

**Attachment 2: Cairns Homeless Community Action Plan: *New Ways Home***



# New Ways Home

Cairns Homelessness Community Action Plan





# New Ways Home

## Cairns Homelessness Community Action Plan

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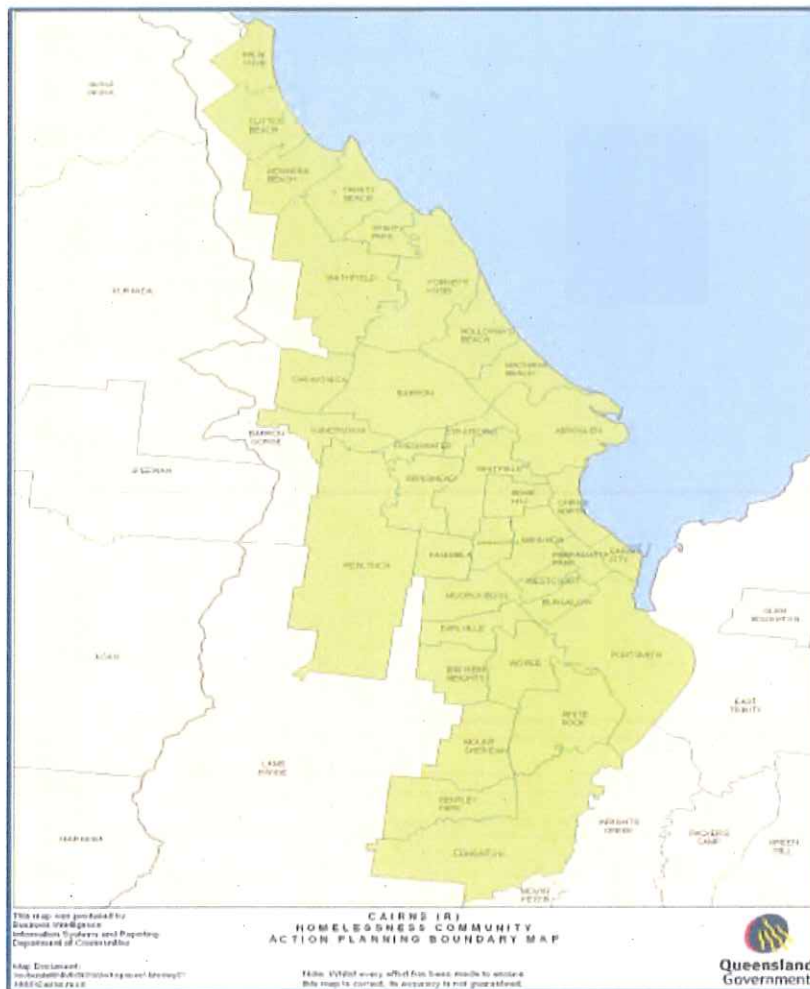
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**1. The Vision**

*Homelessness is everyone's business. Cairns as a community responds positively to people who are homeless or at risk of homelessness to ensure that every person in Cairns is housed safely, securely and comfortably.*

**2. New Ways Home overview**

The areas shaded on the map below (and highlighted in green on the inside cover map) outline the boundary for Homelessness Community Action Planning in Cairns.



Home is more than a roof over your head, and homelessness is more than a lack of accommodation. The most common perception of homelessness is of people living rough on the streets. And, yes, in Cairns some people do, for one reason or another, find themselves sleeping rough. But they are in the minority. Much larger numbers of homeless people in our community can be found in their friends' or relatives' spare bedrooms or on their couches, in temporary shelters, in caravan parks or even motel rooms – all trying to make do until their life circumstances grant them (and often their children) more stable accommodation.

We all need to remember that we are only just one or two steps away from homelessness. For example, consider how long you or your family could survive before the banks or landlord would come knocking on your door should you lose your job, your partner lose their job, you become ill, or financially stressed. For most people, it is a very short time indeed.

*New Ways Home: Cairns Homelessness Community Action Plan 2010-2013* aims to support people who experience homelessness in all its various forms. The work of ending homelessness is inherently varied and complex. It is about recognising the many circumstances that place people at risk of, or cause them to become, homeless (e.g. domestic violence, unemployment, ill health (physical or mental); drug and alcohol addiction, financial crisis). It is also about providing services to support people to cope with difficulties when sustaining their housing becomes an issue for them. It is about enabling people to remain in or find secure housing long-term. People may come into contact with a broad range of government and community services before they become homeless and collectively ensure these services work together to support people so they do not lose their homes.

*New Ways Home* upholds the Department of Communities' principles of a No Wrong Door approach.<sup>1</sup> A No Wrong Door approach provides client-centered and coordinated services that best match client needs and removes barriers to access. Through this approach access to a range of services are readily available to homeless people or those at risk of homelessness. These services assist people in housing crisis to stabilise their lives, find employment and secure housing.

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<sup>1</sup> Information on the No Wrong Door approach can be accessed at: [www.communitydoor.org.au/nowrongdoor](http://www.communitydoor.org.au/nowrongdoor)

In 2008 the Australian Government released its White Paper, *The Road Home: A National Approach to Reducing Homelessness*.<sup>2</sup> *The Road Home* states that 'In a country as prosperous as Australia, no one should be homeless' and challenges us to end homelessness, rather than just manage it. *The Road Home* also asks us to come together as a whole community and be innovative in preventing homelessness. *The Road Home* points out that the plight of homeless people can be improved greatly if we build systems that better coordinate and integrate services to meet people's immediate, medium and long-term needs for stable housing.

*New Ways Home* does just that. The actions identified in the plan engage government, community service providers and the broader community to support and build on the tremendous work of the Cairns homelessness services to deliver a coordinated approach. Improved coordination of services means better outcomes for homeless people and those at risk of homelessness.

We know that by working in partnership with the whole of community, while maintaining a positive outlook, *New Ways Home* will be a key facilitator to our ongoing efforts to bring real and lasting change for people who are homeless or at risk of homelessness.

## **2.1. Homelessness Community Action Plans – a place-based approach to reducing homelessness**

### **Working in partnership**

Homelessness Community Action Plans are being implemented in seven homelessness 'hot spots' throughout Queensland – Cairns, Brisbane, Caboolture, Deception Bay and Morayfield, the Gold Coast, Hervey Bay, Mount Isa, and Toowoomba. The development and implementation of the plans is a three-year initiative (2010-2013) funded through the National Partnership Agreement on Homelessness and delivered in partnership by the Department of Communities and the Queensland Council of Social Service.

This partnership has been made possible by a number of developments in recent years. In addition to *The Road Home* and the National Partnership Agreement on Homelessness, the Queensland Government's 2008 priorities statement, *Toward Q2: Tomorrow's Queensland*<sup>3</sup> has also been important. *Towards Q2* describes the government's key

<sup>2</sup> *The Road Home* can be accessed at:

<http://www.fahcsia.gov.au/sa/housing/progserv/homelessness/whitepaper/Documents/default.htm>

<sup>3</sup> *Toward Q2* can be accessed at: <http://www.towardq2.qld.gov.au/tomorrow/index.aspx>

priorities, one of which is to mobilise a whole-of-community approach to tackle disadvantage and create safer, fairer and more supportive communities. Homelessness belongs within this priority area.

The most significant development, in terms of service collaboration, has been the implementation of the *Queensland Compact*.<sup>4</sup> Officially launched in November 2008, the *Compact* is a partnership agreement between the not-for-profit community services sector and the Queensland Government. The *Compact* promotes the community services sector and government agencies working together to achieve a fairer society. It signifies a 'fresh start' to non-government and government collaboration in Queensland. The development and implementation of the Homelessness Community Action Plans is a demonstration project under the *Compact*.

#### **Developing the model**

The Homelessness Community Action Plans have been developed and delivered through a unique model. To guide the Homelessness Action Planning process across Queensland, the *Queensland Compact* provided the basic principles for the model that brought together representatives from the Department of Communities, the Queensland Homelessness Intersectoral Forum, the Queensland Council of Social Service, Queensland Shelter, local government, Aboriginal and Torres Strait Islander organisations and homelessness service providers.

The model is based on 14 locally-based coordinators working with local stakeholders to develop and implement a plan that is centered on delivering positive outcomes for people who are experiencing or are at risk of homelessness. Seven coordinators work within the Department of Communities (Queensland Government Homelessness Coordinators) and the other seven are based in the Queensland Council of Social Service (Homelessness Planning and Coordination Officers).

The Cairns coordinators engaged with the local community through community forums, targeted workshops and face-to-face meetings, and brought together the key players who collaborated to develop *New Ways Home*. These coordinators will continue to provide vital support to the government and non-government organisations who have agreed to participate in delivering outcomes for homeless people in this plan.

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<sup>4</sup> The *Queensland Compact* can be accessed at:  
<http://www.communityservices.qld.gov.au/department/about/corporate-plans/queensland-compact/>

### Locally-owned plan

A key ingredient in the development and implementation of *New Ways Home* is that it is owned by the local community, government and non-government equally. The plan is a practical way to bring whole communities such as Cairns together to map-out and find the best way forward for reducing homelessness in their patch. *New Ways Home* was produced by, and will be implemented by, local people and organisations.

*New Ways Home* is a 'living document'. It has targets and goals to be achieved, but it is also a flexible document which has the potential to be updated as we begin to implement the many initiatives outlined – reflecting upon the changing landscape of homelessness in Cairns. It is anticipated that *New Ways Home* will be the foundation over the next ten years to guide our response to reducing, and perhaps even ending, homelessness in Cairns.

### 2.2 *Opening Doors: Queensland Strategy for Reducing Homelessness 2011-2014*

*Opening Doors: Queensland Strategy for Reducing Homelessness 2011-2014* was released by the Queensland Government on 21 July 2011. *Opening Doors* builds on *The Road Home* to provide key strategic directions for reducing homelessness in Queensland in the next few years.<sup>5</sup> The vision of the strategy is 'To end homelessness by ensuring every Queenslanders is empowered to find and keep a home'. This vision will be achieved through building on past and current successes and by focussing effort on three key strategic priority areas over the next three years:

1. *Helping people avoid becoming homeless* — by improving housing outcomes for people exiting health facilities, child safety arrangements, prisons, and youth detention facilities.  
Headline reform: Reduce exits into homelessness.
2. *Helping people get ahead* — by ensuring people who are homeless or at risk of homelessness have access to safe, affordable, well-located and appropriate housing together with support and increased opportunities to get ahead through participation in education, training and employment.  
Headline reform: Adopting a housing first approach.

