup> The role of state and territory governments in preventing homelessness is critical. People at risk of homelessness will often interact with multiple government agencies and organisations, all of which must be involved in the national prevention and early intervention effort.</p> <p>The key aims of the Going Home Staying Home (GHSH) reforms of the NSW Government, include:</p> <ul style="list-style-type: none"><li>• Improve the responsiveness and flexibility of services.</li><li>• Increase the focus on intervening early to prevent homelessness.</li><li>• Make it easier for clients to access the right service for their needs.</li><li>• Better match demand and supply.</li><li>• Develop the industry and its workforce.</li><li>• Strengthen the quality and performance of services.</li><li>• Reduce unnecessary red tape and administration.</li></ul> <p>Ending homelessness requires sustained long-term efforts from all levels of government, business, the not-for profit sector and the community.</p>



# ALIGNMENT WITH NSW GOVERNMENT OBJECTIVES (CONT.)

Jewish House plays a vital role in the achievement of the ‘NSW Going Home Staying Home’ reform strategies.

GHSH is a two-year reform program which began in July 2012 and will be completed in July 2014, when clients will begin to see the benefits from the reforms. Five specific strategies contain a total of 16 actions for delivery. A concise analysis of the potential alignment of Jewish House with these strategies has been conducted below:

Five specific reform strategies			
Government reform strategies	Service responses	Jewish Houses assistance in achieving reform strategies:	Alignment
<b>Service delivery design:</b> ensuring the right service design	<ul style="list-style-type: none"><li>Prevention and early intervention</li><li>Rapid Re-housing</li><li>Crisis and transition response</li><li>Intensive responses for complex needs clients</li></ul>	<ul style="list-style-type: none"><li>Project 2500 offers a range of services designed to prevent and intervene in cases of homelessness.</li><li>A key pillar of Project 2500’s service delivery framework is its Rapid Re-housing initiatives.</li><li>Jewish House works with other agencies and service providers to quickly transition clients in crisis.</li><li>N/A; Jewish House does not target complex needs clients (such as mental health and alcohol and other drugs dependent). However, it has the ability to refer these clients to other service providers.</li></ul>	✓
<b>Streamlined access for clients:</b> helping clients access the services they need	<ul style="list-style-type: none"><li>A streamlined access system will enable clients to access consistent information and assessment whichever door they enter the system leading to a ‘no wrong door’ protocol approach</li></ul>	<ul style="list-style-type: none"><li>FACS is developing a framework for all SHS clients to receive consistent assessments and referrals. Jewish House will consider the adoption of this framework once it has been developed.</li><li>Jewish House provides access arrangements for metropolitan service systems, providing an ‘open door’ to those people in need.</li></ul>	✓

Five specific reform strategies			
Government reform strategies	Service responses	Jewish Houses assistance in achieving reform strategies:	Alignment
<b>Better planning and resource allocation:</b> locating services where they are needed most	<ul style="list-style-type: none"><li>To ensure SHS funds, Crisis Accommodation properties and temporary accommodation funds are used most effectively, FACS must review the roles, responsibilities and analytical framework used to allocate the available SHS budget</li></ul>	<ul style="list-style-type: none"><li>N/A; FACS is to develop a resource allocation model that identifies service gaps by overlaying data on the at-risk population with existing service data.</li></ul> <p>It is anticipated that Jewish House will respond to any proposed resource allocation model providing funding for SHS in its service area.</p>	X
<b>Industry and workforce development:</b> enabling organisations and staff to deliver the reforms	<ul style="list-style-type: none"><li>Industry development will ensure that a well-structured sector has the business models, governance and infrastructure arrangements in place to effectively deliver client outcomes</li></ul>	<ul style="list-style-type: none"><li>Jewish House has articulated the business models, governance and infrastructure arrangements required to support Project 2500 in this document, aligning with the need identified by FACS for the industry to implement more robust delivery of services.</li></ul>	✓
<b>Quality, contracting and continuous improvement:</b> ensuring ongoing improvement in quality and outcomes	<ul style="list-style-type: none"><li>Focus on streamlining contracting arrangements and ensuring that all new contracts reflect the new priorities, pricing, quality standards and assurance mechanisms.</li></ul>	<ul style="list-style-type: none"><li>While Jewish House does not currently have an existing contract with FACS, Project 2500 is being designed to embed quality assurance mechanisms and measurement of the social benefits provided.</li></ul>	✓

Source:  
NSW Government, Family & Community Services, Going Home Staying Home, Reform Plan.



# ALIGNMENT WITH NSW GOVERNMENT OBJECTIVES (CONT.)

Jewish House plays a vital role in the achievement of the ‘NSW Going Home Staying Home’ reform plan strategic directions.

The GHSH reforms of the NSW Government sets the strategic direction for reforms and outlines the priority work to be undertaken by June 2014. GHSH is a reform initiative that will make specialist homelessness services easier to access and deliver a better balance between early intervention, crisis and post crisis-support.

Four measures of success			
Government measures of success	Reason for concern	Jewish Houses assistance in achieving this measure of success:	Alignment
Reduce the proportion of SHS clients who experience repeat homelessness.	In 2011/12, 21% of SHS clients were experiencing a repeat episode of homelessness.	<ul style="list-style-type: none"><li>Project 2500's Community Bridging service customises its response based on the individual's specific needs, by providing service linkages to their clients. This enables them better access to support services required to improve their homelessness situation and reduces their chances of becoming homeless again.</li><li>Project 2500's post crisis-support services of Crisis Accommodation and Rapid Re-housing program targets people that face repeat homelessness.</li></ul>	✓
Reduce the proportion of people who are turned away from SHS services.	In 2011/12, approximately 31% of the daily requests for SHS assistance were not met.	<ul style="list-style-type: none"><li>Project 2500's Homebase program reduces the demand for SHS assistance as its core benefit is to prevent a person at risk of homelessness from becoming homeless.</li><li>Project 2500's four tiered project has expanded the range of options available to the homeless reducing the reliance on its Crisis Accommodation and allowing more homeless people to be assisted with the support they need.</li></ul>	✓

Four measures of success			
Government measures of success	Reason for concern	Jewish Houses assistance in achieving this measure of success:	Alignment
Increase the proportion of SHS clients who can establish and keep long-term accommodation.	In 2011/12 only 43% of clients who needed support to obtain or maintain independent housing were able to obtain or maintain this housing after the support ended.	<ul style="list-style-type: none"><li>Project 2500 's Community Bridging and Homebase provides support to the person at risk of homelessness before and after the crisis without necessarily providing accommodation.</li><li>Project 2500 's ensures that people who leave Crisis Accommodation are linked into post-crisis support that follows them where they choose to live.</li><li>Project 2500's will help reduce the number of dependent homeless people and ensure that people in greater need are provided homelessness services.</li></ul>	✓
Reduce the need for temporary accommodation.	The number of households in NSW who received temporary accommodation has increased from about 9,000 households in 2006/07 to about 14,000 in 2011/12.	<ul style="list-style-type: none"><li>Project 2500 strengthens the focus on prevention and early intervention through its Homebase program.</li><li>Project 2500's Community Bridging links the provision of its temporary accommodation with other specialist homelessness services.</li></ul>	✓

