

Attachment A

**Wesley Edward Eagar Centre – Adhoc
Grant Application and Additional
Information**



Wesley Edward Eagar Centre Redevelopment

Submission to City of Sydney Council

December 2019





Wesley Edward Eagar Centre

Each year, increasing numbers of women and men are experiencing homelessness – in Australia the total number of those who are homeless has increased to over 116,000 women, men and children every night of the year.



Wesley Mission provides crisis accommodation and intensive support to people who are experiencing homelessness through the Wesley Edward Eagar Centre in Surry Hills. In 2018-19, 662 people accessed the Wesley Edward Eagar Centre. The primary reasons that our clients gave for seeking support were:

- Financial stress and unsustainable housing - 26%
- Eviction from current housing (including due to unemployment) - 19%
- Mental health issues - 7%
- Relationship breakdown and domestic violence - 7%
- Transition from custodial arrangements - 3%.

Many people experiencing homelessness present with multiple issues and require support across several domains. At Wesley Edward Eagar Centre we focus on supporting clients to alleviate crisis and then take steps towards addressing other challenges they are experiencing. Building these protective factors gives clients increased ability to transition into long-term and affordable housing. This is a critical step in ensuring that people in crisis have their immediate needs met and are given the time and space to make informed decisions about their longer-term goals. This approach also supports the sustainability of future housing options.

In 2018-19, 444 of the clients who accessed Wesley Edward Eagar Centre did so after a period of rough sleeping. Due to the support they received, 75.3% had their needs met:

- 32% were no longer at risk of homelessness after their support period
- 19% had a warm referral to another organisation providing long-term support
- 14% achieved the goals that they set during their initial assessment
- 10% achieved long term sustainable housing.



Fostering dignity and community through refurbishment

Wesley Edward Eagar Centre has been largely unaltered since the 1970s. At that time it was one of the first accommodation services to offer single, lockable rooms, giving people dignity, respect, and a safe space from which they could come and go. Whilst the building has served us well, it is no longer fit-for-purpose. The centre is in urgent need of refurbishment so that Wesley Mission is better able to help those in need in the City of Sydney Local Government Area.

This significant refurbishment will coincide with a change to our service delivery approach. An initial triage will enable meaningful client engagement and the ability to immediately enact an appropriate care direction. Clients will be able to access support without needing to repeat their story, a key mechanism to reducing the risk of re-traumatisation. Through triage, clients will identify and communicate their needs and goals. In response, Wesley Edward Eagar Centre staff will offer clients appropriate options for links with internal or external services. Accommodation at Wesley Edward Eagar Centre will be, as it always has been, one option out of the multiple supports available. The triage team will:

- Partner with clients and, through assessment, understand immediate crisis, individual goals and long-term housing needs
- Co-develop a care plan that reflect the client's individual preferences
- Provide a central contact point for all clients, guiding them to in-house care and support options
- Develop referral partnerships to meet immediate needs and respond to care plan goals
- Arrange pastoral care.

A redeveloped Wesley Edward Eagar Centre will include purpose-built space for use by key service partners:

- Local Health District services
- Centrelink outreach
- Employment programs
- Drug and alcohol support
- Psychologists, social workers and occupational therapists.



Clients will access 40 high-quality, self-contained bedrooms. Design features will address fundamental safety issues through anti-ligature design, anti-slip surfaces, universal access, ergonomics and adherence to all the relevant standards in building construction. Access to natural light will alleviate mental health conditions and support sleep. Each client will enjoy the security of a single room with an ensuite, creating dignity and comfort. The new building will also have well appointed spaces for social interaction and community-building.



Financial partnership opportunity

Following a rigorous design and consultation process, Wesley Mission received Development Application approval from the City of Sydney Council on 16 October 2019 to refurbish the Wesley Edward Eagar Centre. We are now able to proceed with a comprehensive refurbishment of the facility, which will commence in 2020. To help fund the redevelopment we have launched the Wesley Edward Eagar Centre Appeal (see Attachment 1) to meet construction costs. Wesley Mission has invested \$4 million, we are asking Government for another \$4 million, and for the last \$4 million we have launched a fundraising appeal. Wesley Mission requests \$1 million from the City of Sydney Council in support of this critical project.