<sup>5</sup> *Opening Doors: Queensland Strategy for Reducing Homelessness 2011-2014* can be accessed at: <http://www.communities.qld.gov.au/housing/community-and-homelessness-programs/homelessness-programs/reducing-homelessness-in-queensland/opening-doors-queensland-strategy-for-reducing-homelessness-2011-14>. For *The Road Home* see the associated documents: The National Partnership Agreement on Homelessness, which can be accessed at: [http://www.fahicsia.gov.au/sa/housing/progserv/homelessness/national\\_partnership\\_agreement/Pages/NPAHomelessness.aspx](http://www.fahicsia.gov.au/sa/housing/progserv/homelessness/national_partnership_agreement/Pages/NPAHomelessness.aspx) and the Queensland's Implementation Plan for the National Partnership Agreement on Homelessness, which can be accessed at: <http://www.public-housing.qld.gov.au/programs/homelessness/reducing/plan.htm>.

3. *Working together for stronger services* — by better coordinating and integrating policies, programs and services, using and sharing data, and improving local case coordination.  
Headline reform: Realignment of specialist homelessness services.

*New Ways Home* will implement actions that will contribute to achieving positive results against these key strategic priority areas and associated headline reforms. Through extensive community consultation, *New Ways Home* has established targets that we will work towards within the timeframe of the *Opening Doors* strategy and beyond.

### 3. Cairns – location profile<sup>6</sup>

Cairns is the fifth largest city in Queensland, with the local government area of Cairns Regional Council totaling an area of 4,129km<sup>2</sup>, or 0.2% of the total area of the state. The resident population of Cairns as at 30 June 2010 was 168,251 persons, or 4% of the state's population. By 2031 it is projected to be 241,494 persons.

At the time of the 2006 Census there were:

- 10,738 persons who stated they were of Aboriginal or Torres Strait Islander origin, or 8% of the total population (compared to the 3.6% Queensland average)
- 18% of persons who stated they were born overseas, and
- 24% of the usual resident population experienced a higher level of disadvantage relative to the rest of the state.

The smoothed unemployment rate for Cairns in the June quarter 2011 was 8%.

At the time of the 2006 Census, retail trade was the largest industry of employment for usual residents, accounting for 13% of the employed labour force. In 2008–09, there were 14,701 businesses in Cairns Regional Council, or 4% of all Queensland businesses.

At the time of the 2006 Census there were 49,365 occupied private dwellings in the Cairns Regional Council Local Government Area, representing 4% of Queensland's total occupied private dwellings. Of these dwellings, 12,239 were fully owned (25% of the total), 16,755 were being purchased (34% of the total) and 18,366 were being rented (37% of the total).

<sup>6</sup> Section 3 is based on data extracted from: Office of Economic and Statistical Research, Queensland Treasury, *Queensland Regional Profiles. Cairns Regional Council, based on local government area (2010)* accessed at <http://statistics.oesr.qld.gov.au/qld-regional-profiles>

#### **4. Cairns homelessness profile**

##### **4.1 Defining homelessness**

Defining homelessness can be challenging – people and organisations have diverse ideas about what constitutes homelessness and, over time, different definitions have been proposed to try to capture the range of circumstances that might be considered 'homelessness'. The most common definition in use across Australia was developed by Professor Chris Chamberlain and Associate Professor David Mackenzie and is used by the Australian Bureau of Statistics. Three broad types of homelessness are identified:

##### *Primary homelessness*

Primary homelessness applies when a person lives on the street, sleeps in parks, squats in derelict buildings, or uses cars or railway carriages for temporary shelter.

##### *Secondary homelessness*

Secondary homelessness is used to describe people who move frequently from one form of temporary shelter to another. Secondary homelessness applies to people using emergency accommodation, youth refuges or women's refuges, people residing temporarily with relatives or with friends (because they have no accommodation of their own), and people using boarding houses on an occasional or intermittent basis (up to 12 weeks).

##### *Tertiary homelessness*

Tertiary homelessness is used to describe people who live in premises where they don't have the security of a lease guaranteeing them accommodation, nor access to basic private facilities (such as a private bathroom, kitchen or living space). It can include people living in boarding houses on a medium to long-term basis (more than 13 weeks) or in caravan parks.

##### **4.2 Homelessness in Cairns**

On Census night 2006 in Queensland there were 26,782 homeless people. This number is disproportionately high with the state accounting for 26% of total Australian homelessness and recording a rate of 69 homeless persons per 10,000 of the population, compared to a national rate of 53. In Cairns 1,391 people were recorded as homeless (5% of the total

number of homeless people in the state). The rate of homelessness was 113 per 10,000 of the population, which was significantly higher than the overall rate for Queensland.<sup>7</sup>

Compared to the rest of Queensland and to Australia, Cairns has a far greater percentage of people identified as homeless, accommodated in boarding houses. In relation to people living in Supported Accommodation Assistance Program (SAAP) accommodation, Cairns has an equivalent percentage to the rest of the state, but significantly lower compared to the national figure.

The data shows that significantly fewer people identified as homeless in Cairns are accommodated in improvised dwellings compared to the state and national figures. The data shows that about an equal percentage of people are accommodated with friends and/or relatives (colloquially known as 'couch surfing') compared to the state and national contexts. This data is presented in table one.

**Table 1: Homeless persons by accommodation type**

Type	Cairns		Queensland		Australia	
	No.	%	No.	%	No.	%
Boarding house	478	34	5,438	20	21,596	20
SAAP	181	13	3,233	12	19,849	19
Friends / relatives	653	47	12,946	49	46,856	45
Improvised dwellings	79	6	5,165	19	16,375	16
<b>Total</b>	<b>2,289</b>	<b>100</b>	<b>26,782</b>	<b>100</b>	<b>104,676</b>	<b>100</b>

Homelessness is an extremely complex phenomenon – a 'wicked' problem as it is sometimes described. Factors identified as increasingly important in predicting the likelihood of a person experiencing an episode/s of homelessness include family breakdown, domestic and family violence, poverty and unemployment, and the consequences of mental illness. These factors are often experienced in combination.

This is as true for Cairns as for any other place in Australia and beyond. While definitive research is lacking on the causes of homelessness in Cairns, it is nevertheless possible to make some educated guesses based on available data and local knowledge. Homelessness

<sup>7</sup> Unless indicated otherwise, the data in section 4.2 is drawn from Chris Chamberlain and David MacKenzie, *Counting the Homeless 2006 Queensland*, Canberra, Australian Institute of Health and Welfare, June 2009, pp. 61-63.

in Cairns may be particularly influenced by a range of factors and events if not unique to the area, then of perhaps greater significance than for other places in Queensland and Australia.

The economy of Cairns remains heavily dependent on the retail and tourist industry sectors. These industries are highly susceptible to the ongoing impacts emerging from the Global Financial Crisis of 2008 and, therefore detrimental impacts on employment and income levels in the area are the consequence.

#### 4.3. Aboriginal and Torres Strait Islander Homelessness in Cairns

Aboriginal and Torres Strait Islander peoples disproportionately experience homelessness in Queensland. At the 2006 Census, Aboriginal and Torres Strait Islander peoples comprised 3.6% of the total population but accounted for 8% of the state's homeless people. In Cairns, Aboriginal and Torres Strait Islander people comprise at least double the proportion of the homeless population compared to the state average.

Table two clearly shows that while Aboriginal and Torres Strait Islander homeless people in Cairns are much less likely to be accommodated in boarding houses, they are much more likely to be living in SAAP accommodation. Similarly, Aboriginal and Torres Strait Islander homeless people in Cairns are much less likely to be living with friends or relatives but are much more likely to be living in improvised dwellings.

**Table 2: Aboriginal and Torres Strait Islander homeless persons by accommodation type**

Type	Non-Indigenous		Indigenous	
	No.	%	No.	%
Boarding House	422	37	56	23
SAAP	79	7	102	41
Friends / relatives	612	53	41	17
Improvised dwellings	32	3	47	19
<b>Total</b>	<b>1,145</b>	<b>100</b>	<b>246</b>	<b>100</b>

## 5. Cairns homelessness service system strengths and challenges

A series of consultations held between October 2010 and September 2011 identified the strengths of, and the challenges experienced by, government and non-government organisations in reducing homelessness, or preventing people from becoming homeless in Cairns. Building on these strengths and overcoming these challenges are at the foundation of each of the actions as detailed in *New Ways Home*.

### *Strengths*

- a well coordinated specialist homelessness and social housing services sector
- strong relationships between government and non-government agencies
- a wide range of services that support people who are homeless or at risk of homelessness, and
- committed and passionate community service personnel dedicated to lessening the plight of people who are homeless or at risk of homelessness.

### *Challenges*

- Cairns has one of the highest rates of homelessness of Queensland cities and an over representation of homeless Aboriginal and Torres Strait Islander people
- Cairns has a very high itinerant, transient and nomadic population compared to the rest of Queensland
- gaps in the service systems (e.g. a lack of drug and alcohol rehabilitation services; and, limited emergency, supported and short term accommodation options; and no mental health residential rehabilitation service)
- the Cairns Housing Service Centre is the regional service centre for most of Queensland's remote Aboriginal and Torres Strait Islander communities
- ongoing shortage of affordable housing, and
- a reduction is needed in the number of rough sleepers in Cairns.

### 5.1 Local responses to homelessness

Achieving the outcomes of *New Ways Home* will depend on the good work and good will of all community members. Fortunately, Cairns has a track record of being at the forefront of responding to homelessness in Queensland.

A range of networks has been established to bring together the agencies involved in responding to homelessness to develop a stronger and more coordinated service system.

For over 20 years, the Cairns Housing Network, led by community and non-government based homelessness support services and social housing providers, has monitored changing trends in demand, supported agencies to work together for better outcomes for their clients and advocated for improvements to service capacity and increased levels of affordable housing.

The Cairns Housing Network has been responsible for numerous initiatives such as the Cairns Housing Summit, the Cairns Affordable Housing Design Competition, and commissioned reports focussing on specific housing and homelessness problems. For example in early 2011 the Cairns Housing Network together with the peak body Queensland Shelter organised a breakfast with real estate agencies to explore opportunities to sustain private rental tenancies for people at risk of homelessness.

The incidence of rough sleeping has been a long term concern in Cairns. Various reports and initiatives have been commissioned and in 2008 the Homelessness Project Group was established under the auspices of the Queensland Government's Far North Queensland Regional Managers Coordination Network. The Homelessness Project Group (also known as the Taskforce) supports the coordination of services to people in public places who are homeless or displaced and intoxicated. Membership includes senior representatives from Queensland and Australian governments, Cairns Regional Council, Regional Organisation of Councils of Cape York and Torres Shire and key non-government agencies supporting rough sleeping homeless people.

