Leaders for Geelong

2013

Rugged Up.

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1.0 Acknowledgements

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- GMHBA
- Lisa Dalla-Zuanna, Salvo Connect
- Tracey Bull, BacLinks
- Carmen Clifford, Committee For Geelong
- Anna Black, Kardinia International College
- Deakin Print
- K-Rock
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- Heather Wood and Adrian Jones
2.0 Key Partners

- Geelong St Laurence Supercats
- Corio and Norlane Lions Club
- VicRoads
- GMHBA
- BacLinks
- Committee For Geelong

3.0 Team members

Jennifer Black – Program Manager Mental Health Drugs and Alcohol - Barwon Health

Luke Britnell – Team Leader Project Development - VicRoads

Richard Pierce – Senior Manufacturing Engineer - Alcoa

Jenny Porter – Manager Accommodation Support and Development - Karingal
4.0 Executive Summary

This report represents the achievements of the Rugged Up project completed as part of the 2011-2013 Leaders for Geelong Program.

The Leaders for Geelong Program is an initiative of the Committee for Geelong which is the region's leading non-political strategy group for the region. It has a membership base of more than 120 organisations representing the region's employers from all sectors including not for profit, statutory authorities, business and local government. These highly focused members are the driving force of the organisation and they are committed to Geelong’s social, economic, cultural and environmental prosperity.

The Leaders for Geelong Program which was launched in 2006 is a two year program having now graduated more than 150 individuals. Participants in the program come from large and small businesses, not for profit and statutory organisations program. They form an alumni who understand the challenges and opportunities shaping the region, who engage with opportunities to address them, and who are connected in an enduring and rewarding network.

A significant component of the Leaders for Geelong experience is the development and implementation of a focus that will be of long term benefit to the Geelong community. It is through this component of the program that the Rugged Up project was conceived.

It was through the experience of the Welfare and Poverty event in 2011 and through researching the extent of homelessness in the region, that the idea for the Rugged Up project emerged. The idea was to engage in a blanket drive with a sporting partner to provide a much needed supply of clean, warm blankets to the homelessness agencies of the region.

The project began as a partnership with The Geelong St Laurence Supercats but soon gained momentum with the inclusion of other community partners. An event at the final home game of the St Laurence Supercats and with the support of community partners and volunteers a total of 425 blankets were collected and distributed.

Rugged Up has now been handed over to the coordination of BacLinks with the assistance of a number of key community partners to progress the initiative into the future.
5.0 Background Research

5.1 Definition of homelessness

When examining the homelessness issue, the team considered the impact on a national, state and local level, before more specifically considering the very personal experiences of a key regional homeless support agency, Salvo Connect. Firstly we needed to understand the definition of homelessness, which was determined by the Australian Bureau of Statistics. The team were also confronted with some disturbing facts about the local situation which we have highlighted below.

5.1.1 National

In its most recent statistical analysis (2006), the Australian Bureau of Statistics describes primary homelessness as the situation of all people without conventional accommodation, such as people living on the streets, sleeping in parks, squatting in derelict buildings, living in improvised dwellings (such as sheds, garages or cabins), and using cars or railway carriages for temporary shelter. In Australia, it is estimated that 16% of the homeless population meets this description, which equates to over 16,000 people.
Secondary homelessness describes the situation where people move frequently from one form of temporary shelter to another. On census night, all people staying in emergency or transitional accommodation provided under the Supported Accommodation Assistance Program (SAAP) are considered part of this category. Secondary homelessness also includes people residing temporarily with other households because they have no accommodation of their own. It also includes people staying in boarding houses on a short-term basis, operationally defined as 12 weeks or less. In Australia, it is estimated that 64% of the homeless population meets this criteria which equates to almost 67,000 people.

The final category is tertiary homelessness which describes people who live in boarding houses on a medium to long-term basis, operationally defined as 13 weeks or longer. Residents of private boarding houses are homeless because their accommodation does not have the characteristics identified in the minimum community standard (Chamberlain and MacKenzie 1992): they do not have a separate bedroom and living room; they do not have kitchen and bathroom facilities of their own; their accommodation is not self-contained; and they do not have security of tenure provided by a lease. In Australia, it is estimated that 20% of the homeless population meets this criteria which equates to over 21,000 people. (Refer to table 1 below).

Table 1: Persons in different sectors of the homeless population

<table>
<thead>
<tr>
<th></th>
<th>Australia N</th>
<th>Australia %</th>
<th>Victoria N</th>
<th>Victoria %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boarding houses</td>
<td>21 596</td>
<td>20</td>
<td>4457</td>
<td>22</td>
</tr>
<tr>
<td>SAAP accommodation/THM</td>
<td>19 849</td>
<td>19</td>
<td>6436</td>
<td>31</td>
</tr>
<tr>
<td>Friends and relatives</td>
<td>46 856</td>
<td>45</td>
<td>7414</td>
<td>36</td>
</tr>
<tr>
<td>Improvised dwellings, sleepers out</td>
<td>16 375</td>
<td>16</td>
<td>2204</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td><strong>104 676</strong></td>
<td><strong>100</strong></td>
<td><strong>20 511</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>


5.1.2 Over-counting and undercounting

In reality, it is difficult to truly estimate the extent of homelessness within the community. Undercounting is most likely in the census category 'improvised homes, tents and sleepers out', and over-counting is more likely in boarding houses because of misclassification.

