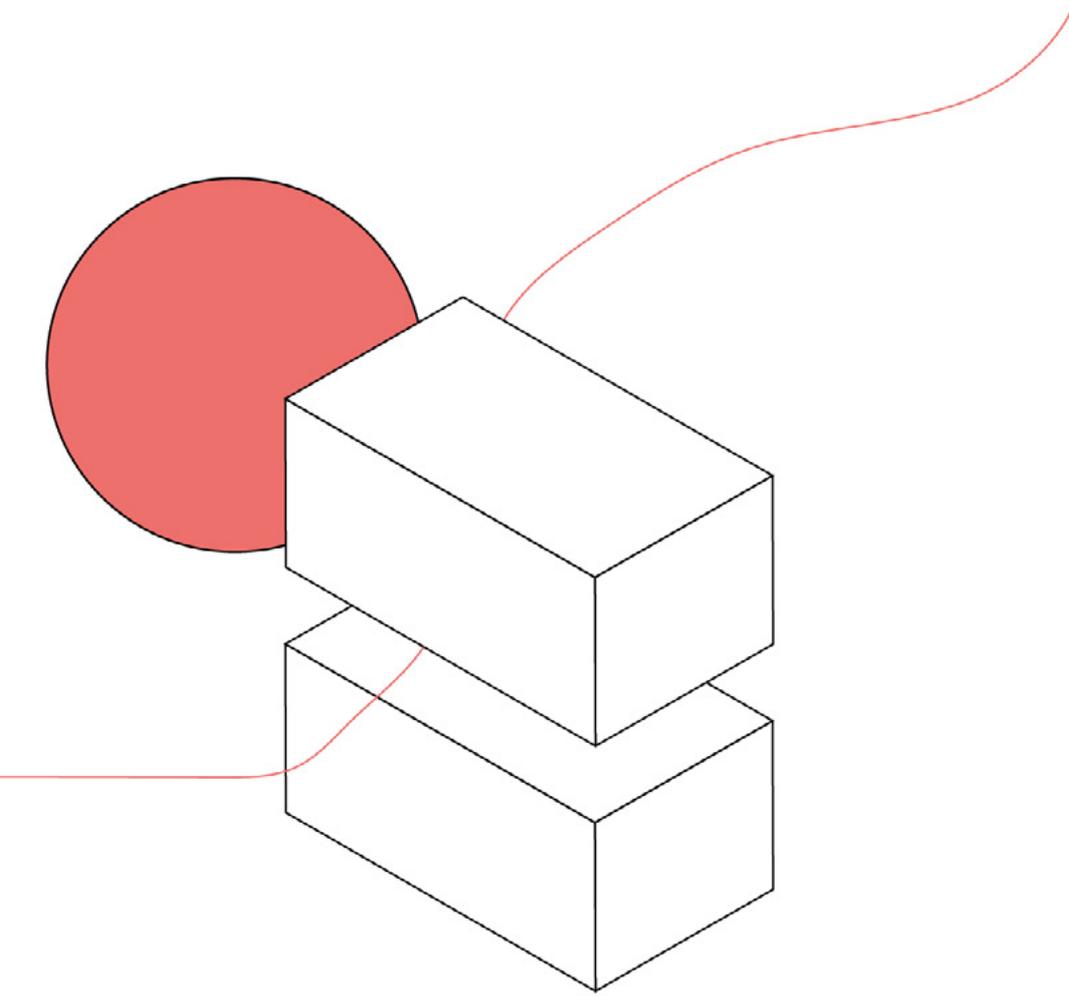


**Centre for
Homelessness Impact**

**The SHARE framework:
a smarter way to end
homelessness.**

Dr. Lígia Teixeira, Dave Russell, Dr. Tim Hobbs

Version 1



The SHARE framework: a smarter way to end homelessness.

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About the Centre for Homelessness Impact

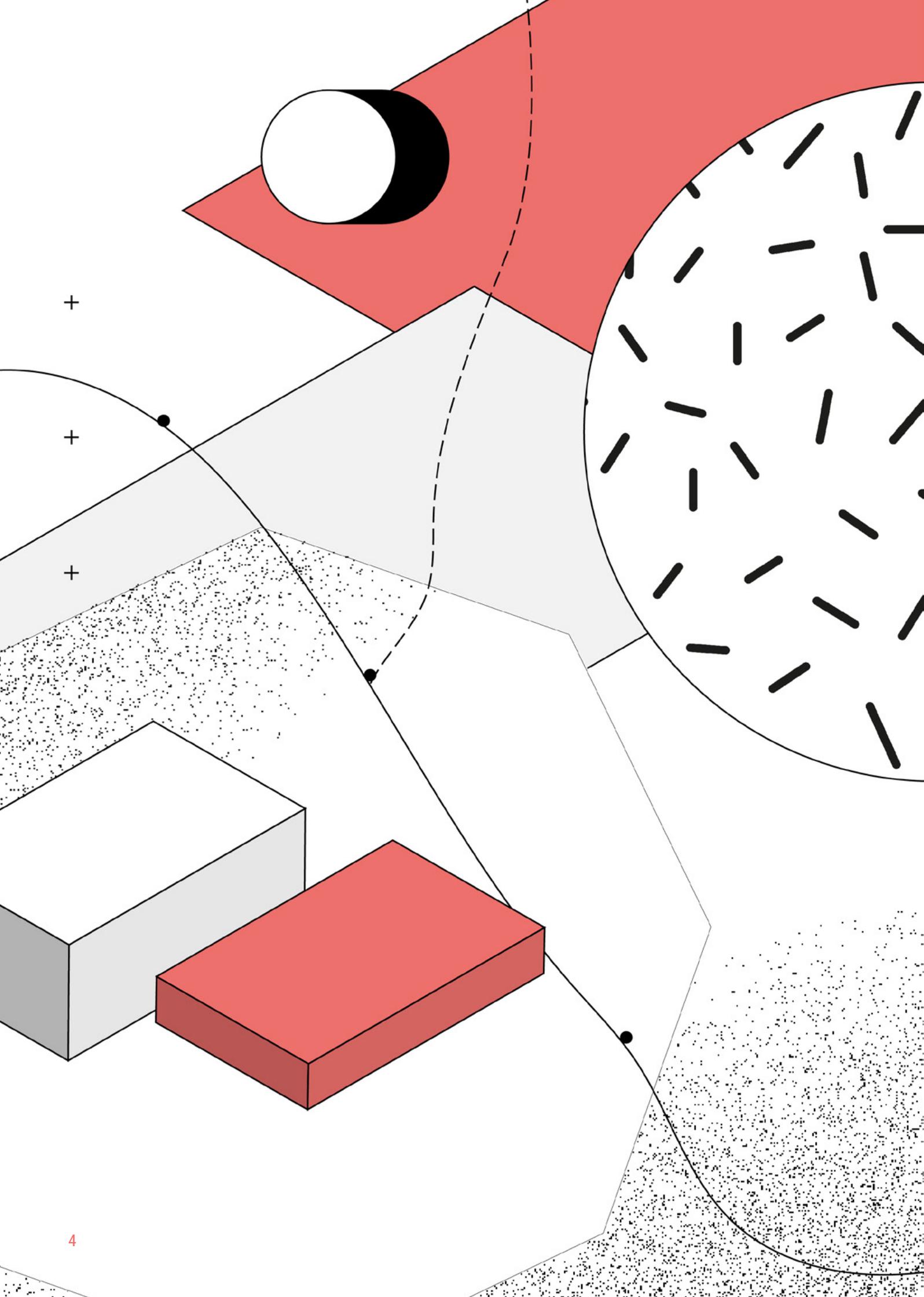
The Centre for Homelessness Impact champions the creation and use of better evidence for a world without homelessness. Our mission is to improve the lives of those experiencing homelessness by ensuring that policy, practice and funding decisions are underpinned by reliable evidence.

About the Authors

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Executive summary

This paper introduces the SHARE framework, the first phase of a longer-term project that the Centre for Homelessness Impact is developing in tandem with its partners and collaborators. As a contribution to current debate it provides a birds-eye view of what it takes to achieve better outcomes for people experiencing homelessness. Based on current evidence, it also outlines five strategies – summarised in the mnemonic SHARE – that offer the best chance of producing a lasting impact.