Three working groups report to the Homelessness Project Group:

- the Cairns Homelessness Outreach Network meets fortnightly and is a forum for services working with rough sleeping homeless people to identify ways to improve outcomes for their clients
- the Case Coordination Working Group also meets fortnightly and provides case coordination/case management for Indigenous rough sleeping or homeless people, and
- the Coordinated Care for Vulnerable Young People Working Group convenes a case coordination panel to guide and strengthen the existing service sector to better respond to the needs of vulnerable young people.

The Cairns Aboriginal and Islander street-based outreach network was recently formed by street-based outreach service providers. The network strengthens culturally appropriate knowledge and skills to enhance the health and wellbeing of Aboriginal and Torres Strait Islander peoples and reports to the Homelessness Project Group through the Cairns Homelessness Outreach Network.

And, in centres adjacent to Cairns there are also active networks:

- Mareeba Homelessness Reference Group, and
- Douglas Community Housing Group (Mossman).

All these networks continue to strive to bring insight and wide experience to the sector. It is a result of their members' dedication and commitment over the years that the Cairns regional housing and homelessness networks are popularly viewed as being progressive, collaborative and effective throughout the region.

## **6. *New Ways Home* priority areas for action**

A number of local priorities are identified in *New Ways Home*. These local priorities were developed through an extensive consultation process involving a wide range of community stakeholders that took place between October 2010 and September 2011. The consultation process identified strengths, challenges, gaps and barriers in the local human service system that impact on people experiencing homelessness or those at risk of homelessness.

The local community has identified seven key local priorities that guide the activity in *New Ways Home*:

1. Provide early intervention and specialist support to assist those at risk of homelessness to maintain a tenancy.
2. Transition and maintain people exiting state care and correctional/health facilities into stable and supported accommodation.
3. Foster community support for homeless people through community education and media awareness.
4. Provide support for children, youth and families to help break the cycle of homelessness.
5. Engage homeless and those at risk of homelessness in education and training, career development and employment participation.

- 6 Identify and address service gaps to homeless people and those at risk of homelessness.
7. Strengthen service delivery through an integrated systems response to local needs.

The priorities reflect concerns raised by stakeholders to prevent homelessness by ensuring that people who are at risk of homelessness are supported to find and maintain stable accommodation, and to foster whole-of-community effort to reduce homelessness.

The priorities also recognise that responding to homelessness will require a coordinated approach not just from specialist homelessness and housing services but from a broad range of support services. There is also recognition that Cairns has some significant gaps in the availability of support services and a lack of affordable housing options.

The priorities also reflect that some people who have experienced homelessness will have complex needs and will require longer term support to stabilise their lives, become actively involved in their community or to obtain employment.

#### **7. *New Ways Home* – actions**

*New Ways Home* has been produced through canvassing the views of local stakeholders to see what they believe are the most important things to do in Cairns to reduce homelessness. A vital ingredient has been agreeing on the best things we can do together to achieve this result – as can be seen in the 'what we will do' section of table three below.

Through our consultation process in the area we have also agreed on which organisations are best placed to lead and support the activity that will underpin 'what we will do' and to measure our progress in achieving better outcomes for clients. To help reduce homelessness we have developed targets to aim for over the next few years. This information is in table three below.

*New Ways Home* is based on a firm foundation. Strategic direction at the national level has been provided by the Australian Government's White Paper, *The Road Home* and since mid-2011 by the Queensland Government's strategy to reduce homelessness – *Opening Doors*. Table three below relates the local actions generated in Cairns to the bigger picture objectives of the Queensland and Australian Governments to reduce homelessness. These three objectives, or key strategic priority areas, as expressed in *Opening Doors* are:

1. Helping people avoid becoming homeless — by improving housing outcomes for people exiting health facilities, child safety arrangements, prisons, and youth detention facilities.
2. Helping people get ahead — by ensuring people who are homeless or at risk of homelessness have access to safe, affordable, well-located and appropriate housing together with support and increased opportunities to get ahead through participation in education, training and employment.
3. Working together for stronger services — by better coordinating and integrating policies, programs and services, using and sharing data, and improving local case coordination.

Table 3: New Ways Home Actions and Targets

Opening Doors Key Priority Area 1: Helping people avoid becoming homeless			
New Ways Home Local Priority 1: Provide early intervention and specialist support to assist those at risk of homelessness to maintain a tenancy			
What we will do	Lead Agency	Partner Agencies	Targets
<p><b>Action 1</b></p> <p>Establish referral processes between support services and housing providers to sustain tenancies at risk due to overcrowding, behavioural issues, substance use, mental health or other issues, before eviction proceedings.</p>	Department of Communities (Housing and Homelessness Services)	<p>Access Community Housing Ozcare</p> <p>Queensland Health (Alcohol Tobacco and Other Drugs; Mental Health)</p> <p>Real estate agencies</p> <p>Tablelands Regional Council (Mareeba Home Stay Service)</p> <p>Youth Empowered Towards Independence</p>	<p><b>By December 2012 we will have:</b></p> <p>Developed all relevant policies and procedures between support services and housing providers to sustain tenancies at risk in Cairns.</p> <p><b>By December 2013 we will have:</b></p> <p>Implemented and trialed the effectiveness of the policies and procedures developed for support services and housing providers to sustain tenancies at risk in Cairns.</p> <p><b>By December 2014 we will have:</b></p> <p>Ensured that housing providers are actively implementing these streamlined processes to continue to reduce evictions.</p>
<p><b>Action 2</b></p> <p>Expand the Cairns Integrated Response to Domestic and Family Violence to develop strategies to prevent homelessness related to domestic violence and enhance the safety of women and children.</p>	Cairns Women's Sector Collaboration Group (including: Cairns Women's Centre Cairns, Shelter Housing Action Cairns, Ruth's Women's Shelter, Cairns Regional Domestic Violence Service)	Centacare Migrant Services	<p><b>By December 2012 we will have:</b></p> <p>Identified strategies appropriate to Cairns to prevent homelessness related to domestic violence and enhance the safety of women and children.</p> <p><b>By December 2013 we will have:</b></p> <p>Implemented strategies appropriate to Cairns to prevent homelessness related to domestic violence and enhance the safety of women and children.</p>

<p><b>Action 3</b></p> <p>Improve knowledge of trends and issues for responding to increasing numbers of single mature aged women seeking affordable and appropriate housing in Cairns.</p>	<p>Angicare North Queensland (Cairns Homelessness Services Hub)</p>	<p>Cairns Regional Domestic Violence Service Department of Communities (Community Services, Sport and Recreation) Department of Human Services (Centrelink) James Cook University</p>	<p><b>By December 2014 we will have:</b></p> <p>Continued to implement strategies appropriate to Cairns to prevent homelessness related to domestic violence and enhance the safety of women and children.</p> <p><b>By December 2012 we will have:</b></p> <p>Identified significant trends relating to mature age women seeking affordable and appropriate housing in Cairns.</p> <p><b>By December 2013 we will have:</b></p> <p>Developed strategies appropriate to Cairns to prevent mature age women becoming homeless.</p> <p><b>By December 2014 we will have:</b></p> <p>Commenced implementing strategies appropriate to Cairns to prevent mature age women becoming homeless.</p>
<p><b>Action 4</b></p> <p>Support the private rental sector to sustain tenancies by strengthening linkages between private rental property managers and services able to support people residing in private rental properties.</p>	<p>Department of Communities (Housing and Homelessness Services) Ozcare</p>	<p>Cairns Housing Network Centacare Migrant Services</p>	<p><b>By December 2012 we will have:</b></p> <p>Engaged private rental agencies to enhance their awareness of available support services for tenants at risk.</p> <p><b>By December 2013 we will have:</b></p> <p>Real estate agencies referring tenants to support services to sustain tenancies.</p> <p><b>By December 2014 we will have:</b></p> <p>A sample of real estate agencies able to demonstrate successful outcomes engaging with support services to sustain tenancies.</p>

<p><b>Action 5</b> Provide life skills training for homeless people and those at risk of homelessness.</p>	<p>Ozcare</p>	<p>Australian Red Cross (Red Cross College) Department of Education and Training (Student Services) Department of Human Services (Centrelink) Mission Australia Youth Link</p>	<p><b>By December 2012 we will have:</b> Developed a framework to coordinate life skills training for homeless people and those at risk of homelessness in Cairns.  <b>By December 2013 we will have:</b> Implemented a coordinated approach to providing life skills training for homeless people and those at risk of homelessness.  <b>By December 2014 we will have:</b> Increased the availability and effectiveness of life skills training for homeless people and those at risk of homelessness in Cairns.</p>
<p><b>Action 6</b> Provide tenancy training for school students, homeless people and those at risk of homelessness.</p>	<p>Tenants' Union of Queensland</p>	<p>Centacare Migrant Services Department of Communities (Housing and Homelessness Services) Mission Australia Ozcare</p>	<p><b>By December 2012 we will have:</b> Provided regular opportunities for tenancy training and education for homeless people or those at risk of homelessness in Cairns.  <b>By December 2013 we will have:</b> A coordinated approach to providing tenancy training for homeless people or those at risk of homelessness in Cairns.  <b>By December 2014 we will have:</b> Commenced providing training to at least 50 people per annum in Cairns.</p>

New Ways Home Local Priority 2: Transition and maintain people exiting state care and correctional/health facilities into stable and supported accommodation			
<p>Action 7</p> <p>Homeless patients discharged from hospitals are supported to ensure a smooth transition to stable accommodation.</p>	<p>Queensland Health (Cairns Community and Primary Prevention Service)</p>	<p>Australian Red Cross</p> <p>Local housing and homelessness service providers</p> <p>Ozcare</p>	<p>By December 2012 we will have:</p> <p>Developed a partnership agreement established between relevant agencies to produce collaborative service pathways for use by health services case coordinators to ensure a smooth transition to accommodation in the community including accessing support for health maintenance.</p> <p>By December 2013 we will have:</p> <p>Put in place and commenced implementing a system to ensure that all patients admitted to hospital and identified as homeless are provided with options to access stable accommodation.</p> <p>By December 2014 we will have:</p> <p>Reviewed the effectiveness of arrangements for transitioning homeless people from hospital to stable accommodation and implemented improved measures.</p>
<p>Action 8</p> <p>Young people exiting state care do not become homelessness.</p>	<p>Department of Communities (Child Safety Services)</p>	<p>By December 2012 we will have:</p> <p>Ensured that all young people have transition plans in place prior to exiting state and engaged appropriate support services to enable a smooth transition.</p> <p>By December 2013 we will have:</p> <p>Continued to ensure that all young people have transition plans in place prior to exiting state care and engaged appropriate support services to enable a smooth transition.</p>	

