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## *Reimagining the Role of Lodging in Ending Homelessness: An Evaluation of Foundation Housing's Lodging and Support Services*

**REPORT**

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May 2024



## Acknowledgement of Country

In the spirit of reconciliation, CSI UWA acknowledges that their operations are situated on Noongar land, and that the Noongar people remain the spiritual and cultural custodians of their land, and continue to practise their values, languages, beliefs and knowledge. We acknowledge the Traditional Custodians of the country throughout Australia and their connections to land, sea, and community. We pay our respect to their elders and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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Minor revisions have been made from an earlier released version of this report to account for (a) updated ROGS data, (b) corrected analysis of a survey item (regarding increased confidence to seek training/employment), and (c) removal of reference to the Foyer model.

## Disclaimer

The opinions in this report reflect the views of the authors and do not necessarily reflect those of the Centre for Social Impact.

# Foundation Housing Lodging Accommodation and Support Service

The FHL Lodging Accommodation and Support Service provides a contemporary model of lodging houses and an effective long-term accommodation solution at low-cost. The service model allows people to stabilise their lives and develop a long-term accommodation plan without the pressure of an imminent deadline, and helps residents achieve stability and self-sufficiency by providing ongoing support and assistance. This contemporary model aligns with key aspects of Housing First Principles and challenges the perception that these principles cannot be applied across different accommodation options for those experiencing homelessness.

## Lodging Accommodation and Support Service



### Lodging

- 239 lodging/shared houses.
- 15 lodging sites in Perth and Broome.
- 44% kitchenette.
- 60% ensuites.
- Combined rent and utility charge.
- License to occupy.

### Support service

- Sensitive allocation.
- Quarterly risk assessments.
- 69 Partnerships with organisations and agencies.
- Self-funded Lodging Support role.
- Community engagement – 118 activities in past 12 months.



### In 2022

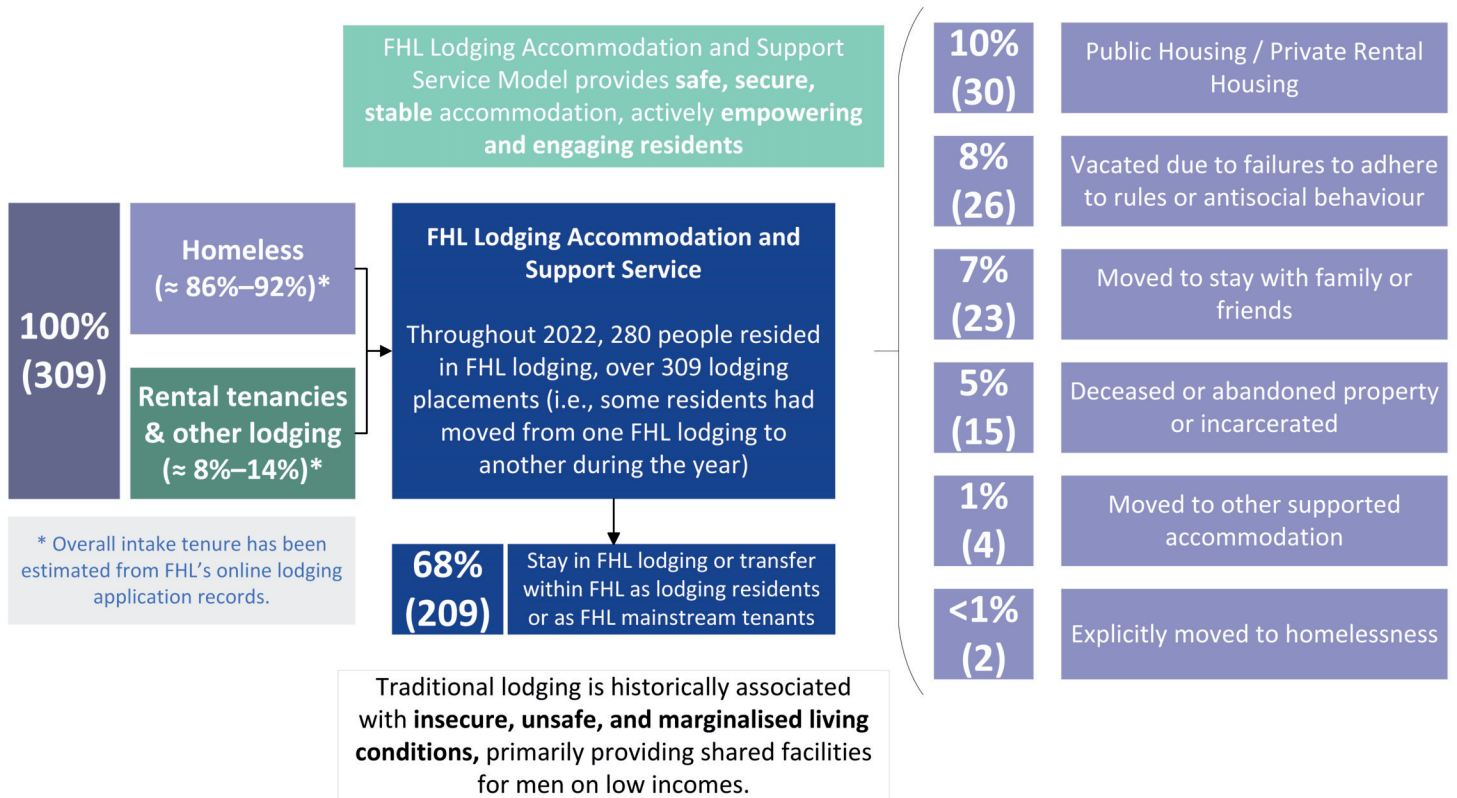
- 280 clients, 309 placements.
- 73% male.
- Average age 48.
- 44 days average time from application to placement.

## Housing outcomes

- Most new residents were **homeless on entry**:
  - FHL Lodging primarily serves those who are experiencing homelessness, or are risk of homelessness.
- **280 people housed** throughout 2022.
- Lodging traditionally seen insecure/short-term, but FHL has **high retention rates**:
  - **68% of residents stayed** in FHL in 2022.

### ENTRY POINT

### EXIT POINT



## Individual outcomes

### Safe



Positive resident-centred culture, based upon values of inclusion, equity, respect, and dignity. Residents are empowered to choose how to live their lives.

#### Residents feel safe within their accommodation

**78%** of residents feel safe where they live:

“I feel safe here, I never want to leave.”  
– FHL resident

**80%** of residents had support to achieve their goals.

### Connected and equipped



Support provided to residents when health and wellbeing may impact their ability to sustain their accommodation.

**73%** of residents aware of health services available to them.

**83%** of residents able to access the health services they need.





## Healthy



Meaningful connections with residents and facilitates opportunities for them to engage with one another, with staff, and with the wider community.

**73%** of residents have participated in community engagement activities.

**89%** of residents reported increased confidence to start looking for employment and/or education/training (excluding those already employed, of retirement age, or on disability pension).

## Stable



Residents provided with affordable and suitable accommodation with flexible time limits, and support to maintain their accommodation.

**Residents are provided with affordable accommodation with no time-limits**

- **78%** of residents view lodging as long-term.
- **90%** of stakeholders view lodging as long-term.
- **63%** of residents have been living in accommodation for > 2 years.

**94%** of residents are confident in maintaining accommodation.

## Empowered



Positive resident-centred culture, based upon values of inclusion, equity, respect, and dignity. Residents are empowered to choose how to live their lives.

**80%** of residents aware of rights and responsibilities and were involved in decisions that impacted them.

**80%** of residents feel respected while living in FHL Lodging.

**77%** of residents aware of housing rights, **92%** aware of responsibilities as residents.

## System-level outcomes

### Cost efficient

Daily cost of only \$11.63 per person, compared with:

- \$56.17 based on the Report on Government Services (ROGS) 2024 data (2022–2023 financial year).
- \$121.74 for the Common Ground Model.

### Reduction of homelessness and risk of homelessness

- Avoid high average health and justice costs.
- Low reliance on the strained public housing system or stretched homelessness support system.

## Alignment with Housing First Principles



Housing is a human right



Choice and control for service users



Separation of housing and treatment



Recovery orientation



Harm reduction



Active engagement without coercion



Flexible support for as long as required



Person-centred planning

## Why is Foundation Housing's model successful?

The lodging accommodation offered by Foundation Housing extends beyond temporary solutions, emphasising **long-term stability**, while the engagement and support services address the **holistic** needs of residents, **promoting health, wellbeing, and social connection**.

1. Comprehensive, person-centred approach.
2. Low-cost community housing, proven to reduce and prevent homelessness.
3. Accommodation is safe, secure, and affordable.
4. Long-term stability.
5. Tailoring services to individual preferences.
6. Collaboration with external organisations and agencies.
7. Optimised resources and reduced operational costs.
8. Mitigated the burden on government resources while simultaneously cultivating a sense of community among its residents.

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*Lodging residents celebrate a special event in their communal lounge area.*



# ACRONYMS AND ABBREVIATIONS USED IN THIS REPORT

ABS	Australian Bureau of Statistics
AIHW	Australian Institute of Health and Welfare
CE	Community Engagement
FHL	Foundation Housing Limited
HFP	Housing First Principles
The Service	The FHL Lodging Accommodation and Support Service
SHS	Specialist Homelessness Services are government funded services for the homeless.
SHSC	Specialist Homelessness Services Collection is an information platform run by the AIHW which collects data on those accessing (or referred to) specialist homelessness services.
StH	Street to Home

# EXECUTIVE SUMMARY

## Overview

Historically, lodging and boarding houses represented a significant part of the Australian housing stock and were well respected as a form of housing (O’Hanlon, 2009).<sup>1</sup> From the mid-20<sup>th</sup> century, lodging/boarding houses became associated with insecure, unsafe, and poor living conditions, providing shared facilities primarily for marginalised populations. Reflecting this shift, the Australian Bureau of Statistics enumerated residents of ‘boarding houses’ (no explicit reference being made lodging houses) from the 2016 Census as homeless noting that boarding house residents would generally lack privacy and/or ‘control of or access to space’ or have limited to no tenure (Australian Bureau of Statistics, 2016).<sup>2</sup>

In recent years, however, community housing has taken an active role in the lodging/boarding house sector. Community housing-based lodging/boarding houses generally now offer stable, safe, and secure accommodation, often equipped with additional amenities, referral pathways to human services and direct support services. Community housing-based lodging/boarding houses serve as a quality, affordable accommodation option for low-income earners or individuals who cannot access or afford private rental housing nor access traditional social housing options. Given this considerable shift in the utility and suitability of lodging/boarding houses, it is now essential to reassess the concept of ‘lodging’ to encompass the diverse range of housing situations people can experience. This re-evaluation should consider potentially better living conditions, flexible length of stay limits, and the delivery of supports provided by community housing-based lodging/boarding houses.

In November 2019, the WA State Government launched its *All Paths Lead to a Home: Western Australia’s 10 Year Strategy on Homelessness 2020-2030*, with the objective that everyone has a safe place to call home and is supported to achieve stable and independent lives (Government of Western Australia, 2021). The primary principle of this strategy was a Housing First approach which requires low-barrier and low-threshold housing options, along with flexible and appropriate services tailored to individual needs.

The Foundation Housing Lodging (FHL) Lodging Accommodation and Support Service (hereafter referred to as ‘The Service’) provides a contemporary model of lodging houses and an effective long-term housing solution at low-cost. With fifteen strategically located lodging sites in Perth and Broome, accommodating around 239 lodging residents, the Service model allows people to stabilise their lives and develop a long-term housing plan without the pressure of an imminent deadline, and helps residents achieve stability and self-sufficiency by providing ongoing support

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<sup>1</sup> The terms ‘lodging house’ and ‘boarding house’ are often used interchangeably (although the term boarding house strictly refers to the provision of meals with accommodation) with residents not having the same legal rights and protections as traditional tenants. The definition of a lodging house is quite broad and considers various factors such as the length of stay (long-term or transient), nature of the establishment (boarding house, guest house, hostel, lodging house, crisis or backpacker accommodation), the relationship between occupants and landlords (occupier has a licence to occupy rather than a lease and the landlord has a separate agreement with each occupier), and the purpose of the accommodation (Government of Western Australia, Department of Health, 2020).

<sup>2</sup> In the 2021 Census, the Australian Bureau of Statistics noted that there was greater use of administrative lists in the enumeration of the homeless population. While not explicit with reference to Western Australia, this may have meant that residents of community housing-based lodging and boarding houses were not identified as homeless (Australian Bureau of Statistics, 2021).

and assistance. This contemporary model aligns with key aspects of Housing First Principles and challenges the perception that these principles cannot be applied across different housing options for those experiencing homelessness.

## Evaluation method and findings

CSI UWA adopted a co-design evaluation approach, working closely with FHL to gain an understanding of the impact and cost-effectiveness of Foundation Housing Limited's suite of lodging, support and engagement activities.

The purpose of the evaluation was to:

- Evaluate the impact of Foundation Housing's lodging accommodation as a long-term housing pathway for people exiting homelessness;
- Fully detail Foundation Housing's lodging, engagement and support offering so it is evidenced as an integrated service delivery model;
- To determine current and/or potential alignment of this accommodation, engagement and support model with the State and Federal Government housing and homelessness strategies and funding priorities particularly as they relate to Common Ground and/or Street to Home and/or Housing First funding; and
- To help to inform FHL's strategic planning with respect to its overall positioning within the homelessness sector more generally.

Interviews, surveys, and case studies of residents, staff and stakeholders, and linkage of internal and external databases provided the data required to evaluate the Service model.

## Service-Level outcomes

The following service-level outcomes were identified following examination and triangulation of data sources.

**Wait times and transfers:** The average time from online application to a lodging placement was 44 days, which is rapid in comparison to the average time spent on and exit from public housing wait lists.

**Sensitive allocation and lodging management:** Staff reported clear processes for allocation to lodging/share houses and the processes reflected relevant policies and procedures. Staff reported awareness of the various housing options available to lodging residents and the rights and responsibilities of lodgers. The Service has implemented a robust management process that includes the utilisation of a Positive Tenancy Risk Assessment to effectively manage tenancies.

**Partnerships and collaborations:** The Service has built strong collaborations and partnerships with 69 organisations/community groups/government agencies to provide residents with holistic supports such as financial support, mental health service, health care, intensive family support, drug and alcohol rehab/counselling, etc. In addition to the internal stakeholders, numerous external partners play a pivotal role in the successful delivery of the Service, particularly in the support of residents, once housed. Eighty-nine percent of these external stakeholder respondents indicated a high level of familiarity with the operations of the Service, with 72.7% of organisations providing referrals for individuals seeking lodging accommodation. Overall, the Service has well-evidenced and positive collaborations with external partners, but more work can be done to improve the links to the homelessness sector. Improving links with the homelessness sector is not just about providing better services but also about empowering homeless individuals and helping them reintegrate into society. It is a complex task that requires a multifaceted approach and collaboration from all stakeholders involved.

**Maintaining accommodation:** The Service offers an extensive portfolio of support services to its residents, with the aim of promoting stability, independence, and holistic wellbeing. Onsite offices have been created to provide a responsive management service and early indication of support issues which may impact a resident's ability to sustain their accommodation. Crucially, people at risk of homelessness are supported to manage and sustain their home via Lodging Coordinators and the Street to Home Program (StH).

**Street to Home Program:** Foundation Housing's Street to Home contract ended in January 2024 and was replaced by a directly-funded Lodging Support role which has ensured the continuation of tailored support for FHL Lodging residents. Reference throughout this report to Street to Home/StH would in current practice refer to FHL's Lodging Support function. At the time this report was completed, the FHL StH program supported lodging residents to sustain their accommodation and – where they wished to transition to alternative types of housing – to secure housing appropriate to their needs. Approximately half (56.3%) of residents reported they were aware that they could access support to help them maintain their accommodation, and 53.1% were aware of how to access StH. Between March 2015 and March 2023, 197 individuals received support from the StH Program, including 209 supporting periods.

**Community engagement activities:** Between July 2022 and May 2023, a total of 118 community engagement (CE) activities have been organised across the entire FHL portfolio, encompassing 2,200 properties. Sixty-five percent of residents indicated that they have received the Tenant/Resident Newsletter, of these, 82.9% read it and 94.1% find the newsletter to contain relevant and interesting information. Furthermore, 79% of residents are aware of FHL's website, with 63.3% of those who are aware of it, accessing it for information. About half of the resident survey respondents (50.8%) are aware of the Service's presence on platforms like Facebook, Instagram, or LinkedIn.