The difficulty with obtaining reliable figures is compounded by the fact that the homeless population changes over time. There will always be people who are entering and leaving homelessness, as well as people moving between different locations.
5.1.3 The State of Victoria

The Victorian context shows some variation to the National data. For example, across Australia, 20 per cent of the homeless were in boarding houses on census night and in Victoria it was 22 per cent. Nationally, 19 per cent of the homeless were in SAAP accommodation, but in Victoria it was 31 per cent. There were fewer people staying temporarily with other households in Victoria than there were nationally (36 per cent compared with 45 per cent), and there were fewer people in improvised dwellings, tents or sleeping out (11 per cent compared with the national figure of 16 per cent). The census was carried out in August, when people sleeping rough hide away to escape the cold, so there could have been undercounting in this category.

5.1.4 The Geelong Region

The 2006 census showed that 465 Geelong residents are homeless on any given night. While there are practical and mathematical difficulties in measuring homelessness, it's likely that the figures have increased since the 2006 census.

Geelong Salvo Connect Director Lisa Dalla-Zuanna, provided the team with the following concerning statistics for people receiving service through their agency alone in July 2012. Salvos Connect is the main entry point for adult homelessness in the region, with a total of 87 adults and 58 children with four on the way during July 2012. This was made up of 29 single males, five men with eight children between them and eight couples with a total of four children and two on the way. What was more disturbing to the team, was the statistics of thirteen single women and 24 women with a total of 46 children and two on the way, that on the whole were sleeping rough in cars.

In his article in the Geelong Advertiser on 22 December 2011 James Farrell noted the following:

According to the Australian Institute of Health and Welfare, 59 per cent of people seeking immediate accommodation from government-funded specialist homelessness services are turned away every day. Sixty per cent of people turned away in 2010-11 were women, with families experiencing particular difficulties obtaining crisis accommodation.
Having managed a state-wide homelessness service for several years, I know that these statistics are stark. But it’s not until you start to speak to people experiencing homelessness, that you really begin to understand the personal tragedies that sit behind many of these numbers.

Like many Australians, people in Geelong face difficulties accessing crisis accommodation and other supports. Our community organisations are bursting at the seams, trying to access housing, material aid, health services and other essential supports for people at times of crisis and vulnerability.

5.2 Age and Gender Distribution

5.2.1 Age

The age profile of the homeless population in Victoria was significantly younger than the age profile of the national population. Sixty-three per cent of the homeless in Victoria were aged 34 or younger, compared with the national figure of fifty eight per cent. One-fifth (19%) of the homeless in Victoria were teenagers aged 12 to 18 (mainly on their own). 14% of the homeless were children under 12 who were with one or both parents. Another 12% were young adults aged 19 to 24, and 18% were adults aged 25 to 34. Altogether, 37% of the homeless in Victoria were aged 35 or older, compared with the national figure of 42%.

<table>
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<tr>
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<th>Australia</th>
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<th>Australia</th>
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<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>under 12</td>
<td>12 133</td>
<td>12</td>
<td>2794</td>
<td>14</td>
</tr>
<tr>
<td>12-18</td>
<td>21 940</td>
<td>21</td>
<td>3896</td>
<td>19</td>
</tr>
<tr>
<td>19-24</td>
<td>10 504</td>
<td>10</td>
<td>2512</td>
<td>12</td>
</tr>
<tr>
<td>25-34</td>
<td>15 804</td>
<td>15</td>
<td>3643</td>
<td>18</td>
</tr>
<tr>
<td>35-44</td>
<td>13 981</td>
<td>13</td>
<td>2872</td>
<td>14</td>
</tr>
<tr>
<td>45-54</td>
<td>12 206</td>
<td>12</td>
<td>2128</td>
<td>10</td>
</tr>
<tr>
<td>55-64</td>
<td>10 708</td>
<td>10</td>
<td>1468</td>
<td>7</td>
</tr>
<tr>
<td>65 or older</td>
<td>7400</td>
<td>7</td>
<td>1198</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>104 676</td>
<td>100</td>
<td>20 511</td>
<td>100</td>
</tr>
</tbody>
</table>


In addition to this and more recently, the Australian Institute of Health and Welfare (2012).Specialist Homelessness Services Collection 1 July – 30 September 2011 (SHSC) recorded the following information. Almost 16,500 of the homeless were aged 0-10, just over 12,000 were aged 10-17 and almost 17,000 were aged 18-24.
Compared with Australia as a whole, Victoria has a higher proportion of young people living in homelessness assistance accommodation (25% compared with 14% nationally). This figure reflects the Victorian Government’s commitment to young homeless people under the Youth Homelessness Action Plan. It has been determined that only 51% of homeless youths stay within the Victorian school system. Although most young homeless people are single more that 8% are single mothers with children and young women cite relationship breakdown and domestic violence as the main reasons for their homelessness.

5.2.2 Gender

In 2006, men outnumbered women in Australia's homeless population, 56 to 44%, and in Victoria men outnumbered women, 55 to 45%. In Victoria, there were more females in the 12-to-18 age group and roughly equal numbers of males and females in the 19-to-24 and under-12 age groups. However, from age 25 onwards men typically outnumbered women, about 60% to 40%.

