



Centre for  
Homelessness Impact

# Ending homelessness for good

What  
Works  
Network 

OUR STRATEGY 2019-24



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The Centre for Homelessness Impact launched in 2018 to act as a catalyst for evidence-led change to enable those working in and around homelessness to achieve breakthrough results.

## Why we started

This is a decisive moment for homelessness in this country. There is an opportunity to improve the life chances of people at risk of, or experiencing homelessness by focusing on what works, pushing for interventions to be evaluated, and creating a movement that believes all citizens are better off when policymakers and practitioners value evidence and know how to use it.

The Centre for Homelessness Impact launched in 2018 to act as a catalyst for evidence-led change to enable breakthrough results. We believe that homelessness is an issue that can be solved sustainably. We know that this is an ambitious goal and that lasting change will require collective efforts across a complex system and addressing root causes, not just symptoms.

It's early days and we've got a long way to go. Here we stop and reflect, looking ahead at how an organisation like ours can drive change in the next 5 years. Our aim is to act as a platform for a broad learning community looking to achieve lasting change. Join us.



A society in which any experience of homelessness is **rare, brief and non-recurring.**

## Start with the end in mind

Our ultimate vision is to end homelessness for good, and to create 'A society in which any experience of homelessness is rare, brief and non-recurring.'

To break the cycle of homelessness, we need to start with the end goal in mind. We need to foster a learning culture in which data and evidence helps policymakers, practitioners and commissioners everywhere improve outcomes on an ongoing basis.

By 2024, we want more people who are at risk of, or experiencing homelessness to be housed in suitable homes quickly; to be financially secure; to have strong social connections; and to have a sense of agency.





A new organisation is needed to champion and support the use of data and evidence and that is willing to do things differently.

We also want greater attention to be paid to prevention. This will require taking a bird's-eye view of the issue, one that considers the bigger picture of what ending homelessness truly means. Why? Because homelessness is influenced by a variety of factors like the strength of the social safety net and the health of our families and communities. Changes to one part of the system will likely have knock-on effects on others.

We are committed to generating and translating the evidence required to redesign the complex system of determinants of homelessness, as well as to foster a culture that values data and evidence.

We know the path ahead is full of obstacles, but the biggest challenge for all of us is to keep the end goal in mind. Transforming these words into a living plan that's mirrored in day-to-day actions is not something that will happen immediately; it will take a concerted, consistent effort over time. But history shows – whether through dramatic reductions in smoking, alcohol-related traffic fatalities, or deaths from malaria – that bold goals seem impossible until they aren't.





# Building a culture to end homelessness for good.

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## The SHARE framework

To be confident that we are working together towards our ultimate goal, we need to ensure that our attentions are focussed on what really matters to achieve better results with the resources available. To do so, we have developed a framework to guide our efforts. It provides a common vision and identifies five areas that span a whole system-level view of homelessness and its causes, summarised in the word SHARE:



### 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 of services

Grow a person-centred ecosystem of services

These five programme areas will allow us to collectively make significant and long-lasting changes by adhering to them over time. We know they are interconnected: one area in isolation can't achieve the impact we need but progress on one leads to improvement in the others.

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## Smart policy

### Design smart policies and programmes

Public policies and programmes affect homelessness both directly and indirectly, offering opportunities for maximising impact. 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 prevention.

H

## Housing system

### Create a housing system that leaves no one behind

Good quality and secure housing is central to ending homelessness, yet many across the country struggle to afford a home that is safe, and meets their needs. For sustainable long-term solutions, people need to feel a sense of control and ownership over their accommodation—that it is more than simply a roof over their heads.

A

## All in it together

### Make ending homelessness a shared priority

Evidence suggests that until ending homelessness is a shared value for the whole of society, progress will be slow. Communicating more effectively and improving the general public's understanding that homelessness is not inevitable would create more public support for the policies and actions required for ending homelessness for good.

R

## Relational

### Connect people with place and each other

This includes strengthening relationships among family members and neighbours, among people and places, and between individuals within and between organisations. Stronger, more resilient communities also have lower levels of homelessness.

