

POP UP SHELTERS

NOT A LONG TERM SOLUTION, BUT A RESPONSE BY THE PRIVATE SECTOR TO A CITY IN CRISIS

THE ISSUE

We have a national housing crisis in the supply of public, social and affordable housing. This has not happened overnight and is a failure of successive state and federal governments of both political persuasions. This has now manifested itself with a significant increase in rough sleeping.

Ultimately, we must build more housing. But this will take time. In the meantime, by utilising the good will that exists within the property sector, suitable vacant buildings undergoing a redevelopment process can be repurposed as temporary transitional housing as an interim solution. This shelter needs to be managed by suitability qualified service providers such as the YWCA, the Salvation Army and others.

Having buildings vacant while people are sleeping on the street does not make sense. This is another form of wastage. Not long ago, as a society, we were throwing good food away. This also did not make sense. So as a society, we changed that.

While protecting the owner’s property rights, vacant buildings in both Sydney and Melbourne have already been successfully used as short-term transitional housing, managed by not-for-profit service providers. There are 1000’s of empty buildings across Australia. Our objective is to establish a national organisation that can repurpose this “existing infrastructure” and, with the assistance of the not-for-profit sector, help those in that need.

THE PEOPLE

Conceived 3 years ago by an experienced executive in the property development sector, the Pop Up Shelter concept has been embraced by other likeminded national property executives with the will and means to make a difference.

The national organisation mentioned above is termed the **project facilitator** for the purposes of the table below. This table sets the steps and expectations of the parties involved.

THE PARTICLARS

SITE ASSESSMENT	Once a suitable building is identified, the project facilitator will complete an assessment of the property to scope any works required to warrant safe occupation and to determine the level of fit-out required for residential use. They will source an appropriately experienced builder, project manage the refurbishment and all works will be completed at no cost to the Property Owner.	COSTS	The Property Owner will continue to pay all costs normally associated with a vacant building. Other than this, the model is based on the premise that no additional expenditure is required by the Owner.
AGREEMENT	To ensure clarity of roles and responsibilities, a tri-partite Memorandum of Understanding (MOU) will be implemented which outlines the responsibilities of the Project facilitator, the Support Agency service provider who will source and manage the residents and the Property Owner. See detailed responsibilities list below.	RISKS	1. Community or Local Residents Concerns Community concerns may be mitigated by: a) housing a low risk cohort e.g. women aged over 50 b) inviting local residents to a community FAQ meeting c) inviting residents to the launch of the facility This will be dependent on a number of local issues and is determined on a case by case basis with the Property Owner. 2. Where do the Residents go at the end of the Lease? There is a potential risk for the Property Owner if negative publicity arises when the pop-up shelter is withdrawn at the end of the Lease. This risk is mitigated by the Support Agency having a planned approach on how they will vacate and re-house residents, prior to lease expiry. 3. Inability to secure funds for Case Worker. The responsibility of sourcing funding for support services will be the responsibility of the Support Agency. The level of funding will determine the cohort able to be housed. If no funding sourced, then the cohort will be selected for their ability to live with minimal supervision.
LEASE	The Property Owner and the Support Agency service provider will enter into a commercial lease with all the usual terms and conditions.		
TERM	The longer the better. The preference is for a minimum of 12 months from completion of works, with 6 month options for extension. This timeframe will be based on the amount of pro bono contribution required in respect to any construction and fit-out works needed. The greater the work, the longer the Lease Term needs to justify the pro bono contribution.		
RENT	Peppercorn		
OUTGOINGS	The Support Agency service provider will pay all utilities associated with the direct use of the premises and will also be responsible for all maintenance within the premises.	MAKEGOOD	Any potential make good is identified from the outset and will form part of the Lease Agreement. This will be undertaken by the support agency with assistance from the Project facilitator.
RESIDENT MANAGEMENT	The Support Agency service provider will be responsible for sourcing, selecting and managing all interim residents 24/7, including providing all essential support services. Working with the Property Owner and the Project facilitator, the Support Agency determines the best cohort to suit the particular circumstances and the local need.	INSURANCE AND OUTGOINGS	In simple terms, the Property Owner continues to pay all fixed costs associated with the property including insurance and outgoings. Experience has shown that this could save the property owner money as insurance firms charge less if the building is occupied than if it is left vacant.

RESPONSIBILITIES

THE PROJECT
FACILITATOR

Project Management

The Project facilitator will be the over-all Project Manager – inclusive of project planning, set-up, scoping any required building, securing pro-bono or funds for building works and securing any occupancy certificates. The Project facilitator will manage communications with all stakeholders (govt, corporate, community, property owner etc) and ensure that communication channels are open, transparent and clearly documented. The Project facilitator will ensure that all key players are informed, engaged, understand and respect each-others speciality and contribution, and will help to iron out or clarify any project challenges including the development and monitoring of any agreed time lines.

