



**CITY OF  
MANDURAH**

# **Mandurah Shared Approach to Ending Homelessness Action Plan**

**2025-2027**



# Contents

- Acknowledgement of Country ..... 2
- Acknowledgement of lived experience ..... 3
- Message from the Mayor ..... 4
- About homelessness ..... 5
- Measuring Homelessness  
in the Mandurah Local Government Area..... 7
- A Shared Approach to Ending Homelessness..... 10
- Building on Strong Foundations ..... 11
- The Process for developing the Action Plan .....12
  - What we heard - Engagment Findings ..... 14
- Shared Action Plan Framework ..... 15
- Principles for working together..... 16
- City of Mandurah’s role in ending homelessness .....17
- Pillar One: Working together ..... 18
  - Outcome domain 1: Empower..... 18
  - Outcome domain 2: Collaborate .....21
- Pillar Two: Taking action .....24
  - Outcome domain 3: Respond .....24
  - Outcome domain 4: Support..... 27
  - Outcome domain 5: Prevent .....30
- Governance and reporting .....34



# Acknowledgement of Country

The City of Mandurah acknowledges the Bindjareb people, the Traditional Custodians of this land, and pays respect to all Elders, past and present. We acknowledge and respect their continuing culture and the contribution they make to the life of this City and the region.

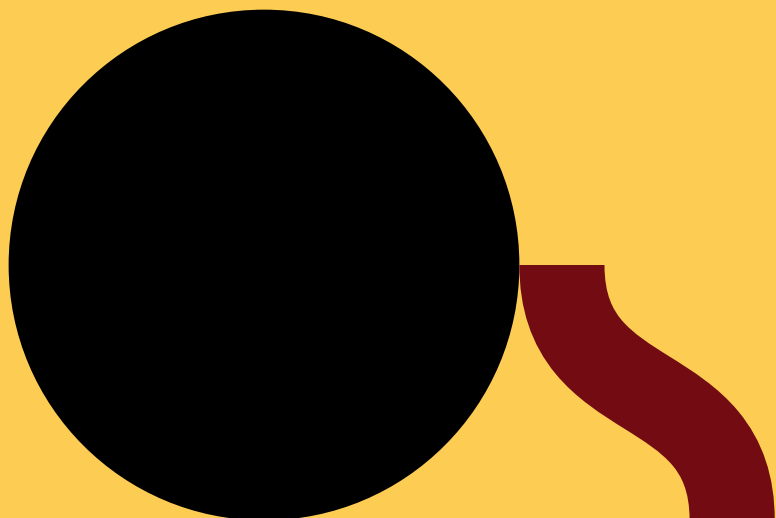
Through this project we were grateful for the opportunity to listen and learn from Traditional Custodians, Elders and community leaders who shared their perspectives on homelessness in the Mandurah local government area. We would like to extend thanks to the individuals who generously shared their experience and knowledge and to the Winjan Aboriginal Corporation for hosting these conversations.

Homelessness is an issue that is felt deeply in First Nations communities with Aboriginal and Torres Strait Islander people 8.8 times more likely to experience homelessness compared to non-Indigenous Australians. This Action Plan emphasises the need for a continued focus on closing this gap.

# Acknowledgement of lived experience

We acknowledge the contributions of people with lived experience of homelessness who have contributed to the development of this Action Plan. We acknowledge that it takes courage to share one's personal journey of homelessness and we are grateful for the opportunity to learn from those individuals who generously shared their stories with us.

We would also like to extend our gratitude to the support services who contributed their time to support people experiencing homelessness to participate in the engagement process. Special thanks to Peel Connect, Lotus Support and Counselling and Calvary Youth Services.



# Mayor's Message

Access to safe, affordable housing is a fundamental human right, and addressing homelessness is a complex challenge that needs a united, long-term approach. The new Mandurah Shared Approach to Ending Homelessness Action Plan 2025-2027 allows us to build upon the well-established and meaningful partnerships with our community support sector, and others, to continue our collaborative efforts to create a place for all in our city.

Mandurah has its own set of unique challenges when it comes to homelessness, but we know that by working together we can harness our collective strengths to create innovative solutions that meet our community's needs.

This new action plan is the culmination of extensive collaboration, dedication, and a shared vision for mutual action to create a brighter future for all members of our community. It represents our unwavering commitment to ensuring every individual in Mandurah has a place to call home. Guided by the key areas of prevention, housing, support services, and community engagement, the strategy emphasises the importance of listening to and learning from those with lived experiences and recognising their invaluable insights in shaping effective solutions.

The success of this initiative hinges on meaningful partnerships and collaborative efforts across all sectors of our community. Local businesses, nonprofits, government agencies, and residents each play a significant role in addressing homelessness.

By fostering a compassionate, inclusive, and thriving Mandurah, we aim to provide a supportive environment where everyone can flourish. The guiding principles of our strategy—collaboration, dignity, inclusion, and sustainability—reflect our dedication to building a resilient community.

I encourage ongoing community involvement, advocacy, and support as we continue this vital journey. Together, we can make meaningful progress towards ending homelessness in Mandurah. Let us celebrate our existing partnerships, and the community's commitment to working together.

Many great milestones have already been achieved, but we still have a way to go. With confidence in our shared abilities and passion, we can ensure that everyone in Mandurah has a safe place to call home.

**Rhys Williams**  
Mayor, City of Mandurah

*17 December 2024*





# About homelessness

Safe, affordable housing is a basic human right. Having a safe and stable place to call home provides a foundation from which individuals and families can meet other basic needs, lead fulfilling lives, and contribute to their community.

Homelessness is an issue that affects many cross-sections of society. Throughout the process of developing this Plan we heard about the impact of homelessness on all people, especially children and young people, women, older people, families, people with a disability and Aboriginal people. We also heard about the ways in which homelessness compromises people's safety, health and dignity and the challenges facing local services who are trying to secure permanent housing solutions in the context of a national housing crisis.

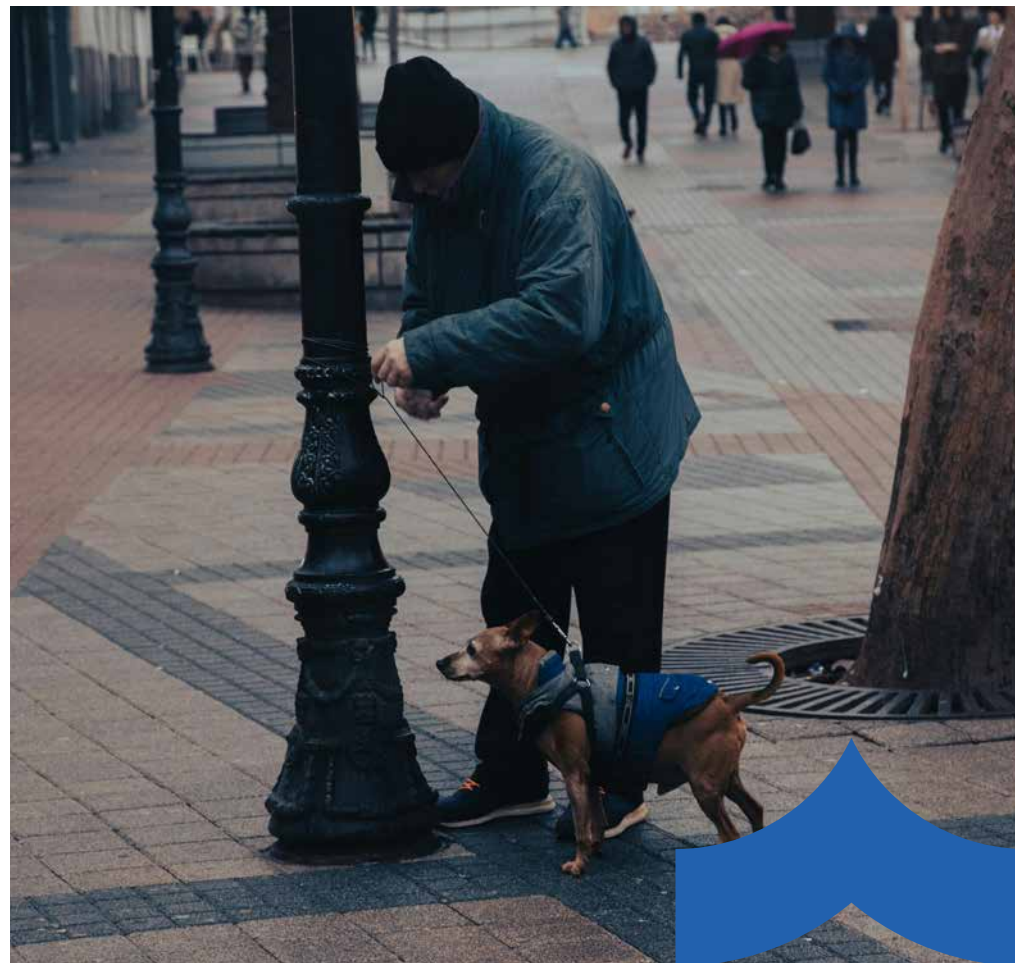
People's experience of homelessness is diverse. While people experiencing rough sleeping represent the most visible and vulnerable of people experiencing homelessness, there are also less visible forms of homelessness that include couch-surfing, living in boarding houses and living in severely overcrowded premises. In alignment with the Australian Bureau of Statistics, homelessness is defined as being when a person's current living arrangement:

