

Ending street  
homelessness  
in the inner city



# Adelaide Zero Project

## Implementation Plan

June 2020 - December 2020

Version 2.1

Published 23 June 2020

## Acknowledging the Kurna People

We acknowledge and pay our respects to the Kurna People, the traditional custodians whose ancestral lands we work and live on. We acknowledge the deep feelings of attachment and relationship of the Kurna people to country and we respect and value their past, present and ongoing connection to the land and cultural beliefs.

## Version 2.1, published 23 June 2020

Please note that this is a working document and will evolve as the Adelaide Zero Project progresses. Please ensure you have the most up-to-date version, which will be available on the Adelaide Zero Project website at [adelaidezeroproject.org.au](https://adelaidezeroproject.org.au)

## COVID-19 Information

Implementation Plan, Version 2.0 and 2.1 were written based on the 19 March 2020 data report, and as such neither version takes the effects of the COVID-19 pandemic into account. Version 2.2 will outline Adelaide Zero Project's responses to COVID-19 in further detail. Visit the [Adelaide Zero Project Dashboard](#) for the latest updates.

# Foreword from the Project Co-chairs

The Adelaide Zero Project is leading the way nationally by working towards ending rough sleeping in Adelaide's inner-city.

By adopting the Functional Zero approach pioneered by Community Solutions in the United States, Adelaide has the opportunity to be the first city outside of North America to reach Functional Zero homelessness for people who are sleeping rough. The Adelaide Zero Project continues to be inspired by the 12 communities in the United States who have successfully reached and sustained Functional Zero, as well as over 40 more communities who are making significant reductions in ending homelessness using this approach.

Adelaide also continues to be recognised as a Vanguard City by the Institute of Global Homelessness for our commitment to reduce chronic rough sleeping by 50% in the inner-city by December 2020.

Since entering into the Implementation Phase in February 2018, the Adelaide Zero Project has achieved many significant milestones. For the first time, Connections Week in 2018 and 2019 has given us a comprehensive understanding of the names and needs of everyone sleeping rough in Adelaide's inner-city. A shared By-Name List was then established, which services continue to use daily to co-ordinate housing and support based on individual needs. These achievements, among many others, would not have been possible without the dedication of over 40 Partners in the Adelaide Zero Project who continue to build momentum through a [Collective Impact approach](#).


However, there is still significant work to do. Using the unique data in our By-Name List, we now shift our focus towards testing and implementing strategies to reach and sustain Functional Zero in Adelaide's inner-city. There are also opportunities to share learnings from the Adelaide Zero Project for other regions and forms of homelessness, as recognised in the Government of South Australia's strategy, [Our Housing Future 2020-2030](#), and the [National Housing and Homelessness Agreement](#).

Dame Louise Casey, the Chair of the Advisory Committee and Dr Nonie Brennan, Senior Advisor at the Institute of Global Homelessness have both visited Adelaide between 2018 and 2019 to share valuable insights to support Adelaide Zero Project's progress towards its goals. Following Dame Louise's [Support Visit Review](#) in February 2019 and Dr Brennan's [Thinkers in Residence](#) report in February 2020, we are progressing towards achieving several recommendations, including:

- establishing a short-term, low-barrier accommodation site, for people sleeping rough, on the By-Name List, while long-term housing is secured
- in-depth research and data analytics to inform proactive responses, including prevention of rough sleeping
- transitioning the By-Name List to a better functioning and accessible database
- person-centred services across the system, including culturally appropriate responses for Aboriginal people
- strengthening collective governance through encouraging representation from the sectors and areas outside those traditionally associated with homelessness.

This Implementation Plan will continue to be updated as the Project progresses. Our thanks to all of the dedicated Partners and individuals who continue to support this critical work as Adelaide moves closer towards achieving Functional Zero.

Sincerely,



Louise Miller Frost and Rev. Peter Sandeman  
Co-chairs, Project Steering Group  
Adelaide Zero Project

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# What is the Adelaide Zero Project?

The Adelaide Zero Project is a coalition of homelessness, housing, health, government, university, corporate and community Partners working collaboratively to end rough sleeping in the inner-city of Adelaide.

The Adelaide Zero Project has adapted the highly successful Functional Zero model pioneered by Community Solutions, a not-for-profit organisation based in the United States, working with over 120 communities worldwide to achieve Functional Zero homelessness. So far, 12 communities have achieved this with another 43 seeing significant reductions, showing ending rough sleeping is possible.

The Adelaide Zero Project is part of a global effort to end rough sleeping. Adelaide was the first Australian city to become a Vanguard City through the Institute of Global Homelessness (IGH). As a Vanguard City, Adelaide is one of a select number of cities leading the way worldwide to end rough sleeping.

