



HOME
in Queanbeyan

Patron: The Hon. Sir William Deane

Business Plan

2009



Patron: The Hon. Sir William Deane

HOME in Queanbeyan (HOME)

The National Survey of Mental Health and Wellbeing, a community survey of 10,600 adults carried out in 1997, found that close to one in five (17.7%) Australian adults were found to have a common mental health problem (depressive, anxiety or substance use disorder) at some time during the 12 months before the survey."

This means that about ONE IN FIVE AUSTRALIAN ADULTS WILL SUFFER FROM SOME FORM OF COMMON MENTAL HEALTH PROBLEM IN ANY YEAR.

(Andrews G, Hall W, Teeson M, Henderson S (1999), The Mental Health of Australians, Mental Health Branch, Commonwealth Department of Health and Aged Care, Canberra.)

"In inner Sydney, a study found that 75% of the homeless people assessed had at least one mental disorder."

("Down and Out in Sydney, vol. 2: Caring for people who have a Mental Disorder", p.12)

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Preamble

Notwithstanding considerable government expenditure on targeted mental health (outreach) programs, and the caring and dedicated service of many good people in mental health services, there are still far too many people afflicted by mental illness who are homeless or left to fend for themselves in refuges, boarding houses, hostels and public housing throughout Australia.

It is not so much a lack of available funding, but rather the lack of community based supported accommodation that leaves many people barely “existing” without adequate care and a consequent loss of dignity. Housing departments and other agencies do their best to accommodate some, hospitals and the police regularly process others, while many are on the roundabout of police watch-houses, hospitals, institutions and the street.

The Queanbeyan community, led by the churches, has decided that positive action to redress this unacceptable situation must now be taken. To this end, HOME in Queanbeyan Incorporated (HOME Inc) is creating a real “home” (in Queanbeyan) - a place where people with chronic mental illness will be supported, valued and cared for, a place where new more positive chapters may commence in the lives of the people to be accommodated.

It is important that our goal is modest and achievable. It is also important that HOME in Queanbeyan (HOME) provides for those in our community who fall into the gaps between existing institutional care places and those able to lead a dignified life independently or with the help of carers. In doing so, HOME will complement not replace or compete with existing services.

We recognise that HOME needs to be an initiative of the whole community, with funding, support and involvement from the local people, churches, business and government.

This **Business Plan** establishes the framework for the delivery and on-going management of HOME. This framework will then be progressively “filled in” with greater detail on process and protocols over the coming twelve to eighteen months while the building of HOME is underway. It updates an earlier “Preliminary Business Plan”, first published in late 2006.

Part 1 Overview

There is an urgent need for medium and long term, non-institutional supported accommodation for the chronically mentally ill in the Queanbeyan Region (see following section). HOME in Queanbeyan (HOME), outlined herein, is a unique, well-founded and timely community response to that need. The importance and acknowledged need of this initiative is given weight by the fact former Governor General of Australia, the Honourable Sir William Deane, has agreed to be its Patron.

The proposal for HOME is underpinned by detailed research commissioned specifically for this project (see Part 2 following). In short, HOME will provide 24 hour supported accommodation for people suffering varying degrees of mental illness who cannot live independently and need care to live active, dignified, and fulfilling lives in their community. HOME Inc hopes it will become a model for other similar projects throughout Australia.

The project site, the design of the proposed buildings, and the care model proposed for HOME have been adopted following consultation with a wide cross-section of the regional community – including especially those with experience in mental illness, and others with business and community service expertise.

Since the initial launch of the proposal in early 2007 there has been overwhelming and widespread community, philanthropic, government and business support. To date, HOME Inc has raised nearly \$800,000 in cash and in-kind support from the community, schools, philanthropic trusts and business, while the Australian Government has committed to one off capital funding of \$2m. Add to this further pledges of in-kind support and HOME is well on its way to meeting projected capital and initial recurrent requirements for its construction and early operation.

