End Street Sleeping Collaboration

Financial Year
2019 - 2020

ANNUAL REPORT

Contents

Our Vision:

No person should sleep on the streets in NSW.

Our Goal:

To reduce rough sleeping in NSW by 50% by 2025.

Based on ABS data the baseline measure for this target is 2,588 people,
with an aim to reduce to 1,294 by 2025.

Why end street sleeping?

Homelessness is the product of, and exacerbates, all forms of disadvantage. In November 2019, ESSC's Connections Week Survey found that of 390 people sleeping rough in just the City of Sydney one third spent their first night on the streets when they were a teenager. All too often, the first night of street sleeping is the start of a cycle of trauma, deteriorating health and poverty. The average age of people street sleeping in the City of Sydney was 44, the oldest was 74 years old.

All forms of homelessness are unacceptable in our first-world country. The most acute form of homelessness is rough sleeping. It is the end of a vicious cycle of systems failures. Acute poverty, a history of trauma and poor physical and mental health are the predominant experiences of those who become homeless. Once a person is street sleeping their sole focus is survival. It is almost impossible for a person to remedy the causes of their homelessness while they are sleeping rough, and the likelihood of circumstances deteriorating further is high. A 2019 report by the Australian Housing and Urban Research Institute (AHURI) identifies that while for many, poor mental health can contribute to the risk of homelessness, the opposite is also true – the experience of homelessness can cause mental illness and worsens mental health. Street sleeping has felt like an impossible problem to solve because of multifaceted, contradictory and cyclical causes and effects coupled with fragmented service systems.

Though many good programs have attempted to ameliorate the effects of street homelessness, the End Street Sleeping Collaboration was established with a vision and mandate to end street sleeping altogether.

International methodology. Local action.

Specialist homelessness and housing services work hard to ensure people who are homeless have access to housing and support. As an example, in Sydney where the largest populations of people are sleeping rough, more people have been housed in the last few years than ever before.

In order to make a real and lasting difference, we must focus our service systems on prevention, addressing the drivers of homelessness: 'turning off the taps'.

The Collaboration uses the proven methodology of the Institute of Global Homelessness (IGH) that works to:

1. Focus effort around a shared goal,
2. Collect person-by-person information to coordinate services and housing,
3. Enable evidence-based systems change through a collaborative approach.

The Collaboration is established under a Joint Commitment between the Institute of Global Homelessness, the NSW State Government and the sector's largest homelessness NGOs.

L to R: Prue Goward then Minister for Family and Community Services, Anne Hoban then Director City Life at City of Sydney, James Toomey CEO Mission Australia, Dame Louise Casey DBE CB Chairman Institute for Global Homelessness, Lesley Butt then State Manager Homelessness NSW/ACT The Salvation Army, Gladys Berejiklian Premier NSW, Rev Keith Garner AM CEO Wesley Mission, Jack de Groot CEO St Vincent de Paul Society NSW, Anthony Schembri AM CEO St Vincent's Health Network Sydney, Zoe Robinson then CEO of Yfoundations

NSW commits to ending street sleeping

Preventing rough sleeping has a profound ripple effect.

The Institute of Global Homelessness methodology for ending street sleeping has the immediate benefit of helping those on the streets but the true power is its profound ripple effect: by changing the justice, human services, care and health systems that lead to homelessness it helps many more vulnerable people than just those who are street sleeping.

The methodology has been used with great success in the UK and USA and is being used globally across 13 IGH Vanguard Cities.

Street sleeping is a highly corrosive form of disadvantage. The ABS 2016 data tells us 2,600 people were street sleeping in NSW. Ending street sleeping using a systems-change methodology is a goal that powerfully impacts all arenas of disadvantage.

The Collaboration's work is benefiting victims of domestic violence, refugees, first-nations peoples, those with mental and health problems, and those people facing poverty and hardship.

Dame Louise Casey DBE CB, Chair of the Institute of Global Homelessness. March 2020.

"This work being done in NSW is ground-breaking. It is being piloted in Sydney; and there are plans to roll it out across NSW; but I see a role for the technology and methodology developed in NSW to be used across the world."

"The United Nations has a new focus on homelessness as key to achieving the Sustainable Development Goals and recognises that data is essential to the elimination of homelessness. There is potential for this good work that's been initiated in Australia to be shared globally."

Global Impact

NSW is the first state in the world to commit to working with IGH to end street sleeping. Whilst we have the IGH Vanguard City methodology at our disposal our challenge is to scale to cover the whole state, some 128 local government areas.

For the first time in 30 years, the United Nations passed a resolution on homelessness. The resolution recognised that ending homelessness is key to achieving the Sustainable Development Goals and notes the importance of data collection. The resolution, which passed in June 2020, calls on member states to harmonise measurement and collection of data on homelessness and emphasised the need to make concerted efforts to identify people experiencing homelessness.

Dame Louise Casey, Chair of the IGH (and currently head of the UK's response to homelessness during Covid-19) in her March 2020 visit to Sydney, recognised these tools being developed in NSW are an important innovation that has the potential to be adapted for global use.

Ingredients of the Collaboration

authorisation to change the system

data to prove causes and effects

collective impact to place the community in control

backbone organisation to guide the Collaboration and advocate for systems change

Collaboration participants: authorisation to change the system

The project is one of the NSW Premier's Priority Projects (there are only 14). It uses the same IGH methodology as Adelaide Zero and thirteen other cities around the globe. The Collaborators and Board are comprised of NSW's largest homelessness sector NGOs and peak bodies, representatives from the Department of Communities and Justice and the Premier's Implementation Unit.

Today our board is comprised of representatives from:

NSW Government	Yfoundations	Neami National
Mission Australia	St Vincent de Paul Society	Jewish House
Wesley Mission	St Vincent's Health Australia	PAYCE Foundation
The Salvation Army	CatholicCare Sydney	

Each week, homelessness sector organisations join the Collaboration. Participants from government, NGOs, community, business and philanthropy are welcome.

Act to End Street Sleeping Sector Leaders Symposium 2019.

L to R: Zoe Robinson former CEO Yfoundations, Paul Vevers Dep Sec, Department of Communities and Justice, Katherine McKernan CEO Homelessness NSW, James Toomey CEO Mission Australia.

By-Name List: the data to prove causes and effects and change the system

The By-Name List (BNL) is the technology that collects the detailed stories of all people entering (and exiting) street homelessness. This is the central asset of the Collaboration. It provides caseworkers with the information they need to more successfully exit people from sleeping on the streets and aggregated information provides systems-level insights, thus informing policy improvement initiatives.

The importance of creating and maintaining a robust real-time By-Name List cannot be overstated. Without it there's limited evidence, and therefore impetus, for change.

In 2019, Microsoft Australia, undertook the pro-bono project of developing the first version of the NSW By-Name List, that took to convert the paper based VI-SPDAT Survey (Vulnerability Index - Service Prioritisation Assistance Tool) into a powerful mobile data collection tool.

The By-Name List Phase 1 was used in Connections Week in November 2019. Results from this survey of 390 people are detailed on page 29.

In 2020, the Collaboration undertook a large technical build project with Microsoft Industry Partner, Barhead Solutions, to create the next technological iteration: the real-time By-Name List. Funded by private philanthropists, the Berg Family Foundation, The Graham Mapp Foundation and the Property Industry Foundation, the new By-Name List Phase 2 technology makes it possible for frontline case workers to meet people sleeping rough and collect their detailed personal, housing and health histories in real-time using mobile devices.

Harnessing the power of real-time technology to improve individual's lives and the effectiveness of the system as a whole is an innovation that will enable the rapid roll-out of the Collaboration across NSW.

The insight that the real-time By-Name List provides will be amplified by the power of the Collaboration Partners' commitment to work laterally, in a person centric manner, rather than along institutional lines.

The By-Name List: personal stories, health and housing histories, and wellbeing information is collected directly from people who are street sleeping and entered into the By-Name List, an electronic real-time database, by frontline case workers.

Achieving Zero Street Sleeping

IGH's Vanguard Cities set specific goals in the reduction of homelessness and use data to track progress towards those goals - leading to less and less people sleeping rough. By setting a target that counts down (rather than counting the number of people who have been housed – counting up) we work towards the number of people arriving on the streets who sleep rough being less than the average housing placement rate for the same period.