E

## Ecosystem of services

### Grow a person-centred ecosystem of services

Only through a coordinated system that integrates housing, healthcare, homelessness and social services and systems that work collaboratively with people at risk of, or experiencing homelessness can we ensure that efforts are tailored to the individual and that they are always treated with dignity, compassion and respect.



# How we will create change 2019-24

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Over the next 5 years we will develop work programmes for each of SHARE's five areas, starting with 'Smart Policy' and 'Ecosystem of Services' and then expanding to the other three. Each programme will include three core activities, which support and inform each other.

As a member of the What Works Network we know that to drive lasting change it is vital to work across the evidence ecosystem, producing, synthesising, implementing and mobilising evidence.

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Make evidence  
accessible and fill  
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Support data and  
evidence to be  
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Mobilise a  
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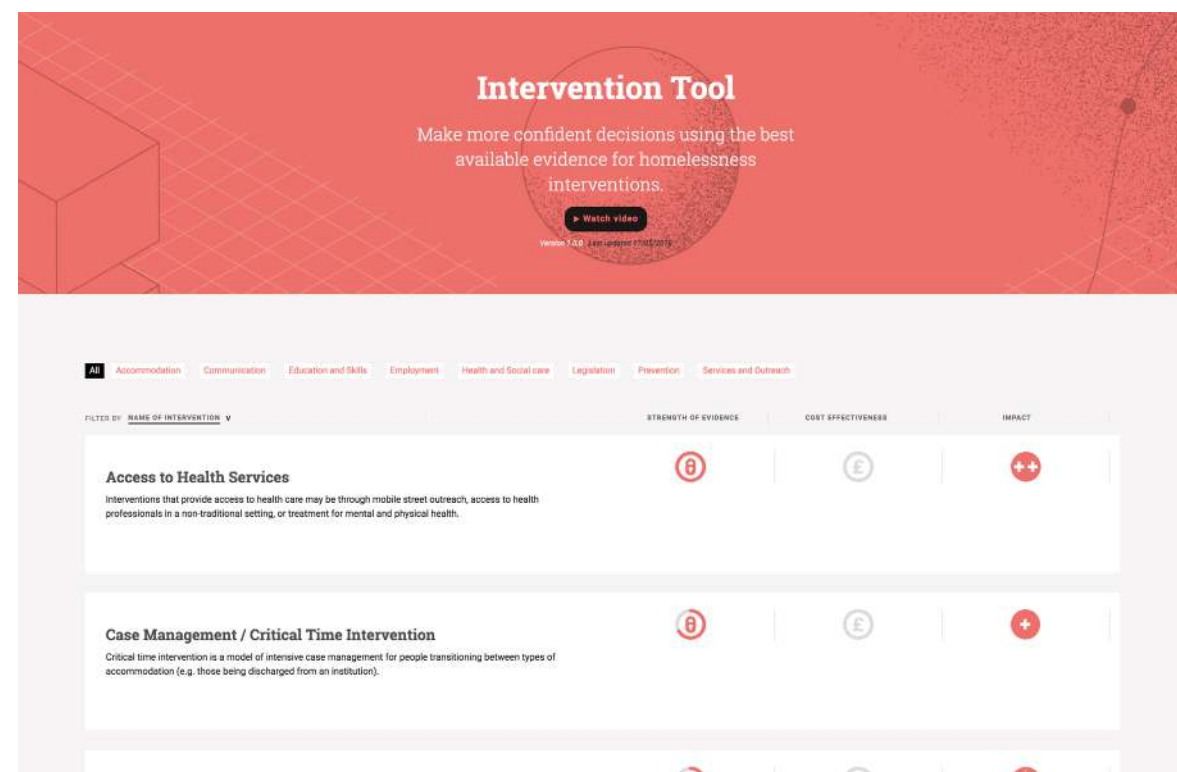
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# 01

## Make evidence accessible and fill the gaps

We will generate and synthesise evidence and address gaps in the evidence base indirectly as well as directly. We will continue to develop our flagship tools and create new ones that put reliable evidence at people's fingertips and improve their understanding of what works and what doesn't when it comes to ending homelessness.