The HOME organising committee has created an incorporated association, "HOME in Queanbeyan Inc" (HOME Inc) to establish and operate HOME. HOME is also registered as a Deductible Gift Recipient, recognising the organisation's charitable status.

The Objectives and Rules of HOME Inc are attached at **annexure 1**.

Since publication of the Initial Business Plan, the following has been achieved:

- Registration of HOME Inc as an incorporated association with deductible gift recipient and tax exempt status;
- Execution of an Agreement with the Anglican Parish of Queanbeyan and the Anglican Archdiocese of Canberra for the long term lease (25 years plus a 25 year option) of the former Church Hall site on the corner of Crawford and Rutledge Streets Queanbeyan, as the site for HOME.

- Collection (to date) of over \$2.75m in funding (cash and pledges);
- Receipt of pledges for works and services “in kind” to facilitate the construction of HOME;
- Preparation and lodgement with Queanbeyan City Council of a Development Application (DA) for the construction of HOME (see details herein);
- Completion of capital (construction) and recurrent budgets;
- Consultation with the Queanbeyan Community on the location, design and operation of HOME; and
- Finalisation of the HOME Care Model – details herein.

Further, since the initial inception of the HOME concept, it has been agreed that *St Benedict's Community Day Centre (St Benedict's)* will co-locate with HOME upon completion of the construction of HOME (likely to be early to mid 2010).

St Benedict's provides advocacy and support for people marginalised through addiction, illness, trauma, and homelessness. It is a highly regarded service-provider in the region. Its Manager (and HOME Board Member), Anne Pratt, was awarded Monaro Woman of the Year in 2008; while St Benedict's itself attracted a Community Service award, also in 2008.

The co-location of the St Benedict's service at the HOME site will provide HOME with a much needed extra layer of volunteer support and complement the care HOME will be offering.

The purpose of this document is to update the community, government and others as to the progress of HOME, and to provide a basis for seeking further financial support for the construction and financial sustainability of HOME.

Part 2 Homelessness and the link to Chronic Mental Illness

This part of the Plan is an **Executive Summary** of an expert paper prepared for HOME Inc by Dr Leanne Craze. Dr Craze's full report, which provides an overview of the need for HOME, is attached at **annexure 2**.

Introduction

During 2006, Dr Craze - with support from Glenn Jarvis and Anne Pratt - examined Australian and international literature to see if there was an evidenced-based case for the vision of HOME in Queanbeyan. The team drew on local, national and international research, along with professional experience and anecdotal evidence gathered from interviews and discussions with people who suffer from mental illness and have experienced homelessness. The findings are presented in this report (refer **annexure 2**).

What Home-In-Queanbeyan Proposes?

The vision for HOME in Queanbeyan is to create a safe, supportive *home* for those who have been forgotten and abandoned by the community at large; a place where the homeless mentally ill – and those for whom living independently is extremely difficult or not possible at this point – can live with the dignity they deserve. HOME will not replace or duplicate other existing mental health services, rather it will complement those programs, and provide a safe, secure and fully supported environment for its residents

Homelessness and Mental Illness in the Queanbeyan District

Research evidence indicates that on any given day in the Queanbeyan region there are at least many tens of people with severe and long-term mental illness who are homeless or at risk of being homeless. Mental illness compounds:

- the daily struggle to acquire, prepare and consume enough food;
- and the ability to engage with relevant health services (GPs, dentists etc) to maintain health.

The combination of deteriorating mental and physical health leads to an increase in periods of hospitalisation. Meanwhile, when alcohol/drug dependency and brain injury is added to the equation, then, not only is extra demand placed on the hospital system, but also on emergency services and community and government agencies as well. This is time consuming, expensive and, more often than not, helps people survive/exist only.

How many people would be immediately assisted by HOME?

The picture emerging is that at the very least 20 people with roots in the Queanbeyan region and who are well known to service providers and community groups would be helped significantly by HOME. It is thought that there would also be many others who, across the course of year, would be assisted by HOME'S respite care and the outreach support offered by St Benedict's.