Chicago, a fellow Vanguard City, has also provided inspiration for the Adelaide Zero Project. Led by the not-for-profit organisation, All Chicago, the city achieved a 25% reduction in homelessness over fifteen years through greater system co-ordination, collaborative governance and data-informed prevention.

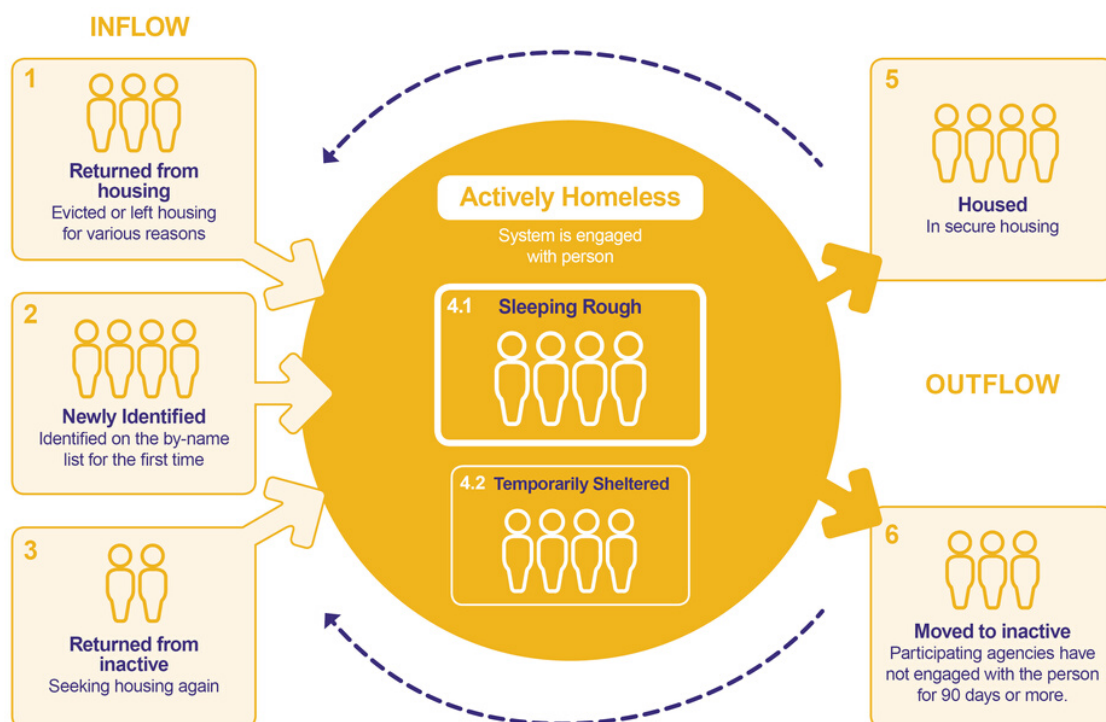


Diagram showing the flow of people through the Functional Zero process. Adapted by the Don Dunstan Foundation from Community Solutions 2017

Adelaide Zero Project was first conceptualised in 2016 and aims to reach Functional Zero in the inner-city of Adelaide by the end of 2020.

# What is Functional Zero?

Simply put, Functional Zero happens when a community's average housing placement rate is more than the number of people sleeping rough. Housing placements are any outcome where someone is securely housed, for example long-term lease in public housing, community housing or private rental, home ownership. In order to reach Functional Zero, the number of housing placements made per month must be more than the number of people sleeping rough in a city for a minimum of three consecutive months.

The Functional Zero model recognises that even once a community has achieved Functional Zero, people will still fall into homelessness. Functional Zero works to ensure that someone's experience of sleeping rough is rare, brief, and non-recurring by quickly supporting them into secure housing. Achieving and sustaining Functional Zero for one population, for example people sleeping rough, is the first step towards building a system that can end all forms of homelessness.

## Adelaide Zero Project principles

The Adelaide Zero Project uses the following principles:



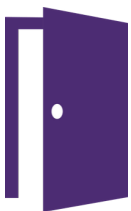
### Person-centred and inclusive

We are committed to ensure the needs and experiences of people with lived experience of homelessness, and culturally diverse groups are represented within the Adelaide Zero Project.



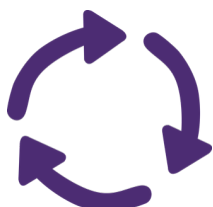
### Housing First

We are committed to provide immediate access to housing without any housing readiness requirements, whilst simultaneously working with people to promote recovery and wellbeing.



### No wrong door

We are committed to support people sleeping rough either by direct service provision or providing support to access services from a more suitable agency, whether or not the person concerned is in the target group for that agency.