- is in a dwelling that is inadequate
- has no tenure, or if their initial tenure is short and not extendable
- is in a vehicle, which is often transient
- does not allow them to have control of, and access to space for social relations<sup>1</sup>

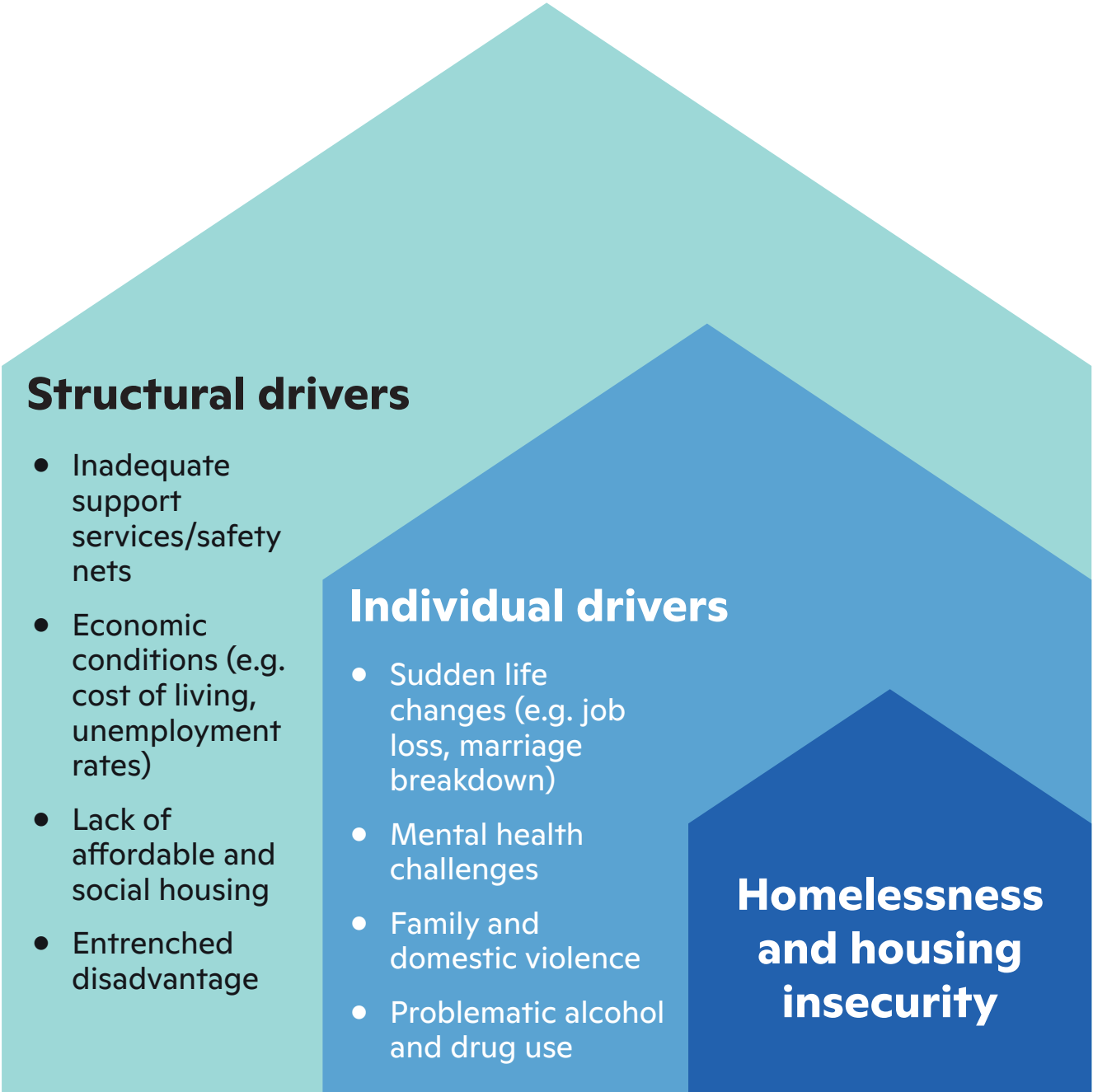
In this Action Plan we use 'person-first language' e.g. 'person experiencing homelessness' or 'person sleeping rough' as opposed to 'homeless person'. This signifies that 'homelessness' is not a permanent state, nor does or should it define someone's identity. Rather, homelessness is a situation that people from all walks of life find themselves in. As a community we have a social and moral responsibility to help people experiencing homelessness find pathways to a safe and stable home.

Communities across Australia are facing the challenge of responding to increasing numbers of individuals and families who do not have a safe place to call home. This rise in homelessness is driven by a complex interplay of socio-economic conditions, housing availability and affordability challenges, as well as social issues including family and domestic violence and mental health.

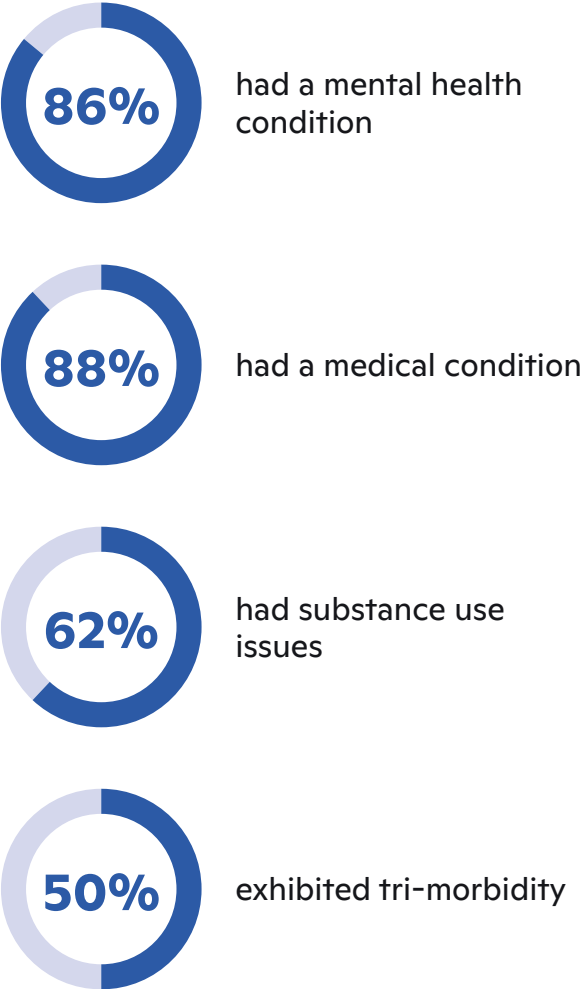
<sup>1</sup>Source: Australian Institute of Health and Welfare, <https://www.aihw.gov.au/reports/australias-welfare/homelessness-and-homelessness-services>



**Figure 1: Drivers of homelessness**



Advance to Zero data for Mandurah provides insights into the complex needs of people experiencing homelessness, in July 2024:

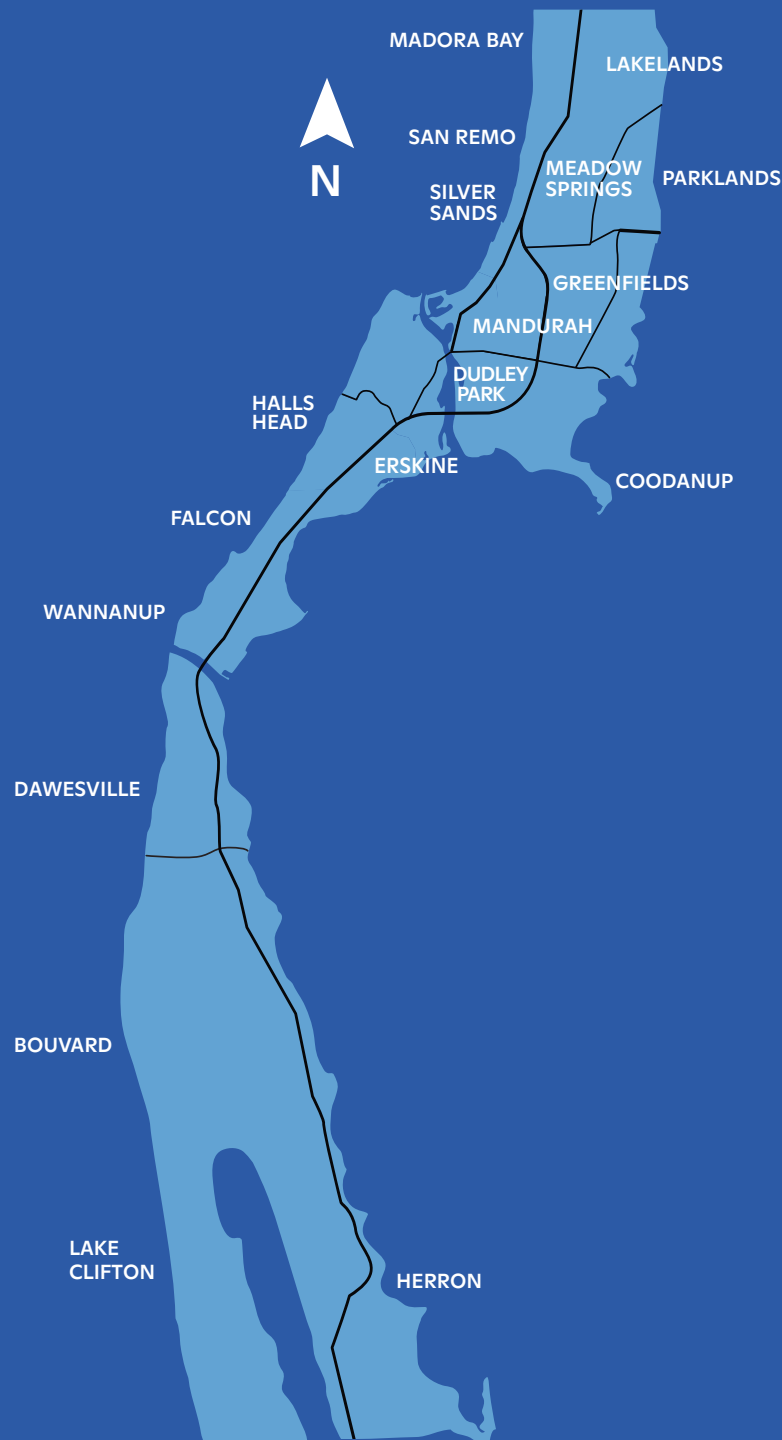


# Measuring Homelessness in the Mandurah Local Government Area

Homelessness is measured using a number of data sources. Due to the hidden nature of homelessness, data sets are often incomplete, and so looking at them together can provide a better picture of trends. These various data sources tell a story of increasing homelessness in the Mandurah local government area, its impact on different groups and the drivers.

## Census

The Census provides us with point in time data, collected every five years nationally. Whilst it captures the less visible forms of homelessness it relies on the Australian Bureau of Statistics (ABS) staff to locate people experiencing rough sleeping. It is broadly recognised that the numbers of people experiencing homelessness is underestimated by the Census. At the time of the 2021 Census, 224 people were recorded as experiencing homelessness in the Mandurah local government area, a slight increase on the 200 people recorded in the 2016 Census. It is important to note that the ABS definition of homelessness reflects the idea that homelessness is not only about the lack of shelter, but also about having no secure or safe home. As such, the ABS data includes people who are sleeping rough as well as people who report being in accommodation that is inadequate, insecure, lacks stable tenure or fails to provide suitable privacy (for example overcrowding or 'couch surfing').



## By Name Lists

The WA Alliance to End Homelessness has been collecting data through the 'By Name List' on homelessness in the Mandurah local government area since the Advance to Zero project was established in the Mandurah-Kwinana-Rockingham region in 2021. The By Name List provides real time data collected by local agencies reflecting those who are actively homeless in a particular region (rough sleeping and temporarily housed) and people who have been permanently housed who were previously rough sleeping. Trends indicate that the number of people sleeping rough in Mandurah have increased over the last two years.

## Specialist Homelessness Services (SHS) data

This data is held by the Australian Institute of Health and Welfare and is reported by homelessness services nationally reflecting those people who access homelessness services. The SHS data includes details on crisis accommodation, assistance with long-term housing and support services for individuals and families.

## Anecdotal feedback

Throughout this engagement we heard concerns about increased homelessness from City officers, community sector staff and volunteers and businesses owners. These anecdotal reports were based on increasing visibility of homelessness, increasing requests for support, increasing impacts and reports of homelessness received by the City from the community.

## Figure 2: City of Mandurah homelessness data

### Census data



224 people were recorded as experiencing homelessness in the City of Mandurah in 2021, up from 200 in 2016.



52 rough sleeping



79 people living in supported accommodation



74 people temporarily staying with other households



5 people staying in other temporary lodgings



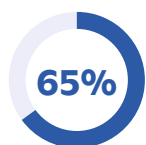
10 people in severely overcrowded dwellings



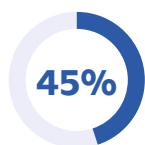
## Specialist Homelessness Services (SHS) data 22/23

Data collected by SHS services indicates that rates of service access are higher in Mandurah than the WA average and neighbouring regions. The below measure is number of clients per 10,000 residents.

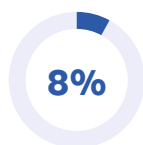
Mandurah	WA	Bunbury	Perth South-West
Number of clients per 10,000 residents			
115.2	87.7	63.8	61.8



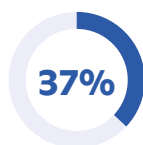
female



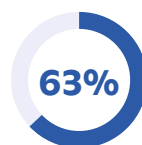
under 25 years



55 years and over



homeless

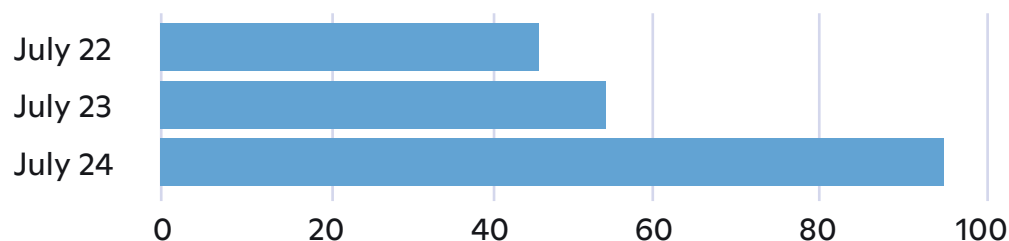


at risk of homelessness

## By Name List dashboard

### Rough sleeper count - Mandurah

By Name List data is reported by services who work with people experiencing homelessness. As reporting has increased in recent years rates of homelessness may also reflect changes in reporting practices.



*NB: Specialist Homelessness Services record client location data based on the where the person lived in the week before presenting to the agency. It is classified to Statistical Area 4 (SA4) based on the 2021 Australian Statistical Geography Standard (ASGS). The allocated location may not reflect the region of a client's permanent address, as clients who move may nominate the location of their temporary accommodation rather than their previous more permanent location. The Perth South West SA4 region borders on the Mandurah region to the North, encompassing the Cities of Rockingham, Cockburn and Kwinana. Note there are slight boundary differences between LGA and SA4 regions, these can be identified on <https://maps.abs.gov.au/>*

**There has been a huge rise in homelessness, not a decline. Our clients that were homeless in 2021 are still homeless now in 2024.**

**Addressing and Responding to homelessness by Rangers has increased dramatically, probably more than doubled in the last year.**

**There is now a lot more families using the community kitchen than ever before.**

# A Shared Approach to Ending Homelessness

Homelessness is a complex social challenge and effective homelessness responses require shared responsibility and collaboration. The Western Australian State Government's All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020-2030 provides a framework for a 'whole-of-community approach' to homelessness whereby the different tiers of government, the service system and the broader community work towards ending homelessness together.

