



Safe Shelter Pilot Project Review Report

December 2013

Safe Shelter Management Committee

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in partnership with
St Columba's Uniting Church, Canberra



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1.0 Background

A Safe Shelter Pilot Project was operational in Canberra City during the winter of 2013 at St Columba's Uniting Church, Braddon. The pilot project had a long development but was pursued by a committed group of volunteers who wanted to express God's love to the homeless through the provision of safe, warm shelter for at least one night of the week.

1.1 History of Concept

The use of Church halls in this way and at minimal cost has successfully occurred in Sydney, Brisbane and Melbourne as well as internationally for many years. Inner city church halls are often unused overnight and, on selected nights, could possibly provide safe, warm places for at least some of the homeless people seeking shelter. Ideally halls are opened on a rotating basis, to ensure availability of at least one place for shelter every night, and are within walking distance of other support services, such as meals, showers, laundry and referrals to longer-term support.

A Safe Shelter Group, with representatives from a number of inner-city Canberra Churches had been meeting to explore and progress this type of proposal for several years prior to the pilot program commencing in 2013. The group agreed to structure the Canberra shelter on homeless programs operating in some Sydney churches which are based on Cana Communities' experience.

Cana Communities was founded in 1975, inspired by Mother Teresa's mission of free and wholehearted service to the poorest of the poor. In serving the homeless, Cana's keywords are *celebration* and *forgiveness*. A basic principle is acceptance of every guest, which in turn provides a basis for their own self-respect. A second is to give preference to the person with the fewest options. A third is fidelity to the task we do, which tells guests that they are loved and believed in. These principles offer an alternative to the mainstream system, which may focus on welfare with relatively little human interaction.

In the ACT, homelessness remains a key social justice issue. However it has been difficult to quantify the degree of homelessness given the complexity of the issue and the variety of forms it takes – from people sleeping rough to couch surfing, to staying with friends or living in vehicles. When the Safe Shelter concept for Canberra commenced, St John's Care estimated the number of men sleeping rough to be at 60-70 whilst the St Vincent de Paul Society estimated 70-90, and in a more recent report the Council on the Ageing ACT (*Canberra Times* 24 January 2013) estimated that 173 older persons (men and women) were sleeping rough.

Despite the ambiguity of the numbers, the Safe Shelter Group was frequently reminded by stakeholders that those seeking shelter found it difficult to have their need met. The ACT Shelter's report, *Towards a Fairer Housing System in the ACT – Priorities for Change 2012-2014*, says "More than half of all people who seek emergency accommodation in the ACT are turned away because services cannot meet demand."

Through discussions with referring agencies, the Safe Shelter Group concluded that there seemed to be some support available for homeless women seeking emergency shelter in the ACT, particularly when fleeing from domestic violence situations and/or with children. However, the provision of immediate emergency shelter for homeless men is less well catered for, and yet they were overrepresented amongst the people accessing meals programs at the Red Cross Roadhouse and homelessness support at the Early Morning Centre. As such,

the Canberra Safe Shelter Pilot Project was designed to provide emergency shelter for single homeless men, over the age of 18.

1.2 Proposal to St Columba's Uniting Church

In February 2013, the Safe Shelter Group formally wrote to the Church Council of the St Columba's Uniting Church seeking approval to run a pilot program in their *Lewis Hall* on Wednesday nights between May and September 2013. The St Columba's Church Council and Congregation unanimously agreed to the proposal.

Whilst the original concept for the Safe Shelter in Canberra was to have one church hall open each night of the week, towards the end of 2012 it became apparent that if the concept was to be trialled over the following winter, the Safe Shelter Group needed to consolidate efforts at one location. A significant amount of preparation was to occur during the planning phase prior to doors opening in May, and as such, it was agreed to focus on running the pilot project at St Columba's Uniting Church one night of the week.