			<p><b>By December 2014 we will have:</b></p> <p>Continued to ensure that all young people have transition plans in place prior to exiting state care and engaged appropriate support services to enable a smooth transition.</p>
<p><b>Action 9</b></p> <p>People residing in drug and alcohol rehabilitation services are not exited into homelessness.</p>	<p>Ozcare</p>	<p>Queensland Drug and Alcohol Council</p>	<p><b>By December 2012 we will have:</b></p> <p>Ensured all people residing in residing in drug and alcohol rehabilitation services have transition plans prepared prior to exiting the service.</p> <p><b>By December 2013 we will have:</b></p> <p>Engaged support services to assist people residing in drug and alcohol rehabilitation services to have a smooth transition to stable accommodation.</p> <p><b>By December 2014 we will have:</b></p> <p>Continued to engage support services to assist people residing in drug and alcohol rehabilitation services to have a smooth transition to stable accommodation.</p>
<p><b>Action 10</b></p> <p>Prisoners leaving Lotus Glen Correctional Centre have a smooth transition into the community and are supported during community-based supervision.</p>	<p>Australian Red Cross Department of Community Safety (Queensland Corrective Services – Probation and Parole Service) Ozcare Salvation Army</p>	<p>Department of Communities (Housing and Homelessness Services) Department of Community Safety (Queensland Corrective Services – Lotus Glen Correctional Centre)</p>	<p><b>By December 2012 we will have:</b></p> <p>Established processes to assist prisoners exiting Lotus Glen Correctional Centre who are homeless or at risk of homelessness to access accommodation support services and referral options.</p> <p><b>By December 2013 we will have:</b></p> <p>Implemented processes so all prisoners exiting Lotus Glen Correctional Centre who are homeless or at risk of homelessness are referred to appropriate accommodation and support services.</p>

			By December 2014 we will have: Continued to implement processes so all prisoners exiting Lotus Glen Correctional Centre who are homeless or at risk of homelessness are referred to appropriate accommodation and support services.
<b>New Ways Home Local Priority 3: Foster community support for homeless people through community education and media awareness</b>			
<b>Action 11</b> Foster community support for homeless people and those at risk of homelessness.	Queensland Council of Social Service	Australian Red Cross	By December 2012 we will have: A minimum of three media outlets engaged in supporting awareness of homelessness.  By December 2013 we will have: A minimum of five media outlets engaged in supporting awareness of homelessness.  By December 2013 we will have: A minimum of six media outlets engaged in supporting awareness of homelessness.
<b>Action 12</b> Engage with the business sector, financial institutions, philanthropic organisations, entrepreneurs and the wider-community to promote opportunities to become involved in preventing homelessness.	Department of Communities (Community Services, Sport and Recreation)  Queensland Council of Social Service	Australian Red Cross	By December 2012 we will have: Developed a strategy to engage with a broad range of community stakeholders, including the business sector, financial institutions, philanthropic organisations and entrepreneurs.  Hosted an event to engage these stakeholders in future planning and activities to reduce homelessness in Cairns.  By December 2013 we will have: Commenced implementing a strategy to engage with a broad range of community stakeholders, including the business sector, financial institutions, philanthropic

			<p>organisations and entrepreneurs.</p> <p>Hosted an event to engage these stakeholders in future planning and activities to reduce homelessness in Cairns.</p> <p><b>By December 2014 we will have:</b></p> <p>Continued to implement a strategy to engage with a broad range of community stakeholders, including the business sector, financial institutions, philanthropic organisations and entrepreneurs.</p> <p>Hosted an event to engage these stakeholders in future planning and activities to reduce homelessness in Cairns.</p>
<p><b>Action 13</b></p> <p>Raise awareness of homelessness at community events promoting social issues.</p>	<p>Cairns Homelessness Outreach Network</p> <p>Cairns Regional Council</p>	<p>Australian Red Cross</p> <p>Health, housing and homelessness service providers in Cairns</p>	<p><b>By December 2012 we will have:</b></p> <p>Supported a minimum of one event to raise awareness of homelessness in the broader Cairns community.</p> <p><b>By December 2013 we will have:</b></p> <p>Supported a minimum of one event to raise awareness of homelessness in the broader Cairns community.</p> <p><b>By December 2014 we will have:</b></p> <p>Supported a minimum of one event to raise awareness of homelessness in the broader Cairns community.</p>

Opening Doors Key Priority Area 2: Helping people get ahead			
New Ways Home Local Priority 4: Provide support to children, youth and families to help break the cycle of homelessness			
<p><b>Action 14</b> Expand referral pathways for vulnerable children, young people and their families.</p>	<p>Department of Communities (Community Services, Sport and Recreation)</p>	<p>Support service providers in Cairns</p>	<p><b>By December 2012 we will have:</b> Identified and documented referral and service pathways for family support services in Cairns.  <b>By December 2013 we will have:</b> Engaged and disseminated information about referral and service pathways to human service agencies supporting families in Cairns.  <b>By December 2014 we will have:</b> Established sustainable local networks of family support services in Cairns.</p>
<p><b>Action 15</b> Ensure homeless parents of children in temporary state care are provided with housing and support services to maximise the opportunity for family reunification.</p>	<p>Department of Communities (Child Safety Services, Housing and Homelessness Services)</p>	<p>Support service providers in Cairns</p>	<p><b>By December 2012 we will have:</b> Ensured that housing and child safety services are working together, in collaboration with support services, on joint action plans to streamline family reunification for homeless parents of children in temporary state care.  <b>By December 2013 we will have:</b> Ensured housing and child safety services are working together, in collaboration with support services, on joint action plans to streamline family reunification for homeless parents of children in temporary state care.  <b>By December 2014 we will have:</b> Ensured housing and child safety services are working together, in collaboration with support services, on joint action plans to streamline family reunification for homeless</p>

<p><b>Action 16</b></p> <p>Improve opportunities to use brokerage funding to enable young people to travel home and be reunited with their families.</p>	<p>Youth Empowered Towards Independence</p>	<p>Anglicare North Queensland (Cairns Homelessness Services Hub) Centacare Support service providers in Cairns Youth Link</p>	<p>parents of children in temporary state care.</p> <p><b>By December 2012 we will have:</b></p> <p>Established a partnership agreement between relevant agencies to support young people to travel home and be reunited with their families.</p> <p><b>By December 2013 we will have:</b></p> <p>Implemented and reviewed a partnership agreement between relevant agencies to support young people to travel home and be reunited with their families.</p> <p><b>By December 2014 we will have:</b></p> <p>Established a streamlined process for supporting young people to travel home and be reunited with their families.</p>
<p><b>New Ways Home Local Priority 5: Engage homeless and those at risk of homelessness in education and training, career development and employment participation</b></p>			
<p><b>Action 17</b></p> <p>Employment support services and other community service agencies work together to ensure people who have been homeless or are at risk of homelessness are supported to access employment and training (Refer to Action 26).</p>	<p>Department of Education, Employment and Workplace Relations</p>	<p>Australian Red Cross (Red Cross College) Department of Communities (Community Services, Sport and Recreation) Department of Employment, Economic Development and Innovation Queensland Council of Social Service</p>	<p><b>By December 2012 we will have:</b></p> <p>Engaged community services and employment support services to establish a referral system to ensure people who have been homeless or are at risk of homelessness are supported to access employment and training.</p> <p><b>By December 2013 we will have:</b></p> <p>Implemented referral processes supporting people who have been homeless or are at risk of homelessness to access employment and training.</p> <p><b>By December 2014 we will have:</b></p> <p>Reviewed referral processes supporting people who have been homeless or are at risk of homelessness to access employment and training and implemented</p>

<p>Action 18</p> <p>Engage people who are homeless or at risk of homelessness in skills development to help them sustain their tenancies.</p>	<p>Ozcare</p>	<p>Australian Red Cross (Red Cross College)</p> <p>Department of Communities (Housing and Homelessness Services – RentConnect)</p>	<p>recommendations.</p> <p>By December 2012 we will have:</p> <p>Developed pre and post-homelessness skills training in collaboration with real estate agents, non-government organisations and RentConnect officers.</p> <p>By December 2013 we will have:</p> <p>Delivered training for ten people who are homeless or at risk of homelessness in association with non-government organisations and RentConnect officers to help them sustain their tenancies.</p> <p>By December 2014 we will have:</p> <p>Reviewed the training package and training uptake and trained 20 people who are homeless or at risk of homelessness to help them sustain their tenancies.</p>
<p>Action 19</p> <p>Investigate opportunities to strengthen responses to homeless people in Cairns through social enterprise homelessness ventures.</p>	<p>Mission Australia</p>	<p>Australian Red Cross</p> <p>Ozcare</p>	<p>By December 2012 we will have:</p> <p>Formed a homelessness sector Social Enterprise Working Group and scoped a proposal for a social enterprise Café for Cairns.</p> <p>By December 2013 we will have:</p> <p>Drafted a proposal for a social enterprise Café for Cairns and sourced potential funding for the initiative.</p> <p>By December 2014 we will have:</p> <p>Subject to funding, established a social enterprise Café in Cairns.</p>

Opening Doors Key Priority Area 3: Working together for stronger services New Ways Home Local Priority 6: Identify and address service gaps to homeless people and those at risk of homelessness		
<p><b>Action 20</b> Identify opportunities and advocate for increased availability of affordable housing options.</p>	<p>Cairns Regional Council</p> <p>Department of Communities (Community Services, Sport and Recreation; Housing and Homelessness Services)</p>	<p>By December 2012 we will have: Identified opportunities to negotiate increased housing stock for Cairns.</p> <p>By December 2013 we will have: Developed a coherent and planned approach to advocating for solutions to address the affordable housing stock and crisis accommodation shortage in Cairns.</p> <p>By December 2014 we will have: Commenced implementing a planned approach to advocating for solutions to address the affordable housing stock and crisis accommodation shortage in Cairns.</p>
<p><b>Action 21</b> Investigate the options for detox for homeless people with drug and alcohol addictions in Cairns with a view to ensuring all who wish to access detox facilities can do so.</p>	<p>Queensland Drug and Alcohol Council (Detox sub-committee)</p> <p>Queensland Health (Alcohol, Tobacco and Other Drugs Services)</p>	<p>By December 2012 we will have: Completed a report on current availability of detox facilities for homeless people in Cairns and identified potential options to improve their access to detox facilities.</p> <p>By December 2013 we will have: Trialed potential options to improve access to detox facilities (subject to resource availability).</p> <p>By December 2014 we will have: Reviewed the progress of trials and established improved access to detox for homeless people who seek it.</p>