5.3 Indigenous and Non-Indigenous

In Victoria, 0.6% of people identified as Indigenous at the 2006 Census. Indigenous people were 1.4% of those staying with other households, 1.7% of the boarding house population, 2.6% of people in improvised dwellings, tents or sleeping rough, and 8.3% of persons in SAAP. Indigenous people were overrepresented in all sections of the homeless population in Victoria.

5.4 Youth Homelessness

An estimated 6,408 (2006 Census figures on homelessness, published September 2008) young Victorians between the ages of 12 and 24 have nowhere to call home. Homelessness is not a willing choice. Most have been forced to leave home due to family breakdown or violence, abuse and/or neglect, family homelessness, mental health issues, or alcohol and other drug issues. Many ‘couch surf’ with friends. Some sleep rough in squats, cars or public spaces. Others find emergency accommodation in refuges, Government-funded transitional housing, private rooming houses, backpacker hostels or motels.

Homelessness has a significant impact on a young person’s ability to finish their education, find a job and earn an income. Young people may move in and out of homelessness. Some experience a short period of homelessness while others will remain homeless for many years. Young people at risk of, or experiencing, homelessness need support to find and maintain affordable housing, stay connected with their communities, and access education, training and employment. (Sourced: Australian Council for Homeless Persons – Homelessness in Victoria – Youth Homelessness).
There are many reasons cited for youth homelessness. They include family or relationship breakdown, family or partner violence, abuse and/or neglect, family homelessness, unemployment and poverty, lack of affordable housing, lack of sufficient income, lack of support in leaving state care and transitioning to adult employment and education services, mental health issues and alcohol or other drug issues.
6.0 The Rugged Up Project

The Rugged Up project was conceived during the August 2011 Welfare and Poverty program event attended by the 2011/13 LFG group, where the Outpost, Salvo Connect and Norlane Neighbourhood House were visited. For all members of the Rugged Up Team, the visit to Salvo Connect had a profound and lasting impact on each group member. Team members were overwhelmed by the startling statistics around homelessness in Geelong and in particular the number of families living in cars.

6.1 Project Brief

The aim of the Rugged Up project is to provide an ongoing supply of new or used clean blankets to Geelong families and individuals who are facing homelessness on a daily basis.

This brief is based upon research completed as part of this project that confirmed:

1. It is estimated that there are approximately 500 people homeless in the Geelong Region at any point in time, with a number of those sleeping rough or couch surfing as a way of seeking shelter.
2. There is no formal system for the collection and distribution of clean blankets to the homeless of Geelong.
3. There are a number of adhoc blanket collections within Geelong, which are usually initiated by community minded individuals and supportive of a single agency.

It was proposed to implement a program based on the Collingwood Football Club’s “Bring a Blanket Day”, which collected over 17,000 blankets at the first blanket event in 2009.

6.2 Project Formulation

From the beginning ‘Rugged Up’ was a partnership with the Geelong St Laurence Supercats, who agreed to support the blanket collection at a number of their home games throughout August 2012. They were committed to the cause and were also prepared to help promote the event through their social media contacts. The project was planned to culminate in a major collection event at the final home game between the Geelong Supercats and the Bendigo Braves on August 11th 2012. During August, attendees of Supercats home games were invited to donate a clean blanket at the venue either on the day of the game or alternatively during normal business hours of the Arena i.e. Monday to Saturday.

A target of 1000 blankets was set and it was envisaged that there would be an advertising and promotional lead up to the main event. In addition to the event, collection bins would be placed at the Arena and possibly other community sites, for a couple of weeks leading up to
the event and in the week or so after the event to capture those who are not attending the game that night.

It was agreed early on that the Geelong St Laurence Supercats would support the event in the following ways:

1. Access to the venue for collection purposes and on the event night;
2. Placing a collection bin(s) at the venue at other times;
3. Support to promote the event using their membership mail distribution lists;
4. Support to promote the event using the wider Geelong Basketball membership lists;
5. Promotion of the event through their newsletter with a collection tally or promotion of a novelty approach to the final collection day (e.g. fill a bus with blankets or set a target and monitor progress to target);
6. Promotion through radio and newspapers with players promoting and supporting the event through media appearances.

It was initially proposed that the project team would seek volunteers through community agencies and other community partners who might be willing to be alternate collection points. It was proposed that blankets would be distributed to local agencies that support the homeless of the region.

6.3 Methodology

6.3.1 Project Steering Committee

Initially, a project steering committee with regular meetings was established to research, plan and resource the project. Meetings were conducted fortnightly initially, and then weekly leading up to the event as the workload increased. Other specialist meetings were scheduled as required.

Project milestones were to be managed during steering committee meetings via a GANTT chart, which was developed to identify key tasks, set deadlines and track completion of milestones. At each meeting, minutes were recorded identifying allocated tasks, responsibilities and timelines.

From the outset, the project team bonded and worked to achieve the project goals. Each team member took responsibility for their tasks and acted upon designated task even if unable to attend the steering committee meeting.

The aims of the steering committee were:

- To research the project concept and define the scope of the project;
- To develop a strategy for completion of the project;
- To manage the budget for the project;
- To oversee the completion of the project;
- To develop an exit strategy.
6.3.2 Establishment of Partnerships

It was important to establish partnerships early on, not only to provide assistance for the project but to begin to plan the exit strategy. It was identified in the beginning that our budget would not support all of the initiatives the group planned and that some partnerships would need to be developed to assist in this project.

