

Launch
HOUSING

IT'S TIME TO END
HOMELESSNESS

Strategy 2020-24



launchhousing.org.au

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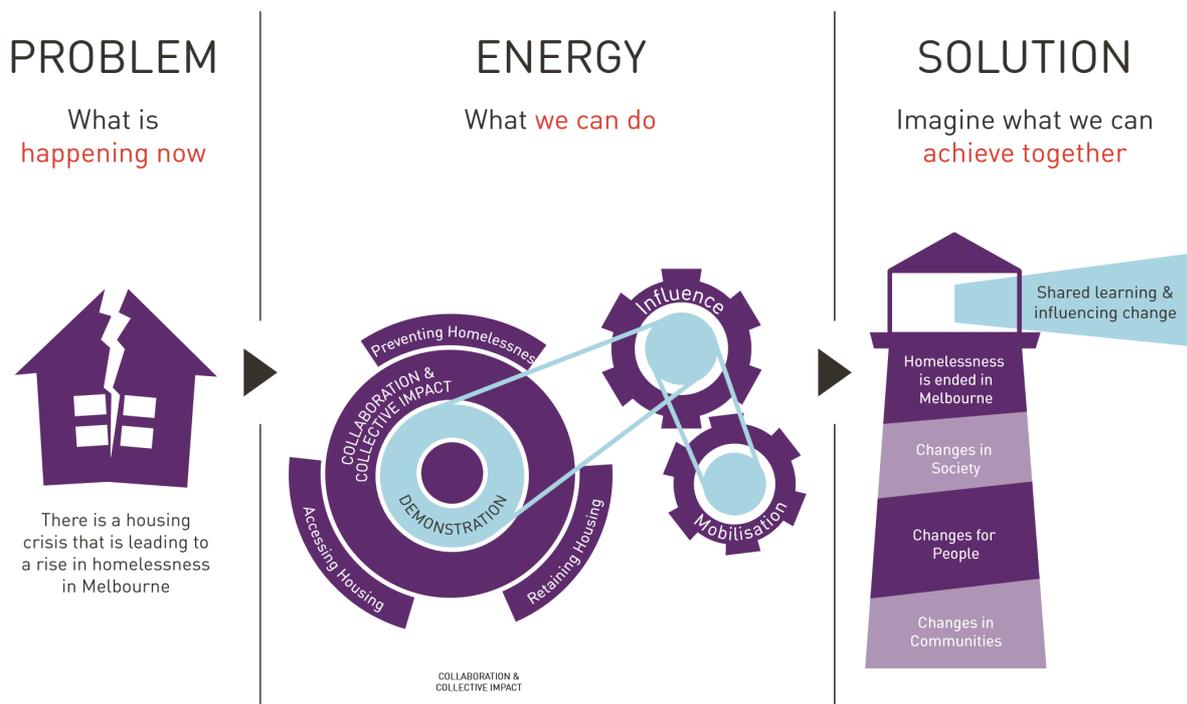
Purpose

To end homelessness.

Vision

We believe housing is a basic human right that affords people dignity. Everyone has the right to a home and it is our job to make this happen.

Theory of Change



By...

Infusing service delivery with new alliances that mobilise our community for change...

Then...

Houses will get supplied that people can call home...

So...

We prove homelessness is solvable.

Impact

The Challenge

Homelessness in Melbourne is increasing. There is a **crisis** caused by a lack of affordable housing nationwide.

There are varied paths towards the experience of homelessness which manifest in many ways for different people. This reflects a complex interaction of structural, institutional and personal factors that may trap people in a cycle of homelessness.

Anyone can experience homelessness. But it is more likely if you:

- Live in poverty
- Have experienced trauma
- Have been institutionalised

The stigma surrounding people experiencing homelessness contributes to the lack of effective action to end homelessness. Across society there is a tacit acceptance that homelessness cannot be solved.

Our Response

Homelessness is not inevitable and we will end it.

To do this we need to deliver high-quality services that prevent people becoming homeless, support people to access appropriate housing and enable them to retain their housing.

But **we need to do more**. We need to act boldly and not accept the status quo. Ending homelessness will require us to build on our existing expertise and demonstrate solutions at scale, whilst:

- Mobilising a community response to change attitudes
- Building alliances with likely and unlikely partners
- Influencing others to achieve policy change

Our Approach

We provide services to people and hear from their lived experience.

We amplify our clients' voices and stories to put a human face to homelessness.