Rider Levett Bucknell have provided Wesley Mission with a construction costs estimate:

Element	Cost
Construction Cost	\$10,780,000
Consultant Fees	Excluded
Project Contingency	Excluded
Authority Fees & Charges	Excluded
Land and Legal Costs	Excluded
Finance Cost and Interest Charges	Excluded
Staging / Phasing Costs	Excluded
Escalation	\$120,000
Goods & Services Tax (GST)	Excluded
TOTAL PROJECT COSTS (Excluding GST)	\$10,900,000
Window Replacement	\$1,110,000
Client Lockbox	\$17,000
Internal Wall Option 1 (E/O Cost)	\$57,000
Feature Wall Finishes (E/O Cost)	\$280,000
Floor Finishes Upgrade (E/O Cost)	\$115,000
Stone Benchtops (E/O Cost)	\$31,000
Prototyping	Excluded
Escalation for Options	\$17,000
TOTAL INCL OPTIONS (Excluding GST)	\$12,527,000

Alignment with Council priorities

This request for funding aligns with the City of Sydney Council's position on affordable housing. While the Wesley Edward Eagar Centre provides crisis accommodation, there is ample evidence that sustainable and affordable housing outcomes are improved when immediate needs are met:

- The availability of safe, secure and affordable housing is critical to transitioning clients out of homelessness and preventing future homelessness.
- Crisis accommodation specifically tailored to suit the needs of vulnerable people (such as at-risk older women, women leaving abusive relationships, people with mental illness, and those who have serious financial issues) is critical as a starting point for their journey out of homelessness¹.
- Timely access to safe, secure accommodation enables people to develop the support and networks required to make successful transitions.

¹ https://www.acoss.org.au/images/uploads/Housing_paper_March_2015_final.pdf



- The sector understands that it is essential to have an integrated homelessness service system that provides a diversity of services; from prevention to crisis and transitional accommodation through to affordable housing².

Through the refurbished centre, Wesley Mission will work with people who are experiencing homelessness or are at risk of homelessness to stabilise crisis and plan for transition into affordable housing or other long-term housing options.

The redevelopment of the Wesley Edward Eagar Centre is part of Wesley Mission's Strategic Property Investment Plan, which outlines our overarching commitment to providing a range of safe and affordable housing options for those most in need. Another project in the City of Sydney Local Government Area which is underway is the redevelopment of a Wesley Mission site in Glebe to create 74 affordable housing units. This redevelopment will support the delivery of our refurbished Wesley Edward Eagar Centre by providing affordable housing transition options for clients exiting crisis accommodation.

The Wesley Edward Eagar Centre refurbishment also meets key elements of the City of Sydney Council's Social Sustainability Policy and Action Plan³. Wesley Mission is committed to an inclusive city based on social justice and opportunity. The diversity of our programs is an outworking of our organisational vision to "do all the good you can ... because every life matters". The refurbished Wesley Edward Eagar Centre will support diverse, connected communities and provide quality spaces and places. At completion, the centre will facilitate multiple outcomes outlined in Council's plan:

- Reduced homelessness and rough sleeping
- Improved transition pathways from homelessness into long-term, affordable accommodation
- Increased personal wellbeing
- Increased social connectedness among diverse communities
- Strengthened social networks in urban renewal areas
- Improved community safety
- Increased positive social impact of urban development and renewal
- Renewed social infrastructure to meet changing community needs and aspirations
- Activated public and private spaces to deliver community benefits

Next steps

Wesley Mission has been working with key advisors in the development of refurbishment plans:

- EPM – Project Manager
- Scott Carver Architects – Design
- Rider Levett Bucknall – Quantity Surveyor
- State Planning Services – Town Planning
- Waterman Group – Multidisciplinary engineering
- Northrop – Structural Engineering
- AED Group – Building Code of Australia consultant.