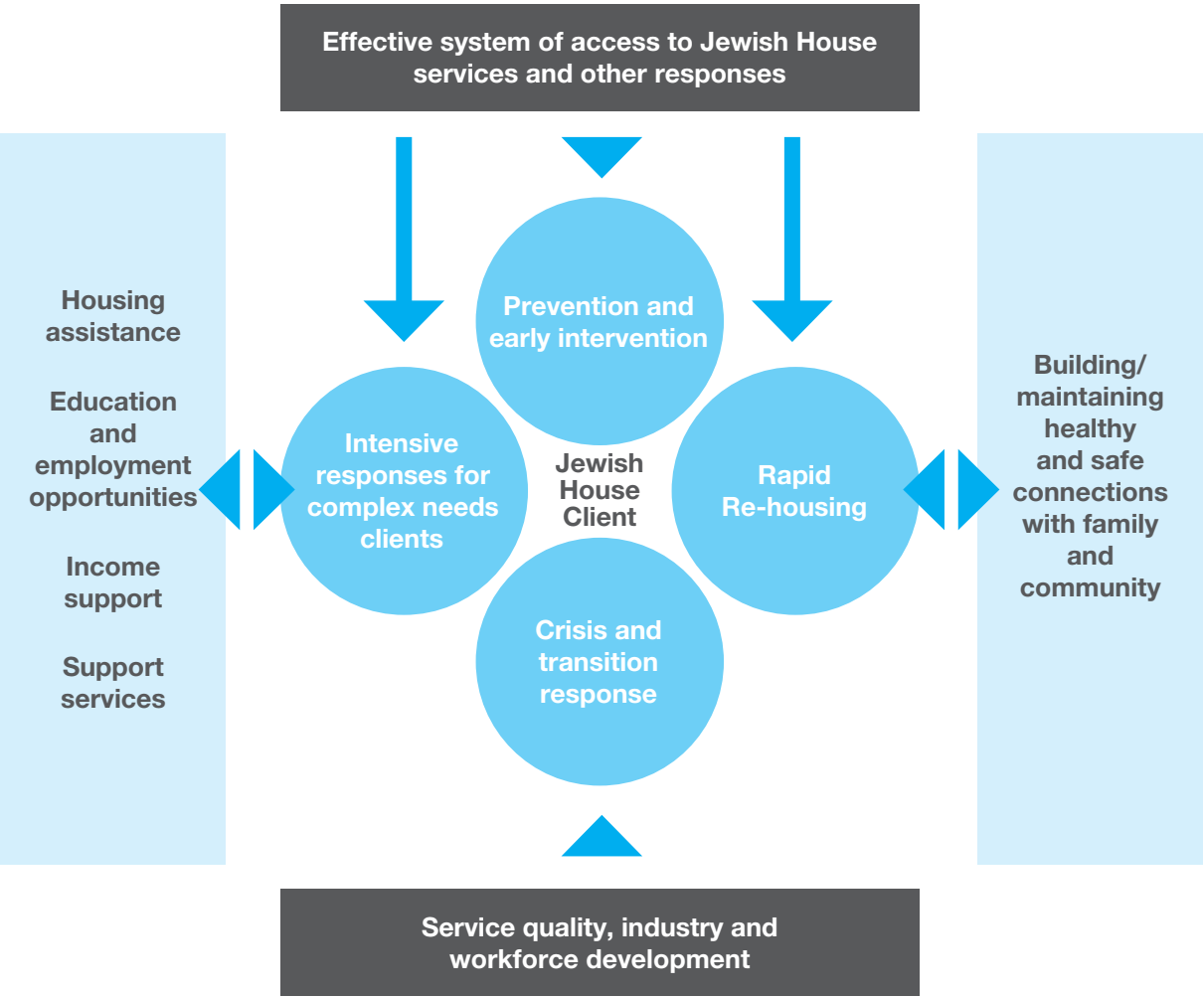
Source:  
NSW Government, Family & Community Services, Going Home Staying Home, Reform Plan.

# ALIGNMENT WITH NSW GOVERNMENT OBJECTIVES (CONT.)

Jewish House specifically aligns with GHSH’s Service Delivery Framework.

Project 2500 addresses the four core service responses of prevention, Rapid Re-housing, crisis and intensive support outlined in the GHSH Reforms. Project 2500 puts clients as the main focus, customising services to their individual needs. This system focuses on linking clients to housing and other services and helps them to build and maintain connections with family and community.

GHSH Service Delivery Framework:



Jewish House plays a role in the achievement of the ‘NSW Homelessness Action Plans’ strategic priorities.

The NSW Homelessness Action Plan sets the direction for state wide reform of the homelessness service system to achieve better outcomes for people who are homeless or at risk of homelessness over 2009 to 2014. Through the NSW Homelessness Action Plan the NSW Government will realign existing effort, increasing the focus of the service system on prevention and long-term accommodation and support, rather than crisis intervention.

The NSW Homelessness Action Plan is based around three strategic directions to achieve their vision for reducing homelessness in NSW. Jewish House’s Project 2500 aligns to the priorities for determining NSW’s impact on homelessness.

Jewish House’s response to the NSW Homelessness Action Plans three strategic directions			
Strategy	Government priorities	Jewish Houses assistance in achieving the priorities	Alignment
1. Preventing Homelessness – to ensure that people never become homeless.	• Prevent eviction from all kinds of tenures	Homebase.	✓
	• Transition and maintain people exiting statutory care, correctional and health facilities into long-term accommodation.	Jewish House’s Community Bridging assists people transition back into society from statutory care, correctional or health facilities with a focus of obtaining long-term accommodation.	✓
	• Provide safe, appropriate long-term accommodation and/ or support to people experiencing domestic and family violence, relationship and family breakdown and at key transition points.	Jewish House’s Crisis Accommodation provides safe accommodation and support to women and children who experience domestic and family violence or family/relationship breakdowns.	✓
2. Responding effectively to homelessness – to ensure that people who are homeless do not become entrenched in the system.	• Improve identification of and responses to homelessness by mainstream and specialist support services.	Jewish House’s assessment and case management process ensures the services are provided that respond to the individual’s specific needs.	✓