We treat everyone with dignity and respect and we don't give up on people. We are kind, tenacious and flexible to meet individual needs. We act in ways to minimise trauma and harm.

Our skilled staff help to **end homelessness every day** for the people we reach but we want more.

We know we cannot end homelessness alone. So, we share what we know and build alliances to exert influence and to create the conditions where **everyone** can exercise their right to a home.

Where our service delivery is in partnership with other providers, we collaborate in genuine ways to improve outcomes for people.

We focus on finding and scaling approaches that deliver lasting change. We innovate or adapt proven solutions to providing sustainable housing for people.

We are motivated to mobilise a whole of community response, to change mindsets and insist on amplifying the voices of those who might not otherwise be heard.

What changes for people?

Our engagement with people reignites **hope**, provides shelter, reduces harm and saves lives.



The provision of safe and affordable housing provides the opportunity for **stability**.



A stable home provides the foundation for **better lives** expressed through:



- ♥ Relationships & Connection
- ♥ Personal safety
- ♥ Identity & Goals
- ♥ Health & Wellbeing
- ♥ Financial Health
- ♥ Legal position

What changes for communities?

Our mobilisation of communities will contribute to:



- ✓ **Empathy** towards people experiencing homelessness
- ✓ Eradication of the **stigma** surrounding homelessness
- ✓ **Commitment** to act to end homelessness

What changes in society?

We will contribute to a more inclusive society through our example influencing action in the following areas:



- ☺ Enough appropriate, safe, **affordable housing** for all people in need
- ☺ A **housing fast** approach to ending homelessness
- ☺ **Co-ordinated responses** to homelessness across all services

Our Impact

The rate of homelessness in Melbourne is reversed



There is zero homelessness in Melbourne

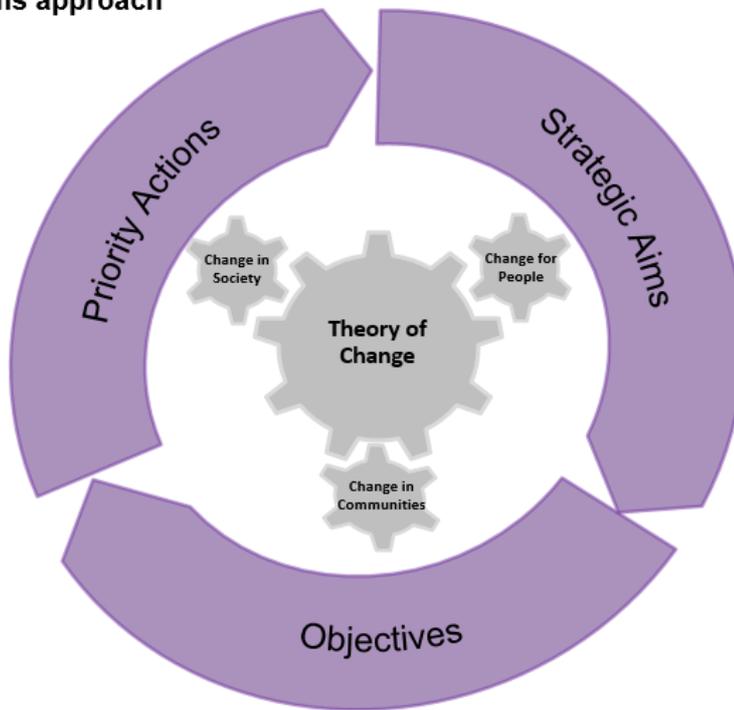


Other cities follow

Strategic aims, objectives, actions and measures

Strategy 2020-24 has four strategic aims, supported by a series of objectives and priority actions. It is underpinned by our Theory of Change for ending homelessness and an Impact Measurement framework for communicating progress and mobilising others to join the cause.

A systems approach



Strategic aims

#1 Scale up interventions that work to prevent homelessness

#2 Leave no one behind, delivering housing solutions others won't

#3 Bring global leadership to reverse the rate of homelessness

#4 Energise staff, clients and the community to take action

Further information on strategic aims, objectives, priority actions and impact measures are outlined in the following pages.

Strategic Aims

In the next four years we will pursue the following key strategic aims with all effort infused and tested for compliance with Launch Housing's Theory of Change. Our strategic aims are distinct but relatable and consistent with our Purpose and our Brand.