² ibid

³ <https://www.cityofsydney.nsw.gov.au/council/your-say/archive/city-for-all-towards-socially-just-resilient-sydney>



We are working to the following timeline to ensure that the refurbishment can progress as soon as possible, for the benefit of people experiencing homelessness in the City of Sydney Local Government Area:

Date	Task
November 2019	Fundraising appeal launch
December 2019	Construction tender release
February 2020	Tender return
March 2020	Board approval to engage builder
April 2020	Construction commencement
February 2021	Construction completion

The project is being managed within Wesley Mission’s robust governance framework, which includes progress oversight, due diligence and risk management. All associated project risks have been considered and Wesley Mission’s Board have approved the refurbishment. No major risks that would put the project in jeopardy have been identified.

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Wesley Edward Eagar Centre Redevelopment

Additional information for City of Sydney Council

1 Current accommodation at Wesley Edward Eagar Centre

Wesley Edward Eagar Centre is currently a 76-bed crisis accommodation lodge in Surry Hills. It operates as part of Wesley Mission's contract with the NSW Department of Communities and Justice to deliver Specialist Homelessness Services in the inner city. The overall service delivers case management support in the community as well as accommodation at the Wesley Edward Eagar Centre. In 208-19, 662 people accessed the Wesley Edward Eagar Centre with 54% utilising the crisis/transitional accommodation.

2 Changes to accommodation and service delivery

The redevelopment of Wesley Edward Eagar Centre will see a change from 76 studio units in a congregate format (shared toilets, showers and dining spaces) to 40 studio units with ensuites. Amenity will be improved for clients, staff and stakeholders:

AMENITY		PROPOSED	EXISTING
	ENTRIES	x 2	x 1
	LIFTS	x 2	x 1
	RETAIL	x 1	NII
	OFFICES	x 7	x7
	CLIENT ROOMS [NO KITCHENETTE]	x 40 [ensuite]	x 77 [no ensuite]
	ACCESSIBLE CLIENT ROOMS	x 2	NII
	ROOM AREA [TYPICAL ROOM]	12m ² [excluding ensuite]	8.5m ²
	ENSUITE [TYPICAL ROOM]	3m ²	NII
	CLIENT TERRACE	41m ²	6m ²
	CLIENT LAUNDRY & CLEANING	6	2
	CLIENT KITCHENETTES	5	5
	RECONFIGURED SUPPORT SERVICES	3	2

The change in accommodation will be coupled with a service model shift. The new service delivery model will include:

Component	New service model
Concierge approach	<ul style="list-style-type: none"> • New position to provide immediate and meaningful client engagement and care direction (triage) at entry. • Link client into the most appropriate service (internal or external) to access ongoing support, in alignment with our 'no wrong door' policy. • Provide a centralised point of contact for clients and maintain a high level of customer service. • Provide input into the care planning process based on presentations and interactions.
Highly trained and qualified staff	<ul style="list-style-type: none"> • Upskill the staffing model to increase the proportion of highly trained and qualified staff who can work intensively with clients experiencing complex challenges. • Staff will be targeted who have different areas of expertise, such as mental health, working with Aboriginal communities, employment, family and domestic violence. • All staff will be active in care planning and support.
Teams approach ¹	<ul style="list-style-type: none"> • Clients will access support from a team of staff with diverse areas of expertise. This will ensure clients benefit from a range of support and it prevents relational dependencies. • Staff working both during the day and night will form cohesive teams to ensure consistency of care and support to clients 24/7.

3 Alignment with Housing First homelessness models

Wesley Mission agrees with Housing First principles as the best practice methodology for minimising homelessness. As the Australian Housing and Urban Research Institute states, 'The development of Housing First in Australia has been constrained by the lack of appropriate affordable housing stock necessary to quickly house those experiencing homelessness'². Within our current contractual parameters to deliver crisis and transitional accommodation, Wesley Mission is implementing elements that align with Housing First in its Specialist Homelessness Service practice, for example:

- Clients access non-judgemental support and do not need to address barriers prior to accessing accommodation.
- Staff teams are multidisciplinary and work intensively with clients to address complex needs.
- Staff are committed to finding suitable permanent, affordable and suitable housing options with clients.