Due to the nature of the project it was relatively easy to gain support. The following partnerships were formed:

- Geelong St Laurence Supercats agreed to hold and support the event. They also agreed to promote and support the event through their membership database and promotional outlets;
- BacLinks agreed to take the project on in the long term and assisted with corporate support of the current project;
- Nitch Photography donated time and resources to develop all photography for promotional purposes for the project at no expense;
- Shannon Smith, Graphic Designer donated his services to design the logo and promotional materials at no expense;
- Deakin Printing who printed the promotional materials for the project;
- Corio Norlane Lions Club were initially involved in their own smaller blanket drive but quickly came on board to support Rugged up with volunteers at the event and took responsibility for storage and distribution of the blankets;
- GMHBA worked with the project and offered their five Geelong sites as alternative collection points for blankets;
- VicRoads who provided a collection point for blankets at their Geelong office;
Salvo Connect was a place visited by the Leaders for Geelong Group and provided inspiration for the project. As well as being a recipient of the blankets, they supported the project by identifying a family who were willing to participate in the promotion of the event.

6.3.3 Budget and Funding

The original budget forecast to complete the project was $5600 which included all promotional materials and event costs. The budget forecast was significantly higher than the $2000 available through the Leaders for Geelong Project and highlighted that not all of the team aspirations could be delivered with the allocated funds. As a result of the funding shortfall, several cost cutting initiatives were implemented which included downsizing of the final event. Due to the generosity of our partners, we were able to get several significant tasks completed at zero cost; this included the graphic design work, the professional photography and the printing.

Towards the end of the project we received funding from MatchWorks who donated $1000 towards our exit strategy. This funding has been approved by MatchWorks to transfer to BacLinks to secure project management into the future.

The actual costs to complete the project were $1100:

<table>
<thead>
<tr>
<th>Item for purchase</th>
<th>Forecast Cost ($)</th>
<th>Actual Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotional Materials Design</td>
<td>260</td>
<td>0 (donated)</td>
</tr>
<tr>
<td>Promotional Materials Printing</td>
<td>500</td>
<td>0 (donated)</td>
</tr>
<tr>
<td>Photography</td>
<td>Unknown</td>
<td>0 (donated)</td>
</tr>
<tr>
<td>T-Shirts and screen printing</td>
<td>200</td>
<td>0 (Not used)</td>
</tr>
<tr>
<td>Collection Bins</td>
<td>1000</td>
<td>1000</td>
</tr>
<tr>
<td>Collection Bin branding</td>
<td>500</td>
<td>100</td>
</tr>
<tr>
<td>Storage</td>
<td>350</td>
<td>0 (not used)</td>
</tr>
<tr>
<td>Laundry services</td>
<td>1000</td>
<td>0 (not required)</td>
</tr>
<tr>
<td>Bagging and sealing</td>
<td>200</td>
<td>0 (not required)</td>
</tr>
<tr>
<td>Event Costs</td>
<td>1000</td>
<td>0 (not required)</td>
</tr>
<tr>
<td><strong>Cost Totals</strong></td>
<td><strong>5010 plus</strong></td>
<td><strong>1100</strong></td>
</tr>
</tbody>
</table>

6.4.4 Branding and Advertising

One of the initial strategies identified by the steering committee was the need to brand the event with a logo as well as create strong messages through the promotional materials.

Shannon Smith, Graphic Designer, developed a logo (Appendix 1) with input from the team which has been used to identify Rugged Up. The logo consists of an image of three people of various sizes and differing colours shrouded in blankets. The image portrays a sense of
warmth via the blankets as well as highlighting that homelessness affects people of all ages, sizes and cultural backgrounds.

Initially, alternative logo designs were submitted via several year 12 Graphic Art students at Kardinia International College, however the designs submitted by Shannon Smith were more reflective of the key attributes of Rugged Up.

The Rugged Up team liaised with Shannon to develop layouts for promotional material (Appendix 2) including posters and flyers. It was decided that promotional material needed to identify Rugged Up with Geelong, the homeless of Geelong as well as the Geelong St Laurence Supercats. For this reason the final design included photos taken by Nitch Photography of a volunteer homeless family and members of the St Laurence Supercats at the Arena. Participants within these photos signed consent for use of the materials (Appendix 3). These photos also included representation from some of our partner agencies to be able to use in their own promotion of the event. The promotional materials were then printed by Deakin.

6.3.5 Promotion of the event

The project steering committee liaised with the Geelong St Laurence Supercats to promote the event. The event was advertised on their website and promoted through their regular newsletters with members. Posters and flyers were handed out at home games during August and on the night of the event.
A Facebook page was developed to promote the event and there was a newspaper article on the front page of the Independent in the weeks leading up to the event (Appendix 4). Several radio appearances on K-Rock promoted the event by both the project team and through promotion of the Supercats games leading up to the event.

Posters and flyers were sent out electronically through corporate networks, displayed within several prominent local businesses and at all collection sites for the event.

6.3.6 Event Preparation and support

Based on the Collingwood Football club model, the idea was to hold an event on the night of the blanket drive with entertainment and media coverage. Consideration was given to the idea of filling a bus or having some gimmick on the night to get people involved. After liaison with the Geelong St Laurence Supercats this was put aside as they were not supportive of the entertainment idea. It also became clear that there were other charities promoting their own events on the same night so it was agreed that the event would remain lower key.