Based on a 'Housing First' approach, the All Paths Lead to a Home strategy has a vision that 'Everyone has a safe place to call home and is supported to achieve stable and independent lives.' It outlines respective roles for state and federal governments in funding homelessness services, providing social housing and driving affordable/community housing programs and strategies. It also suggests the following role for local government authorities in contributing to this vision:

- Making information on local services and supports available and accessible.
- Ensuring rangers and front-line staff are informed and supported to interact with people experiencing homelessness and, where appropriate, refer them to local services.
- Collaborating with Police to support and refer people experiencing homelessness to local services and supports.
- Coordinating volunteer and charity groups through a place-based approach that better meets the needs of people experiencing homelessness.
- Utilising land and assets to create places that are inclusive and can support vulnerable people.<sup>2</sup>

<sup>2</sup>Government of Western Australia, All Paths Lead to a Home, <https://www.wa.gov.au/system/files/2021-06/homelessness-strategy-final.pdf>



# Building on Strong Foundations

There are many organisations and individuals who are committed to preventing and responding to homelessness in Mandurah. In response to growing concerns about homelessness in the City and in line with the All Paths Lead to Home strategy, the City and local services joined forces to develop the **Mandurah Homelessness and Street Presence Strategy 2021-2023** (the Strategy) which was launched in May 2021. Key actions that were implemented through this Strategy included:

- Ongoing sector collaboration through the Homelessness and Street Present Network (chaired by the City of Mandurah).
- Support for and relocation of Peel Community Kitchen through peppercorn lease and operational expenses.
- Support for Refresh Showers (homeless shower service) through peppercorn lease and operational expenses.
- Assertive Outreach trial 2021-2023 to provide direct support to people sleeping rough.
- Build the capacity of frontline employees to respond effectively to people experiencing homelessness.
- Announcement by the State Government to establish a Common Ground facility on Allnutt St, Mandurah (50 apartments), which will deliver permanent, supportive housing for adults who are experiencing ongoing and chronic homelessness, rough sleeping and/or are earning a low income; construction expected to commence in 2025.
- Announcement of SHERP (Social Housing Economic Recovery Package) funding to Housing Choices WA for a new community housing development (35-46 units) on vacant land near Mandurah Train Station (expected completion 2025).
- Building strong and functional networks with State Government and other local governments.

In 2021 Mandurah-Rockingham-Kwinana were selected as a site for the Advance to Zero project. Advance to Zero is a Framework for collective impact adapted from the United States and driven by the Western Australian Alliance to End Homelessness. The model strives to help communities end homelessness, with efforts directed towards the goal of 'functional zero' where homelessness when it occurs is rare, brief, and one-off. Advance to Zero is underpinned by a data-driven approach that uses the 'By-Name List,' a tool to enable communities to track and quantify homelessness trends. We heard through the engagement that, since the development of the previous Strategy, the Advance to Zero project has emerged as an important vehicle for driving collaborative responses to homelessness in Mandurah. With Advance to Zero providing an evidence-based framework and the support of a backbone organisation, Advance to Zero provides a centre of gravity for local collaboration.



# The Process for developing the Action Plan

From June to August 2024, we consulted with key stakeholders using a variety of targeted engagement methods. These methods included:

## 1. Sector survey

This involved a targeted call-out to the homelessness sector, local government officers, local community organisations and other relevant stakeholders identified by the Council. The survey was hosted on MS Forms and designed to capture information on services that provide support to people experiencing (or at risk of) homelessness in the City.

## 2. Lived experience story collection drive

A story collection tool and guide was developed for service providers to guide conversations and capture feedback from people with lived experience of homelessness. The identified service providers who have relationships with people experiencing or at risk of homelessness, assisted in story gathering (Peel Connect, Calvary Youth Service and Lotus Counselling).

## 3. One-to-one stakeholder interviews

Twenty-six semi-structured online and in-person interviews were conducted with representatives of the homelessness sector, local community organisations, businesses, City officers and other relevant stakeholders identified by the Council.

## 4. First Nations focus group

A focus group was hosted by the Mandurah-based Winjan Aboriginal Corporation. This was attended by eight people including Aboriginal Elders and community representatives.

## 5. Group workshops

City officers, community sector staff and volunteers, and other stakeholders including State Government representatives identified by the City as having valuable insights to inform the Action Plan, were presented with the engagement report

in group workshops. The focus was on confirming and sense-checking key themes, determining whether anything is missing and collaboratively planning actions that addressed themes. City officers also sought feedback from the Youth Advisory Group.

**Figure 3: Engagement overview infographic**





# Engagement phase 2: Testing our findings and planning action

Figure 4: Group workshop photos, themes and participation overview



Did we get it right?



How can we work well together?

## City officer workshop

August 2024

16 attendees

11 teams/services represented



What could we achieve collectively?



What should we prioritise?

## External stakeholder workshop

August 2024

60 attendees

35 agencies/groups represented



# What we heard – Engagement Findings

While we heard some divergent views and perspectives on the challenges that homelessness presents in the Mandurah local government area and how best to respond to these, there was broad agreement on the following:

- Solid foundations were established for collaboration, including an increase in supports for people sleeping rough and new housing projects which were achievements of the previous strategy. However, strategy implementation was frustrated by poorly defined roles and inadequate accountability and reporting mechanisms.
- Homelessness is still and will continue to be a major challenge in the Mandurah local government area, with the scale of the problem and its impacts exacerbated by factors outside the City and its partners' control (e.g. housing availability, rental affordability, cost of living).
- In light of severe shortages in permanent housing there is a critical need for temporary shelter and crisis accommodation for people experiencing homelessness in the Mandurah local government area to ensure their safety, dignity and health, as well as a need to work on long-term housing solutions.
- There is a need for an increased focus on early intervention and prevention, with a specific focus on the factors driving homelessness, helping people navigate services and those groups who are most vulnerable (e.g. people living with disability, First Nations community, young people, women and children).
- First Nations people and people with lived experience of homelessness need to have a stronger voice in informing homelessness prevention and responses.
- Effective collaboration underpins successful local responses to homelessness. This Action Plan can support local collaboration by clearly defining roles and creating a shared action and advocacy agenda with a focus on supporting, aligning with and adding value to existing frameworks for homelessness collaboration.

# Shared Action Plan Framework

The Mandurah Shared Approach to Ending Homelessness Action Plan 2025 – 2027 provides a framework for the City, the community, and other stakeholders to continue working together towards the goal of ending homelessness in the Mandurah local government area. It provides a road map for 'working together' and 'taking action' on the shared priorities that were identified through the engagement process.