Wesley Mission is taking action now to establish opportunities to fully implement Housing First models in the future:

- The redevelopment of the Wesley Edward Eagar Centre is based on universal access principles which gives the building flexibility and the potential to be a long-term home for people

¹ Wesley Mission has trialled the teams approach for six years within its Specialist Homelessness Services. The Australian Housing and Urban Research Institute and the Social Policy Research Centre at the University of New South Wales conducted an external evaluation of Wesley Mission's approach in January 2018. The research found that clients found the model beneficial for continuity of care, seamless support, and access to multidisciplinary staff bringing different strategies and expertise.

² 'What is the Housing First model and how does it help those experiencing homelessness?', Australian Housing and Urban Research Institute, May 2018 ([source](#)).

experiencing homelessness. The studio units with ensuites can be easily converted to wholly self-contained dwellings with the addition of whitegoods.

- We have conducted discussions with the NSW Department of Communities and Justice regarding the provision of long-term housing options, and it has been included in our Specialist Homelessness Service contract that Wesley Mission will ‘reconfigure its inner city crisis accommodation to promote long-term independent living options for clients’.
- Wesley Mission has a site in Glebe which it proposes to adapt to create an estimated 109 new affordable and social dwellings under the Affordable Housing State Environmental Planning Policy. The building is currently unusable without refurbishment. The main focus of the project is housing for women aged over 55 who are at risk of homelessness or are experiencing homelessness, and key worker housing. The Development Application³ was submitted to the City of Sydney Council on 20 December 2019.

4 Long term benefits of the new model

Wesley Mission is confident that it can deliver a more effective service even though the bed numbers will be reduced from the current format. The rationale for the new configuration is:

- Wesley Mission is committed to the principle of ‘dignity in care’ and client’s being able to access the support required for them to achieve their long-term independent housing goals. The current configuration maximises the number of people able to be accommodated each night but this comes at the cost of our clients experiencing very small rooms that can feel ‘prison-like’ and the requirement to share amenities.
- Wesley Mission is required to redevelop the site within the current building parameters in order to comply with City of Sydney Council codes and requirements. 40 units is the maximum number that can be achieved within the building codes that apply to the new building design. All floors that are currently used for crisis and transitional accommodation will continue to be used, but in a different configuration.
- The NSW Department of Communities and Justice has stipulated in our Specialist Homelessness Service contract that Wesley Mission will ‘plan for the reduction over time in congregate care’, ‘plan responses that aim to achieve long-term outcomes’, and ‘seek opportunities for asset reconfiguration in the long-term’.
- The current congregate model with shared bathrooms creates privacy, security, and safety issues, particularly women and gender transitioning clients. Wesley Mission currently operates with different genders on each floor. This reduces flexibility in being able to provide quick support and accommodation options for every client that presents and means that women and gender transitioning clients are under-represented at our service. We usually operate at an occupancy rate of 92%. The new configuration will create bathroom privacy and safety in each unit and ensure Wesley Mission has the ability to support the maximum number of clients. We anticipate that we will be able to increase the occupancy rate to 96% after the redevelopment.

The redevelopment will create opportunities to deliver a service model that strengthens client’s long-term outcomes, for example:

Current challenge	New opportunities
The high volume of clients creates a chaotic environment. There are altercations between clients on a daily basis,	<ul style="list-style-type: none"> • Smaller client numbers will create a naturally calmer environment. • Units with ensuites will reduce the problems created by shared personal spaces. • Staff will have a greater ability to build relationships with more residents and tailor support.