The decision around which night of the week the Shelter would operate was based on feedback from key referring agencies as to which nights they felt would best meet the needs of potential guests. It was recommended that Sun-Wed nights were likely the best options for two key reasons: 1. It is quieter in the city those nights with little to do or places to go, whilst Thurs-Sat nights are lively and can be viewed as a good time to be socialising or seeking opportunities to create income; 2. As the malls are open later on Fri-Sat nights, there are more places to seek shelter, where Sun-Wed nights have apparently fewer options. As such, and factoring in availability of the Church hall, it was decided to focus the pilot project on Wednesday nights.

2.0 Planning Phase: February – May 2013

2.1 Management Committee Confirmed

Following approval for the pilot project, a formal Safe Shelter Management Committee was formed from the Safe Shelter Group. The Management Committee was specific to the pilot project at the St Columba's Uniting Church site. They took leadership and responsibility for planning, operating and reviewing the pilot project, including the management of donated funds. Under this arrangement, the Management Committee reported to the St Columba's Church Council and Congregation, and all volunteers and guests of the Safe Shelter were covered by the insurance policies of the Uniting Church.

2.2 Objectives and Outcomes for the Pilot Project

At the outset, the Management Committee was very aware of the complexity of homelessness and that homelessness has a variety of causes, manifestations and degrees of "urgency". The Safe Shelter was **not** seen as a *solution* to homelessness in Canberra. However, with significant reductions to funding available for homelessness services in the ACT in 2013-14, it was anticipated that more people may be sleeping rough around the city, and as such, that the Safe Shelter would provide a further option for those seeking emergency accommodation on that particular night.

The key objectives for the pilot project were:

- To utilise existing facilities and resources for the provision of safe, warm emergency shelter to men who may otherwise be sleeping "rough".

- To retain the original concept for up to 7 Churches to partner and open their halls one night of the week each, such that a Safe Shelter network is created around the inner-city of Canberra.
- To facilitate a trial of the project at one venue on one night each week, in order to gain experience and learn lessons that could be applied at other participating Churches.
- To demonstrate God's love to the homeless community by ensuring a welcoming space, a volunteer culture of hospitality and respect, and by keeping systems simple so as to maximise the opportunity for people to access and use the shelter.
- To take a qualitative approach to the project and remember that if one person is helped on one night, then we have made a real difference for that person at that time.
- To develop greater community understanding of the issues around homelessness in Canberra, and to engage the community in the project.
- To build partnerships with other homelessness support services in order to complement services and identify mutually beneficial ways of collaborating.

The assumptions and anticipated outcomes for the pilot phase included:

- Up to 8 guests could be accommodated each night, and it was surmised that demand may prove to be higher.
- That at least 20 committed volunteers would be needed to effectively operate the project and that these people would come from the general public as well as the Church community.
- That guests would respect the Shelter as a place of safety and refuge, and that the likelihood of risks associated with bad behaviour was moderate to low.
- That referring agencies would be pleased to have another option for men seeking shelter.
- That information about the shelter would circulate amongst the homeless community, and so positive experiences would encourage others to seek it out.
- That cold nights and poor weather over winter would be the primary reason men would seek shelter when otherwise sleeping rough.
- That meal services were sufficiently provided by others, and hence tea/coffee and biscuits were the only refreshment needed at the Shelter, minimising the work and avoiding duplication.

2.3 Development of the Guidelines

A comprehensive Safe Shelter Guidelines document was prepared by the Management Committee for the operation of the Safe Shelter pilot project at the St Columba's Lewis Hall. The Guidelines were based on those available from similar projects in Sydney and Brisbane, whilst outlining site specific operating protocols and procedures, as well as key risk management strategies and emergency contacts. The Guidelines were reviewed by several key referral agencies and also captured the experience and recommendations of trained volunteers prior to being finalised. During the first few weeks of operation of the Shelter, the Guidelines were again reviewed and updated to capture practical lessons learnt. A latest version of the Guidelines was always available on site and was electronically distributed to all approved volunteers and Management Committee members.

2.4 Building Certification Requirements

A key challenge during the planning phase was the clarification of building certification requirements in order to operate the Shelter from the Lewis Hall, and the process by which to obtain a Certificate of Occupancy and Use. The key requirement was that the building needed to be upgraded to include Class 3 occupancy in addition to its existing Class 9b occupancy status. A Class 3 building has safety measures in place specifically designed to protect people (who are otherwise strangers) whilst they sleep over night.

