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# Australian Alliance to End Homelessness

**Strategic Plan:**  
**1 January 2025 - 30 June 2028**

# Table of contents

Introduction	3
Who we are	4
Advance to Zero (AtoZ)	5
Our strategy on a page	6
Our vision and purpose	7
Our strategic priorities	8
Our enablers	9
Principles for how we work	10
Our organisational values	11
Measuring our progress and impact	11
What success looks like	12



# Introduction



Debra Zanella  
*Chair*



David Pearson  
*CEO*

Dear supporters and partners,

We are proud to present our new strategic plan, which builds on our evolving role in seeking to end homelessness in Australia. This plan speaks to our commitment of walking alongside communities to amplify their impact and centring the voices of people with lived experience of homelessness.

To develop this plan, we held over 30 meetings with our Board, staff, partners, supporters, people with lived experience of homelessness and First Nations people. We are grateful for the support provided to hone our strategic intent and gain clarity on our place in the housing and homelessness ecosystem.

## Our history

Our journey began in 2010 when we emerged from the Australian Common Ground Alliance as a group of like-minded individuals. Operating as a volunteer network, we were united by a commitment to drive evidence-based efforts aimed not just at better managing homelessness, but at ending it.

In 2013, we incorporated and launched several community campaigns to ‘count up’ to the goal of housing as many of the most vulnerable people experiencing homelessness. Notable examples include the 500 Lives Campaign in Brisbane and the 50 Lives Campaign in Perth.

## Key milestones

- **2017:** We shifted from counting up to counting down to the goal of ending homelessness with the launch of the Adelaide Zero Project, the first community to commit to achieving functional zero – our measure of ending homelessness.
- **2020:** We appointed our first CEO and full-time staff member, recognising the need for a strong national organisation to support the growing number of place-based initiatives.
- **2022:** We formally launched the Advance to Zero (AtoZ) initiative at the inaugural Australian Zero Homelessness Summit in Brisbane.
- **2024:** We announced a merger with the Constellation Project, strengthening our commitment to ending homelessness and enhancing our collective impact.

## Looking ahead

This strategic plan captures our priorities for the next three and a half years, our unique value proposition, and our aspirations for creating change to end homelessness in Australia. Key to our future success is:

- Integrating the Constellation Project’s work and core capabilities into the AAEH.
- Continuing to drive the AtoZ movement.
- Developing solutions towards systems change.
- Building allied networks.

We understand that no single person, organisation, or government can tackle homelessness alone. It requires collective effort, collaboration and coordinated action.

The role we play in this is to support the movement to end homelessness by bringing people together, influencing others to act, filling gaps and providing practical support.

We see ourselves as a ‘field catalyst’, working alongside others to support their efforts - not to compete but to complement and amplify.

We are excited about the future and confident that, with your continued support, we can achieve our vision of ending homelessness in Australia.

Thank you for being part of this journey.

## Who we are

The Australian Alliance to End Homelessness (AAEH) is an independent champion and catalyst for ending homelessness in Australia.

We support and amplify community efforts across Australia through driving the Advance to Zero movement, developing solutions towards systems change, building a series of allied networks, and working in partnership with people with lived experience, to demonstrate that it is possible to make homelessness rare, brief and once-off.

Ultimately, we exist to prevent, reduce and end homelessness in Australia. We bring together individuals, community, business and governments to take action for an end to all homelessness in Australia.

**Homelessness  
is solvable.**



## Advance to Zero (AtoZ)

Advance to Zero (AtoZ) is a groundbreaking national initiative of the Australian Alliance to End Homelessness (AAEH) that supports local collaborative efforts to end homelessness, starting with rough sleeping – one community at a time.

Using a range of proven approaches from around the world, communities involved with AtoZ are supported not just to address individual instances of homelessness, or even reduce overall homelessness, but to end it altogether. We define ‘an end to homelessness’ as being when incidents of homelessness are rare, brief and once-off.

AtoZ is a collaboration (or what’s sometimes called a collective impact initiative) between a broad range of communities, organisations and individuals that are all committed to ending homelessness.

Communities, generally defined as a local government area or collection of local government areas, seek to measure their progress towards this goal by calculating

what we call functional zero, a dynamic way of determining if a community has been able to make homelessness rare, brief and once-off.

AtoZ is characterised by three core components:

- Everyone working together with a shared strategy to end homelessness.
- Local community wide by-name data
- A Housing First systems change approach to coordination, improvement and advocacy.

AtoZ focuses on ending homelessness one type and one community at a time. To help guide these efforts, we have developed the Advance to Zero framework based on what is working around the world and what we’ve learned from efforts so far in Australia.

Fundamentally, AtoZ seeks to demonstrate that ending homelessness is possible by generating a groundswell of proof in Australia.

“ As someone who experienced chronic homelessness, I never believed ending homelessness was possible. I became involved with the AAEH and this was the first time I learned and believed solving homelessness was not only possible, we are going to do it here. Nothing is going to stop us. ”



# Our strategy on a page

To prevent, reduce and end homelessness

Our vision

To end homelessness in Australia

Our purpose

To prevent, reduce and end homelessness in Australia so that any future incidents of homelessness that do occur are rare, brief and once-off.