³ <https://online2.cityofsydney.nsw.gov.au/DA/IndividualApplication?tpklapappl=1460809>

Current challenge	New opportunities
exacerbated by the shared amenities.	<ul style="list-style-type: none"> • Clients will be less able to slip ‘under the radar’ and will be easier to engage in strengths-based case management. • Clients will be able to focus on their goals without as many distractions from other residents or altercations.
The current building is old and outdated. The size and condition of the rooms can be depressing for residents. There are physical suicide safety risks in units. It does not blend with the neighbourhood. External services do not want to co-locate.	<ul style="list-style-type: none"> • The new building will create a more positive client experience that tells clients they are valued, safe, and worthwhile. • Units will be able to comfortably facilitate long-term stays. Under our current contract Wesley Mission is planning maintain an average of six week stays. In the future the units could accommodate longer residencies. • The new building will be safer and minimise opportunities for self-harm. • The improved façade will blend in better with the local neighbourhood and complement the local culture. • More external services will feel comfortable co-locating in a calmer and updated environment.
It is difficult to provide a safe space for women and gender transitioning clients. Congregate bathrooms create privacy and safety risks. Inflexibility creates occupancy issues.	<ul style="list-style-type: none"> • Units will have their own ensuites. Congregate areas will be dining and social only. • Each room will be secure. Clients of different genders will be able to be housed on the same floors whilst maintaining safety. • Rooms will be more flexibly allocated, creating a more efficient response for presenting clients and maximising occupancy.

Clients accessing Wesley Mission’s service after the redevelopment will benefit from:

- Triage, intake and assessment completed by our highly-skilled concierge at entry (immediate tailored support)
- Intensive goal-setting and case management support from a small, multidisciplinary team
- 24/7 case management support (staff working outside of business hours will be highly qualified and working as part of a team with staff working day shifts, allowing continuity of care and a consistent focus on achieving case plan goals)
- Time and space to work on personal projects and access holistic wraparound supports in a calm environment
- A wider range of external services operating from the Wesley Edward Eagar Centre
- A high level of engagement with staff who will be actively identifying long-term permanent housing options (therefore reducing the length of stay from the current average of six weeks down to four weeks)
- Living in a unit that is more integrated with the local community and neighbourhood.

Wesley Mission is confident that even though the ostensible service delivery ‘quantity’ (number of beds) will be reduced, we will be able to deliver a higher quality service that gives our clients the best chance of transitioning into long-term secure housing.

5 Impact of changes to accommodation and service delivery

Wesley Mission operates the Wesley Edward Eagar Centre as part of its inner city Specialist Homelessness Service contract with the NSW Department of Communities and Justice. We are

contracted to support 345 people experiencing or at risk of homelessness and each year Wesley Mission exceeds this by 150 – 300 clients. Specialist Homelessness Services have been allocated different target client groups. In the inner city, Wesley Mission has not been contracted to target people who are sleeping rough as there are other organisations with this focus. However, Wesley Mission is committed to minimising homelessness in the City of Sydney Local Government Area and recognises the problems experienced by people who are rough sleeping. To support this client group, Wesley Mission:

- Aims to provide excellent accommodation options so that other Specialist Homelessness Services can refer clients they are working with who are sleeping rough.
- Is a signature to the 'Act to End Street Sleeping' and has always been an active participant in inner city homelessness coalitions and collaborations.
- Undertakes a monthly assertive outreach to support street-to-home initiatives and collaborate with other Specialist Homelessness Service providers.

Currently 67% of our clients accessing our inner city Specialist Homelessness Service have been sleeping rough at intake. Wesley Mission will continue to welcome clients who are experiencing or at risk of experiencing homelessness in its redeveloped building. Due to service model adjustments (more pre-crisis case management work in the community), higher occupancy (92% to 96%), and reduced average length of stays (six weeks to four weeks), Wesley expects to accommodate the same number of clients in the Wesley Edward Eagar Centre after the redevelopment as beforehand (approximately 350 per year). In addition, clients will be able to access case management and other services from the Wesley Edward Eagar Centre even if they are not staying in the accommodation, as they are now. Wesley Mission expects to maintain its total client numbers whilst delivering a more effective service.