While HOME in Queanbeyan will be making an important contribution there will still be a significant unmet need, such is the enormity of the mental health crisis.

The cost of homelessness and mental illness for society

Research indicates that the total annual average costs per person with severe mental illness are estimated to be \$46,180.37. The total annual costs are estimated to be \$2.25 billion or 0.36% of GDP. The average annual cost per person of providing a supported accommodation program for homeless people and for people with mental illness is around \$34,000 whilst the average annual cost of keeping a person in prison in NSW is \$57,500.

What drives these costs to society?

The research indicates the following:

- The average costs of psychosis are extremely high, even on the basis of conservative assumptions;
- The main driver of these costs are inpatient care and reduced productivity;
- The per person costs will increase as duration of homelessness increases; and
- It seems that disproportionate amounts are being spent on 'housing' people in hospitals and other institutions rather than on investing sufficiently in supported community accommodation and rehabilitation.

How these costs might be reduced

Ground breaking research indicates that investing more in supported accommodation and evidence-based psychosocial interventions in the community could achieve better outcomes and save money.

What contribution might HOME make to reduce these costs?

Based on Professor Vaughan Carr's authoritative study, even if one out of every 10 clients of HOME is assisted to be able to participate in meaningful activity, there will be reduced costs to government and to society as a whole (Carr et al 2002:34).

The research-based evidence for HOME

HOME is consistent with research-based evidence about the requirements for effective interventions with people with severe mental illness who are homeless or at risk of homelessness.

- HOME will promote and increase community awareness and ownership of the problems experienced by homeless people with severe mental illness. *This in fact has already been demonstrated by the outstanding community support HOME has attracted in the last 18 months.*
- HOME will provide housing and support suited to the individual needs of a group of people with severe mental illness who have high and complex mental health care and support needs.
- HOME will provide housing and support which addresses the social and psychological needs of residents as well as practical needs.
- HOME will provide housing and support which helps residents to feel a part of the local community and to feel like they belong and have a home.

- HOME will allow its residents to realise they are not alone.

HOME will also have an outreach capacity (by the co-location of St Benedicts at HOME) and will work in tandem with other existing and new programs including the NSW Health Housing and Accommodation Support Program (HASI) and Commonwealth Government based programs providing counselling, personal helpers and mentors, support workers and employment and training assistance and support.

What potential residents of HOME told the research team

Overall, the participants who spoke with the research team stressed the need for HOME to:

- Provide a high quality, non institutional place that a person could call 'home';
- Provide a HOME for as long as it is needed;
- Ensure intensive on-site support;
- Provide a home-base for independent living; and
- Support residents to become active members of the community and to achieve their goals and dreams.

Conclusion

The report concludes that HOME is based on sound evidence and is consistent with research findings about the preferences of people with mental illness. The uniqueness of the HOME model lies in the high and complex needs of the target group as well as proposing a permanent HOME affording independent and private living in a communal and supported environment.

HOME, by providing personalised support to help residents participate in meaningful activity and to build new relationships and networks, will prevent the situation of 'institutions of one', whereby people with mental illness live in isolation and neglect, trapped within their own four walls.

Importantly, HOME provides a replicable and transferable model to other Australian communities for harnessing the concern, care, goodwill and resources of the community to assist people with mental illness whose problems are currently too big for government and other services.

*Please refer to **annexure 2** for the full report by Dr Leanne Craze.*

3.1 Vision

To provide a supportive, loving home for people with mental illness.

In a nutshell, HOME will seek to gently and persistently love people back into life, by providing a place where people, who are incapable of living independently, will be supported to live with the dignity that is the right of us all.

3.2 Objectives

The principal object for “HOME in Queanbeyan” (HOME) is:

- To provide direct relief to persons who suffer chronic mental illness and as result are unable to live independently.

