



## IMAP Projects - Business case

### G3.P4 Consistent Approach in the Response to Homelessness

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| Name and purpose of the project/action  | G3.P4 – Consistent Approach in the Response to Homelessness.   |
| Alignment with IMAP Goals and Strategies;   | Goal 3 – Diverse, vibrant, healthy and inclusive communities.  |
| Investment logic analysis (e.g. what are the problems, benefits, potential strategic responses and solutions) | <p>The profile and scale of homelessness in the IMAP region have changed significantly in recent years. This is due to changes in State and Federal Government policies and increasing housing and living costs.</p> <p>IMAP Councils are seeing homeless people from a range of backgrounds with complex needs, which is placing increased pressure on services. This requires IMAP Councils to consider how to respond in terms of service delivery and advocacy to State and Federal Governments for improved outcomes.</p> <p>IMAP does not have a clear policy position on homelessness. Identifying a clear position will allow for effective advocacy. It will also allow for informed investment by IMAP Councils in homeless services and partnerships in service delivery, information sharing and training.</p> |
| Project scope and timeframe;  | <p>The project scope are as follows:</p> <ul style="list-style-type: none"> <li>• <b>Development of a discussion paper</b> outlining the evidence and issues associated with homelessness and housing stress in IMAP Councils.</li> <li>• <b>Development of an economic analysis</b> of the cost of homelessness in the IMAP region.</li> <li>• <b>A forum on homelessness</b> with key stakeholder organisations to identify what are the key advocacy and service provision issues for IMAP Councils.</li> <li>• <b>A position paper</b> that outlines the IMAP advocacy position on homelessness and options for service and information sharing.</li> </ul> <p>Each of the projects has defined outcomes, deliverables and timeframes which are outlined at Appendix 1.</p>  |
| Project cost and funding sources;   | \$50,000 – IMAP funding (indicated for Affordable Housing)   |
| Lead Council and project team   | Maribyrnong City Council is the lead Council. A project committee has been formed which consists of housing and homelessness officers from the IMAP Councils. The project committee will meet on a monthly basis to support the implementation of the project.   |

| Assessment against IMAP project criteria;  |  |
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| <b>Alignment with the IMAP vision -</b>  |  |
| <ul style="list-style-type: none"> <li>Will the project/action demonstrably enhance the liveability of Inner Melbourne by delivering defined outcomes which contribute to achievement of the goal and aims of the plan?</li> </ul> | <p>The project will enhance liveability of Inner Melbourne by delivering outcomes from the project in line with the other actions contained in Goal 3 Diverse, vibrant, healthy and inclusive communities.</p> <p>This includes:<br/>P2 Affordable Housing Controls and Targets; and<br/>P3 IMAP Communities Infrastructure Plan 2026.</p> |
| <ul style="list-style-type: none"> <li>Does the project/action align with potential programs and/or funding opportunities within the state or federal government, or elsewhere?</li> </ul>   | <p>The project will align with the State Government Homelessness Taskforce and State Government Homes for Victoria program.</p> <p>The project will also align with the Proposed Framework for Responding Effectively to Homelessness in the City of Melbourne.</p>  |
| <b>Regional benefit -</b>  |  |
| <ul style="list-style-type: none"> <li>Will the project/action's benefits accrue to a broader region (i.e. more than just one local authority)?</li> </ul>   | <p>An IMAP position on homelessness will assist other metropolitan and regional Councils, by providing a clear statement on the role of local government in managing homelessness and housing stress in local communities.</p>   |
| <ul style="list-style-type: none"> <li>Is there sufficient agreement amongst the IMAP members to undertake the project/action?</li> </ul>  | <p>The IMAP Homeless Project Steering Group has been formed. The members of this group are officers involved in housing and homelessness issues from the IMAP Councils.</p>  |
| <b>Shared resources -</b>  |  |
| <ul style="list-style-type: none"> <li>Are there opportunities for resource sharing and/or economies of scale?</li> </ul>  | <p>Yes, sharing of information and resources between IMAP members; joint staff training opportunities</p>  |