Whilst the building certification requirements are general, the application of these is site specific and necessitated several meetings on-site with the Building Certifier and staff of the ACT Government's Environment and Sustainable Development Directorate (ESDD) in order to agree the best approach for Lewis Hall.

For the Lewis Hall, this additional occupancy use meant an upgrade to the Fire Safety systems, including installation of a hard-wired smoke detection system across the site, upgrades to exit signs and exit light diffusers, and upgrade of door locks with override operation for fast exit in an emergency.

The other key consideration with respect to the building certification was the provision of bathing facilities for people sleeping overnight. Through discussions with the Building Certifier and ESDD, it was agreed that whilst the building code has prescriptive areas, it also allows for performance based measures. This means that under performance based assessment, alternative solutions can be considered, and as such, an alternative solution was presented and approved for the provision of bathing facilities on site.

The alternative solution proposed was that suitable shower facilities are located at the UnitingCare Early Morning Centre, 69-71 Northbourne Ave, Canberra City, within walking distance of the Lewis Hall. These facilities have been specifically designed and built for use by the homeless or persons at risk of being homeless. A map identified the proximity of the shower facilities to the Lewis Hall and it was noted that the walk takes approximately 7 minutes, being no more onerous than a guest may otherwise experience when accessing homeless services within Canberra City. It was agreed that these arrangements did not adversely affect the health and amenity of Shelter guests.

2.5 Promotion of the Safe Shelter by the Media

The ACT media had a key role in promoting the Safe Shelter to the Canberra community. Whilst there had been a long engagement of the media through the early concept development, the Management Committee specifically sought to engage in good news stories with the media in early 2013. There were a number of radio interviews with ABC Radio and 2CC AM 1206, along with regular articles in the Chronicle newspaper and the Canberra Times. The media were very responsive to the story and were great supporters throughout the planning phase.

This positive engagement with the media proved to have far more benefits than the Management Committee originally envisaged. Some key benefits were that it served to:

1. Promote discussion and awareness of the issues of homelessness in the Canberra community;
2. Promote the concept of the Safe Shelter and the opportunity for the public to participate;
3. Attract volunteers who remained committed throughout the pilot project; and
4. Encourage other Churches and organisations to get involved in similar ventures and/or to directly support the pilot project.

The Safe Shelter Management Committee received numerous emails and phone calls from the public and other organisations as a result of this active engagement with the media.

It is important to note that the media were instrumental in facilitating some of the successful outcomes highlighted below, and in particular, the number of volunteers who participated in the Safe Shelter.

2.6 Engagement with Referring Agencies

The Management Committee sought to actively meet and partner with key referring agencies and other homelessness support services early in the planning phase. This engagement had several purposes and benefits:

1. To be better informed of the needs of guests and to ensure that the Safe Shelter operated as best it could to fulfil these needs;
2. To ensure that the Safe Shelter complemented other support services, and operated in a way that was mutually beneficial to all parties;
3. To maximise the opportunity for guests to be informed of the Safe Shelter and to be referred directly by those with whom guests have relationship;
4. To seek advice on development of the Guidelines and necessary risk management;
5. To engage referring agencies in the training of volunteers in order to maximise the benefit of training and to build awareness of other support services.

It was agreed that guests could be referred by any source in order to come to the Shelter, and that unlike similar shelters in other cities, guests did not need to book or have their name on a referral list prior to the night of operation of the shelter. As such, guests could simply make their way to the Shelter prior to 10pm as suited them. Whilst this meant that volunteers staffing the Shelter on any particular night did not know if guests may or may not come, it was seen as the most flexible option for guests.

As the Safe Shelter operated, it became apparent that it was well supported by a number of key referring agencies, who regularly followed up to see if guests they had referred had in fact come along to the Shelter. This included; Samaritan House, Citizens Advice Bureau, RedCross Roadhouse, UnitingCare Early Morning Centre, St John's Care, St Benedict's Community Day Centre (Queanbeyan), Havelock House, FirstPoint, and ACT Shelter. We also received many phone calls from mental health services, the Canberra Hospital and individuals who sought information on the Shelter and wanted to refer clients or contacts.