6 Client transition plan during the redevelopment phase

The Wesley Edward Eagar Centre redevelopment project is being managed within Wesley Mission's governance framework⁴. Our Project and Change Leadership Group⁵ is a working group of the Management Committee which meets monthly. The Terms of Reference states that the group provides an oversight of projects and programs of work during their lifecycle to ensure they meet agreed scope, benefits, timeframes and costs. The Project and Change Leadership Group has designated authority and sets a priority agenda. The Wesley Edward Eagar Centre redevelopment has the highest priority rating.

Given the scale and importance of the project, multiple steering committees have been established to oversee the operational and construction components of the redevelopment. One committee has been specifically charged with managing the client transition during the construction period. It is led by a Change Manager and has representation from multiple Wesley Mission portfolios to ensure cross-unit collaboration. A high-level client transition plan is attached to demonstrate how the process is being managed (Attachment 2 – Client transition plan).

To date, Wesley Mission has secured the lease of a property in Ashfield which will accommodate 40 residents. This property has been reviewed and approved by Wesley Mission's Management Committee on 1 November 2019 and the NSW Department of Communities and Justice (approval letter sent by the Director of Commissioning and Planning on 11 November 2019). Wesley Mission is continuing to search for an additional property in the City of Sydney Local Government Area to access a further 36 beds.

All clients accessing Wesley Edward Eagar Centre from 1 January 2020 have been advised of the redevelopment implications at intake. This has been done verbally and in writing (the Welcome Pack has been updated to reflect the changes). Residents commencing their stay at Wesley

⁴ Wesley Mission's governance framework is part of our overarching quality management system. We were last audited against ISO 9001:2015 in 2019 by bsi (certificate FS 603644).

⁵ Membership of the group comprises: Chief Operating Officer, Chief Financial Officer, General Manager – Corporate, General Counsel, Group and Executive Managers, Head of Wesley Legal, Head of Wesley Risk, Wesley Business Services Manager, Wesley Strategic Outcomes Manager, Head of the Project and Change Office.

Edward Eagar Centre at this point may be directly impacted, and transitioning planning is therefore forming part of individual case management.

7 Risk management strategy

Wesley Mission adopts a structured approach to risk management, using consistent methods for the assessment and treatment of risk, at all levels within the organisation, based on Wesley Mission’s ‘Risk Management Framework’ and the ISO 31000:2009 Risk Management standard. Our robust risk management framework outlines Wesley Mission’s risk management strategy, processes, responsibilities and accountabilities. It provides the foundations and organisational arrangements for integrating, designing, implementing, evaluating and continually improving risk management across the organisation. It is underpinned by Wesley Mission’s culture, organisational and governance structures, and reporting and approval processes.

The implementation of the risk management framework is broken into streams of work, all aimed at developing the maturity of risk management across Wesley Mission:



Organisationally, risk management continues to be supported primarily via the Quality Risk and Compliance Review Group, a working group of Wesley Mission’s Management Committee. This group has a role to ‘review, monitor and evaluate the effectiveness of Wesley Mission’s Risk Management Framework’. This allows a channel of communication, support for risk management initiatives, and provides endorsement for policies, procedures and the like for approval by Management Committee.

Attachment 3 – Risk management and strategies details Wesley Mission’s overarching risk policy and the strategy for managing risks more specifically to the Wesley Edward Eagar Centre and its clients. It includes a commentary of the risks pertaining to the redevelopment project.

The Operational Risk Register related to the redevelopment of Edward Eagar Centre (previously referred to as Edward Eagar Lodge) provides a detailed view of the current risks and controls within Wesley Mission that may adversely impact the redevelopment project (Attachment 4 – Operational risk register).