<p><b>Action 22</b> Establish Cairns as a research leader in modeling best practice working with homeless young people.</p>	<p>James Cook University Research Fellow with Queensland Health</p>	<p>Australian Red Cross Youth Empowered Towards Independence Youth Link</p>	<p><b>By December 2012 we will have:</b> Engaged local and other appropriate academic agencies to develop a research grant application to investigate youth homelessness service models most appropriate for Cairns.  <b>By December 2013 we will have:</b> Submitted a research grant application to investigate youth homelessness service models most appropriate for Cairns.  <b>By December 2014 we will have:</b> Subject to receiving funding, commenced implementation of the research project.</p>
<p><b>Action 23</b> Identify the types of support and housing that best suit the needs of homeless Aboriginal and Torres Strait Islander people in Cairns (Refer to Action 24).</p>	<p>The Cairns Institute – James Cook University</p>	<p>Australian Red Cross</p>	<p><b>By December 2012 we will have:</b> Engaged academic agencies to scope the potential for a research project.  <b>By December 2013 we will have:</b> Subject to resources being available initiated a research project.  <b>By December 2014 we will have:</b> Subject to resources being available completed a research report and begun to implement recommendations.</p>

<p><b>Action 24</b> Improve the health and safety of Aboriginal and Torres Strait Islander people who are rough sleeping and intoxicated through the provision of culturally and spiritually sustainable accommodation and support services (Refer to Action 23).</p>	<p>Aboriginal and Torres Strait Islander Homelessness Working Group</p>	<p>Aboriginal and Torres Strait Islander representatives from Cairns Cairns Regional Council Department of Communities (Community Services, Sport and Recreation; Housing and Homelessness Services) Department of Community Safety (Queensland Corrective Services – Lotus Glen Correctional Centre; Probation and Parole Service) Domestic violence services in Cairns Queensland Council of Social Service Queensland Health (Health Homeless Outreach Team) Queensland Police Service</p>	<p><b>By December 2012 we will have:</b> Scoped options and identified ways to improve service delivery for Aboriginal and Torres Strait Islander people who are sleeping rough in Cairns. <b>By December 2013 we will have:</b> Commenced implementation of the Aboriginal and Torres Strait Islander Homelessness recommendations of the working group. <b>By December 2014 we will have:</b> Established a range of service improvements which are culturally and spiritually sustainable targeting Aboriginal and Torres Strait Islanders.</p>
<p><b>Action 25</b> Culturally and linguistically diverse communities in Cairns are able to access housing and homelessness support services.</p>	<p>Department of Communities (Community Services, Sport and Recreation)</p>	<p>Australian Red Cross Cairns Regional Council (Local Area Multicultural Partnerships) Centacare Migrant Services</p>	<p><b>By December 2012 we will have:</b> Identified the rate of homelessness experienced by culturally and linguistically diverse communities in Cairns. Convened a one-half day forum for culturally and linguistically diverse communities and housing and homelessness service providers to improve networking and awareness of available support services and to</p>

<p>Action 26 Ensure mainstream agencies working with youth in crisis have access to a streamlined process for referring youth to support services (Refer to Action 17).</p>	<p>Youth Link</p>	<p>Anglicare North Queensland Cairns Youth Services Network Coordinated Care for Vulnerable Young People Working Group Youth Empowered Towards Independence</p>	<p>identify barriers limiting access to these services.  By December 2013 we will have:  Developed a strategy to enable improved access to housing and homelessness support services for culturally and linguistically diverse communities in Cairns.  By December 2014 we will have:  Implemented a strategy that enables improved access to housing and homelessness support services for culturally and linguistically diverse communities in Cairns.  By December 2012 we will have:  Developed and trialed a common referral tool for referring young people to various support services.  By December 2013 we will have:  Reviewed the effectiveness of the referral tool, made any necessary adjustments and promoted its use to a broad range of mainstream agencies.  By December 2014 we will have:  Broadly established a referral tool for mainstream agencies to refer youth in crisis to support services.</p>
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<b>New Ways Home Local Priority 7: Strengthen service delivery through an integrated systems response to local needs</b>			
<p><b>Action 27</b></p> <p>Improve financial literacy and financial inclusion for people who are homeless or at risk of homelessness.</p>	<p>Shelter Housing Action Cairns</p>	<p>Australian Red Cross Centacare Migrant Services Mission Australia</p>	<p><b>By December 2012 we will have:</b></p> <p>Mapped and developed a model of providing financial services to people who are homeless or at risk of homelessness in Cairns.</p> <p><b>By December 2013 we will have:</b></p> <p>Commenced the implementation of a model to provide financial services to people who are homeless or at risk of homelessness in Cairns.</p> <p><b>By December 2014 we will have:</b></p> <p>Assessed the above model, made necessary adjustments and continued implementation of the model to provide financial services to people who are homeless or at risk of homelessness in Cairns.</p>
<p><b>Action 28</b></p> <p>Improve the coordination of services to people who are homeless or displaced and intoxicated and living in public spaces (Refer to Action 35).</p>	<p>Department of Communities (Community Services, Sport and Recreation; Housing and Homelessness Services)</p>	<p>Anglicare North Queensland Australian Red Cross Cairns Regional Council Department of Community Safety Department of Employment Economic Development and Innovation Department of Families, Housing, Community Services and Indigenous Affairs</p>	<p><b>By December 2012 we will have:</b></p> <p>Supported the implementation of the Cairns Homelessness Project Group Local Level Agreement and Implementation Plan.</p> <p><b>By December 2013 we will have:</b></p> <p>Continued to support the implementation of the Cairns Homelessness Project Group Local Level Agreement and Implementation Plan.</p> <p><b>By December 2014 we will have:</b></p> <p>Continued to support the implementation of the Cairns Homelessness Project Group Local Level Agreement and</p>

		<p>Department of Human Services (Centrelink)</p> <p>Department of Justice and the Attorney-General</p> <p>Mission Australia</p> <p>Ozcare</p> <p>Queensland Drug and Alcohol Council</p> <p>Queensland Health</p> <p>Queensland Police Service</p> <p>Regional Organisation of Councils of Cape York and Torres Shire</p> <p>Wuchopperen Health Service</p>	<p>Implementation Plan.</p>
<p><b>Action 29</b></p> <p>Maximise the availability of crisis accommodation so that it is readily available for all who require it.</p>	<p>Department of Communities (Community Services, Sport and Recreation; Housing and Homelessness Services)</p>	<p>Anglicare North Queensland</p> <p>Ozcare</p> <p>Salvation Army</p> <p>Queensland Health (Mental Health and Alcohol, Tobacco and Other Drugs Service)</p>	<p><b>By December 2012 we will have:</b></p> <p>Identified and documented the strengths and challenges in the Cairns crisis accommodation system, and gathered supporting evidence.</p> <p><b>By December 2013 we will have:</b></p> <p>Developed a more coordinated crisis accommodation service system and produced funding applications to obtain more crisis accommodation and related support services in Cairns.</p>

<p><b>Action 30</b> Support homeless people who wish to return home to reconnect with their home community.</p>	<p>Anglicare North Queensland (Cairns Homelessness Services Hub)</p>	<p>Cairns Regional Council Department of Community Safety (Queensland Corrective Services – Lotus Glen Correctional Centre; Probation and Parole Service) Queensland Police Service</p>	<p><b>By December 2014 we will have:</b> Continued to strengthen the coordination of the crisis accommodation service system and pursued opportunities to increase available resources.</p> <p><b>By December 2012 we will have:</b> Established a coordinated approach to support people who wish to return to their home community.</p> <p><b>By December 2013 we will have:</b> Implemented a coordinated approach to support people who wish to return to their home community.</p> <p><b>By December 2014 we will have:</b> Reviewed the effectiveness of support services to return people to their home community and implemented any adjustments necessary.</p>
<p><b>Action 31</b> Strengthen the cultural competency of housing and homelessness service providers (government, non government and private rental agencies) to effectively meet the needs of people who are culturally and linguistically diverse.</p>	<p>Centacare Migrant Services</p>	<p>Department of Communities (Community Services, Sport and Recreation)</p>	<p><b>By December 2012 we will have:</b> Identified opportunities to provide cultural competency training.</p> <p><b>By December 2013 we will have:</b> Negotiated for a training provider to deliver at least one cultural competency training course.</p> <p><b>By December 2014 we will have:</b> Negotiated for a training provider to deliver at least one cultural competency training course annually for housing and homelessness service providers (government, non government and private rental agencies).</p>

<p><b>Action 32</b></p> <p>Provide case management training for all Case Coordination Working Group members.</p>	<p>Mission Australia</p>	<p>Australian Red Cross (Red Cross College)</p>	<p><b>By December 2012 we will have:</b></p> <p>Delivered training about case management to members of the Case Coordination Working Group.</p> <p><b>By December 2013 we will have:</b></p> <p>Provided training about case management for new members of the Case Coordination Working Group.</p> <p><b>By December 2014 we will have:</b></p> <p>Continued to provide training about case management for new members of the Case Coordination Working Group.</p>
<p><b>Action 33</b></p> <p>Develop best practice protocols for the 'Street to Home' services in Cairns and Mareeba.</p>	<p>Tablelands Regional Council</p>	<p>Department of Communities (Community Services, Sport and Recreation) Mission Australia</p>	<p><b>By December 2012 we will have:</b></p> <p>Convened regular meetings of the Cairns and Mareeba 'Street to Home' services and identified best practice approaches to undertake assertive outreach and support services to maintain a tenancy.</p> <p><b>By December 2013 we will have:</b></p> <p>Continued to define best practice protocols for 'Street to Home' services.</p> <p><b>By December 2014 we will have:</b></p> <p>Continued to define best practice protocols for 'Street to Home' services.</p>
<p><b>Action 34</b></p> <p>Homelessness services provide holistic assessment of client needs through the use of comprehensive client assessment and</p>	<p>Case Coordination Working Group</p>		<p><b>By December 2012 we will have:</b></p> <p>Reviewed and made recommendations to improve client assessment and documentation for specialist homelessness services in Cairns.</p>