# ALIGNMENT WITH NSW GOVERNMENT OBJECTIVES (CONT.)

Jewish House's response to the NSW Homelessness Action Plans three strategic directions			
Strategy	Government priorities	Jewish Houses assistance in achieving the priorities	Alignment
2. Responding effectively to homelessness – to ensure that people who are homeless do not become entrenched in the system.	• Deliver integrated service responses.	Jewish House provides access to various counselling, psychological, social worker, pastoral care, legal and financial services to deliver an integrated approach of responding to people who are homeless or at risk of homelessness.	✓
	• Streamline access to Crisis Accommodation and specialist homelessness services.	Jewish House's Crisis Accommodation has the ability to provide a bed and shelter to 39 people on a nightly basis.	✓
	• Transition people who are homeless to appropriate long-term accommodation and support.	Jewish House's Rapid Re-housing program explicitly focuses on transitioning individuals and families quickly from homelessness into more permanent accommodation.	✓
3. Breaking the cycle of homelessness – to ensure that people who have been homeless do not become homeless again.	• Provide models of supported accommodation suitable for different target groups.	Jewish House's Project 2500 is a bespoke model which has been developed to cater to the specific needs of individual groups who become homeless.	✓
	• Increase the supply and improve the condition of affordable social housing.	Jewish House's Homebase program is assisting in reducing the demand on the supply for social housing by helping people retain their homes.	✓
	• Promote partnerships between all levels of government, business, consumers and the not for profit sector.	Jewish House's community engagement model promotes support and partnerships with government, business, consumers and other not for profit sector organisations.	✓
	• Improve our data collection and make better use of data and evidence about homelessness and effective responses to it.	Jewish House is implementing robust data collection and reporting systems to obtain information on the most effective way to address the needs of homeless people.	✓

# ALIGNMENT WITH FEDERAL GOVERNMENT OBJECTIVES

Jewish House plays a role in the achievement of the ‘The Road Home’ strategy: “Turning off the tap”, by providing services that intervene early to prevent homelessness.

**Strategy 1: Turning of the tap to prevent homelessness**  
Homelessness can be prevented by tackling the structural drivers of homelessness such as entrenched disadvantage, unemployment, shortage of affordable housing; and targeting groups who are at risk of homelessness such as people in housing stress, women and children leaving domestic violence, Indigenous Australians and people leaving state care.<sup>1</sup>

Prevention strategies that Jewish House's Project 2500 focuses on to address the governments initiatives to turn off the tap include:		
Strategy 1: Turning off the tap		
Government initiatives:	Jewish Houses assistance in achieving the initiatives:	Alignment
Increasing support for people in public and private rental housing to maintain their tenancies.	Jewish House's Homebase program responds to specific circumstances that can cause homelessness, enhancing peoples ability to retain their public and private rental housing.	✓
Assisting up to 9,000 additional young people between 12 and 18 years of age to remain connected with their families.	Jewish House's Rapid Re-housing program and Homebase assists in providing transitional accommodation for a period of 3 to 12 months for families. Jewish House's accommodation on Bondi Road has 3 family units, with 4 beds in each unit to accommodate families. This assists young people between 12 and 18 years of age to remain connected with their families.	✓
Assisting up to 2,250 additional families at risk of homelessness to stay housed.	Jewish House's assessment procedures evaluate families at risk of homelessness and provide various specific services such as Community Bridging and Homebase to assist the families to stay housed.	✓
'No exits into homelessness' from statutory, custodial care, health, mental health and drug and alcohol services.	Jewish House's Community Bridging assists these specific people at risk of homelessness be supported by appropriate resources and services to address their exact needs and can prevent them from becoming homeless.	✓
Helping women and children who experience domestic violence to stay safely in the family home.	Jewish House's Community Bridging can help woman and children experiencing domestic violence stay safely within their family home where possible.	✓
Delivering community based mental health services under the Personal Helpers and Mentors Program to 1,000 difficult to reach Australians, including people who are homeless.	Jewish House delivers community based health services to people who are homeless through their psychologists and/ or direct them to mental health service providers, combining accommodation, tenancy support and clinical care with our partner organisations.	✓
Establishing a network of 90 Community Engagement Officers to improve access to Centrelink services for people at risk of homelessness.	N/A; Jewish House will not be involved in establishing the network of Community Engagement Officers.	X



# ALIGNMENT WITH FEDERAL GOVERNMENT OBJECTIVES (CONT.)

Jewish House plays a role in the achievement of the ‘The Road Home’ strategy: “Improving and expanding services”, by expanding Crisis Accommodation facilities and increasing the number of clients assisted through case management.

**Strategy 2: Improving and expanding services to help people be more connected and responsive to achieve sustainable housing**

All people who are vulnerable to homelessness will need help from mainstream services such as Centrelink, health care and employment services. Those who become homeless may also seek help from the specialist homelessness sector. Presently, homeless people have to approach each service they need separately.<sup>1</sup>

Specialist homelessness services are needed to provide a crisis response to people who have no accommodation, to assist them with their transition to stable housing and to provide a source of expertise on homelessness.<sup>1</sup> Homeless people will get much better help if mainstream and specialist homeless services work better together.

Jewish House provides crisis responses for the community by conducting assessments on people at risk of being homeless or homeless people so they can receive all the support they need, addressing the national strategy to improve and expand services for the homeless. Jewish House provides a crisis response for homeless people who have no accommodation, assisting them with their transition into stable housing and provide a source of expertise on homelessness.

**The homelessness responses that Jewish House’s Project 2500 focuses on to address the governments initiatives of improving and expanding services include:**

Strategy 2: Improving and expanding services		
Government initiatives:	Jewish Houses assistance in achieving the initiatives:	Alignment
A workforce development strategy for specialist homelessness services.	Jewish House has developed its own strategy in maintaining a high-quality workforce, retaining and attracting staff, and improving and enhancing career paths of its employees.	✓
Testing new funding models that reflect the complexity of clients’ needs.	Jewish House Project 2500’s service offerings are based on different funding models to address the complex and varying needs of their homeless clients or clients at risk of homelessness.	✓
Improving information technology systems for services.	Jewish House has developed a reporting process through improved IT systems to capture and track the key metrics in its service delivery.	✓
Developing quality standards for specialist homelessness services.	Jewish House is committed to following strict policies and procedures that have been developed based on best practice quality standards.	✓

Source:  
1. The Road Home: A National Approach to Reducing Homelessness, Australian Government.

Jewish House plays a role in the achievement of the ‘The Road Home’ strategy: “Breaking the cycle”, by linking accommodation and support which is critical to reducing homelessness.

**Strategy 3: Breaking the cycle assisting people from not becoming homeless again**

For some people, a small minority, homelessness is part of a chaotic and uncertain life of poverty and disadvantage. These people tend to cycle in and out of homelessness and when they do find housing, it tends to be short-term.<sup>1</sup>

Jewish House overcomes this issue by assisting homeless people through their Project 2500 services which are designed to break the cycle and reduce the chance of the homeless person from becoming homeless again. Jewish House achieves this by assisting clients in a wide variety of services to improve the supply of affordable housing.