### Continuous improvement

We are committed to learn what works quickly in an evidence-based and data-driven manner and to build on successful strategies and actions.



### Collective action

We are committed to work together in a coordinated way and to hold each other accountable to reach our shared goal of ending rough sleeping.



# Scope of the Adelaide Zero Project

Adelaide Zero Project recognises there are many forms and locations of homelessness. However, Phases One, Two and Three of the Project focus only on people who are sleeping rough in the Adelaide inner-city. By targeting efforts in a defined area with an identifiable group of people, Adelaide Zero Project can test the Functional Zero model before applying the learnings to the broader homelessness system. As such, the current scope of Adelaide Zero Project focuses on:

- the City of Adelaide Council region known as the inner-city, including the parklands and the suburb of North Adelaide
- people in the inner-city who report they are either planning to sleep rough on the night of being interviewed, or have slept rough in the inner-city during the previous two weeks
- homelessness, health and support organisations delivering services in the Adelaide inner-city
- social housing providers across the Adelaide metropolitan area.



Picture showing a map of the Adelaide Central Business District, North Adelaide and the Parklands as the physical scope of the Adelaide Zero Project. Sourced from the Department of Communities and Social Inclusion, and Tually et al. 2017.

The Project's definition of homelessness, health, and support organisations includes, but is not limited to, organisations:

- supporting people while they are sleeping rough, for example specialised homelessness services
- helping people through the initial allocation of housing, for example correctional and justice services
- providing services to help people remain housed, for example community services, alcohol and other drug services
- preventing people from needing to sleep rough, for example health services, mental health services, correctional and justice services, financial assistance services
- delivering housing options, for example SA Housing Authority, Community Housing Providers and private rental agencies.

South Australia has a state-wide homelessness system that is accessible to all people facing or experiencing homelessness. Customers who don't meet Adelaide Zero Project's inclusion criteria are not excluded from support or housing from the wider system. This may include people:

- in the inner-city who have not slept rough but are experiencing other forms of homelessness, for example couch surfing, living in shelters, or other forms of temporary or transitional accommodation
- in the inner-city who are at risk of homelessness, for example living in an overcrowded dwelling, being unable to pay rent which is in arrears, or not having a secure housing option
- experiencing any form of homelessness, at risk of homelessness, or in non-permanent accommodation outside of the inner-city.

The scope of the Adelaide Zero Project also doesn't extend to addressing poverty. This means poverty will still exist once the Project achieves Functional Zero. Adelaide Zero Project can support organisations advocating for wider system changes to help prevent homelessness into the future.

## Phases of the Project

Adelaide Zero Project will be delivered in four Phases:

### Phase One: Establish

2017 to May 2018

Undertake research and determine goals, structures and timelines to support roll out of the Adelaide Zero Project.

### Phase Two: Implement

May 2018 to current

Implement the Adelaide Zero Project using the Functional Zero approach, and achieve a functional end to rough sleeping in the Adelaide inner-city.

### Phase Three: Sustain

Sustain Functional Zero and work towards absolute zero for people sleeping rough in the Adelaide inner-city.

### Phase Four: Expand

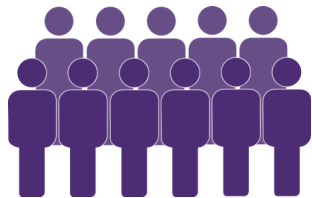
Expand parameters around the Adelaide Zero Project to include other types of homelessness and other regions of metropolitan Adelaide and South Australia.



# Milestones achieved so far

Since February 2018, Adelaide Zero Project has:

- released an [Adelaide Zero Project Research Report](#) outlining how the Functional Zero model can be localised to meet Adelaide's needs as identified in Phase One
- run two Connections Weeks in May 2018 and 2019 during which volunteers and sector workers connected with people sleeping rough in the inner-city
- established a shared By-Name List which serves to co-ordinate housing and support for people sleeping rough in the inner-city, because it is updated regularly to ensure we know the names and needs of each of these people
- been the first city outside of North America to achieve the 29 data quality standards required to meet Community Solutions' certification of our By-Name List
- established an Inner-City Community of Practice to prioritise and co-ordinate secure housing, with an average of 13 people housed from the By-Name List every month as of 18 March 2020
- launched Australia's first public dashboard to track and display progress towards our goal of Functional Zero rough sleeping in the inner-city
- opened additional temporary, lower barrier accommodation at The Waymouth for couples and people with pets to access co-ordinated support and long-term accommodation options
- established and evolved a collective governance structure, securing significant buy-in from the state and local government, as well as the community, universities and business sectors
- hosted Dame Louise Casey and Dr Nonie Brennan from the Institute of Global Homelessness for support and review visits.