In support of the principal object, the further objectives of HOME are:

- To recognise the dignity of all people, by striving to restore a sense of self-worth and belonging to people with chronic mental illness who require some support and assistance to live a productive life within the community.
- To generate broad community awareness about the plight of the chronically mentally ill, and in doing so procure the involvement and support of local people, churches, business and government.
- To deliver, on a staged basis, a purpose built “HOME in Queanbeyan” for up to 20 chronically mentally ill people (including two respite places), with 24 hour care and support.
- To help those suffering from a mental illness and in need of supported accommodation to find and maintain a place they can call HOME where they feel secure and are supported by the community.
- To provide emotional and practical support to the residents of HOME, so that they can develop a sense of belonging, and are able to participate in meaningful activity and build new relationships and networks.
- To provide a place of shelter where relief from such suffering and distress can be sought.
- To work in tandem with other existing and new programs to provide counselling, personal helpers and mentors, support workers and employment and training assistance and support.

3.3 Progress to date

HOME Inc has approached the project in four phases.

Phase 1 - Community Awareness

Generation of broad community support via a program of information dissemination, discussion and debate, leading to the preparation of a set of clear steps (the “Initial Business Plan”) to achieve the vision.

The first part of this has been completed but the task of maintaining community awareness is on going.

Phase 2 – Site Acquisition, Community Consultation, Detailed Design, Approvals, Capital Funding and Recurrent Funding.

- An Agreement to Lease the Anglican Church Hall site on the corner of Crawford and Rutledge Streets Queanbeyan has now been executed, providing HOME with long term leasehold tenure of the site.
- Consultation with the community has been completed, and the findings incorporated into the design and operational plans for HOME (see consultation report at **annexure 3**).
- The facility has been designed and a development application lodged for the project – see section 4 for details of the proposal and **annexure 4** for the plans for HOME.
- The design plans have been reviewed and costed by the project builder, from which the construction budget discussed in section 4 has been prepared.
- Funding of approximately \$2.75 m has now been secured, and pledges of works and services “in kind” are being sought to reach the targeted construction cost. The “secured” figure includes a grant of \$2m from the Australian Government as well as substantial grants from the Snow Foundation, the Tyne Reid Foundation and many businesses and community members.
- A preliminary recurrent budget has been prepared and is attached at **annexure 5**.

Phase 3 – Construction

- To enable construction the following pre-conditions are to be met:
 - Finalisation of construction funding / pledges;
 - Approval of the DA by Queanbeyan City Council (QCC); and
 - Execution of the long term lease (achieved) and possession of the site.
- Once the pre-conditions have been met, construction will be commenced. Construction is estimated to take 12 months.

Phase 4 – Operation

- Implementation of the HOME Care Model (see section 4) and the HOME Inc Management Plan (under preparation), including the sourcing of appropriately qualified professional staff and confirmation of the volunteer team(s).
- Welcoming of the first tenants.

Part 4 Details of the Proposal

4.1 The Site

The project site, as mentioned earlier, is the former Anglican Church Hall site, on the corner of Crawford and Rutledge Streets Queanbeyan. An agreement to lease the land from the Anglican Church for 25 years (plus a 25 year option) has been executed.

The location is considered to be ideal for HOME, as it will allow residents to live in the heart of the City, with easy access to many of the other services and opportunities needed to support people with mental illness.

The site is flat, and contains an existing residence and the church hall. After preliminary discussions with QCC it was agreed that HOME should seek to retain and re-use the existing hall building given its social and heritage significance to the Queanbeyan community. As is demonstrated in the following section, the hall building will be adapted for use as part of HOME (and the co-located functions of St Benedict's), and the dwelling will be used (initially at least) as the caretaker's home.

The land is presently zoned 5(a) Church Hall. HOME Inc has been advised by QCC that the proposed uses would be permissible pursuant to the provisions of the current zoning and relevant State Environmental Planning Policies.

4.2 The Facility

Design

HOME is to be two level apartment style accommodation, providing 20 one bedroom en-suite rooms, catering for 18 semi permanent residents (over various terms) and 2 respite care suites. Communal dining and lounge rooms are also to be provided, along with ancillary administration, interview, staff and service areas. Caretakers will be accommodated in the existing cottage on site.