## Intervention tool

We are committed to evolving our Intervention Tool which commissioners can use to explore evidence of impact and cost effectiveness for specific interventions. We will regularly update it working alongside our academic partners to ensure that it reflects the latest research findings as the evidence infrastructure grows.



## Evidence finder

Our evidence finder helps to quickly identify where in the world a study was conducted and offers an overview of different research traditions across the globe. Over the next 5 years we will continue to build out this tool to include studies in languages other than English.







## Research priorities

We know that you cannot have evidence-led policy and practice without evidence. And when gaps in the knowledge base are extensive - as our EGM found it to be - then it's important to prioritise. We worked alongside a wide range of stakeholders, including people with lived experiences, to produce a joint research agenda to inform our research priorities as well as those of other research funders. We will make a concerted effort to address the areas highlighted, both indirectly by influencing the research priorities of the ESRC and other research funders, as well as directly. The list will be updated at regular intervals.



## Synthesising existing knowledge

Our Evidence and Gap Maps are the largest resource of its type in the world. They put evidence at people's fingertips as well as highlight where evidence does or doesn't exist on what works and why.

We will promote their use to inform our research investments and those of others, and update them by adding relevant studies at least once a year.

If the EGMs highlight there are sufficient studies on a particular intervention we will conduct systematic reviews or encourage others to do so. This is because primary studies of the same thing will often find different answers to a problem. Synthesis provides a more reliable answer.





## Standards

If it is to inform policy and practice, it is important that data and evidence are reliable. We will continue to develop resources that make it easier to navigate the relative merits of different evidence claims. As with our evidence tools we will use and advocate for transparent standards to be adopted.





# 02

## Support data and evidence to be applied in practice

We will instill an appreciation of data and evidence and skills for its use among policymakers and practitioners. Providing resources and services that teach analytical frameworks and practical skills to evaluate and use data and evidence for decision-making.



## Homelessness indicators

With the Office for National Statistics, we will develop and embed a set of Homelessness Indicators that can be used to understand progress towards ending homelessness.

We believe that to truly scale the kind of evidence-led change we think is required, a common framework is necessary. We created SHARE in response to this need and it helps us take a bird's-eye view of homelessness, ensuring we focus on what truly counts rather than just what is easy to measure.

Our hypothesis is that by having a common understanding of the end goal 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 aim to end homelessness.



## Community of practice

We will create a connected community of those working together to improve the quality of our responses to homelessness. Our resources will range from a website, to a field guide, to events and webinars and through them we will help a growing network of people working in and around homelessness embrace a movement for evidence led change and person-centred design. We believe more solutions will hit the mark if this is an arrow in everyone's quiver.

As a first step, we will take three local areas through a pilot programme where we will help identify a challenge, leverage existing evidence as well as design a trial to evaluate the intervention. We will partner with organisations with deep knowledge in the effective use of data (Johns Hopkins University), behavioural science (Behavioural Insights Team), and design (IDEO), to test and build solutions and inspire a culture of collaboration.







## Trials

Our evidence tools show that there is a lack of causal evidence in homelessness. Our ambition over the next 5 years is that by helping to spread effective practices that improve performance, we will help use limited resources better, help more people get served well, and create outcomes-focused environments where innovation can occur.

Our first trial will start in mid 2019 and aims to encourage landlords to let properties to people experiencing homelessness. We are also scoping trials in areas such as the reconnection of people who are street homeless, rapid rehousing, and direct cash transfers among others.





# 03

## Mobilise a learning culture

We will build a movement that believes that we serve all citizens better when we value evidence and know how to use it, working with professionals and communities to drive lasting change and grow a learning, creative culture.

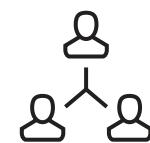




## Impact Forums 2019

### Impact Forums

From 2019 onwards we will hold Impact Forums annually. Each year we will bring together the foremost leaders from policy and practice, lived experiences and other parts of society to provide a platform for advancing evidence-led solutions to the homelessness field's most pressing challenges, inviting delegates to openly share, collaborate and innovate.