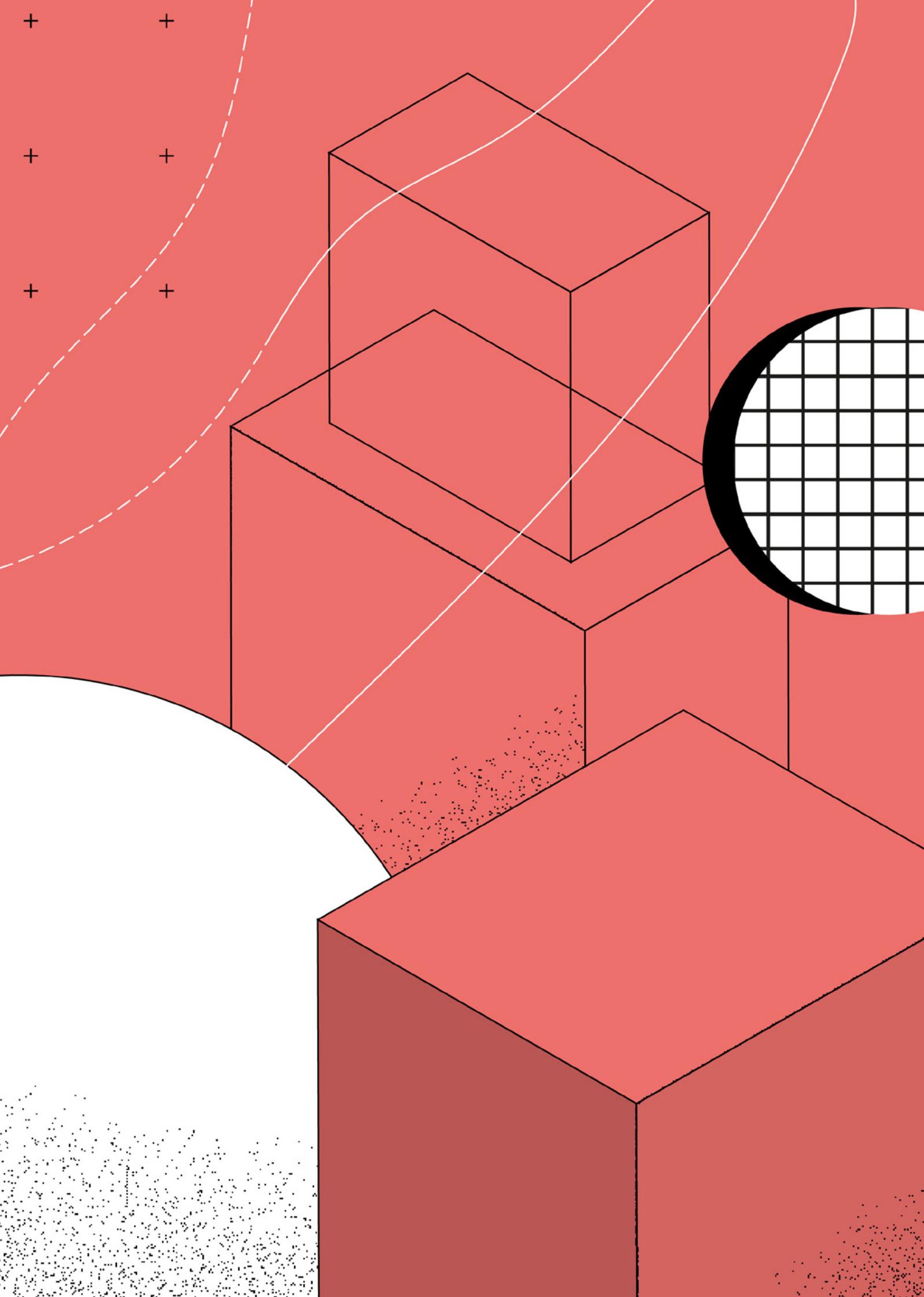
Created in response to the need for a simple conceptual framework to help policy-makers, independent funders and practitioners think about and work systemically towards ending homelessness, it is offered to the sector as a facilitator of smart goal-driven conversations. It also seeks to reframe how we look at the success of our collective efforts to ensure we focus on what truly counts.

“We need to work across disciplines, sectors, and life experiences. We need to address the root causes rather than the symptoms.”

During the next phase of the project the Centre for Homelessness Impact will integrate the SHARE framework into a wider systems view of homelessness – a causal loop diagram illustrating the interconnectedness of the endeavour. It will also draw on current literature and different types of expert and stakeholder engagement to identify a complete set of indicators and core measures for each smart goal.

Doing is everything. The SHARE framework is designed to be used immediately as a simple conceptual tool to help positively frame discussions and efforts in this space. The Centre for Homelessness Impact also intends to work in tandem with others to operationalise and adapt it to specific contexts. Some aspects of the framework can be supported by existing or new data, and we will soon start developing these specific metrics. We also want to find the earliest and strongest examples of the SHARE framework being used to achieve better results.

Our hypothesis is that by reframing the challenge, taking care to ensure we’re counting what counts, and taking advantage of the great expansion in the availability of data and analysis tools, we will give ourselves the best chance of succeeding in our goal to end homelessness.



1. Introduction: begin with the end in mind

Imagine your goal is to build a society in which any experience of homelessness is rare, brief and non-recurrent. Based on current evidence, five strategies – summarised in the mnemonic SHARE – offer the best chance of demonstrating significant progress towards, and achieving, this end:

- **Smart policy.**
Design smart policies and programmes
- **Housing system.**
Create a housing system that leaves no one behind
- **All in it together.**
Make ending homelessness a shared priority
- **Relational.**
Connect people with place and each other
- **Ecosystem.**
Grow a person-centred ecosystem of services

SHARE was developed in response to the need for a simple, memorable framework to help policy-makers, independent funders and practitioners think about, and work systemically towards, ending homelessness.

In 2018 homelessness is firmly on the political agenda in each country of the UK,¹ but without a common understanding of the end goal and what needs to happen to reach it, there is a risk the existing momentum will not be enough to move the dial on homelessness. Ensuring any efforts are underpinned by a shared vision and framework can also help restore confidence amongst a public that is at present deeply sceptical about our ability to end or significantly reduce homelessness.²

Homelessness is a tricky business. With each success comes a new wave of challenges. Great strides have been made toward getting the right commitments in place. But the next problem to tackle – delivering on those commitments or ensuring change is long lasting – is much more complex.

The paper does not seek to be fully developed. Instead, its aim is to provide a simple, timely, and flexible framework that is grounded on the current evidence and can help accelerate progress and reframe success. It is the first phase of a longer-term project that the Centre for Homelessness Impact is producing in tandem with its partners and collaborators.

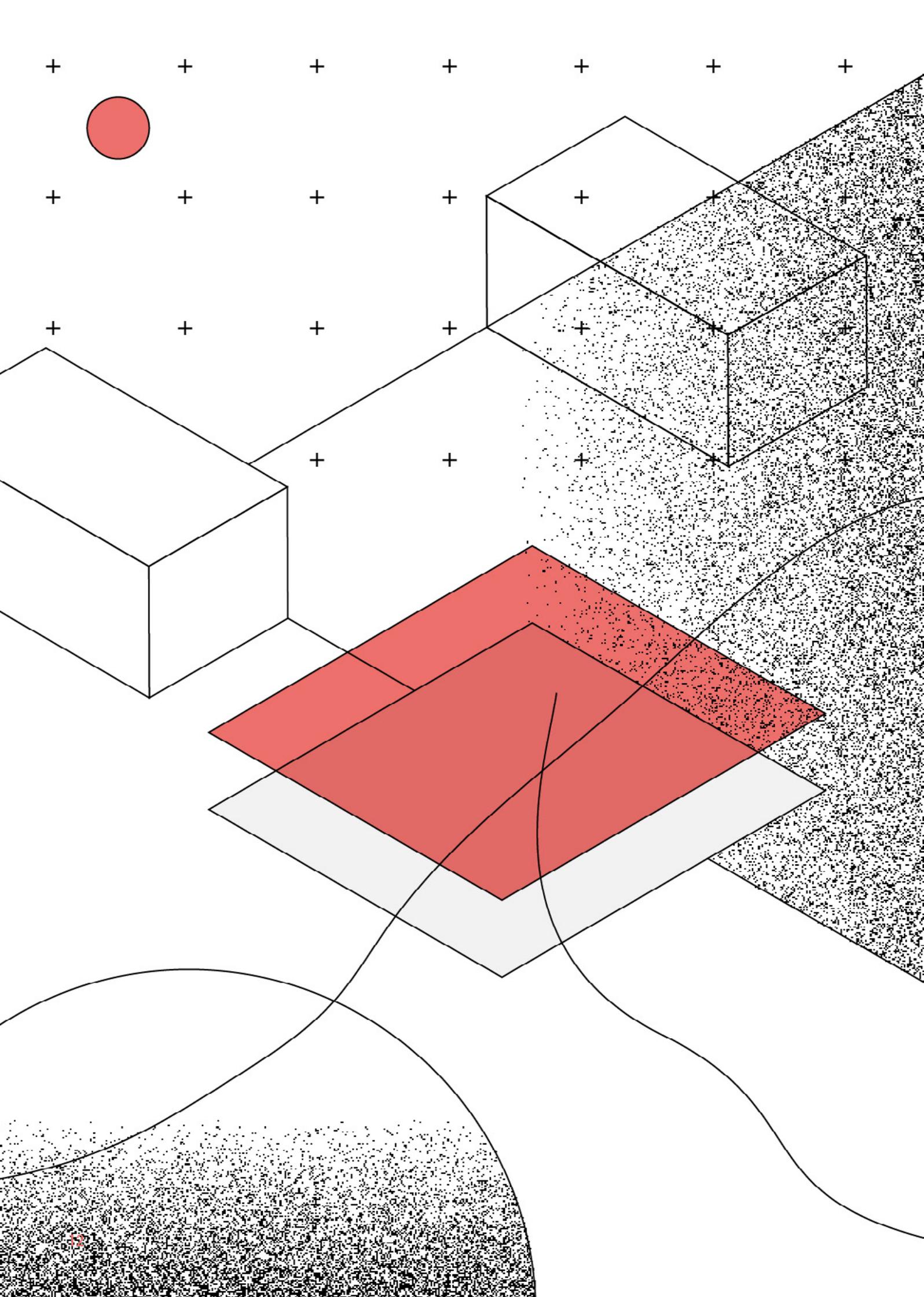
1 For details see Scotland: <https://beta.gov.scot/policies/homelessness/>; England: <https://www.gov.uk/government/news/government-to-lead-national-effort-to-end-rough-sleeping>; Wales: <https://gov.wales/newsroom/housing-and-regeneration/2018/180206-action-to-tackle-homelessness/?lang=ena>