Real-time data gives evidence for change. Data shifts the homelessness sector's focus away from helping people after they are rough sleeping to helping people before they start sleeping rough; it's a prevention and early intervention solution to ending street sleeping.

Impact to place the community in control

The audacious challenge for End Street Sleeping Collaboration is to develop a world-class, multi-jurisdiction, scalable, methodology for collective impact.

There is an inherent tension between collective impact and scalability. Collective impact harnesses the power of the community to change itself for the better. It is necessarily bespoke to each community's needs. Scalability demands a level of systemisation where difficult-to-create and fund intellectual property is developed in the 'centre' and each community's deployment of the methodologies and technologies is guided but localised.

Interviewing at Tierney House, St Vincent's Hospital, November 2019.

End Street Sleeping Collaboration is at the beginning of its journey to develop a framework that balances a consistent methodology with flexible, localised decision making and action. Implementation has commenced in the two Local Government Areas with the largest number of people sleeping rough, City of Sydney and Byron Shire, in 2019 and 2020 respectively.

Each of these local collaborations are led by the local council and local homelessness services agencies. End Street Sleeping Collaboration's role is to provide guidance, support and resources to enable the local Collaboration Groups to lead change in their own area.

End Street Sleeping Collaboration entity: the backbone organisation to change the system

The End Street Sleeping Collaboration Ltd entity manages the collaboration. It owns the By-Name List data, coordinates the Collaborators to respond to the systems level insights, and reports on progress.

Meeting the target of halving homelessness by 2025 is a Premier's Priority Project: End Street Sleeping Collaboration Ltd, reports to the Premier of NSW.

History is littered with stories of well-intentioned collaborations that have failed because there wasn't a coordinating body managing the workload of the collaboration. The End Street Sleeping Collaboration entity acts as the 'backbone', coordinating the work of the collaboration partners. Its independence in housing the By-Name List database and brokering between government, sectors and the community, is a critical success factor for the Collaboration.

Today the End Street Sleeping Collaboration entity is small but the eagerness of the government and homelessness sector to participate is large.

The path that led to formation of End Street Sleeping Collaboration

2017 May	2017 October	2018 March
Bishop Terry Brady starts the conversation	**The Catholic Homelessness Roundtable determines the agenda**	**The Roundtable becomes a Taskforce**

Bishop Terry Brady starts the conversation

Bishop Terry Brady presents a Discussion Paper on Homelessness at the Australian Catholic Bishops Conference and brings together a group of Catholic agencies involved in homelessness to discuss what more could be done to address the issue.

Bishop Terry Brady and Jack de Groot from St Vincent de Paul.

The Catholic Homelessness Roundtable determines the agenda

Under the auspice of Archbishop Anthony Fisher OP, Mark Phillips, CEO of CatholicCare Sydney, convenes a Roundtable of Catholic organisations to work together to achieve transformational change in homelessness. Aided by Felicity Reynolds (CEO of Mercy Foundation), Jack de Groot (CEO of St Vincent de Paul NSW) and John Willis (Group Manager Inclusive Health, St Vincent's Health Australia), the Roundtable resolves to focus on transformational change in ending street homelessness.

The Roundtable becomes a Taskforce

The Catholic Homelessness Roundtable was converted into a Taskforce to pursue the objective of ending street sleeping in Sydney. Chaired by Mark Phillips, CEO of CatholicCare Sydney, the other members of the Taskforce were:

- Brett Macklin and Brian Murnane (St Vincent de Paul Society)
- Matthew Kearney and Jenny O'Mahony (St Vincent's Health Network Sydney)
- Felicity Reynolds (Mercy Foundation)
- David Maher (Catholic Healthcare)
- Bishop Terry Brady, Chris Meney and Father Peter Smith (Catholic Archdiocese of Sydney)
- Sandra Jones (Australian Catholic University)

The Taskforce acknowledged that the initiative to end street sleeping must be a project embraced by the whole system: local and state government, all parts of the services sector and the community. Work begins to broaden the collaboration.

The path that led to the formation of End Street Sleeping Collaboration

2018 April	2018 May	2018 May

The Hon Graham West joins forces with the campaign and becomes Convenor

Graham West, then the National President of St Vincent de Paul Society and his colleague at KB West Advisory, Kelly Bruce, had been working independently with the IGH to understand its ground-breaking methodology and build awareness in Australia. Joining forces with the Catholic Taskforce, Graham introduced the IGH and assumed the role of Convenor of the campaign.

A clear strategy begins to form

Taking learnings from the Institute of Global Homelessness Conference in Chicago, leaders of the Taskforce present a draft strategy to end street sleeping to the Lord Mayor of Sydney, Clover Moore. The most innovative parts of the strategy were the concept of a real-time by-name list of people sleeping on the streets and the realisation that, to end street sleeping, the 'taps' which lead to new people becoming homeless, needed to be 'turned off' via policy and systems changes.

act to end
**Street
Sleeping**

Learning about the IGH Vanguard Cities program

On the introduction of Graham West, Catholic Taskforce Members Mark Phillips, Felicity Reynolds and Brett Macklin attend the Institute of Global Homelessness Vanguard Cities Conference in Chicago to learn more about the IGH methodology for ending street sleeping and to begin the information exchange with other Vanguard Cities.

The path that led to the formation of End Street Sleeping Collaboration

2018 September	2018 September -December	2018 November

Act to End Street Sleeping Symposium

75 homelessness sector and government leaders came together at Customs House, Sydney, to hear Dame Louise Casey DBE CB outline the Institute for Global Homelessness' methodology and international case studies for ending street sleeping.

Panelists on the day included James Toomey (later Co-Chair of ESSC), Christine McBride (later to become CEO of ESSC), Karen Walsh (Australian Alliance to End Homelessness), Dr Nicola Brackertz (AHURI) and Louise Miller Frost (Adelaide Zero Project).

Gail Selman, Peer Support Worker, St Vincent's Hospital, spoke movingly about her own lived experience of homelessness.

Kelly Bruce joins the team

Kelly Bruce, Director of NGO consulting firm KB West, joins Graham West as Co-Convenor of End Street Sleeping Collaboration. Together they secure the support of governments and the sector's leading homelessness NGOs.

Legal partner Corrs Chambers Westgarth joins the Collaboration

Corrs Chambers Westgarth joined the Collaboration as the first pro-bono supporter, committing to deliver legal advice to the End Street Sleeping Collaboration. Partner, Michael do Rozario said 'Corrs Chambers Westgarth has long undertaken legal advocacy and advice work for homelessness causes and the people facing homelessness so we embraced the opportunity to work toward systems level resolution of this significant social issue.'

L to R: Dame Louise Casey CB DBE, Christine McBride, Louise Miller Frost Adelaide Zero Project, Nichola Brackertz (AHURI), James Toomey CEO Mission Australia

The path that led to the formation of End Street Sleeping Collaboration

2019 February 13	2019 February	2019 May 27

A mandate to end street sleeping across NSW

NSW Premier Gladys Berejiklian and Dame Louise Casey, accompanied by leaders of the homelessness sector's largest not-for-profits, sign the Joint Commitment to End Street Sleeping at NSW Parliament House. In doing so, NSW became the world's first Vanguard State. Together the signatories committed to a target of halving street sleeping in NSW by 2025 and working toward ending it by 2030.

The signatories:

Institute of Global Homelessness

NSW Government

City of Sydney

Wesley Mission

Mission Australia

St Vincent de Paul Society NSW

The Salvation Army

Yfoundations

St Vincent's Health Network Australia

NEAMI National

CatholicCare Sydney

Jewish House

City of Sydney makes a grant to fund the start-up

City of Sydney showed its support in a very concrete way immediately after the signing of the Joint Commitment, by granting the fledgling movement monies to fund the creation of a backbone entity to establish the Collaboration.

CITY OF SYDNEY

Act to End Street Sleeping Sector Leaders Symposium 2019

Over 60 leaders and policy makers from NSW's Homelessness Sector convene at the Sydney Town Hall for a consultation symposium.

PAYCE Foundation becomes the first philanthropic funder

Dominic Sullivan, Director of PAYCE Foundation, announces the collaboration's first and largest philanthropic gift of $400,000.

The path that led to the formation of End Street Sleeping Collaboration

2019 May - November	2019 May - September	2019 September 13

Adelaide Zero teaches the Collaboration how to get started

Representatives from Australia's first Vanguard City, Adelaide, share their wisdom and Vanguard City lessons learned; beginning an interstate collaboration that speeds NSW along the path toward forming the Collaboration.

