How we can help your community end rough sleeping!

As at 24 June 2020

BACKGROUND

Many communities around the world are grappling with the problem of rough sleeping homelessness. The Australian Alliance to End Homelessness (AAEH) can provide support to help better understand the nature of the problem in your community and most importantly what to do about it.

The Alliance and our many national and international partners have extensive expertise in working with communities in Australia and around the world to set and achieve goals for ending rough sleeping homelessness.

Further Information about the AAEH and our partners can be found at Attachment A and further information about the Zero Homelessness methodology and how it is being rolled out in Australia can be found in Attachment B.

SUPPORT

We are able to provide a range of support for your community's efforts to end homelessness through our Advance to Zero Campaign and our Training and Advisory Service, this includes:

→ action planning – to support the establishment of a community owed by0name list and to start to implement the Zero Homelessness methodology

→ ongoing implementation support – including action labs, coaching, membership of the national Advance to Zero Campaign

→ bespoke expert advice, training, coaching and other support for ending homelessness.

Further information about each of these can be found below.

More Information:

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AAEH Training and Advisory

ACTION PLANNING

Action planning is generally considered an important first step for a community or organisation seeking to implement the Australian Zero Homelessness Approach. Through the Action Planning review the AAEH would work closely with your organisation and other key community stakeholders to ensure that the goals and objectives of the engagement are met.

Action planning is a co-design process that can be broken up into a number of phases, with some initial efforts able to be conducted online and can include support to:

→ Develop a detailed outline for the drafting of Community Action Plan – including refining the scope and outcomes sought (i.e. targets like achieving functional zero by a set date, etc).

→ Co-design and co-facilitate community forums and follow up training session on ending rough sleeping homelessness.

→ Initial planning support, including stakeholder mapping, establishing governance structures other necessary steps to establish a local by-name list.

→ As necessary, meeting (online if needed) with various stakeholders, including elected representatives, NGO, business, community leaders and people with a lived experience of homelessness in the region – with the intent of build support and consensus on a plan of action.

More detailed Action Planning can include:

→ Visits to a community/organisation to train on the various aspects of the Australian Zero Homelessness Approach – including though workshops, community briefings, masterclasses and other formats.

→ As necessary, meeting with various stakeholders to continue to build support and understanding of the approach and Action Plan.

→ Providing an Action Planning report, summarizing what was found, connections to relevant national and international resources as well as providing advice and recommendations about next steps in the form of a draft 'community owned' action plan.

→ Support for the establishment of a by-name list and development of tools and resources, including for example, training on the use of the VI-SPDAT and if necessary, conducting connections weeks.

→ Reviewing the existing homelessness service system to identify gaps, key improvement recommendations and improvement projects – including advice from various international partners of the AAEH.

Costs

Each community and organisation is different, as such detailed estimates would need to be prepared however the below gives a guide to the estimated costs.

$6,160.00	Basic Action Planning
$9,240.00	Action Planning + Brief Report
$12,320.00	Action Planning + Detailed Report
$18,480.00	Action Planning + Detailed Report + System Review

Note: All costs exclude any travel and accommodation costs and GST.

ADVANCE TO ZERO CAMPAIGN:
ONGOING IMPLEMENTATION SUPPORT

The Advance to Zero Campaign is a national movement of communities working together to permanently house and support Australia's most vulnerable people starting with rough sleeping. The campaign supports collaborative community-based efforts to implement the Australian Zero Homelessness Approach, further information about which can be found in Attachment B.

The ongoing implementation support that the AAEH offers for community's like yours focuses on a continuous improvement process that was first pioneered in the healthcare sector to combat the spread of deadly infections. Using this improvement science or quality improvement process, our adapted model utilises the Community Solutions and AAEH teams, international experts, and the knowledge of your peers in communities across Australia.

Our ongoing improvement support though the Advance to Zero Campaign operates on six monthly cycles and starts with an Action Lab.

Action Labs

→ Action Labs enable 'continuous improvement teams' to come together with other communities for a two-day in-person peer learning session where participants compare notes with other communities, tap into expert guidance from partner organisations, and build action plan to get results in your community.

→ These training, planning and capacity building sessions are conducted in alternating participating cities and have communities from across Australia attend as well as facilitators from Community Solutions (based in the US).

→ This process has been central to the success of all of the communities in the US and Canada that have either achieved Functional Zero homelessness or have achieved measurable reductions in homelessness.

Coaching

Between Action Labs, our team will support you with a dedicated Improvement Advisor and tailored support that may include:

→ Quality improvement coaching and training via monthly video or phone calls
→ Quick answers and technical assistance when appropriate
→ Access to experts from partner organizations nationally and internationally
→ In person check in visits from time to time
→ Learning and innovation spotlights from other Advance to Zero communities.