**Established a  
By-Name List**



**Run two  
Connections Weeks**

## ***Our Housing Future 2020-2030***

In December 2019, the SA Housing Authority released its ten-year strategy, [\*Our Housing Future 2020-2030\*](#). This strategy focuses on all aspects of housing, from homelessness to home ownership. The Adelaide Zero Project is referenced in the plan as an opportunity to apply its learnings to other regions and types of homelessness.

Targeted responses to prevent and reduce homelessness also align with the Adelaide Zero Project's work outlined in this Implementation Plan. Information from the strategy has been used to guide the Implementation Plan, including activities and timeframes for the Adelaide Zero Project.

# Recommendations from Dr Nonie Brennan, February 2020

Dr Nonie Brennan, former CEO of All Chicago, visited Adelaide for three weeks in November 2019 through the Don Dunstan Foundation's Thinker in Residence program.

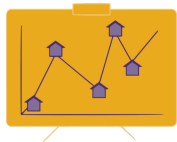
In her report, Ending rough sleeping in the inner city, Dr Brennan outlines three key focus areas to progress our work towards Functional Zero:



**Housing**, including increasing availability of housing, helping people to sustain housing by preventing them from falling into homelessness, redefining 'housing' and 'home'.



**Support**, including ensuring person-centred support and further training and technical assistance for the workforce.



**System**, including empowering people to make decisions, using data to inform decisions, developing a monitoring and evaluation framework.

Dr Brennan's recommendations have been incorporated into this Implementation Plan as priorities for Adelaide Zero Project. The yellow graphics above are used in the Accountability Framework (page 12) to show which actions are directly informed by Dr Brennan's recommendations.



**"Adelaide has already shown it possesses the qualities required to make a lasting change and create a community where no one is homeless. Together you can end homelessness"**

**- Dr Nonie Brennan**

# Phase Two: Implementation

This document is a revised plan to continue working on Phase Two: Implementation of the Adelaide Zero Project to December 2020, and builds on the [Adelaide Zero Project: Implementation Plan version 1.0](#).

## Phase Two scope and objective

Phase Two's primary objective is to reach Functional Zero rough sleeping in Adelaide's inner-city. Phase Two will be successful when the average housing placement rate is equal to, or more than, the number of people sleeping rough, or temporarily sheltered, in any given month. The scope of Phase Two does not extend to sustaining Functional Zero or expanding the model across different geographic regions or populations.

## Strategic priorities and Project Mechanisms

Adelaide Zero Project's strategic priorities have been identified as being critical to reaching and sustaining Functional Zero in the inner-city. Adelaide Zero Project has four strategic priorities:

- **Person-centred services:** enhancing operational activities as a collective to provide efficient and appropriate housing and support, including culturally appropriate responses for Aboriginal people.
- **In-depth research and data analytics:** using real-time data to develop and monitor system-level strategies to reach Functional Zero.
- **System re-design:** focusing on Housing First, greater co-ordination and integration of inner-city services as well as connectivity to metropolitan and regional services.
- **Collective governance:** using shared goals, cross-sector communication and participation to promote accountability, transparency and sustained outcomes.

Person-centred services	In-depth research and data analytics	System re-design	Collective governance
<ul style="list-style-type: none"><li>• By-Name List</li><li>• Care Co-ordination</li><li>• Culturally appropriate responses for Aboriginal homelessness and mobility</li><li>• Emergency Fund</li><li>• Lived Experience</li></ul>	<ul style="list-style-type: none"><li>• By-Name List</li><li>• Connections Week</li><li>• Continuous Improvement</li><li>• Lived Experience</li><li>• Research and Data Analytics</li></ul>	<ul style="list-style-type: none"><li>• Aligned Housing</li><li>• Business Alliance to End Homelessness</li><li>• Continuous Improvement</li><li>• Lived Experience</li><li>• Prevention</li></ul>	<ul style="list-style-type: none"><li>• Charter</li><li>• Communications</li><li>• Governance</li><li>• Lived Experience</li></ul>

Table showing relationship between the Project's Strategic priorities and Mechanisms.

The Accountability Framework below outlines all the Mechanisms, or operational elements, of Adelaide Zero Project. Project Partners nominate to lead the Mechanisms, which also align to the Project's Strategic priorities.

Lead agencies co-ordinate work with other Project Partners to make the most of the skills and resources available, through the Collective Impact approach.

# Accountability Framework

Recommendations from the Thinkers in Residence *Ending rough sleeping in the inner-city* report are highlighted using the icons below:



Housing



Support



System



Activities not directly related to Dr Nonie Brennan's recommendations are shown using this icon.