NSW Government supports the movement

The Minister for Families, Communities and Disability Services, The Hon Gareth Ward MP, the Minister responsible for the Vanguard agreement in the NSW Government, announced funding to support the staffing and establishment of the Collaboration; a contribution that complimented the Department's' considerable investment of their own team's time and capabilities.

In the interim, the backbone support was provided in a large part through Graham West and Kelly Bruce as co-conveners, and CatholicCare Sydney.

The campaign becomes a Collaboration

Given that the campaign to-date had been conducted under the banner of Act to End Street Sleeping the backbone was named the 'End Street Sleeping Collaboration'.

Formation of a company limited by guarantee with DGR 1 status.

On 13 September 2019 End Street Sleeping Collaboration became a registered Company Limited by Guarantee. Convenor, Graham West, assumed the role of Interim CEO and Kelly Bruce assumed the role of Company Secretary. CatholicCare continued to provide secretariat support.

The path that led to the formation of End Street Sleeping Collaboration

2019 September 16	2019 September - November	2019 November 18-22

Board of End Street Sleeping Collaboration meets for the first time

The inaugural board meeting is Co-Chaired by Mark Phillips, CEO of CatholicCare Sydney and James Toomey, CEO of Mission Australia. Founding board members were:

- Nerida Ackerman (Yfoundations)
- Lesley Butt (Salvation Army)
- Anne Campbell (Department of Communities & Justice)
- Rev Keith Garner AM (Wesley Mission)
- Shane Jakupec (Neami National)
- Rabbi Mendel Kastel (Jewish House)
- Matthew Kearney (St Vincent's Hospital Network)
- Mark Phillips (Co-Chair and CatholicCare Sydney)
- Melinda Sukhla (Department Premier and Cabinet)
- Dominic Sullivan (PAYCE Foundation)
- Kate Temby (St Vincent de Paul Society NSW)
- James Toomey (Co-Chair and Mission Australia)

Microsoft joins the Collaboration

The Hon Victor Dominello, Minister for Customer Service, asks Microsoft to assist developing a real-time By-Name List digital data collection tool. The Microsoft team create and deliver the proof of concept application in two months, ready to go into the field for Connections Week 2019.

City of Sydney's Connections Week creates NSW's first By-Name List

City of Sydney and End Street Sleeping Collaboration; using the Mercy Foundation's Registry Week methodology, conduct the city's first Connections Week; where 78 volunteers covered the City of Sydney's homelessness hotspots early in the morning and late at night; meeting 390 people sleeping rough; conducting a 100+ question VI-SPDAT survey to form the foundation dataset for the By-Name List.

The path that led to the formation of End Street Sleeping Collaboration

2019 December	2020 March 11	2020 March - June

Appointment of Christine McBride as CEO

Long term supporter, from her City of Sydney days, Christine McBride joins End Street Sleeping Collaboration as its inaugural CEO.

NSW Governor officially launches the End Street Sleeping Collaboration

NSW Governor, Margaret Beazley AC QC hosts the official launch of the End Street Sleeping Collaboration at NSW Government House.

Covid-19 and the Collaboration

In March 2020, the state and the world go into lockdown as Covid-19 sweeps the globe. Intense focus on the public health risk throws a spotlight on the plight of people street sleeping. Many people sleeping rough in NSW are housed in hotels as the pandemic spreads. By June the NSW State Government announces the $36m Together Home initiative, an investment in securing permanent housing with wrap-around services for 400 people who had been sleeping rough in NSW.

Using the By-Name List data from Connections Week, the Collaboration assists the push to house rough sleepers by providing health and homelessness histories to the City of Sydney Covid-19 Taskforce.

L to R: Maddy Humpries PIAC, Skye Leckie, Margaret Beazley AC QC, Denis Wilson, Christine McBride, Mark Phillips, James Toomey, Dame Louise Casey CB DBE at Government House launch in March 2020.

The path that led to the formation of End Street Sleeping Collaboration

2020 June	2020 June	2020 June 30

The By-Name List digital database project

Having proven the concept of the By-Name List database tool with Microsoft in Connections Week 2019, the Collaboration Board authorises commencement of its largest information technology investment, the Phase 2 By-Name List. Working with Barhead, a Microsoft industry partner, and sector advisors from City of Sydney, Neami National, NSW Department of Communities and Justice and Social Futures, the project aims to build the real-time By-Name List database to be used by front-line homelessness sector service workers in the quest to end street sleeping.

Catalytic philanthropists help us build the real-time By-Name List

Visionary philanthropists The Berg Family Foundation and the Grahame Mapp Foundation, later joined by the Property Industry Foundation, provide funding for the real-time By-Name List digital database tool.

Filthy Rich and Homeless supports the Collaboration

SBS's renowned television program Filthy Rich and Homelessness features End Street Sleeping Collaboration in program and promotes donations.

The first financial year of End Street Sleeping Collaboration comes to a close

In her letter marking the end of End Street Sleeping Collaboration's first year of operations Christine McBride notes: 'With only nine months as a legal entity End Street Sleeping Collaboration has made some progress that we'd never thought imaginable and has faced challenges that we'd never dreamed of. Like all people and organisations, the pandemic has shifted our priorities and program rollout. Thank you for all you have done to get the End Street Sleeping show on the road. We're looking forward to working with you in the upcoming year as we press forward toward our shared goal of ending street sleeping across NSW.'

A message from the Co-Chairs of End Street Sleeping Collaboration

End Street Sleeping Collaboration was formed on 13 September 2019 and held its first Meeting of the Board on 16 September 2019. This inaugural year of 2020 has been a tumultuous year for all, and as is the case in many other dimensions of their existence, people sleeping rough have had a very hard time of it. Between the bushfires and then Covid-19 their already very challenging lives have been far harder. Halving street sleeping in our state has never been so imperative as it is today.

In our first year we have focused on building the tools and the Collaboration to realise our goals. We would like to acknowledge Christine McBride, CEO of End Street Sleeping Collaboration, and her team for the successes she has had in this start-up year, in the face of seismic shifts in our sector and society. Christine and her team have shown resilience, dedication and ingenuity throughout the year. It has necessarily been a year of building the foundations of the organisation: creating our By-Name List real-time database and establishing the structures, systems and relationships that the Collaboration depends upon.

End Street Sleeping Collaboration's contributors are diverse and we acknowledge them. Firstly, our Directors and former Directors of the Board. We have enjoyed high engagement and wise counsel from our Board Directors. Being a Director of the Collaboration is demanding; there are all of the typical responsibilities one would expect but we additionally ask them to sit on our Collaboration Leadership Groups and actively contribute to and guide the work of the Collaboration. We would like to acknowledge that the Directors have been asked to go above and beyond this year and they have always delivered.

As is always the case, some Directors have departed throughout the year. My thanks to Kate Temby from St Vincent de Paul Society (who has left the board but is still a significant contributor to our Regional Collaboration Leadership Group), to Lesley Butt from The Salvation Army, to Nerida Ackerman from Yfoundations, to Stephen Suttie from Neami National and to our inaugural Company Secretary Kelly Bruce from KB West. You were with us from the outset and we know that you all remain friends of the Collaboration. Thank you.

Thank you too to the visionary philanthropists who have been with us through the journey. When Brian Boyd and Dominic Sullivan from PAYCE Foundation met Dame Louise Casey in March of 2019, they were instant enthusiasts and very soon after announced their catalytic philanthropic gift.

Board of the End Street Sleeping Collaboration

We thank the board members of the End Street Sleeping Collaboration for their contribution throughout 2019/2020.

- Nerida Ackerman, Yfoundations
- Lesley Butt, Salvation Army
- Anne Campbell, NSW Government Department of Communities and Justice
- Rev Keith Garner, Wesley Mission
- Shane Jakupec, Neami National
- Rabbi Mendel Kastel, Jewish House and Chairman of Government and Community Engagement Sub Committee
- Mark Phillips, CatholicCare Sydney and Co-Chair End Street Sleeping Collaboration
- Matthew Kearney, St Vincent's Hospital Network and Chairman of Data Insights and Systems Change Sub Committee
- Melinda Sukhla, NSW Government Department Premier and Cabinet
- Dominic Sullivan, PAYCE Foundation and Chairman of By-Name List Sub Committee
- Kate Temby, St Vincent de Paul Society NSW and Co-Chair of Regional & Sector Engagement Sub Committee
- James Toomey, Mission Australia and Co-Chair End Street Sleeping Collaboration

We can't imagine how we would have fared without the PAYCE Foundation and their model of active contribution to our work. PAYCE's early commitment gave other philanthropists confidence to support the Collaboration and we would like to thank Tony and Carol Berg and Graham and Penny Mapp for sharing our vision and funding our work.