**The cyclic prevention strategies that Jewish House’s Project 2500 focuses on to address the governments initiatives to break the homelessness cycle are:**

Strategy 3: Breaking the cycle		
Government initiatives:	Jewish House’s assistance in achieving the initiatives:	Alignment
Building up to 2,700 additional public and community housing dwellings for low income households.	N/A; this is not a core focus of Jewish House. However, Jewish House informs homeless people and assists them in obtaining information on available public and community housing dwellings.	X
Allocating aged care places and capital funds for at least one new specialist facility for older people who are homeless in each of the next four years.	N/A; this is not a core focus of Jewish House.	X
Building up to 4,200 new houses and upgrading up to 4,800 existing houses in remote Indigenous communities.	N/A; this is not a core focus of Jewish House.	X
Providing assertive outreach programs for rough sleepers.	N/A; this is not a core focus of Jewish House. However we are working with ‘ Way 2 Home’ to address this.	X
Improving services for older people experiencing homelessness.	N/A; this is not a core focus of Jewish House.	X

Source:  
1. The Road Home: A National Approach to Reducing Homelessness, Australian Government.

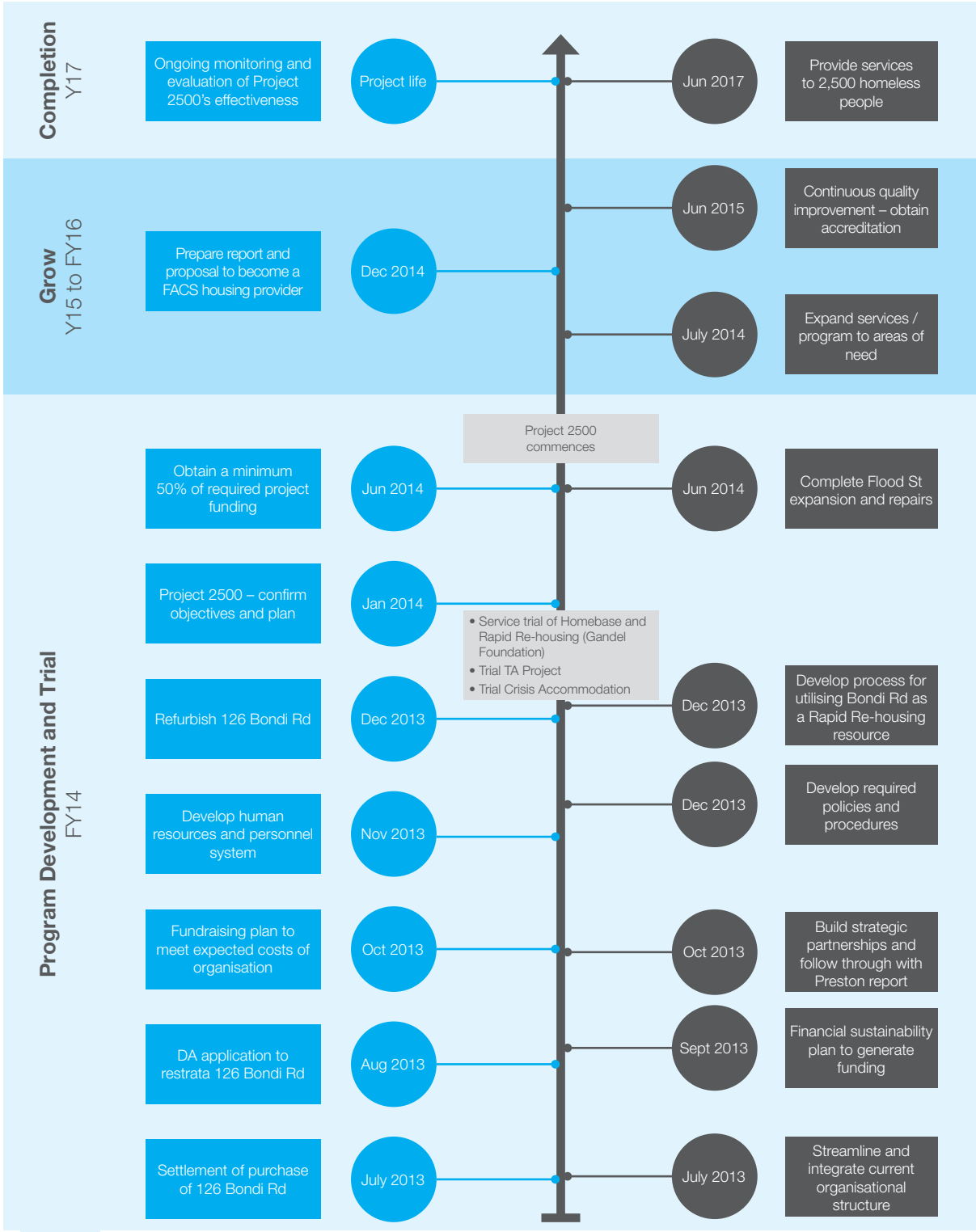
4. IMPLEMENTATION

Our prior track record of creating successful outcomes for the homeless coupled with a robust planning process gives us confidence of a successful implementation.

TIMELINE

Project 2500 is forecast to commence in July 2014 after a pilot program of 12 months.

The timeline below outlines the sequence of the key goals and milestones for Jewish Houses’s Project 2500 between FY14-FY17:





RESOURCING

Governance resources

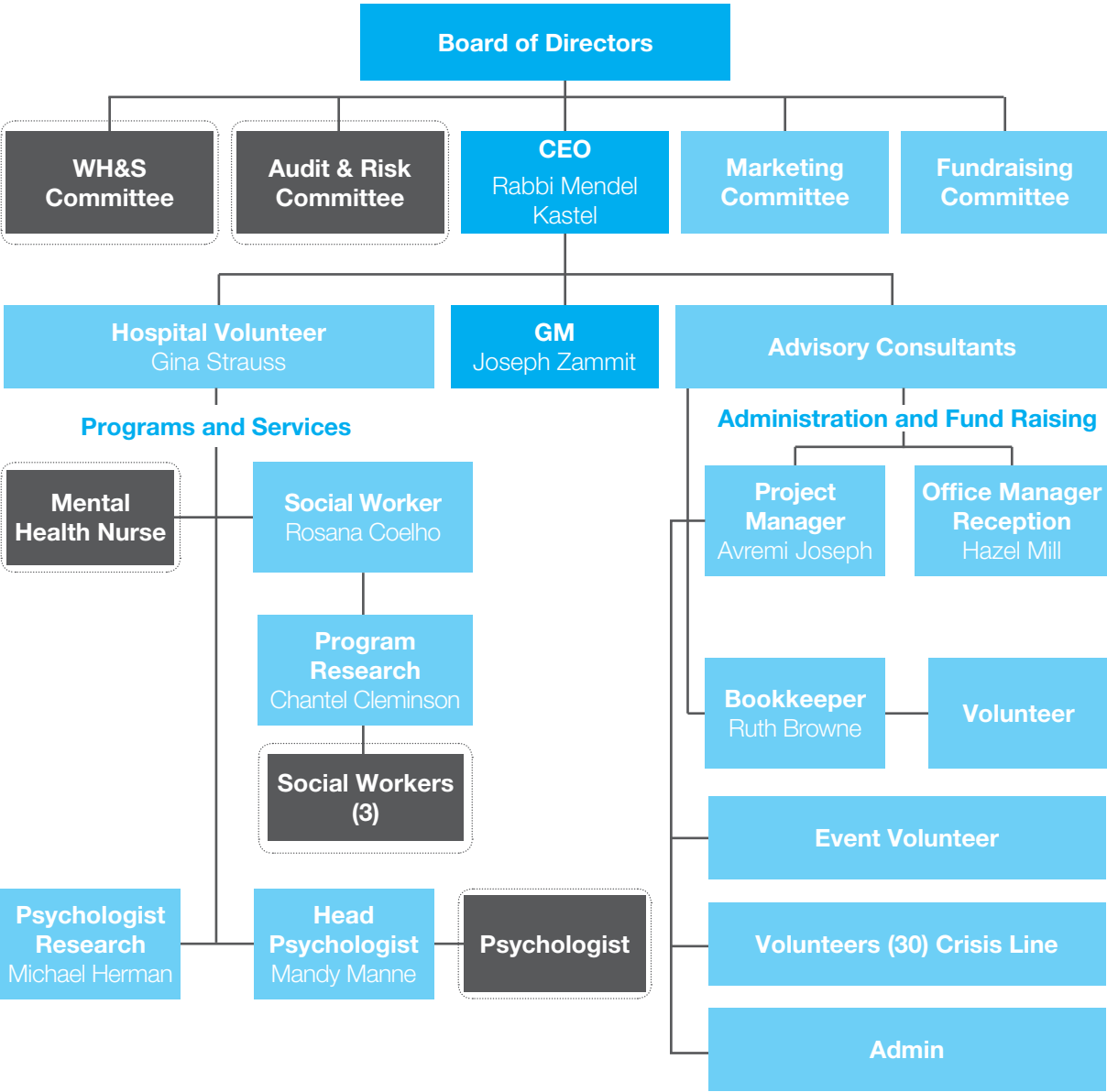
To support the governance and risk mitigation of implementing Project 2500, Jewish House will form a Work Health and Safety (WH&S) as well as Audit and Risk Committee.