2 O'Neil, M. et al. (2017) *Finding a Better Frame*. London: Crisis. For an overview of the project see: Teixeira, L. (2017), 'Why we need to change how we talk about homelessness' *European Journal of Homelessness*, 11:2 (December) FEANTSA: <http://www.feantsaresearch.org/download/think-piece-23459289098505715364.pdf>

We envisage it being used as conceptual framework, to structure discussions and facilitate idea generation. For instance it could be used by a local authority planning to refresh their homelessness strategy, by a trust or foundation developing their investment plans or by the government to inform any data capture plans to support current commitments. It is intended to be applied alongside a wider methodology that draws on a rich understanding of the root causes of homelessness, the rigorous application of tools for capturing 'what works', and the unique experiences of the local areas or agencies using it.

Because it is important to ensure we are framing the challenge in the right way, in the next phase of the project we also intend to co-create success measures to help track progress against some areas of the framework (e.g. stable housing or quality of services). Alongside this work, the Centre for Homelessness Impact will work with key partners to adapt the framework to specific subpopulations and different contexts. We will also explore whether there is a need to supplement a framework of this nature with a R&D platform that provides a consistent and transparent way of tracking progress.

This paper provides background to the development of the SHARE framework, sets out the five smart goals that need addressing to effectively tackle homelessness and documents the first phase in developing its measurement strategy. The framework draws on a rapid review of the literature, diverse stakeholder engagement and a series of inputs from our strategic partners.



2. Reframing the challenge

Some of us start behind and stay behind simply because of poor access to good homes, good schools, and good jobs.³ Research shows that people affected by homelessness are ten times more likely to die than those of a similar age in the general population.⁴ There is also growing awareness that, as Duncan Selbie puts it, ‘jobs, homes, and a friend are what will make the biggest difference to improving people’s health’.⁵ We know this, yet change has been slow. Despite our collective efforts and the fact that our programmes help many individuals and families affected by homelessness, their impact hasn’t changed in 50 years. To build a strong and healthy society we must leave no one behind.

The current landscape suggests we need to reimagine the homelessness sector as one that is both dispersed and fully integrated within housing, health and social care, welfare, education and the criminal justice systems in order to generate the highest possible value for individuals and communities.

Since homelessness first made it into the national consciousness in the late 1960s, there has been a tendency to define success in the reduction of homelessness by the number of people affected and the amount of money secured for homelessness interventions.⁶ If the numbers go up there’s indignation, if they go down there’s celebration.⁷ Historically periods of low numbers have not been long-lasting, and in time the numbers rise again. At such times homelessness returns to the public’s attention, leading to renewed political action and the provision of more resources. For lasting impact, we need to break this cycle. We need to reframe how we look at success.

3 Bramley, G. & Fitzpatrick, S. (2017) ‘Homelessness in the UK: Who is most at risk?’, *Housing Studies* Jul 2017; Bramley, G. & Fitzpatrick, S. (2015) *Hard Edges. LanKelly Chase*; and JRF (2017) *UK Poverty 2017*

4 Aldridge, R. et al (2017) ‘Morbidity and mortality in homeless individuals, prisoners, sex workers’, *The Lancet* Vol 391 (20) 2018

5 *The Lancet* (2013) Vol 381 (6) *Profile: Duncan Selbie*.

6 Teixeira, L. (2017) *Ending homelessness by focusing on what works*.

7 O’Neil, M. et al. (2017) *Finding a Better Frame*. London: Crisis. For specific tools on how to communicate effectively about homelessness see FrameWorks Institute (forthcoming) *Reframing homelessness in the UK: A message memo*

Renewed efforts to end and prevent homelessness are proliferating among a diverse set of stakeholders, some led by local or national governments, and others spearheaded by third sector organisations. These developments have helped build momentum and generate the demand for a widely shared, multifaceted vision, and a common framework to build the infrastructure required for lasting change. The SHARE framework offers a simple and flexible launchpad for these efforts.

3. Get a bird's eye view

Homelessness is influenced by a variety of complex factors like the strength of the social safety net and the health of our families and communities.⁸ As it impacts everyone in society – not only those personally affected – lasting solutions too must engage everyone in society.

We have learned that to help those working in and around the sector move forward quickly, taking a bird's-eye view of homelessness; one that considers the bigger picture of the drivers and root causes of the issue as informed by current evidence, is important. Seeing homelessness from a bird's-eye view means observing the bigger picture of what ending homelessness truly means – how homelessness will always be linked to housing, but also extends to schools, jobs, health care, family, and community life, and how housing equity is connected to opportunity and life chances.

This is a systems-thinking approach: viewing homelessness as a complex and adaptive system. Changes to one part of the system will likely have knock-on effects on other parts. Sometimes these will be intended, sometimes unintended. To help understand the complex systemic nature of homelessness in the next phase of this project we will develop a systems-oriented overview of the sector – a qualitative causal loop diagram similar to the example overleaf – that can be integrated into the SHARE framework. This will shed light on the complex and inter-related structure of homelessness and provide a tool that helps decision-makers in the definition and testing of possible responses.

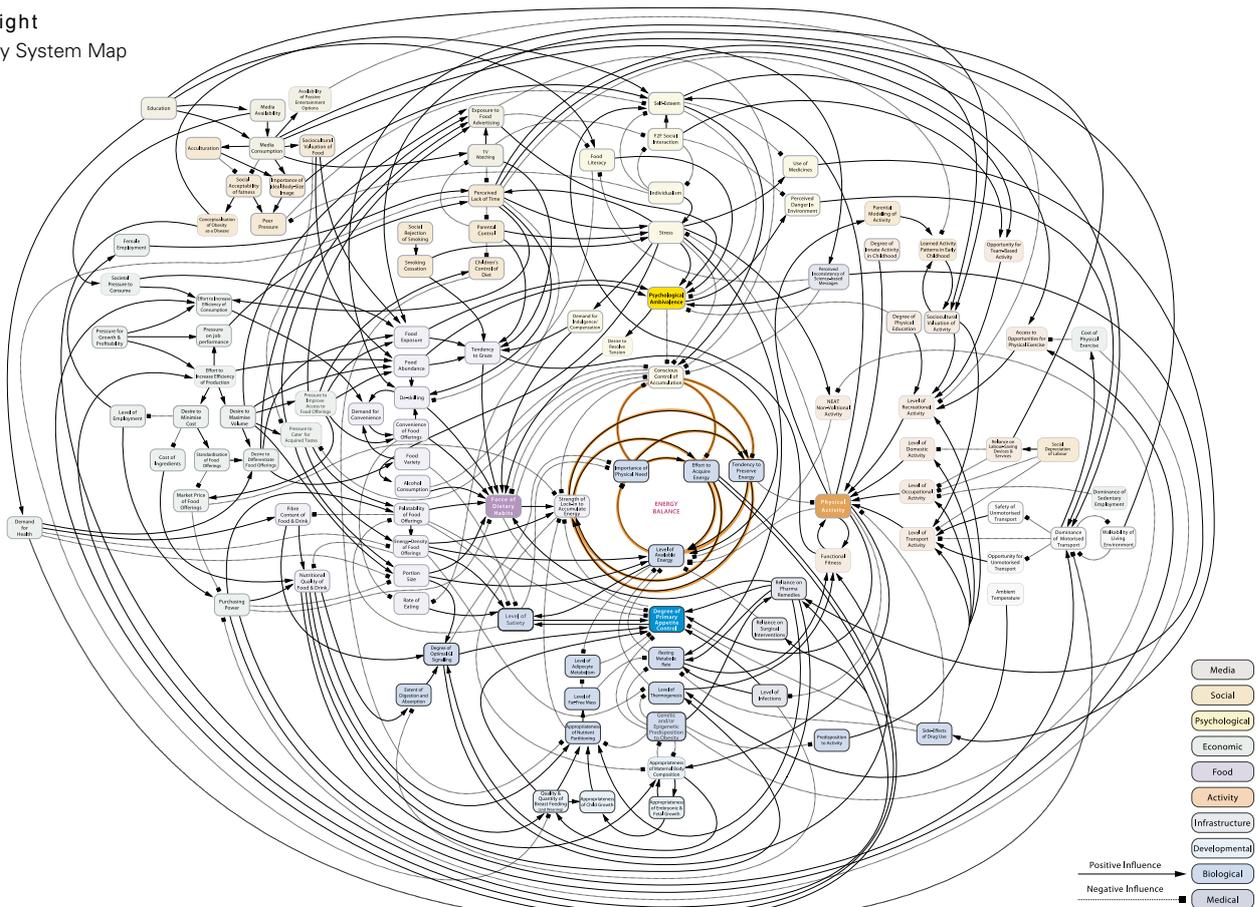


Obesity System Map Tackling Obesities: Future Choices

The aim of the Foresight Tackling Obesities project⁹ was to ‘produce a long term vision of how we can deliver a sustainable response to obesity in the UK over the next 40 years’. As part of the project visual representations of the obesity system map were developed to understand the wide range of different factors that influence levels of obesity and how they interact.