Our Collaboration was also funded at the outset by the City of Sydney and the NSW Government Department of Communities and Justice. Since then our member organisations have contributed and we have also benefited from the work of skilled volunteers and sector specialists.

The collaboration to end street sleeping started as a good idea in 2018, inspired, initially, by the coming together of a group of Catholic organisations under the auspice of Bishop Terry Brady. This idea built on the leadership of the Vanguard Cities program created by the Institute of Global Homelessness (IGH) and the work of the Australian Alliance to End Homelessness.

Mark Phillips

We must especially acknowledge the transformative influence that the Chair of IGH, Dame Louise Casey, has had in the development of our collaboration here in NSW.

In the early days, CatholicCare Sydney, encouraged by Archbishop Fisher, acted as the backbone and principal funder for the development of the initiative to end street sleeping. But the whole sector, the City of Sydney, the NSW Government, and indeed the community, readily came on board and accelerated the formation of the formal collaboration.

We would like to acknowledge some of the other parties that have been essential to the creation of what we have, all together, built thus far:

- Before incorporation, the collaboration was formed through the advocacy and efforts of our first Convenor, the Honourable Graham West and Co-Convenor, Kelly Bruce.

- From the earliest days, we have depended upon the counsel of Michael do Rosario and the team at Corrs Chambers Westgarth, our pro-bono lawyers, who guided us through the establishment of this entity and continue to do so.

- Our first 'proof of concept' By-Name List data collection tool was developed pro-bono by Microsoft Australia under the care and direction of Tuan Jean Tee.

- And from the outset the vision to end street sleeping was embraced by the Lord Mayor of Sydney, Clover Moore and by our NSW Premier Gladys Berejiklian.

As our name suggests, we are a true Collaboration, and the diversity of our contributors is one of the things that makes us strong and independent. We would like to thank all who have selflessly contributed to the Collaboration this year. Every action toward realising our vision of ending street sleeping across NSW is valuable and every contribution is valued.

In closing we echo the remarks of our Convenor Graham West in our inaugural Board Meeting as they remain true today: *'We will all be called upon to contribute, to make tough decisions, to work towards the common good. We do so knowing that if we work together with an unerring focus on the people we serve then NSW can truly act to end street sleeping.'*

James Toomey

Mark Phillips
CEO, CatholicCare Sydney

James Toomey
CEO, Mission Australia

The CEO's Report

Since December of 2019, I have been the CEO of End Street Sleeping Collaboration. In our first year of operations, End Street Sleeping Collaboration has focused on building the foundations for its work. As a start-up organisation there is much to do and together we have achieved many important milestones.

In September 2019 End Street Sleeping Collaboration Ltd was incorporated as a Company Limited by Guarantee. This in itself was a significant milestone that was achieved after a great deal of drive and commitment from many. Our early history is a story of individuals mustering support and building a coalition with dedication toward the higher goal of ending street sleeping. There were many important players. Our origins timeline in this report shows the interplay of organisations and people who made the movement. I offer my sincerest thanks and admiration to those founding supporters.

The sharp and sudden change of focus we have all experienced due to Covid-19 was an unexpected challenge for our very young organisation and led us to change many of our plans.

However, the disruption and swift response to Covid-19 has also brought about positive opportunities with significant additional investment in housing and support across NSW resulting in housing outcomes for many hundreds of people. It has also built a collaborative effort across homelessness services, particularly in Sydney's inner City that might never have come about so rapidly otherwise.

This year has seen our own collaboration mature and grow in its engagement and commitment. We have established the Collaboration Leadership Groups and Project Delivery Groups who are guiding and planning every aspect of our work. We have been fortunate to engage with experts across government, non-government organisations, business and academia and people with lived experience of homelessness.

The By-Name List methodology is one of the cornerstones of our work and Covid-19 has reinforced the importance of knowing who is sleeping on our streets and understanding their wellbeing and support needs. It also reinforced the importance of maintaining our focus on developing and implementing the tools we need to build a real-time, multi-community By-Name List.

I would also like to acknowledge the KB West team, our Co-Convenors Graham West and Kelly Bruce, and the team at CatholicCare who handed over the operations of a Collaboration that they had been building with skill, dedication and tenacity for several years. I'd also like to thank the PAYCE Foundation for their early support that ensured End Street Sleeping Collaboration could get off the ground.

Throughout 2020, the Collaboration planned for and delivered the upgrade of our existing technology. Taking the model and learnings from Microsoft's award-winning proof of concept By-Name List tool, the Collaboration secured the resources to invest in the Phase 2 By-Name List; a database built by Barhead, a Microsoft Industry Partner, and designed with the expertise of our collaboration partners.

Essential financial support for the project came in 2020 from Carol and Tony Berg, the Graham Mapp Foundation and the Property Industry Foundation and we can't thank them enough for their contribution and for sharing our vision.

Alongside this investment in technology, the Collaboration embarked on an important collaborative initiative, the Complex Cases project. This project used Dame Louise Casey's advice of 'starting with the most complex cases first' and brought all of our collaborators together to work through solutions for a small group of Sydney-based people with complex support needs for whom housing and support options had been difficult to find.

Collaboration Partners committed their combined expertise and resources and worked flexibly to deliver pathways out of homelessness for this group. Within a very short time each of these people had stable accommodation and suitable support plans. It was a small start but a great success – this work is continuing and expanding, and is an important first step in developing the approach that will end street sleeping across NSW.

In the Byron Shire, service providers and community groups had been learning about the IGH methodology from End Street Sleeping Collaboration and the Australian Alliance to End Homelessness. In 2020, we held consultations and community workshops which have resulted in the commencement of the locally managed Ending Rough Sleeping Byron Shire project.

Much of this work and our successes in 2020 have been enabled, funded and delivered by our supporters: experts from the wider homelessness sector and our collaboration partners; members of the Collaboration Leadership Groups and Project Delivery Groups; philanthropists; pro-bono supporters; specialist homelessness services staff and volunteers. My gratitude goes to everyone who has committed their valuable time, energy and expertise.

Thanks also go to the Institute of Global Homelessness and particularly Dame Louise Casey for her ongoing support, expertise and guidance.

I'd also like to recognise the End Street Sleeping Collaboration team – we are a small team, but each bringing a high level of commitment, and I think we achieved a lot. To all of you who made our start-up year a solid foundation for growth, thank you for all you have done and your commitment to our shared vision.

Looking to the future, we have an exciting year of possibilities ahead. Our focus for the coming year will be on rolling out the real-time By-Name List and using it to drive service coordination and build systemic insights. We are piloting the combined By-Name List technology and collaborative approach in City of Sydney and Byron Shire.

Though End Street Sleeping Collaboration is a small operation, our ambitions are not. As the collaboration grows and matures, our work becomes increasingly well known and I believe the demand for our approach will continue to grow.

Many other communities are watching the progress of Sydney and Byron closely and I frequently receive calls from local councils and community service leaders asking when we will begin working with their community.

End Street Sleeping Collaboration lives with uncertainty about its funding for future years and we face the challenge of building the resources and capacity to expand our engagement across NSW. We will be working to resolve this as a top priority.

We also have more to do in the coming year to ensure we are guided by the voices of people with a lived experience of homelessness in all aspects of our work.

I am pleased however, to report that there is great goodwill and a building engagement with the End Street Sleeping Collaboration approach. There is much to do as we continue to build the foundations for a growing and maturing entity, at the same time moving as fast as we can to deliver the tools and resources, and provide the support and guidance needed to embed the IGH methodology and drive the collaborative effort to deliver on our target to reduce and then end street sleeping.

I thank all of you for your continuing support.