## Aligned Housing

Strategic Lead:	Anglicare SA	Status: In Progress
Operational Leads:	Anglicare SA - Community Housing SA Housing Authority - Public Housing Neami National - Private Rental Solutions Lab	

The Aligned Housing Mechanism ensures that the supply of houses from public, community or private housing sources are available to people on the By-Name List. Housing needs to be appropriate to each person's individual needs, such as in preferred locations and housing types. Adelaide Zero Project aims to:



Transition the system towards a Housing First model being adopted by all providers.



Identify the number of housing placements needed to reach Functional Zero based on the latest data provided on the [Adelaide Zero Project Dashboard](#)



Establish flexible policies with housing providers to enable greater shared-housing outcomes for appropriate individuals on the By-Name List.



Increase diversity and supply of housing by developing new connections with Tier 2 and 3 housing providers, regional housing providers, private rental agencies and co-operatives.

## By-Name List

Lead:	Neami National	Status: Operational
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The By-Name List provides a real-time picture of the names and individual needs of people sleeping rough in Adelaide's inner-city. The list helps us to understand the number of people moving through the system each month, and to co-ordinate housing and support based on individual needs. To make sure our list is up-to-date and represents each person sleeping rough in the inner-city, Adelaide Zero Project aims to:



Undertake an audit of the By-Name List and the Community Solutions Scorecard every 90 days to maintain data quality.



Transition to the national Advance to Zero By-Name List database to improve data quality and efficiency of reporting.








Identify ways to improve coordinated outreach in order to support better engagement with people who are sleeping rough.

## Care Co-ordination

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Strategic Lead:	Uniting Communities	Status: Operational
Operational Leads:	Neami National SA Housing Authority	

The co-ordination of care is an important part of the Housing First approach, because it identifies the services required to provide the right support to each individual during and after housing. The Inner-City Community of Practice enables multi-agency co-ordination and information sharing to support outcomes for people on the By-Name List. Adelaide Zero Project aims to:



-  Respond to changing system requirements and impacts, for example COVID-19, using the latest data to support decision-making.
-  Support system re-design to meet the increased complexity and acuity of needs among people on the By-Name List.
-  Build connections with services operating outside the inner city to provide localised support as part of a housing placement.
-  Establish an integrated network of services in the inner city, to improve the efficiency and effectiveness of co-ordinated support for people on the By-Name List.
-  Identify opportunities to develop a capacity to provide technical and training assistance within the inner-city homelessness sector.

## Charter

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Strategic Lead:	Don Dunstan Foundation	Status: On Hold
Operational Lead:	End Homelessness SA - Charter for Change	

As Adelaide Zero Project is using a Collective Impact approach, it is critical to define the varied roles and responsibilities of each organisation and individuals in the mission to end rough sleeping. Adelaide Zero Project aims to:

-  Develop a Charter of Commitment for Adelaide Zero Project Partners which outlines sustainable and effective governance structures and processes, reflecting a Collective Impact approach.
-  Launch a public, online Charter for Change campaign which will generate further public support for Adelaide Zero Project.

## Communications

**Lead:** Don Dunstan Foundation **Status:** In Progress

Communicating our progress within and outside the Project is important. Information sharing empowers Partner organisations, the public and people who have lived experience to engage and participate in the Project. Adelaide Zero Project aims to:



Develop new pathways to enable continuous communication between all Project Partners, governance and working groups.



Develop and deliver public engagement activities, including community briefings.

## Continuous Improvement

**Lead:** Don Dunstan Foundation **Status:** Operational

Continuous improvement enables us to test and implement new ideas and build on learnings to identify lasting improvements. To reach Functional Zero, the Adelaide Zero Project aims to:



Develop and implement a Continuous Improvement Framework that enables the Project's Partners to rapidly test strategies to achieve and sustain Functional Zero.



Expand the data available on the public-facing Adelaide Zero Project Dashboard to increase accountability to the public.



Develop and report on goals to support and inform Adelaide Zero Project's progress towards Functional Zero.

## Culturally appropriate responses to Aboriginal homelessness and mobility

**Lead:** AnglicareSA **Status:** Planning

Aboriginal people can have unique and multi-faceted experiences of homelessness that are different from other cultural groups. In some cases, homelessness and sleeping rough are not related. Mainstream measures do not always provide culturally appropriate or safe responses, or support the specific needs of Aboriginal people. To address this, Adelaide Zero Project aims to:



Develop a co-ordinated response to local needs, including thinking differently about housing for Aboriginal people.



Identify and trial strategies to support Aboriginal mobility and reduce sleeping rough.