Posters were displayed around the venue and 6 collection bins were located on site for the month of August, where people could leave blankets pre and post the event night. In the home game leading up to the 11th of August flyers were handed out to supporters as they arrived for the game to encourage them to bring along a blanket on the 11th. This was also done on the night of the event with volunteers from the Corio Norlane Lions club.

6.3.7 Logistics

Collection points

The main collection site was the Arena supported by the Geelong St Laurence Supercats. As the project progressed we managed to negotiate alternative collection sites through VicRoads, Corio Norlane Lions and GMHBA.

Distribution

The issue of storage of blankets was discussed early and quotes were obtained to buy storage space. As the project progressed the need for storage became less relevant as the blankets were taken by the support services as quickly as they were collected. In the interim, the Corio Norlane Lions Club had access to a City of Grater Geelong house where the blankets could be temporarily stored.

Blanket sorting was completed by the Corio Norlane Lions Club once the blankets had been collected from the collection bins. Of the blankets collected, the vast majority (approximately 98%) were new and available for immediate delivery to the support agencies. The remaining blankets were cleaned and delivered at a later date.
The Corio Norlane Lions Club also assisted with the distribution of blankets to the homeless agencies in the region. Previous contact with several homeless supporting agencies earlier in the project had identified several key users. The blankets collected did not meet demand and the bulk of the blankets were provided to the Salvo Connect and the Mental Health Homeless Service (HOPS).

6.3.8 Exit strategy

From the beginning BacLinks agreed to lead the initiative beyond the life of the Leaders for Geelong Project. To assist this process each of the community partners were written to, in order to seek their ongoing support into the future. BacLinks will be the coordinator of the project with the key additional partner being Corio Norlane Lions, Geelong St Laurence Supercats and VicRoads.

7.0 Key Outcomes

7.1 Early Successes

The Rugged Up Project group established a key partnership with the Salvation Army early in the project development phase. The Salvation Army Salvo Connect Group provided a key contact in Melbourne, who had excess doonas and quilts from a similar charity. This group
provided 65 brand new doonas and quilts of varying sizes, which were immediately distributed to Salvo Connect and HOPS in Geelong. This provided the project with crucial momentum at a very early stage.

The early partnership established with the Geelong St Laurence Supercats provided the team with energy and focus. The Supercats committing to the event provided the team and the project with a great focal point.

Another early boost for the project was the partnership with GMHBA via BacLinks. This enabled the team to set up a collection of blankets for a longer period than the one event and ensured increased exposure for the project.

7.2 Final Results

The final blanket tally was 425.

This comprised:

- Event – 87 blankets
- Corporate Blanket Donations – 141 blankets
- Collection Outlets – 97 blankets
- Corio-Norlane Lions Club – 100 blankets

Whilst this number of blankets provided critical support for the homeless and disadvantaged in our community, there were additional blanket drives taking place throughout Geelong. K-Rock together with St Vinnie’s also ran their own blanket drive called “Blanket Geelong” which attracted in the order of 200 blankets. There were also other smaller blanket drives run by organisations such as the Salvation Army, which yielded approximately 100 blankets.

Therefore the total number of blankets collected and distributed to local Homeless Charity Organisations throughout Geelong was over 700 blankets. This is a great result for the Geelong Region.

The Event

In partnership with the Geelong St Laurence Supercats, the project team had chosen the last home game of their season for the basketball team to hold a major blanket collection event. This event was the major focal point for the project and provided the catalyst for the majority of the promotion for the project. The number of blankets yielded from the Event was 87 in total. With the amount of families with young children attending the basketball match this was seen as a major success. With the help of the Corio Norlane Lions Group volunteers and the Rugged Up Project Group there was a very positive community spirit at this community event.
Unfortunately there was another charity handing out flyers at the final Geelong St Laurence Supercats basketball match, which may have provided a distraction for further promotion of Rugged Up collection points.

**Corporate Donations**

This area unexpectedly yielded some great results. The key connection the Rugged Up Project had established with various Geelong corporate organisations was through BacLinks. During one of their annual Corporate Breakfasts, BacLinks put out a call for support for this project. This call for support was answered by Alcoa Point Henry Smelter. The staff of Alcoa Point Henry ARP decided to provide $500 worth of brand new blankets as part of an award for staff occupational health and safety performance. This fantastic initiative and gesture provided 120 brand new blankets to the project.

Other various organisations provided smaller donations of blankets through BacLinks, which provided Rugged Up Project with a further 21 blankets.

**Collection Outlets**

Not as successful as we had envisaged were the 6 GMHBA sites. The bins were located throughout Geelong; however there was only 30 blankets provided. This indicated that the
promotion via the GMHBA outlets could have been better and will be a key strategy for the ongoing continuation of the project.

**The Geelong Arena** - also had collection bins throughout the entire month of August. These bins yielded a further 27 blankets.

**VicRoads** - Geelong office also had one single collection bin, which proved to be the most successful. This solitary bin provided 40 blankets to the project.

**Corio Norlane Lions** - Via their own blanket drive with collection outlets at Bank of Melbourne in Corio the Corio-Norlane Lions Club were able to collect 100 blankets, which were distributed to the local Salvo Connect in Corio.