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| <b>Focus on results -</b>   |   |
| <ul style="list-style-type: none"> <li>Does the project/action present opportunities to find new or better ways to address issues/challenges facing Inner Melbourne?</li> </ul> | <p>The project will provide IMAP Councils with a clear set of advocacy priorities and options for service and information sharing on key issues such as sleeping rough along with other presentations of homelessness, such as rooming houses and overcrowding.</p> <p>The project also presents the opportunity to create partnerships with the non-government sector organisations for information and resource sharing on managing homelessness and growing affordable and social housing.</p> |
| <ul style="list-style-type: none"> <li>Can the expected results of the project/action be clearly defined?</li> </ul>  | <ul style="list-style-type: none"> <li>Identify the causes of homelessness in IMAP Councils.</li> <li>Highlight the costs and benefits of homelessness service provision for IMAP Councils, which can be used to support advocacy to State and Federal Governments.</li> <li>Identify the priority areas for shared investment and training.</li> <li>Identify opportunities for future shared projects on homelessness that IMAP Councils' can undertake.</li> </ul>                             |
| <b>Timeliness -</b>   |   |
| <ul style="list-style-type: none"> <li>Can the desired result be achieved within a 5-10-year period?</li> </ul>   | <p>The outcomes of the project can be implemented in line with the IMAP Action Plan timeframes.</p>   |
| <b>Effectiveness -</b>  |   |
| <ul style="list-style-type: none"> <li>Do the expected outcomes warrant the expected investment of time and resources?</li> </ul>   | <p>Yes.<br/>Inclusion of IMAP in the Terms of Reference for the State Government Homelessness Taskforce.</p>  |
| <b>Value add -</b>  |   |
| <ul style="list-style-type: none"> <li>Does the project/action overlap, duplicate or enhance other strategies being undertaken elsewhere?</li> </ul>                            | <ul style="list-style-type: none"> <li>The project aligns with the G3. P2 Affordable Housing Controls and Targets.</li> <li>The project also aligns with State Government Homes for Victorians Package in assisting people who are homeless with pathways to affordable housing.</li> <li>The project further aligns with the Resilience Melbourne Program.</li> </ul>  |
| Sponsor organisations and potential partners;   | Potential partners include organisations associated with the Proposed Framework for Responding Effectively to Homelessness in the City of Melbourne.  |
| Recommendation.   | The IMAP Implementation Committee resolve to approve the Consistent Approach in the Response to Homelessness Project.   |



## Appendix 1 – Project Deliverables

| Project Deliverable   | Description  | Timeframe        | Cost / funding sources  | Lead Council and Project team   |
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| <b>IMAP Homelessness Discussion Paper</b>                               | <p>The discussion paper will provide an analysis of evidence and issues associated with homelessness in IMAP Councils and across metropolitan Melbourne.</p> <p>This includes analysis of the causes and impacts of homelessness in local communities. It also involves considering the role of IMAP Councils and local government more broadly, in managing homelessness</p> <p>The discussion paper will be provide a basis for the proposed IMAP forum and position paper on homelessness.</p>  | 17 November 2017 | Maribyrnong City Council staff and IMAP Homeless Steering Group Staff time. | Lead Council - Maribyrnong City Council Project Team - IMAP Homelessness Steering Group |
| <b>Economic Analysis of the Cost of Homelessness in the IMAP Region</b> | <p>An external consultant will be contracted by the IMAP Homelessness Steering Group to undertake this research.</p> <p>The research will provide an analysis of the cost of homelessness to IMAP Councils. This includes the provision of services and support to people experiencing homelessness. It also includes an analysis of the costs borne by IMAP Councils as a result of cost shifting of homelessness support by State and Federal Governments.</p> <p>The purpose of this research is to provide a clear indication of the cost to IMAP of providing</p> | 17 November 2017 | \$50,000 (est) Source - IMAP budget   | Lead Council - Maribyrnong City Council Project Team - IMAP Homelessness Steering Group |

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|  | <p>homelessness services councils verses the economic and health and wellbeing benefits.</p> <p>This will assist in highlighting the level of homelessness support and services that IMAP Council's provide and the importance of improving health and wellbeing outcomes in reducing the financial cost of homelessness on local and State Governments.</p>  |            |   |   |
| <b>IMAP Forum on Homelessness</b>          | <p>The forum will bring together representatives for the five IMAP councils and non government and community organisations in the IMAP region.</p> <p>The forum will include presentations on the IMAP discussion paper and the economic analysis of homelessness.<br/>It will also include presentations by some of the organisations that provide homelessness support services the IMAP region.</p>  | March 2017 | Maribyrnong City Council staff and IMAP Homeless Steering Group Staff time. | Lead Council – City of Melbourne (tbc)<br>Project Team - IMAP Homelessness Steering Group |
| <b>IMAP Position Paper on Homelessness</b> | <p>This paper will outline IMAP's advocacy position on homelessness and options for service and information sharing.</p> <p>Once implemented, the position paper will then be used as a basis for the inclusion of IMAP in the Terms of Reference for the State Government Homelessness Taskforce.</p> <p>It will also be used more broadly to assist IMAP Council's in advocating to the State and Federal Governments and implementing agreed service and information sharing outcomes.</p> | March 2017 | Maribyrnong City Council staff and IMAP Homeless Steering Group Staff time. | Lead Council - Maribyrnong City Council Project Team - IMAP Homelessness Steering Group   |