<p>Strategic Aim #1</p> <p>Scale up interventions that work to prevent homelessness</p>	<ul style="list-style-type: none"> a. It is time to 'scale up and out' what we know works, and so challenge the default position of more pilots and small scale projects. We must challenge this status quo and consider what role new alliances can play in the political contest for policy action. b. While we do not have all the answers, we know enough about the success of Education First Youth Foyers and Common Grounds to confidently scale these interventions. This does not mean that we will not try new things or test new ideas. We will continue to work closely with philanthropy to drive innovation, but we must bring method to the way we understand successful interventions and be purposeful in how we 'scale up and out'.
<p>Strategic Aim #2</p> <p>Leave no one behind, delivering housing solutions others won't</p>	<ul style="list-style-type: none"> a. Using a Functional Zero approach we will run Street Counts and develop local By-Name Lists, to publicly compare our rate of rough sleeping with leading cities internationally. The end goal is to reverse the flow of people into homelessness by having enough housing, shelter beds and services for everyone who needs them. b. There will always be trauma and poverty fuelled entries into homelessness. We want those occasions to be rare, brief and to not reoccur. This can only occur by having more and better permanent supportive housing; an increase in the range of emergency accommodation including dedicated community rooming houses e.g. housing solutions that others do not provide.
<p>Strategic Aim #3</p> <p>Bring global leadership to reverse the rate of homelessness</p>	<ul style="list-style-type: none"> a. The act of bringing global leadership together speaks to the need to do more and to draw on the best practice and evidence to reverse the rate of homelessness. b. We will activate the Launch Housing Brand and our tactics to contrast Melbourne's identity as a progressive and liveable city for some to the unacceptable reality of street homelessness. We will mobilise our capital city pride and international standing and engage local leaders through a Melbourne Alliance to apply the best examples internationally to have local impact.
<p>Strategic Aim #4</p> <p>Energise staff, clients and the community to take action</p>	<ul style="list-style-type: none"> a. The stigma surrounding people experiencing homelessness often inhibits effective large scale action and contributes to the lack of effective policy. b. This aim speaks to the need to activate the community to action, to demand more of government and the private sector and to enable the community to do more themselves through volunteering and mobilising socially-minded landlords to invest in Home Ground Real Estate. Foundational is the voice of those with a lived experience of homelessness.

Objectives

<p>Objective #1</p> <p>Recurring homelessness reduces through proactive responses to trauma</p>	<p>Stabilising a person’s immediate housing crisis, supporting a pathway to stable accommodation, and providing support to address the trauma and damage of homelessness. For children it also means increased school participation.</p>
<p>Objective #2</p> <p>More Education First Youth Foyers are available to young people</p>	<p>Extending the benefits of Education First Youth Foyers in securing housing and increasing engagement in education and employment for more young people – in Melbourne and across Victoria.</p>
<p>Objective #3</p> <p>Private rental properties are viable for people on very low incomes</p>	<p>Extending financial assistance for households to establish and sustain a tenancy; seek increases in the real value of rent assistance and income support payments for low income renters. This requires increased private investment to grow affordable housing supply.</p>
<p>Objective #4</p> <p>House all people sleeping rough in Melbourne</p>	<p>Ensuring enough housing, shelter beds and services for everyone who needs them. Re-purpose government funds to increase the range of emergency accommodation, and ensure exits to housing exceeds the number of people forced to sleep rough. This is core to our work with our outreach and entry point staff leading this valuable work.</p>
<p>Objective #5</p> <p>More and better permanent supportive housing is built</p>	<p>Ensuring enough ongoing housing and supports for singles with high and complex needs; and catering for the needs of vulnerable women and their children, with services that support parenting, health and other family needs.</p>
<p>Objective #6</p> <p>A world class, health and homelessness hub is established</p>	<p>Redeveloping Haig Street to provide health and legal services, culture and wellbeing programs, and other supports crucial to recovering from trauma and maintaining housing. This is matched with timely access to crisis accommodation, with pathways into social and affordable housing, some which will be located on the same site.</p>
<p>Objective #7</p> <p>Deliver a Melbourne Zero Project that counts and reports on street homelessness</p>	<p>Counting and regularly reporting on street homelessness using local By-Name Lists, and producing a Capital Cities Index to measure and compare rough sleeping in Melbourne with other capital cities, nationally and internationally.</p>
<p>Objective #8</p> <p>Build out a Melbourne Alliance to End Homelessness, a sought after trusted network of lived experience, invested leaders and influencers</p>	<p>Activating an ‘unlikely’ alliance, beyond the housing and homelessness sectors, to reduce the rate of homelessness. It will put into effect the motto ‘think globally and act locally’ linking with global leaders and applying evidence informed approaches for local impact. Amplifying the voice of those with a lived experience of homelessness is critical for success.</p>
<p>Objective #9</p> <p>Galvanise people and groups to take practical action</p>	<p>Challenging policy inaction by mobilising a community response to change attitudes and to support people and groups to take practical action via online campaigns and endorsements, through investment by socially-minded landlords and individual and corporate volunteering.</p>
<p>Objective #10</p> <p>Elevate ending homelessness as key to Melbourne’s most liveable city status</p>	<p>Making ending homelessness pivotal to what it means to be a liveable city. For this to become a significant local community issue requires building empathy, challenging stigma and showing all faces of homelessness; so creating an environment for change and a consequent readiness and commitment to action.</p>

