



the  
**UNDERGROUND**  
collaborative



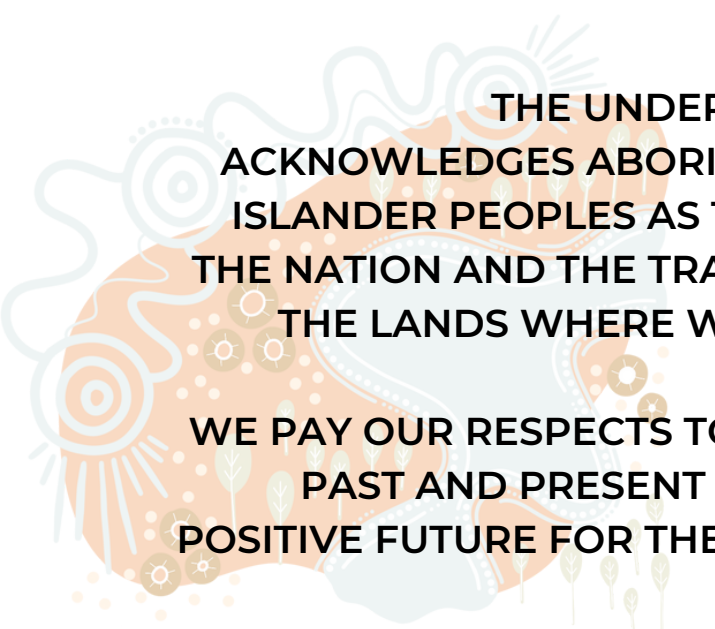
# ANNUAL UPDATE

---

# 2023

# KAYA WANJU

## HELLO WELCOME



THE UNDERGROUND COLLABORATIVE  
ACKNOWLEDGES ABORIGINAL AND TORRES STRAIT  
ISLANDER PEOPLES AS THE FIRST INHABITANTS OF  
THE NATION AND THE TRADITIONAL CUSTODIANS OF  
THE LANDS WHERE WE LIVE, LEARN AND WORK.

WE PAY OUR RESPECTS TO ANCESTORS AND ELDERS  
PAST AND PRESENT AND ARE COMMITTED TO A  
POSITIVE FUTURE FOR THE ABORIGINAL COMMUNITY.

---

PO BOX 1421, EAST VICTORIA PARK, WA 6981  
KATIE@THEUNDERGROUND.ORG.AU  
WWW.THEUNDERGROUND.ORG.AU

    
@theundergroundcollab

# PROVIDING EMPLOYMENT TO EDUCATE AND EMPOWER WOMEN AND YOUNG PEOPLE EXPERIENCING OR AT-RISK OF HOMELESSNESS IN WA.

*“One person can make a difference, and everyone should try.”*

- John F Kennedy

We believe in the inherent value of people. We believe in dignity, respect and freedom. We believe in human rights. We strive towards applying these beliefs, and is our motivation to everything that we do. It is simple, but this is our 'why'.

Our guiding principles are to educate, empower and employ through which we believe together, will lead to ripples and waves of change to help break the cycles of homelessness.

122,487

people experiencing homelessness in Australia (2021 Census)

## EDUCATE

We aim to create safe learning environments for our team, and to educate our community through sharing stories and having meaningful conversations to positively influence attitudes, behaviours and beliefs whilst overcoming common misconceptions and stigmas surrounding homelessness.

## EMPLOY

When you empower another person, you're providing the agency for them to choose while investing in yourself and taking a risk that has the potential to change someone's life. Additionally, you're simultaneously enriching yourself with their story, culture and purpose.

## EMPOWER

Work Integration Social Enterprises support the development of, and create sustainable employment for the most disadvantaged people, groups and communities. The Underground Collaborative are on a mission to create paid pathways to employment to break the cycle of homelessness.

12,000

social enterprises in Australia generating 206,000 jobs

HIGH

rates of youth unemployment → youth homelessness

# WHO WE ARE



Marius van der Merwe  
CHAIRPERSON



Pat Ryan  
BOARD MEMBER



Katie Liew  
FOUNDER | CEO



Our superstar team  
GROUND+CO CAFE



Our resident doggo, Domino  
GROUND+CO CAFE

## A message from our founder

Each year as I reflect on the time gone by, I'm always surprised at just how much has happened over what seems like a short space of time in a period that passes by in the blink of an eye.

It's a really exciting time for The Underground Collaborative as we focus on (expanding) operations, financial sustainability, collaborative partnerships and strategic directions to deepen and grow our impact. It's also promising to see the (work integration) social enterprise and housing sector gaining more and more traction; while they are two very separate issues, both play an important part in breaking the cycle of homelessness.

It's also been a big year of learnings, growth and development for the organisation, including the change in our board structure.