The overall feedback from referring agencies was very positive, as summarised below, and we acknowledge that without their direct engagement with guests and promotion of the Shelter, guests would not have been informed of the opportunity for Shelter.

2.7 Advertising Material – Fliers and Posters

Referring agencies were the primary source of information about the Shelter for guests and as such, were each provided with hard copies of the Safe Shelter poster and fliers shown at Annex 2 – Safe Shelter Poster and Flier. Several referring agencies were also involved in development of the poster and flier, providing advice on the map, wording, layout and size of the flier. The focus was to make the information as guest-friendly as possible – with fairly large writing, minimal words, a clear map, and a flier of easy size to place in a pocket.

When asked if they had sufficient information about the Safe Shelter to inform possible guests, all referring agencies who responded said that they did have sufficient information.

There were suggestions on how to improve the way information gets to possible guests though.

These included:

- Use of the internet for information
- Increased use of CDNet Networking meetings.
- Guest speakers to visit the hospitals and ED departments to better inform them of the Shelter.
- Further engagement with the AFP to ensure appropriate sections of the police force know about the Shelter.
- Offer to walk possible guests from referring agencies, such as Red Cross Roadhouse, so that they have an initial orientation to the Shelter.

2.8 Recruitment and Training of Volunteers

St Columba's Uniting Church is committed to support of the underprivileged and the socially marginalised, seeking to find Christ in the stranger and the persecuted. At the same time, the congregation is ageing and few. As such, approval for the pilot project recognised the limited physical capacity of the congregation to operate the project. Volunteers for the pilot project had to come from the general public, the broader Uniting Church community and other Canberra church denominations – those who shared a concern for the homeless in their community.

As noted above, the key means for recruiting volunteers was via the public media and the response was far greater than expected. Over 30 active volunteers completed training. The vast majority of volunteers came from the public with only 3 active volunteers coming through the Uniting Church network.

All volunteers were required to complete two 2 hour sessions of Volunteer Training. Sessions ran over two nights, principally on Wednesdays at the Lewis Hall. In total, four complete training sessions were conducted between April and August 2013. The training was centred on the Safe Shelter Guidelines and was led by the Safe Shelter Management Committee. A number of referring agencies also contributed to training sessions. Notably, Chris Stokman from the Early Morning Centre (EMC) delivered a comprehensive component at each of the four Safe Shelter training sessions covering the operation, ethos and focus of the EMC.

Following completion of the Volunteer Training, all volunteers wanting to continue, were required to complete a Safe Shelter Volunteer Agreement and a Personal Information Sheet which included emergency contacts. Volunteers were also encouraged to apply for a Working with Vulnerable People check, which would be a mandatory requirement for any future years.

The Safe Shelter had 36 volunteers signed up following completion of the four training sessions. Of these, over 30 volunteers remained active during the pilot phase. This was a great achievement by all.

In feedback, 44% of responding volunteers noted that their training had equipped them well for their volunteering experience. 31% felt the training had equipped them thoroughly, and 25% felt the training exceeded their expectations.

2.9 Donations and Contributions

Throughout the development of the Safe Shelter concept, planning phase and operation of the pilot phase, the Canberra community continued to show their support for the Shelter by way of donations and contributions.

We particularly need to acknowledge the following supporters:

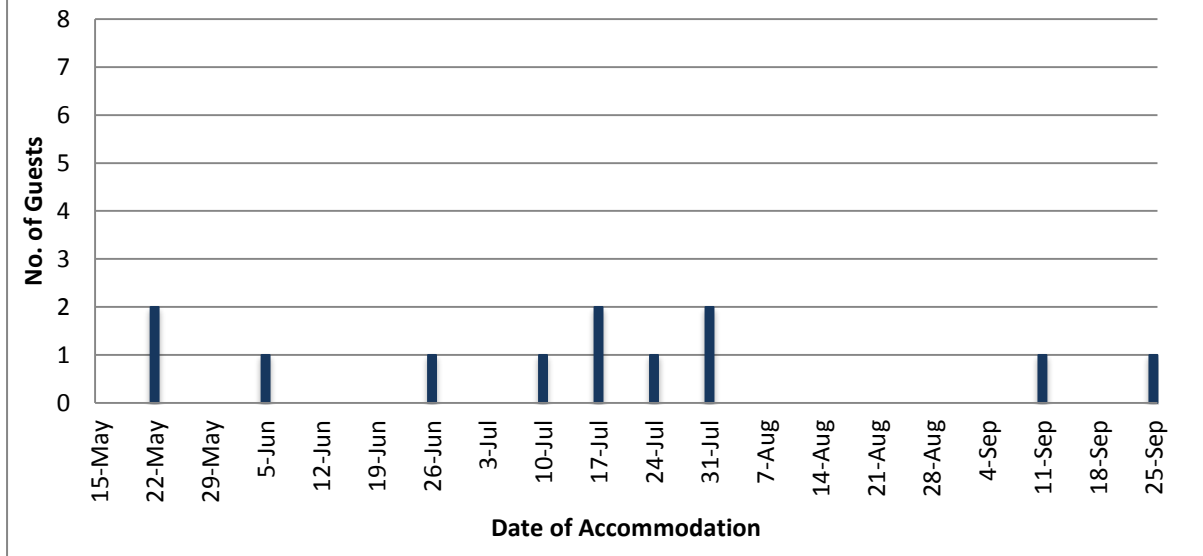
- Two anonymous donors of \$5000 each respectively.
- Chris Southwell of Certified Building Solutions (CBS) Pty Ltd, who remained committed to the project and ensured that appropriate alternate solutions were negotiated.
- Clubs ACT who remained committed to the concept and ensured that all building certification costs were met.
- The Rotary Club of Canberra who managed a Trust Account for the Safe Shelter, and who committed to supply swags as needed throughout operation.
- Northside Life Church, and the ACT Chapter of the Sovereign Military Order of Malta, for their donations of warm clothing and jackets for guests in need.
- The St Columba's Women's Fellowship and several other anonymous donors who made cash donations.
- Many other individuals from the Canberra community who contacted us with offers of furniture, clothing, blankets, swags and other donations, of which we were not in a position to utilise but referred to other agencies.

3.0 Outcomes of the Pilot Phase: 15 May – 26 September 2013

The Safe Shelter commenced at St Columba's Uniting Church on 15 May and ran each Wednesday night throughout winter until 26 September 2013. Over the 20 weeks of operation, a total of 9 male guests stayed at the Shelter, with two guests returning two and three times respectively for a total of 12 "bed" nights. Guests were welcomed on 9 nights, with no guests presenting on 11 nights. The maximum number of guests that could be accommodated on any one night was 8.

Nights when guests presented did not appear to correlate to any particular weather event or other reason. The distribution of guests is represented graphically below:

Distribution of Guests during Safe Shelter Pilot Phase 2013



3.1 Who were the Safe Shelter Guests?

Whilst the Safe Shelter only required that a name for each guest be recorded each night, guests and volunteers have informally provided general information such that we can summarise the following points:

- The Safe Shelter guests demonstrated that homelessness cuts across ethnic, cultural, socio-economic and education divides, and can become a reality for anyone. Safe shelter guests included men of apparent Polynesian, Caucasian and Asian ethnicities. Two Safe Shelter guests noted that they had been injured in building site accidents prior to becoming homeless.
- Two guests were currently living in their vehicles.
- A number of guests had sought shelter at Samaritan House but were driven down to the Shelter as an alternative when Samaritan House was full.
- Guests frequently needed a swag to sleep on but did not always want to take one with them.
- Warm jackets were well received and taken on a number of occasions.
- One guest sought a 'reference' to say he had been at the shelter which he planned to use in support of a housing application.
- One guest appeared to have some mental health problems.
- One guest appeared to have an intellectual disability.
- At no point did any of the guests demonstrate aggressive or offensive behaviour. All were polite and appeared pleased to be at the Shelter.