HOME has been designed to facilitate day time use of its communal facilities by St Benedict's Day Care service, and will from time to time host other related community services, providing complementary services to those to be offered by HOME. This initiative will not only provide ready access to services but will also make HOME a "hub" for the delivery of help to people in need.

In order to inform the design process, a series of workshops have been held with health care professionals, mental health advocates and local community volunteers with mental health experience, facilitated by the project architect Mr Nick Pelle of Oztal Architects Canberra, to generate the architectural brief.

The resultant design is shown on the plans and elevations attached at **annexure 4**.

4.3 Funding

Land

As noted earlier, HOME Inc and the Anglican Church have entered into a formal Agreement for the long term lease of the project site for a period of 25 years, with a further 25 year option. HOME Inc wishes to thank the Reverend Ian Palmer, Archdeacon of Christchurch Queanbeyan, the Christchurch Parish Council and the Anglican Archdiocese for their very real support of HOME via the lease of their land to HOME.

We also gratefully acknowledge the tireless efforts of HOME Board member Mr Paul Crawford of Mallesons Stephen Jaques (Canberra) for his invaluable assistance in drafting and negotiating the lease documents, negotiating the Commonwealth Agreement and drafting the building contract, all on a pro bono basis.

Construction

The project costs presented in **annexure 6** have been assessed by the project architect (Nick Pelle of Oztal Architecture) and the PBS Property Group.

HOME Inc wishes to acknowledge the generosity of HOME Board member Mr Nick Pelle and his firm Oztal for the generous provision of their time in preparing the design plans for the Project. We would also like to gratefully acknowledge the generous assistance of Bill Guy and Partners, Parsons Brinkerhoff Canberra, Theresa Whitten, Rudd Consulting Engineers, Ecowise, Elton Consulting and 4 D Surveying Queanbeyan for their contribution to the preparation of the DA and its associated documentation.

Project builder PBS has also agreed to project manage the construction of HOME at cost.

The total estimated capital cost for HOME (2008 rates) is \$3.6m (approx). Of this amount HOME expects that some \$3.0m will be funded by cash in hand or pledges, while the balance will be funded by further cash donations and the provision of goods and services in kind,

No allowance has been made in the capital budget for furniture and non permanent fittings as some of the tenants will have their own furniture, some furniture will come from St Benedicts and HOME Inc hopes to source much of the balance of the furniture by donation.

The estimated construction program from commencement is 12 months.

Operational Costs

A preliminary operational budget has been prepared and is attached at **annexure 5**.

Some of the cash and pledges collected to date has been notionally allocated to the recurrent account, while additional recurrent cash pledges are already in hand from the Snow Foundation, the Tyne Reid Foundation and the Little Company of Mary (Calvary Hospital) for in excess of \$100,000 pa annum for the first two to three years.

HOME Inc anticipates that the balance of the annual operational costs will be funded by direct debit deposits from the community, pledges from community groups and philanthropic trusts, existing and future mental health programs, donations and in kind support.

One of the functions of this business plan however is to elicit further support for additional funding from all mentioned sources to ensure the sustainability of HOME over the long term.

4.4 Operation and Management

Oversight and Governance

HOME Inc is an incorporated association and will be governed by a broad-based Community Board as per the Association's Rules (see **annexure 1**).

On completion of construction, the Board will most likely comprise (as a minimum) the following members sourced from the regional community:

- a solicitor;
- an accountant (to act as treasurer);
- relevant local clergy with experience in dealing with mental health patients and the homeless;
- a mental health professional;
- a consumer advocate;
- a resident of HOME;
- a member from one of the community service clubs (to be rotated); and
- A nominated community member.

The current members of HOME Inc are listed at **annexure 7**.

Sub-committees will be formed, as required from time to time, to address any specific issues, such as fundraising, community events and in kind support.

A meeting of residents will be held bi-monthly or as needed.

