

# Everyone Home Collective one year on



## About Everyone Home

**Everyone Home is a unique collective of 35 organisations concerned about the impact of the pandemic on homelessness. It is a third and academic sector collective that has collaborated closely with national and local government to implement shared priorities.**

The Collective is diverse. Members have specialisms in housing and homelessness across different functions – providing direct services, campaigning, academic, intermediary and knowledge-based organisations. We set out to be evidence-based, solutions-focused and to bridge differences during an emergency – because if not now, when?

And we draw from the principles of collective leadership for collective impact - committed to best for social change beyond our organisational interest. This includes lived experience leadership.

We are also committed to continuing into our second year, with a clear set of measures on where we want to make an impact. We want to continue to connect and learn together – and explore new ways to act on priorities with public sector partners at a national and local level.





## Getting started

In the early months of the pandemic, many aspects of Scotland's response to homelessness increased in pace, scope and parity in response to the pressure of a public health emergency bearing down on the system. We needed to pool the expertise and diverse skills and capabilities of Scotland's homelessness sector in response to a crisis presenting as 'too big' for any single organisation to respond individually.

The Everyone Home collective emerged, and our ambition grew too. This was encouraged by the 'overnight' suppression of rough sleeping enabled by Scottish Government and local councils in partnership with third sector partners. It showed what can be achieved when the will and the means converged to solve an urgent problem. Everyone Home created a platform to connect, to assemble the right people, to gather evidence and set priorities.

A group call with the (then) Cabinet Secretary and Housing Minister as the pandemic took shape confirmed the Scottish Government was open to 'big ideas' and recognised value in greater co-ordination between a wide cross-section of people and organisations. Over the course of 2020 this commitment from the Scottish Government to listen and take on board radical solutions proved sincere and constructive, with rapid progress on actions that may have taken longer to accomplish under normal circumstances.

An early and urgent priority was to contribute to the Homelessness & Rough Sleeping Action Group (HARSAG), reconvened in June 2020 in response to the coronavirus. As well as crossover in membership, the collective's 'triple-lock' priorities were integrated into the HARSAG process and the updated Scottish Government/COSLA Ending Homelessness Together Plan.

# Lived Experience Leadership

A piece of work titled *Five Calls from the Frontline* informed the collective's triple-lock framework, which in turn informed the HARSAG.

This was published by [All in For Change](#) and described the challenges the outbreak was creating for people experiencing homelessness and frontline services. The Change Team, led by people with first-hand experience of homelessness and/or frontline responsibilities, nominated a representative, Viki Fox, to become part of the Collective and connect the two movements.

*Five Calls from the Frontline*  
[homelessnetwork.scot/change-team](http://homelessnetwork.scot/change-team)



## Everyone Home Collective Leadership Impact

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Collective leadership is when people feel motivated to work together toward a shared goal - with shared responsibility, decision making and accountability. Collective leadership recognises that lasting success is not possible without diverse perspectives and contributions.

Everyone Home also grew a collective impact model, rooted in shared values of cooperation and best for social change beyond individual organisation interest. Collective impact:

1. **Starts with a common agenda.** That means coming together to collectively define the problem and create a shared vision to solve it.
2. **Establishes shared measurement.** That means agreeing to track progress in the same way, which allows for continuous improvement.
3. **Fosters mutually reinforcing activities.** That means coordinating collective efforts to maximize the end result.
4. **Encourages continuous communication.** That means building trust and relationships among all participants.
5. **Has a strong backbone.** That means having a facilitating team in service to the collective; Homeless Network Scotland provided this role.

From [www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)



## Making an Impact

Forming in May 2020, the collective has published five influential pieces of work. A **preliminary framework** was published in June 2020 to help ensure there was forward movement in local and national efforts to tackle homelessness at a time of great uncertainty and looking ahead to post-pandemic priorities.

The framework described a 'triple-lock' of measures needed:

- More Homes
- No return to rough sleeping
- No evictions into homelessness.

It expanded on these themes with six Preferable Futures setting out in more detail what members and people with lived experience wanted to see going forward:

1. Retain short term, beneficial welfare changes after the pandemic
2. Protect people with no recourse to public funds
3. Think local
4. Go digital
5. Incentivise and reward great frontline workers
6. Deliver collective impact

## Setting the Direction

Four subsequent Route Maps followed between June and December 2020. The route-maps were the Collective's method of cutting through the range of evidence, information and opinion on some of the 'big questions' in the homelessness sector - and, importantly, to offer a way forward. They are:

- [Ending the need for night shelters and hotel provision in Scotland](#)
- [Scotland's Ambition to End Destitution and Protect Human Rights](#)
- [Can the Scottish Parliament come two terms with homelessness?](#)
- [Prevention: a route-map to protect homes in communities across Scotland](#)

The impact of the Route Maps was felt immediately, prioritising the most urgent for publication to allow enough time before the autumn and winter to prepare for an alternative model of shelter accommodation. Partners in Edinburgh and Glasgow remodelled emergency provision and how that aligns with other local services and partners. The new Rapid Rehousing Overnight Welcome Centres, a key element of the first Route Map, have been successful, building on existing good practice to provide a safe, under-one-roof, multi-agency triage for people at the sharpest end of homelessness.

The role of the night shelter providers, Charles at Glasgow City Mission and Alasdair at Bethany Christian Trust needs special note, as this ground-breaking development in Scotland would not have happened without their leadership.



## Timeline

The Scottish Government indicated it was open to 'big ideas' and recognised value in greater coordination of third sector and academic know-how in resolving issues around homelessness made more urgent by the pandemic. Everyone Home Collective published an ambitious framework with a triple-lock of measures needed in response to conditions created by the pandemic and describing our preferable future.