Priority Actions

Action #1 Scale-up trauma-informed care	
Description	Reduce recurring homelessness through proactive responses to trauma with an initial focus on clients using crisis accommodation services and development of more flexible stays to match client need.
Impact	<ul style="list-style-type: none"> Reduction in frequent service users (Impact measure 1) Percentage of child clients participating in school (Impact measure 5)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Lived Experience Participation Strategy – Embedding lived expertise in programs and organisational planning, to ensure services are appropriate, culturally safe, responsive to people’s needs and impactful (Theme 3: Planning for Impact)
Action #2 Increase the number of Education First Youth Foyers	
Description	Direct provision by Launch Housing (and provision by other entities) with an initial focus on an Education First Youth Foyer in Dandenong through collaboration with local council and Chisholm.
Impact	Increase in Foyer rooms for young people (Impact measure 3)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Housing Supply Strategy – Increase the number of Youth Foyers Local Government Engagement Strategy – Partnering with local governments to connect people at risk of or experiencing homeless to local services (e.g. education) (Engagement Action 3) Advocacy Strategy – 2 x Education First Youth Foyers to support young people towards education & employment (Theme: Pathways Out: Scaling proven pathways out of homelessness)
Action #3 Grow and target rental brokerage and support for people on low and very low incomes	
Description	Targeting people on low and very low incomes using increased government and philanthropic funding with an initial focus on implementing new PRAP Plus program to sustain current private rental tenancies.
Impact	<ul style="list-style-type: none"> Proportion of clients keeping housing (Impact measure 2) Increase in the real value of rent assistance (Impact measure 4) Percentage of child clients participating in school (Impact measure 5)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Advocacy Strategy – Increased funding for early intervention to save and stabilize existing rental tenancies (Theme: Preventing & minimizing the catastrophic spiral and trauma of homelessness) Research Strategy – At-risk households in various forms of renting (Research priority 3)
Action #4 Expand the implementation of a Functional Zero (FZ) approach	
Description	Work to house all people sleeping rough in Melbourne by expanding the implementation of Functional Zero (and By-Name List) beyond the current project with the City of Port Phillip to include other inner city local governments.
Impact	<ul style="list-style-type: none"> Exits to housing exceed the inflow to rough sleeping (Impact measure 6)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Local Government Engagement Strategy – Engagement with local governments to collaboratively end rough sleeping, municipality by municipality (Engagement Action 2) Advocacy Strategy – Introduce a By-Name and Functional Zero approach in every LGA (Theme: Crisis Accommodation: Modernising a system no longer fit for purpose)