Our strategic priorities

Driving the Advance to Zero movement



Developing solutions for systems change



Building allied networks



Our enablers

Partnerships

Data and evidence

Building collective power

Training and advisory

A strong national organisation

How we work

Housing First

Co-creating solutions

Driven by lived experience

Valuing First Nations leadership

Community-led and place-based

Bringing sectors together

Driving continuous improvement

Our values

Inclusive, Transformative, Courageous

# Our vision and purpose



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## Our vision

To end homelessness in Australia.



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## Our purpose

To inspire communities to prevent, reduce and end homelessness in Australia so that any future incidents of homelessness that do occur are rare, brief and once-off.



# Our strategic priorities

## What we will do

### Our enablers

<p>Partnerships</p> <p>Data and evidence</p> <p>Building collective power</p> <p>Training and advisory</p> <p>A strong national organisation</p>	<p><b>1</b> </p> <p><b>Driving the Advance to Zero movement</b></p> <p>We demonstrate that ending homelessness is possible by using by-name data to house and support people experiencing homelessness, starting with rough sleeping, one community at a time.</p>	<p><b>2</b> </p> <p><b>Developing solutions for systems change</b></p> <p>We bring together individuals and organisations to develop and scale systems change solutions that contribute to ending homelessness.</p>	<p><b>3</b> </p> <p><b>Building allied networks</b></p> <p>We support or work closely with a range of networks committed to our shared mission to end homelessness.</p>
	<p><b>Focus of the movement:</b></p> <ol style="list-style-type: none"> <li><b>1 House and support the people experiencing the most vulnerability.</b></li> <li><b>2 Build overwhelming proof that ending homelessness is possible</b> - through a series of defined progress measures.</li> <li><b>3 Drive cycles of improvement</b> - to support problem solving and shared learning.</li> <li><b>4 Grow understanding</b> - of what it means and takes to end homelessness.</li> <li><b>5 Develop the tools</b> - to support local systems change efforts.</li> <li><b>6 Seek to meet the identified unmet housing and support needs.</b></li> </ol>	<p><b>Systems change focus areas:</b></p> <ol style="list-style-type: none"> <li><b>1 More homes</b> - increase supply and access to housing to address chronic shortfalls, including a focus on developing local permanent supportive housing systems.</li> <li><b>2 Better journeys</b> - develop better pathways to prevent and end homelessness with a focus on lived experience and First Nations inclusion.</li> <li><b>3 Prevention</b> - identify areas where we are well placed to lead collaborative work on prevention solutions.</li> </ol>	<p><b>1 Networks supported:</b></p> <ul style="list-style-type: none"> <li>• State-based alliances in WA and SA</li> <li>• Australian Health, Housing and Homelessness Network (A3HN)</li> <li>• International Supportive Housing Community of Practice</li> </ul> <p><b>2 Work closely with a range of other organisations or auspiced networks.</b></p> <p><b>3 Identify where we are well placed to build / support other allied networks committed to ending homelessness.</b></p>



## Our enablers



### Partnerships

Homelessness can't be solved by any one program, agency, building, service or level of government. That is why we establish partnerships and bring together diverse groups from different sectors - including those with lived experience, business, the health sector and others - to work collaboratively to end homelessness.



### Data and evidence

We support local communities to use quality data to house and support people experiencing homelessness using a Housing First systems change approach. Knowing the names and needs of everyone in the community is the first step towards being able to end homelessness. Data is also used to inform decision making, policy and practice - at all levels from local to national.



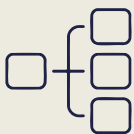
### Building collective power

We support individuals, organisations, networks and local communities to use their voice and build collective power to call for and work towards an end to homelessness. One way we create change is through advocacy that is informed by data and evidence, brings diverse voices to the table and centres the perspectives of people with lived experience of homelessness.



### Training and advisory

We provide tailored advice, training, coaching, action learning events and other practical support for efforts to end homelessness. We do this in partnership with a range of organisations and experts globally because we recognise that supporting and building local leadership capability, informed by data and evidence, is central to efforts to end homelessness.



### A strong national organisation

We are building a strong, resilient and sustainable organisation to support efforts to end homelessness. We are a collaboration of alliances and networks that enable place or issue-based collaboration. We recognise that we cannot deliver on our mission without a focus on strong governance, culture, communications, workforce, operational systems and financial sustainability.

“ While there is still a lot to do, there is great hope. ”

# Principles for how we work

## How we work is grounded in the following principles

### Housing First

We are champions of the Housing First approach where people experiencing homelessness are provided immediate access to housing with no readiness requirements, while simultaneously working to promote recovery and wellbeing. We support the Australian Housing First principles - with a focus on implementing them at the system change level.

### Co-creating solutions

We work to co-create solutions towards ending homelessness with our cross-sector partners. We recognise that individuals and communities hold unique knowledge of their own lives and any improvements needed. We seek to amplify solutions developed with those directly impacted, by supporting them to be implemented and scaled.