**Distribution Points**

The blankets collected by the Rugged Up project have been distributed to the Salvation Army’s Salvo Connect Belmont Branch and to the Barwon Homeless Outreach Psychiatric Service (HOPs).

**Salvo Connect** heads up The Salvation Army’s response to homelessness in Geelong and the Barwon South West region. It utilises the Opening Doors framework, a State Government funded initiative, which provides a single point of entry for people experiencing homelessness.

In an interview with Lisa Dalla-Zuanna toward the end of 2012 she advised us that in the experience of Salvo Connect “homelessness was on the increase with lot of mums with kids living in cars, which is a tragedy. The doonas that were handed out were of massive assistance.” Lisa further advised that her current waiting list was at 200 with 65 children. “These families and single people were utilising tents and couches with extended family or friends which is neither safe nor secure.” Lisa noted that “Heaters are not being turned on and bedding was not affordable.” Lisa stated “Rugged Up been terrific in assisting that”.

When asked about the future of the homelessness situation in Geelong Lisa advised “I would increase the number of doonas collected if possible. Particularly for men in swags – bedding becomes wet and needs replacement. Our program might give 4-5 to same individual who is living out on street and cannot carry or dry their bedding. I would aim for 600. The brand new items make a remarkable difference to people. It’s not a second hand throw away – the respect that comes with that makes a huge difference!”

“One day I would like to ring up the Rugged Up project and say I no longer need any.”

**Barwon Homeless Outreach Psychiatric Service (HOPs)** is a service provided in partnership between Barwon Health and Pathways to provide a specialist response for
people who do not engage readily with mental health services. HOPs works in partnership with homelessness services and use assertive outreach to locate and engage with their clients to create a pathway out of homelessness by providing early and appropriate treatment. HOPs links clients into the mental health service system, including access to long-term housing augmented with outreach support, and improve the coordination and working relationships between mental health and homelessness services. HOPs also provide assessment and secondary consultation to homelessness services and other mental health workers.

8.0 Challenges and Leadership Learning

The project ran relatively smoothly, although in retrospect there are a number of things that we would alter or do differently into the future.

**Competition**

Although the team had done some initial research about past blanket drives we were surprised when other competing blanket drives emerged. We were able to take advantage of this by joining forces with the Corio Norlane Lions Club who had initiated a drive in their local area. K-Rock announced a similar initiative at the same time as St Vinnie’s and although we didn’t merge we were able to help each other out by promoting all of the events on radio. Fundamentally it did not change the outcome as all blankets from all the drives were quickly distributed and used within the community. It was difficult to assess demand but his would suggest that the need for blankets is greater than the supply. What we were able to achieve through this was an opportunity to discuss and agree broadly to a larger collaborative event in future years.

**Timelines**

The timelines were relatively short once the approval for the project came through. The meant that our event was not until late in the winter and would have been more useful to the recipients of the blankets if the drive had have occurred in May before the cold months set in.

**Promotion**

Throughout the project we spent a great deal of time on the promotional materials and printing of hard copies. We now question the value of the printed materials verses the electronic media, newspaper and radio which seemed to be a more effective way of promoting the event. The team passed out flyers and preceding games and found that people attending the game discarded the flyers rather than reading them. We were also faced with other competing charities handing out information which became overwhelming as people entered the venue.

**Corporate Sponsorship**

It became clear that we probably didn’t take advantage of the corporate sponsorship that was available. BacLinks promoted the event at a leadership breakfast and from that one event Alcoa took the initiative to donate $500 worth of new blankets. BacLinks will be taking
the event forward and has these established links which will make them well positioned to strengthen the promotion and sponsorship.

**Team Dynamics and Energy**

Finally on reflection of the team dynamics it was clear from the outset that we had all chosen the project as we could relate to the value of the initiative and the outcomes were well defined from the start. Our timelines were short and we became very focused and task oriented from the outset. After the event at the St Lawrence Supercats on August 11th the momentum changed mainly because the pressure was off to achieve timelines. It took some negotiation and keeping each other on track to complete the report although we reflected on this and were able to work together to achieve the outcomes.

### 8.1 Exit Strategy and Handover

The Rugged up Project team has formally handed over the project to the future project coordinators (BacLinks and Corio/Norlane Lions Club). BacLinks is a division of Karingal Inc. that educates, supports and creates opportunities for business and community agencies to engage with each other for mutual benefit. BacLinks do this by coordinating projects that involve:

- Employee volunteering
- Donations of goods and services
- Sharing resources and knowledge

BacLinks co-ordinates a number of sponsored annual events and one-off projects that are individually tailored to meet specific community needs and also assist businesses to meet strategic community involvement goals. Through the work of brokering partnerships between business and community agencies, BacLinks has built, developed and maintained strong links with many segments of the community, including business, community groups, organisations, networks and schools. BacLinks has formally agreed to coordinate the Rugged Up Project for the next two years and support the Lions Club of Corio/Norlane with future management of the project. Via a written response BacLinks have agreed to support and coordinate the project into the future, promote the Rugged Up project electronically and via workplace events, support a collection bin on site and volunteering at collection events.

BacLinks, Corio Norlane and St Laurence Supercats have committed in writing to the project (Appendix 5). The official handover took the form of a meeting where the project team set out the future for the project. They will also provide this document as a formal handover document which will detail key objectives and methodologies of the project. Additional resources that will be transferred include all resources such as promotional material, templates, logo design and photographs.