Permits

The Project facilitator will be responsible to apply for any permits required during the implementation and use of the “pop up” shelter. This includes any planning discussions with the state and local government and well as the any occupancy certificate. The Project facilitator will keep the building owner informed of discussions with the local authority.

Source a Builder / Project Manager

The Project facilitator will source an appropriate private sector builder/project manager to coordinate and undertake the physical work and achieve any building permits required. The Project facilitator will also tap the private sector to source furniture and all items needed to furnish the property.

Assist with Lease Negotiation

The Project facilitator will assist the Support Agency service provider to negotiate the lease agreement and will seek pro bono legal services to assist with legal agreements on behalf of the Support Agency.

Secretariat

Throughout the planning, set-up and implementation, regular project meetings will be held covering the issues of stakeholder management and reporting, marketing, communications, construction. The Project facilitator will be responsible for the coordination of meetings, generation of minutes, and follow up of action items.

Program Services Manager

The Project facilitator will work with the support agency to explore opportunities to secure a dedicated Case Manager who will be embedded within the property to support the cohort and the case management services provided during resident admittance and departure.

PR & Marketing

Whilst it should not be the driver for any organisations involvement in the “pop up shelter” concept, the Project facilitator will promote the Pop-Up Shelter model and acknowledge stakeholders contributing to the success of the project. This initiative and collaboration is not about egos. It is about outcomes.

SUPPORT
AGENCY (SA)

Lease & Tenancy

The SA will execute the Lease and abide by the terms and conditions stipulated, including the payment of any costs which are incurred as a result of the building being

occupied; e.g. water usage. (For clarity, the PO pays all fixed cost, while the SA agency pays the variable costs)

Once notice is given by the Property Owner to vacate the property, the SA will, in an orderly manner, relocate all residents in a careful and considered manner to alternate premises (if available).

Operations & Services

The SA will focus on the day to day operational aspects of the property as well as the provision of the case management wrap around services to assist individual residents.

Funding

The SA will apply to relevant government or philanthropic foundations for funding and will manage any funds granted for the provision of case management or wrap around services.

PROPERTY
OWNER (PO)

The PO agrees to enter into and execute a commercial lease on the basis of a peppercorn rent for \$1 pa.

The PO will continue to pay all fixed outgoings due if the property was vacant.

POP UP SHELTER

An existing building sitting idle as owners contemplate future use or apply for planning permits



Re-purposed as short term accommodation for people experiencing homelessness

It is in Australia’s long-term economic interest to provide housing for all its people.

Property Owner



INPUTS

- Commercial lease.
- Pepper corn rent \$1.
- Lease to lessee.
- Pay fixed costs/outgoings as per building empty.
- Notify Lessee when vacant possession is required.

Lessee



- **(NOTE – Lessee is also the Support Agency Service Provider)**
- Rent \$1 per year
- Property maintenance e.g. grounds, site maintenance, security etc.
- Pay variable costs/ outgoings; utilities, fire services etc.

Support Agency
Service Provider



- Homelessness expertise.
- Source, select, support and manage those housed.
- Staffing – Case Worker and Tenancy Worker.
- Wrap around support services.
- Funding to deliver the tenancy support and services to residents.
- Prepare exit strategy.
- Find alternative housing for residents at end of Lease.

Tenancy Worker



- Source, screen and on-board cohort.
- Collect % income to cover outgoings.
- Building liaison re maintenance/issues.

Case Worker



- Full time social worker.
- Wrap around support services to residents.

Building works



- Pro-bono services provided by various building parties.
- Site preparation & clean up.
- Complete internal building works e.g. kitchen, laundry, bathroom upgrades.
- Garden set up.
- Occupation certificates as required.

Fit out



- Pro-bono fit-out provided by various parties.
- Chattels and furnishings e.g. beds, kitchen utensils, wifi, lounge.
- White goods.
- Painting and decorating.

Project Facilitator



PLANNING & SET UP

- Project planning
- Coordination of commercial lease
- Source pro-bono legal for lease costs
- Liaison with local govt.
- Secure occupancy certificates
- MOU coordination.
- Secure builder and scope works.
- Fit-out inventory and secure pro-bono suppliers.
- Secretariat.
- Help select Support Agency
- Fundraising for Case Worker & Other materials as required.

IMPLEMENTATION

- Project management.
- Secretariat & enquiries.
- Stakeholder management.
- Coordinate contributors.
- Coordinate building works, and fit-out pro-bono
- Financial & project reporting to partners.
- Media & communications.
- Coordinate volunteers and pro-bono storage facilities for furniture.

POST OCCUPANCY

- Impact report to stakeholders