Action #5 Increase the range of emergency accommodation options	
Description	Develop innovative responses focusing on night shelters or respite centres in partnership and re-purposing HEF expenditure for dedicated community rooming houses and motels for emergency accommodation
Impact	<ul style="list-style-type: none"> Reduction in frequent service users (Impact measure 1)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Advocacy Strategy – Replace referrals to unsafe, unsuitable and expensive motels with a new approach to formal crisis beds (Theme: Crisis Accommodation: Modernising a system no longer fit for purpose) Local Government Engagement Strategy – Increasing the local supply of emergency, social and affordable housing options (Engagement Action 1) Research Strategy – Approaches to crisis and emergency accommodation and support (Research priority 2)
Action #6 Increase the supply of permanent supportive housing	
Description	A focus on individuals and families housing (congregate and single site options) starting with IMAP councils to develop permanent supportive housing for people in inner Melbourne with high and complex needs.
Impact	<ul style="list-style-type: none"> Reduction in frequent service users (Impact measure 1) Proportion of clients keeping housing (Impact measure 2)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Housing Supply Strategy – Increasing the number of permanent supportive housing unit (with a combination of onsite services for people with higher and complex needs) Advocacy Strategy – Investment in multiple forms of permanent supportive housing (Theme: Preventing & minimizing the catastrophic spiral and trauma of homelessness) Research Strategy – Permanent supportive housing for individuals and families (Research priority 1)
Action #7 Establish a Health & Homelessness Hub	
Description	Seek government funding to repurpose Haig Street as a health and homelessness hub that includes permanent supportive and social housing
Impact	<ul style="list-style-type: none"> Reduction in frequent service users (Impact measure 1) Proportion of clients keeping housing (Impact measure 2) Exits to housing exceed the inflow to rough sleeping (Impact measure 6)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Advocacy Strategy – Step Down's: For those with mental health issues, invest in the transition to appropriate housing when exiting hospital (Theme: Pathways Out: Scaling proven pathways out of homelessness) Housing Supply Strategy – Increasing: the number crisis accommodation beds; the number of permanent supportive housing units (with a combination of onsite services for people with higher and complex needs); and a mix of social and affordable housing dwellings Lived Experience Participation Strategy – A stepped process over four years to increase the number of Peer Support Workers across entry points and in the client resettlement phase (Theme 2: Walking with Clients)

Action #8 Publish a Capital Cities Index on rough sleeping	
Description	Develop a consistent measure and produce a regular index of rough sleeping in key capital cities globally
Impact	<ul style="list-style-type: none"> Reduction in frequent service users (Impact measure 1) Incentives create investment and more social housing (Impact measure 7)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Research Strategy – An annual Capital Cities Index on rough sleeping, complemented by the Australian Homelessness Monitor that includes a focus on rough sleeper counts in Australian capital cities (Research priorities 5 & 6) Advocacy Strategy – Changing Public Perception: Building empathy, challenging stigmatisation and showing all faces of homelessness to create the environment for change.
Action #9 Provide street count services to local governments	
Description	Be the 'go to' provider of street counts of rough sleeping and converting street counts into an ongoing Functional Zero approach.
Impact	<ul style="list-style-type: none"> Reduction in frequent service users (Impact measure 1) Exits to housing exceed the inflow to rough sleeping (Impact measure 6)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Lived Experience Participation Strategy – Articulate lived experience voices and input as an underlying, foundational requirements for success based on genuine client voice and stories (Theme 1: Amplifying Voice)
Action #10 Incubate a Melbourne Alliance	
Description	Incubate a Melbourne Alliance of leaders and people who have been or are experiencing homelessness to prove up solutions and test new ideas to reverse the rate of homelessness
Impact	<ul style="list-style-type: none"> Net promoter score (Impact measure 8)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Lived Experience Participation Strategy – Articulate lived experience voices and input as an underlying, foundational requirements for success based on genuine client voice and stories (Theme 1: Amplifying Voice) Advocacy Strategy – Changing Public Perception: Building empathy, challenging stigmatisation and showing all faces of homelessness to create the environment for change.
Action #11: Build empathy and galvanise our community into action	
Description	<p>To challenge the stereotype of the 'who' and 'why' people experience homelessness. Our role is to start building public empathy and to help create better conditions for policy change by challenging the misconceptions of individualism of homelessness – most importantly the stubborn belief that people choose homelessness.</p> <p>We also want to create a range of mechanisms (or 'things to do') for people, corporates, volunteers, advocates and champions to engage with Launch Housing, building brand loyalty, revenue, and a broader network of support.</p>
Impact	<ul style="list-style-type: none"> Acts of community engagement (Impact measure 9) Value of partner support (Impact measure 10) Net promoter score (Impact measure 8) Properties available to HGRE (Impact measure 11)
Supporting Launch Housing strategies	<ul style="list-style-type: none"> Campaigns & Engagement Strategy HGRE as a profitable social enterprise Volunteer Strategy

Foundations

Four pillars of foundational leadership will support the delivery of the Strategy

A healthy performance culture	To be high impact organisation Launch Housing will channel resources for the greatest impact, equip our team to make decisions which put outcomes for clients at the centre of every decision supporting them to be bold and able to influence others with our evidence and experience.
Risk and financial health is managed	<p>An organisation that is geared towards growth, with net positive cash flow, that can finance its vision and purpose.</p> <p>Continue to target purposeful growth and diversification of income to help us impact homelessness and to become financially sustainable.</p>
Strategy attainment replaces Business as Usual as the key marker of success	To increase Launch Housing's impact and to support high performing teams we will: stop doing what isn't working, pursue proven approaches, and describe the impact of new things we try on root causes and the mix of factors that cause too many people to be without a home, every day.
Regulatory & Compliance Requirements	Implementing good practice and demonstrating continuous improvement in regulatory and compliance functions – so that people trust us.