It is expected that the future project coordinators will fully manage, fund and resource the project on an ongoing basis and that the current members of the Rugged Up Project team will no longer be directly involved in the project.
The Rugged Up Project group will be providing the future project coordinators with a donation of $1,000 (via MatchWorks) to assist with the continuation of this project. In finalising the project Certificates of Appreciation to project partners have been distributed (Appendix 6)

8.2 Survey results

To further understand the project need and to establish the success of the promotion of the project, the Rugged Up Project team have sent out a survey to key homeless organisations throughout Geelong (Appendix 7). Although there was limited response to the survey, the agencies that responded indicated an ongoing need for blankets throughout the winter months and that they would welcome this supply from the Rugged Up project. Although difficult to estimate the demand they indicated a need for in excess of 300 blankets per year between these two agencies alone. Both agencies indicated that they had storage for a supply of blankets which could be used in the future and they provided agency contact details for follow up by the coordinators of the project going forward.
Appendix 1: Logo

Rugged Up.
Appendix 2: Promotional materials

On any one night, an estimated 500 of Geelong's people are homeless, including families, women and children. Please help them get...

Rugged Up.

One warm blanket makes one big difference.

Show your warmth this winter and donate a blanket to those who really need it.

Bring your clean blankets to the Geelong Arena for the big clash between the St Laurence Geelong Supercats and Bendigo Braves on 11 August, 2012.

Alternatively, you can donate a clean blanket throughout August at any GMHBA outlet, VicRoads South Geelong Branch or at the Geelong Arena.

All blankets donated will be distributed to Geelong based homeless organisations.
Appendix 3 Photo Consent

CONSENT FORM

I ................................................................., have no objection to appearing in promotional photos to be used as part of the Leaders for Geelong “Rugged Up” project.

I understand that the photos will be used for the purposes of promotion of the “Rugged Up” blanket drive in a range of ways, including but not limited to, posters, flyers, email and other internet based and printed media.

I understand that the photos can be used in any way, at the “Rugged Up” project team’s discretion and that every effort will reasonably be made to ensure that my involvement is not misrepresented.

I am 18 years or more. Signed..........................................

Parent or Guardian Signed..........................................

Full Name..........................................

Address..........................................

Date ..........................................

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Basketball fans set to rug up at Arena for the cold and homeless

BY MICHELLE HERBISON

BASKETBALL fans will help keep the region’s homeless population warm this winter with donations of blankets at a game this weekend. Leaders for Geelong’s Luke Britnell said his Rugged Up project included a blanket drive at Geelong Supercats’ last match of the season. A group of four participants from Committee for Geelong’s two-year leadership program were behind the drive, Mr Britnell said. “The hardship Geelong families and individuals face struck a chord with our project group and we’ve developed a way that will help.” The Rugged Up project had so far worked with Salvos Connect, Salvation Army and Barwon Youth to provide 120 blankets to the homeless but a “real shortage” remained, Mr Britnell said. “On any one night there could be 500 people homeless in Geelong, including sleeping in cars, couch-surfing and sleeping on the streets. This year the cost of living has gone up and this seems to be an increasing issue.” Mr Britnell said the group aimed to collect 500 blankets at the game to be distributed “immediately”. “We’ll take anything as long as it’s clean.” Mr Britnell said collection bins at Vic Roads, GMHBA outlets and Geelong Arena could continue to accept blankets throughout August. The Supercats play Bendigo Braves 5.30pm Saturday at the Geelong Arena.
Appendix 5: Letters of Support

November 22nd 2012
St Lawrence Supercats
C/o The Arena
Geelong

Dear Beth

Thank you for your interest and support in the inaugural Rugged Up project coordinated by the Leaders for Geelong 2011/13 group. We are currently in the process of finalising the outcomes for this year’s project and are seeking information from our key partners as to interest in participating in the project into the future. BacLinks – a branch of Karingal – will be coordinating the project into the future. We would be grateful if you could indicate the level of support and participation that you and your organisation may wish to have.

Please indicate the area/s that you will be willing to commit to next year so that Rugged Up may continue:

☑ - commitment to promotion of the Rugged Up project in 2013 – electronically and via workplace events
☑ - commitment to have one or more collection bins on site at your workplace
☐ - commitment to collecting new and clean used blankets at your workplace without a collection bin
☐ - commitment to distribution of blankets/rugs and doonas
☑ - involvement in the project team into the future
☐ - other assistance/support i.e. volunteering at the event, laundry of blankets

Please forward your response via email to jennifb@barwonhealth.org.au

With thanks

Jennifer Black
The Rugged Up Team
Certificate of Appreciation

This certificate is awarded to

Name of Recipient

in recognition of your significant contribution towards providing over 400 blankets to Geelong's homeless and disadvantaged children for the 2012 Rugged Up Project.

Date

Signature

Rugged Up.

Leaders for Geelong

Community for Geelong
Appendix 7: Survey Results

'Rugged Up' Survey

<table>
<thead>
<tr>
<th>Question</th>
<th>Response Count</th>
<th>Answered Question</th>
<th>Skipped Question</th>
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<tbody>
<tr>
<td>1. Can you estimate in a week approximately how many homeless people your agency would support?</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>2. Can you estimate in a year how many homeless people your agency would support?</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>3. Can you describe the types of support your agency provides?</td>
<td>2</td>
<td>2</td>
<td>0</td>
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</table>
4. Do you provide blankets to people who access your service?