### Effective communication

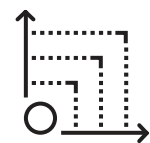
We want data and evidence to be communicated in the clearest way possible, so will explore how best to help people understand data as well as make decisions based on factual information.

By 2024 we also want advocates, policymakers and practitioners to be using evidence based communications in their day to day work and when talking about homelessness.

We also want to help tell more and better stories that showcase the efforts of policymakers and practitioners working hard to use data and evidence to improve impact.







## Using evidence to end homelessness

We are bringing together a cross-party group of leaders from across government, third sector and academia to write the book *Using evidence to end homelessness*, which encourages those working at all levels of policy and practice to use data, evidence and evaluation to drive funding and policy decisions. For too long not nearly enough attention has been paid to data and evidence. The solution? To create a movement that embraces the idea that data and evidence are integral to, not separate from, ending homelessness effectively. The book will be published by Policy Press in early 2020. Once released the book will be used in a multi-year campaign that helps galvanise support for the movement for evidence-led change.



## Leadership programme

Earlier in the year, in partnership with Clore Social, we worked with a group of emerging leaders working in housing, homelessness and health. Over the next five years, we will continue to support leaders within and across communities to mobilise data and evidence of what works to improve the outcomes of those at risk of, or experiencing homelessness.





The ultimate test of all our work will be whether it helps bring about better outcomes for people at risk of, or experiencing, homelessness.

## Understanding the impact of our work

We've looked far and wide and, truth is, there is no roadmap for how an organisation like ours understands its impact. So we're designing one. We will introduce a suite of measures to track impact and report on progress in annual reports. But the ultimate test of all our work will be whether it helps bring about better outcomes for people at risk of, or experiencing, homelessness.



## How we will work as an organisation

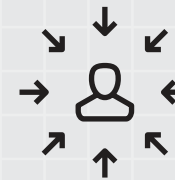
Realising our vision will take patience, perseverance, and the collaboration of many individuals and organisations. We will be guided by our values in all the work that we do and the impact we hope to achieve for those at risk of, or experiencing.

### How we will work



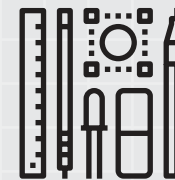
#### Start with the person:

We will ensure that our work reflects input from people with lived experiences of homelessness, and from policymakers and practitioners in different services.



#### Focus on impact:

We will concentrate on sustainable changes that help people exit homelessness permanently or stop them becoming homeless in the first place. Individually, and as an organisation, we will set and communicate clear goals and follow through.



#### Design for action:

We are committed to building tools that are designed to be simple and useful, always aspiring to communicate the insights instead of information.



#### Be rigorous:

We will focus on the long-term and use the best available evidence to guide our work. We will share our process and learning openly, stay humble and constantly question and challenge our thinking.



#### Work with and through others:

We are determined to work with and alongside others because we believe it takes a multitude of minds, partners and skills in different fields and sectors to accelerate and deliver change.





One year ago, as today, our ambitions were tremendous, but our journey has just begun.

# Bold goals seem impossible until they aren't

One year ago, as today, our ambitions were tremendous, but our journey has just begun. Along the way, we've learned a lot, and we've mapped what we think it will take for an organisation like ours to affect real change in the next 5 years.

As we launch this strategy in 2019, homelessness is at high levels in the UK, but it is receiving high levels of attention. We are committed to playing our part in generating and mobilising the evidence needed to tackle the problem on a sustainable basis. A movement for evidence-led practice in homelessness is needed to ensure that action to address and prevent homelessness leads to better long term results. This strategy sets out what we will do, and how we will work with others, to make a decisive move towards ending homelessness for good.



**Centre for  
Homelessness Impact**

*Better evidence for a world without homelessness*

**Centre for Homelessness Impact**  
**[www.homelessnessimpact.org](http://www.homelessnessimpact.org)**

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