- The WH&S Committee will consist of management and employee representatives to make recommendations on improvements to broad health and safety issues.
- The Audit & Risk Committee will comprise members of the Board to help identify, control and provide oversight on aspects of risk in the organisation.

Project resources

The proposed organisational structure that will be implemented to support the execution of Project 2500 includes the addition of 2 social workers, a Psychologist and Mental Health Nurse. These additional resources will enable Jewish House to expand their support services that can be offered across all components of Project 2500.

Specialist service provisions will be delivered through the support of key partners in legal (advocacy and mediation), finance (budgeting and financial counselling) and recruitment (job training and assistance).



Key decision makers    Current staff    Additional staff required for Project 2500

RISK MITIGATION STRATEGIES

An assessment of Jewish House’s business model has identified specific risks and developed preliminary mitigation strategies for addressing areas of identified risk.

Jewish House has identified 8 key project risks and devised the necessary strategies to ensure these risks are mitigated:

Risk area	Risk mitigation strategy
1 Maintaining quality and control	<ul style="list-style-type: none"><li>• As Jewish House grows, the Board of Directors and CEO are interested in strategically selecting Board Members and staff in alignment with the desired ideal board profile to avoid directional confusion, and provide governance.</li><li>• A culture that embodies Jewish House’s values and assists in ensuring the consistency in the quality of services and achievement of Jewish House’s vision is vital as the organisation delivers Project 2500.</li></ul>
2 Financial administration	<ul style="list-style-type: none"><li>• Financial administration and management of Project 2500 is under the control of the Board of Directors, CEO, Treasurer and will also be under the Audit &amp; Risk Committee, to ensure strict financial governance policies and procedures are followed.</li><li>• Jewish Houses’ independent auditor, PwC will be engaged to audit the financial information of Project 2500 to mitigate the risk of inadequate financial reporting, ensuring transparency, accountability and independence.</li><li>• Jewish House will keep the Australian Tax Office informed of any organisational changes that may affect their DGR status.</li></ul>
3 Funding maintenance	<ul style="list-style-type: none"><li>• Jewish House has implemented robust accounting controls and practices for the management of funds received, with regular monitoring of funding cash flows to ensure adequate funds to meet expenditure.</li><li>• Jewish House’s strategy and financial forecasts are actively promoted to potential donors to obtain funding partnerships.</li><li>• Jewish House has recently opened up a new funding stream through the form of membership from the community.</li><li>• The development of funding opportunities is the responsibility of the CEO and GM, with clear Board reporting milestones to ensure funding targets are reviewed and met.</li></ul>
4 Managing donor relationships	<ul style="list-style-type: none"><li>• Funding is key throughout the growth stage of Project 2500 to ensure funds are available to roll out Jewish House’s services to people who are homeless or at risk of homelessness.</li><li>• Increasing the number of donors will be an on-going activity. To facilitate broader community awareness and engagement with Jewish House’s Project 2500 service offering, external advocacy is a key component of the on-going marketing and communications plan to encourage potential donors and funding partners.</li><li>• Jewish House continues to increase its correspondence with current and potential sponsors and donors on Jewish House’s future activities for Project 2500.</li><li>• The CEO is the first point of contact for all donors. This mitigates the risk of donor miscommunication or conflict.</li><li>• A recognition and communication program will be implemented to ensure on-going donor support of Project 2500.</li></ul>



# RISK MITIGATION STRATEGIES

An assessment of Jewish House’s business model has identified specific risks and developed preliminary mitigation strategies for addressing areas of identified risk.

Jewish House has identified 8 key project risks and devised the necessary strategies to ensure these risks are mitigated:

Risk area	Risk mitigation strategy
5 Managing partner relationships	<ul style="list-style-type: none"><li>Jewish House recognises the importance of obtaining quality advice from leading professional firms regarding regulations, strategy, legal, financial, policies and general business issues.</li><li>Jewish House will continue to collaborate with community partners, advocacy groups and other organisations on a case by case basis. This will be overseen by the CEO to mitigate the risk of miscommunication or mismanagement.</li></ul>
6 Staff retention	<ul style="list-style-type: none"><li>The employee retention strategy is driven primarily via the implementation of policies and procedures that enhance employee engagement, while fostering trust, personal and professional development.</li><li>Employees will be incentivised to remain at Jewish House to minimise loss of knowledge and ensure internal competitive capabilities in assisting homeless people in crisis are developed and maintained within the organisation.</li><li>Jewish House has implemented staff and volunteer training on the management of difficult, high risk clients in crisis with support services provided in times of emergency.</li></ul>
7 Decision making	<ul style="list-style-type: none"><li>Jewish House’s management is thoroughly investigating and analysing the total costs associated with Project 2500 to enable precise budgeting, resource allocation and project time management milestones.</li><li>Jewish House undertakes strategic planning at 3-5 year intervals to set the strategic objectives and direction of the organisation. Performance against their strategic goals are reviewed by key management and the Board at regular intervals.</li><li>Jewish Houses’ CEO will recruit and plan staff resourcing to cater for the demand of its homelessness services under Project 2500.</li></ul>
8 Project 2500 delivery	<ul style="list-style-type: none"><li>Project 2500 is the largest project implemented by Jewish House, and the implementation of the project and the new service offering will be appropriately evaluated to ensure successful rollout.</li><li>Significant growth in Jewish House’s traditional operational scope will require corresponding management and infrastructure. Jewish House can minimise this risk through implementing relevant support functions and clearly communicating staff roles.</li><li>Jewish House has developed this Project Plan to define the objectives, implementation and benefits of Project 2500.</li><li>Jewish House will try to ensure it scales and adapts existing infrastructure to ensure that clients can efficiently access Jewish House services at the rate and scope as outlined in Project 2500.</li><li>Jewish House offers a unique service to its local market, however there is a risk that other charities will develop similar strategies and compete for funding. Where possible Jewish House will attempt to partner with any organisation that aligns with its strategy and objectives to achieve greater good for homeless people and people at risk of homelessness.</li></ul>