<table>
<thead>
<tr>
<th></th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
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<td>100.0%</td>
<td>2</td>
</tr>
<tr>
<td>No</td>
<td>0.0%</td>
<td>0</td>
</tr>
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</table>

answered question 2
skipped question 0

5. If you provide blankets where do you currently get these from?

<table>
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<th></th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
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</tbody>
</table>

answered question 2
skipped question 0

6. Have you heard about Rugged up Geelong?

<table>
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<th></th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
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<td>100.0%</td>
<td>2</td>
</tr>
<tr>
<td>No</td>
<td>0.0%</td>
<td>0</td>
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</table>

answered question 2
skipped question 0
7. If you have previously heard of Rugged Up Geelong where did you hear about it?

<table>
<thead>
<tr>
<th>Source</th>
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</thead>
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<tr>
<td>Newspaper</td>
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<td>0</td>
</tr>
<tr>
<td>Radio</td>
<td>50.0%</td>
<td>1</td>
</tr>
<tr>
<td>Flyers and promotional materials</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Word of mouth</td>
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<td>2</td>
</tr>
<tr>
<td>Other</td>
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<tr>
<td>Haven't heard of it</td>
<td>0.0%</td>
<td>0</td>
</tr>
</tbody>
</table>

answered question 2
skipped question 0

8. Do you think you would have use for a supply of blankets for the people you work with?

<table>
<thead>
<tr>
<th>Response</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100.0% 2</td>
</tr>
<tr>
<td>No</td>
<td>0.0% 0</td>
</tr>
</tbody>
</table>

answered question 2
skipped question 0

9. If so would you be interested in a supply of blankets through the Rugged Up initiative?

<table>
<thead>
<tr>
<th>Response</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100.0% 2</td>
</tr>
<tr>
<td>No</td>
<td>0.0% 0</td>
</tr>
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</table>

answered question 2
skipped question 0
10. Can you estimate how many blankets could use in a year through the Rugged Up project?

<table>
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<tr>
<th>Option</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
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<td>Less than 50</td>
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<tr>
<td>50 - 100</td>
<td>50.0%</td>
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</tr>
<tr>
<td>100 - 200</td>
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<tr>
<td>Please specify</td>
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<td>1</td>
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</table>

answered question 2
skipped question 0

11. Do you have any capacity to store blankets?

<table>
<thead>
<tr>
<th>Option</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100.0%</td>
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</tr>
<tr>
<td>No</td>
<td>0.0%</td>
<td>0</td>
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</tbody>
</table>

answered question 2
skipped question 0
12. What are the contact details of the person in your organisation who we could discuss distribution of blankets with?

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<thead>
<tr>
<th></th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Organisation</td>
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<td>2</td>
</tr>
<tr>
<td>Contact Name</td>
<td>100.0%</td>
<td>2</td>
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<tr>
<td>Email</td>
<td>100.0%</td>
<td>2</td>
</tr>
<tr>
<td>Phone contact</td>
<td>100.0%</td>
<td>2</td>
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answered question 2
skipped question 0
### Q1. Can you estimate in a week approximately how many homeless people your agency would support?

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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>10 primary homeless</td>
<td>Dec 17, 2012 9:59 AM</td>
</tr>
<tr>
<td>2</td>
<td>20</td>
<td>Nov 22, 2012 11:47 PM</td>
</tr>
</tbody>
</table>

### Q2. Can you estimate in a year how many homeless people your agency would support?

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<tbody>
<tr>
<td>1</td>
<td>500 primary homeless</td>
<td>Dec 17, 2012 9:59 AM</td>
</tr>
<tr>
<td>2</td>
<td>250</td>
<td>Nov 22, 2012 11:47 PM</td>
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</table>

### Q3. Can you describe the types of support your agency provides?

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<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>Entry point to homelessness service for under 25 yrs. Housing &amp; Support, Education &amp; training, AOD outreach, BBBS,</td>
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</tr>
<tr>
<td>2</td>
<td>mental health assessment, crisis accommodation, transitional housing, housing support</td>
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</table>

### Q5. If you provide blankets where do you currently get these from?

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<td>1</td>
<td>donations</td>
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<tr>
<td>2</td>
<td>Have only had blankets in the last 12 months donated by the Rugged Up service</td>
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### Q10. Can you estimate how many blankets could use in a year through the Rugged Up project?

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<th></th>
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<tbody>
<tr>
<td>1</td>
<td>250 plus</td>
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</table>
Q12. What are the contact details of the person in your organisation who we could discuss distribution of blankets with?

<table>
<thead>
<tr>
<th>Name of Organisation</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Barwon Youth</td>
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</tr>
<tr>
<td>2 Homeless Outreach Psychiatric Service</td>
<td>Nov 22, 2012 11:47 PM</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Date/Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Kerry Jan</td>
<td>Dec 17, 2012 9:59 AM</td>
</tr>
<tr>
<td>2 Simone Armistead</td>
<td>Nov 22, 2012 11:47 PM</td>
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<table>
<thead>
<tr>
<th>Email</th>
<th>Date/Time</th>
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<tbody>
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</tr>
<tr>
<td>2 <a href="mailto:simonea@barwonhealth.org.au">simonea@barwonhealth.org.au</a></td>
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<table>
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