Data Support

→ The AAEH has worked with Micah Projects to develop the Advance to Zero (AtoZ) Database to enable local communities to securely store and appropriately share data relating to their by name lists. We have a database administrator who will support your community's use of the database, should you wish to use it.

→ Our custom data infrastructure doesn't seek to replace local case management systems, but it will help you make sense of what your data is telling you.

→ Your Improvement Advisor will also work with your local data lead to make the best and easiest use of your data to help you:

- Drive measurable progress toward zero
- Run scientific tests of change in your system
- Design and clarify your strategy

Toolkit

→ Your community will have access to the Advance to Zero Change Toolkit— a digital repository of resources, proven ideas and strategies from communities like yours (currently in development).

→ Our team will teach you how to use the Change Toolkit as a playbook for breakthroughs, helping you unlock progress when you get stuck or hit a wall.

Is my community ready to participate?

Your community will need five things to be successful:

1. A clear, community-wide goal to end rough sleeping homelessness within a set timeframe.
2. A committed multi-agency team of leaders who can take ownership of setting goals and coordinate your systems improvement work.
3. Someone to drive your team forward. This person doesn't have to be formally in charge, but they'll need to accept responsibility for convening meetings, getting the right people to the table, and driving your broader team of leaders forward. If no one is in this role yet in your community, we'll help you figure out who it should be.
4. Monthly data reporting and readiness to reach new data quality thresholds. Alongside your identified Data Lead, we will help you build a quality by-name list to understand the dynamics of homelessness in your system. Your team will begin collecting and tracking data in new ways, such as looking at inflow, outflow, and actively homeless data points.
5. Participation in the Advance to Zero meetings, including two in-person Action Labs, where you will have the opportunity to learn from and spread ideas to other communities.

All of these steps are covered in the Action Planning process that the AAEH can support you community with.

If you have any questions, please get in touch.

Costs

The cost of participating in the Action Labs and follow on coaching calls in 2020 is as follows:

$13,500.00	per cycle - six months
$ 27,000.00	per year

Note: Costs exclude any travel and accommodation costs for your team to participate and GST.

AAEH Training and Advisory

- → The AAEH Training and Advisory service can provide bespoke expert advice, training, coaching and support for ending homelessness in communities across Australia.
- → We work with non-government organisations, philanthropy, business and government agencies, local, state and commonwealth.
- → This advice or reviews can involve our international partners including, Community Solutions, Org Code, the Institute of Global Homelessness and the Canadian Alliance to End Homelessness.
- → Our work can also involve our research partners, notably the Centre for Social Impact at the University of Western Australia and the Australian Alliance for Social Enterprise at the University of South Australia.
- → Further information on each of our partners can be found in Attachment A.

Training can be conducted on issues such as:

- → The Australian Zero Homelessness Approach
- → Conduction Connections Weeks / Registry Weeks
- → Use of the VI-SPDAT for adults, families, youth, veterans and indigenous communities.
- → Establishing quality by-name lists
- → Continuous Improvement - Using by-name lists to drive reductions
- → Advance to Zero Database use
- → Coordinated entry and exit systems
- → Governance, collaboration and collective impact to end homelessness
- → Communications and campaigning to end rough sleeping
- → Prevention and Diversion
- → Using Data to end homelessness
- → Housing First – including Housing first for adults, families, youth, veterans and indigenous populations.
- → Assertive outreach
- → Person-Centered Intensive Case Management
- → Ending Homelessness for Funders 101
- → How business can help end homelessness

Training can be conducted for key individuals, whole organisations or community collaborations. For further information about each of these areas of training please contact us at: info@aaeh.org.au

Other support

The AAEH can also assist with following advisory services, as they relate to community and organisational efforts to end homelessness:

→ Planning and Policy
→ Research and evaluation
→ Leadership development
→ Speaking, education and thought leadership
→ Consultation, strategy and planning
→ Facilitation

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to end homelessness**

ATTATCHMENT A – AAEH BACKGROUND

The AAEH has been an independent champion for preventing and ending rough sleeping homelessness in Australia since 2013.

Despite the common misconception to the contrary, we recognise that the scale of homelessness in Australia is both preventable and solvable. We are committed to supporting local communities to ensure that any incidents of homelessness that do occur should be rare, brief and non-recurring. We understand that access to housing is not merely about shelter, but about a home that is safe, affordable, appropriate and sustainable.

We are an incorporated entity with a Board of Directors that has worked with many communities across Australia. Our membership includes individuals and organisations who are leaders from across Australia that share our vision of ending homelessness. We are not a peak body, but a community of practice, seeking to share with and support local communities to end rough sleeping homelessness in new and innovative ways.