8 Community and client consultation

Wesley Mission has a comprehensive community engagement plan which was developed by Left Field⁶ and continues to be adapted as the project progresses (Attachment 5 – Community engagement plan). Our clients are a major stakeholder at Wesley Edward Eagar Centre and we have ensured that the clients' voice has been represented in our planning, design, and project management activities. Wesley Mission is an active participant in the sector's peak body, Homelessness NSW. Our Executive Manager – Wesley Child and Family Care, David Allen, is the Treasurer of the Board, and one of our managers sits on the Policy Committee. Wesley Mission supports Homelessness NSW's position on consumer participation and implements consultation into our practice:

'Marginalised people such as people experiencing homelessness and those at risk of homelessness have a human right to participate in decision making processes that directly impact them. The active involvement of those who are or have been homeless has also been shown to lead to the development of more effective public policy and service delivery in response to issues facing people experiencing homelessness, as well as assisting in the empowerment of participants⁷.

Wesley Mission has taken clients staying at the Wesley Edward Eagar Centre between the pre-DA stage and now on the re-development journey with us. We have been very intentional in selecting our user-research methods and have opted for meaningful consultation through:

Consultation	Rationale
Individual case management	<p>As per our 'Case management' policy, Wesley Edward Eagar Centre residents can access intensive support from a team during their stay and afterwards, if they choose. Our team has conducted consultation on the redevelopment, including building design and client transition during construction, through case management sessions. Insights and opinions are then fed back to the Wesley Edward Eagar Centre management team through regular staff meetings. Conducting consultation through individual case management ensures that:</p> <ul style="list-style-type: none"> • The process captures a wide number of clients. Unless a client has not wished to discuss it, the redevelopment has been an ongoing conversation and as of 2020, is a key section of the intake process (as it construction may impact some new residents). • Consultation occurs in a safe and respectful environment. Our staff use person-centred and trauma-informed care to support clients. This method allows the topic to be discussed when it is a good time for the client (for example, no current crisis) and with people that they feel safe with (their familiar caseworker(s)). It also ensures that the impact of the redevelopment is not over-exaggerated for clients that will have transitioned out by April 2020, to emphasise safety and security.
Information sessions	<p>Three information sessions were held in late 2019 to provide residents with an overview of the development and ask for input into the project. A fact sheet was provided both at the sessions and in general for residents (Attachment 6 – Upgrade overview for stakeholders). This method supports our implementation of trauma-informed care principles as outlined in our 'Trauma informed care' policy through:</p>

⁶ <https://leftfieldco.com.au/>

⁷ <https://www.homelessnessnsw.org.au/projects/consumer-participation>

Consultation	Rationale
	<ul style="list-style-type: none"> • Safety: Confirming key dates and processes with clients so that those impacted know that they will be kept safe throughout the transition. • Trustworthiness: Demonstrating that the information provided individually is transparent, and ensuring all residents are on the same page. • Choice: Clients have a choice at what level they participate in that forum. The discussion is informal and facilitated by Wesley Mission's Regional Manager – Specialist Homelessness Services to ensure familiarity. • Collaboration: Input is genuinely sought and feedback is channelled back to the project's steering committees for review and implementation, as appropriate. • Empowerment: Clients are asked for their opinion and given information to support individual decision-making. <p>This 'listening post' strategy is continuing to be used in 2020, with the focus shifting to the construction and transition phase.</p>
Suggestion box	<p>Since the pre-DA phase, a suggestion box has been available in the communal dining room so that clients can provide input into the redevelopment at a time that suits them (Attachment 7 – Suggestion box sign and Attachment 8 – Feedback invitation). This passive method is useful for clients who do not feel comfortable discussing their thoughts in a group-setting and facilitates user-choice. It also confirms to residents that the stability of their accommodation is not tied to their opinion on the redevelopment, a critical component of trauma-informed care. This is helpful for clients</p>
Informal client insights via staff	<p>Wesley Mission utilised the informal pieces of feedback on the current building design given to our staff to inform the design of the redevelopment. Many of our staff have worked at Wesley Edward Eagar Centre over multiple years and have collected valuable insights from hallway conversations, 'Raise your voice' feedback forms, incident reviews, and case management processes. This feedback, as well as staff expertise, was collected through operational workshops that commenced in December 2018.</p>