Scope the development of a culturally-appropriate common assessment tool with the view to creating a By-Name List that helps to respond to needs such as the mobility of Aboriginal people.





## Emergency Fund

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Strategic Lead:	Don Dunstan Foundation	Status: Planning
Operational Lead:	To be confirmed	

Learning from Dr Brennan and other communities shows that public and private funds can be used to prevent someone from falling into homelessness and/or to support individuals sleeping rough into housing quickly using a Housing First approach. To explore the benefits of an Emergency Fund in Adelaide, the Adelaide Zero Project aims to:




-  Map existing funds and packages which support this objective. This will identify opportunities for further co-ordination for people on/or at risk of entering the By-Name List.
-  Trial a 6-month Emergency Fund that focuses on reducing the number of people on the By-Name List through preventing people falling into homelessness and supporting people sleeping rough to access housing faster.

## Governance

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Strategic Lead:	Don Dunstan Foundation	Status: Planning
Operational Lead:	The Australian Alliance for Social Enterprise - Phase Four planning	

Adelaide Zero Project's governance structure reflects the [Collective Impact approach](#). Responsibility for the delivery of Mechanisms is shared across lead agencies according to each Partner's expertise and capacity. Adelaide Zero Projects aims to:



-  Review the governance structure and processes to enable leadership and representation at all levels and action-orientated outcomes across all relevant sectors and organisations. This includes using data to inform decision-making and having action-orientated practices.
-  Engage other sectors including Health, Corrections, Education, Disability, Veterans' Affairs, Aboriginal Affairs and Child Protection across all levels of the Project's Governance, including links to the Social Affairs Cabinet Committee and Capital City Committee of Lord Mayors through the Project's Strategic Advisory Group.
-  Develop a Transition Plan for Phases 3 and 4 of the Adelaide Zero Project including consideration of a sustainable governance structure based on collective impact, and funding opportunities for any ongoing mechanisms required to sustain Functional Zero.

## Lived Experience

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Lead:	Baptist Care	Status: On Hold
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Meaningful engagement with people who have a lived experience of sleeping rough is vital to ensure that Adelaide Zero Project is inclusive and provides appropriate solutions for people on the By-Name List. To embed lived experience perspectives, Adelaide Zero Project aims to:

-  Formalise the Lived Experience Reference Group, including representation from diverse populations who have experienced sleeping rough.
-  Implement diverse communication channels to enable safe and appropriate engagement between Adelaide Zero Project and people with a lived experience of homelessness.

## Prevention

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Strategic Lead:	Wellbeing SA (to be confirmed)	Status: Planning
Operational Lead:	SYC (to be confirmed)	

There are many interventions that can prevent someone from sleeping rough, including at structural, system and individual levels. Activities are currently being scoped by Adelaide Zero Project Partners to target prevention and early intervention measures to reduce the number of people falling into rough sleeping and onto the By-Name List.

## Research and Data Analytics

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Strategic Lead:	The Australian Alliance for Social Enterprise	Status: Operational
Operational Leads:	Don Dunstan Foundation - Monitoring Neami National - By-Name List analysis Hutt St Centre - By-Name List analysis	

Data and research provide a basis for us to make changes to how we operate and to advocate for reforms outside of the Project's scope. Analysis and research into the By-Name List gives us an even greater understanding of the pathways into and out of sleeping rough. To keep a focus on the effective use of data, Adelaide Zero Project aims to:



Develop a monitoring and evaluation framework to promote accountability and inform progress.



Undertake analysis of the By-Name List and other related data sets to inform system improvements, particularly for the prevention of sleeping rough and to sustain housing placements.



Identify and participate in opportunities to contribute to academic and longitudinal research that will inform system-wide improvements.

## Business Alliance to End Homelessness

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Lead:	City of Adelaide	Status: On Hold
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A Business Alliance to End Homelessness will share ideas and identify opportunities for those in the City of Adelaide experiencing homelessness by engaging and leveraging the social and economic capacity of:

- businesses trading in the city
- South Australian corporate leaders, and businesses involved in the housing, residential development or real estate industries.

## Connections Week

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Lead:	Hutt St Centre	Status: Complete, and Under Review
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Connections Week has formed the basis of the By-Name List, by ensuring the names and individual needs of each person sleeping rough is collected and accounted for. It has also been an important engagement tool for galvanising community support towards ending homelessness. Hutt Street Centre led Connections Weeks in May in 2018 and 2019.

Adelaide Zero Project is reviewing the format and purpose of this mechanism in line with the Project's evolving needs. COVID-19 restrictions have delayed this review.

# Monitoring and Evaluation

Progress towards Functional Zero is tracked using data from the By-Name List and key metrics. Methodology from Community Solutions and the Institute of Global Homelessness has informed the way outcomes are monitored.