## Housing, Resident and System-Level Outcomes

Below we present the short and medium-term outcomes of the Service and the respective outcome goals (Appendix A – Program Logic).

**Empowered:** The Service ensures residents are empowered through involving them in decisions that directly impact them, making them aware of housing options, their rights and responsibilities, and ensuring a positive resident-centred culture based upon values of inclusion, equity, respect, and dignity.

**Stable:** This service provides supportive living arrangements without time limits for individuals who are homeless or at risk of homelessness, supporting individuals to secure stable accommodation in FHL or to work towards securing more permanent housing solutions. Over 75% of residents surveyed regard their current lodging as long-term as they feel the lodging provided by FHL is safe, affordable, and the location is convenient. The residents who view lodging as temporary intend to move to other areas or are on the public housing list.

**Safe:** The Service provides safe and stable housing, without time limits, in combination with various engagement and support services. Support offered by FHL includes helping residents overcome challenges or barriers that may hinder their ability to maintain housing. The Service model offers a potential pathway towards other forms of permanent housing, especially for those who are suited to living in a communal environment. Unlike homelessness crisis and emergency accommodation, the focus in the FHL Service is on providing a secure and sustained housing and living environment that residents can call home. The Service is committed to helping residents achieve stability and self-sufficiency by providing ongoing support and assistance. As a result, 78.1% of residents surveyed feel safe where they live. Two thirds (66.7%) of staff surveyed express that the Service has safe and secure accommodation for residents.



**Healthy:** Through implementing a range of practices, strategies, and services, the Service supports residents' health and wellbeing when challenges arise that could potentially impact their ability to maintain their housing. The Service, through their partnerships and collaborations, ensures effective physical and mental health support services are provided on-site or with nearby providers. A substantial 79.4% of residents surveyed found the support services readily available, and an impressive 95.2% could easily access lodging accommodation support through their Lodging Coordinator when required.

**Connected and equipped:** The Service creates meaningful connections with residents and facilitates opportunities for them to engage with one another, with staff, and with the wider community. The Service organises and promotes an array of activities, events, and social gatherings that, not only cultivate a sense of belonging among residents, but also encourage their active participation in shaping their living environment. By facilitating this collaboration, the Service empowers individuals to contribute to the collective success and wellbeing of all. A noteworthy 84.8% of residents surveyed reported feeling a strengthened connection with other residents, 93.5% expressed a heightened connection with staff.

**Cost-efficient:** The FHL model is a cost-effective solution to homelessness, with a daily cost of only \$11.63 per person, compared with \$56.17 for Specialist Homelessness Support services, (for those experiencing homelessness or at risk of homelessness) based on the Report on Government Services (ROGS) 2024 data, and \$121.74 for the Common Ground more intensive onsite support model. Despite offering fewer services, the FHL model, which has already demonstrated robust housing and individual outcomes, may be a more suitable and financially sustainable option for some adults experiencing homelessness (noting that more intensive onsite support models such as that provided by Common Ground will be necessary for high-needs cohorts). It not only results in considerable cost savings but also helps in diverting individuals from chronic homelessness and the associated expensive health and justice services, thereby benefiting both the individuals and society at large.

**Alignment with Housing First Principles:** The Service introduces a novel lodging model characterised by no time limits for stay length, timely and well-targeted individualised support, and an array of community engagement activities. The Service is aligned with the Housing First Principles, including: people having a right to a home; the separation of housing and support; flexibility of supports which are offered for as long as they are needed; residents having choice and determination; active engagement without coercion; social and community inclusion; and harm reduction.

**Reduction of homelessness and risk of homelessness:** The Service focuses on providing safe, stable, and affordable housing for 239 residents across 15 lodging sites. The Service model is a cost-efficient service for those with low to moderate needs (when compared with other congregate living models such as Common Ground for higher needs people experiencing homelessness who require onsite support) adhering to Housing First Principles, principles which have been shown to be highly effective in breaking the cycle of homelessness and promoting long-term stability. As a result, the Service is effective in reducing homelessness and risk of homelessness.

## Summary

The current evaluation showed that the FHL Service model provides a comprehensive, person-centred approach to addressing low- and medium-income people's accommodation needs. The Service model offers a cost-efficient, proven solution in reducing and preventing homelessness.

This new model of lodging offered by FHL is very different from the historical models of lodging/boarding houses which led to the assignment of boarding/lodging as a form of homelessness and needs to be recognised as such. The lodging accommodation offered by FHL



extends beyond temporary solutions, emphasising long-term housing stability, while the engagement and support services address the holistic needs of residents, promoting health, wellbeing, and social connection. Collaboration with external organisations and agencies, along with tailoring services to individual preferences, further optimises resources and reduces operational costs.

The Service plays a significant role in the community housing landscape as it functions as a crucial pressure release mechanism for both the homelessness crisis accommodation system as well as public housing and the traditional tenure-based elements of community housing, diverting significant demand away from these areas. This underscores FHL's dual role in mitigating the burden on government resources (both in terms of homelessness accommodation and public housing) while simultaneously cultivating a sense of community among its residents. It is within this community housing institutional environment that the Lodging house world undergoes a transformative change. Additionally, the FHL Service provides a very low rent environment that represents a defining characteristic that differentiates it from other similar social housing subsidised rent models. By delivering accommodation that is safe, secure, and affordable, the Service addresses the essential needs of individuals struggling to secure suitable housing, thereby fulfilling a critical role in the wider housing ecosystem.

## Recommendations

### Government

- We recommend government co-investment in the FHL Service (and similarly aligned New Generation Lodging Houses), because it offers a cost-efficient opportunity to reduce homelessness and alignment with Housing First principles. As the ongoing housing crisis increases pressure on public systems, new evidence-based approaches must be engaged with. The FHL Service model has involved significant investment by FHL itself which can impact on the sustainability of the Service further supporting co-investment by government. Furthermore, government may consider enabling FHL to extend support services for certain groups of people so that there is a continuum of support models through to a higher-cost intensive onsite Common Ground model.

### Foundation Housing

- Recognise the Service as Low-cost Community Housing: The Service should be acknowledged as a low-cost social housing option given its ability to save costs per client, divert individuals from chronic homelessness, and reduce the use of costly health and justice services.
- FHL should actively participate in policy dialogues and sector initiatives, which will elevate its profile, leading to increased funding and collaboration opportunities, facilitate learning from best practices, innovations, and trends, enable forging stronger partnerships with other organisations, and allow FHL to advocate for the homeless, ensuring their needs are central to sector-wide discussions and decisions.
- Explore Federal Government Aged Care Funding: For residents aged over 65 (or over 55 for Aboriginal people), FHL should consider applying for Federal government aged care funding, including specialised homelessness-based aged care funding to enhance support for elderly residents many of whom were formerly homeless, secure necessary resources, and alleviate operational pressures.
- Reassess the Term 'Lodging': It is crucial to reconsider the use of the term 'lodging' due to its historical negative connotations.

- Implement Integrated Data Management System: FHL should implement an integrated data management system to effectively monitor, evaluate, and report its impacts and outcomes. Regular evaluation and refinement of services based on feedback can help FHL stay adaptable and responsive.
- Enhance Staff Training and Awareness: Further training and awareness of support options for staff can ensure that residents are well-informed and supported.

*BBQ, Foundation Housing Lodging Accommodation and Support Services.*



# INTRODUCTION

## Homelessness in Western Australia

The Australian Bureau of Statistics (ABS) estimated that more than 9,700 people were experiencing homelessness in Western Australia on Census night in 2021—equating to 36.6 per 10,000 people. The largest proportion (30%) of Western Australians experiencing homelessness were living in severely overcrowded dwellings, 24% rough sleepers, 22% staying temporarily with other households, 17% in supported accommodation, 6% living in boarding houses, and 1% in other temporary lodgings. The high proportion of people in severely overcrowded dwellings suggests that there is a lack of housing, and potentially a lack of affordable accommodation that suits people's needs.

The terms 'lodging house' and 'boarding house' are often used interchangeably (although the term boarding house strictly refers to the provision of meals with accommodation) with residents not having the same legal rights and protections as traditional tenants. The definition of a lodging house is quite broad and considers various factors such as the length of stay (long-term or transient), nature of the establishment (boarding house, guest house, hostel, lodging house, crisis or backpacker accommodation), the relationship between occupants and landlords (occupier has a licence to occupy rather than a lease and the landlord has a separate agreement with each occupier), and the purpose of the accommodation (Government of Western Australia, Department of Health, 2020).

Lodging/boarding houses emerged in Australia during the 1800s, and although for a long period serving a well-off clientele, they underwent a social transformation in the mid-20<sup>th</sup> century to become associated with insecure, unsafe, and poor living conditions, providing shared facilities primarily for marginalised populations by the 1970s (O'Hanlon, 2009). Reflecting this shift, the Australian Bureau of Statistics enumerated residents of 'boarding houses' (no explicit reference being made lodging houses) from the 2016 Census as homeless noting that boarding house residents would generally lack privacy and/or 'control of or access to space' or have limited to no tenure (Australian Bureau of Statistics, 2016).<sup>3</sup>

However, in recent years lodging/boarding houses have undergone significant changes and many contemporary community housing-based boarding/lodging houses now offer stable, safe, and secure accommodation, often equipped with additional amenities and support services (Crevatin, 2021; Goodman et al., 2013). These kinds of approaches have sometimes been termed New Generation Boarding Houses,<sup>4</sup> and we adopt the term New Generation Lodging Houses (NGLH) here to refer to lodging houses which offer modern amenities and infrastructure, community housing management, long-term housing, and support mechanisms (which are especially relevant for those at-risk of or experiencing homelessness). These forms of lodging serve as an

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<sup>3</sup> In the 2021 Census, the Australian Bureau of Statistics noted that there was greater use of administrative lists in the enumeration of the homeless population. While not explicit with reference to Western Australia, this may have meant that residents of community housing-based lodging and boarding houses were not identified as homeless (Australian Bureau of Statistics, 2021).

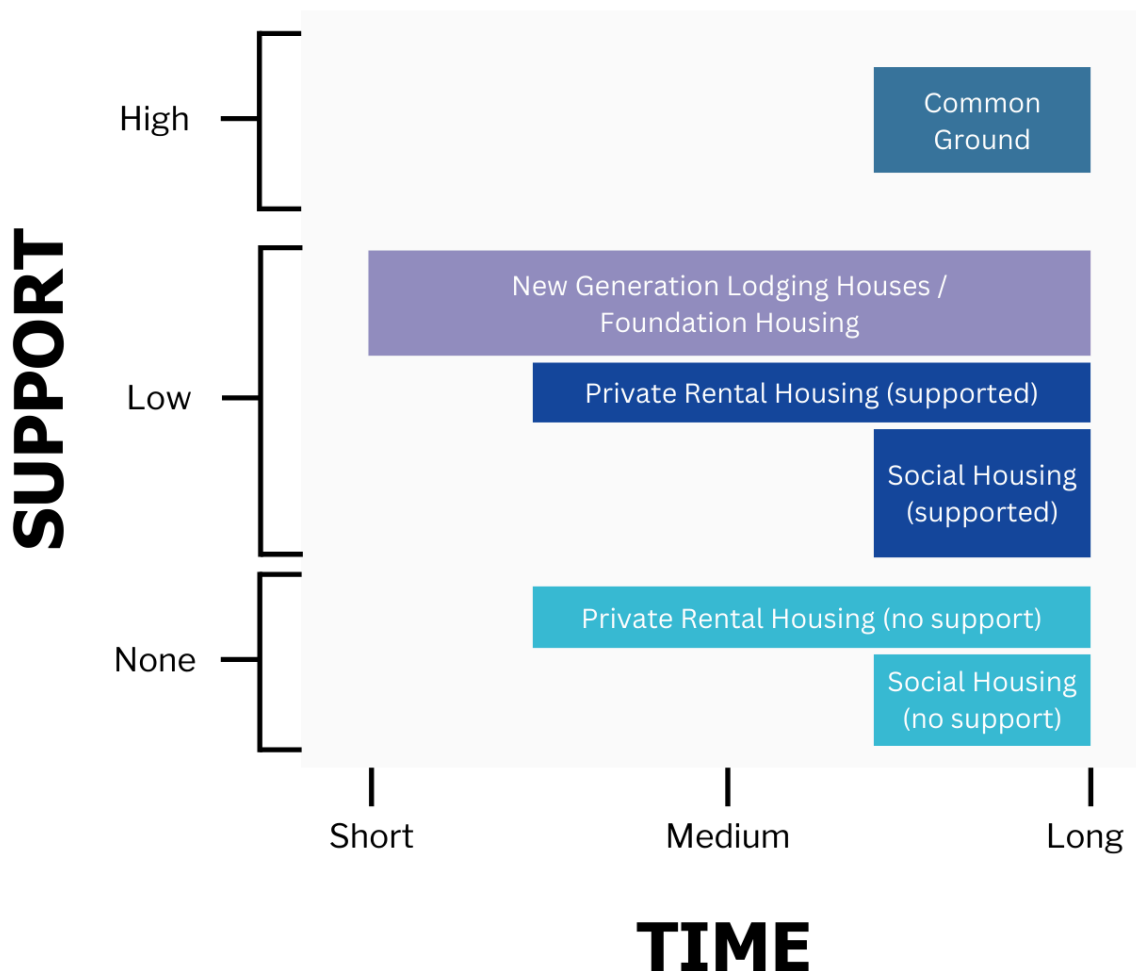
<sup>4</sup> 'New Generation Boarding Houses' is a term used in New South Wales to refer to new types of boarding houses which feature modern infrastructure (and are connected to the 2009 NSW planning legislation). Although we use a similar term here in New Generation Lodging Houses, lodgers in Western Australia presently do not gain tenancy rights.

affordable housing option for low-income earners or individuals who cannot afford private rentals and particularly for those who seek congregate housing arrangements.

Given that there has been a considerable shift in the lodging house sector with the advent of the new generation community housing-based lodging houses, it is now essential to reassess the concept of lodging and 'homelessness' and being 'at risk of homelessness'. This re-evaluation should consider potentially better living conditions, flexible length of stay limits, and the delivery of supports provided by community housing-based lodging/boarding houses. See Figure 1 for a broad comparison of where the FHL model sits with respect to other permanent housing service models, in terms of support provided and length of time. The FHL Service model allows for short-term stays (where residents wish to move on to other housing options) but then fully caters for all desired lengths of residences. It is important to note that while private rental tenancies have greater security under legislation than boarders and lodgers, tenancy terms may be limited in time and landlords have clear termination rights as well as being able to not renew a tenancy once ended.

It is difficult to estimate the current Western Australian housing market for lodging, although as noted lodging that has been classified as a form of homelessness makes up around 7% of the total homelessness figure. However, while the ABS makes no statement about which boarding and lodging houses are included in the homelessness estimates (and which are not), our data analysis at the local level suggest that FHL houses (and others perhaps managed by the community housing sector) were *not* included in the homelessness data. Thus, census data for lodging likely underestimates the lodging market.

Figure 1: Permanent Housing Service Model Comparisons.



In November 2019 the State Government launched its WA 10-Year Strategy on Homelessness - All Paths Lead to a Home where everyone has a safe place to call home and is supported to achieve stable and independent lives (Government of Western Australia, 2021). The primary principle of this strategy is a Housing First approach which requires low-barrier and low-threshold accommodation and housing options, along with flexible and appropriate services tailored to individual needs.

## **Housing First Principles**

The Housing First Principles for Australia were developed as a progressive policy framework that sought to transform the way homelessness was approached and resolved (Dodd et al., 2020). This evidence-based strategy centres around the core belief that stable, permanent housing is the foundation upon which other support services can be effectively provided. By prioritising immediate access to accommodation, without treatment or behaviour eligibility preconditions, the model empowers individuals and fosters autonomy.

Housing First Principles emphasise the importance of choice and control, allowing people to have a say in their accommodation and living arrangements. The approach adopts a recovery orientation, providing holistic support services that cater to mental and physical health, substance abuse, and other challenges, ultimately promoting overall wellbeing. The model champions individualised, person-centred support, ensuring that each person's unique needs, preferences, and goals are addressed to help them maintain accommodation and achieve greater stability. The principles advocate for social and community integration, encouraging social inclusion and engagement to develop meaningful connections and reduce isolation. To maximise effectiveness, the Housing First Principles call for strong partnerships and collaborations between various stakeholders, including government agencies, non-profit organisations, and private-sector partners. Lastly, the model emphasises the importance of evidence-based practices and continuous improvement, utilising data-driven strategies and best practices, while regularly evaluating and refining the approach to ensure its success and adaptability to emerging needs.