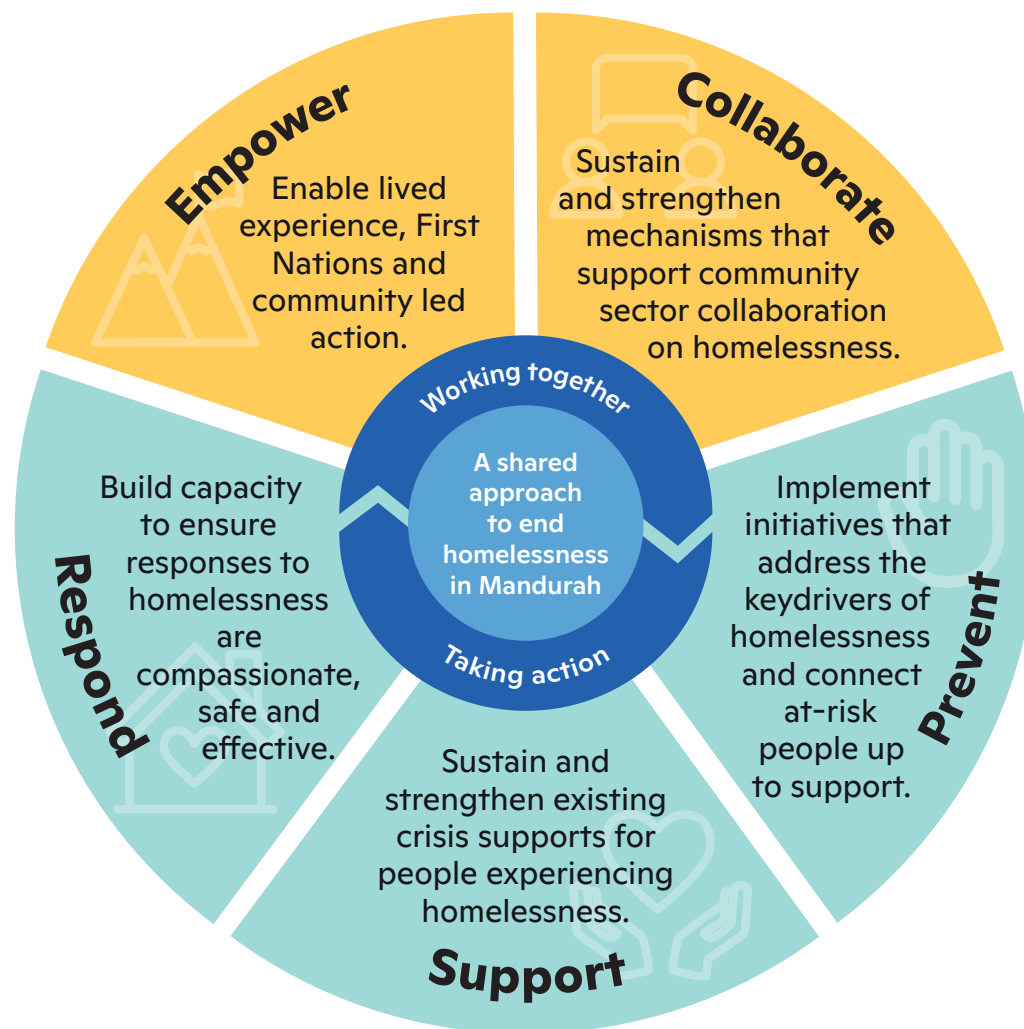
## Pillar One: Working together

This pillar identifies objectives and actions across two outcome domains – collaborate, empower. Actions across these domains seek to strengthen local collaboration, coordination, and facilitate the empowerment of First Nations people and those with lived experience of homelessness.

## Pillar Two: Taking action

This pillar identifies objectives and actions across three outcome domains – respond, support, and prevent. Actions across these domains focus on building capacity of frontline responders, addressing identified service gaps and harnessing opportunities to strengthen prevention supports.

**Figure 5: Shared Action Plan Framework - pillars and outcome domains**



# Principles for working together

There are many actors involved in homelessness response. As we work together towards our shared vision of ending homelessness it is important that we work together in ways that unlock the potential for collective impact.

We heard throughout the engagement process that a 'collaborative culture' was an asset that the Mandurah community can harness further to unlock potential for collective impact and to drive more effective, coordinated responses to homelessness. At the community action planning workshop, we invited stakeholders to participate in co-designing the below principles for 'working together' to end homelessness in the Mandurah local government area.

## Building Understanding

We will work together to build sector and community understanding of homelessness in Mandurah. This includes existing roles, referral pathways, resources, success stories and breaking down stigma.

## Open Communication

We will work to communicate openly with the broader network, including providing any relevant updates and follow ups.

## Collaboration

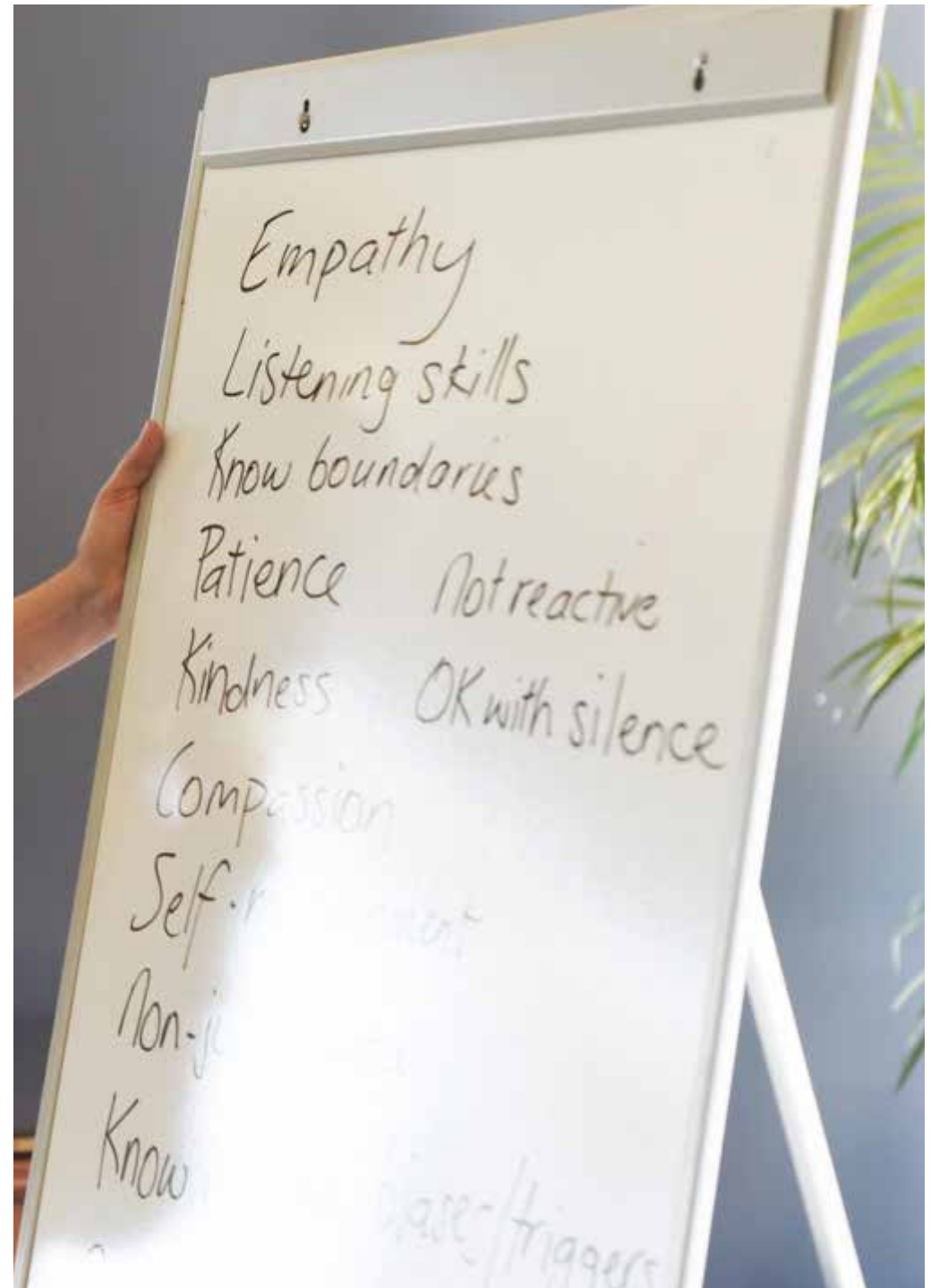
We will work to collaborate across the sector, actively contributing to networks, avoiding duplication and competition between services.

## Connection and Respect

We will work to connect with other services respectfully, making personal connections across services.

## Governance

We will put in place the governance mechanisms required to support these principles, defining shared goals and priorities.



# City of Mandurah's role in Ending Homelessness

Whilst the City of Mandurah is not a provider or funder of frontline services for people experiencing homelessness, it recognises that it has an important role in working together with other stakeholders to end homelessness. Throughout this Action Plan the City's role is clearly identified through assigning of the following roles to actions.



## **Lead**

We lead the delivery of actions that align with our role and responsibilities as a local government authority, including providing access to community facilities and public amenities, promoting community safety, and providing appropriate information, referrals and support to people who access our services.



## **Advocate**

We amplify our community's voices, providing platforms for them to advocate their needs whilst working with local stakeholders to increase investment in local services and community led solutions.



## **Partner**

We play a supportive role in initiatives that are led by our community, including providing access to community grants and supporting the implementation of projects and programs.



## **Facilitate**

We help to facilitate community led outcomes by connecting our community to resources, providing information, building connections between services and providing practical support.