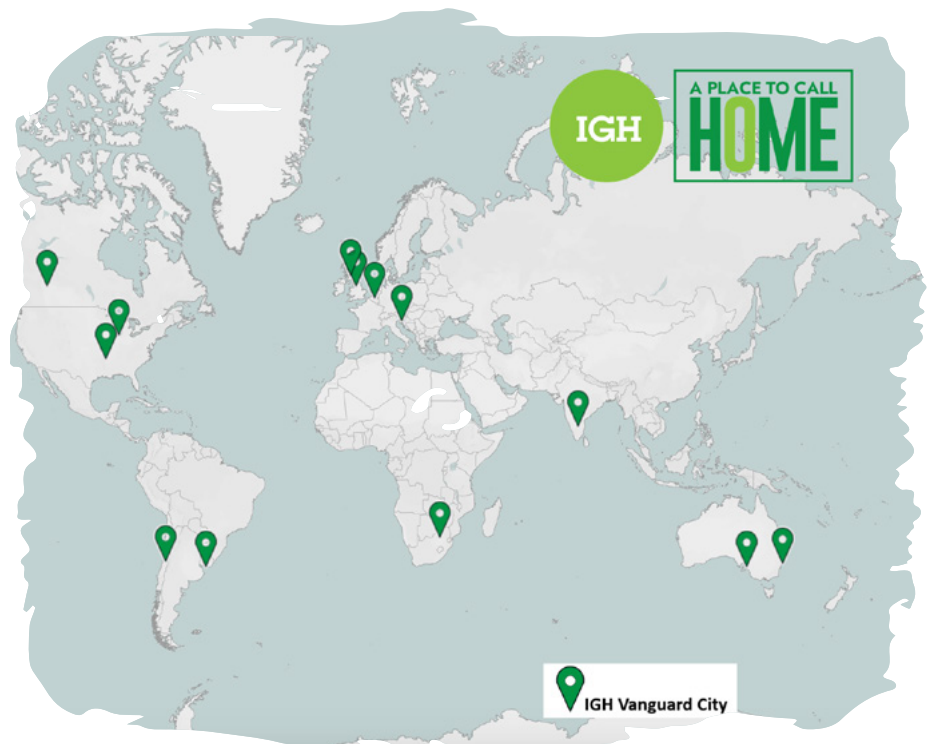*Christine McBride*

Christine McBride

The Institute of Global Homelessness

As part of its participation in the Institute of Global Homelessness (IGH) global push to end homelessness, NSW has access to the support and advice of a network of Vanguard Cities and global homelessness experts.

Through the IGH network, End Street Sleeping Collaboration connects with other Vanguard locations that share similar experiences, including Adelaide, Edmonton and Chicago. We have learned from the work of other nations through the IGH Cities Summit in Glasgow in 2019 and through online forums with homelessness workers in the USA and UK, and we have shared the experiences of NSW in turn.

The Institute of Global Homelessness's 'A Place to Call Home' program of Vanguard Cities operates in jurisdictions across the globe. NSW is the first Vanguard State.

The IGH network of global advisors has provided us with advice from world experts and leaders in homelessness including Dame Louise Casey, and Dr Nonie Brennan who have both visited Australia in 2020 to engage, advise and drive our work.

About Institute of Global Homelessness

The Institute of Global Homelessness (IGH) drives a global movement to end street homelessness. We share the IGH vision for a world where everyone has a home that offers security, safety, autonomy, and opportunity. Founded in 2014, IGH is the first organization to focus on homelessness as a global phenomenon with an emphasis on those who are living on the street or in emergency shelters. The IGH staff and Advisory Committee work with a broad network of world-class advisors, experts, and organizations — balancing geographies, cultures, and skills.

Homelessness at the United Nations

IGH has worked with the United Nations to further the global push to end homelessness.

A UN resolution adopted by the UN Economic and Social Council in June 2020 provides a definition and measures of homelessness that can be used consistently worldwide. The Resolution:

- calls on member states to establish key categories of homelessness
- encourages member states to harmonise measurement and collection of data on homelessness
- emphasises "the need to make concerted efforts to identify people experiencing homelessness".

The Australian Alliance to End Homelessness

At the national level, the Collaboration works closely with the Australian Alliance to End Homelessness (AAEH) and other Australian communities using the By-Name List methodology to ensure we are working in alignment across Australia.

The Australian Alliance to End Homelessness (AAEH) is an independent champion for preventing and ending homelessness in Australia. AAEH supports Australian communities to individually and collectively end homelessness. AAEH works with local communities at all levels to ensure everyone has access to safe and sustainable housing services and that any incidents of homelessness that do occur are rare, brief and non-recurring.

Through the Australian Alliance to End Homelessness, End Street Sleeping Collaboration connects with OrgCode (owners and developers of the VI-SPDAT tool) and Community Solutions (a not-for-profit organisation that leads the Built for Zero movement in more than 80 cities and countries) to access tools, resources coaching and guidance.

The Collaboration learns from the AAEH's network of Australian experts and other communities across Australia in a nationally aligned effort to end homelessness using the evidence based By-Name List approach.

aaeh australian alliance to end homelessness

United Nations statement on World Homelessness Day 2020

Homelessness is one of the most evident illustrations of poverty and social exclusion occurring in all countries and cities, threatening the health and life of people experiencing it. It is a violation of human rights, which should not be tolerated. People becoming homeless not only lose their houses but are also uprooted from their family and social connections. They are prevented from accessing health and mental health care, as well as from having access to education and job opportunities. This often makes it even more difficult to find and keep a new house.

The immediate cause of homelessness is often a specific circumstance in people's life, but homelessness always has structural drivers. These drivers include poverty, shortage of affordable housing, lack of access to social protection, discrimination and social exclusion, privatisation of public services and call for a coordinated and cross-sectoral framework of actions.

Governments, in partnership with all other stakeholders, are called upon to implement long-term solutions, including the provision of adequate housing, social protection policies and measures, and comprehensive and evidence-based national strategies to prevent and address homelessness.

Collaboration Leadership Groups

One of the first and most important ways in which End Street Sleeping Collaboration defines its strategy and harnesses the power of the homelessness services sector is through the establishment of board sub-committees called Collaboration Leadership Groups (CLGs).

Recognising four distinct but interrelated dimensions to our work, the Collaboration Board established a governance structure that is quite a departure from the typical corporate approach to board sub-committees. Reflecting the methodology of the Institute of Global Homelessness, the critical aspects of the work to end street sleeping in NSW are:

By-Name List

This Group is charged with establishment of the NSW multi-jurisdictional, real time By-Name List digital data collection tool. Upon completion of this project the CLG will steward the strategy and policy work relating to database; managing technology upgrades; and ensuring high standards of security, quality and privacy.

In June 2020, Dominic Sullivan, the Chair of the By-Name List CLG, called together the foundation members of the By-Name List Collaboration Leadership Group for their inaugural meeting. Foundation members were:

- Dominic Sullivan
- Shane Jakupec
- Matthew Sander

- Kelly Bruce
- Tuan Jean Tee
- Eimear O'Rourke

Regional and Sector Engagement

Charged to engage the homelessness services sector as a whole and plan for how the Collaboration works with regional communities across NSW, the Regional and Sector Engagement CLG was established under the Co-Chairship of Kate Temby and Nimah Mannion (St Vincent de Paul Society) in June 2020. Foundation members were:

- Kate Temby
- Anne Campbell
- Lesley Butt
- Nerida Ackerman
- Anne Winterton
- Jon Swain
- Niamh Mannion

Government and Community Engagement

Tasked with ensuring End Street Sleeping Collaboration has the resources and networks in both the private and public sectors needed to engage and work with all communities who share our vision to end street sleeping in NSW, the Government and Community Engagement CLG was established in May 2020 by inaugural Chair Rabbi Mendel Kastel of Jewish House. Foundation members were:

- Rabbi Mendel Kastel
- Rev Keith Garner
- James Toomey
- Zoe Robinson
- Nada Nassar
- Jennifer Cordingley
- Skye Leckie
- Yolanda Saiz
- Graham West

Data Insights and Systems Change

This Collaboration Leadership Group is focused on taking the data from the By-Name List and deriving insights that can inform systems change, thereby making a start on 'turning off the taps'. Established in June 2020 with Matthew Kearney of St Vincent's Hospital as its Chair, the foundation members were:

- Matthew Kearney
- Mark Phillips
- Melinda Sukhla
- Penny Church
- Peter Valpiani
- Marion Bennett
- Greg Joffre
- Lex Lutherborrow

Our Principles and Approach: A framework for decision making, collaborating and operating

Collaboration:
Individuals, private sector, government and non-government partner agencies in a 'whole of community' approach will adopt a collaborative way of working. Each organisation working according to their expertise, capability and resourcing will work in partnership, openly sharing information and approaches to affect change. The members of the Collaborative will grow and change over time, expanding across sectors to bring the expertise and resources needed.