### Driven by lived experience

We believe that the needs of people experiencing homelessness must be placed at the centre of our efforts to end homelessness. We learn from people with lived and living experience and seek to incorporate their insights and skills in all of our work. We ensure that their time and skills are valued and remunerated accordingly, and support efforts for best practice inclusion.

### Valuing First Nations leadership

We are committed to working in partnership with and being led by First Nations people, community and organisations. We recognise that First Nations knowledge and perspectives are critical to achieving our vision. We are on a journey to ensuring our policies and practices uphold the right of First Nations peoples to self-determination and overcoming the ongoing effects of colonisation and intergenerational trauma.

### Community-led and place-based

We recognise the limitations of top-down approaches and understand that community-led and place-based efforts foster greater collaboration, sustainability, and the effective mobilisation of local strengths. By supporting local communities, we aim to amplify their efforts and drive meaningful systems change to end homelessness.

### Bringing sectors together

We act as an intermediary bringing together diverse groups, including community, government and business, to end homelessness. We play a convening role to foster greater collaboration, using data and evidence to drive improvements and advocate for change.

### Driving continuous improvement

We adopt an iterative 'plan, do, study and act' approach to improvement across our work. We use successive cycles of improvement, modeled on the work of the Institute of Healthcare Improvement, to develop and scale innovative approaches to driving reductions in homelessness.




## Our organisational values

We are guided by the following values in everything that we do, across all areas of our work. We are:

<p><b>Inclusive</b></p> <hr/> <p>Embracing the value of diverse voices and enabling their full participation in working collaboratively towards our shared mission.</p>	<p><b>Transformative</b></p> <hr/> <p>Creatively reshaping systems and driving lasting change through collective impact and social innovation.</p>	<p><b>Courageous</b></p> <hr/> <p>Embodying fairness and justice in all that we do, challenging ourselves and others with transparency and humility to do things differently.</p>
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## Measuring our progress and impact

### Our strategic priorities

<p>Driving the Advance to Zero movement </p>	<p>Developing solutions for systems change </p>	<p>Building allied networks </p>
<b>GOALS</b>		
<p>We have increased the impact and number of local communities involved in AtoZ.</p>	<p>We are progressing solutions that seek to change systems.</p>	<p>Our networks are effective and influential in driving efforts to end homelessness.</p>
<b>HOW WILL WE KNOW WE ARE ON TRACK</b>		
<p><b>Short term - First two years</b> Demonstrate the growing number of people housed and staying housed through the collective efforts of AtoZ communities on a data dashboard.</p> <p><b>Medium term - By 2028 (Strategic Plan)</b> Double the number of local communities regularly reporting quality data from their by-name lists from 15 in late 2024 to 30 by 2028.</p> <p><b>Long term - By 2030</b> 30 by 30: Support 30 communities to have achieved 30 commonly defined progress measures by 2030.</p>	<p><b>Systems change focus areas:</b></p> <ol style="list-style-type: none"> <li><b>1. More homes</b> - increase supply and access to housing to address chronic shortfalls, including a focus on developing local permanent supportive housing systems.</li> <li><b>2. Better journeys</b> - develop better pathways to prevent and end homelessness with a focus on lived experience and First Nations inclusion.</li> <li><b>3. Prevention</b> - identify areas where we are well placed to lead collaborative work on prevention solutions.</li> </ol>	<p><b>Networks supported:</b></p> <ul style="list-style-type: none"> <li>• State-based alliances in WA and SA</li> <li>• Australian Health, Housing and Homelessness Network (A3HN)</li> <li>• International Supportive Housing Community of Practice</li> </ul> <p><b>Work closely with a range of other organisations or auspiced networks.</b> Identify where we are well placed to build / support other allied networks committed to ending homelessness.</p>

# What success looks like

## Our enablers

### Partnerships

- 1 We have a thriving network of partnerships with people, organisations, communities and governments committed to ending homelessness in all states and territories and across all sectors

### Data and evidence

- 2 We are regularly sharing data and evidence about what it takes to end homelessness through all of our activities.
- 3 By-name list data is informing investment and resource allocation decisions made by governments as well as local Housing First service coordination efforts.
- 4 We track our impact through a range of measures and evaluation activities.

### Building collective power

- 5 Governments are committed to ending homelessness strategies.
- 6 Lived experience and First Nations voices are central to efforts to end homelessness.
- 7 The private sector are engaged and clear on their unique role in efforts to end homelessness.

### Training and advisory

- 8 The AAEH and our partners are regarded as essential collaborators in efforts to end homelessness in Australia.
- 9 Participants report finding our events and resources to be valuable and continue to engage in them.

### A strong national organisation

- 10 We have strong and robust internal organisational processes, across ICT, risk management, finances, communications, collaboration and inclusion practices.
- 11 We support our people to thrive, through a range of measures and activities.
- 12 We have long term, sustainable funding streams - including through our events, partnerships, contracts with governments, as well as with our training and advisory services.
- 13 We have strong governance arrangements in place, including inclusion, compliance and effectiveness as well as in respecting the place-based decision making involved with much of our work.
- 14 We have designated lived experience and First Nations voices on our Board.

“ The community believes that nothing is off the table now as we embrace new ways of working and do so together as one. ”