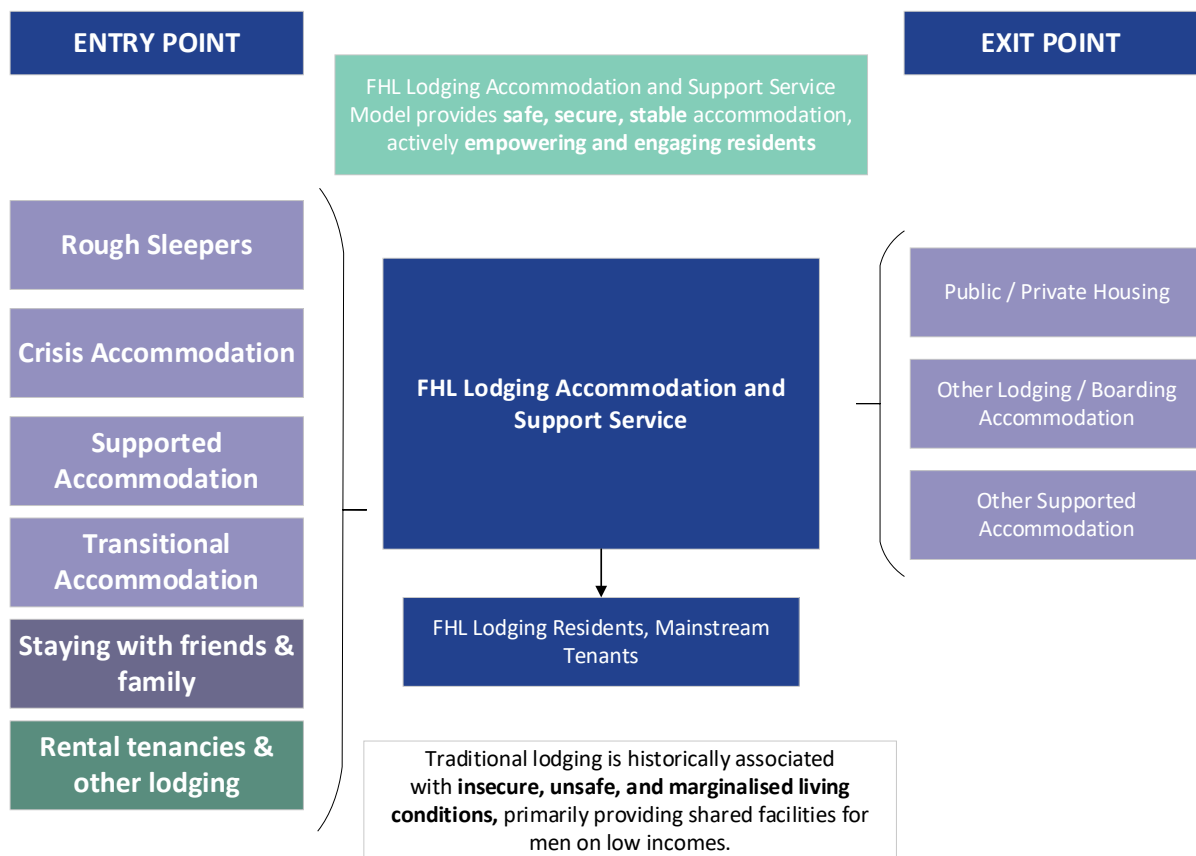
## **The FHL Lodging Accommodation and Support Service**

FHL is the largest state-based community accommodation provider in Western Australia. Established in 2006, it aims to provide affordable, safe, and secure accommodation for people in need. As a not-for-profit organisation, FHL works closely with the government, private sectors, and community organisations to deliver affordable accommodation solutions for low-income earners, people with disabilities, and those who are struggling to find suitable accommodation, are experiencing homelessness, or are at risk of homelessness.

The Service delivery model is unique in its focus on addressing the long-term accommodation needs of vulnerable populations through lodging and other forms of housing providing support services to foster stability and sustainability, supporting those at risk of homelessness to maintain and sustain their housing. The focus on long-term outcomes sets Foundation Housing apart from providers who may only offer temporary or emergency accommodation. The main aims of the model are to provide access to safe and stable accommodation, with no time limits, a variety of accommodation options, collaboration with a wide range of partners, and to meet the needs and preferences of its residents through active engagement.



Figure 2: The FHL Lodging Accommodation and Support Service Model.



### The evaluation approach

CSI UWA adopted a co-design evaluation approach, working closely with FHL to gain an understanding of Foundation Housing Limited’s suite of lodging, support and engagement activities.

The purpose of the evaluation was to:

- Evaluate the impact of Foundation Housing’s lodging accommodation as a long-term housing pathway for people exiting homelessness;
- Fully detail Foundation Housing’s lodging, engagement and support offering so it is evidenced as an integrated service delivery model;
- To determine current and/or potential alignment of this accommodation, engagement and support model with the State and Federal Government housing and homelessness strategies and funding priorities particularly as they relate to Common Ground and/or Street to Home and/or Housing First funding; and
- To help to inform FHL’s strategic planning with respect to its overall positioning within the homelessness sector more generally.

The evaluation consisted of a mixed-methods approach employing quantitative and qualitative research methods. By reviewing internal documents, CSI UWA reviewed and operationalised the Service Program Logic and created an outcomes framework in close consultation with FHL staff. Quantitative data was provided through linked administration data and internal data sets, and surveys of residents, stakeholders and staff. Qualitative data was collected through staff and stakeholder interviews and focus groups, and case studies.



## **Report structure**

This report outlines the impact of the Service which alleviates pressure on the public housing system, offering a cost-effective approach to combatting homelessness, and supporting people at risk of homelessness.

The Evaluation Framework report is structured as follows:

### **Chapter 1: Introduction**

Chapter 1 presents the scope of work, the research methodology, and the structure of the report.

### **Chapter 2: FHL's Lodging Accommodation and Support Service**

Chapter 2 presents an overview of the Service. The delivery model is presented, along with key elements that underpin the model. A description of the lodging accommodation, and support service is provided.

### **Chapter 3: Evaluation Methodology**

This chapter reviews and operationalises the Service Program Logic to determine output indicators and the availability of data sources to measure key short, medium, and long-term outcomes. Data collection uses a mixed methods approach to measure outcomes include linked administration data, process data, document reviews, case studies, surveys, interviews, and focus groups.

### **Chapter 4: Service-Level Activity Outcomes**

Chapter 4 outlines the activities which are part of the Service model. This section presents key findings relative to resident profiles, wait times and transfers, allocation and lodging, partnerships/collaborations, accommodation maintenance, the StH program and community engagement activities.

### **Chapter 5: Housing, Resident and System-Level Outcomes**

Chapter 5 describes the results for the evaluation of the Service. The sections draw on documents, case studies, administrative and client data, survey findings, as well as interviews and focus groups with the staff. It presents findings on seven main outcomes goals: empowered, stable, safe, healthy, connected and equipped, cost-efficient and alignment with Housing First Principles.

### **Chapter 6: Conclusions and Recommendations**

The final chapter summarises the main findings of the Evaluation report and offers recommendations for FHL in moving forward with their Service.

*Thread Together, Foundation Housing Lodging Accommodation and Support Services.*



# THE FHL LODGING AND ACCOMMODATION SUPPORT SERVICE

FHL is the largest state-based community accommodation provider in Western Australia. Established in 2006, it aims to provide affordable, safe, and secure accommodation for people in need. As a not-for-profit organisation, FHL works closely with the government, private sectors, and community organisations to deliver affordable accommodation solutions for low-income earners, people with disabilities, and those who are struggling to find suitable accommodation, are experiencing homelessness, or are at risk of homelessness. FHL manages over 2,000 homes across Perth and Broome with around 70 staff. In addition to affordable and social housing options, the organisation also oversees 15 lodging sites, accommodating around 239 lodging residents. These lodgings are strategically distributed to ensure accessibility and availability across 15 locations. Residents are provided with accommodation options that are conveniently located near essential services, employment opportunities, and support networks as FHL acknowledges the importance of creating stable accommodation environments that empower residents to rebuild their lives and integrate into their communities.

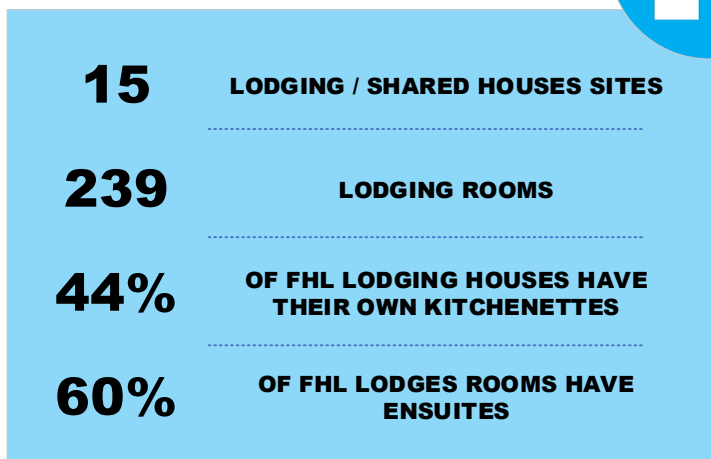


Figure 3: FHL Lodging Accommodation and Support Service key elements.

<p><b>Reduce entry barriers</b></p> 	<p>Access to safe and stable housing due to referrals by community service agencies and/or workers, or direct application through FHL website.</p>
<p><b>Flexible time limits</b></p> 	<p>FHL offers no time limits for residents to stay in accommodation.</p>
<p><b>Variety of housing options</b></p> 	<p>FHL offers a variety of housing options to meet the diverse needs of its target populations. A dedicated team uses a sensitive allocation process to ensure residents are matched to the right environment.</p>
<p><b>Accommodate the needs and preferences of its residents</b></p> 	<p>FHL has increasingly incorporated private bathrooms and kitchenettes into its design. Providing private amenities means FHL provides residents more privacy, increased safety and hygiene and greater independence.</p>
<p><b>Collaborations and partnerships</b></p> 	<p>FHL collaborates with a wide range of partners, including government agencies, community organisations, and private-sector entities to access resources, and expertise to develop innovative housing solutions and deliver support services to residents.</p>
<p><b>Active engagement with residents</b></p> 	<p>FHL actively engages with its residents, seeking their input on housing and support services, involving them in the decision-making process and organising a range of community activities to connect residents with each other, with FHL staff and the wider community</p>

The Service delivery model is unique in its focus on addressing the long-term accommodation needs of vulnerable populations through lodging and providing support services to foster stability and sustainability and to ultimately improve wellbeing. The focus on long-term outcomes sets Foundation Housing apart from providers who may only offer temporary or emergency



accommodation. The main aims of the model are to provide access to safe and stable accommodation with a variety of time unlimited accommodation options, collaboration with a wide range of partners, and to meet the needs and preferences of its residents through active engagement. These aims allow people to stabilise their lives and develop a long-term housing plan without the pressure of an imminent deadline, and help residents achieve stability and self-sufficiency by providing ongoing support and assistance. Figure 3 provides an overview of the key elements that underpin the Service.

The Service provides lodging accommodation for single people, 24 years or older who are experiencing homelessness. Residents who are eligible are provided with a furnished room, with either a self-contained or shared kitchen or bathroom.



Lodging residents are charged a fortnightly combined rent and utility charge, making it an affordable and easy-to-manage form of accommodation.

The Service has evolved over time to better accommodate the needs and preferences of its residents by incorporating private bathrooms and kitchenettes into its design. Currently, out of the 239 lodging rooms, 44% are equipped with their own kitchenettes, while 60% offer ensuites. By providing private amenities, residents are given an increased sense of safety and hygiene, and greater independence, facilitating a successful transition to permanent housing.

The Service operates a waitlist and transfer process, implements a sensitive allocation process to manage their lodging rooms and shared houses, collaborates with other organisations to enhance the effectiveness of its service, and also provides an array of personal support services such as healthcare support, financial support and the Street to Home Program (StH) to help individuals plan and achieve their goals. Diversified Community Engagement (CE) activities have also been organised to build connections and a sense of belonging among residents.

The FHL StH program is a Housing Support Worker program (as opposed to an assertive outreach worker program). Clients receive an individualised plan which connects them with appropriate support services, are helped to plan, manage, and improve their overall wellbeing, and receive



guidance and support for any other concerns. The StH support follows residents when they exit from the Service and move into other social and affordable housing, continuing to support them even though they may no longer be lodging residents. The FHL Street to Home Program also supports people who are homeless/couch surfing in mainstream housing into the Service.

Active engagement is achieved through involving residents in the decision-making process and organising a range

of community activities to connect residents with each other, FHL staff, and the wider community. The collaborations and partnerships the Service has with a wide range of organisations allow the development of innovative accommodation and support models to accommodate a large range of residents. CE activities have also been organised to build connections and a sense of belonging among residents.






# EVALUATION METHODOLOGY

The current project aimed to evaluate the Service as a long-term housing pathway for people exiting homelessness and to assess evidence that the Service engagement and support are an integrated, low-cost service delivery model adhering to Housing First Principles. CSI UWA’s evaluation process occurred in three stages: (1) determining outcomes, (2) data collection and linkage, and (3) outcomes evaluation. This evaluation can be used to inform FHL’s strategic planning with respect to its overall positioning within the homelessness sector more generally.

## Identifying outcomes

The Service Program Logic captured the relations between organisational resources, activities, outputs, and outcomes (see Appendix A – Program Logic). This Program Logic was then operationalised to develop a comprehensive outcomes matrix (see Appendix B – Outcomes Framework), which identified the Service’s intended outcomes, the measurable indicators of success for each outcome, and each indicator’s data source. Outcomes were measured from various perspectives: residents, staff, and external stakeholders. Three key housing and resident outcome areas were derived from the program logic, outcomes matrix, and the goals and vision for the Service residents (Figure 4). In addition to housing and resident outcomes, we also examined three system level outcomes.

Figure 4: FHL lodging key outcome areas.

HOUSING OUTCOMES 	INDIVIDUAL OUTCOMES 	SYSTEM LEVEL OUTCOMES 
1. Stable	4. Empowered	7. Cost Efficient
2. Safe	5. Health and Wellbeing	8. Adherence to Housing First Principles
3. Long-term	6. Connected and Equipped	9. Reduction in homelessness and in risk of homelessness

The first six outcomes adhere to FHL’s Positive Tenancies Framework (see Figure 5), which is in turn based on the WA Outcomes Measurement Framework (Western Australian Council of Social Service [WACOSS], 2019, November 19).

Figure 5: FHL's Positive Tenancies Framework.



## Data collection

A mixed-methods approach was used for the evaluation, utilising both qualitative and quantitative data collection techniques to ensure a robust analysis. The evaluation process involved both novel data collection, as well as linking disparate, pre-existing data sources to converge on the most compelling base from which to draw our conclusions. Figure 6 provides a brief account of each data source.

Figure 6: FHL lodging data sources.