Every month, the Adelaide Zero Project Dashboard is updated to show the number of people moving through the homelessness system in the inner-city of Adelaide.

Adelaide Zero Project uses the following metrics to track progress towards Functional Zero:

- Number of people entering or re-entering the homelessness system because they are sleeping rough, including those returning from housing and returning from an inactive status.
- Number of people actively sleeping rough or have since moved into temporary shelter, for example in crisis accommodation.
- Number of people exiting the homelessness system after sleeping rough, including people who have been housed, and people who are inactive because they haven't engaged with the system for 90 days.
- Number of housing placements secured through the Adelaide Zero Project.
- Number of people returning to rough sleeping after being housed.
- Length of time to a permanent housing outcome.

Adelaide Zero Project uses short-term rolling projections to track progress towards the Functional Zero target. The rolling projections are reviewed regularly to account for shifts and trends in data.

Partner organisations report regularly through the Project's governance structure about their actions listed in the Accountability Framework.

# Dependencies, Constraints and Risk Management

Ending rough sleeping is complex because there are many factors that can impact a community which may require systems to respond flexibly. Adelaide Zero Project keeps record of the dependencies, constraints and risks the Project faces in trying to support system-wide reform. Some of these factors include:

- availability of suitable housing options
- ability, resources, commitment and responsiveness of Partner organisations
- lack of control over factors broader than the homelessness system, for example the rate of Newstart allowance
- systems used to record data for monitoring and continuous improvement activities.

Lead agencies are responsible for identifying and resolving risks and issues relating to their activities. The Don Dunstan Foundation records dependencies, risks and issues as they are reported. Adelaide Zero Project's governance and working groups play a central role in determining responses.

# Timeline

Phase Two has been active since May 2018, and is the current phase of Adelaide Zero Project.

Lead agencies are responsible for the timely completion of their activities. The Don Dunstan Foundation, as the backbone organisation, maintains Adelaide Zero Project's Schedule. The Project Steering Group is responsible for approving the schedule and managing changes.

## Oversight and Governance

The Project's governance groups consist of representatives from Partner organisations, as well as other organisations who provide specialist support. The membership of each group changes according to the Project's needs. Each group is supported by a set of Terms of Reference.

The majority of governance and working groups have a deliberate co-chairing arrangement. Co-chairing roles are often shared by government and non-government representatives to reflect the multi-agency representation and diversity of partners in the Project.

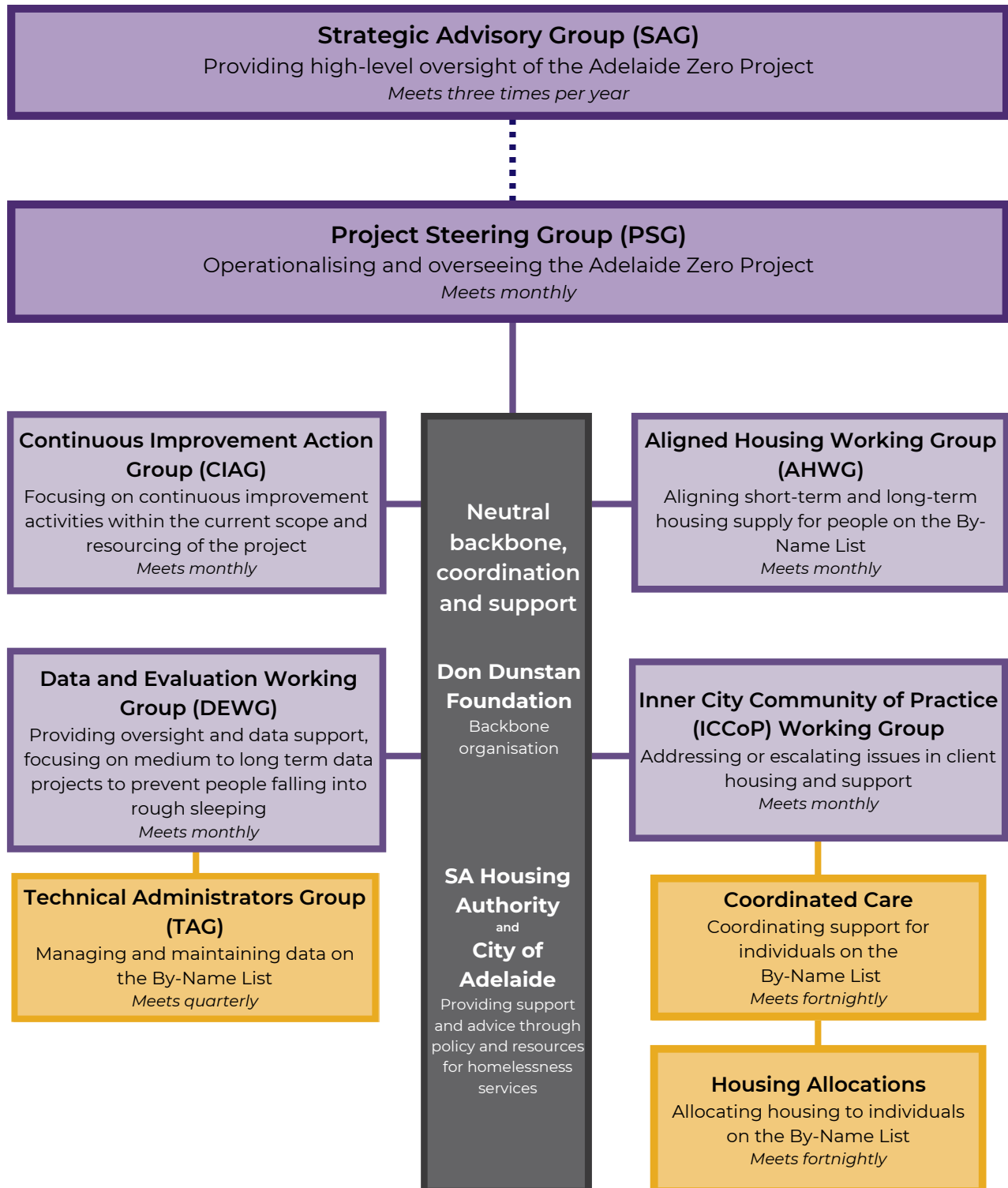
The Don Dunstan Foundation acts as the backbone organisation to provide coordination and support functions to the Project, such as governance, communications and facilitation. In partnership with Adelaide Zero Project, the SA Housing Authority and City of Adelaide provides guidance and resourcing to support the backbone functions, drawing upon the organisation's oversight of the broader homelessness and housing system.