## A year with unique challenges

I'd like to extend a huge thank you to our outgoing board who have dedicated so much of their time, passion and energy to The Underground Collaborative, some who have been with us since inception in 2017!

Thank you to our new board and to our wonderful team at Ground+Co cafe for their dedication and general awesomeness!

Sending my deep appreciation and gratitude to our supporters, funders and those that continue to believe in us. As a small organisation, we feel every single part and I can't wait to share how you are all playing a part to drive impact.

*Katie Liew | Founder, CEO*

# ACKNOWLEDGEMENTS

---

A heartfelt thank you to our donors, supporters and partners whose generosity has been the cornerstone of our progress.

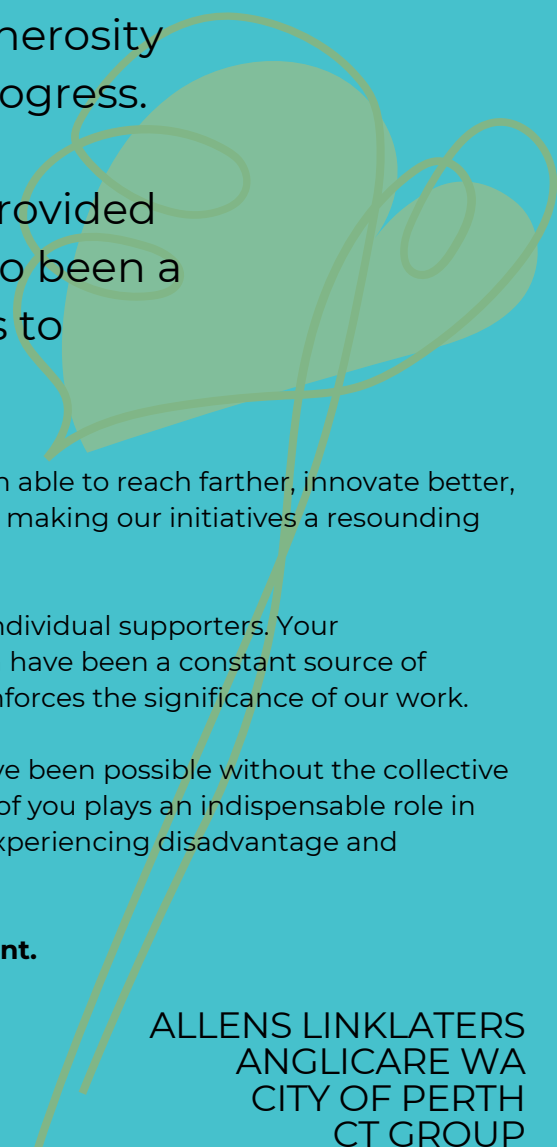
Your contributions have not only provided us with vital resources but have also been a source of inspiration, motivating us to strive for greater heights.

Through your shared vision and cooperation, we've been able to reach farther, innovate better, and impact more lives. Your support has been pivotal in making our initiatives a resounding success.

A big shoutout also to our supportive community and individual supporters. Your encouragement, engagement, and belief in our mission have been a constant source of motivation. Your involvement drives us forward and reinforces the significance of our work.

We recognise that none of our achievements would have been possible without the collective effort, support, and belief vested in us. Every single one of you plays an indispensable role in our journey toward creating a better world for people experiencing disadvantage and homelessness.

**Thank you for being a part of this incredible movement.**



ALLENS LINKLATERS  
ANGLICARE WA  
CITY OF PERTH  
CT GROUP  
CUSTOM PEOPLE SOLUTIONS  
HOUSE DIGITAL  
FIVE SENSES  
K&L GATES  
LOTTERYWEST  
STANLEE HOSPITALITY  
STATE LIBRARY OF WA  
ST VINCENT DE PAUL  
THE WHITE FAMILY  
WESTPAC FOUNDATION  
ZONTA HOUSE REFUGE ASSOC.

+ OUR INDIVIDUAL AND ANONYMOUS DONORS

# THE YEAR IN REVIEW

**\$275K**  
SALES

**837**  
HOURS  
of paid training  
and employment

**\$23K**  
WAGES  
paid at award rates to  
our Team Members



**83%** REVENUE GENERATED  
THROUGH TRADE



10x Team Members interviewed + onboarded.  
Of these, 4x Team Members commenced employment  
at Ground+Co

#### Challenges:

- Resource constraints from referral agencies
- Change in accommodation = too far to travel
- Family and children responsibilities meant they weren't able to work



Of these, 2x Team Members  
completed Employment Program +  
1 new Team Member

#### Challenges:

- Undergoing gender transition
- Mental health challenges

With support from Lotterywest we spent time finalising the development of our Employment Program where we trialled, tested and learned a lot in the implementation of the Program within our cafe Ground+Co.