Fig 1: Obesity System Map (see the full map here)

Foresight
Obesity System Map



8 Fitzpatrick, S. et al (2012) *Multiple Exclusion Homelessness in the UK*; Bramley, G. & Fitzpatrick, S. (2015) *Hard Edges. LanKely Chase*

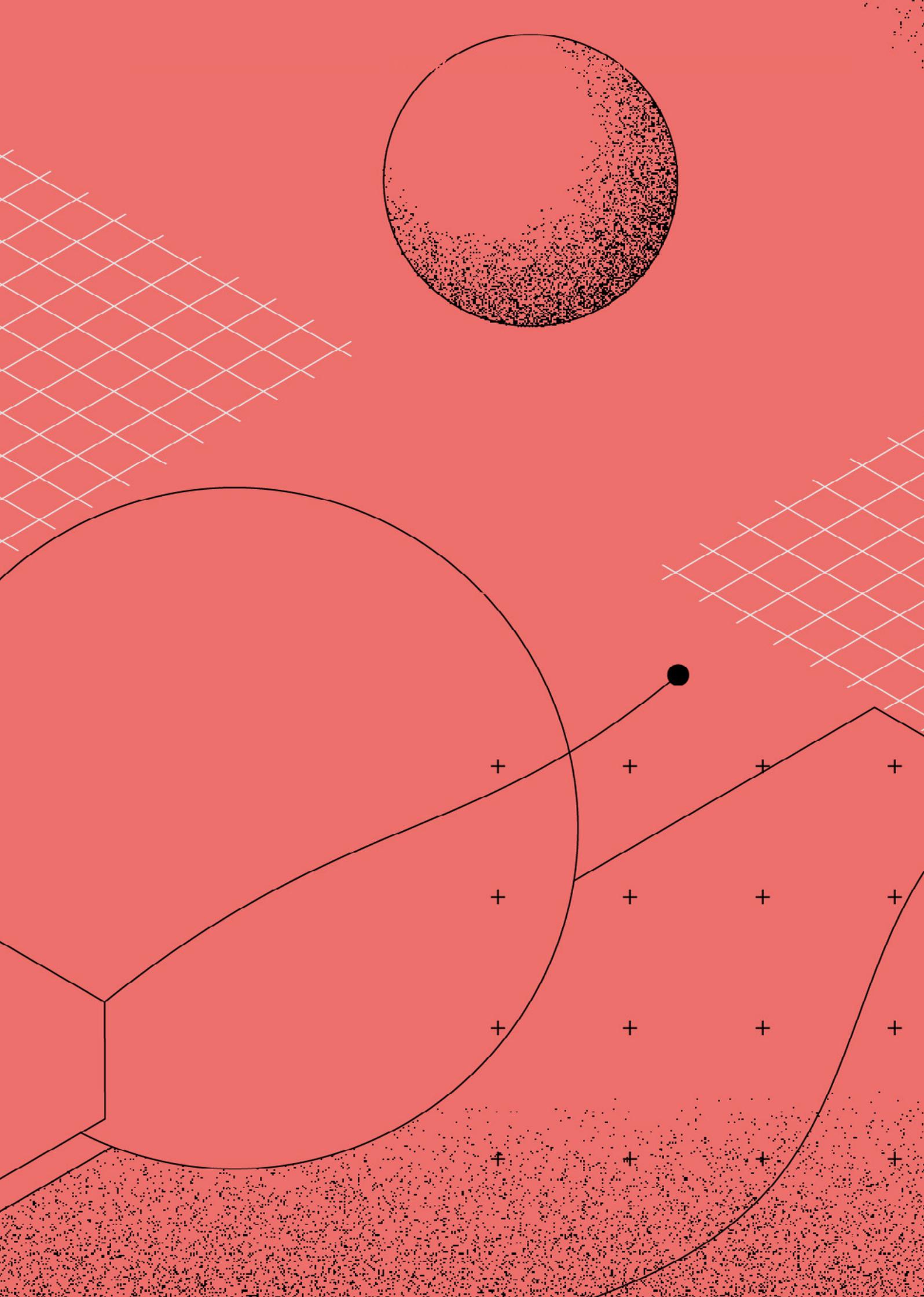
9 For more information about the Foresight Tackling Obesities Project, see <https://www.gov.uk/government/collections/tackling-obesities-future-choices>

To improve the lives of people experiencing homelessness, we need to make our efforts purposeful. We need to work across disciplines, sectors, and life experiences. We need to address the root causes rather than the symptoms. We need to look at alternative ways of doing things by stimulating innovation, discovery, cooperation, and support.

The SHARE framework builds on and seeks to enhance current efforts. At its simplest, it provides a tool that anyone working in and around homelessness can use to frame discussions and direct efforts more positively towards the ultimate goal.

To be confident that we are working towards ending – as opposed to managing – homelessness, we also need to ensure we are counting what counts and continually strive to achieve better results with the resources available. Not all aspects of the framework lend themselves to measurement, but most do. In subsequent phases of this work we shall look to develop consistent measurement approaches to some indicators of the framework.

The SHARE framework provides foundational content for any efforts – by the Centre, its key partners, or any other individuals or organisations interested in using it – that seek to define the population we are trying to reach, measure the outcomes we are trying to improve, and use data and analysis throughout the policymaking and service delivery chain to drive the systems reengineering and continuous improvement attempts necessary to achieve better outcomes.



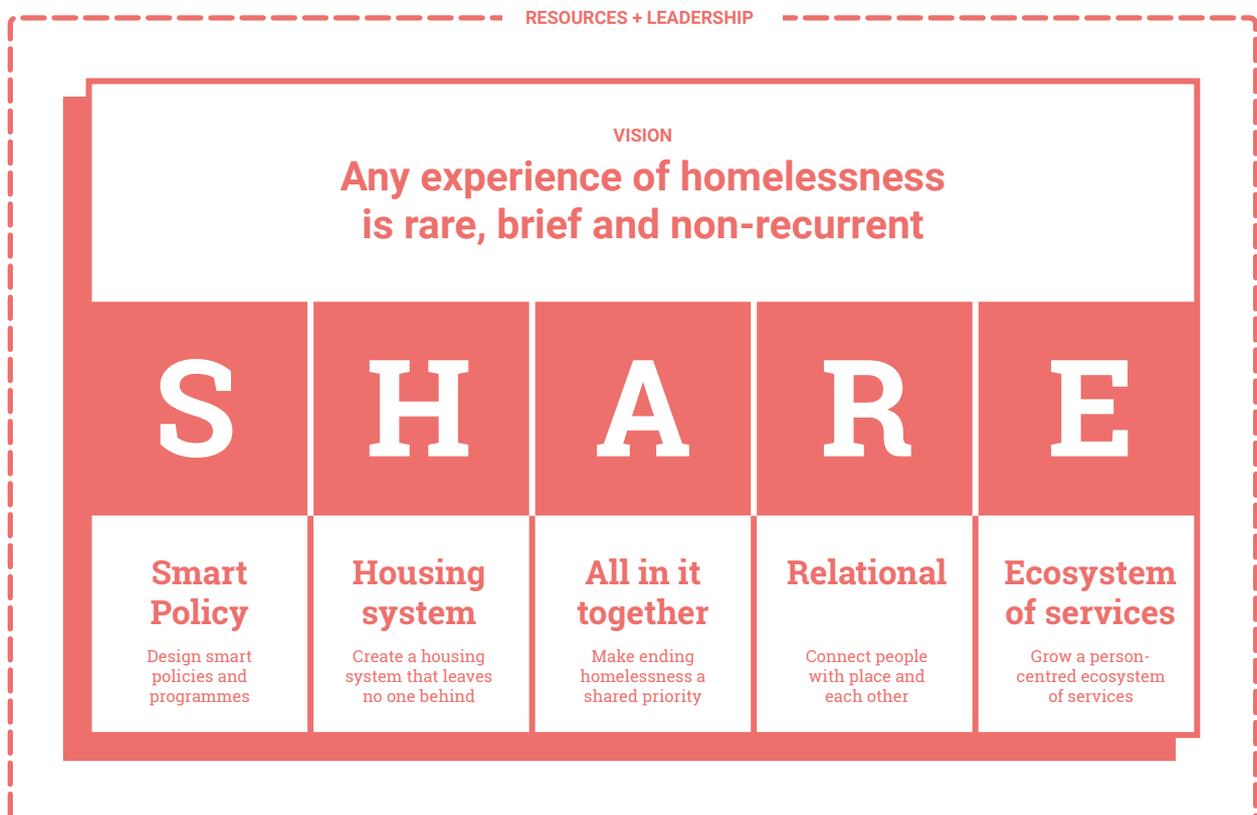
4. Five smart goals

The SHARE framework conveys a holistic, integrated perspective of what it takes to achieve better population-level outcomes for people experiencing homelessness, across areas like housing sustainability, employability, and well-being.