The governance structure currently includes:

- Strategic Advisory Group
- Project Steering Group
- Aligned Housing Working Group
- Data and Evaluation Working Group
- Continuous Improvement Action Group
- Inner-City Community of Practice Working Group
- Co-ordinated Care Group
- Housing Allocations Group
- Technical Administrators Group.

Permanent or temporary working groups are formed as needed.

# Adelaide Zero Project Governance Structure Phase Two



Current as at April 2020

# Thank you to our Adelaide Zero Project Partners

## Presented by

**DON DUNSTAN  
FOUNDATION**  
inspiring action for a fairer world

## Principal Partner

 **Bendigo Bank**  
Bigger than a bank.

## University Partners

  
**Flinders**  
UNIVERSITY

  
THE UNIVERSITY  
of ADELAIDE

  
University of  
South Australia

## Government Partners

 CITY OF  
ADELAIDE

  
Government  
of South Australia  
SA Housing Authority

  
Government  
of South Australia  
Department for  
Correctional Services

  
Government  
of South Australia  
Department of the  
Premier and Cabinet

  
Government  
of South Australia  
SA Health

  
DRUG & ALCOHOL  
SERVICES  
SOUTH AUSTRALIA

  
SOUTH AUSTRALIA POLICE  
KEEPING SA SAFE

## Service Partners

**ANGLICARE SA**

 baptist  
care sa

  
CARRINGTON  
COTTAGES

 Catherine House Inc.

  
COMMUNITY HOUSING LTD  
GROUP OF COMPANIES

  
HOUSING  
CHOICES  
SOUTH AUSTRALIA

rebuilding lives  
**hutt** ST  
CENTRE

 Junction

 neami  
national  
Improving Mental Health  
and Wellbeing

OARS  
Community  
Transitions

the power of  
humanity

 AUSTRALIAN  
RED CROSS

 THE  
SALVATION  
ARMY

 SYC

 st john's  
youth  
services

 UNITING  
COMMUNITIES

 Vinnies

 Women's Safety Services SA

## Community Partners

 End  
Homelessness SA

 Mental Health Coalition  
OF SOUTH AUSTRALIA

 phn  
ADELAIDE  
An Australian Government Initiative

 Shelter SA  
Housing: a basic human right!

## National and International Partners

 aaeH  
australian alliance  
to end homelessness

 COMMUNITY  
SOLUTIONS

 IGH  
Institute  
of Global  
Homelessness

## Corporate Partners

 community  
sector banking

 origin

 THE MESSAGE  
BUREAU

## Major Grants and Donations

 Broadley Trust

 mercy foundation®

 VIP Inc  
Vibrational Individuation Programme Inc

 WYATT