<b>Specialist Homelessness Services (SHS)</b>	<p>Specialist Homelessness Services are government funded agencies that deliver services to people who are either homeless or at-risk of homelessness. These agencies submit data to the Australian Institute of Health and Welfare (AIHW) for a collection called the Specialist Homelessness Services Collection (SHSC). The SHSC data was analysed in this evaluation to provide comprehensive insights into the demographics, their reasons for seeking assistance, and their need to access homelessness services.</p>
<b>Agile Data</b>	<p>Agile data includes real-time resident feedback, operational metrics, and other dynamic datasets that are continuously updated and analysed to drive improvements.</p>
<b>Chintaro Data</b>	<p>Lodging information through Client Information System.</p>
<b>Document Reviews</b>	<p>Documents that were reviewed include: FHL Allocation (Lodging and Shared) Policy, Resident Rights/Responsibility Policy, Transfer (Lodging) Policy, Transfer Policy (Mainstream), Community Engagement Strategy, Lodging House Rules, Licence to Occupy, FHL Street to Home Program Flyer, All Paths Lead to a Home - Western Australia's 10-Year Strategy on Homelessness 2020–2030, and Housing First Principles for Australia, etc.</p>
<b>Case Studies</b>	<p>Case reports are detailed accounts of individual cases who received support from the Street to Home Program, typically documenting residents' backgrounds, needs, goals, interventions, and outcomes.</p>
<b>Surveys</b>	<p>Surveys included the following key stakeholders:</p> <ul style="list-style-type: none"> <li>- Current FHL residents (<math>n = 64</math>), to provide valuable insights into the model's efficacy, quality of support services, and potential areas for improvement.</li> <li>- Previous FHL Street to Home Program clients (<math>n = 5</math>), to provide insights on the effectiveness of Street to Home Program in providing residents with support services and maintain housing.</li> <li>- FHL staff (<math>n = 12</math>), to gain perspectives and insights on the effectiveness of the services, potential areas for improvement, any challenges faced in delivering quality accommodation and support, help identify training needs, resource allocation requirements, and opportunities for enhancing the overall service delivery.</li> <li>- External stakeholders (<math>n = 11</math>), to understand how partnerships play a pivotal role in the successful delivery of FHL's Lodging and Support Service. Participants are from Ruah Community Services, St Barts, St Patrick's Community Support Centre, The Salvation Army, Uniting WA, and Vinnies WA.</li> </ul>
<b>Interviews</b>	<p>Semi-structured interviews were conducted with selected senior staff and executive members at FHL to delve deeper into specific topics and gain a more comprehensive understanding of the FHL lodging strategy, lodging program, allocation processes, and recommendations for the future.</p>
<b>Focus Groups</b>	<p>Focus groups with key front-line staff were conducted to understand the breadth of the FHL lodging program, support services, and community engagement.</p>

The insights gained by stakeholders (residents, prior StH clients, staff, and external stakeholders) have provided a comprehensive view of the effectiveness of the management and delivery of the Service. The evaluation incorporated diverse viewpoints to provide recommendations on ways to develop and improve the delivery of the service.

## **Residents (current and past)**

Current ( $n = 64$ ) and past ( $n = 5$ ) resident surveys aimed to assess residents' overall satisfaction with the accommodation and amenities provided, as well as to evaluate the effectiveness of the support services offered by the Service. The survey included a mix of closed- and open-ended questions, addressing various aspects of accommodation, services, and their lived experiences. The survey aimed to capture a comprehensive understanding of the program's impact and effectiveness, identifying areas of improvement, and ensuring that future program participants receive the most effective and relevant support possible. A FHL case worker assisted current and past residents with online survey completion, with all participants receiving a cash incentive.

## **FHL staff**

FHL staff were involved in online surveys ( $n = 12$ ), interviews, and focus groups. Staff included front-line staff, coordinators and program managers, senior management, and executive and board members. Staff were asked about the effectiveness of services, what was working well, what could be working better, resource allocation and training requirements, and the impact of the service on residents. Within interviews and focus groups, questions delved into gaining a greater understanding of the service, processes, community engagement, and recommendations for the future.

## **External stakeholders**

External stakeholders play a pivotal role in the successful delivery of the Service operations and were invited to give feedback, opinions, and insights to identify areas of strength as well as areas that may require attention or enhancement. Online surveys were completed by 11 stakeholders including RUAH Community Services, St Bart's, St Patrick's Community Support Centre, The Salvation Army, Uniting WA, and the St Vincent de Paul Society.

## **Data extraction, cleaning, and linkage**

The process of extracting, cleaning, and linking data to report the Service outcomes across multiple sources presented significant complexity and various challenges. The three datasets merged were: (a) FHL's main administrative client data ('Chintaro'), (b) records of online applications for housing ('Agile' / web data), and (c) SHSC data for Street to Home clients. Initially, data were extracted from various systems, followed by a comprehensive iterative cleaning process to address data entry errors and ensure compatibility between different datasets. Subsequently, the datasets were linked together to capture a holistic view of clients' experiences across multiple supported services. Figure 7 shows a visual depiction of data extraction, cleaning, and linkage processes.

Figure 7: Visual depiction of data extraction, cleaning, and linkage process.



# FHL SERVICE-LEVEL OUTCOMES

Interviews, surveys, case studies, and linkage of internal and external databases provided the data required to evaluate the Service model. This section presents key findings relative to resident profiles, wait times and transfers, allocation and lodging, partnerships/collaborations, accommodation maintenance, the Street to Home (StH) program, and community engagement activities.

## Resident Profile

The Service offers affordable lodging to single individuals aged 24 years or older who have a limited income and require convenient accommodation. Residents must fulfill other criteria such as having a regular source of income, be able to live independently, meet community housing income and assets eligibility criteria, and be willing to abide by the terms of the Licence to Occupy and House Rules.

Throughout 2022, 280 people had resided in FHL lodging across 309 lodging placements (i.e., some residents had moved from one FHL lodging to another during the year). Most residents were male (73%), with an average age of 48 years. Additionally, 8% of the residents (22 out of 280) were aged 65 or older, encompassing a total of 24 support periods.

Of the 309 placements active at some point throughout 2022, 148 (48%) were vacated for varying reasons. Tenants themselves initiated 74 (50%), 48 (32%) were internal transfers to other FHL accommodation options, and the remaining 26 (18%) were initiated by FHL for failures to adhere to rules, or due to antisocial behaviour. The most common reasons for tenant initiated vacates were moves to stay with family and friends ( $n = 23$ ), public housing ( $n = 20$ ), or private housing ( $n = 10$ ). Only two residents explicitly moved to homelessness, whereas three residents abandoned their lodging and thus had an unknown housing status. See Figure 8 for a graphical representation of residents' movements during 2022. Note that due to lack of complete data, tenure on intake for FHL lodgers in 2022 has been estimated from FHL's online application records for the same time period.

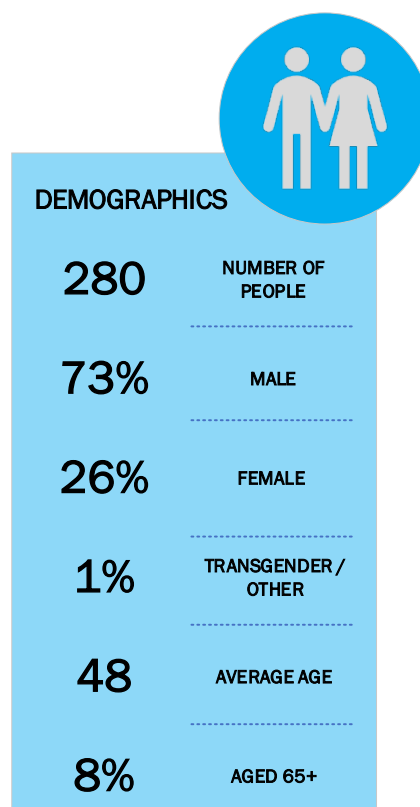
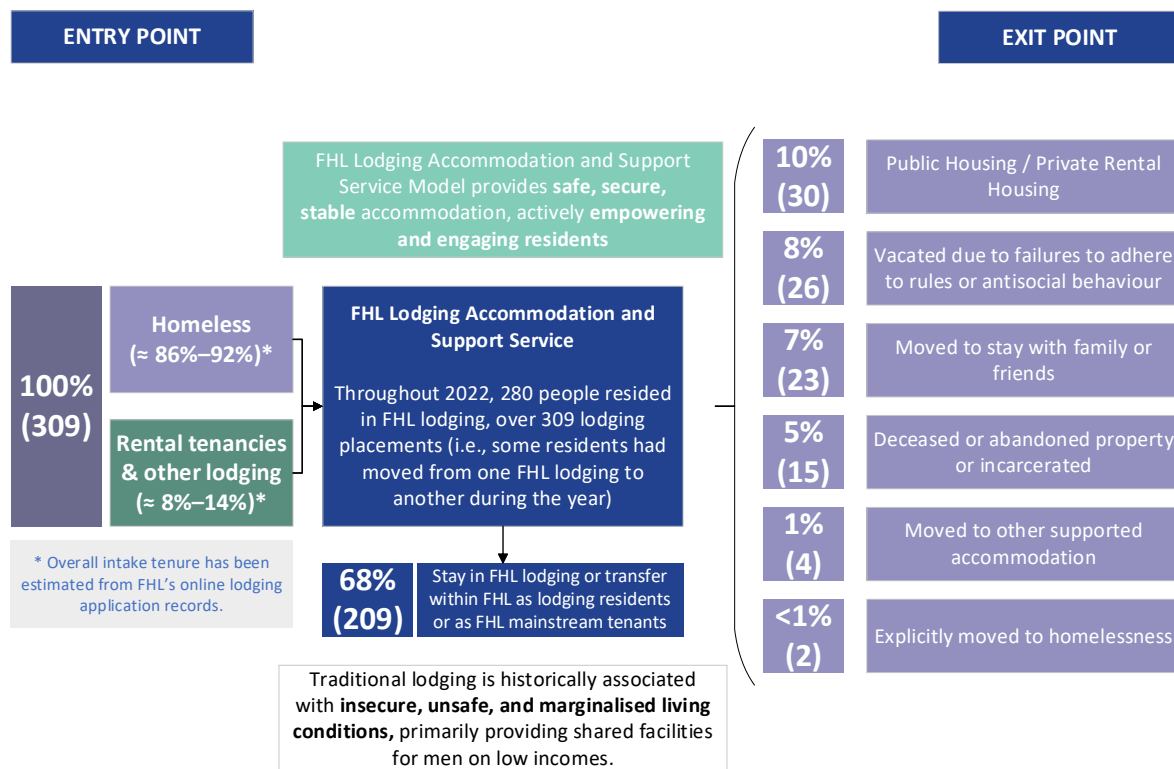




Figure 8: FHL lodging resident movements (2022 snapshot).



While there was not precise data on the housing tenure of residents on intake, online application data showed that over half of applicants for lodging were already homeless (between 73%–86% could be classified as homeless by SHS definitions; Australian Institute of Health and Welfare, 2022). Of all online applications in the dataset that were accepted, between 86% to 92% (44–47 cases) were homeless on application.<sup>5</sup> Since logistic regression analyses also showed that being homeless did not affect the likelihood of an application being rejected, we infer that most FHL residents are likely experiencing homelessness on intake.

### Wait times and transfers

The average time from online application to a lodging placement was 44 days, which is rapid in comparison to the average exit from public housing wait lists. For example, in 2022 only 34% of waitlisted people in WA were housed within 90 days, with wait times of over 1 year occurring at roughly the same rate (30%). Understanding these timelines helps the Service manage expectations and work towards providing timely housing solutions to those in need.

The Service recognises that residents' circumstances may change over time, and their accommodation needs may evolve. In response to these changing needs, the Service **regularly reviews and updates residents' transfer applications, offering them the opportunity to transfer to different types of accommodation within FHL.** Alternatively, through the FHL StH program, residents can receive support to apply for the **National Partnership Agreement on Homelessness (NPAH) Priority listing**, thereby gaining access to social housing provided by a range of other

<sup>5</sup> The range provided is due to uncertainty in the data regarding applicants who were living with friends and/or family. In some cases, these situations can be classified as forms of homelessness (e.g., couch surfing), but there was insufficient data for classification.

organisations including the Department of Communities/Housing and other Tier One Community housing providers such as Housing Choices WA.

## **Sensitive allocation and lodging management**

To establish and maintain long-term, sustainable accommodation, FHL has developed the Allocations Policy (2020) for lodging and shared houses. This policy guides the considered allocation and interview processes, ensuring that applicants are offered accommodation that best aligns with their needs and are sustainable long-term. An experienced team conducts these sensitive allocations, maintaining an appropriate demographic mix that enables the safe management of lodging. Factors such as age, gender, employment status, support needs, affordability, access to services, and other relevant criteria are considered during the allocation process:

*“We will not allocate anybody into any rooms without assessing first what room that is and what current residents we’ve got. Then we will sensitively allocate so that the person coming in doesn’t negatively impact the current residents and that they all live harmoniously together.” – FHL staff*

*“The allocation process is very important. If we started putting the wrong people in, people wouldn’t want to live in a place where they don’t feel safe and supported.” – FHL staff*

*“Some applications are declined because they are not eligible. We’ve got a huge list of people on our system that have applied, and you flick through them and see they have a pet or children. You can’t have pets or children here, so they are not eligible. Of those who are eligible but get declined, it could be that they lived with us previously and left on bad terms. Others have been declined for not enough information.” – FHL staff*

*“So, the pot of eligibility is that they’ve got to be able to live independently or with external support, and if somebody has got severe mental health or severe drug and alcohol use that is not being managed, not medicated or anything like that, or anything that would be a risk to our current residents then that would be a decline.” – FHL staff*

**Lodging staff report there are clear processes in place for lodging allocation and the processes are reflected in relevant policies and procedures.** Staff report they are aware of the accommodation options available to residents other than lodging, are aware of the rights and responsibilities of lodgers, and inform residents of their rights and responsibilities during the allocation process. Staff report knowing when and how to refer residents to StH. Staff also report that prior to any decision being made to end their accommodation, residents are provided with opportunities via formal warnings, natural justice interviews, and referrals for support to address behaviour which is creating a risk to others.

Although some reasons were clearly listed above, it is recommended that reasons for rejecting some lodging applications are documented:

*“I think how transparent we are with the reasons people aren’t accepted into lodgings or share houses [can be improved]. I think they could be articulated better by our lodging allocations team and lodging coordinators. There is not a lot of transparency around that and I think that could be improved.” – FHL staff*

The management of lodging through a Licence to Occupy is also different from tenancy management, enabling staff to prioritise resident safety:

*“Compared to tenancy, there are some advantages of a licence to occupy (LTO) as it offers Foundation Housing the ability to respond swiftly to issues, manage the shared environment effectively, facilitate transfers for better living arrangements, and provide residents with more flexibility in terminating their occupancy.” – FHL staff*

*“A benefit to the residents is that they don’t have to give us the legislated termination notice period. The legislation is 21 days, but they only need to give us three days. More often than not, they will just give us the keys on the day, and they’ll just go, and that’s fine.” – FHL staff*

FHL has implemented a robust management process that includes the utilisation of a Residency Risk Assessment to effectively manage residencies. This assessment tool helps identify individuals who may face challenges in maintaining their accommodation, enabling FHL to provide targeted support and resources. Proactively identifying and addressing potential risks enhances housing stability and increases the likelihood of residents successfully maintaining their housing. FHL Lodging coordinators undertake a quarterly risk assessment across all lodging residents.

## **Partnerships and collaborations**

Partnerships and collaborations are vital to the Service in providing sustainable housing solutions and various supports. Recognising the interconnected nature of addressing homelessness and housing instability, the Service actively seeks partnerships with a diverse range of organisations, community groups, and government agencies. These collaborations allow the Service to leverage collective expertise, resources, and networks to enhance the effectiveness of its programs and services.

So far, **the Service has built up collaboration and partnerships with 69 organisations/community groups/government agencies** to provide residents various support services such as financial support, mental health service, health care, intensive family support, drug and alcohol rehab/counselling, and support services for different groups of residents.

According to the Stakeholder survey, 88.9% of respondents indicated a high level of familiarity with the operations of the Service, with 72.7% of organisations providing referrals to those who need FHL lodging. Overall, FHL has significant and positive collaborations with external partners, but more work can be done to improve links to the sector:

*“We have some fantastic relationships with outside partners, like if I think about 55 Central for instance. We have done a lot of work in building those relationships so that we have really good referral partners. They know what we need, and we know what services they can provide.” – FHL staff*

*“Our sector collaboration isn’t as widespread as it could be. I would like to see an improvement in terms of links to the sector.” – FHL staff*

By forging strong partnerships, FHL can access additional support services, such as mental health counselling, employment assistance, and financial counselling to address the holistic needs of their residents. Furthermore, collaborations enable FHL to advocate for policy changes and systemic improvements that positively impact the lives of those experiencing homelessness or who are at risk of homelessness. These partnerships foster a collaborative approach to tackling housing challenges, promoting innovation, and creating lasting solutions for individuals and families in need of stable housing, including advocating for additional lodging accommodation as part of the solution to addressing homelessness and providing new forms of housing. Through ongoing collaborations, FHL remains dedicated to fostering strong community ties and empowering residents on their journey towards housing stability and social integration.

In addition to the internal stakeholders, **numerous external partners play a pivotal role in the successful delivery of the Service**. Each of these collaborations enriches resources and support available to the Service residents. These organisations can be categorised into five groups:

- (1) Referring agencies (i.e., those who assist with registering people for FHL Lodging Accommodation and Support Service);

- (2) Referrer and Support Worker Homelessness Sectors (i.e., those who both refer and continue to provide support to people in the Service);
- (3) Referrer and Support Worker with clinical support;
- (4) Housing providers that accommodate residents who have been evicted from accommodation or are trialling a 'cooling-off period'; and
- (5) Community Housing & Homelessness Support Services Providers.