About the AAEH CEO – David Pearson

David recognises that ending homelessness is possible and has worked towards this goal in a range of roles in the community, government, university and philanthropic sectors. David is currently a Myer Innovation Fellow, Industry Adjunct at the Australian Alliance for Social Enterprise at the University of South Australia and a senior advisor for the Institute of Global Homelessness (IGH).

Between 2016-2019 he was the Executive Director of the Don Dunstan Foundation – where he led the establishment and development of the Adelaide Zero Project, a collective impact initiative of over 45 organisations all working together to end street homelessness in the inner city of Adelaide.

Prior to this David was the Senior Policy Adviser to a number of South Australian Premiers and Commonwealth Government Ministers in a range of portfolio areas including housing and homelessness, mental health, social inclusion, and health.

International Partners

Community Solutions

Based in the United States of America, Community Solutions believed that Homelessness is solvable and works with more than 80 cities and counties making it a reality every day.

Community Solutions, lead by Roseanne Haggerty, pioneered the Zero Homelessness approach which uses by-name lists and quality improvement techniques to end various types of homelessness. So far they have helped:

→ over 12 communities to end chronic or veterans homelessness
→ 42 communities to achieve measurable reductions in homelessness
→ 73 communities achieve quality real time data; and
→ House almost 120,000 people formerly sleeping rough since 2015.

Org Code

OrgCode Consulting, based in, and working from both Canada and the United States, pioneered and continues to develop the VI-SPDAT. OrgCode works with non-profits, government, private companies and non-governmental organizations to be catalysts for better outcomes for people experiencing homelessness.

The VI-SPDAT is a screening tool used by practitioners to support collaborative decision-making within and across agencies so as to provide the assistance required to house and support people who are homeless or at risk of homelessness. The VI-SPDAT is a central component to the Australian Zero Homelessness Approach as it assists communities to better understand the needs of people sleeping rough, so as to effectively match the appropriate housing, healthcare and community services to enable an individual to make choices in line with their personal needs and available resources.

Canadian Alliance to End homelessness (CAEH)

The Canadian Alliance to End Homelessness leads a national movement of individuals, organizations and communities working together to end homelessness in Canada. Being is a country very similar to Australia, we work closely with the CAEH because they have done a lot of work to adopt and translate the Zero Homelessness approach highly successfully from the US to a Commonwealth country context. Much of the work of the Australian Alliance does is based on the Canadian Alliance model.

Institute of Global Homelessness (IGH)

The IGH is the first organization in the world to focus on homelessness as a global phenomenon with an emphasis on those who are living on the street or in emergency shelter. IGH's mission is to support the emerging global movement to end street homelessness. IGH exists to draw connections between successes across the world and to allow leaders to learn from one another about how to end street homelessness. IGH works with a broad network of world-class advisors and organizations, balancing geographies, cultures, and skills to effectively respond to region-specific needs and track progress. IGH has supported a number of communities in Australia through their work and has successfully supported a number of communities around the world to drive significant reductions in including a 25% reduction in Chicago in the United States of America.

Research Partners

The Centre for Social Impact - University of Western Australia

Professor Paul Flatau is the Director of the CSI – UWA and has been involved with the AAEH since its inception. CSI UWA is part of a national collaboration with UNSW Sydney and Swinburne University of Technology. Together, the three universities form the Centre for Social Impact, which takes a systems approach to developing innovative solutions to the biggest social challenges today, with a vision for a better Australia tomorrow.

As director, Paul has evaluated a number of the campaigns and programs that the Australian Alliance has been involved with – including the 50 Lives 50 Homes Project. He also led the development of the landmark "The State of Homelessness in Australia's Cities" report. The AAEH works closely with Paul and the CSI-UWA team, including for example recently on a range of advocacy activities in relation to rough sleeping responses to the COVID-19 pandemic.

The Australian Alliance for Social Enterprise – University of South Australia

TAASE is a research centre in UniSA Business within the University of South Australia whose purpose is to produce research which enables evidence-led change for the social service sector and people in need of social support.

TAASE is a university partner of the Adelaide Zero Project. Researchers from TAASE were involved with the design and establishment of the Adelaide Zero Project from its inception. They continue to advance research and data analytics to support the Adelaide Zero Project, including targeted efforts to use the data from the project's by-name list to drive reductions in rough sleeping. TAASE also provides an office and a range of support for the AAEH.

Founding Partners

The following make up the founding parents of the AAEH, all have and continue to provide major contributions to the development of the AAEH and the advancement of our work, most notably the Advance to Zero Campaign to support the adoption of the Australian Zero Homelessness Approach in as many communities as possible:

- → National – The Salvation Army
- → NSW – The Mercy Foundation
- → QLD – Micha Projects
- → SA – The Don Dunstan Foundation
- → Vic – Launch Housing
- → WA – RUHA Community Services

Micha projects acts as the backbone to the AAEH and has provided significant administrative, communications, data and other support for the AAEH since its inception. Importantly, Micha has built and operates on behalf of the AAEH the Advance to Zero database.