Person centred:
The people who are at risk of, or experience, street homelessness will be placed at the centre of all activities.

Trauma informed and culturally safe:
All decision making will be trauma informed and culturally safe and appropriate. This is particularly important with people identifying as Aboriginal.

Voice of lived experience:
The voice of people with lived experience of street homelessness will be integrated into all activity.

Systems focus:
Collaboration partners will strive to ensure joined-up and wholistic service delivery.

Prevention focus:
All activity will focus on the prevention of homelessness as well as a response to homelessness.

Evidence based and data informed:
Robust data analysis will inform all initiatives, including preventive and systemic responses.

Action learning approach:
Collaboration partners will learn by acting in response to street sleeping, holding themselves accountable to commitments made, and then reflecting as individuals, a team and a collaboration.

Outcomes focused:
Collaboration partners will focus on the outcome of reducing street sleeping and will be collectively accountable for reaching the agreed goals.

Sustainable solutions:
Solutions will be demonstrably sustainable in their requirement for human and financial commitment from partner agencies and other stakeholders.

Continuous improvement:
Collaboration partners will commit to continuous improvement, both with respect to collaboration activity and to individual agency responses to street sleeping.

Connections Week - Sydney

November 2019

The first people to be included on the NSW By-Name List were those who participated in Connections Week in the City of Sydney, in November 2019.

Over two late nights and two early mornings approximately 390 people shared their stories. This included 154 people actively street sleeping along with people in crisis and temporary accommodation services.

VI-SPDAT surveys were completed by more than 60 volunteers from homelessness services and the community.

Volunteers were the first to use Phase 1 of the By-Name List tool– an electronic data capture tool for the VI-SPDAT survey. After six weeks of intensive design and development, Microsoft and End Street Sleeping Collaboration built this award -winning tool, allowing volunteers to directly enter people's responses to the VI-SPDAT survey into the By-Name List.

The successful week would not have been possible without the intensive work of staff from CatholicCare, Neami, the City of Sydney, Microsoft, Kelly Bruce and Graham West and the many organisations whose staff volunteered to complete surveys.

The information gathered during Connections Week has provided valuable insights into the circumstances and experiences of people experiencing homelessness in the City of Sydney. It has been used to understand people's housing and support needs, and has informed Sydney's Covid-19 response. Feedback on the data capture tool has informed the build of the Phase 2 By-Name List tools in 2020.

The partnerships built during Connections Week have formed the basis for ongoing collaborative efforts in the City of Sydney to address the needs of people in the most complex circumstances and to implement ongoing, real-time data collection in the inner city.

L to R: The Hon Victor Dominello (Minister for Customer Service and long-time supporter of the Collaboration), Tuan Jean Tee (Microsoft], Christine McBride and Graham West (End Street Sleeping Collaboration), show Robbo, a guest at St Vincent's Hospital's Tierney House, the Microsoft iAward in November 2020.

Recognition for Microsoft's data collection tool used in City of Sydney Connections Week 2019

Microsoft was an early supporter of End Street Sleeping Collaboration; undertaking to design a data collection tool for the 2019 City of Sydney Connections Week. As the year drew to a close Microsoft Australia's work on the By-Name List data collection tool was chosen as the winner of the technology sector's prestigious iAwards for NSW in the Community and Not for Profit Sector.

Street Sleeping in the City of Sydney: Data from Connections Week November 2019

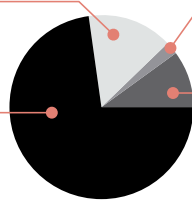**5.6 yrs**
Average time homeless

390
People engaged

148 Temporarily housed

154 Street sleeping

27 Declined to participate
7 Couch surfing
47 Not recorded
7 Permanently housed

Who are they?

15% Female

2% Other identity
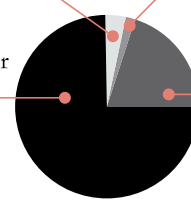
73% Male

10% Not recorded

4% New Zealander

2% Other

83% Australian

11% Not recorded

44 Average age | **5%** Under 25 | **11%** Over 55 | **15%** Identify as Aboriginal or Torres Strait Islander
15% Identify as LGBTQ1 | **5%** Served in Australian Defence Force

Why are people homeless?

INCOME

35% Newstart

32% Disability Support Pension

10% Goverment payment (other)

6% Begging

5% Working

3% No Income

9% Other/Not recorded

HISTORY

53% Report experiencing physical harm or verbal abuse while homeless

48% Report past trauma or abuse

28% Report being in prison or watch house in the past 6 months

23% Report out of home care as a child

HEALTH

75% Mental health diagnosis

63% Problematic substance use

52% Problematic substance use and mental health diagnosis

27% Brain injury

22% Learning/Intellectual disability

What support do people need?*

16% Housing they can afford

53% Short term support with housing they can afford

26% Housing with intensive support

5% Not recorded

*Based on individually calculated Vulnerability Scores which inform the future risk of housing instability.

Complex Cases Initiative

In May 2020, End Street Sleeping Collaboration Partners commenced a project to find a pathway out of homelessness for a small number of people who had been sleeping rough for many years in inner city of Sydney. Each of these people had histories of trauma and abuse, often with complex experiences of mental health, physical health issues, substance use and they had been in and out of rough sleeping.

The End Street Sleeping Collaboration Board agreed to test the mettle of the Collaboration and called the leaders of our collaboration partners together with front-line operations people, some 35 people in total, and held a workshop to understand the experiences of eleven people with the most complex needs.

It was clear that we all shared the same goal, but that the complex support needs of this group combined with a complex service system, meant that service delivery staff were not able to identify suitable housing and support solutions within a 'business as usual' approach.

Front line workers, already collaborating together, were reaching road-blocks and needed a forum to escalate these issues for resolution.

No one organisation working alone is able to provide the range of services and supports required for people with this complexity of need. Through the Complex Cases initiative, service providers have worked together to create single, shared service plans for each person (1 person, 1 plan) – ensuring that all efforts were focused on an agreed pathway. Case workers developed plans that represented the best pathway forward for each person and identified the barriers preventing this from being achieved.

An 'Escalation Group' – a group of operational services leaders from across agencies was established with the authorisation to work differently and collaboratively to overcome the barriers and work with their shared resources and expertise to find the solutions that would lead to sustainable housing.

Five of the eleven people are now in stable accommodation with supporting services. Some are permanently housed and some progressing towards a permanent housing solution. The other people have moved on and outreach teams have not been able to locate them, but we have developed engagement plans that can be put in place immediately should the person return.

The escalation group is continuing its work, receiving advice from service delivery staff on service gaps and barriers and working collaboratively to address these issues permanently.

Case Study: After ten years Mary breaks the cycle of street homelessness

Mary is a 32 year old Aboriginal woman who has been sleeping rough in inner city Sydney for 10 years. She has a long history complex trauma, multiple underlying mental health issues and substance use. Mary's relationships have been characterised by domestic violence. She has been constantly coming into contact with the criminal justice system. Over the years homelessness services had provided temporary accommodation and housing applications had been started many times, but Mary would disengage with services before any real progress could be made.

Many helped Mary.

Mary's primary goal was to stop using substances and complete an Alcohol and Other Drug rehabilitation program but it was difficult to find.

Mary recently started and successfully completed a six month drug and alcohol treatment program. She was discharged in late December when she took up a residential tenancy. Her St Vincent's Homeless Health worker will remain involved for the first few months. Her Neami Way2Home worker will remain her worker for the next two years, and a referral to the Neami Supported Transitional and Engagement program has been made. Both Neami workers will visit her weekly. The NDIS is going to work alongside Neami to support Mary with daily living tasks and connecting with her new community. She has plans to have more contact with her daughter (who visited her recently) and overall is doing very well. All involved agree this is an excellent outcome for Mary.