By coordinating efforts with other organisations, the Service can prevent service duplication and ensure resources are utilised in the most efficient and effective manner to serve as many individuals in need as possible. Some partner organisations are listed in Figure 9.

Figure 9: Partnerships and collaborators.

PARTNERSHIPS AND COLLABORATIONS	
DEPARTMENT OF COMMUNITIES	Street to Home service
HOMELESS HEALTHCARE	Free health care
55 CENTRAL	Housing and support services to people who are facing homelessness, living with mental illness or addiction issues, or have other issues impacting on their lives
CITY EAST MENTAL HEALTH SERVICES	Mental health services
OZ HARVEST	Provide food to help people in need
AUSTRALIAN DENTAL HEALTH FOUNDATIONS	Oral health services
THE MOBILE CLINICAL OUTREACH TEAM (MCOT)	Clinical assessment, community triage, and treatment for rough sleepers
ST BART'S	Accommodation and outreach services
UNITING CARE	Social services
THREADS TOGETHER	Provide new and quality clothing to those in need

Staff note that further support is required at the government level to support lodging as an alternative accommodation option for those experiencing homelessness or at risk of homelessness:

*“A big challenge we have at the moment is with the government pushing their social housing. It’s great and we commend them for the social housing fund, but none of that has been allocated for lodging.” – FHL staff*

## Maintaining accommodation

The Service offers an extensive portfolio of support services to its residents, with the aim of promoting stability, independent living, and holistic wellbeing. Onsite offices have been created to provide timely management services and early identification of support issues:

*“We have made a lot of changes in the last couple of years, so the first thing is having onsite offices so that we can provide holistic management service around housing people and supporting them. Without having people based there on site, you just can’t do that.” – FHL staff*

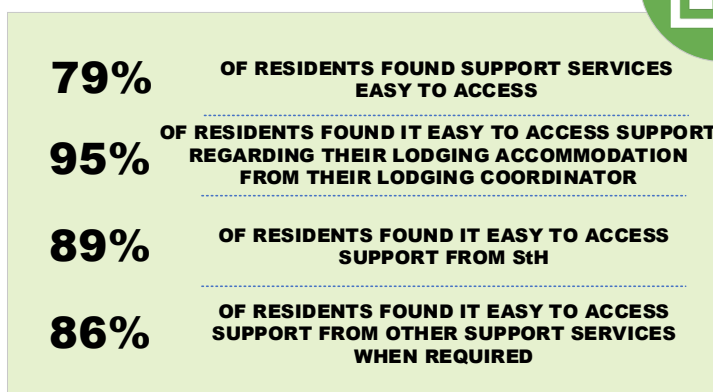
Through the implementation of place-based services such as homeless healthcare and the StH program, the support services for residents have been greatly enhanced. These services incorporate individualised support measures that are geared towards helping individuals maintain sustainable housing and realise their goals. Crucially, people at risk of homelessness are supported to continue living in their homes (e.g., Street to Home program). The breadth of these support services spans from mental and physical health assistance to financial counselling and extends to establishing connections with community resources.

## Street to Home (StH) program

When residents are at risk of losing their accommodation, they are referred to the StH program, which is a Housing Support Worker program that works with FHL residents to either maintain their current accommodation or to obtain more suitable alternative accommodation such as long-term social housing.

As part of the Specialist Homelessness Services (SHS), the StH program provides personalised support to individuals, assisting them in planning and achieving their goals while addressing the root causes of their challenges. The most significant involvement of the StH program is that it makes a National Partnership Agreement on Homelessness (NPAH) priority pathway available, thereby gaining access to social housing provided by a range of other organisations including the Department of Communities/Housing and other Tier One Community housing providers such as Housing Choices WA. StH support coordinators provide support to referred clients who wish to leave the Service to access alternative accommodation and then provides the support required to access and maintain the new accommodation.

In certain circumstances, **the FHL StH program goes a step further by supporting lodging residents in transitioning to other types of supported accommodation.** This could include options like aged care facilities, supported mental health services, or other crisis accommodation. This proactive approach helps deflect individuals from homelessness, ensuring they receive the necessary care and support to improve their living situation.

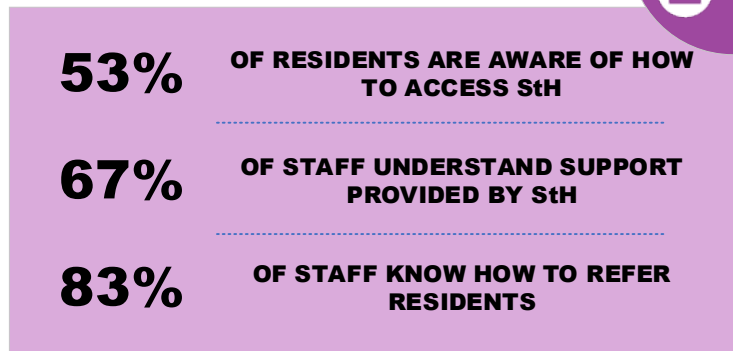




The FHL StH program typically spans approximately six months during which caseworkers collaborate with clients to link them with suitable support services and aid in maintaining their accommodation or gaining more suitable alternative accommodation. The support follows residents when they exit the Service and move into other social and affordable housing. The team’s commitment to maintaining privacy and confidentiality is reassuring to clients. Approximately half (56.3%) of the residents report they are aware that they can access support to help them maintain their accommodation, and 53.1% are aware of how to access StH. Many residents successfully maintain their accommodation without needing such support, and among the 280 lodging residents throughout 2022, only 35 (12.5%) had ever received StH support.



According to the staff survey, 83.3% understand the referral process to the StH program; however, only 66.7% of staff members surveyed comprehend the StH program’s nature and the support it provides to the Service residents. This suggests a need for further internal training to increase staff awareness and improved communication with residents (at both their initial intake and throughout their accommodation) regarding the support available and how to access it.

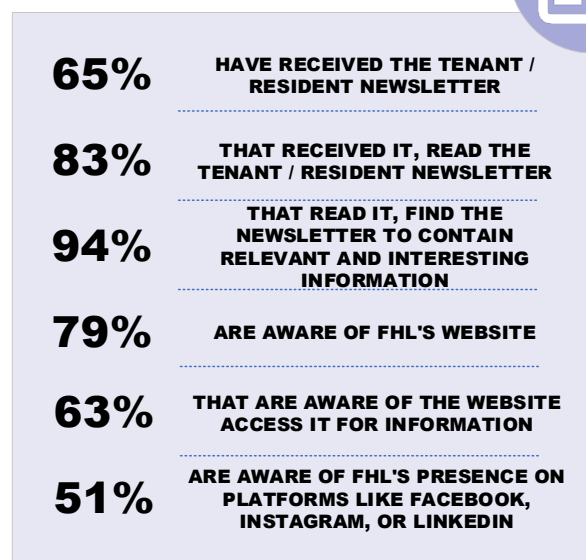


According to the SHS data between March 2015 and March 2023, 197 individuals received support from the StH Program, including 209 support periods (as some people have received support more than once). The age of the 197 individuals ranged from 19–85 (when the support commenced for the first time) with a mean age of 49 (SD = 13):

*“[Support] sometimes [happens] in a very informal kind of way, and doesn’t necessarily need to lead to a formal referral to support services, because in that informal space, sometimes clients might feel a bit more at ease to tell you what they really need help with, and at times it can be as simple as a housing application, which is a five-minute job. It doesn’t require a whole referral, or to go through the whole process. Building those relationships really leads to the engagement.” – FHL staff*

*“Support services don’t need to be the ones that are there to be firefighters. We can be there for things as little as helping with a housing application. Someone could be struggling to fill in forms because they can’t read - ‘Let’s do it together’.” – FHL staff*

In addition to the support services that residents receive through referrals, there are also **informal support services available**. By combining housing provision with sustained support, the Service works towards mitigating the cycle of homelessness, fostering long-term housing stability, and improving the overall wellbeing of residents.



## Community engagement (CE) activities and promotion

The Service has developed and implemented a wide range of community engagement (CE) activities designed to foster connections and create a sense of belonging among residents. These activities have been guided by the Community Engagement Strategy, which considers internal and external factors as well as tenant feedback regarding the range of involvement opportunities and accessibility.

Between July 2022 and May 2023, a total of 118 CE activities have been organised with over 1,000 residents and tenants participating in CE activities. Activities included workshops on 'How to Manage on a Low Income', a tour of Foodbank, WA Ballet outings, and specialised programs like the Committee of Residents and Tenants, Women's Health Service, Menopause talks, and Dental Rescue Days. Some other CE activities were more targeted and labelled as 'place-based', designed lodging residents with specific needs. Examples of these specialised activities are Oz Harvest deliveries at several lodges, Coffee Table conversations, food preparation and meal sharing, and Threads Together.

The Service employs various channels to promote these activities, including the FHL website, newsletters, flyers, and social media platforms such as Instagram and Facebook. According to the Resident Survey results, 65.1% of residents indicate that they have received the Tenant/Resident Newsletter, of these 82.9% read it, and 94.1% find the newsletter to contain relevant and interesting information. Furthermore, 79% of residents are aware of FHL's website, with 63.3% of these accessing it for information. About half of the resident survey respondents (50.8%) are aware of the Service's presence on platforms like Facebook, Instagram, or LinkedIn.

Regarding the cultural responsiveness of the CE activities, 82.6% of resident survey respondents who have participated in community engagement activities feel that their culture is respected during these events. However, only 33.3% of staff survey respondents believe that the Service engagement activities are culturally responsive.

Figure 10: Overview of activities.

<b>Foodbank Tour and Nutrition Lesson</b>	The visit included a lesson in nutrition, healthy cooking and buying food on a budget and was followed by a cook up and shared meal together. Tenants / Residents took home a recipe book and new confidence to get into the kitchen.
<b>WA Ballet Night Out</b>	Complimentary tickets to the WA Ballet gave tenants / residents an opportunity to access an artistic performance of <i>Swan Lake</i> and <i>Ballet to Broadway</i> .
<b>Digital Literacy Focus Group</b>	A two-hour workshop facilitated by an expert Trainer who can support tenants / residents to advance their digital skills. Topics covered include the Maintenance Manager app, internet safety or other issues to help tenants / residents navigate their smartphones and computers.
<b>2023 Reconciliation Week / NAIDOC Week</b>	Interviews with FHL First Nations tenants / residents to elevate their voices during Reconciliation Week about what an Elder means to them. Tenants and residents were invited to accompany FHL staff on a walk for reconciliation at Kings Park.
<b>Living on a Low Income - Tenant / Resident Created Resource</b>	Tenants / residents created the content for an online resource for all FHL tenants / residents regarding how to live on a low income. The resources are now available via the Tenant and Resident Hub.
<b>Newcastle Lodge Women's Floor Lunch</b>	A shared lunch with residents at Newcastle Lodge included cooking a favourite pasta recipe followed by a relaxed chat about health and wellbeing challenges at the new dining table.
<b>Menopause Information Session - Women's Health &amp; Family Centre</b>	Women from Newcastle Lodge had all their questions answered at the Menopause information session, hosted by the Women's Health and Family Services in Northbridge.

City of Vincent, Bin education at Parry St, Foundation Housing.



## HOUSING, RESIDENT AND SYSTEM-LEVEL OUTCOMES

This section draws on documents, case studies, administrative and client data, survey findings, as well as interviews and focus groups with the Service staff. It presents findings on seven main outcomes goals: empowered, stable, safe, healthy, connected and equipped, cost-efficient and alignment with Housing First Principals (see Appendix A – Program Logic for additional information).

### Empowered

The Service aims to ensure residents are empowered through involving them in decisions that impact them, making residents aware of accommodation options, rights, and responsibilities, and ensuring a positive resident-centred culture, based upon values of inclusion, equity, respect, and dignity.

### Empowered

FHL Lodging Accommodation and Support Service has a positive resident-centred culture, based upon values of inclusion, equity, respect, and dignity. Residents are empowered to choose how to live their lives.

### Residents are involved in decisions that impact them

While the Service has placed great emphasis on empowering lodging residents through actively involving them in decisions that directly affect their lives, under half of residents (47%) report

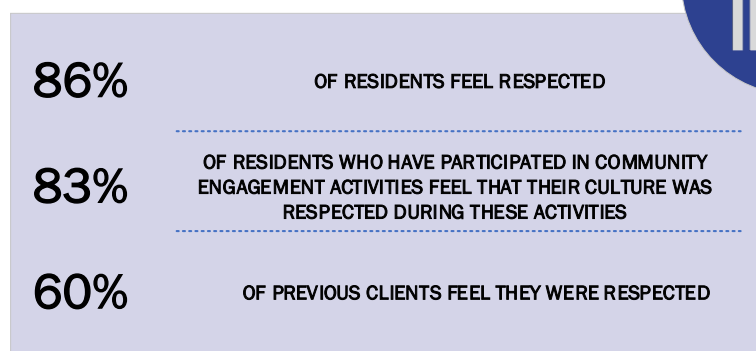
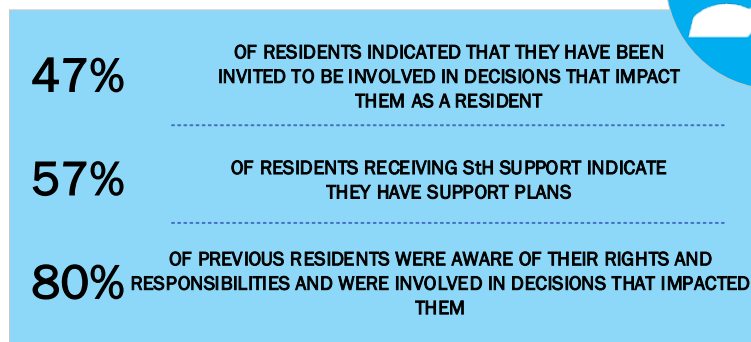
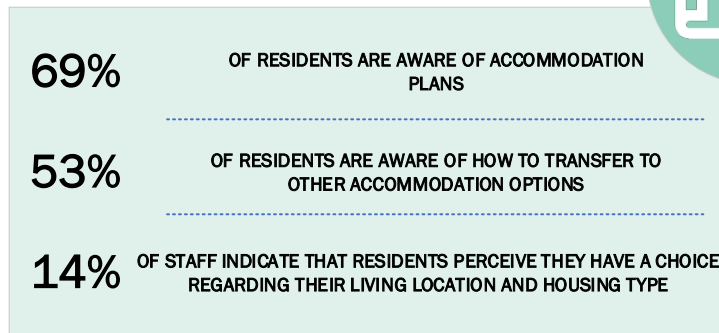
they have been invited to be involved in decisions that impact them as a resident. However, most residents (57%) who are receiving StH support indicated that staff had developed support plans with them and 80% of previous residents report they were involved in decisions that impacted them.

The First Nations Involvement Panel was organised to seek the input of First Nations residents on issues relating to their accommodation and experience with the Service. This inclusive approach ensures that residents' voices are heard, and their perspectives are considered when accommodating and supporting them. By fostering a sense of ownership and participation, the Service not only promotes a harmonious living environment but also encourages residents to take an active role in shaping their communities, thus enhancing their overall wellbeing and satisfaction with the Service.

### Residents are aware of their accommodation options, rights and responsibilities

The Service aims to promote sustainability and long-term stability by providing education to its residents about their accommodation options, rights, and responsibilities. Instead of a traditional tenancy agreement (TTA), residents are granted a licence to occupy (LTO), which after a period of probation then becomes indefinite. While the distinction between a licence and a tenancy agreement may not be explicitly stated, it is clarified during the interview process that the Service emphasises communal living. Residents are informed of their obligations to maintain a harmonious, shared environment by adhering to the established house rules. This approach encourages residents to understand and embrace the principles of communal living for their collective benefit.

Over two-thirds of resident survey respondents (68.7%) are aware of accommodation options





available to them other than lodging and over half of resident survey respondents (53.1%) are aware of how to transfer to other accommodation options. However, it is notable that only 14.3% of allocation staff, lodging staff, and StH staff surveyed indicated that they

perceive residents as having a choice regarding their living location and accommodation type. Residents' awareness of their rights and responsibilities within lodging is high: 76.6% of surveyed residents are aware of their rights as lodging residents, and a higher percentage, 92.2%, are aware of their responsibilities. These rights and responsibilities have been clearly outlined in the House Rules and Licence of Occupy provided by the Service.