MAY  
2020

Everyone Home publishes Route Map 1, feeding directly into the reconvened HARSAG with analysis of alternative emergency accommodation requirements for the winter of 2020/21: [Ending the need for night shelters and hotel provision in Scotland.](#)

JUN  
2020

The collective publishes [Route Map 2: Scotland's Ambition to End Destitution and Protect Human Rights](#). The route-map was endorsed by Scottish Government's Homelessness Prevention and Strategy Group in July 2020 and the COSLA Community Wellbeing Board in September 2020.

The Collective writes to every member of the Scottish Parliament urging an extension to temporary measures to prevent eviction from the private and social rented sector during the pandemic. These provisions were subsequently extended by the Parliament.

AUG  
2020

Route Map 3 is published ahead of the run up to the Scottish Parliamentary election, amounting to a Manifesto for homelessness: [Can the Scottish Parliament come "two terms" with homelessness?](#)

NOV  
2020

The collective publishes its fourth Route Map on taking a place-based approach to preventing homelessness. Framed by the understanding that all homelessness starts in a community, this route-map has resulted in training and support being provided in one local area to adopt the approach – and more discussions ongoing to raise awareness and inspire local responses [route-map to protect homes in communities across Scotland.](#)

DEC  
2020

The Scottish Government and COSLA published the Ending Destitution Together Members of the Everyone Home collective, Scottish Government and COSLA continued to work collaboratively as a design team to create an approach to design out destitution in Scotland and ensure everyone has access to accommodation, support, advice and living essentials. The delivery plan, Fair Way Scotland, is action three of the Scottish Government and COSLA Ending Destitution Together Strategy and represents a new system and service response to end homelessness and destitution in Scotland. This will be launched soon.

MAR  
2021

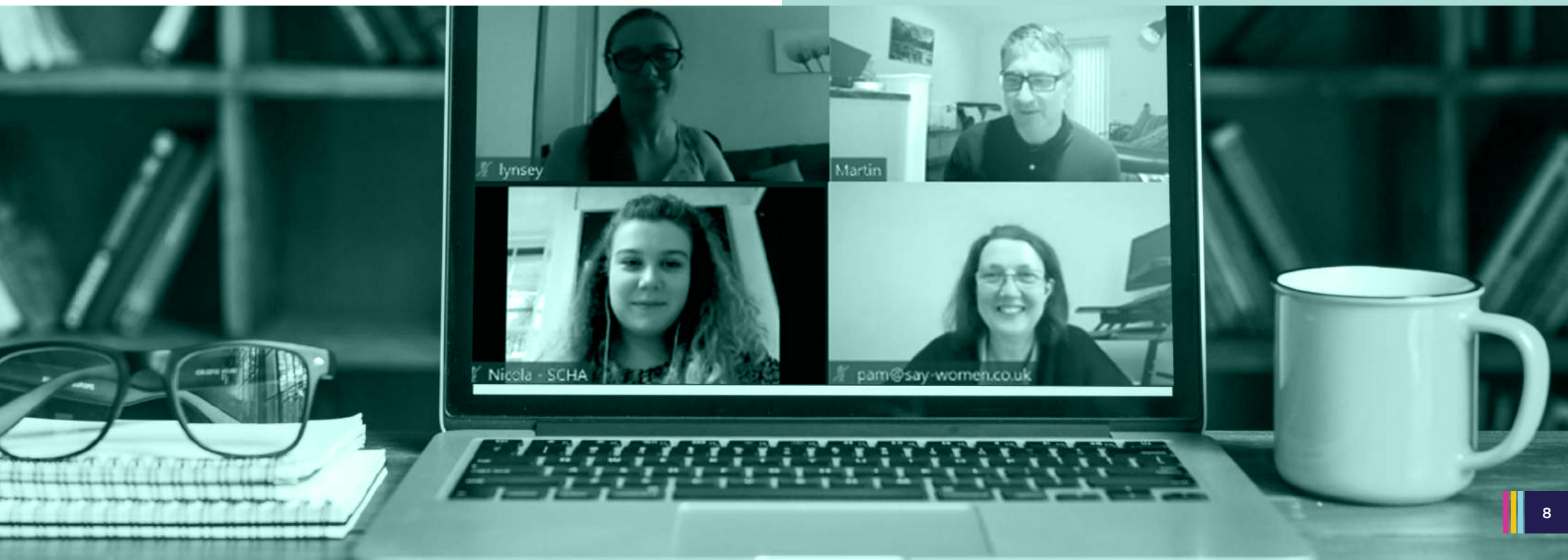
## Next Steps?

Going forward into year 2, the Everyone Home collective will continue to meet regularly and with the same spirit of cooperation, pragmatism and problem-solving. And as membership continues to grow, the collective will remain responsive and inclusive – come join us!

Our work plan is firmly rooted in our triple-lock measures – more homes for good health, no return to rough sleeping and no evictions into homelessness. With several key achievements from year one now incorporated into policy and practice in Scotland, we are ambitious about what more can be achieved in partnership with national and local public sector colleagues.

A final word from one of our members taken during a check-in survey:

**“Creating a culture of collective responsibility for our shared aims/ vision, and with very little perceptible organisational ego. It is extraordinary.”**









## About The Collective

Everyone Home is a collective of 35 (and growing) third and academic sector organisations that have come together during the COVID-19 pandemic to protect the progress that's been made and the principles that must now guide the next steps.

Read our framework for going forward at [www.everyonehome.scot](http://www.everyonehome.scot) and join us on social media at **#EveryoneHome**

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