It was created in response to the need for a simple, memorable framework to help policy-makers, independent funders and practitioners think about, and work systemically towards, ending homelessness.

The SHARE framework is designed around five smart goals and a common vision.

Fig 2: SHARE Framework



The vision – a society in which any experience of homelessness is rare, brief and non-recurrent – is intended to serve as a North Star or unifying goal.

With this in mind current evidence suggests that five smart goals – summarised in the mnemonic SHARE – offer the best chance of success:

- **Smart policy.**
Design smart policies and programmes
- **Housing system.**
Create a housing system that leaves no one behind
- **All in it together.**
Make ending homelessness a shared priority
- **Relational.**
Connect people with place and each other
- **Ecosystem.**
Grow a person-centred ecosystem of services

1. Design smart policies and programmes

Public policies and programmes affect homelessness both directly and indirectly, so offer many opportunities for maximising impact.¹⁰ Designing policies and programmes that help achieve collective goals will require a smart approach.

Four indicators are critical for ensuring this happens: evidence and data; safe policy; value for money; and integration and collaboration. Greater use of evidence and data by policymakers, independent funders and practitioners has the potential to dramatically improve policy outcomes and contribute to homelessness reduction and enhanced societal wellbeing.¹¹ This will also ensure policies don't inadvertently cause harm. The third indicator highlights the need for government (and other agencies working in homelessness) to show how available resources are used efficiently to create results for citizens.¹² The fourth indicator highlights the need for cross-sector collaboration and systems integration¹³ to optimise the contributions of multiple sectors by linking housing with health, justice, education and social care systems, but also with sectors like transport, business and faith.

2. Create a housing system that leaves no one behind

Good quality and secure housing is central to the health and wellbeing of both individuals and families. Yet many across the country struggle to afford a home that is safe, adequate, and meets their needs: e.g. close to good schools, jobs that are secure and pay decent wages, safe and reliable transport, and health services. It is also the case that in many parts of the country we lack affordable and accessible accommodation altogether, particularly for people who are experiencing homelessness.¹⁴

10 See Fitzpatrick, S. et al (2011-18) *The homelessness monitor series*. Crisis and JRF; Bramley, G. & Fitzpatrick, S. (2017) 'Homelessness in the UK: Who is most at risk?', *Housing Studies* Jul 2017

11 Teixeira, L. (2017) *Ending homelessness by focusing on what works*.

12 Barber, M. (2017) *Delivering better outcomes for citizens: practical steps for unlocking public value*.

13 Nichols, N. (2016) *Exploring Effective Responses to Homelessness*. Canadian Homelessness Hub

14 See e.g. Stephens, M. et al (2018) *UK Housing Review 2018*. CIH

Three indicators are critical for ensuring that housing remains on top of the political agenda and meets need: ontological security (security of 'self' derived from a sense of continuity and stability); quality and wellbeing; stock and access. If we hope to tackle homelessness effectively, we must address country's affordable housing shortage in many parts of the country. To provide a platform to improve life chances, current knowledge also suggests that individuals need to feel a sense of control and ownership over their accommodation¹⁵ so it feels like a home rather than simply a roof over their head.

3. Make ending homelessness a shared priority

This goal focuses on the extent to which ending homelessness is a shared value for all of society, and the extent to which individuals feel a sense of interdependence. This means that ending homelessness is prioritised by all, and that this ambition drives decision-making; that the public understand the root causes of homelessness and believe that it is a problem that can be solved; and that the education system plays a role in reframing homelessness for the next generation.

Three indicators appear to be vital for ensuring that ending homelessness is a shared value: civic engagement; public understanding and mindset; and education. Communicating more effectively and improving the general public's understanding that homelessness is a solvable issue¹⁶ would create more public demand for ending homelessness, leading to changes that shift the tide and increase engagement. Educating the next generation about the nature of homelessness and ensuring the education system is equitable will also be vital.

15 Croucher, K. et al (2018) *Housing and Life Experiences: Making a Home on Low Income*. JRF; See Smith, M. et al (2013) *Sustain: a longitudinal study of housing outcomes and wellbeing in the private rented sector*. Shelter & Crisis.

16 O'Neil, Moira (2017) *Finding a Better Frame*. London: Crisis; and FrameWorks Institute (forthcoming) *Reframing homelessness in the UK: A message memo*. For an overview of the project see: Teixeira, L. (2017), 'Why we need to change how we talk about homelessness' *European Journal of Homelessness*, 11:2 (December) FEANTSA

4. Connect people with place and each other

Connecting people includes relationships among family members and neighbours, among individuals and place or their local areas, and between individuals within and between organisations.

Three indicators are critical for ensuring this happens: the built environment; capabilities; and social capital and networks.¹⁷ The first indicator focuses on the extent to which the built environment (e.g. public services, public spaces, transport etc.) is suitable and promotes wellbeing, especially that of people in vulnerable situations. The second indicator highlights the importance of building capabilities. For early experiences, nearly any policy or programme that touches the lives of children and families is an opportunity to improve life chances. For adults, it is never too late to rebuild an individual's capabilities¹⁸ and support them in reaching their full potential. The third indicator focuses on policies that promote inclusive communities and that enhance the social networks and social capital of people who are homeless or at risk.

¹⁷ Morris, D. et al, *Communities connected: inclusion, participation and common purpose*

¹⁸ Brunner, R. et al (2015) '*What can the capabilities approach add to policy analysis in high-income countries?*' What Works Scotland working paper; Bartley, M. ed. (2006) *Capabilities and resilience: beating the odds*; Jones, T. (2006) '*Resilience in homeless adults: a review of the literature*', National Black Nurses Association (2006).

5. Grow an person-centred ecosystem of services

The vision for this smart goal area is a coordinated, overall system that balances and integrates the housing, health care, homelessness and social services and systems. In a person-centred ecosystem of services, professionals would work collaboratively with the people at risk or affected by homelessness who use services to ensure that they are always treated with dignity, compassion and respect. This might seem like common sense for any form of support but it is not standard practice,¹⁹ especially for people experiencing homelessness.

Four indicators are critical for growing a person-centred ecosystem of services: user voice; quality; safe environments; and joined-up services. The first indicator ensures that people affected by homelessness are given an active stake in the design and delivery of the services they use, and that they are never treated as burdens or outliers in those services. The second indicator emphasises the importance of the quality of care and ensures that people have positive experiences of the care they receive.²⁰ The third indicator focuses on creating safe service environments that do not cause avoidable or unintended harm. The final indicator emphasises the importance of joined-up service delivery across health, housing and welfare.²¹

19 Health Foundation (2014) *Person-centred care made simple*.

20 See e.g. Faculty for Inclusion Health (2018) *Homeless and inclusion health standards for commissioners and service providers Version 3.0*; and Shelter (2010) *Value for money in housing options and homelessness services*.

21 Wilson, S. et al. *Local public service reform*. Institute for Government. For more information see Robert Wood Johnson Foundation (2015)

The foundation of the framework is resources and leadership: a limited amount of resources are available to address these issues and leadership is a crucial factor. A framework has the potential to ensure that resources are used more effectively and their value maximised in the pursuit of a shared vision.

Developed in collaboration with the Centre's partners, and drawing on current evidence, the SHARE framework contains three main elements:

- **Smart goals:** high-level objectives which can improve population and societal outcomes
- **Indicators:** factors that provide confidence that progress is being made towards reaching goals
- **Measures:** for some indicators, data points that can help track progress over different places and points in time

An important implication of the SHARE framework is a fundamental recognition that homelessness cannot be solved by any one agency on their own. It involves a complex mix of factors that are often interdependent across sectors and geographies. Networks, alliances, and coalitions of diverse stakeholders from governments, foundations, civil society, and business are a more powerful way to mobilise the vast range of resources and actions required to bring about real lasting change on a significant scale.

The development process is ongoing and it is envisaged that each smart goal will comprise at least three indicators suggesting where we need to focus efforts. They provide a set of investment priorities that are core to real lasting improvement in homelessness over time and maintained progress in each smart goal.