<p>documentation processes (Refer to Action 37).</p>			<p><b>By December 2013 we will have:</b> Commenced implementation of recommendations to improve client assessment and documentation for specialist homelessness services in Cairns.</p> <p><b>By December 2014 we will have:</b> Established the use of comprehensive client assessment and documentation processes across a broad range of agencies working with homeless people.</p>
<p><b>Action 35</b> Establish guidelines and protocols for homelessness sector outreach workers to ensure effective engagement of homeless people in public spaces (Refer to Action 28).</p>	<p>Department of Communities (Community Services, Sport and Recreation)</p>	<p>Homelessness Project Group (taskforce) and subgroups members</p>	<p><b>By December 2012 we will have:</b> Involved homelessness outreach practitioners in developing guidelines and protocols for effective engagement of homeless people in public spaces.</p> <p><b>By December 2013 we will have:</b> Implemented guidelines and protocols for effective engagement of homeless people in public spaces.</p> <p><b>By December 2014 we will have:</b> Reviewed and updated guidelines and protocols for effective engagement with homeless people in public spaces.</p>
<p><b>Action 36</b> Promote Department of Human Services (Centrelink) specialist services (e.g. domestic violence, youth and mental health support) to the homelessness services sector as a resource for client</p>	<p>Department of Human Services (Centrelink)</p>		<p><b>By December 2012 we will have:</b> Promoted the use of Centrelink specialist services as a resource for client referral for homelessness services.</p> <p><b>By December 2013 we will have:</b> Continued to promote the use of Centrelink specialist</p>

<p>referral.</p>			<p>services as a resource for client referral for homelessness services.</p> <p>By December 2014 we will have:</p> <p>Established the use of Centrelink specialist services as a resource for client referral for homelessness services.</p>
<p>Action 37 Provide training and professional development opportunities for staff of homelessness services to increase their ability to engage and support people with mental health, drug and alcohol issues. (Refer to Action 34)</p>	<p>James Cook University Research Fellow with Queensland Health</p>	<p>Australian Red Cross (Red Cross College) Case Coordination Working Group Queensland Council of Social Service Queensland Health (Alcohol, Tobacco and Other Drugs Service; Mental Health)</p>	<p>By December 2012 we will have:</p> <p>Scoped existing training opportunities in Cairns and sourced and promoted additional training opportunities to enhance homelessness services capacity to engage and support people with mental health and drug and alcohol issues.</p> <p>By December 2013 we will have:</p> <p>Promoted collaboration between community services organisations to adopt consistent language and methodology for working with homeless people and those at risk of homelessness (including supporting the Case Coordination Working Group to train staff).</p> <p>Conducted a six month trial on the effectiveness of the benefits to clients evident from the adoption of this consistent language and methodology.</p> <p>By December 2014 we will have:</p> <p>Reviewed the need for additional training for working with people with mental health, drug and alcohol issues and continued to increase the numbers of homelessness services staff undertaking professional development opportunities.</p>

<p>Action 38 Support specialist homelessness services to improve practice standards and client service.</p>	<p>Department of Communities (Community Capacity and Service Quality; Community Services, Sport and Recreation; Housing and Homelessness Services)</p>	<p>By December 2012 we will have:                  Provided two training sessions and two half-day workshops per annum to provide regular information updates to the homelessness services sector on important program delivery matters.                  Provided four e-bulletins per annum.                  Provided one social housing application training course per annum.</p> <p>By December 2013 we will have:                  Provided two training sessions and two half-day workshops per annum to provide regular information updates to the homelessness services sector on important program delivery matters.                  Provided four e-bulletins on the homelessness community action plans per annum.                  Provided one social housing application training course per annum.</p> <p>By December 2014 we will have:                  Provided two training sessions and two half-day workshops per annum to provide regular information updates to the homelessness services sector on important program delivery matters.                  Provided four e-bulletins per annum.                  Provided one social housing application training course per annum.</p>
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## 8. Reporting and Governance

### 8.1. Reporting

*New Ways Home* aims to deliver positive outcomes for homeless people or people at risk of homelessness in Cairns.

To achieve this goal the plan has set down targets to test how well we are responding to the needs of homeless people or those at risk of homelessness in Cairns. To achieve these targets we all need to all work together to develop a local implementation plan. This plan, produced by local stakeholders, will help us look at what we are doing well, or perhaps not so well, to achieve the targets set down in *New Ways Home*.

*New Ways Home*, as part of a statewide initiative to deliver place-based Homelessness Community Action Plans funded under the National Partnership Agreement on Homelessness, has developed targets allowing the local community to look at the ways it is responding to homelessness over the next few years. However, as a living document, the plan and its targets can be altered over time to reflect changing circumstances in Cairns.

The initiative is being delivered in partnership between the Queensland Government, led by the Department of Communities, and the Queensland Council of Social Service, as a *Queensland Compact* demonstration project.

The Queensland Homelessness Intersectoral Forum is the key advisory body for responding to homelessness in the state. Progress against the targets outlined in *New Ways Home* will be reported to the Queensland Homelessness Intersectoral Forum quarterly. A consolidated annual report will also be provided to the Forum. These reports will assist us to trouble shoot challenges and share our best practice with colleagues throughout the state.

### 8.2. Governance

*New Ways Home* is governed by two local groups responsible for the development, implementation and monitoring of the plan:

#### ***New Ways Home* Cairns Homelessness Planning Leadership Group**

The *New Ways Home* Cairns Homelessness Planning Leadership Group is a decision making body that oversees the development, implementation and monitoring of the plan.

The members of the group comprise senior executives with the capacity to approve or facilitate approval on action items that will involve collaborative work across a range of agencies and organisations. Members are drawn from representatives of state, local and the Australian Government, non-government community services and business and philanthropic organisations.

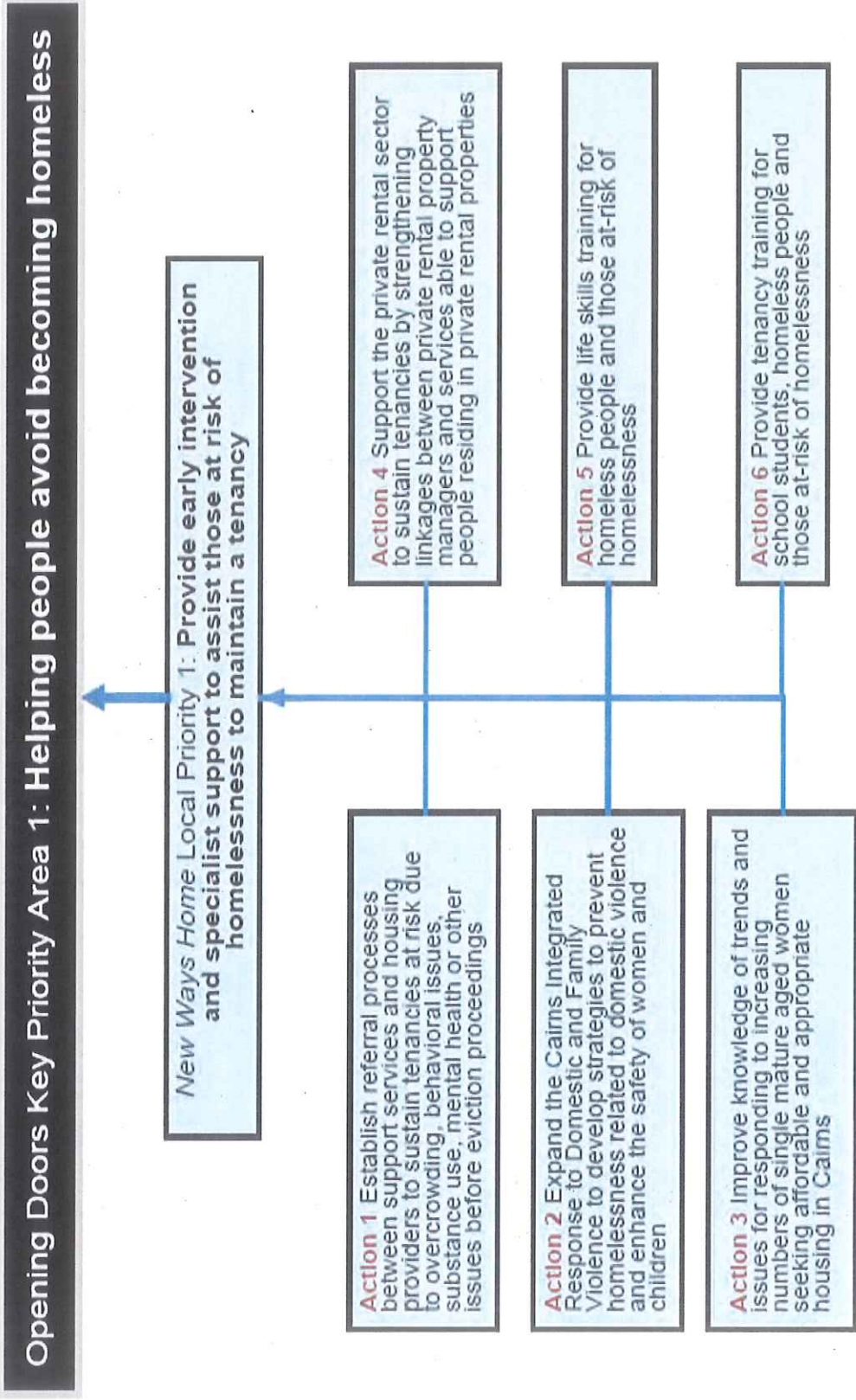
The group met bi-monthly in 2011 and will continue to meet throughout 2012-2013 to oversee the action plan, review any changes necessary, monitor the progress and targets of the plan and support the partnerships (guided by the *New Ways Home* Homelessness Implementation Plan Reference Group. Regional manager members of broader sector networks such as business, finance, real estate and service clubs, are welcome to join this group. The *New Ways Home* Cairns Homelessness Planning Leadership Group will report to the Queensland Homelessness Intersectoral Forum on the progress of the plan and on any regional matters unable to be addressed and solved locally and that need a statewide response.