By providing clear and accessible information, residents were empowered to make informed decisions about their living situations, ensuring that they understand the privileges and obligations associated with their chosen accommodation. A transparent and mutually respectful environment was fostered through regular communication and support, which promotes responsible behaviours and helps residents navigate the complexities of their accommodation arrangements, ultimately contributing to a thriving and harmonious community.

### Residents are respected while living in FHL Lodging

The Service aims to create an environment where residents feel respected and included. As articulated in the Customer Service Charter, the Service is committed to providing high-quality service and always aims to consider the needs of residents in a respectful, caring, and honest way. The Service believes that every individual deserves a living space that values their unique experiences and perspectives, fostering a sense of belonging and support. To achieve this, the Service actively promotes a culture of mutual respect, ensuring that policies and practices reflect the principles of fairness and inclusivity.

Most residents (85.9%) feel respected by the Service while living there, and 60% of previous StH program clients surveyed feel they were respected. Diversified community engagement activities were organised to build connections and a sense of belonging among residents, and 82.6% of residents who have participated in the FHL Community Engagement activities feel that their culture was respected during these activities.

#### Case Study

MM is a 79-year-old male who was referred to the StH program in April 2017 due to difficulties maintaining his property standards and high risk of becoming homeless. MM had a long history of transient work as a truck driver and displayed problematic behaviours related to hoarding, alcohol misuse, and cognitive impairment. The StH support worker checked all the 21 recorded contacts during the assessment process involving multiple liaisons with various health agencies and potential support services to gain an accurate picture of MM's situation. A management plan was then developed with MM, which involved establishing regular meetings, promoting structure and support, implementing preventative measures to maintain property standards, and establishing alternative and more suitable accommodations. MM successfully transitioned from lodging to independent accommodation in April 2018 and currently maintains tenancy with no issues, and successfully exited from the Street to Home program after achieving his goals and engaging well with community-based supports.



77%

OF RESIDENTS ARE AWARE OF THEIR RIGHTS AS LODGING RESIDENTS

92%

OF RESIDENTS ARE AWARE OF THEIR RESPONSIBILITIES AS LODGING RESIDENTS

## Stable

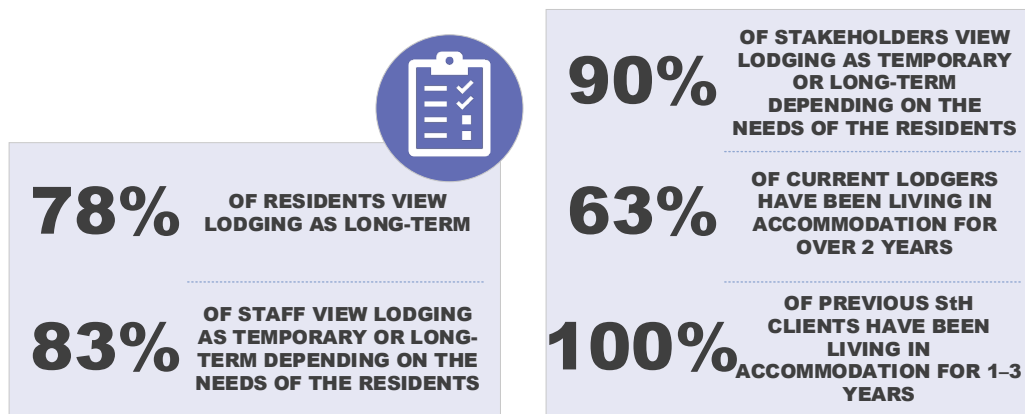
The Service aims to provide residents with affordable and suitable accommodation with no time limits that meets their needs and circumstance, and is committed to helping residents achieve stability and self-sufficiency by providing ongoing support and assistance.

## Stable

FHL Lodging is dedicated to providing the residents with affordable and suitable accommodation with flexible time limits, and provide them various support to maintain their accommodation.

### Residents are provided with affordable accommodation with no time-limits

The Service provides residents with affordable accommodation as a means of enhancing stability, wellbeing, and overall quality of life. The Service employs two main practices to ensure that the combined costs of rent and utilities remain affordable for residents. Residents' rents are set at 25% of total gross assessable household income plus any entitlement to Commonwealth Rent Assistance. Utilities are paid by residents directly to the utility company. Prices are periodically reviewed to ensure that the rent and utility costs are manageable and proportionate to individual financial circumstances (Foundation Housing, n.d.).



*“People have security and safety of their [Licence to Occupy], because we’re not [selling properties] or a private landlord. We’re not going to put the rents up, it’s always pegged to their income.” – FHL staff*

The Service does not have a time limit for residents to stay in their accommodation, which is different from traditional lodging that has been historically associated with short-term stays. This allows people to stabilise their lives and develop a long-term housing plan (or remain in lodging for as long as it suits them) without the pressure of an imminent deadline. This focus on long-term outcomes sets the Service apart from providers who may only offer temporary or emergency/crisis accommodation. The affordability and removal of time limits ensures that a diverse array of individuals can access short-term accommodation as a transition, as well as stable accommodation for the long term.

*“We don’t put any time limits on people and we are quite clear with them, we say you can stay here as long as you want or as long as you need to, so long as you follow the house rules and pay your rent.” – FHL staff*

Most stakeholders view the Service as long-term reporting **they feel safe and secure, lodging is affordable, and the location is convenient.** Of the 22% of residents who regard their current lodging as temporary, they intend to move to other areas or are on the public housing list. Most



staff view the Service as either temporary or long-term depending upon the needs and circumstances of the resident:

*“There are people within lodging that I’ve worked with that have been there for 23 years, it is a safe and secure environment for many, but also if someone’s goals are not to remain in lodging and goes beyond having that lodging accommodation, it’s seen as temporary.”*  
– FHL staff

*“I want to stay here till I die, I looked at another place in Mandurah, but it was filled with mould, as soon as I walked into this place, I knew it was the one.”* – FHL StH previous client

*“I want to live here forever, I’d love to purchase this place if I could in the future.”* – FHL StH previous client

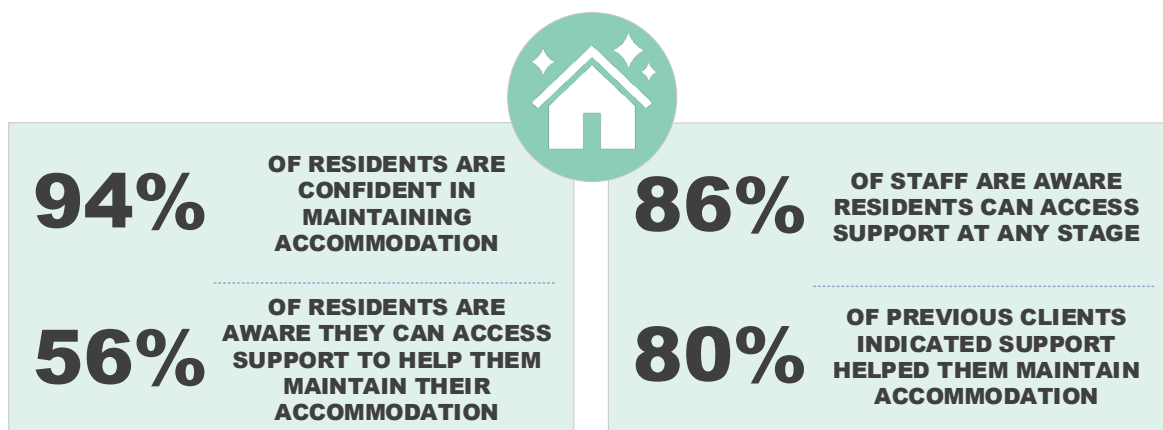
*“Depending on clients’ needs and circumstances, they can stay at Foundation Housing accommodation temporarily while waiting for public housing allocations or stay at the accommodation long-term if the accommodation suits them.”* – FHL stakeholder

*“I believe for some people lodging housing would be their preferred choice of living and if this is the situation there should be opportunity for them to live in this way. For other people I believe lodging housing may be part of their journey towards their idea of long term/stable housing and for these people their supports throughout their lodging experience would be different as the goals which they would be working towards may need to include capacity building for independent living.”* – FHL stakeholder

*“While lodging is generally viewed as temporary accommodation for people while they are on a path to finding public housing or other more secure and long term housing, we appreciate that there are people for whom the lodging-style accommodation can provide the housing of choice - people for whom the congregate living, social community environment, general proximity to city centres and one bill approach is attractive and what they are seeking in their long-term home.”* – FHL stakeholder

### Accommodation meets residents’ needs

The Service is designed to cater to the diverse needs of residents by offering a range of lodging options in various sizes and locations. Recognising that residents’ circumstances and requirements may change over time, the Service also provides transfer opportunities within its lodging network or helps residents to gain other more suitable housing options such as social housing. Although entry into lodging is not a shortcut to receiving a social housing offer, it does create opportunities for individuals to explore a wider range of housing options that are tailored to their specific needs, reinforcing the commitment to ending homelessness and fostering housing stability. It also ensures that residents have the flexibility to adjust their accommodation to align with their evolving situations and needs.



*“There are lots of different geographical locations and different kinds of accommodation, so people can move around between lodges and share houses for whatever reasons that might come up. They can go into one kind of lodge or share house and if it’s not suitable, they do have the opportunity to move somewhere else. That becomes a very strength-based and person-centred approach to what that accommodation looks like for that person.” – FHL staff*

*“Safe, good rental rates, low utility costs, easy to maintain/clean, pleasant surroundings and modern and tasteful. Convenient to shops and transport when I don’t need to use my car.” – FHL StH previous client*

Regular property inspections are conducted to assess the cleanliness and maintenance needs of lodging rooms and shared spaces, and to identify any issues or concerns that require attention. The Service maintains a proactive maintenance schedule, addressing wear and tear, repairs, and replacements in a timely manner, ensuring that lodging rooms remain in good condition. Expectations for maintenance are clearly communicated to residents, encouraging them to maintain the cleanliness of their private living spaces and report any issues or concerns. A significant 76.6% of respondents from the resident survey conveyed satisfaction with their current accommodation, indicating that it meets their needs.

### Residents maintain accommodation

The Service provides various supports to help residents maintain their housing through a range of resources and assistance. Residents can access various support services designed to help them address challenges that may arise during their stay. These services include financial counselling services to empower residents with the knowledge and skills needed to manage their budgets effectively, and others such as health services that help address challenges that may hinder them from maintaining their accommodation.

When residents are at risk of not being able to maintain their housing, they are referred to the StH program. StH clients will receive an individualised plan to address issues which are impacting their lives. They are also connected to appropriate support services and are helped to plan, manage, and improve their overall wellbeing. They are also assisted with any other concerns they have and receive guidance and support. By offering comprehensive assistance and resources, FHL is committed to helping residents maintain their accommodation.

Eighty percent of residents feel stable in their accommodation and are confident in maintaining it. Support provided by both lodging and StH staff means residents are supported to pay rent and other bills and to manage issues which might otherwise put their accommodation in jeopardy. Residents are also secure in the knowledge they can ask for assistance when needed:

*“The StH case management enabled me to take responsibility for my home and financial counselling to ensure I stay in control of my living expenses.” – FHL client*

### Safe

The Service aims to promote safety through ensuring staff have the capability to provide a safe living environment for the residents, and through residents feeling safe within their accommodation.

The Service takes pride in working with the Property Services team to ensure

homes are well maintained and working collaboratively with residents to ensure safe and secure

#### Safe

FHL Lodging Accommodation and Support Service maintains properties and work alongside residents to achieve safe and secure accommodation.

accommodation for all involved—residents, staff, and the broader community. By fostering open communication and a cooperative approach, residents were empowered to play an active role in maintaining the safety and wellbeing of their living environment.

### **FHL ensures safe and secure accommodation**

The Service has been working alongside residents to ensure a safe living environment through installing and maintaining security features such as secure entry systems, surveillance cameras, and well-lit common areas, to deter unauthorised access and enhance the overall safety of the accommodation. Routine property inspections are conducted to assess the safety and maintenance needs of the accommodation, identifying any potential risks or hazards that need to be addressed.

The Service has established and communicated clear emergency procedures, providing residents with guidance on how to respond to various situations, such as fire or natural disasters, to ensure their safety and wellbeing. The Service also prioritises addressing any safety-related maintenance concerns promptly and effectively, ensuring that accommodations remain in good repair and that potential hazards are mitigated. For example, the Service provides a 24-hour call service to manage any property emergencies.

Additionally, the Service has taken efforts to **enhance the capability of its staff to ensure a safe living environment for residents**. The Service ensures that staff receive role-specific training to support their work with residents. This includes internal training sessions and external training from organisations like the Australian Housing Institute and Evolve. The training covers various topics such as positive tenancy escalation processes, managing safety issues related to properties, and incorporating safeguarding planning into case management. These measures contribute to creating a safe and secure environment for residents. Staff have also been encouraged to engage in ongoing professional development opportunities, such as workshops, seminars, and conferences, to stay up to date with industry best practices and relevant regulations.

*“They feel safe and secure, they know the coordinators are there to support them. There is no pressure to leave and it’s by us being around and on site that it’s a safe environment for them.” – FHL staff*

Furthermore, the Service creates a safe environment for residents to open up at their own pace by respecting residents’ readiness to engage and recognises that it may take time for individuals to share their stories. By providing support, FHL creates a space where residents feel safe and comfortable.

*“I’ve worked with other services where there was a whole, ‘if you don’t engage you get exited and you can’t come back to the service again for six months’. But with StH it’s not like that. Sometimes it takes a bit of time to open up and being able to have those conversations with clients and say, if you’re not ready, that’s fine, we respect that. Just let us know when you’re ready.” – FHL staff*

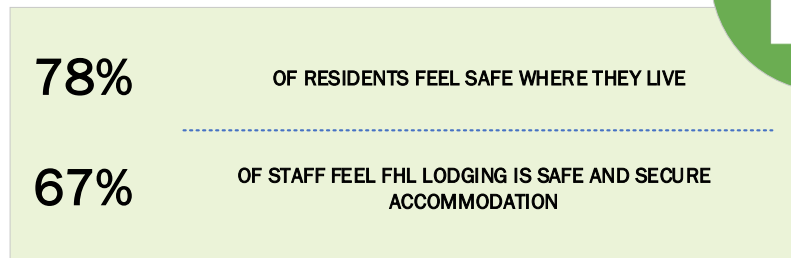
*“A lot of people have been through traumatic experiences, and for them to actually open up about what happened to them takes time. We’ve seen people who have actually shared their stories three or four months down the track, rather than coming in and telling them, OK, I want you to tell me everything. It’s working when you give them that time to work with them slowly.” – FHL staff*

## Residents feel safe within their accommodation

Using a Licence to Occupy rather than a Tenancy Agreement also enables the Service to manage safety issues by being able to quickly end the accommodation of anyone who is a risk to others. This is especially important in an environment where residents use shared facilities such as kitchens,

bathrooms, and laundries. How to avoid/reduce risks to themselves and to each other has been clearly communicated to residents through the Lodging House Rules. Eighty percent of lodging staff who participated in the survey indicated that the Lodging House Rules provide one way to ensure that residents and staff remain safe.

As a result, 78.1% of resident survey respondents feel safe where they live. Two thirds (66.7%) of staff survey respondents express that the Service has safe and secure accommodation for residents.



### Case Study

FF is a 33-year-old female who was referred to the StH Program due to difficulties maintaining her property standards and independent living at her lodge accommodation in Northbridge. She had a long history of domestic violence and an acquired brain injury due to violent incidents. Despite receiving warnings and a breach regarding failure to comply with house rules, she received support from various organisations, including the Women's Health Centre, and successfully transitioned from lodging to supported accommodation. She also received assistance with managing her ongoing income and maintaining contact with family and supports.

## Healthy

Through implementing a range of practices, strategies, and services, the Service aimed to support residents' health and wellbeing when challenges arise that could potentially impact their ability to maintain their accommodation. The Service aims to ensure effective support services are provided on-site or in collaboration with external providers, and the support services address residents' physical and mental health.

## Support Services are effective, well-coordinated and accessible

The Service, in partnership with other providers, supplies effective on-site services to support residents. Residents have expressed positive feedback about the support services, noting that they found them well-coordinated and easily accessible. The on-site office of lodging houses provides a *'holistic management service'* (FHL staff), allowing for immediate and direct assistance whenever needed. **This fosters a sense of security and convenience among residents.** For residents who are referred to the StH program, staff work alongside residents in developing individualised case plans, and meet with residents regularly, ensuring they receive personalised support tailored to their unique needs. As demonstrated in case studies, residents have received exemplary support from a range of effective services, enabling them to sustain their accommodation and lead independent lives. Previous StH program clients also indicated that they have received effective support services which helped them achieve their goals, and access the support, resources, and services they need.