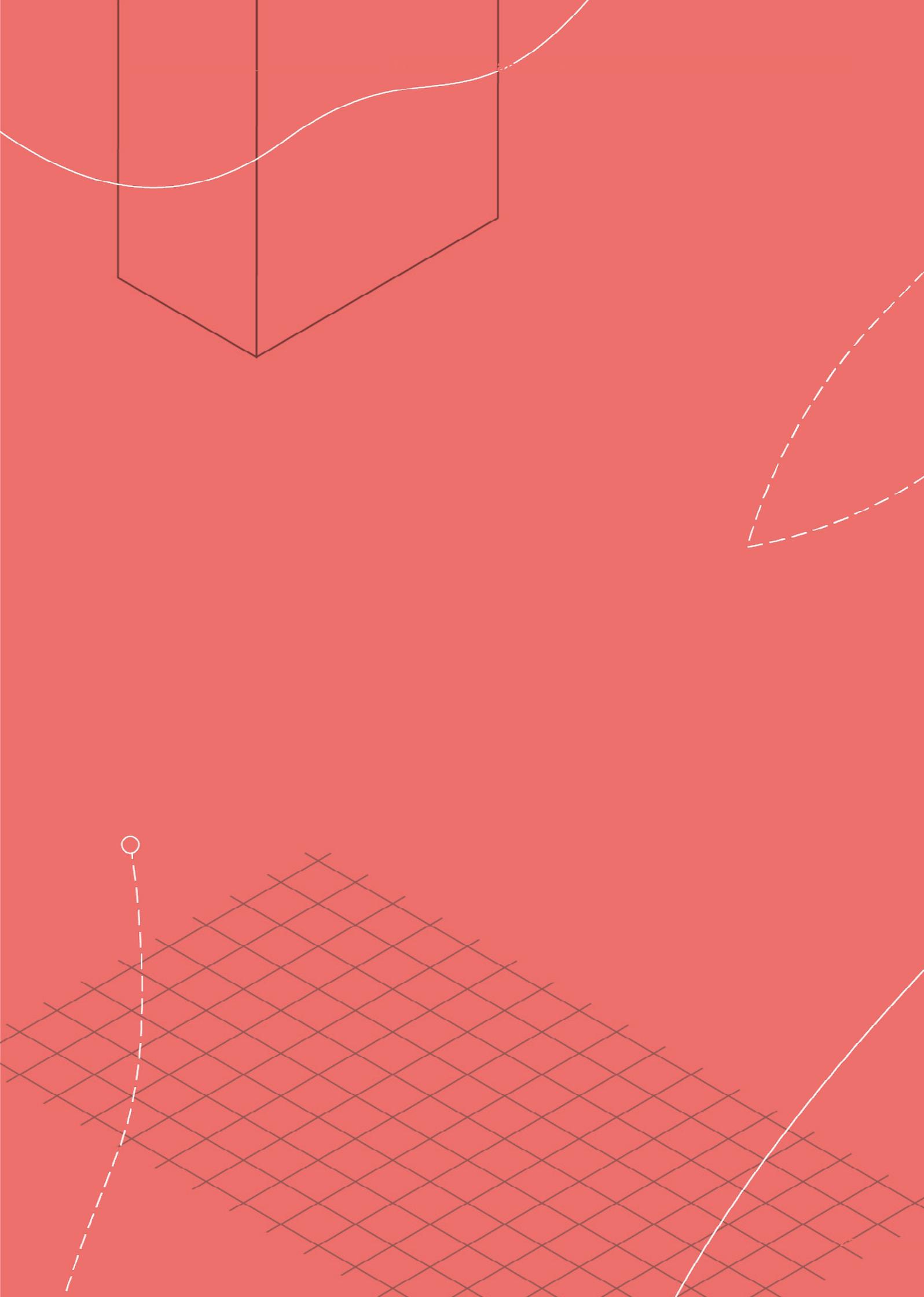


Fig 3: The 5 smart goals and related draft indicators V1

<p>Smart policy Design smart policies and programmes</p>	<p>Evidence and Data Evidence and data influences and is designed into decision-making structures and processes</p> <p>Safe Policy Policy is safe and does no harm</p> <p>Value for Money Maximise the positive impact of resources available</p> <p>Integration and Collaboration Foster cross-sector collaboration with policies that support collaboration and create incentives and methods to encourage ongoing coordination</p>
<p>Housing system Create a housing system that leaves no one behind</p>	<p>Ontological Security Homes provide constancy, stable spaces to live and do</p> <p>Wellbeing Homes are a gateway to wellbeing</p> <p>Supply and Access Housing supply matches demand and access is equitable</p>
<p>All in it together Make ending homelessness a shared priority</p>	<p>Civic Engagement Citizens play a role in advocating and helping to make public and private institutions more transparent, accountable and effective, and contributing to more impactful solutions to tackle homelessness</p> <p>Public Understanding and Mindset The public believe that homelessness is a solvable social issue that smart government policies and practice can cure</p> <p>Education Educating the next generation about the nature of homelessness</p>

<p>Relational Connect people with place and each other</p>	<p>Built Environment Designing cities and suburbs in ways that improve health and wellbeing</p> <p>Capabilities Every individual deserves the best possible start in life and the support that enables them to fulfil their potential (it's never too late)</p> <p>Social Capital and Networks Showing people they matter, give them a say, and enhance their social networks</p>
<p>Ecosystem Grow a person-centred ecosystem of services</p>	<p>User Voice People experiencing homelessness are perceived as equal and active partners in the design and delivery of services (and never as as 'burdens on' or 'resistant to' services)</p> <p>Quality of Services Ensure that people have a positive experience of services and care</p> <p>Safe Environment Support, treat and care for people in a safe environment and protecting them from avoidable harm</p> <p>Joined-up services Policy initiatives to integrate health, housing and welfare services</p>

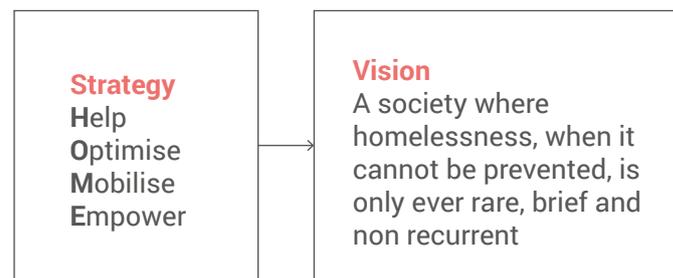
Some of these indicators will over time be accompanied by a set of measures to track progress at both UK and national levels, where possible. These measures will serve as a starting point to assess the degree to which progress towards achieving goals is made. It is envisaged the Centre for Homelessness Impact will also work with key partners to adapt the framework to different national contexts or sub-populations, and use it to underpin the requirements for any new data system(s). It will also promote use of the framework to others engaged in efforts to tackle homelessness.