Tenancy

An independent committee (the “Residency Committee”) appointed by the Board of HOME Inc will rigorously assess applicants for residency at HOME, and recommend candidates to the Board of HOME Inc.

The Committee will most likely comprise people from the following agencies:

- The local mental health team;
- The NSW Department of Housing;
- A relevant clergy member;
- A co-ordinator of local community agencies and/or the NSW Police; and
- At least one board member from HOME Inc.

Tenancy will be based on residents or potential residents meeting clear intake and exit undertakings, clearly communicated and with informed consent by either the resident or their appointed guardian/carer. The procedures will be advised to possible referrers including courts, police, hospitals, relevant government departments and non-government organisations.

HOME'S tenants will be case-managed by the local mental health team and have other necessary supports in place, including management and coordination of referrals to outside services.

Tenants will be required to sign a contract agreeing to conditions to be developed by the Board and the Residency Committee, which will include covenants such as no drugs or excessive alcohol, direct debit payments for rent and utilities costs, no anti-social behaviour and the like. A bond may also be requested (subject to means testing).

The contract may include a 3 month probationary period, although the preference will be for a rigorous assessment process of each applicant PRIOR to being offered a place so as to minimise the risk of having to eject any person at a later date. Advice on the form and content of the contract will be sourced from HOME Inc's legal advisers Mallesons Stephen Jaques.

Tenancy will be for a variety of terms, subject to the specific needs of each resident. HOME will be their “home” (other than respite accommodation which will be provided for maximum of 3 to 6 months).

Rent will be set at a percentage (minimum 50%) of Disability Support Pension or equivalent.

Policies and Procedures

The HOME Inc Board will establish Policies and Procedures to underpin the management practices of HOME. Some of the policies to be prepared include:

- OH&S
- Risk and Incident Management
- Case Management
- Governance
- Human Resources
- Financial Management
- Client Rights and Participation
- Privacy and Confidentiality

Accreditation

HOME will adopt best practice and will undertake a process of accreditation under the Australian Health and Community Services Standards.

Insurance

All necessary insurances (e.g. workers compensation, public liability, building and contents insurance, director's insurance) will be procured and maintained at all times.

4.5 Care Model: Executive Summary

(see **annexure 8** for Care Model in full)

HOME will adopt a multi-faceted, evidence-based psychosocial rehabilitation approach in order to ensure its residents live with the dignity and safety that is the right of us all. In turn, this will encourage and support residents to pursue active and fulfilling lives within their "village" and local surrounds.

Background

Relational Poverty is pervasive among the homeless (and chronically) mentally ill. It is a poverty that leads to entrenched isolation in which there is minimal and, often times, no regular and meaningful human contact. This means people who are very sick are left to fend for themselves on the streets, in refuges, gaols and public housing estates throughout the nation with little, if any, support. When this happens, a person's capacity to engage, to find work, to get better, to 'get up', and to live with dignity, is significantly diminished and, sometimes, extinguished.

Importantly, HOME is an initiative underpinned by a community's realisation that things have to change for our most vulnerable citizens, and that "we", not just governments alone, can be that change.

HOME recognises that people with mental illness need not just a house and meals, but regular loving, human support – a HOME, too. HOME will offer a comprehensive, non-institutional approach that will address the relational poverty that confronts the mentally ill daily.

Staffing Requirements

HOME'S professional staff will most likely be remunerated under the Social and Community Services Employees Award (SCSE). **Annexure 9** details the maximum staff complement envisaged for HOME. It is likely however that, in the initial stages at least, HOME will require only a manager, part time support workers and carefully selected caretakers who will provide overnight support, thus keeping to a sensible minimum the costs of staffing without compromising the support to be provided.

It is hoped that the NSW State Government pledge to provide additional funding to the local mental health team specifically to support HOME for the first two years will further assist in the provision of quality care for HOME residents. Details of their respective roles within the HOME staff structure are, at the time of writing this Business Plan, being determined.