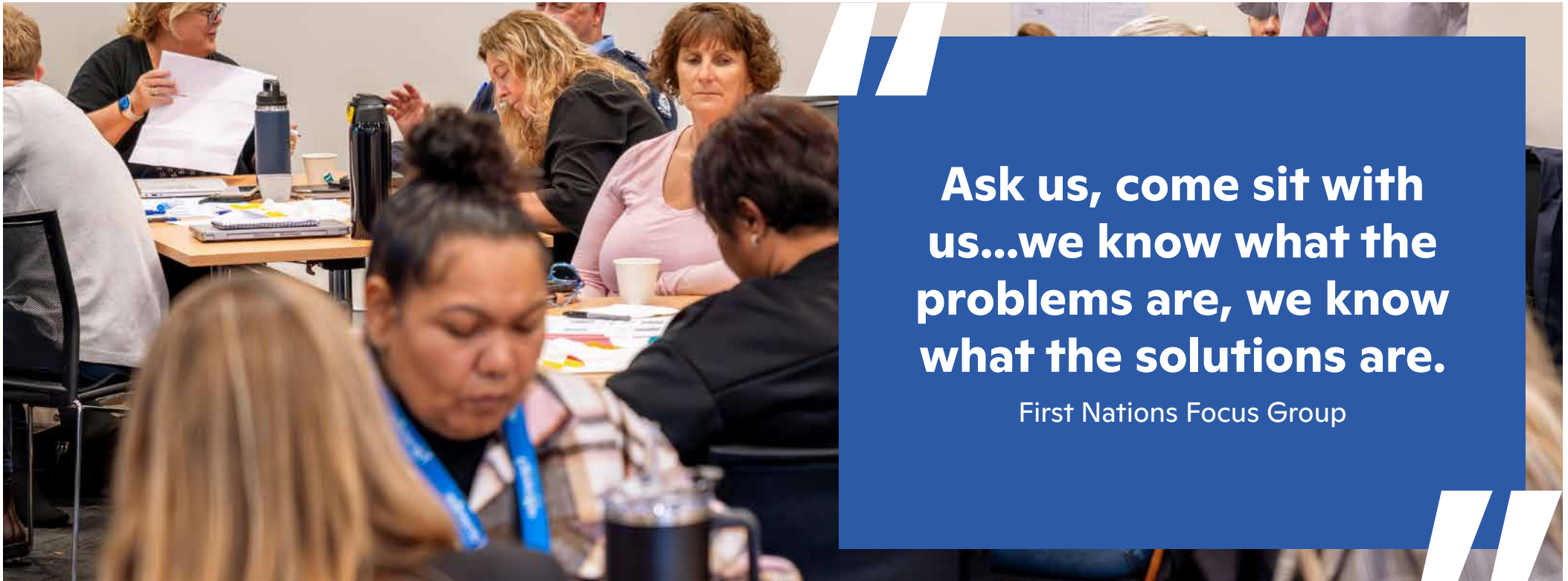
# Pillar One: Working together

## Outcome domain 1: Empower

**Goal:** Enable lived experience, First Nations and community led action.

**Objectives:**

- 1.1** Strengthen Aboriginal voices in decision making and cultural responsiveness of homelessness services, that impact locally.  
**City role:** Advocate/Facilitate
- 1.2** Build capacity of volunteer led groups to support safe, sustainable and effective responses to homelessness.  
**City role:** Facilitate
- 1.3** Establish a lived experience advisory group to ensure that homelessness responses are informed by lived experiences.  
**City role:** Facilitate





Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
1.1.1 Advocate for measures that strengthen local Aboriginal representation in public and community housing decision making.	1.1	Within existing budget	✓			<ol style="list-style-type: none"> <li>1. Advocacy is undertaken</li> <li>2. Aboriginal stakeholders report that representation in decision making has increased.</li> </ol>	Executive Manager, Community Services/ Coordinator Heritage and Capacity Building	Department of Communities  District Leadership Group  Winjan Aboriginal Corporation
1.1.2 Build capacity for community led homelessness responses through engagement with volunteer led and Aboriginal organisations to facilitate access to community grants, training and resources	1.1, 1.2	Within existing budget	✓	✓	✓	<ol style="list-style-type: none"> <li>1. Number of organisations supported</li> <li>2. Increased uptake in grant application and training/ resources</li> </ol>	Coordinator Heritage and Community Capacity	Boola Kep  WAAEH/Anglicare WA (backbone organisation for A to Z)
1.1.3 Re-invigorate RAP Steering Group to guide a vehicle for Aboriginal voice and Aboriginal led solutions to homelessness	1.1	Within existing budget		✓	✓	<ol style="list-style-type: none"> <li>1. RAP Steering group reformed</li> </ol>	Coordinator Heritage and Community Capacity	First Nations people and groups
1.1.4 Disseminate resources and host speakers/training through the Homelessness Street Present Network to increase cultural competency of homelessness sector.	1.1, 1.2	Operational Costs		✓		<ol style="list-style-type: none"> <li>1. Number of resources disseminated and training sessions held</li> <li>2. Participants identify increase in cultural competency</li> </ol>	Coordinator Heritage and Community Capacity	Winjan Aboriginal Corporation  Boola Kep
1.2.1 Disseminate resources and host training for volunteer led organisations that provide homelessness support with a focus on volunteer safety, organisation sustainability and working with people with complex needs.	1.2	Operational Costs			✓	<ol style="list-style-type: none"> <li>1. Number of resources disseminated and training sessions held</li> <li>2. Participants identify increased knowledge and skills</li> </ol>	Coordinator Community Development	Peel Connect  Lotus Counselling  WAAEH

Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
1.2.2 Deliver a summit that facilitates conversations with providers of food relief in Mandurah to explore the supply chain from receipt of donated goods to the donation of these goods to people in need. Encourage charities to co-design principles of practice to work in harmony with one another for maximum benefit to those in need, and to build constructive stakeholder relationships with all participants of the food relief ecosystem.	1.2	Within existing budget		✓		<ol style="list-style-type: none"> <li>1. Less 'competition' for securing goods for donation</li> <li>2. Intentional target marks for receipt of goods</li> <li>3. Increased donations of goods by businesses and individuals</li> <li>4. Charities are aware of their strengths and limitations in the provision of donated goods.</li> </ol>	Executive Manager Community Services	<p>Business (eg supermarkets, bakeries etc)</p> <p>Charities that distribute food (and other goods)</p> <p>Individual donators and receivers of goods</p>
1.3.1 Work collaboratively with Advance to Zero to research and participate in a model for a Lived Experience Advisory Group that can provide people with lived experience of homelessness with a platform to inform and drive local responses to homelessness.	1.3	Within existing budget			✓	<ol style="list-style-type: none"> <li>1. Research report created</li> <li>2. Model identified and implemented</li> </ol>	Coordinator Community Development	WAAEH/Anglicare WA



# Pillar One: Working together

## Outcome domain 2: Collaborate

**Goal:** Sustain and strengthen mechanisms that support community sector collaboration on homelessness and street present.

**Objectives:**

**2.1** Continue to embed the Advance to Zero framework to facilitate real-time homelessness data collection, service coordination and Housing First approaches that support people experiencing homelessness into permanent housing.

**City role:** Partner

**2.2** Continue to strengthen communication, information sharing and collaboration amongst community groups and services that participate in homelessness response and prevention.

**City role:** Lead

**2.3** Strengthen communication channels and conduits between local, regional and state homelessness planning bodies to facilitate more coordinated local responses and collective advocacy.

**City role:** Facilitate



I've seen firsthand a lot more groups pulling together as a more collective approach to help those in need.

Interview response

Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
2.1.1 Encourage local services and groups to contribute data to the By Name List and promote its use for homelessness planning locally.	2.1	Within existing budget	✓	✓	✓	1. Number of engagements 2. Increased data received over time	Coordinator Community Development	WAAEH / Anglicare WA  Rough Sleepers Coordination Group
2.1.2 Support coordinated Housing First responses to rough sleeping through the Rough Sleepers Coordination Group (WAAEH led)	2.1	Within existing budget	✓	✓	✓	1. Decrease in numbers of people actively homeless	Coordinator Community Development	WAAEH / Anglicare WA  Rough Sleepers Coordination Group
2.1.3 Collaborate on regional efforts to address the drivers of homelessness through the Mandurah-Kwinana-Rockingham Improvement team (WAAEH led)	2.1	Within existing budget	✓	✓	✓	1. Regional partnership initiatives identified and implemented 2. Decrease in numbers of people actively homeless	Coordinator Community Development	WAAEH / Anglicare WA  MKR Improvement team
2.2.1 Review the Terms of Reference of the Homelessness Street Present Network to strengthen the role of this group in addressing gaps, reducing duplication, and collaborating on prevention initiatives.	2.2	Within existing budget	✓		✓	1. Terms of reference reviewed 2. New terms of reference created	Executive Manager Community Services	Homelessness and Street Present Network
2.2.2 Continue to host quarterly Homelessness and Street Present network meetings to provide opportunities for networking, information sharing and collaboration. Invite participation from the disability and health sectors, showcase innovation and problem solve strategic sector challenges.	2.2	Within existing budget	✓	✓	✓	1. Number of quarterly meetings held 2. Participant feedback on effectiveness	Executive Manager Community Services	Homelessness and Street Present Network



Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
<p>2.3.1 Host a planning workshop to identify alignment and overlap in actions and advocacy priorities across local, regional, and state homelessness planning.</p> <p>Identify strategies for ensuring communication and coordination across these various levels of planning.</p>	2.3	Within existing budget		✓		<ol style="list-style-type: none"> <li>1. Workshop held</li> <li>2. Strategies identified and developed</li> </ol>	<p>Director Place and Community / Director Strategy and Economic Development</p>	<p>District Leadership Group</p> <p>WAAEH / Anglicare WA</p> <p>Peel Community Development Group</p> <p>Office of Homelessness</p> <p>Peel Development Commission</p>





# Pillar Two: Taking action

## Outcome domain 3: Respond

**Goal:** Build capacity to ensure that frontline responses to homelessness are compassionate, safe and effective.

**Objectives:**

**3.1** Develop and maintain partnerships and clear protocols that support compassionate and coordinated approaches to rough sleeping whilst maintaining accessibility, amenity and safety of the public realm.