The Employment Program is a key initiative of TUC for vulnerable women and young people experiencing or at-risk of homelessness in providing training, mentoring, education and employment to break the cycle of disadvantage.

A detailed Evaluation and Impact Report from this Service Model Enhancement Project has been produced.

This will contribute to the long-term evaluation of the Program and aspects of our broader strategy.

The right to work is acknowledged as a human right, as well as an enabler of greater social and economic inclusion. Employment provides not only an income, but the opportunity for social connection, confidence, a sense of meaning and hope for the future.

The employment opportunities at TUC can prevent lifetimes of social and economic exclusion, which incurs significant costs for the individuals themselves as well as society.

# EMPLOYMENT PROGRAM

---

## OUTCOMES

OUTCOME	IMPACT
Confidence	<ul style="list-style-type: none"><li>• Increased confidence in pursuing dreams</li><li>• Increased confidence in applying for jobs on their own / transitioning to a new employer</li><li>• Reported increased confidence in engaging with customers</li><li>• Increased confidence to obtain driver's licence</li></ul>
Independence	<ul style="list-style-type: none"><li>• Increased stability and structure</li><li>• Observed increased independence, especially with regards to finding rental accommodation</li></ul>
Future aspirations / prospects	<ul style="list-style-type: none"><li>• Improvement in transferrable skills in pursuing dreams</li><li>• Increased hopefulness regarding future employment opportunities and pursuing relevant training and education</li></ul>
Sense of belonging / community connection	<ul style="list-style-type: none"><li>• Increased social connection with colleagues</li><li>• Have made friends since working at Ground+Co</li><li>• Reported growth in interpersonal relationships</li></ul>
Mental health	<ul style="list-style-type: none"><li>• Overall increased mental health</li><li>• Reported feelings of happiness and 'good' to have completed the Program</li><li>• Stable and increased WHO-5 scores</li></ul>
Ongoing education and employment	<ul style="list-style-type: none"><li>• Commenced volunteering with partner referral agency in area of interest with the potential to lead to employment within the sector</li></ul>
Financial stability	<ul style="list-style-type: none"><li>• Increased financial stability (met financial goals upon completing the Program)</li><li>• "Feeling good" about financial stability and having saved a bit upon completing the Program</li></ul>
Improved job readiness	<ul style="list-style-type: none"><li>• Reported feeling very ready to find a new job on their own</li><li>• Increased work ethic and attitude</li><li>• Overall reported increased growth, readiness and punctuality</li></ul>

# EMPLOYMENT PROGRAM

## DATA COLLECTION AND REPORTING

The Underground Collaborative applies an outcomes-measurement approach, whereby data is collected to measure TUC's progress towards the outcomes and impacts in our Theory of Change.

The current method of data collection for these outcomes include a number of qualitative and quantitative measurement tools to monitor the progress of our Team Members, evaluate the effective of our activities and learn how to improve our approach.

**Employability Scale** Completed internally (by Café Manager and Employment Program Support Worker) at intervals of 3, 6, 9, 12 months or as required.

These are made of predetermined attributes relating to job readiness and employability.

**Impact Measurement** Completed with TMs at commencement, 3, 6, 9, 12 months or as required.

This captures information based on the Outcomes Star and included qualitative and quantitative measures.

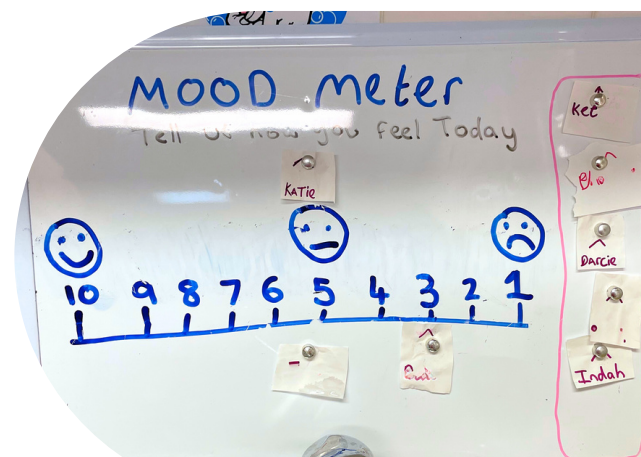
**WHO-5 (World Health Organisation)** A short positively worded scale designed to measure the level of subjective well-being over the last 2 weeks.

Completed as a quick check-in with TMs every 4-6 weeks.

**Work Readiness Survey** Completed once with TM at 3 months, this tool helps TMs reflect on aspects of employment that are practical, interpersonal and personally effective, including considerations of long-term, sustainable employment goals that suit their strengths.