According to resident surveys, a substantial 79.4% found the support services readily available, and an impressive 95.2% could easily access lodging accommodation support through their Lodging Coordinator when required.

### Support Services address residents' health needs

Some effective support services have been provided to address residents' diverse health needs, including both physical and mental health. The Service collaborates with local healthcare providers and specialists, offering residents referrals and connections to appropriate services for their specific health needs, ensuring they receive the necessary care and support. This provision of care and support is not only essential but also convenient, with several services being accessible on-site. This accessibility may well prove to be a lifesaver, as evidenced by the experience of resident Kerry.

#### Healthy

FHL Lodging Accommodation and Support Service provides support to residents when health and wellbeing may impact their ability to sustain their accommodation.



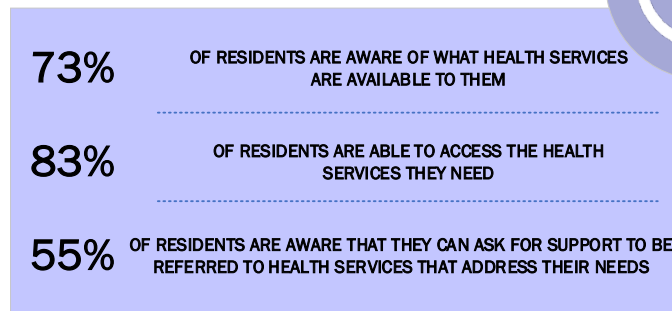
#### PREVIOUS StH PROGRAM CLIENTS

- 80%** StH WORKERS SUPPORTED THEM TO ACHIEVE THEIR GOALS
- 60%** StH SUPPORTED THEM TO ACCESS THE SUPPORT THEY NEEDED
- 100%** StH REFERRED THEM TO OTHER SERVICES OR RESOURCES THEY NEEDED
- 80%** StH STAFF SUPPORTED THEM TO ACCESS THE SERVICES THAT THEY NEEDED

#### Case Study

FHL's strategic partnership with Homeless Healthcare led to weekly consultations at Newcastle Lodge, Kerry's place of residence. Born with a heart murmur, Kerry regularly experienced chest pains, shortness of breath, and dizziness. With the persistent nature of these symptoms and the proximity of Homeless Healthcare, Kerry found it practical to opt for a check-up in her own building: "It was so good that I was able to go for a check-up in my own building. I wouldn't have seen them if Foundation Housing hadn't arranged for them to come", she said. One week before Christmas, Kerry nearly collapsed due to a sudden dizzy spell. A nurse that assisted Kerry at Homeless Healthcare remembered that Kerry had a heart murmur and helped Kerry see a cardiologist. At the end, Kerry was transferred to another hospital where she underwent surgery. Surgeons managed to repair her heart valve, restoring it to its normal function. Reflecting on her journey, Kerry acknowledged the pivotal role played by Homeless Healthcare (Foundation Housing, 2023).

Almost three-quarters (73.4%) of residents are cognisant of the health services available to them, demonstrating a significant level of awareness, with 82.8% of residents able to access the health services they require. More than half of the residents (54.7%) understand that they can seek support from the Service for referrals to health services that best suit their needs. However, 31.3% of residents remain unaware of this support service,



suggesting that the Service needs to amplify their efforts in promoting this crucial service among residents. Four residents reported challenges in accessing necessary health services due to: cost and the difficulty in finding bulk-billed doctors in the vicinity, disability-related issues that pose challenges in attending appointments, issues with not being offered timely services, and a general lack of information about available services. This feedback highlights areas for potential improvement in the delivery and accessibility of health services for residents.

*“(The StH program) helped me to find stable long-term tenancy and have a secure home which improved my mental health and general wellbeing.” – Former FHL resident*

*“It was so good that I was able to go for a check-up in my own building. I wouldn’t have seen them if Foundation Housing hadn’t arranged for them to come.” – Current FHL resident*

*“I knew nothing about Homeless Healthcare before they visited the lodge. I can’t thank them enough because I would not have gotten the help I needed for myself; they saved me. Words just aren’t enough.” – Current FHL resident*



*Oz Harvest, Foundation Housing Lodging Accommodation and Support Services.*



## Connected and equipped

The Service aims to create meaningful connections with residents and facilitate opportunities for them to engage with one another, staff, and the wider community. Underpinning these efforts is FHL's comprehensive Community Engagement Strategy (2022), which outlines the Service commitment to engage with its residents. The strategy has been influenced by internal and external factors and guided by resident feedback.

The Service organises and promotes an array of activities, events, and social gatherings. **This approach not only cultivates a sense of belonging among residents but also encourages their active participation in shaping their living environment.** By facilitating this collaboration, the Service strengthens the bond between residents, its staff, and the broader community, while empowering individuals to contribute to the collective success and wellbeing of all. Through these engagement initiatives, a vibrant, supportive, and inclusive atmosphere was created where everyone can flourish together.

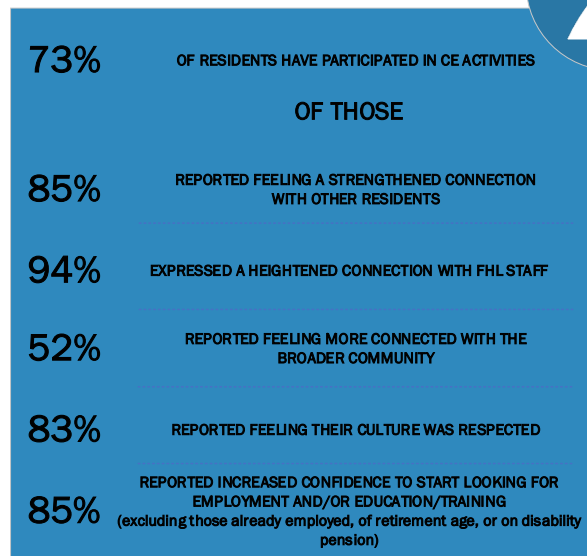
**Connected and equipped**

Residents were provided engagement, which equipped them with more confidence to actively participate in work, training, and job opportunities.

## Residents participate and feel connected

The resident survey results reveal a substantial level of resident participation in these Community Engagement (CE) activities with 73.0% of respondents participating and 43.5% attending over 10 events during the past 12 months. These CE activities have proven helpful in fostering connections among residents. A noteworthy 84.8% of participants reported feeling a strengthened connection with other residents, 93.5% expressed a heightened connection with staff, and 52.2% felt more connected with the broader community through participating in these CE activities.

Cultural responsiveness is a significant component of FHL's engagement strategy. By acknowledging and celebrating cultural diversity, the Service advocates for inclusivity, understanding, and a sense of belonging across the varied populations within the lodging and shared housing programs. Four out of five previous residents indicated that the StH staff supported them to connect with others (e.g., family, friends, StH staff) and the support they received from FHL StH boosted their confidence to look for employment and/or education/training.





### Residents gain confidence

Residing in stable accommodation and engaging in activities/events not only helps residents build connections, but also equips them with more confidence to actively participate in work, training, and job opportunities. According to the Resident survey, excluding those who were already on a disability pension, gainfully employed, or of retirement age, 89.2% of respondents reported increased confidence to start looking for employment and/or education/training. A small fraction (10.8%) cited their recovery as the primary focus. This sense of security allows residents to direct their focus towards personal goals and aspirations, enhancing self-assurance, which in turn facilitates their pursuit of professional development and educational opportunities and contributes to their overall wellbeing and success.



### Case Study

AA is a 64-year-old male who had a history of alcohol misuse and anti-social behaviours. He presented to the FHL lodging supported by his adult daughter. The StH social worker developed a management plan with AA, including placing him on the housing waitlist, establishing and maintaining regular appointments for AA with a local GP, neurosurgeon, memory clinic, and an AOD counsellor. The plan also involved establishing links with his cultural identity, developing strategies to prevent alcohol misuse and termination of residency, dealing with court fines, and ultimately achieving independent accommodation. As a result of the program, AA achieved total abstinence, gained access to independent accommodation, and established healthy professional and social relationships within the local community.

*Men's Shed-table, Foundation Housing Lodging Accommodation and Support Services.*



## Cost efficient

### Resource use

The FHL model represents a cost-effective and low-cost solution for addressing homelessness and its associated challenges compared to other similar housing models.

According to Report on Government Services (ROGS) 2024 data<sup>6</sup>, during the period between 2022–2023 in Western Australia, specialist homelessness services incurred a total expenditure of \$112.7 million, covering 2,006,000 support days. The average cost per client per support day was **\$56.17** in the 2022/23 financial year. However, those who fall into chronic homelessness are likely to place additional burdens on a wide range of public services (e.g., healthcare, drug and alcohol support, etc).

Bullen et al. (2016, p. 92) estimated an average cost per tenant for accommodation and support services (e.g., mental health support, GP services, case management, employment support, and life skills training to help tenants maintain their tenancy and transition to independent living) under the Common Ground Model which provides a more intensive and onsite support base than the FHL model. For the 2013/14 financial year, the cost was \$13,526 for Building and Tenant management and \$21,994 for Support services in 2013/14 financial year. As a result, the daily average cost per person was \$37.06 for Building and Tenant management and \$60.26 for Support services, totalling \$97.32 per person per day in the 2013/14 financial year. Adjusted for inflation, this is equivalent to \$121.74 per person per day for the 2022–2023 financial year in current Australian dollars.

In contrast, the FHL data from 2022 shows that the total number of support days for active lodging residents was 73,492, with an expenditure of \$854,418. This equates to a cost of \$11.63 per support day for each person, encompassing expenses for lodging management, allocations, StH service, and caretakers. However, this estimation might be on the lower side as it does not account for other potential costs. Despite this, the FHL model illustrates a relatively low-cost support model while still ensuring that residents have access to long-term and affordable accommodation in a supportive environment.

It is imperative to understand that different models are designed to address specific needs and circumstances. As such, the FHL model, despite its narrower range of services, could present a more suitable and financially viable solution for adults experiencing homelessness who do not require more intensive onsite services. It effectively provides an intermediate support option to the Common Ground high needs onsite model, which is important for populations that need higher levels of support (and see Figure 1). Indeed, there is room for FHL to be provided with additional funding for some higher needs groups so that there is a continuum of models through to Common Ground.

In making the point about the cost-effective outcomes achieved by the FHL Service, it is important to note that these outcomes are dependent on investment by Foundation Housing itself which places a strain on the Foundation Housing budget. Co-investment by government can ensure the long-term sustainability of the model. Furthermore, there is a need for further support

### Cost efficient

FHL's Lodging Accommodation and Support Service is consistent with the Australian Housing First Model. The cost per resident is no higher than other similar models.

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<sup>6</sup> <https://www.pc.gov.au/ongoing/report-on-government-services/2024/housing-and-homelessness/homelessness-services>

for higher needs clients which would allow for a better bridge in service design to the high-cost Common Ground model.

The Service model has already demonstrated strong housing and individual outcomes. Not only does it exhibit considerable cost savings per client, but it also offers significant long-term benefits by diverting people from chronic homelessness, and costly health and justice services as homelessness often leads to higher utilisation of emergency medical services, hospital stays, and interactions with the criminal justice system.

By utilising the FHL lodging model, substantial cost savings can be achieved, and more importantly, it provides solutions to address accommodation needs of low-income people who are struggling to find suitable accommodation, benefiting both individuals and society as a whole.

One of the challenges is to strike a balance between providing quality services, rooms, and buildings that enhance residents' lives while managing expenses to avoid significant financial losses:

*“The biggest challenge I suppose is making sure we don’t run at too much of a loss. We’re still providing quality service, quality rooms, and quality buildings and improving people’s lives and wanting them to enjoy their spaces like the communal spaces, but also try not to spend too much money whilst doing it.” – FHL staff*

*“The lodging coordinators have got the best intentions and have got all these ideas and I have to say ‘no’ quite often because of the budget, because I know that if we start spending too much money, it’s just not worth running anymore and then we can’t provide those services and good environments for people.” – FHL staff*

## **Alignment with Housing First Principles**

Housing First Principles primarily target tenants who have signed tenancy agreements with either private or community/social housing landlords, rather than lodging residents who are governed by the House Rules & Licence of Occupancy. However, the Service introduces a new lodging model characterised by its unique features, including no time limit for stay length, timely and well-targeted individualised support, and a vibrant array of community engagement activities. These distinctive qualities mean the Service model aligns with almost every aspect of the Housing First Principles for Australia.

The current evaluation suggests that **the Service largely aligns to the core principles of Housing First** as outlined in Figure 7 below. These principles include:

- Providing stable and secure accommodation of various types to meet residents' housing needs.
- Providing flexible, comprehensive and person-centred support, which is separated from their accommodation.
- Providing different accommodation options and support to transition to more suitable housing options.
- Organising a wide range of community engagement activities to engage and include residents and increase their sense of belongingness.
- Using the Community Engagement Strategy to underpin the delivery of CE activities to walk alongside tenants to build aspiration, hope, and confidence.



Figure 11: Adherence to Housing First Principles identified from analysis of data.



Two of the principles have been determined to be ‘orange’ — as they may meet the underlying intent of the principle without adhering to it in the strictest sense (e.g., residents do not have tenancy, but may still enjoy the long-term stability commonly associated with tenancy). Under the principle ‘People have a right to a home’, the principle states ‘People enjoy full tenancy rights and standard rental conditions with security of tenure’. The Service operates under an LTO rather than an RTA, which as described above, does have its advantages in providing a safe environment for residents. The LTO allows residents to have accommodation options and can invite visitors to stay during the day but are not specifically able to choose with whom they live; hence the following element has been labelled orange: ‘People are able to choose with whom they live, who they invite into their own home and whether visitors are able to stay’.

### Reduction of homelessness and risk of homelessness

The FHL Service model has **demonstrated effectiveness in reducing not only homelessness, but also the risk of homelessness**. At its core, the Service focuses on providing safe and stable accommodation for 239 residents across 15 lodging sites. Processes, such as the sensitive allocation process and the provision of affordable and suitable accommodation with no time limits enables the Service to effectively reduce homelessness.

A comprehensive and person-centred approach is integral to the effectiveness of the Service model. The Service is committed to helping residents achieve stability and self-sufficiency by providing ongoing support and assistance. Through the integration of support services, residents are empowered to maintain their accommodation and are provided continuous support to address their needs and maintain wellbeing even after they exit lodging. Community engagement activities foster resident connectiveness and belonging to each other, the community, and FHL.

The Service model is a low-cost service adhering to Housing First Principles, principles which have been shown to be highly effective in breaking the cycle of homelessness and promoting

long-term stability. As a result, the Service is effective in reducing homelessness and risk of homelessness.

# RECOMMENDATIONS

The evaluation of the FHL Service conducted by CSI UWA suggests that the New Generation Lodging House approach of integrating lodging, engagement, and support services creates a comprehensive, person-centred approach to tackling homelessness or mitigating the risks of becoming homeless. The integrated service delivery model extends beyond temporary solutions, emphasising long-term stability and safety, while the engagement and support services address the holistic needs of empowering residents, promoting health and wellbeing, and encouraging social connection. By collaborating with external organisations and agencies as well as residents, and tailoring services to individual preferences, the Service becomes an effective component in the fight against homelessness.

## Recommendation to Government

With the housing crisis ongoing and placing increasing strain on public systems, new approaches must be engaged with. The model of lodging, while traditionally having a poor reputation in terms of lifestyle, safety, and public health, is being reinvigorated by ‘new generation’ approaches like that of FHL, and when delivered effectively the model offers government a highly cost-effective approach to releasing pressure on the broader homelessness system.

However, the success of Foundation Housing rests heavily on the organisation’s own investment (e.g., FHL funds lodging support workers and community engagement staff through their own sources). Further investment is required to ensure the continued provision of accommodation with good facilities, and the necessary access to support and services that the model provides for those who are experiencing/at-risk of homelessness. We recommend government co-investment in FHL lodging (and similarly aligned programs) because (a) it offers a very cost-efficient opportunity to reduce homelessness along with the associated public service savings where chronic homelessness (e.g., rough sleeping) is *avoided*, and (b) we found that the FHL service model is in alignment with Housing First Principles and the State and Federal Government housing and homelessness strategies and funding priorities.