#### ***New Ways Home* Homelessness Implementation Plan Reference Group**

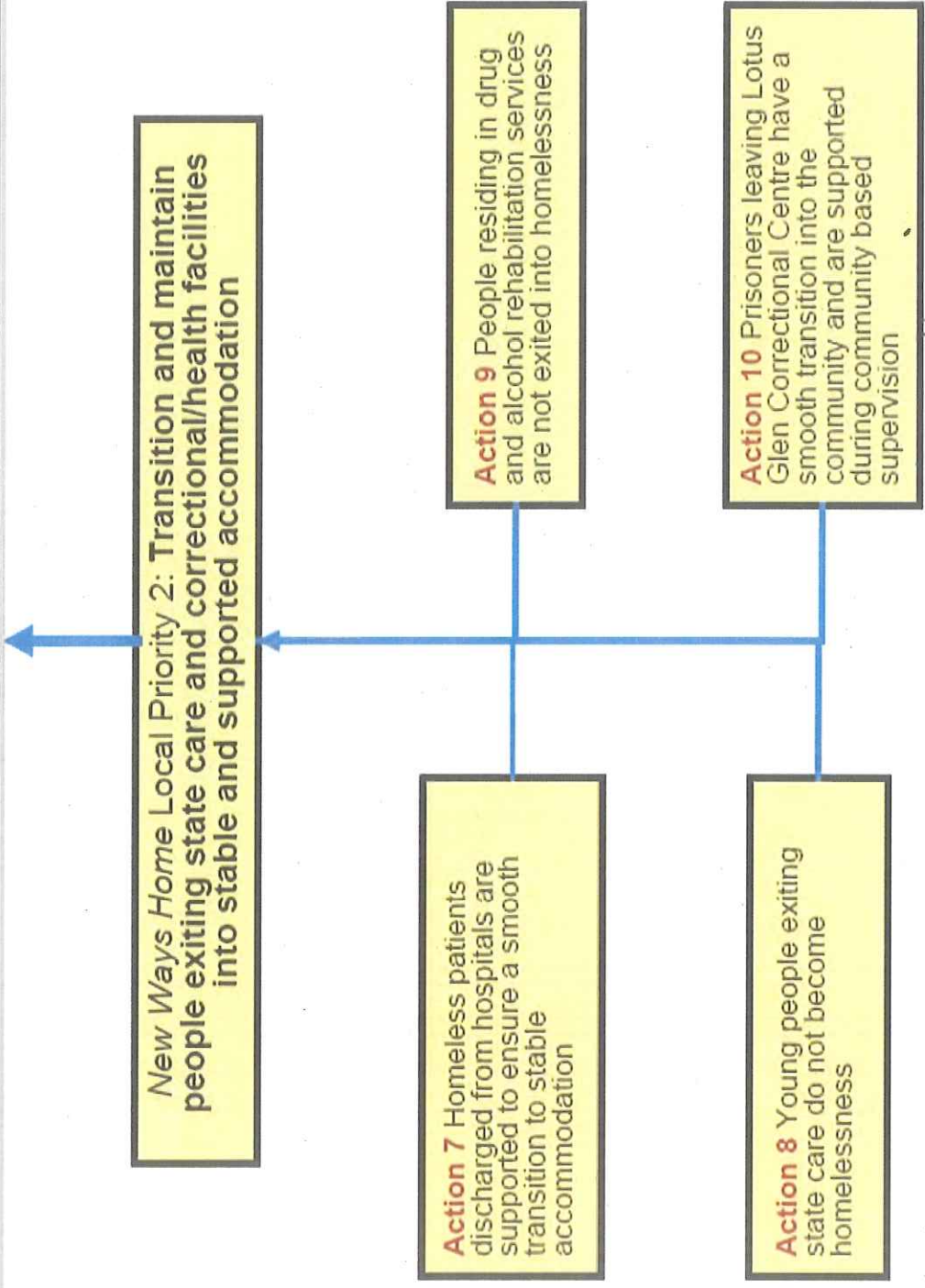
The *New Ways Home* Homelessness Implementation Plan Reference Group drives the day to day work associated with *New Ways Home*. This group brings together key stakeholders to identify key priorities, negotiate appropriate strategies and implement practical actions to reduce homelessness in Cairns. The group consists of representatives of both non-government community services, the three tiers of government and other service sectors. The group met fortnightly initially and then monthly while developing *New Ways Home*. In 2012-2013 it is anticipated that the group will meet bi-monthly to review the progress and implementation of *New Ways Home*.

The membership of this group is broader than just the community services and government housing and homelessness sector services and would welcome representatives from the real estate sector, the financial sector, service clubs, and the business sectors.

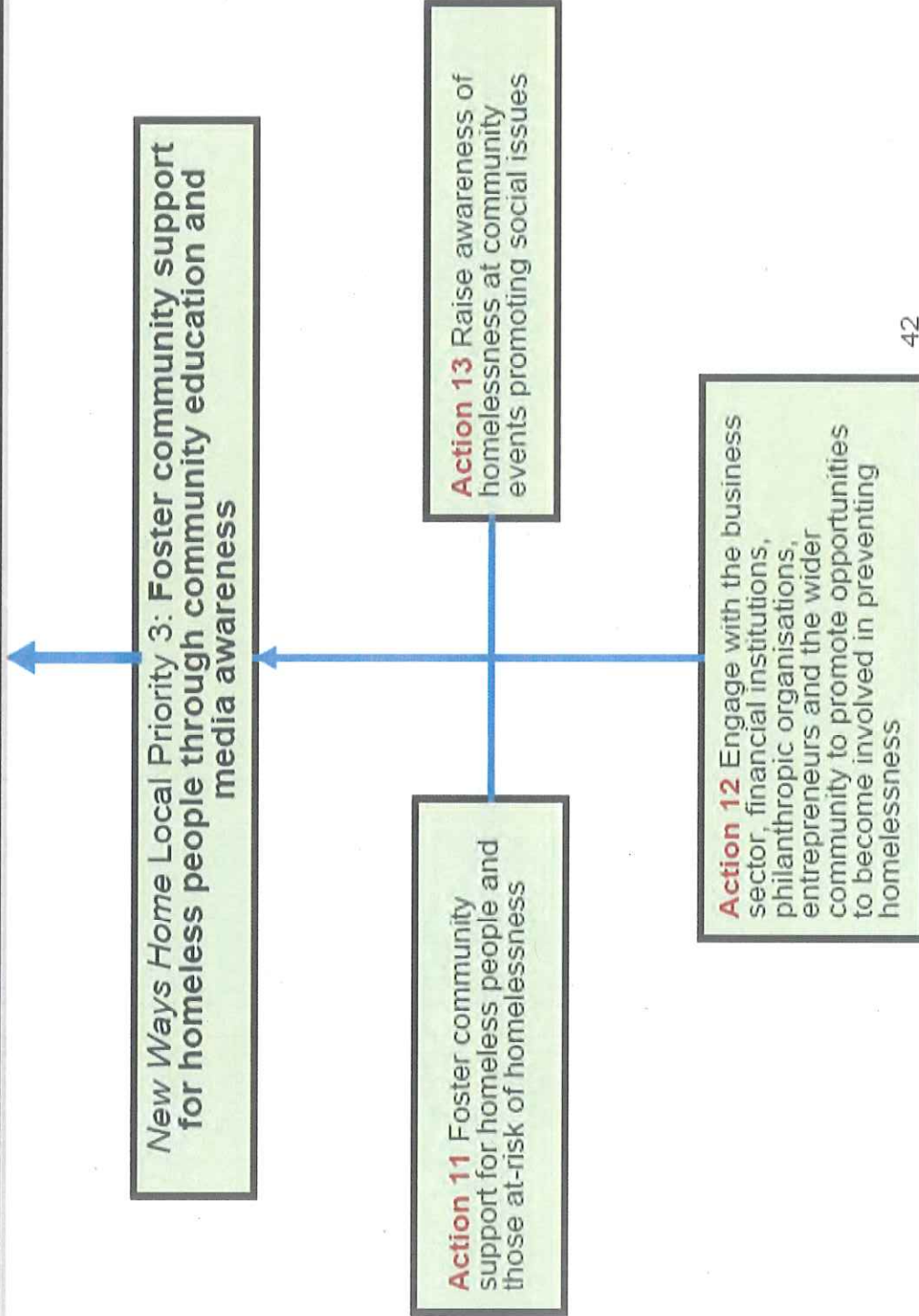
Appendix 1: New Ways Home Cairns Homelessness Community Action Plan overview diagram