3.2 Feedback from the Guests

Whilst it was not viewed as appropriate to seek feedback from guests directly following their stay, a number of comments were shared by referring agencies who did receive feedback from guests. This included:

- Four positive responses to the Shelter, noting thankfulness for the Shelter and that it was great.
- One guest expressed that he wished there were more similar options available on other nights.
- At least one guest noted that it was difficult to find.

3.3 Feedback from Referring Agencies

Ten referring agencies chose to provide feedback on the Safe Shelter pilot phase. All of these agencies had referred men to the Shelter during 2013. Nineteen agencies were invited to provide feedback.

8 out of 10 of the referring agencies noted that their organisation had experienced a similar demand for crisis/emergency accommodation over winter compared to previous years. However two referring agencies noted they had experienced a significant increase in demand during the winter of 2013 compared to previous years.

8 out of 10 referring agencies noted that their organisation had trouble finding vacancies for people who sought crisis/emergency accommodation during winter. With two agencies noting that they had to turn people away as they were full.

Referring agencies were asked what they found to be the most valuable aspect of the Safe Shelter in 2013.

Comments can be summarised as follows:

- Six agencies noted that they were pleased to have a safe place to refer people, and that they were appreciative of another option for people for one night.
- One agency also noted that having the Safe Shelter “gave us a bit more time to find other options [for clients]”.
- Two agencies noted the benefit of a direct referral system, with one expressing benefit in not having to go through FirstPoint.
- One agency noted that the volunteer base and the community participation was a valuable aspect.

When asked how the Safe Shelter could be improved, 7 out of 10 referring agencies suggested that the Shelter be expanded to more nights of the week. One agency noted however that if other nights were at different churches/locations, this may prove challenging for guests who struggle to remember which day of the week it is or the directions to the venue.

3.4 Volunteer Commitment, Management and Feedback

The Safe Shelter had 36 volunteers signed up following completion of the four training sessions. Of these, over 30 volunteers remained active during the pilot phase which was a fabulous commitment by all involved. Most volunteers had come to the project via information in the media and saw that the project was an opportunity to be a part of a local

community initiative that was trying to help vulnerable members of our society. In fact, when asked what the most rewarding aspect of volunteering with the Safe Shelter pilot project had been, volunteers repeatedly noted their sense of “helping people”, “making a difference”, “doing something meaningful/practical”, and or “being part of a local community”. Volunteers also noted how much they enjoyed meeting both the guests and the other volunteers, who were seen as “community minded individuals”.

75% of volunteers noted that they felt better informed and/or interested in issues around homelessness as a result of their involvement in Safe Shelter. 6 out of 16 responding volunteers noted that they are now volunteering with other organisations as a result of their participation in Safe Shelter. All responding volunteers expressed an interest to volunteer again with Safe Shelter.

Volunteer management was facilitated by one member of the Safe Shelter Management Committee who maintained a centralised roster and provided weekly email updates to all volunteers on the week’s proceedings. Two debriefing nights were also held, whereby volunteers were encouraged to come and share their experiences, debrief and learn from one another. However by and large, volunteers were encouraged to self-manage the roster and any necessary changes. A roster was always available 2 months in advance and allowed for volunteers to commit to nights of their choice – either staying overnight on a 7pm to 7am shift, or a 7-10pm support shift. Typically 3 people were rostered on overnight and 1 person on the 7-10pm shift. A minimum of 2 volunteers, including at least one male, were to be on the overnight shift. At no point could the Shelter not open due to a shortage of volunteers.

When asked how the volunteer management could be improved, most volunteers felt that the system had worked well and that few changes were necessary. Some respondents suggested that an online calendar which was more interactive might be beneficial.

When asked how well the volunteers felt supported by the Safe Shelter Management Committee and/or other volunteers throughout their involvement; 44% of responding volunteers noted that they were well supported, 37% felt thoroughly supported and 19% felt the support exceeded expectations.