Key findings from our consumer consultation were:

- Importance of room security and safety (residents appreciate having their own lockable room and privacy)
- Communal bathrooms are unpleasant, undignified, and cause altercations (raised particularly by women and people transitioning gender)
- Rooms are too small and can feel depressing (residents feel the rooms are outdated, some described them as 'prison-like')
- Importance of nice social spaces to relax (being able to smoke and have conversations in a safe area, and enter and exit the building 'without everyone knowing' were important factors).

Our consultation process intentionally did not complete an intensive 'point-in-time' only consultation with clients regarding building design details during the early stages. This is because:

- On average our clients stay six weeks, and the range is from one night to three months. Person-centred, strengths-based, trauma-informed case management is available to all residents but naturally, levels of engagement differ depending on client motivation and co-

occurring complexities. The residents living at Wesley Edward Eagar Centre during the pre-DA phase were not the residents who would be impacted by the construction. As part of our trauma-informed care, it was imperative that we did not put too much pressure on a small group of residents or create panic about changes that were not likely to affect them.

- 87% of clients in 2018-19 stayed at Wesley Edward Eagar Centre once in the year. Feedback was generally more about their experience in the current building and how it could be improved, rather than being invested in design details of the new building.
- People accessing crisis accommodation are typically in survival model due to experiencing multiple complex challenges. Of the people that accessed Specialist Homelessness Services in NSW in 2018-19:
 - 34% are impacted by family or domestic violence
 - 86% are unemployed or not in the labour force
 - Over 1/3 have a mental illness diagnosis
 - People transitioning from institutions (mental health hospitals and correctional centres) and people from Aboriginal backgrounds are more highly represented.

The complexities are even more so for clients that seek support from inner city homelessness centres, for example nearly all of our residents are impacted by mental illness and trauma. Detailed design discussions would place an excessive cognitive load on people experiencing personal crisis.

9 Letters of support from project partners

Attachment 1 – Letters of support. Letters of support are provided by:

- The Hon. John Howard
Australia's 25th Prime Minister who served from 11 March 1996 until 3 December 2007.
- Dr. Keith Suter
Board member of Wesley Mission since January 2009. He is a company director, conference speaker, broadcaster, writer and teacher at Boston University (Sydney campus).

10 Funding breakdown

Of the estimated \$12 million in capital costs required to redevelop the Wesley Edward Eagar Centre, Wesley Mission has earmarked \$4 million from its funds, is seeking another \$4 million in funding from the Government, and has started fundraising through philanthropy for the remaining \$4 million. Our progress includes \$850,000 raised through philanthropy which combined with Wesley Mission's contribution means that we have a confirmed \$4.85 million of the total required \$12 million.

11 Project contingency allocation

Wesley Mission has allocated \$2 million for project contingency costs. This \$2 million is in addition to the estimated \$12 million of redevelopment costs. The contingency estimation is based on risk profile, project lifecycle and recent Wesley Mission project experience.

12 Budget clarification

We would like to clarify that the items mentioned as 'excluded' in the budget do not represent 'items provided as value in kind'. The figures provided were an estimate from our quantity surveyor who itemised the quantities of material and labour for the construction only. As a long-term asset owner of the Wesley Edward Eagar Centre, Wesley Mission will utilise its robust quality framework for the redevelopment project.

Subsequent to our submission to City of Sydney Council in December 2019, the Board of Wesley Mission has approved the updated budget for the redevelopment of Wesley Edward Eagar Centre:

Budget line item	Cost (\$)
Construction costs	10,908,000
Other project costs	
Consultancy fees	1,842,000
Authorities - fees & charges	210,000
Implementation costs	500,000
Window replacements	700,000
Project contingency costs	2,000,000
Other project costs	5,252,000
Grand Total – Redevelopment Cost	16,160,000