# SYSTEMS AND PROCESSES

Jewish House’s systems and processes foster growth and are vital to the success of the services provided by Project 2500 to the homeless.

Jewish House has designed a range of systems and processes that are required to be implemented to ensure the growth and success of the organisation. The table below defines the primary systems and processes of Jewish House:

System or Process	Overview	Description
Monitoring and evaluation	Jewish House understands the importance of measuring the performance of its Board of Directors.	<ul style="list-style-type: none"><li>There is a strong focus on creating avenues to discuss board effectiveness to better monitor, evaluate and guide Project 2500.</li><li>The Chairman assists in the clarification of Board member roles, including attendance, individual role responsibilities, metrics and milestones and overall functions of the Board.</li></ul>
Group dynamics	Jewish House should set standards for the behaviours and contribution of psychologists, employees and the Board of Directors.	<ul style="list-style-type: none"><li>There is a strong focus on articulating the respective roles of the Board and staff members, which are established through clear and agreed operating protocols.</li><li>The CEO of Jewish House liaises with the Board to provide updates on performance, services and issues.</li></ul>
Training programs	Jewish House recognises that training its people is vital to the success of its services provided to homeless people.	<ul style="list-style-type: none"><li>Jewish House focuses on the funding required for the development of its staff to enable Jewish House to provide an effective level of service now and into the future.</li></ul>
Continuous improvement	Jewish House understands that to successfully service the homelessness they need to continually develop their service and approach for Project 2500.	<ul style="list-style-type: none"><li>Engagement of staff and Board members will occur in order to define a snap shot of their progress and current service offerings provided under Project 2500. This allows the Board of Directors and staff to plan strategies for resource utilisation improvements, training programs and more efficient and effective operational opportunities.</li><li>Jewish House will develop documentation to measure and monitor cases. This will allow the organisation to monitor both the progress of individuals and the implementation of Project 2500.</li></ul>
Human resources	Jewish House recognises that people are its primary asset and have developed a plan to attract and retain the high quality staff and volunteers to mentor and assist homeless people and people at risk of homelessness.	<ul style="list-style-type: none"><li>Jewish House’s retention strategy is driven primarily via the implementation of policies and procedures that enhance employee engagement, while fostering trust and personal development.</li><li>Jewish House’s CEO and GM are responsible for all recruitment and screening of new employees required to execute Project 2500.</li></ul>

# SYSTEMS AND PROCESSES

Jewish House’s systems and processes foster growth and are vital to the success of the services provided by Project 2500 to the homeless.

System or Process	Overview	Description
Finance	Jewish House recognises the importance of control and oversight of the finances to enable the organisation to deliver services in a cost effective manner to those most in need. Jewish House requires members of the Board to regularly review the financial reports prepared for them and to ask searching questions of the CEO and General Manager of the organisation.	<ul style="list-style-type: none"><li>• Formalised budgeting and reporting processes have been developed to allow Jewish House to monitor the performance of Project 2500 on a monthly and annual basis.</li><li>• The accounting of Project 2500 will be overseen by Jewish House’s Audit and Risk Committee and Treasurer.</li><li>• Jewish House’s financial statements are independently audited by PwC.</li></ul>
Partnering	Jewish House recognises the importance of obtaining quality advice in regards to strategic, financial, legal and general business issues.	<ul style="list-style-type: none"><li>• Jewish House will continue to collaborate with other organisations and seek professional assistance when required.</li><li>• The CEO and GM will manage these relationships and provide regular partnership/alliance updates to the Board and other key staff members.</li></ul>
Information and decision making	Jewish House recognises the importance of utilising a strategic framework which clearly articulates targets, milestones and outcomes.	<ul style="list-style-type: none"><li>• All key staff will directly report to the GM on predetermined milestones, which reflects Jewish House’s strategic intent for Project 2500 and expected operational performance.</li><li>• Fundamental and strategic decisions in regards to Project 2500 will be made by Jewish House’s Board of Directors and CEO.</li></ul>

## 4.1 FUNDING





# PROJECT BUDGET

The estimated cost to deliver Project 2500 is \$6.2m, of which we have currently received funding of \$925k. Our model equates to approximately \$2,500 per individual.

A preliminary project budget has been established to estimate the costs of delivering Project 2500 and the fundraising required to support its sustainability and execution.

Jewish House will re-evaluate their funding requirements as the project progresses and will consider further requests for funding if the performance measures indicate significant value could be delivered for a small amount of incremental cost.

	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Total (\$)
<b>Capital Costs</b>				
Land and Buildings	2,370,000	-	-	2,370,000
Capital Improvements	735,000	-	-	735,000
Interest on Buildings	90,000	70,000	60,000	220,000
<b>Total Capital Costs</b>	<b>3,195,000</b>	<b>70,000</b>	<b>60,000</b>	<b>3,325,000</b>
<b>Operating Costs</b>				
Community Bridging	210,000	210,000	210,000	630,000
Crisis Accommodation	250,000	250,000	250,000	750,000
Rapid Re-housing	230,000	230,000	230,000	690,000
Homebase	150,000	150,000	150,000	450,000
<b>Total Operating Costs</b>	<b>840,000</b>	<b>840,000</b>	<b>840,000</b>	<b>2,520,000</b>
<b>Project overheads</b>				
Marketing	20,000	20,000	20,000	60,000
Information Technology	20,000	20,000	20,000	60,000
Administration	50,000	50,000	50,000	150,000
Furniture and Fittings	13,333	13,333	13,333	40,000
Incidentals	20,000	20,000	20,000	53,000
<b>Total Project Overheads</b>	<b>123,333</b>	<b>123,333</b>	<b>116,334</b>	<b>363,000</b>
<b>Total Costs</b>	<b>4,158,333</b>	<b>1,033,333</b>	<b>1,016,334</b>	<b>6,208,000</b>
<b>Less: Funding Pledged</b>	<b>(475,000)</b>	<b>(225,000)</b>	<b>(225,000)</b>	<b>(925,000)</b>
<b>Project Funding Required</b>	<b>3,683,333</b>	<b>808,333</b>	<b>791,334</b>	<b>5,283,000</b>

Jewish House is proposing to purchase an additional property in Bondi to provide greater capacity to service increasing client numbers.