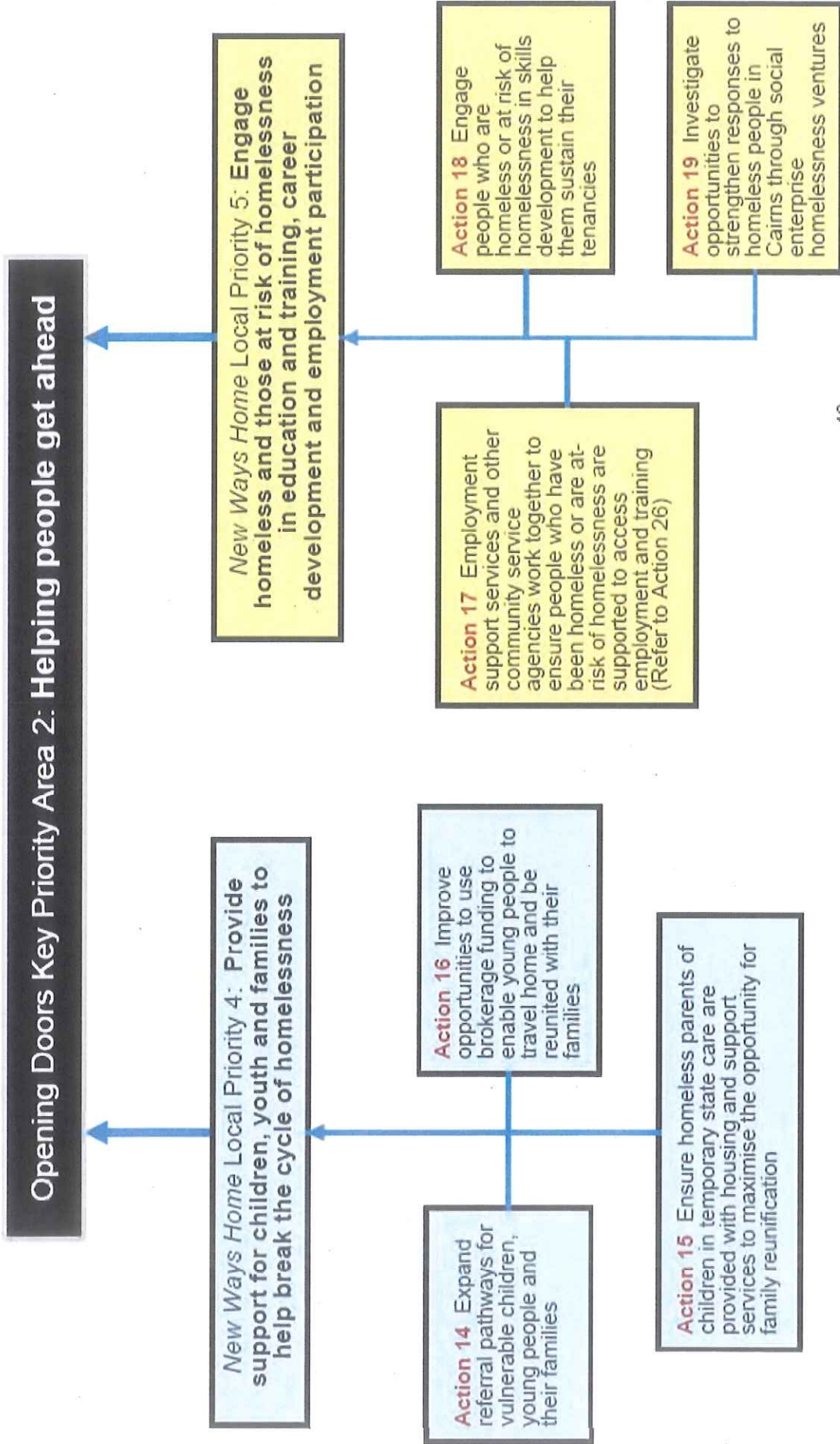


**Opening Doors Key Priority Area 1: Helping people avoid becoming homeless**

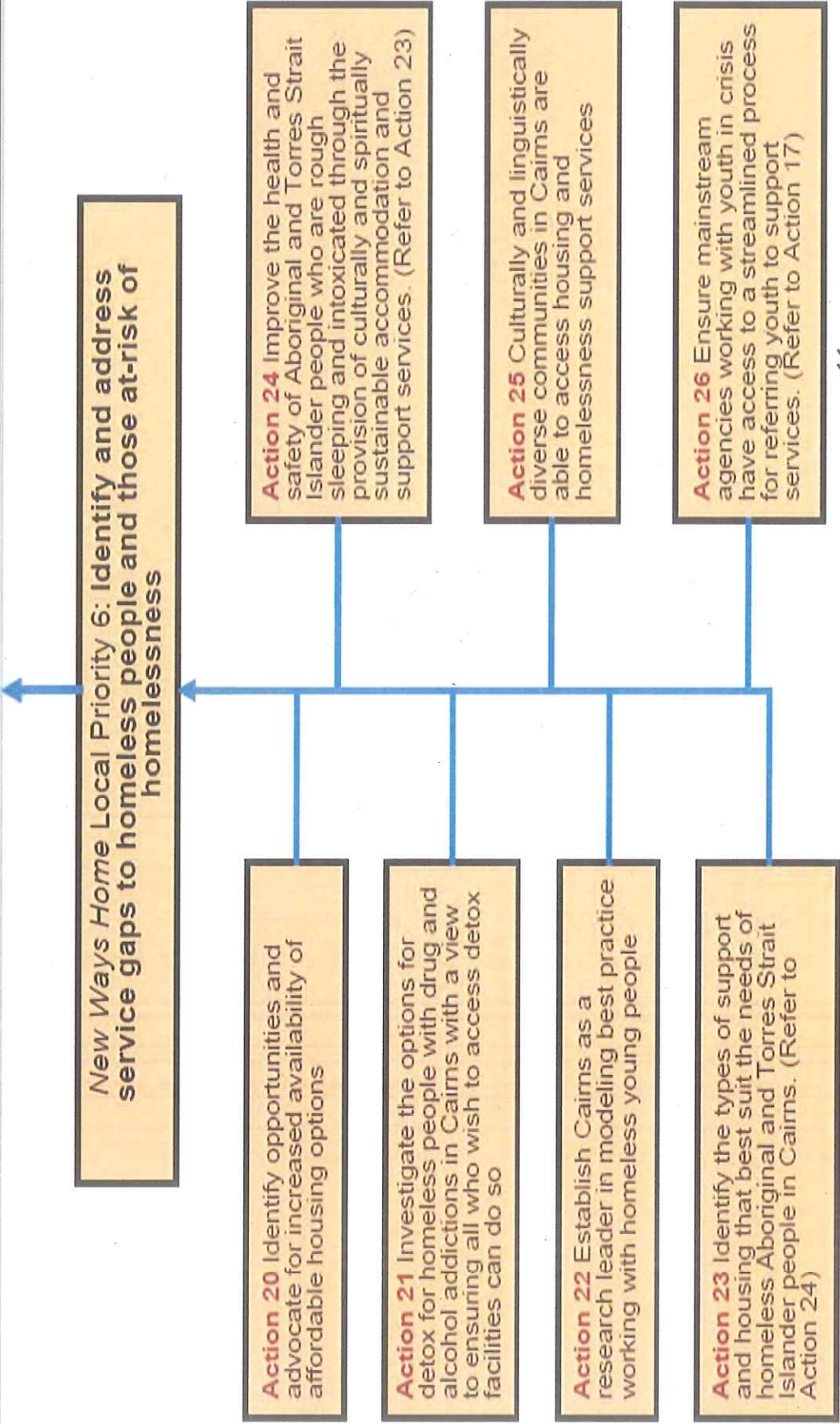


**Opening Doors Key Priority Area 1: Helping people avoid becoming homeless**

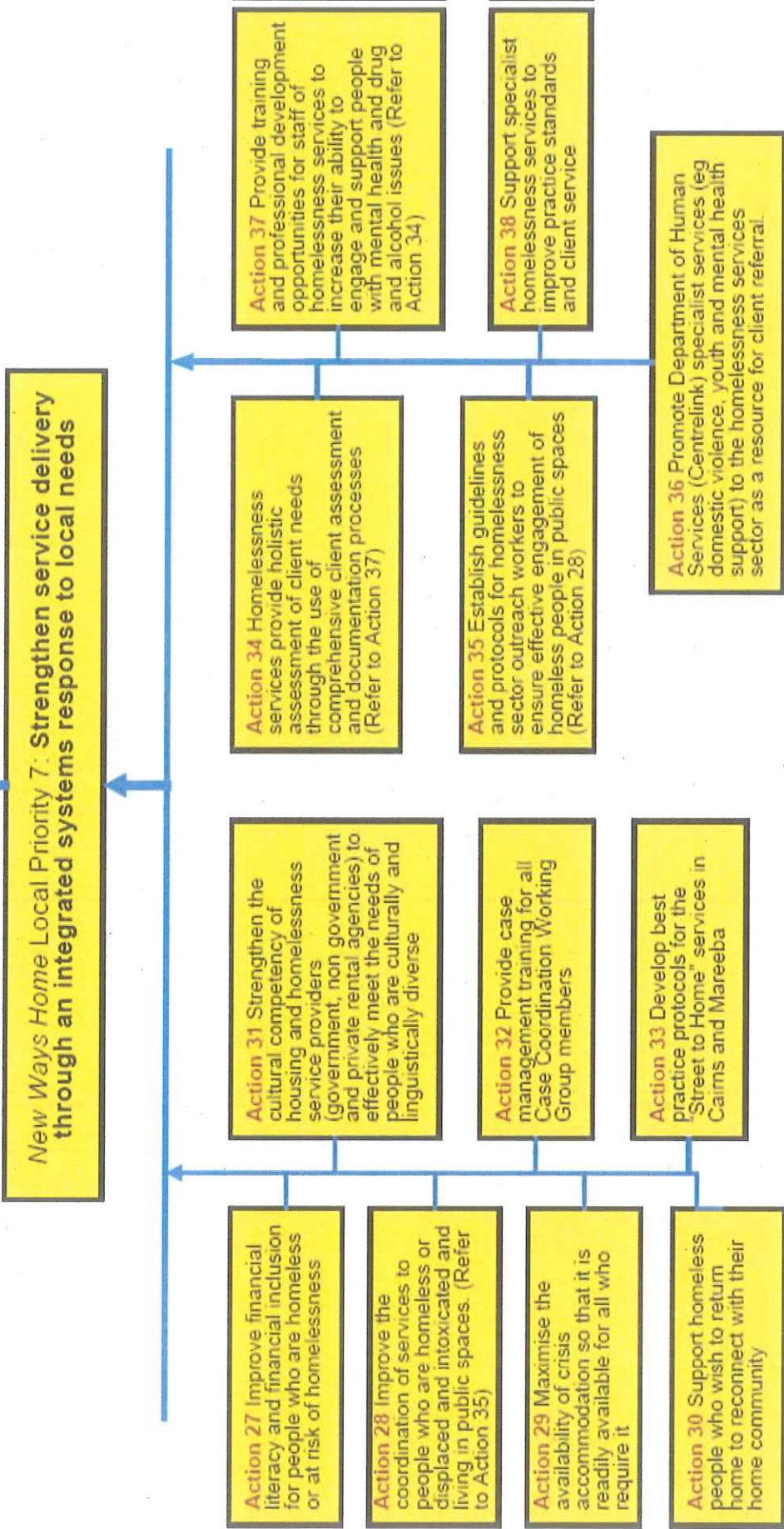


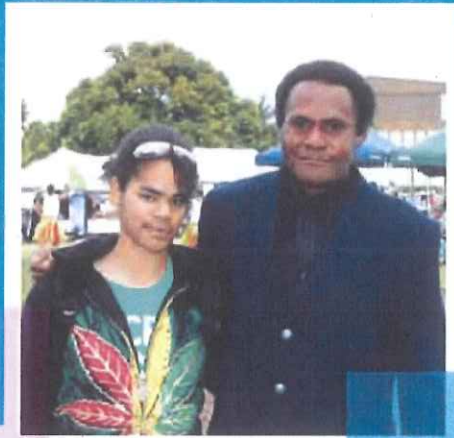


**Opening Doors Key Priority Area 3: Working together for stronger services**



**Opening Doors Key Priority Area 3: Working together for stronger services**





Kenny Baker with his daughter Vivian (top) at the Homeless Connect event held in Cairns on 5 August 2011. Kenny, who was homeless and living on the streets for six years, finally moved into a house provided by Department of Communities. He was one of the speakers at the event pictured above.

**For more information about the Queensland Homelessness  
Community Action Planning initiative contact:**

Homelessness Programs, Housing and Homelessness Services,  
Department of Communities

Level 13, 61 Mary Street, Brisbane, QLD 4001  
GPO Box 690, Brisbane, QLD 4001

Phone: 07 3405 6377

Fax: 07 3405 6320

Email: [Homelessness\\_Office@communities.qld.gov.au](mailto:Homelessness_Office@communities.qld.gov.au)

OR

Queensland Council of Social Service

Ground Floor, 20 Pidgeon Close, West End, Qld 4101  
PO Box 3786, South Brisbane, Qld 4101

Phone: (07) 3004 6900

Toll Free: 1800 651 265 (Outside South East Queensland)

Fax: 07 3004 6999

Email: [qccss@qccss.org.au](mailto:qccss@qccss.org.au)