Major Partners

The following are major partners of the AAEH:

- → National – Neami
- → NSW – Uniting Gosford
- → NSW – Nova For Women and Children Newcastle

If you are interested in being a partner of the AAEH, please get in touch.

Founding Partners

Campaign Partners

Major Partners

International Partners

Research Partners

ATTATCHMENT B – THE ADVANCE TO ZERO CAMPAIGN AND THE AUSTRALIAN ZERO HOMELESSNESS METHODOLOGY

AAEH is seeking to implement an Advance to Zero campaign - a national movement of communities working together to permanently house and support Australia's most vulnerable people starting with rough sleeping.

The campaign supports collaborative community-based efforts to implement the Zero Homelessness Approach that works by identifying the names and needs of every person sleeping rough in a particular community. We call this a 'by-name list' because it helps communities identify the names and needs of every person sleeping rough in that community and to put those needs at the center of the community's collective actions to end homelessness.

You can't manage what you don't measure, and quite simply the first step in the Advance to Zero Campaign is to support as many Australian communities as possible to actually know the names and needs of every person sleeping rough in their community - to establish community owned and controlled 'by-name list's'.

We then want to support communities to use the data from these lists to invite as broad as possible a coalition of stakeholders to take responsibility for what they are able to in order to drive down the number of people sleeping rough using a range of quality improvement techniques.

The campaign is inspired by the Built for Zero campaigns in the United States of America and Canada and we have developed ten core components that we have identified as being essential to the successful implementation of the zero homelessness approach in the Australian context.

Advance to Zero: In Summary

→ **Why** is this campaign needed, because rough sleeping homelessness of all forms is increasing across Australia, yet despite the common misconception to the contrary, the scale of homelessness in Australia is both preventable and solvable.

→ **What** we will do is launch a national campaign to connect, support and equip local communities to end homelessness, starting with rough sleeping homelessness, using the zero homelessness approach, often called the Functional Zero approach, pioneered in north America

→ **How** the zero homelessness approach works is by identifying the names and needs of every person sleeping rough in a particular community, called a 'by-name list' and then using, data from that list and quality improvement techniques, to drive down the number of people sleeping rough to what is known as functional zero, and then ensure that any future homelessness is rare, brief and non-reoccurring

→ **Who** the Australian Alliance to End Homeless, with support from the Institute of Global Homelessness and Community Solutions will establish a national improvement team to build Australia's capacity to implement this approach and support communities to achieve measurable reductions in all forms of homelessness, starting with rough sleeping

→ **Where** initially in up to ten local government areas including: Perth, Adelaide, Brisbane, Sydney and Melbourne.

Ten Core Components of the Advance to Zero Campaign Methodology

The following make up the ten core components that the AAEH has identified as being essential to the successful implementation of the zero homelessness approach in Australia and what will underpin the Advance to Zero Campaign:

Housing First Approach

1. Focus on Ending Homelessness – including a commitment to the principle of housing first, but not housing only, working collaboratively and through the setting of shared goals and targets
2. Assertive Outreach – including Connections (or Registry) Weeks to comprehensively identify person-specific data of everyone sleeping rough and build a plan to move each into housing
3. Aligned housing – ensuring sufficient housing is available, though prioritisation, innovation, throughput in the existing system and additional investment

Community-Wide Measurement and Accountability

1. By-name Lists – enabling a focus on people and their individual needs, being able to measure this and drive reductions over time
2. Continuous Improvement – enabling data to be used for continuous system and service improvement not judgement - to drive reductions in homelessness across the whole community. This includes being informed by best practice research in other communities, nationally and internationally as well as the development evaluation frameworks
3. Prevention focus – the use of data to actually reduce inflow of people sleeping rough (both through prevention and diversion) as well as support the efforts of the broader community to address the causes of rough sleeping homelessness, i.e. poverty and housing affordability

Coordinated Delivery Systems

1. Common Assessment Tool – the VI-SPDAT enables individual needs to be assessed and recommended for support in a consistent, evidence-informed way, and for the full list of people experiencing homelessness to be fairly and effectively triaged according to local priorities
2. Coordinated Entry System – local collaborative mechanisms for the triage of housing and support for those most in need – creating a simpler, more streamlined path to housing
3. Coalition of Stakeholders – working collaboratively across sectors to raise awareness and build the case for working together to address the systemic problems whilst ensuring a strong voice for people with a lived experience
4. Streamlined Governance Structures – clearly identified decision making, communications and accountability mechanisms to find solutions to the challenges facing local systems.