**City role:** Lead

**3.2** Deliver training and develop resources that support City officers to understand homelessness, their role in homelessness response and community resources that they can connect people to.

**City role:** Lead

**3.3** Implement a public awareness campaign to provide a platform for sharing lived experience of homelessness, increase knowledge of available community resources and build awareness of the work being done in the Mandurah local government area to end homelessness.

**City role:** Partner



**Some people get treated differently because of their appearance and past.**

Lived experience response

Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
3.1.1 Review City protocols for responding to rough sleeping, to ensure that internal roles, responsibilities, process chains and referral points are clear.	3.1	Within existing budget	✓			1. Protocols reviewed and updated where necessary	Executive Manager, Development and Compliance/ Executive Manager, Community Services	WA Police  Assertive Outreach providers
3.1.2 Develop and implement an internal (City) communications strategy raise awareness of protocols.	3.1	Within existing budget	✓			1. Strategy developed and implemented 2. Internal stakeholders report increased awareness / confidence	Manager, Strategic Communications	Homelessness and Street Present Network
3.1.3 Review MoU/s and partnership agreements with Police and frontline homelessness services to facilitate risk-based decision making, coordinated and compassionate responses.	3.1	Within existing budget	✓			1. Number of MoUs and partnership agreements reviewed 2. Stakeholder feedback on the effectiveness of responses (e.g. incident debriefs)	Coordinator Community Development	WA Police  Department of Communities  Homelessness and Street Present Network
3.1.4 Continue to collaborate with the Assertive Outreach Services that engages with people who are sleeping rough.	3.1	Within existing budget	✓	✓	✓	1. Stakeholder feedback on the effectiveness of the service	Coordinator Community Development/ Coordinator Ranger Services	St Pats/ other sector providers of outreach
3.1.5 Support human-centred housing first, data driven responses to homelessness through the Advance to Zero Project	3.1	Within existing budget	✓	✓	✓	1. Evidence that BNL data is used to drive decisions	Executive Manager, Community Services	WAAEH / Anglicare WA  MKR Improvement Team

Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
3.2.1 Host homelessness training for City officers that work in frontline response roles (e.g. librarians, recreation staff)	3.2	Operational Costs		✓	✓	<ol style="list-style-type: none"> <li>1. Number of training sessions held</li> <li>2. Participant report increased knowledge and skills</li> </ol>	Coordinator Community Development	Shelter WA
3.2.2 Maintain a public directory of support services to assist frontline responders to refer people experiencing homelessness to appropriate supports.	3.2	Operational Costs			✓	<ol style="list-style-type: none"> <li>1. Public directory created/ maintained</li> </ol>	Coordinator Community Development	Homelessness and Street Present Network
<p>3.3.1 Collaborate with local services and people with lived experience to design and deliver a public awareness campaign that includes:</p> <ul style="list-style-type: none"> <li>• sharing lived experience of homelessness</li> <li>• stories of Mandurah community responding to homelessness</li> <li>• community supports and services</li> <li>• process for responding/ reporting homelessness</li> <li>• targeted engagement with local businesses, sporting clubs and community associations</li> <li>• Volunteering</li> <li>• Roles of tiers of Government</li> </ul>	3.3	Operational Costs		✓		<ol style="list-style-type: none"> <li>1. Collaboration occurs</li> <li>2. Public awareness campaign created</li> <li>3. Campaign reach</li> <li>4. Reported increase in awareness/ knowledge</li> </ol>	Executive Manager, Community Services	<p>Homelessness and Street Present Network</p> <p>WAAEH / Anglicare WA</p>

# Pillar Two: Taking action

## Outcome domain 4: Support

**Goal:** Sustain and strengthen crisis supports to enhance safety, amenity and dignity for people experiencing homelessness.

**Objectives:**

**4.1** Advocate to State and Federal Government and support community-led efforts for increased investment in purpose-built indoor safe night spaces, crisis accommodation and affordable housing in the southern metropolitan corridor, that aligns with best practice approaches and supports people on their pathway to permanent housing solutions.

**City role:** Advocate

**4.2** Support local services to extend operating hours for meal and shower services for people experiencing homelessness.

**City role:** Facilitate

**4.3** Advocate for accessible and mobile health services that improve physical and mental health outcomes for people who are experiencing rough sleep.

**City role:** Advocate



**I'm thankful for having the opportunity to get into an accommodation service for me to have that second chance in life so I can make the difference I didn't think I could have on the streets.**

Lived experience response

Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
4.1.1 Develop an advocacy position for further state/federal investment in safe night space/s in the south metro corridor that would service Mandurah with a response that is purpose-built, safe, culturally secure, operationally sustainable and aligns with best practice, including professionally trained staff.	4.1	Within existing budget	✓	✓		1. Advocacy position developed	Chief Executive Officer	Peel Community Development Group (Peel Away the Mask 3) WAAEH / Anglicare WA MKR Improvement Team District Leadership Group
4.1.2 Support community led efforts to investigate and plan for safe and effective crisis accommodation and housing that aligns with best practice approaches.	4.1	Operational Costs			✓	2. Advice and support provided 3. Increased accommodation	Executive Manager, Community Services	Peel Community Development Group (Peel Away the Mask 3) WAAEH / Anglicare WA MKR Improvement Team
4.1.3 Consider land holdings to determine opportunities to contribute to community led projects that increase local crisis accommodation and affordable housing provisions.  Leverage partnerships and collaborate with non-profits, community organisations, and housing providers.	4.1	Within existing budget		✓		4. Investigation and consideration of land holdings occurs	Executive Manager Community Services/ Executive Manager Strategy	Community Housing Support Sector/ Department of Communities
4.2.1 Engage with local services and stakeholders to identify feasibility of extending Peel Community Kitchen to a dinner service and extending opening to 7 days a week.	4.2	Within existing budget	✓			1. Engagement occurs 2. Extension of service if feasible	Coordinator Community Development/ Coordinator Ranger Services	St Pats/ other sector providers of outreach



Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
4.2.2 Engage with local services and stakeholders to identify feasibility of extending shower services to 7 days a week.	4.2					<ol style="list-style-type: none"> <li>1. Engagement occurs</li> <li>2. Extension of service if feasible</li> </ol>	Executive Manager, Community Services	Westaus Crisis
4.3.1 Support trial of a Mobile GP service	4.3	Operational Costs* (City Partnership Grant Funded)	✓	✓		<ol style="list-style-type: none"> <li>1. Trial supported</li> <li>2. Number of people supported</li> <li>3. Improved health and well being outcomes (demonstrated through case studies)</li> </ol>	Executive Manager, Community Services	Street Doctor service
4.3.2 Engage with Peel Health Campus to investigate opportunities for introducing a Homelessness Support Worker role to be located at hospital.	4.3	Within existing budget		✓		<ol style="list-style-type: none"> <li>1. Engagement occurs</li> <li>2. Role created if feasible</li> </ol>	Executive Manager Community Services/ Manager Healthy Communities	Department of Health
4.3.3 Advocate for increase in mental health outreach services.	4.3	Within existing budget		✓		<ol style="list-style-type: none"> <li>1. Advocacy is undertaken</li> </ol>	Chief Executive Officer	Department of Health

**Getting well health wise and getting my operation (is my most pressing concern). Without a roof over my head and routine I can't start getting better and getting my surgery.**

Lived experience response

# Pillar Two: Taking action

## Outcome domain 5: Prevent

**Goal:** Implement initiatives that address the key drivers of homelessness, connect at-risk people up to support.

**Objectives:**

**5.1** Leverage the City's relationships with stakeholders and the community to link people with prevention-based information, education and support.