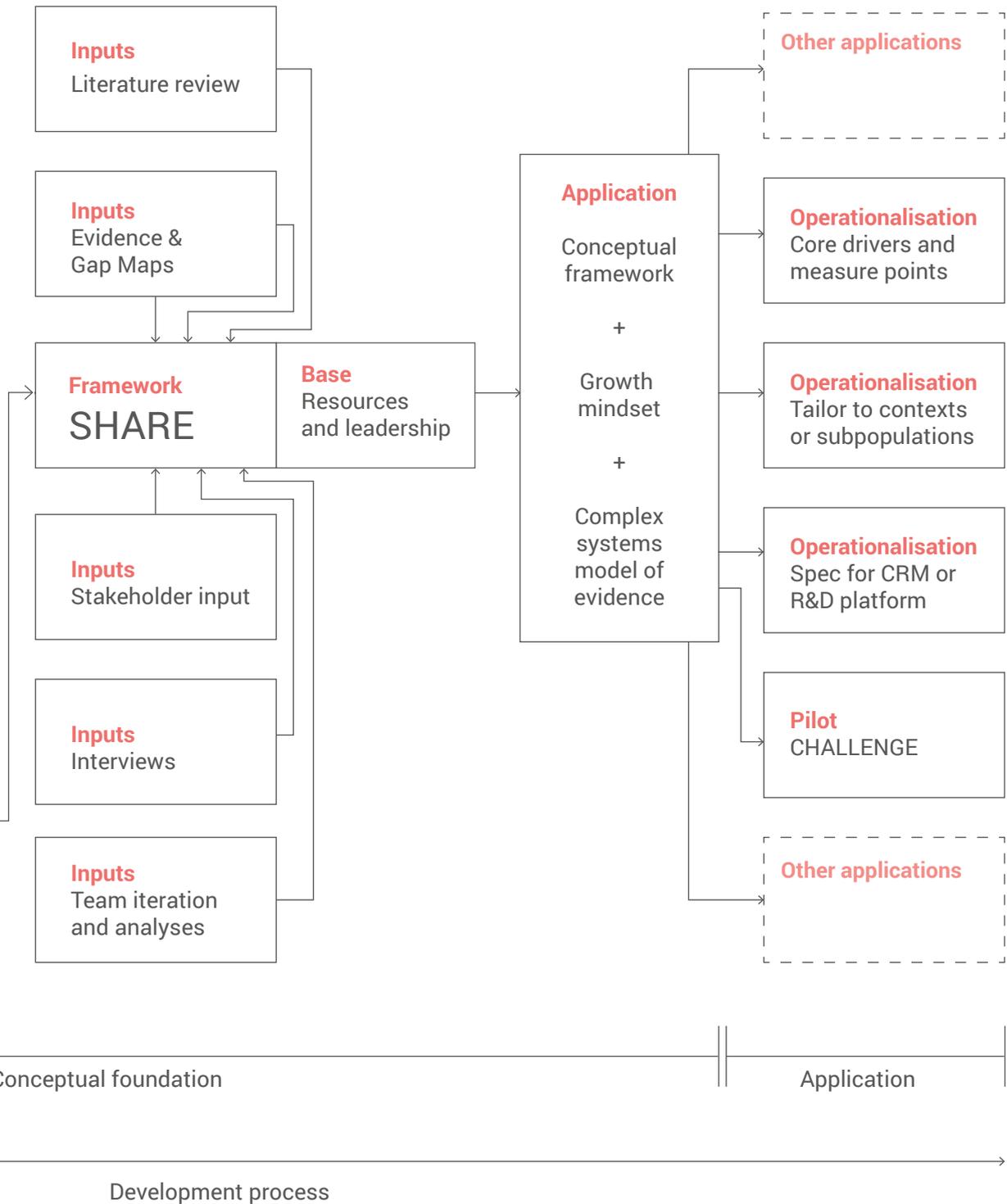
5. How we got here

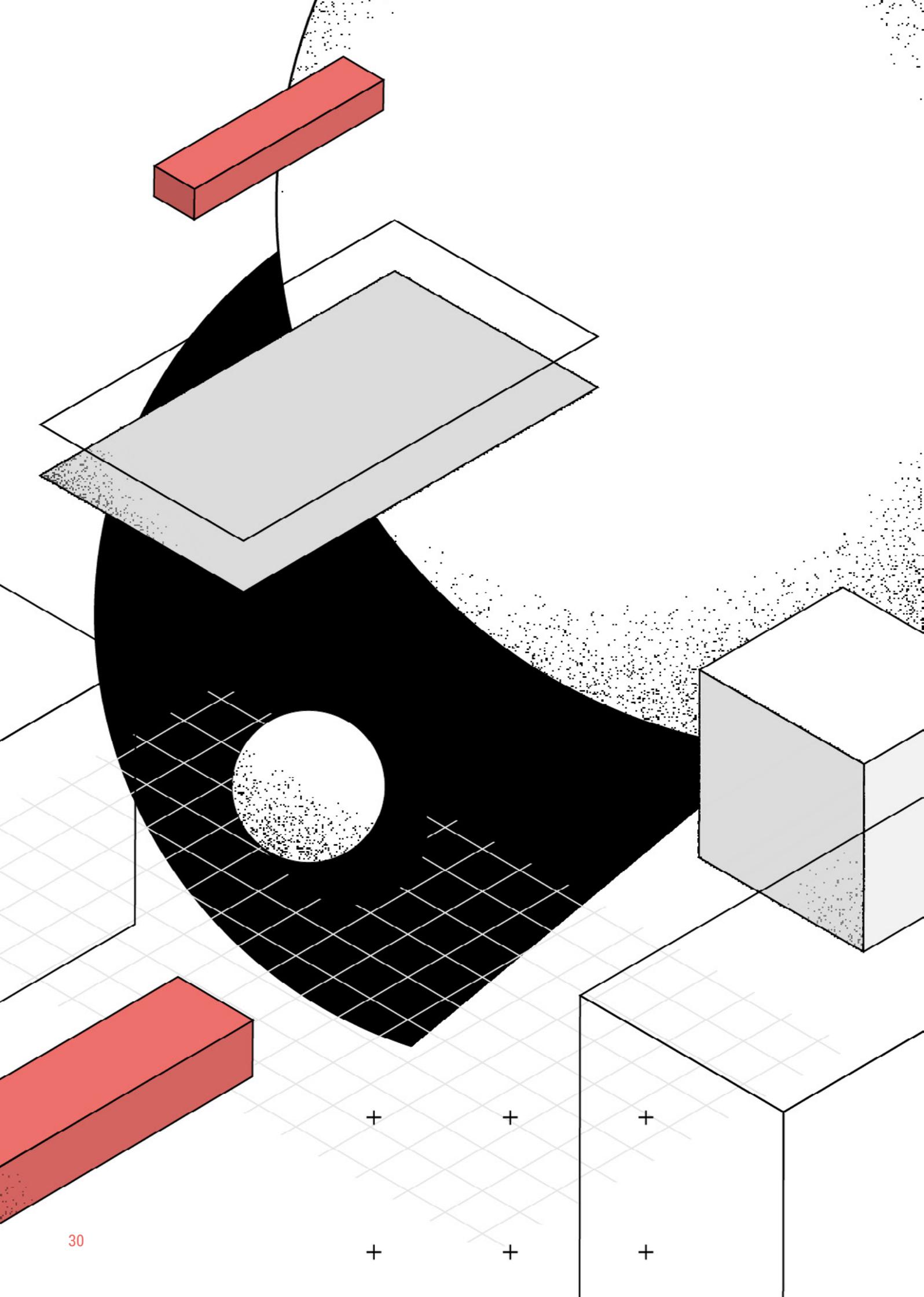
The SHARE framework was developed by the Centre for Homelessness Impact in collaboration with its strategic partners and draws on current evidence on homelessness, outcomes frameworks from relevant fields, wider literature on effective public service reform, and structured discussion with experts and other stakeholder engagement.

The vision – a society in which any experience of homelessness is rare, brief and non-recurrent – was the starting point, alongside the Centre’s strategy for how it will help achieve change. A number of analytic steps were used to move from this vision to the SHARE framework. To begin we carried out a rapid review of the literature, which included a review of websites, peer-reviewed and grey literature, and other materials on the causes, consequences and solutions to homelessness as well as of frameworks developed at either home or abroad in homelessness or relevant fields, such as health and early years.

.....
Fig 4. Process for Action Framework Development







The results of this rapid literature review and additional insight from interviews and engagement with stakeholders helped identify a number of basic building blocks (see Annex 1) which together formed the genesis of the five smart goals in the framework. Ideation within and outside the team was used to consider how the building blocks identified may cluster together, and to then name these clusters or smart goals.

A Culture of Health



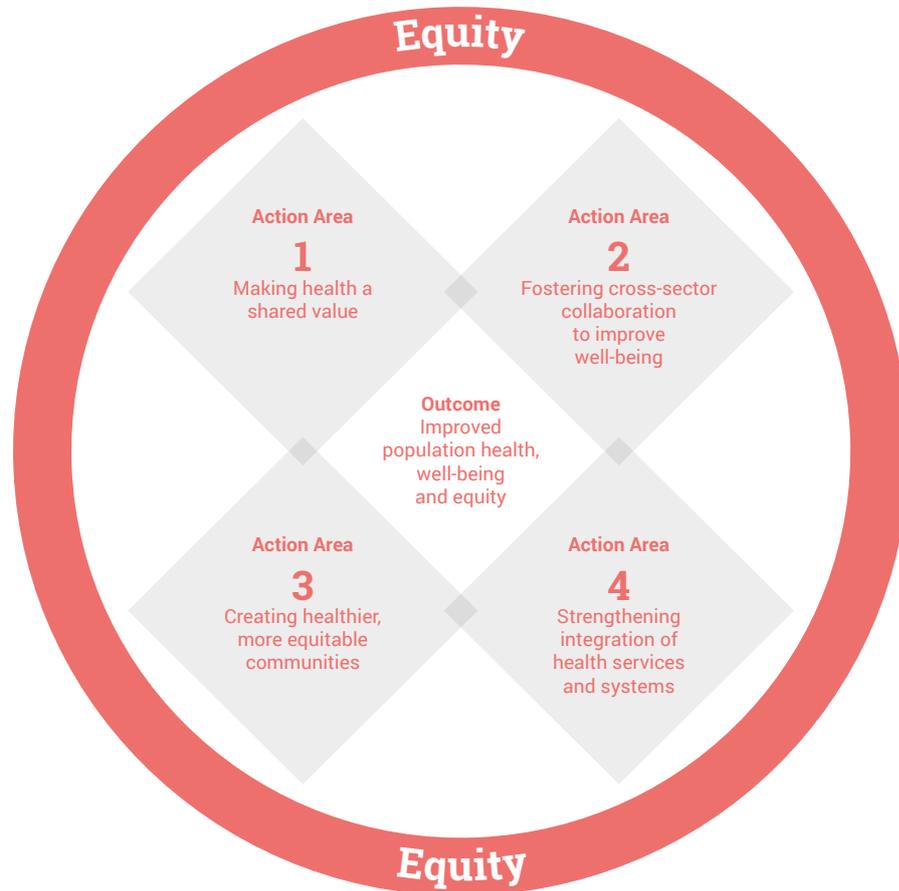
The SHARE framework was inspired in part by a Culture of Health's Action Framework. The Action Framework was developed by The Robert Wood Johnson Foundation in the United States as a response to the perceived need for an outcomes framework that took a systems view of public health, to highlight that being healthy should not simply be defined as not needing to seek health care.

- As can be seen in the model, the Culture of Health demonstrates that the end goal will not be achieved by focusing on each action area alone, but by recognising the interdependence of each area. It is intended to mobilise an integrated course of action by many individuals, communities, and organisations. The Action Framework is also explicitly intended to make smarter use of existing resources, encourage partnerships across sectors, and reduce national health care costs over time.

The Action Framework underpins the Foundation's grant making and strategic collaborations, but is also being used by others to create a Culture of Health in local areas. When it comes to implementation, their plan builds on WHO's model of 'sentinel surveillance' to explore development of what they call 'Culture of Health' through deliberate selection of sites ('sentinel communities') -- that are not demonstration or place-based communities, but rather sites for naturalistically testing local Culture of Health measurement and overall progress.²²

²² Robert Wood Johnson Foundation (2015), [From Vision to Action](#)

Fig 5. Culture of Health Action Framework



Ideation within and outside the team was also used to identify which indicators are most critical for each smart goal. It also ensured that the choice of groupings are conceptually aligned and linked with the [Evidence and Gap Maps](#)²³ the Centre for Homelessness Impact is developing. Finally, the assumptions about the smart goals were also checked with a wide set of partners and stakeholders – to make sure the conceptual groupings put forward are useful and understood. We welcome feedback to help refine the indicators to be included in version 2 of the framework.