How will we measure our Impact?

This strategy sets out the approach we will take to address our core challenge in the next four years.

In order to track the progress we are making we will produce an Impact Report that tracks twelve desired impacts that are measurable and multifaceted. For example measuring a reduction in frequent service users will tell us whether we are on track to reduce the reoccurrence of homelessness. It will also tell us about our progress to house all rough sleepers. Housing all rough sleepers requires housing solutions.

The action to produce and publicise an Impact Report is also strategy aligned. It forms part of our plan to influence and mobilise our community for change.

The twelve impacts measures include:

Seven impact measures for Clients and Community;

1. Reduction in frequent service users
2. Proportion of clients keeping housing
3. Increase in Foyer rooms for young people
4. Increase in the real value of rent assistance
5. Percentage of child clients participating in school
6. Exits to housing exceed the inflow to rough sleeping
7. Incentives add investment and more social housing

Five impact measures for Staff and Community;

8. Net promoter score
9. Acts of community engagement
10. Value of partner support
11. Properties available to HGRE
12. Staff engagement and alignment rates

Appendix 1: Launch Housing Strategy on a page

Strategic aim	Objective	Priority Actions (new) ¹	Impact measures
<p>1. Scale up interventions that work to prevent homelessness</p> <p>2. Leave no one behind, delivering housing solutions others won't</p> <p>3. Bring global leadership to reverse the rate of homelessness</p> <p>4. Energise staff, clients and the community to take action</p>	<p>1. Recurring homelessness reduces through proactive responses to trauma</p> <p>2. More Education First Youth Foyers are available to young people</p> <p>3. Private rental properties are viable for people on very low incomes</p> <p>4. House all people sleeping rough in Melbourne</p> <p>5. More and better permanent supportive housing is built</p> <p>6. A world class, health and homelessness hub is established</p> <p>7. Deliver a Melbourne Zero Project that counts and reports on street homelessness</p> <p>8. Build out a Melbourne Alliance to End Homelessness, a sought after trusted network of lived experience, invested leaders and influencers</p> <p>9. Galvanise people and groups to take practical action</p> <p>10. Elevate ending homelessness as key to Melbourne's most liveable city status</p>	<p>1. <i>Scale-up trauma-informed care</i></p> <p>2. <i>Increase the number of Education First Youth Foyers</i></p> <p>3. <i>Grow and target rental brokerage and support</i></p> <p>4. <i>Expand the implementation of a Functional Zero approach</i></p> <p>5. <i>Increase the range of emergency accommodation options</i></p> <p>6. <i>Increase the supply of permanent supportive housing</i></p> <p>7. <i>Establish a Health & Homelessness Hub</i></p> <p>8. <i>Publish a Capital Cities Index on rough sleeping</i></p> <p>9. <i>Provide street count services to local governments</i></p> <p>10. <i>Incubate a Melbourne Alliance to prove up solutions and test new ideas</i></p> <p>11. <i>Build empathy and galvanise our community into action</i></p>	<p>For CLIENTS and COMMUNITY</p> <p>1. Reduction in frequent service users</p> <p>2. Proportion of clients keeping housing</p> <p>3. Increase in Foyer rooms for young people</p> <p>4. Increase in the real value of rent assistance</p> <p>5. Percentage of child clients participating in school</p> <p>6. Exits to housing exceed the inflow to rough sleeping</p> <p>7. Incentives add investment and more social housing</p> <p>For STAFF and COMMUNITY</p> <p>8. Net promoter score</p> <p>9. Acts of community engagement</p> <p>10. Value of partner support</p> <p>11. Properties available to HGRE</p> <p>12. Staff engagement and alignment rates</p>
↑	↑	↑	↑
1. A healthy performance culture	2. Risk and financial health is managed	3. Strategy attainment replaces Business as Usual as the key marker of success	4. Regulatory compliance and community trust

¹ Strategy on a page could be communicated with either of the objective or priority action columns, or both, subject to needs and interests of the intended audience.

Appendix 2: Linking the Strategy with key organisational activity

Launch Housing's four-year strategy will provide the framework for our annual business plan and budget. The diagram below presents the connection between the business plan and key pillars of work currently in progress to support business planning goals and the implementation of the strategy.