Escalation points through ESSC:

Some of the historical blocks that the escalation group overcame included:

- Access to brokerage for neuropsychological assessments (ANTS) for Mary from the Haymarket Foundation
- Department of Communities and Justice provided access to immediate temporary accommodation when required
- Department of Communities and Justice searched for and have offered Mary an appropriate property in her desired area
- The Salvation Army offered to fast-track Mary into in-patient care if required. Mary was accepted into their program directly from another treatment unit.
- Neami will provide two years of support to ensure Mary stabilises in her new home

A wider advocacy piece that has resulted from this work is also occurring with the Network of Alcohol and other Drugs Agencies (NADA).

Breaking the cycle of street homelessness.

An intensive coordinated approach supported Mary to break the cycle of street homelessness. While resource intensive in the first instance, the up-front investment in supporting Mary out of homelessness is better for Mary and better for our society.

Ending rough sleeping in Byron Shire

In recent years, growing concern for people sleeping rough in the Byron Shire has led the Byron Bay community to take a proactive approach to addressing homelessness. In 2019, the Byron community came together to discuss what more it could do. In 2020, the community learned about the By-Name List methodology, and not letting a pandemic stand in their way, hosted a series of online community and stakeholder workshops, supported by End Street Sleeping Collaboration and the Australian Alliance to End Homelessness. The Byron community has taken on the commitment to use the By-Name List methodology to halve rough sleeping in Byron Shire by 2025. In doing so, the Byron community became the first NSW community outside Sydney to use the NSW By-Name List tools.

In the 2020 Street Count* Byron Shire was found to have the second largest population of people sleeping rough in NSW.

*Conducted by NSW Government in February 2020

Plans for 2020-21

The Collaboration's focus for the coming year has put in place the cornerstones of our approach; the real-time By-Name List, local collaborative approaches to service coordination, and evidence based systems change – and work with NSW Communities to implement them.

Taking the model and learnings from Microsoft's award-winning By-Name List tool, our first priority will be to build the Phase 2 By-Name List; a system designed with the expertise of our collaboration partners and built to enable real-time data collection across multiple communities.

The City of Sydney and Byron Shire will be the first to implement the By-Name List in real-time, engaging frontline workers in real-time data collection, and using that information to improve service coordination and planning.

The Collaboration will also continue to build the supporting structures and resources, tools, training, information and governance we need to scale our implementation. We will develop an approach to regional engagement and a plan for bringing the By-Name List and collaboration approach to districts across NSW.

Work will continue on supporting people with the most complex needs in inner city Sydney through our Complex Cases Initiative.

In 2020-21 End Street Sleeping Collaboration will be focused on: strengthening our collaborative efforts; bringing together people from across the business, health, academic, and social services arenas to assist in using the By-Name List evidence; assembling with a whole-of-community approach to drive reductions in the numbers of people street sleeping; and designing and delivering the systemic change needed to secure lasting outcomes.

The Collaboration's founding funders

Catholic Archdiocese of Sydney and CatholicCare

The Catholic Archdiocese of Sydney (via its agency, CatholicCare) funded and led the Act to End Street Sleeping campaign, the movement that paved the way for the Premier's adoption of the IGH methodology and commitment to targets for ending street sleeping across NSW. The Archdiocese contributed direct funding to engage expert advocacy services and its social services agency, CatholicCare, hosted the operations of the campaign. Without this leadership End Street Sleeping Collaboration would not exist today.

CATHOLIC ARCHDIOCESE OF SYDNEY

L to R: Dame Louise Casey, Jane and Mark Phillips from the Phillips Family Foundation at 2018 Symposium.

Phillips Family Foundation

From the very earliest days, the Phillips Family Foundation has supported the work of the Collaboration with significant direct contributions and through family volunteering at the City of Sydney Connections Week. As early as 2018, commitment to the vision of ending street sleeping made a tangible difference to the successful realisation of the End Street Sleeping Collaboration backbone entity.

City of Sydney

On 13 February 2019, immediately after the NSW Premier and Dame Louise Casey shook hands over the Joint Commitment to End Street Sleeping across NSW, the City of Sydney's Lord Mayor, Clover Moore, and the Member for Sydney Alex Greenwich MP announced their support for the Collaboration. In addition, $100,000 in seed funding to St Vincent de Paul Society NSW was provided to set up the Collaboration's headquarters in Sydney. Sydney was a signatory to the Joint Commitment and was the first local council to host a Connections Week event in November 2019.

Department of Communities and Justice, NSW Government

The final and essential funder for the End Street Sleeping Collaboration's start-up year was the Department of Communities and Justice. Minister Ward's financial commitment to the Collaboration complemented the Department of Communities and Justice who dedicated considerable internal resources to working with the Collaboration from the outset.

Spotlight on PAYCE Foundation's catalytic philanthropy

When Dominic Sullivan, announced back in May 2019, PAYCE Foundation's $400,000 commitment to fund the fledgling start-up over a two year period, nobody could have imagined just how they would grow to become far more than a philanthropy partner.

Today the PAYCE Foundation team is an integral member of the Collaboration; a team member we've come to depend upon in many ways beyond their generous funding. From help with fitting out our office, governance skills, chairing and working on leadership groups and joining us in pitching ESSC to potential funders, the people at PAYCE and its Foundation never hesitate to share the work and responsibility of our shared commitment to end street sleeping in NSW.

We are very grateful for the collective energy, wisdom and guidance we receive from the PAYCE team, the Paynter Dixon team and the PAYCE Foundation, their philanthropic organisation that guides both organisation's support for the Collaboration.

Contributors to the Collaboration

The Collaboration brings together the talents and dedication of many from across the homelessness sector and specialists who contribute their unique expertise. During our start up year, the following corporate pro-bono supporters and individuals made invaluable contributions to the establishment of End Street Sleeping Collaboration.

Corrs Chambers Westgarth

From the Collaboration's very earliest days in 2019, Australia's leading independent law firm, Corrs Chambers Westgarth has worked alongside us to provide essential pro-bono legal advice; establish the entity, navigate complex privacy issues and day-to-day legal advice.

Corrs is committed to supporting disadvantaged and marginalised individuals and groups, charities and not-for-profit organisations through pro bono legal work, volunteering and workplace giving, all of which form part of its dedicated Pro Bono and Community program. Their commitment to End Street Sleeping Collaboration enabled them to work toward systems-level resolution of this significant social issue.

Microsoft Australia

Global technology giant Microsoft became an early and significant supporter of End Street Sleeping Collaboration when it undertook a pro-bono project between September and November 2019 to build the first 'proof of concept' data collection tool. Microsoft's data collection tool housed the VI-SPDAT survey in a multi-platform app. Used for the first time in November 2019, the tool enables front-line workers and volunteers to collect data about people sleeping rough, as well as their health, housing and personal history so that it could be made available to specialist homelessness services seeking to match people with suitable, safe accommodation and care.

The Microsoft tool was used in Connections Week 2019 in the City of Sydney and the data collected assisted with decision making during the City's Covid-19 response in March 2020.

Skilled volunteering

Greg Littlefair, project management expert.

In early 2020 the Collaboration was fortunate to meet Greg Littlefair, an expert project manager with extensive project management skills. Greg brought his years of experience in the finance and technology industries, implementing large IT and change programs, and dedicated four months to helping build the real-time By-Name List. CLG Chairman, Dominic Sullivan, commended Greg's wisdom, expertise and dedication. We are very grateful for his timely volunteering and skills.

Susan Bray, governance expert.

In late 2019, as the Collaboration was forming, the question of how to structure governance systems, policies and processes was a challenging one; a collaboration requires an unconventional approach to governance. Fortunately Susan Bray, a lawyer who had run large industry collaborations in the finance sector and had worked with the State Government, stepped up to assist. Susan designed many Board governance structures and a Collaboration Leadership Group structure; an innovation that has proven to be vital to the success and agility of the Collaboration.

David Stefanoff, photographer.

Many of the images in this report are the work of photographer, David Stefanoff. David volunteered his talent and time on many occasions in the Collaboration's foundation year. His work has recorded our milestones and brought to life the work of the colaboration.

How to donate, volunteer and participate

Every day End Street Sleeping Collaboration meets many people and organisations who are aligned to our vision of halving street sleeping in NSW by 2025. As we grow our collective impact project to span the regions in NSW that have the largest populations of people sleeping rough, we need support from many sources.

There are many ways to support the Collaboration and contribute to this vision:

Donate:

Visit www.endstreetsleeping.org to make a contribution to the organisation or make an enquiry about where your gift will make the greatest difference.