**Exit Survey** Completed upon TM transitioning out of employment with The Underground Collaborative

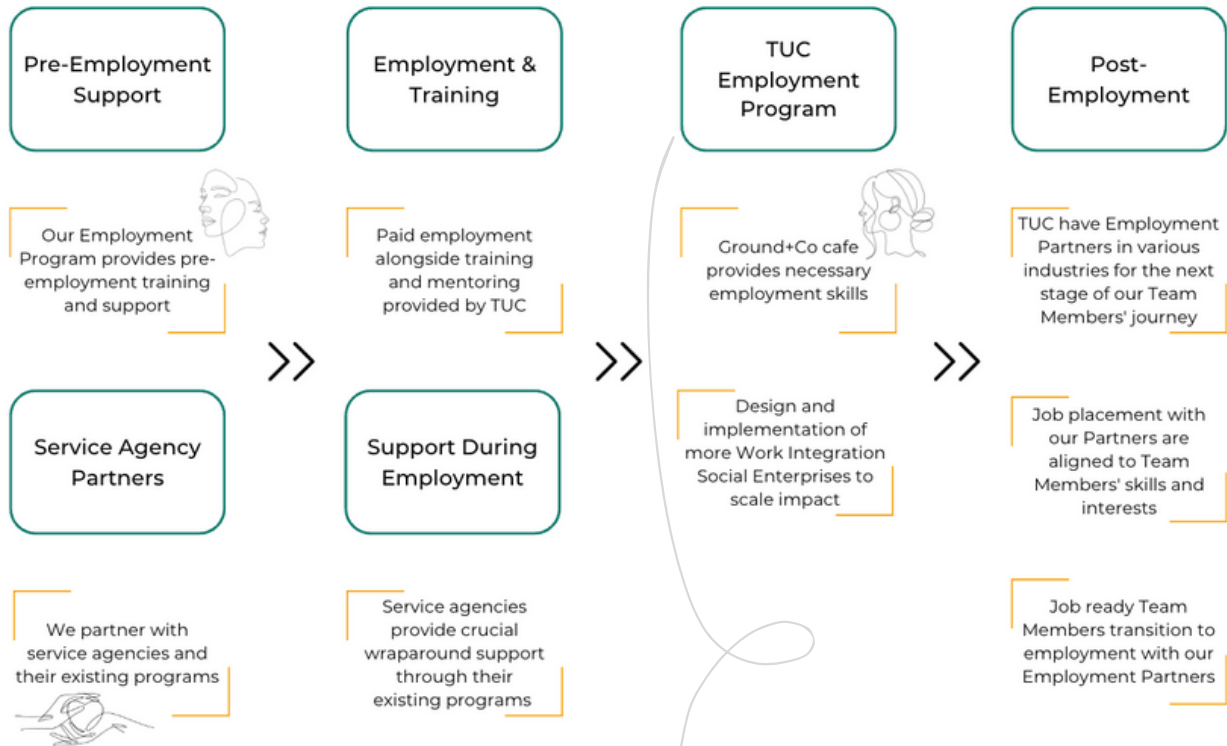
**Case Notes** written notes used to document conversations, observations and general feedback from Core Staff, Café Manager, Support Worker and CEO.





# EMPLOYMENT PROGRAM

## THE UNDERGROUND COLLABORATIVE TEAM MEMBER EMPLOYMENT JOURNEY



**Introduction**

- Learning about coffees
- Point of Sale

**Module 1**

- Self-care
- Workplace essentials
- Workplace etiquette
- Goals and aspirations

**Module 2**

- What to expect when starting a new job
- Managing your money
- Career pathways
- Self-advocacy

**Optional**

Hospitality skills training

- Cleaning and maintenance
- Customer service
- Food and drink preparation



# BE PART OF THE CHANGE

---



## PARTNER WITH US

The Underground Collaborative welcomes the support of our partners through sponsorship or philanthropy who share similar values and we are always keen to explore opportunities to work with organisations that align with our vision and mission to help break the cycles of homelessness through education, empowerment and employment.



## BECOME AN EMPLOYMENT PARTNER

Our Employment Partners are incredibly important for the success of our Employment Program. If your company is passionate about providing a safe and welcoming workplace for our Team Members to transition to after completing our Program, being an Employment Partner will help provide stable and diverse employment options for our Team Members.



## VISIT GROUND+CO

By enjoying our hospitality at Ground+Co, you can make a very real, and very tangible difference. Every coffee you buy provides employment for people experiencing, or at-risk of homelessness.

The human interactions, routine, stability, team environment, conversations - these are all positive impacts you will create for our Team Members' mental health and journey out of homelessness.

THANK  
YOU