The FHL Service model has involved significant investment by FHL itself which can impact on the sustainability of the Service further supporting the need for co-investment by government. Furthermore, government may consider enabling FHL to provide a bridge to the high-cost Common Ground model for residents with higher needs who will be best served through more on-site tenancy management and support services.

## Recommendations to Foundation Housing Limited

The following recommendations can be used to help inform FHL’s strategic planning with respect to its overall positioning within the homelessness sector.

### Recommendation 1: Recognition of lodging as a cost-effective, long-term community housing.

The FHL Service model adheres to Housing First Principles and the State and Federal Government’s housing and homelessness strategies and funding priorities. Housing First Principles primarily target tenants with tenancy agreements with either private or community/social housing landlords, rather than lodging residents who are governed by the House Rules & Licence of Occupancy. However, the FHL Service has introduced a lodging model which aligns with key aspects of Housing First Principles, challenging how these principles can be applied to different accommodation options for those experiencing homelessness. As such, the

accommodation supplied by the Service should be recognised as a form of low-cost social housing, although individual choice and the accommodation's flexibility must also be recognised. For instance, people living in lodging but simultaneously on the public housing waitlist should not be penalised as though they are in long-term housing, when the lodging for them is (ideally) a short-term measure.

From a financial perspective, not only does the Service exhibit considerable cost savings per client (when compared to other forms of social housing), but it also offers significant long-term benefits by diverting people from chronic homelessness, and costly health and justice services given that homelessness often leads to higher utilisation of emergency medical services, hospital stays, and interactions with the criminal justice system. The Service model has demonstrated effectiveness in reducing not only homelessness, but also the risk of homelessness.

#### **Recommendation 2: Actively participate in policy dialogue and sector initiatives.**

FHL should consider further active participation in policy dialogue and sector initiatives for several reasons. First, active participation elevates FHL's profile among peers, stakeholders, and potential donors, which could lead to increased funding and collaboration opportunities to provide more lodging accommodation and support services to more people in need. Second, being involved in dialogues and initiatives provides FHL with a platform to learn from best practices, innovations, and trends in the sector, allowing for continual improvement in its own services. Third, by being actively involved, FHL can forge stronger partnerships with other organisations and bodies that can help in providing more resources and services to its residents. Finally, engaging in these platforms allows FHL to be a voice for the homeless, ensuring that their concerns, stories, and needs are at the forefront of sector-wide discussions and decisions.

#### **Recommendation 3: Explore the possibility of applying for Federal government aged care funding.**

For lodging residents aged over 65 (over 55 for Aboriginal people), it is strongly advisable that FHL explore the possibility of applying for Federal government aged care funding or any other relevant sources to enhance the support for elderly residents considering unique care requirements of its elderly residents. This will help FHL secure the requisite resources to offer specialised assistance tailored to those residents who fulfill the criteria and alleviate its operational pressures. Tapping into this funding not only ensures a more robust care framework for its aged residents but also bolsters FHL's commitment to providing comprehensive care for all.

#### **Recommendation 4: Reassess the use of the term 'Lodging'.**

The Service offers stable, safe, and secure accommodation, often equipped with additional amenities and support services, and is an affordable accommodation option for low-income earners or individuals who cannot afford private rentals. This form of contemporary lodging is vastly different to historical lodging houses which are associated with insecure, unsafe, and marginalised living conditions, with residents classified as being homeless. It is essential to reassess the use of the term 'lodging' due to historical negative connotations.

#### **Recommendation 5: Continue to measure and evaluate FHL outcomes.**

The process of extracting and cleaning the data for this report was difficult but worthwhile. The current case management systems did not easily lend itself to extraction, linkage, and analysis of data and required specialist data capabilities and programs. Implementing an integrated data management system can assist FHL in monitoring, evaluating, and reporting its impacts and outcomes effectively. Using data-driven insights can help FHL in strategic decision-making and

demonstrate the impact of their work to funders and other stakeholders. Regularly evaluating and refining services based on feedback from residents and stakeholders as part of a commitment to continuous improvement can help FHL stay adaptable and responsive to changing needs within the homelessness sector.

**Recommendation 6: Increase awareness and understanding of services.**

Many staff members were unaware of the services offered by the StH program, and only around half of the residents know how they can access support to help them maintain their accommodation, or how to seek support for referrals to health service. Further staff training and awareness of support options available can help ensure that residents are well-informed and supported in choosing accommodation and services that align with their preferences and needs.

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# APPENDIX A – PROGRAM LOGIC

INPUTS	ACTIVITIES	OUTPUTS	SHORT AND MEDIUM-TERM OUTCOMES	OUTCOME GOALS	Outcomes of WA's 10-Year Strategy on Homeless
<p><b>IN1.</b> Lodging infrastructure</p> <p><b>IN2.</b> Maintenance and upgrades</p> <p><b>IN3.</b> Lodging budget</p> <p><b>IN4.</b> Staffing</p> <p><b>IN5.</b> Street-to-Home NPA funding</p> <p><b>IN6.</b> Positive Tenancy Framework</p> <p><b>IN7.</b> Community engagement strategy</p>	<p><b>AT1.</b> Provide scattered lodging and share house sites</p> <p><b>AT2.</b> Conduct 'tenancy' risk assessment</p> <p><b>AT3.</b> Provide informal homelessness pathways</p> <p><b>AT4.</b> Deliver the Street to Home program</p> <p><b>AT5.</b> Maintain a sensitive allocation process (The transfer process is transparent and accessible)</p> <p><b>AT6.</b> Maintain a resourced/dedicated lodging and allocations team</p> <p><b>AT7.</b> Update Website-based Lodging Waitlist.</p> <p><b>AT8.</b> Deliver engagement and participation activities aligned with the FHL Community Engagement Strategy</p> <p><b>AT9.</b> Ongoing promotion and communication of community activities among residents.</p> <p><b>AT10</b> Provide support services for residents (e.g., financial, health)</p> <p><b>AT11</b> Develop and foster partnerships with nearby providers.</p> <p><b>AT12</b> Manage 'tenancy'</p>	<p><b>OT1.</b> Scattered lodging and share house sites</p> <p><b>OT2</b> Lodging Management Process</p> <p><b>OT3</b> Sensitive allocation process</p> <p><b>OT4.</b> Waitlist</p> <p><b>OT5.</b> Transfer waitlist</p> <p><b>OT6.</b> Engagement and participation activities</p> <p><b>OT7</b> Promotion and communication of community engagement activities (e.g., website, newsletter, social media)</p> <p><b>OT8.</b> Partnerships and collaborations</p> <p><b>OT9.</b> Available support services</p> <p><b>OT10.</b> Diverse Cohorts – First Nations, types of homeless, young people.</p> <p><b>OT11.</b> Street to Home service</p> <p><b>OT12.</b> FHL's Lodging Accommodation and Support Service follow Australian Housing First Principles</p>	<p><b>1.1</b> Residents are involved in decisions that impact them.</p> <p><b>1.2</b> Residents are aware of their housing options, rights and responsibilities.</p> <p><b>1.3</b> Residents are respected, included, and treated with equity and dignity.</p> <p><b>2.1</b> Residents are provided with affordable accommodation with flexible time limits.</p> <p><b>2.2</b> Accommodation meets residents' needs.</p> <p><b>2.3</b> Residents maintain housing.</p> <p><b>3.1</b> FHL makes efforts to ensure safe and secure accommodation for residents.</p> <p><b>3.2</b> Residents feel safe within their accommodation.</p> <p><b>4.1</b> Support services are well-coordinated and easily accessible</p> <p><b>4.2</b> Effective support services are particularly provided to address residents' health needs (physical, and mental health).</p> <p><b>5.1</b> Residents participated in Community Engagement (CE) activities</p> <p><b>5.2</b> Residents feel connected</p> <p><b>5.3</b> Residents gain confidence to engage in employment, education/training.</p> <p><b>6.1</b> FHL's Lodging Accommodation and Support Service is achieving outcomes consistent with Australian Housing First principles.</p> <p><b>6.2</b> Resources are used effectively.</p>	<p><b>1. Empowered</b> FHL has a positive resident-centred culture, based upon values of inclusion, equity, respect, and dignity. Residents are empowered to choose how to live their lives.</p> <p><b>2. Stable</b> FHL is dedicated to providing the residents with affordable and suitable accommodation with flexible time limits, and provide them various support to maintain their accommodation.</p> <p><b>3. Safe</b> FHL maintains properties and work alongside residents to achieve safe and secure accommodation.</p> <p><b>4. Healthy</b> FHL provides support to residents when health and wellbeing may impact their ability to sustain their accommodation.</p> <p><b>5. Connected &amp; Equipped</b> Residents were provided engagement, which equipped them with more confidence to actively participate in work, training, and job opportunities</p> <p><b>6. Cost efficient</b> FHL's Lodging Accommodation and Support Service is consistent with Australian Housing First Model. The cost per resident is no higher than other similar models.</p>	<p>Outcome 3. Preventing homeless (people at risk of homelessness are supported to continue to living in their homes.)</p> <p>Outcome 2. Providing safe, secure and stable homes (Diverse and appropriate housing options are available and accessible; Access to safe and permanent housing is the first priority for people experiencing homelessness.)</p> <p>Outcome 2. Providing safe, secure and stable homes (Individualised support services are available to help people maintain long term housing and achieve their goals.)</p> <p>Outcome 1. Improving Aboriginal wellbeing (Aboriginal communities and organisations design and deliver services primarily affecting aboriginal people).</p> <p>Outcome 4. Strengthening and coordinating our responses and impact (services are coordinated and easy to access).</p> <p>FHL's Lodging Accommodation and Support Service follow Australian Housing First Principles</p>

# APPENDIX B – OUTCOMES FRAMEWORK

OUTCOME GOALS	SHORT AND MEDIUM-TERM OUTCOMES	INDICATOR	DATA SOURCE
<b>1. Empowered</b> Foundation Housing has a positive resident-centred culture, based upon values of inclusion, equity, respect, and dignity. Residents are empowered to choose how to live their lives.	<b>ST1.1.</b> Residents are involved in decisions that impact them.	Residents are provided with opportunities to be involved in Natural Justice Interviews when their accommodation is at risk.	Resident survey - Q13, Q21 Staff survey - Q8.1(7) Staff interview - Q1.3 (4), Q1.4 (8), Q1.5(8), Q1.6(8), Q1.7(9). Client case study
		Residents are involved by StH in the development of case management and Support Coordination Plans.	
		Residents can nominate for representation on the Committee of Residents and Tenants (know about & are able to).	
	<b>ST1.2</b> Residents are aware of their housing options, rights, and responsibilities.	Residents are aware of accommodation options available to them other than lodging.	Resident survey - Q13(2)
		Residents are given a choice of where they live and the type of housing in which they want to live.	Staff survey - Q5.1(1)
		Residents are aware of how to transfer to other accommodation options.	Resident survey - Q13(3)
		Residents are proactively provided with information about accommodation options available to them.	Staff survey - Q7.1(7)/Interviews
		Residents are aware of their rights and responsibilities.	Resident survey-Q13(4) and Q13(5) Staff survey - Q8.1(4) House rules & Licence of Occupancy Inspection schedule

OUTCOME GOALS	SHORT AND MEDIUM-TERM OUTCOMES	INDICATOR	DATA SOURCE
	<b>ST1.3.</b> Residents are respected, included, and treated with equity and dignity.	Residents report feeling included, respected, and being treated with equity and dignity.	Resident survey-Q9 (7) Customer service charter
<b>2. Stable</b> Foundation Housing is dedicated to providing the residents with affordable and suitable accommodation with flexible time limits, and provide them various support to maintain their accommodation.	<b>ST2.1</b> Residents are provided with affordable accommodation with flexible time-limits.	Rent and utilities are affordable to residents.	Lodge setting policy/procedure (residents' satisfaction, what actually is affordable)
		There is no time-limit for how long FHL Lodging residents can remain living in FHL accommodation.	Staff survey - Q4.2 (Occupancy)
		Residents and staff views FHL lodging as long-term accommodation for residents.	Resident survey - Q7 Staff survey - Q3.3 Staff interview - 1.1-Q11, 1.2-Q5, 1.3-Q5, 1.4-Q2, 1.5-Q4, 1.6-Q2, 1.7-Q3
	<b>ST2.2</b> Accommodation meets residents' needs.	FH Lodging rooms are clean and well-maintained at the time of allocation.	Staff survey - Q8.1(8)
		Shared spaces in Lodging houses and shared houses are clean and well-maintained.	Staff survey - Q8.1(9)
		Regular property inspections are in place to make sure accommodation meet the needs of residents.	Resident survey-13(12) Client case study
	<b>ST2.3</b> Residents maintain housing.	Residents are supported address potential challenges that may affect their accommodation (e.g., financial counselling service).	Administrative data Client case study Resident survey - Q7, Q13(13), Q27(17) Staff survey - Q5.3

OUTCOME GOALS	SHORT AND MEDIUM-TERM OUTCOMES	INDICATOR	DATA SOURCE
		Some residents are referred to the Street to Home program for more support to maintain housing.	Resident survey - Q17,19, 21(1)(2)(5) Case Studies/Case Plans Staff survey - Q5.1(Security) Administrative data/ CST Referrals
<b>3. Safe</b> Foundation housing maintains properties and work alongside residents to achieve safe and secure accommodation for residents, FHL staff and the wider community.	<b>ST3.1</b> FHL staff have the capability to ensure a safe living environment for residents.	FHL Lodging is safe and secure accommodation for residents.	Staff survey - Q4.2(7) House rules.
		Residents have been told about how to avoid/reduce risks to themselves and to each other.	Staff interview - Q1.4(9), 1.6(9), 1.7(10) House rules.
		Lodging staff are aware of when, why, and how to refer residents to the Street to Home program.	Staff survey - Q8.1(12,13) (when, how), Q6.1(why)
	<b>ST3.2</b> Residents feel safe within their accommodation.	Residents report that they feel safe where they live.	Resident survey - Q13(11)
		FHL lodging/share houses are safe and secure places for residents to live.	Staff survey - Q4.2(safety), Q4.10(safety)
	<b>4. Healthy</b> Foundation Housing provides support to residents when health and wellbeing may impact their ability to sustain their accommodation.	<b>ST4.1</b> Effective support services are provided on site or in collaboration with nearby providers.	Referrals are made to support residents.
Range and types of support services available to residents.			Staff survey - Q6.2 Resident Survey - Q27
<b>ST4.2</b> Effective support services are particularly provided to address residents' health needs (physical, and mental health).		Residents are aware of health support services.	Resident survey - Q15(1)
		Residents are referred to health services.	Administrative data -SRS Data/ /Resident survey Client case study

OUTCOME GOALS	SHORT AND MEDIUM-TERM OUTCOMES	INDICATOR	DATA SOURCE
		Residents can access the health support services they need.	Resident survey - Q15(4)(3)
<b>5. Connected and Equipped</b> Residents were provided opportunities to engage with other residents, FH staff and their broader community, and this equipped them with more confidence to actively participate in work, training, and job opportunities.	<b>ST5.1</b> Residents connect with each other.	Residents participated in CE activities.	Resident survey - Q35(1)/ CE feedback data CE Report/Staff survey - Q6.4(1)
		Activities are culturally responsive.	Resident survey - Q35(6) Staff survey - Q6.3(2)
	<b>ST5.2</b> Residents connect with broader community.	Residents who connect with the broader community.	Resident survey - Q35(5) Staff survey - Q6.4(1)
	<b>ST5.3</b> Residents connect with FHL staff.	Residents connected with FHL staff.	Resident survey - Q27(4)
	<b>ST5.4</b> Residents gain confidence to engage in employment, education/training.	Living in stable accommodation, residents feel more confident to start looking for employment and/or education/training.	Resident survey - Q23, Q24 Staff survey - Q6.4(1)
<b>6. Housing First Principles</b> FHL's Lodging Accommodation and Support Service follow Australian Housing First Principles.	<b>ST6.1</b> FHL's Lodging Accommodation and Support Service is achieving outcomes consistent with Australian Housing First Principles.	FHL Lodging Accommodation and Support Service is achieving outcomes consistent with the majority of Australian Housing First Principles based on Staff and Stakeholder perspectives.	Staff survey - Q4.2, 4.4, 4.6, 4.8, 4.10,5.1, 5.3, 5.5, Stakeholder survey - to be updated.
	<b>ST6.2</b> Resources are used effectively. Cost per resident is no higher than similar models.	The resources required to operate the program are equivalent or more cost-efficient in relation to similar long-term housing models such as Common Ground.	FHL Budget/Report on Government Services (ROGS)/StH Grant.



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