Further capital upgrades to the existing property and the new property may be required to provide the required infrastructure to support the services.

Jewish House has conservatively estimated the costs of service provision for each of the offerings provided. Additional staffing and administration may be required to support the enhanced case loads.

It is estimated that funds required to be generated by donors or funds pledged to operate Project 2500 is an additional \$5.3m.

NB: Please refer to appendix 3 for underlying assumptions.

# FUNDING OPTIONS – PRIMARY

Jewish House has identified alternative funding options to raise the remaining \$5.3 million required to execute Project 2500.

Fundraising	Grants	Foundations
<p><b>Leverage Board Members networks in the community to fundraise through:</b></p> <p><b>Corporate Donations</b></p> <ul style="list-style-type: none"><li>Various corporate organisations provide funding to NGO homelessness service providers.</li><li>Refer to sponsors page for a list of current corporate donors.</li></ul> <p><b>Events</b></p> <ul style="list-style-type: none"><li>Organising events in the local community e.g. Jewish House's Golf Day and Gala Dinner.</li></ul> <p><b>Community Fundraising Initiatives</b></p> <ul style="list-style-type: none"><li>Engagement with high net worth individuals and families in the local community.</li><li>Local fundrasing drives, including through churches, schools and other community bodies aligned to the interests of Jewish House.</li></ul>	<p><b>Utilise grants available to homelessness service providers through Government programs, including:</b></p> <p><b>Federal Government</b></p> <ul style="list-style-type: none"><li>Housing Assistance and Homelessness Prevention Programs.<sup>1</sup></li><li>Provides funding to support innovative prevention and early intervention initiatives to reduce homelessness. e.g. The Youth Homelessness Reconnect program provided \$24.2m of funding to projects in FY14.</li></ul> <p><b>State Government</b></p> <ul style="list-style-type: none"><li>Specialist Homelessness Services programs.<sup>2</sup></li><li>National Partnership Agreements on Homelessness Innovation fund.<sup>2</sup></li></ul> <p><b>Councils</b></p> <ul style="list-style-type: none"><li>The City of Sydney Council and other Councils provide funding to Homelessness services organisations through direct negotiation and lobbying. For example, funding the YWCA's Brokerage Program which provides crisis and case management services.</li></ul>	<p><b>Engagement with philanthropic foundations interested in reducing homelessness in our community. Examples of these organisations include:</b></p> <p><b>The Jack &amp; Robert Smorgan Families Foundation</b></p> <ul style="list-style-type: none"><li>The foundation provides financial support to a range of charitable organisations and endeavours. The foundation does not have a formal application process for grants, but is open to initiatives with successful social outcomes.</li></ul> <p><b>Perpetual Foundation</b></p> <ul style="list-style-type: none"><li>Endowment Funds are provided through charitable donations by members, and are managed by the Perpetual Foundation Endowment Fund. A key objective of the foundation is to direct funds towards charitable projects that focus on preventative measures and education.</li></ul> <p><b>The Gandel Foundation</b></p> <ul style="list-style-type: none"><li>In providing grants, The Gandel Foundation gives preference to programs and activities that have impact and meet the community needs. Programs are aimed at prevention, are innovative and sustainable and are effective/have operational strength.</li></ul>

<sup>1</sup> Department of Families, Housing, Community Services, and Indigenous Affairs, Housing Assistance and Homelessness Prevention Program Guidelines, August 2013

<sup>2</sup> *Going Home Staying Home*, Housing NSW, 2013. See also: Housing NSW website: [www.housing.nsw.gov.au](http://www.housing.nsw.gov.au)

# FUNDING OPTIONS – SECONDARY

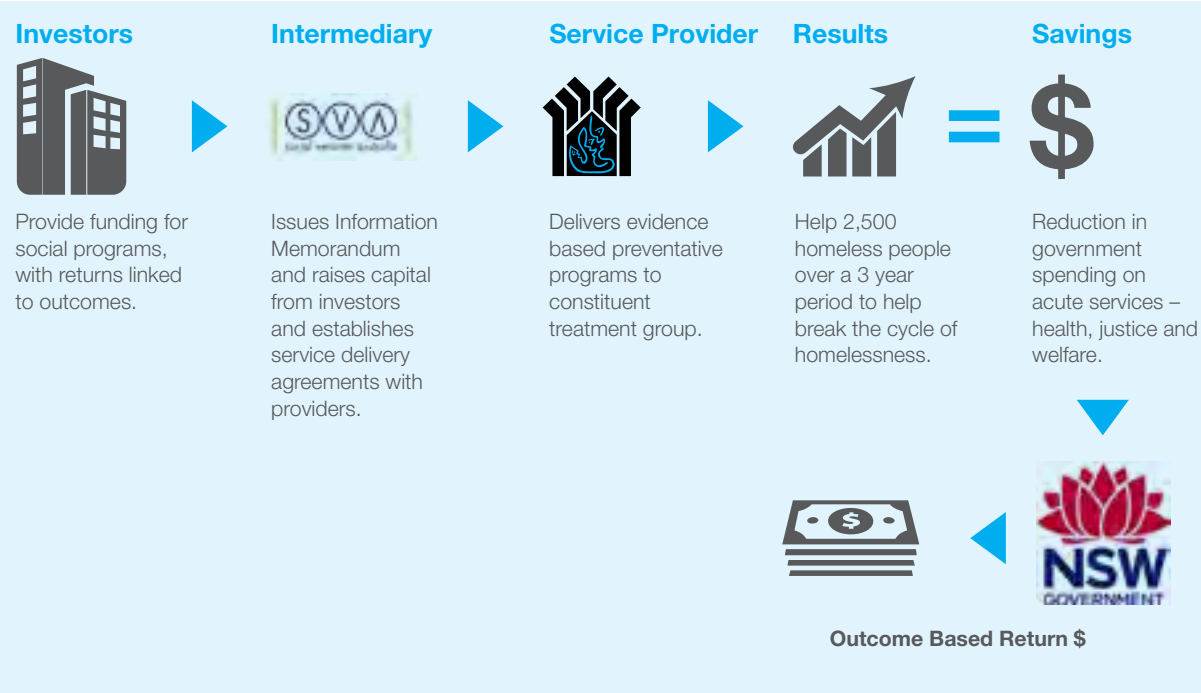
Social Benefit Bonds are an alternative source of funding for Jewish House’s Project 2500, that focuses on outcome based assessment of service providers.

### What is a Social Benefit Bond?

A Social Benefit Bond (SBB) is a financial instrument that pays a return based on the achievement of agreed social outcomes. Under a SBB, investors fund the delivery of services targeted at improving a particular social outcome. Achievement of this outcome should reduce the need for, and therefore government spending on, acute services.