An initial set of draft indicators (see Figure 3) was then identified based on the following criteria:

- Relevance and alignment with the smart goal definition
- Indication of an element of the smart goal that requires attention, investment, or improvement
- Ability of the indicator to be used by, or to be relevant to, diverse stakeholder groups
- Consistency with relevant frameworks

²³ White, H (2018), [A launch pad for strategic evidence production and use. Global Evidence and Gap Map of Effectiveness Studies Part 1](#), Centre for Homelessness Impact

6. What happens next

During the next phase of the project the Centre for Homelessness Impact will also develop a system map for homelessness (similar to the Tackling Obesity causal loop diagram mentioned earlier in the paper) that will be integrated into the SHARE framework.

Alongside this work a complete set of indicators and, where relevant, core measures for each smart goal will be identified by drawing on the system map, current literature, different types of expert and stakeholder engagement, and employing an intensive iterative process.

An ongoing refinement process

The Centre for Homelessness Impact has taken the decision to release version 1 of the SHARE framework publically with the intention of refining it with partners and collaborators. By taking this approach to the framework, we hope to work alongside these collaborators to develop the right measures (and help partners localise measures for themselves), gain a better understanding of how we can support the implementation framework by different organisations and agencies, and ultimately ensure it is as effective as possible. This ongoing refinement process requires us to do the following:

Understand the potential users' broader context

For the primary users of the framework, how do needs differ across locations, departments, agencies and sectors? How might the framework need to adapt for use by a local authority in a rural area, vs. a nationwide charity, for example? To answer this question, we will need to build a picture of potential users' high level strategies and planning processes, with an emphasis on learning from the successes or failures of similar tools or frameworks in the past.

Understand working processes

We know from experience that most people working in homelessness are exceptionally busy with their day to day work. Understanding current working practices will help us design a tool that can easily slot in alongside this work rather than create unnecessary friction or administrative burdens.

Understand how data is currently collected and used

We anticipate there will be instances where existing datasets support the measures and indicators in the framework. However, understanding how data is currently collected will give us insight into how gathering new measures and data points can be made as frictionless as possible. Understanding current practices around data may highlight existing good practice (in which case, this can be scaled up and replicated) or it might highlight practices that need tweaking or recalibrating (rather than starting new processes from scratch).

Look beyond the usual suspects

Speaking to organisations that work with people who are homeless or at risk of homelessness but may not typically use a framework like this will help us to challenge our assumptions about how the framework should be used and could expose new opportunities for impact. Are there organisations who are connected or even adjacent to the sector that may be able to extend the reach of the frameworks' impact?

Seek feedback on the framework as a tool

Are the indicators comprehensive and representative of the challenges in homelessness? Do the measures represent the indicators in a meaningful way? Is the framework useable, actionable and effective?

7. Concluding thoughts: making achievement a habit

Decision-makers in Scotland, England and Wales are increasingly being explicit about their commitment to ending homelessness. Few, if any, would disagree with the importance of goal-setting, progress measurement, and using data and evidence to achieve better results. It sounds simple but the reality is that these practices are easier said than done. And in the absence of a common framework to guide efforts, we run a high risk of acting without knowing what our actions accomplish or having the means to learn quickly.

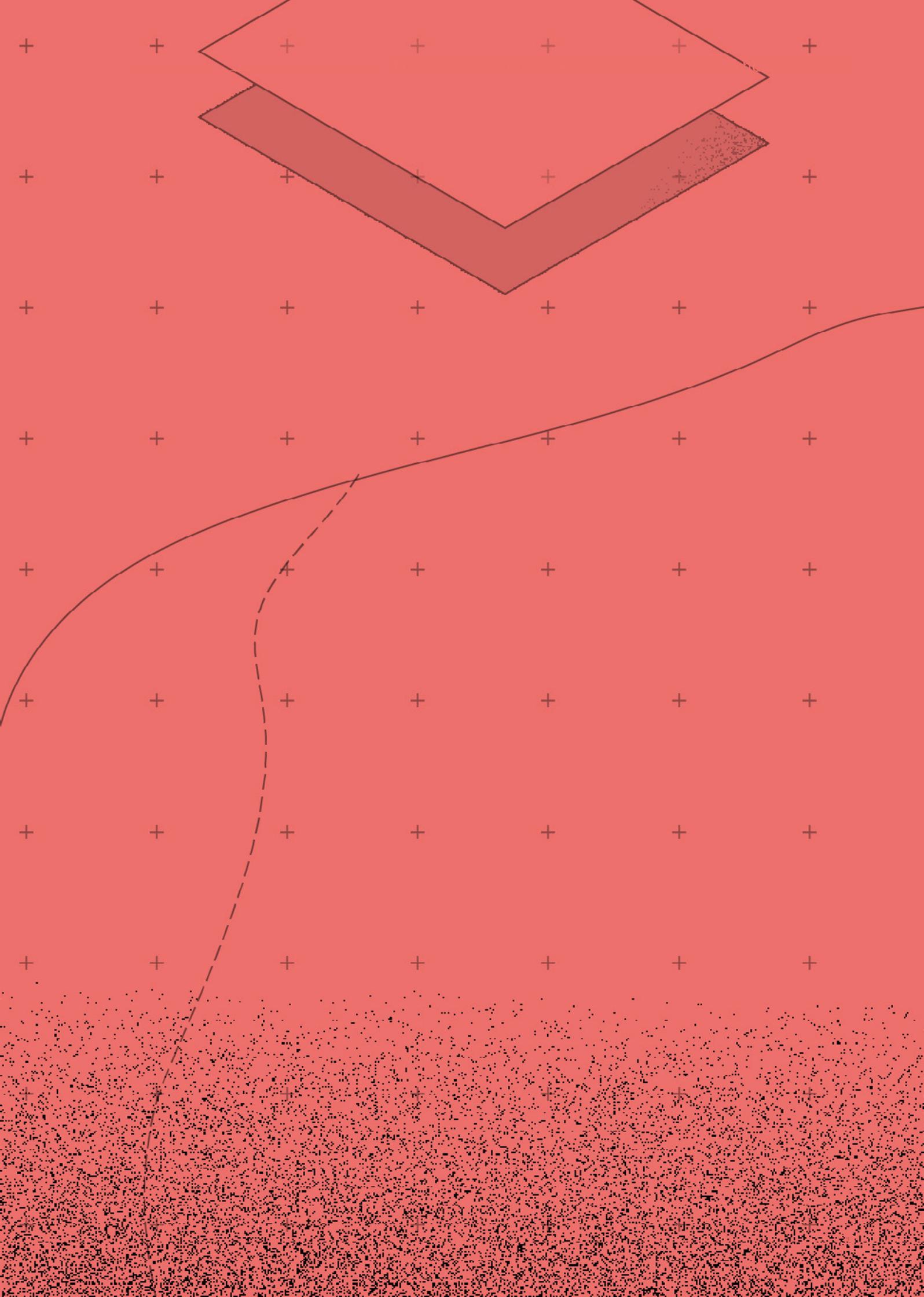
To address this need we created the SHARE framework to help underpin efforts to end homelessness. It was explicitly designed to be applied immediately as a simple, conceptual tool to help positively frame discussions and efforts in this space. Given the complexity of homelessness, decision-makers wishing to apply the SHARE framework in their work should also use evidence tools to find out more on what has the best chance of success, and get the advice of experts to decide how success can best be measured in their area or project.

The Centre for Homelessness Impact intends to be at the forefront of these developments. To best achieve this, it will work in tandem with others to operationalise the SHARE framework, adapt it to specific national contexts or population sub-groups and to guide the specification for data requirements. We also want to find the earliest and strongest examples of people and organisations using the SHARE framework to achieve better results.

Our hypothesis is that by reframing the challenge, taking care to ensure we're counting what counts, and taking advantage of the great expansion in the availability of data and analysis tools to move the dial on homelessness in a data-driven, outcomes-focused way, we will give ourselves the best chance of succeeding in our goal to end homelessness.

Annex 1: Building blocks of the framework, identified through the scan of the literature

- An end to homelessness is valued by the whole of society
- Suitable housing that meets people's needs is available to all
- Responsive relationships for children and adults are supported
- Sources of stress in the lives of children and families are reduced
- Core life skills are strengthened
- Public and private decision-making is driven by keeping the population healthy and housed
- No one dies on the streets
- No one is criminalised for being homeless
- Support and care is effective
- Hostels do no harm
- No one is denied support when it's most needed
- The economy is less burdened by unwarranted spending linked to homelessness
- Government, organisations, business, and individuals collaborate to build thriving communities
- Essential evidence to guide public and private decision-making is available and implemented
- Government and other agencies overcome obstacles to the effective use of data
- Different types of services are comparatively evaluated to help rethink the service mix





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