Volunteer:

Skilled volunteers can send us details using the online 'Get Involved' form.

Participate:

Communities wanting to learn more about how to initiate their own local collaboration can email secretariat@endstreetsleeping.org

Financial performance 2019/2020

We are pleased to report that ESSC operated sustainably in this start-up year, recording a surplus of $95,541. Total income for the year was $455,507 and total expenditure was $360,015.

As was the experience for many organisations across our sector and the economy more broadly, the Covid-19 pandemic created a range of challenges in the latter part of the financial year. Operational and project activity underwent significant change. For ESSC, this delayed the employment of many positions on staff. Largely these roles were filled in the short-term with contractors.

During the establishment phase, ESSC's administration has been managed by CatholicCare, in what has been a highly supportive arrangement. These costs are included in the administration category. In the year ahead ESSC will take on more administrative functions directly.

In the coming year, the composition of expenditure will also change as the By-Name List database will be developed and implemented with Partner NGOs. Some income in advance is held at 30 June 2020 to support this development, and further fundraising will also be a focus.

Looking at our balance sheet, reserves at 30 June 2020 are $95,541. This provides some limited buffer to unforeseen future risks.

The 2020 financial statements have been audited by SDJA and an unqualified audit opinion was issued. Copies of our audited statements can be downloaded from the Australian Charities and Not for Profits Commission website.

Financial Performance FY19/20

Income	
Government grants	$100,000
Contributions and sponsorships - Partners	$230,000
Fundraising and donations	$125,507
Other	$49
Total	**$455,556**

Expense	
Salaries & On-costs	$156,615
Contractors	$49,782
By-Name Database and associated	$25,350
Administration	$93,220
Project activity	$35,049
Total	**$360,015**
Surplus (Deficit)	**$95,541**
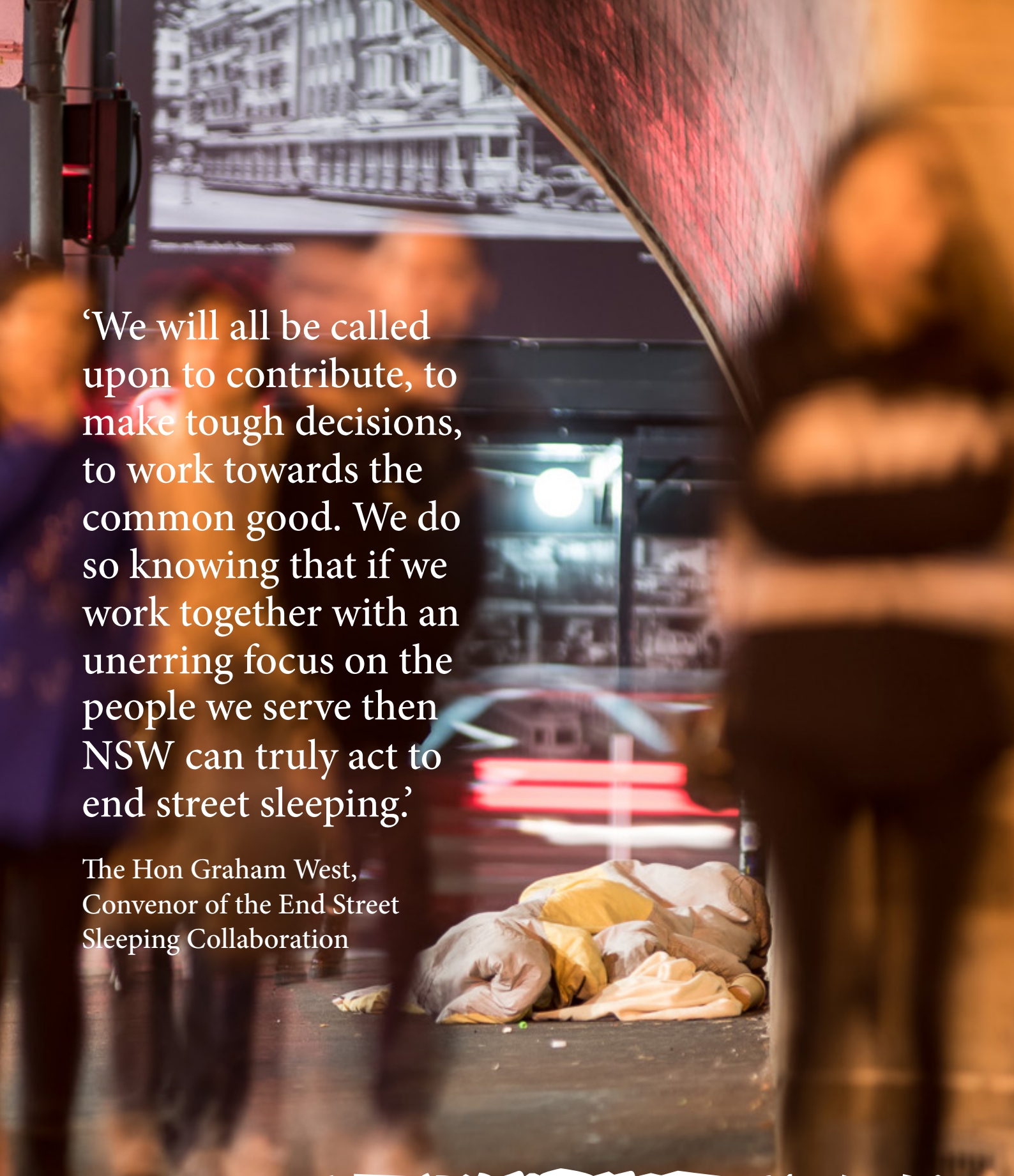
Financial Position FY19/20

Assets	
Cash & Equivalent	$575,969
Trade & Other Receivables	$132,427
Non-Current Assets	$4,087
Total	**$712,483**

Liabilities	
Trade & Other Payables	$61,942
Income in Advance	$555,000
Total	**$616,942**
Surplus (Deficit)	**$95,541**

Our spending - FY 19/20

End Street Sleeping Collaboration, in its start-up year, spent its funding on establishing the backbone function of the Collaboration and made a start on the By-Name List Phase 2 project.
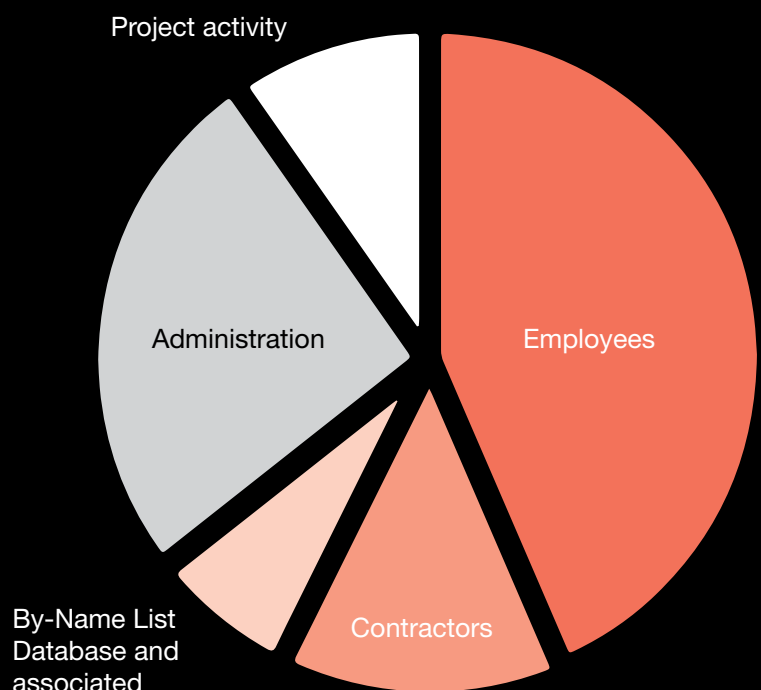
'We will all be called upon to contribute, to make tough decisions, to work towards the common good. We do so knowing that if we work together with an unerring focus on the people we serve then NSW can truly act to end street sleeping.'

The Hon Graham West,
Convenor of the End Street
Sleeping Collaboration

End Street Sleeping
Collaboration

endstreetsleeping.org

✉ secretariat@endstreetsleeping.org

🌐 endstreetsleeping.org