A team of community volunteers and mentors with mental health training (e.g. Mental Health First Aid) in-kind staffing (community service clubs) will assist with providing support and assistance to HOME'S residents – e.g. assist with shopping/cooking, cleaning/laundry, banking, employment, TAFE and other training

Staging

HOME will most likely welcome residents over three stages:

Stage One: HOME will initially open its doors to 8 to 12 residents who, with support, will create a strong culture of safety, stability and care in which to welcome remaining residents;

Stage Two: (approx 3 months after Stage 1): HOME welcomes remainder of medium/long-term residents;

Stage Three: (6 months after Stage 1): 2 Respite units made available.

4.6 Program

HOME Inc lodged its DA with Queanbeyan City Council in October 2008. Subject to approval of the plans and finalisation of funding for the project, construction should commence in mid 2009, with completion targeted by mid 2010.

Part 5 Acknowledgements

Support from the regional community has been outstanding.

HOME Inc would like to acknowledge the many supporters who have already committed to HOME, and to thank those future supporters who will come on board as the project is firmed up and commenced.

Supporters to date include:

- The Hon. Sir William Deane (Patron)
- Dr Mike Kelly, member for Eden Monaro and the Australian Government
- Mr Gary Nairn, former member for Eden Monaro
- Mr Steve Whan, member for Monaro, and the NSW State Government
- Queanbeyan City Council
- The Snow Foundation
- The Thyne Reid Foundation
- Servcorp
- Hotel Realm Canberra
- Christchurch Anglican Parish Queanbeyan
- Oztal Architects
- Canberra Investment Corporation Limited
- Hollands and Partners Canberra
- Mallesons Stephen Jaques Canberra
- PBS Property Group
- KPMG Canberra
- Ernst and Young Canberra
- Baker Deane and Nutt (Solicitors) Queanbeyan
- Parsons Brinkerhoff Canberra
- Bill Guy and Partners
- Theresa Whitten
- Rudd Consulting Engineers
- Elton Consulting
- Ecowise
- 4D Surveying
- Day and Hodge Associates Pty Limited
- Grey Worldwide
- St Edmund's College, St Clare's College, Mackillop College, Daramarlan College, and Merici College (who raised \$25,000 in a combined schools event for HOME)

- The Rotary Club of Canberra (Sundown)
- The Rotary Club of Jerrabomberra
- The Rotary Club of Hall
- The good people and businesses of Queanbeyan and region who have really adopted HOME with enthusiasm.

Part 6 Conclusion

It is proven beyond doubt that there is a mental health crisis confronting this nation, a crisis that cannot be addressed by governments alone.

This Business Plan highlights not only the urgency of this crisis, but the critical role communities must play if things are to change for our most vulnerable citizens. In this instance, the community of Queanbeyan is providing national leadership

HOME in Queanbeyan is a robust and sustainable model for community led supported accommodation.

While HOME Inc has already obtained and commits to continue to obtain strong financial and in-kind support for both its construction and operation, on-going assistance from all sectors of the community, government and business will be fundamental to HOME'S long-term viability: HOME is a long-term vision.

Representatives of HOME are keen to expand on the proposal to all interested persons.

Initial contact should be made via Father Peter Day, on (02) 6299 4611 or pday6@bigpond.com.

Final note

While HOME Inc has made every effort to ensure information in this Business Plan is accurate and up to date, we acknowledge that the details and proposals herein may change and evolve over time in response to the growth and development of the service HOME Inc intends to offer. Accordingly, we reserve the right to change, amend, alter, add or delete any details herein provided such change, amendment, alteration, addition or deletion is consistent with the Objects of the Association.

ANNEXURES

Annexure 1
Objects and Rules



Annexure 2
Dr Leanne Craze Report



Annexure 3
Community Consultation



**Annexure 4
Plans and Elevations**



Annexure 5
HOME Operational Budget



Annexure 6
HOME Capital Cost Estimate



Annexure 7
Members of HOME



Annexure 8
Model of Care



**Annexure 9
Staff Details**