**City role:** Advocate/Facilitate

**5.2** Connect people at risk of homelessness to social support networks and opportunities for community participation.

**City role:** Facilitate

**5.3** Collaborate with government, community and private sector to increase affordable housing options.

**City role:** Advocate



**We have some of the most amazing opportunities. Anybody who works in a Public Library where you're dealing with community on a daily basis (knows) we actually have the opportunity to change people's lives, even if it's just in a tiny little bit each day. It could just be by acknowledging people by smiling, by saying hello. By making them feel comfortable in the space.**

Interview response

Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
5.1.1 Develop resources that support frontline staff to identify risk factors for homelessness and connect people with information and support to address their needs. (e.g. trigger point guides for conversations about FDV, financial stress)	5.1	Operational Costs	✓			1. Resources developed and disseminated	Coordinator Community Development	Office of Homelessness
5.1.2 Review Library Social Work statewide pilot programs to consider a Mandurah application that could provide targeted support to people at risk of homelessness who present in the libraries. <ul style="list-style-type: none"> <li>• Develop business case</li> <li>• Identify funding and partners</li> <li>• Implement and evaluate pilot</li> </ul>	5.1	Operational Costs External grant funded			✓	1. Business case developed 2. Funding and partners identified 3. Trial implemented and evaluated	Coordinator Library Services/ Executive Manager, Community Services	Service Providers
5.1.3 Collaborate with local services to increase access to information, education and support services to build individual and family's capacity to cope with the cost-of-living crisis. E.g. 'early intervention showcase event', financial management workshops, online resources.	5.1	Within existing budget			✓	1. Number of initiatives created that increase access and build capacity	Coordinator Community Development	Homelessness and Street Present Network
5.1.4 Maintain and promote an annually reviewed resource of community services that people can access to address risk factors for homelessness e.g. financial insecurity, unemployment, mental health, family and domestic violence, problematic alcohol and drug use, housing insecurity.	5.1	Operational Costs	✓	✓	✓	1. Resource maintained, reviewed and updated 2. Resource promoted	Coordinator Community Development	Homelessness and Street Present Network

Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
5.2.1 Support the growth of community-led initiatives that support people experiencing homelessness to have joy and live a fulfilled life (e.g. community choirs, running groups, community gardens)	5.2	Operational Costs	✓	✓	✓	<ol style="list-style-type: none"> <li>1. Number of community-led initiatives supported</li> <li>2. Impact stories demonstrate outcomes (e.g. reduction in loneliness, increased access to social supports)</li> </ol>	Executive Manager, Community Services	Homelessness and Street Present Network
<p>5.2.2 Actively engage with the Homelessness and Street Present Network and any providers in the homelessness sector to promote come and try free City programs (eg outdoor fitness classes).</p> <p>The benefits are two-fold:</p> <ol style="list-style-type: none"> <li>1. to improve the health, wellbeing and social connectedness of people in the sector;</li> <li>2. grow their understanding and confidence in these programs to encourage people facing hardship to join.</li> </ol>	5.2	Within existing budget	✓			<ol style="list-style-type: none"> <li>1. Increased confidence of providers to refer clients to free City programs</li> </ol>	Executive Manager Healthy Communities	City community facility and service providers
5.3.1 Advocate to WALGA for the development of a local government advocacy position on affordable housing.	5.3	Within existing budget	✓	✓		<ol style="list-style-type: none"> <li>1. Advocacy is undertaken</li> </ol>	Chief Executive Officer	
5.3.2 Support community led initiatives that engage with the property management sector and prospective tenants to help people at risk of homelessness secure and maintain tenancies	5.3	Within existing budget	✓	✓	✓	<ol style="list-style-type: none"> <li>1. Number of community led initiatives supported</li> </ol>		<p>WAAEH / Anglicare WA</p> <p>MKR Improvement Team</p>



Projects/Actions	Objective	Resourcing	Year 1 24/25	Year 2 25/26	Year 3 26/27	Measures of Success	Responsible City Officer	Community Partner/s
5.3.3 Review underutilised land holdings and present findings to the State Government for consideration in affordable housing projects, either by the government or other developers. Advocate for projects that enhance access to underutilised housing and land.	5.3	Within existing budget		✓		1. Investigation of land holdings occurs	Executive Manager Community Services/ Executive Manager Strategy	Community Housing Support Sector/ Department of Communities  District Leadership Group

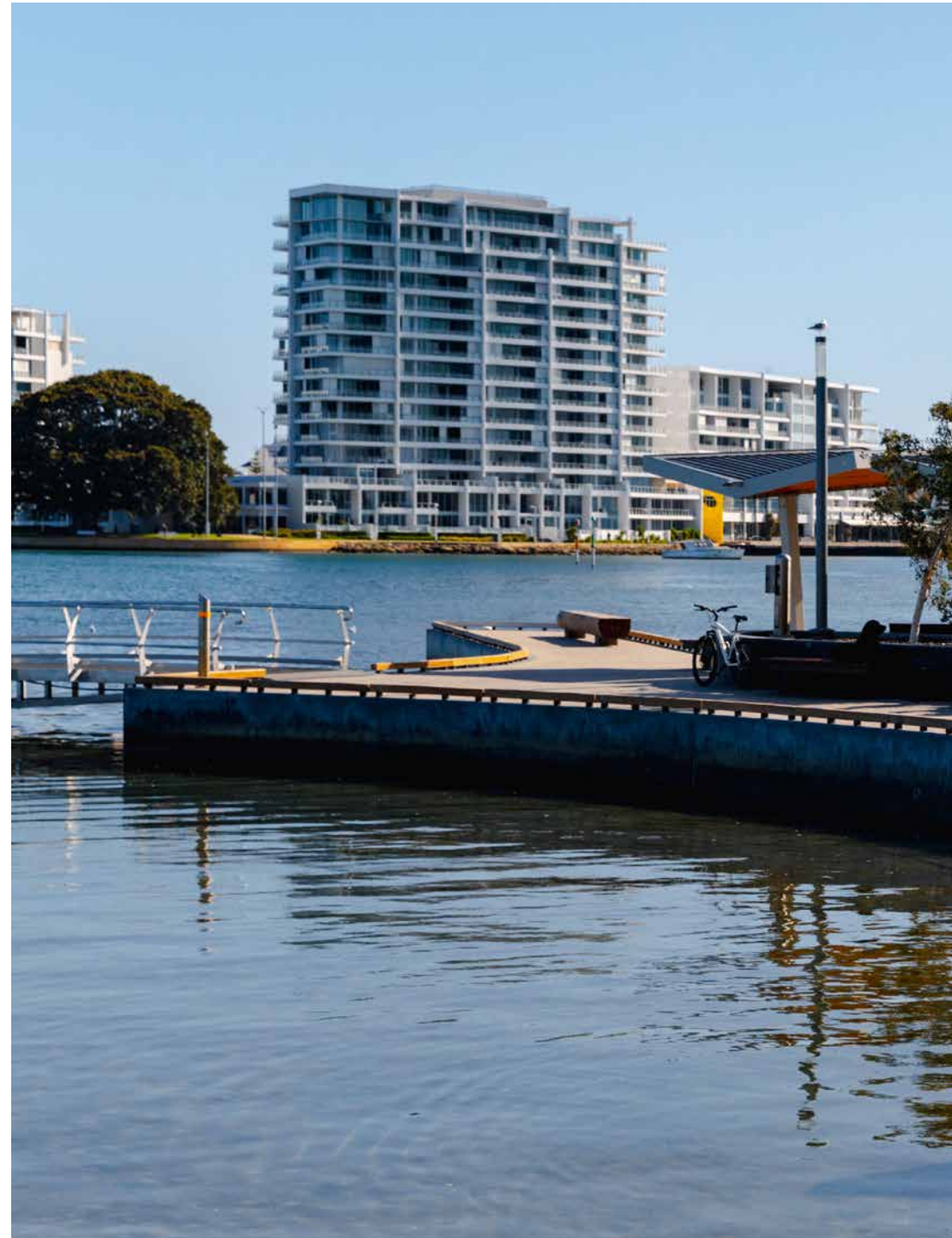




# Governance and reporting

To support decision making, monitoring, reporting and evaluation of this Shared Action Plan:

1. The City will assign responsibilities for the facilitation, coordination, implementation, and reporting on actions in this Plan.
2. City officers will provide regular reporting/ presentations as part of the Homelessness and Street Present Network and the Advance to Zero working groups, who will also provide an advisory function with progress updates and collaborative planning taking place at these regular meetings.
3. The City will develop and implement a communications plan to keep stakeholders and the broader community informed of progress.
4. An annual Action Plan report card will be developed and distributed to track progress and ensure accountability.
5. An evaluation will be completed at the end of the Plan to assess the extent to which the Plan achieved the intended goals and to identify opportunities for learning and improvement.
6. City officers to provide annual report to Council, and report on any milestones of significance.









**City of Mandurah**

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