Part of the resultant public sector savings are used to repay investors’ principal and make additional reward payments (the return on investment), the level of which is dependent on the degree of outcome improvement achieved. In March 2013, the NSW Government signed Australia’s first Social Benefit Bond contract.

SBBs provide a direct financial incentive to focus on and improve the outcome in question. This change benefits both the Government and providers: the Government gets better outcomes, while providers are relieved of burdensome reporting to Government about service inputs and outputs, and instead are free to focus on delivering the outcome in a way that best suits their own approach and preferences.



Sources:  
The Centre for Social Impact, *Social Impact Bonds: An Australian Snapshot*, 2012  
NSW Treasury, Social Benefit Bonds: [http://www.treasury.nsw.gov.au/site\\_plan/social\\_benefit\\_bonds](http://www.treasury.nsw.gov.au/site_plan/social_benefit_bonds)

# 4.2 MEASUREMENT OF OUTCOMES

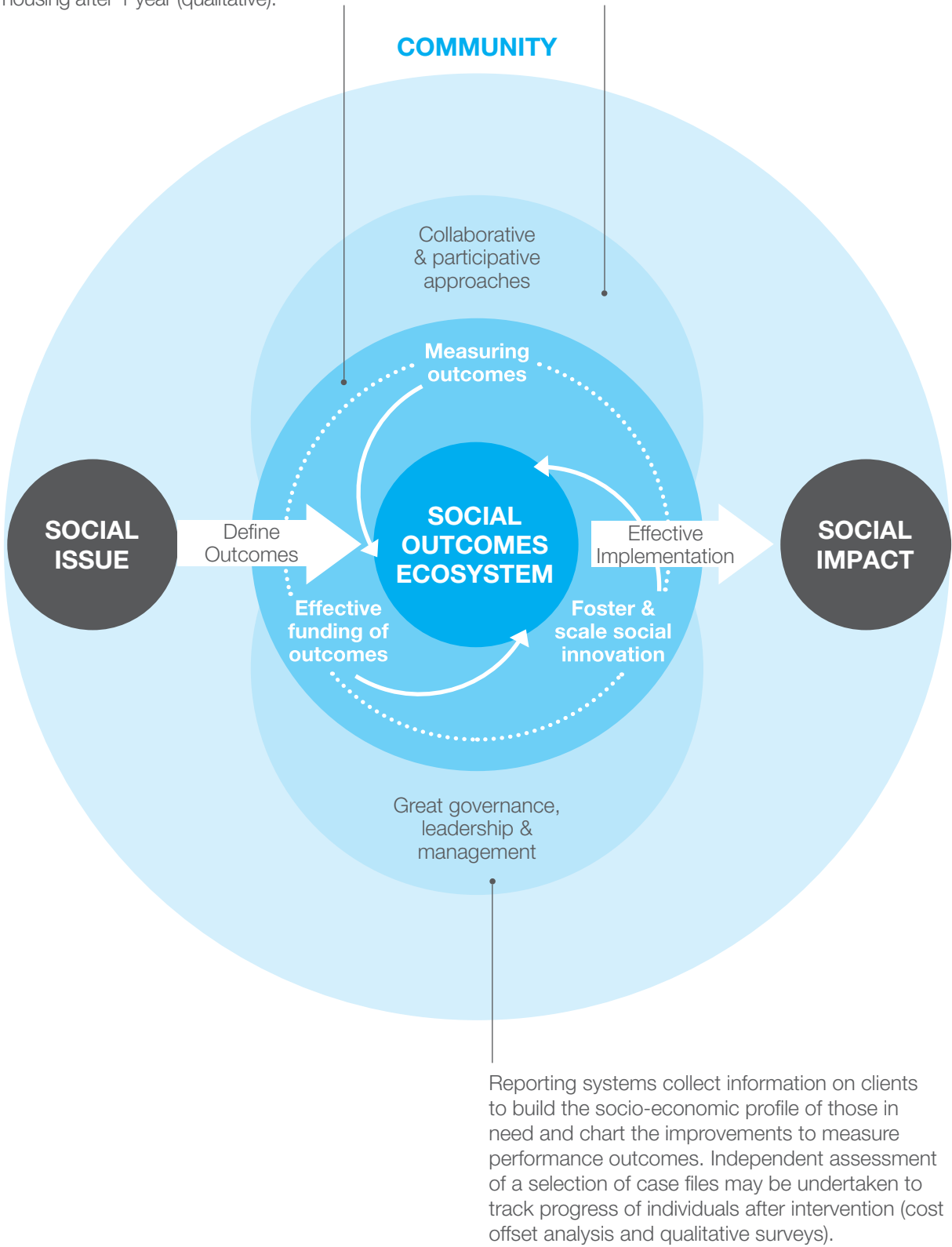




# FRAMEWORK FOR MEASURING SOCIAL IMPACT

Identify, measure, evaluate and communicate best practice in the delivery of social outcomes e.g. % of clients that have maintained long-term housing after 1 year (quantitative), how clients feel about their housing after 1 year (qualitative).

Engagement with key stakeholders in the community to provide a holistic service offering (no unmet support needs), while ensuring individuals are involved in community activities (integration).



Source: Adapted from The Centre for Social Impact: *Make Change Matter*, 2012

# OUTCOMES

Our framework for social impact will influence our reporting measures to ensure we deliver a social benefit to key stakeholders in the community.

During the pilot phase of Project 2500, Jewish House will develop and refine key performance indicators that will help measure the performance of the program, establish targets and generate the required information to facilitate monitoring. Clients will be assessed through out their engagement period with Jewish House.

At a minimum, it is anticipated that the client will be assessed at three points to track performance including entry to the program (establish baseline), exit (measure period of intervention), and a 6 month follow-up (measure of sustainability).

Illustrative Measurement Framework

Community Bridging	Crisis Accommodation	Rapid Rehousing	Homebase
<ul style="list-style-type: none"> <li>• <b>Objective</b> Provision of support services for 550 people per year.</li> <li>• <b>Measure</b> Progress from baseline case assessment over defined time periods (i.e. 3-6 months).</li> <li>• <b>Target</b> 75% improvement in linking clients to health, employment and housing situation (on a 1-10 scale).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective</b> Provision of short-term accommodation for 220 people per year.</li> <li>• <b>Measure</b> Number of people currently homeless who are provided at least 1 week accommodation at Jewish House.</li> <li>• <b>Target</b> 85% success rate against objective.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective</b> Transition 30 people per year into housing to enable community integration.</li> <li>• <b>Measure</b> Time taken to rapidly re-house families/ individuals residing in emergency shelters.</li> <li>• <b>Target</b> 1 month tore-house families/ individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective</b> To stabilise and establish self sufficiency for 40 people per year at risk of homelessness.</li> <li>• <b>Measure</b> % of clients that have maintained long-term housing (&gt; 1 year).</li> <li>• <b>Target</b> 95% success rate against objective.</li> </ul>

The lives of over 2,500 people have been turned around.