The Management Committee similarly felt supported by the volunteers and at no time were there any problems as a result of volunteer behaviour or decisions-made whilst on shift.

3.5 Congregational Commitment

Important stakeholders in the Safe Shelter pilot project were the congregation members of St Columba’s Uniting Church who gave their blessing for the project to operate in their Hall and who saw that the project supported the Mission and Vision of their Church, which states:

St Columba’s Uniting Church as a worshipping and caring community will be growing our shared faith in God by living the passion of the Christ and offering to members and people in the wider community acceptance, love and hope so that people will be transformed by our living Lord, Jesus Christ.

Feedback on the operation of the Shelter was received from 33 congregation members, with no issues cited. Most respondents wanted more information on practical ways that the congregation could further support the project, such as the provision of newspapers and magazines, further clothing, blankets or towels. They also suggested that the service might extend from one night to more nights at the Lewis Hall.

4.0 Lessons Learnt and Improvements

Whilst the number of guests on any night was lower than the maximum that could be accommodated, the feedback above highlights that many of the original objectives were either met or exceeded during operation of the Safe Shelter pilot project. In particular, the following lessons were learnt:

- The support from referring agencies continued to grow and expand as the project continued (with the Canberra hospital social workers following up about it in the final week and wanting us to actively come and talk about the project).
- The public response to the project was much greater than anticipated and the number of volunteers who remained committed throughout the pilot was impressive.
- Guests were welcoming of the opportunity for warm shelter, were well behaved and generally appreciative of some conversation and company.
- That the projects focus on the provision of shelter for homeless men over the age of 18 remains a valid decision with ongoing need by this target group in Canberra and surrounds.
- Despite moderate initial set-up costs, the ongoing cost of running the shelter was negligible – it did prove to be a low-cost/no-cost approach.
- Operation of the shelter did not have any adverse impact on the physical infrastructure of the building or on the neighbouring community.
- At no point were emergency contacts required, including contact of the management committee or the police.
- The pilot project generated a network of public discussion about homelessness that developed understanding of the issues between many more people in the community than those who were able to participate directly.
- The project assisted in building relationships between the Church and the ACT Government.
- The project was the catalyst for ongoing church, business and community discussions around how we can further respond to homelessness in Canberra and the surrounding region, and how organisations can continue to partner and/or complement services in this endeavour.

Amongst the stakeholder feedback there are common messages on how the service could be improved if it were to continue in 2014. These include:

- Expansion of the project to more nights of the week, preferably Sun-Thurs nights.
- Acknowledgement that if the project were to operate at different locations each night this may prove difficult for guests, both in terms of finding the venues and remembering which one is open which day.
- The administration and management requirements will increase depending on the number of nights of operation and the way the project is to be administered.
- Consistency of operating standards and hospitality culture will be harder to achieve across a greater number of venues, particularly if separate project administrators are in place at each venue.
- Further volunteers will be required proportionate to the number of nights of operation.

- The provision of food may prove appealing to guests such that numbers increase.

5.0 Recommendations

Based on the stakeholder feedback collated above, the Safe Shelter Management Committee are now progressing a number of recommendations for 2014 which include:

- Expansion of the Safe Shelter Project to more nights of the week at St Columba's Uniting Church. The St Columba's Church Council has given in-principle agreement for the Lewis Hall to be utilised for the Safe Shelter up to 3 nights each week during winter in 2014.

Rationale:

- Encouragement given by referring agencies and their suggestion that further nights at the one venue may best suit guests, and the interest of the congregation for this option.
 - Allows consistency for current volunteers and minimise the work involved in expanding the volunteer contingent.
 - Reduces the need for further up-front expense, any further building certification applications, or further guidelines to be developed.
 - Least amount of input in order to achieve further outcomes for guests.
- The Safe Shelter Management Committee remains committed to the original ethos for the pilot project, which would see expansion of the project to other venues such that a Safe Shelter is available up to 7 nights of the week.

In the coming months, inner-city Churches will be invited to consider how they might participate in the project during 2014. This may mean the provision of further hall spaces on other nights of the week, an increased volunteer pool and/or participation on the management committee.