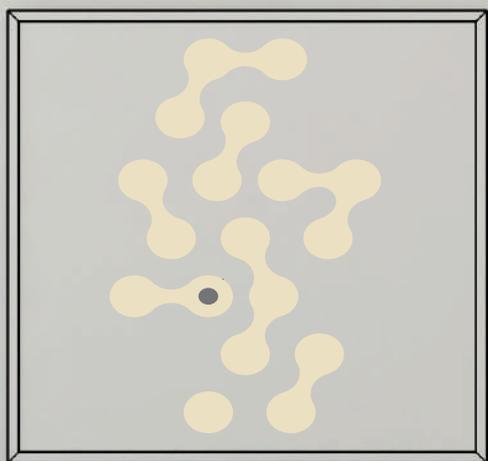


Homeless Network Scotland

Annual Report 2018/19



Homeless Network Scotland

we are all in

Annual Report & Accounts for the year ended March 2019.
Published by Homeless Network Scotland in October 2019.

Homeless Network Scotland is a charity registered in Scotland
(SC0 03453) and company limited by guarantee (SC112361).

Room 16a
Adelphi Centre
12 Commercial Road
Glasgow
G5 0PQ

0141 420 7272 | hello@homelessnetwork.scot | www.homelessnetwork.scot

Message from the Chief Executive



Welcome to our review of a pivotal year for everyone who wants change and an end to homelessness in Scotland.

A better way to get ahead of all forms of homelessness is now more widely understood. It was during this year that the final report of the Scottish Government's Homelessness and Rough Sleeping Action Group (HARSAG), of which we were a member, was published. This intensive work programme shaped the Scottish Government/COSLA High Level Action Plan on homelessness by outlining the key challenges that block progress.

It also designed the strongest framework to address these issues. It set a clear direction ahead for the full range of organisations and sectors concerned with preventing, reducing and ultimately eradicating homelessness.

This major change programme has also helped to clarify how a small organisation can continue to make an impact by focusing on what matters and bringing the added value that participative and knowledge-based organisations offer. We were part of designing this new direction and so we now want to put all our effort into helping build it on the ground. This year we honed our own focus of change and activity to:

- prioritise prevention
- support the transition to rapid rehousing, including Housing First
- reduce rough sleeping and destitution
- bring more lived experience of homelessness to the heart of change.

Our Board of Directors has reflected this year on the extent to which the organisation's traditional reach and charitable objectives reflect this new drive for change. Much of our funded work now expands beyond Glasgow, where partners connect with us across all sectors to develop and deliver programmes, including:

- Housing First Scotland and managing Scotland's Housing First Pathfinder
- co-founding the UK-wide Centre for Homelessness Impact, now a charity in its own right and a member of the 'What Works Network'
- facilitating multi-partner tenancy sustainment programmes across the west of Scotland
- supporting a national lived experience network, SHIFT, to build on the energy of the Aye We Can campaign, which shaped the work of the national action group
- assisting high-profile academic research programmes, this year including Destitution in the UK (JRF/Heriot-Watt University) and Hard Edges Scotland (Lankelly Chase/Heriot-Watt)
- our training and consultancy service – All In, operating throughout Scotland.

Alongside these priorities, this year we've been working hard to support a 'no wrong door' approach to homelessness. We repeatedly hear people's frustrations about being passed from pillar-to-post, needing to tell their story over and over again. It's an urgent priority to fix this, and so we made it the theme of our popular annual conference in 2018. More than 250 people from all sectors set out their challenges to each other for making sure all our doors are the right ones. This work will continue so that a more joined up approach can benefit people going through tough times.

In future, we know that to make change happen on the ground and help people integrate towards mainstream housing and services, shift our efforts more to the frontline and the communities and people directly affected by homelessness.

We will work with Scottish Government, Cyrenians and the Scottish Community Development Centre to provide a vehicle for 'planning and policy' to connect to 'practice, place and lived experience' in an informed but informal way. An exciting new partnership with Mayday Trust, Ypeople and Four Square will further communicate and reinforce the type of change we really need to make this happen.



An emphasis on homelessness prevention is needed for the national change programme to succeed. All homelessness starts in a community and some places are more at risk. Thanks to the National Lottery Community Fund, we will be launching an innovative, place-based approach in partnership with Unity and SCDC. It will test and evaluate different ways to prevent homelessness from the heart of two communities in Glasgow. There is enormous interest in this community approach, and we will be sharing our learning widely as we go.

We will continue to collaborate closely with Social Bite, Scottish Government, Corra Foundation and 15 leading third sector services to support the scaling up of Housing First across Scotland. This will be underpinned by a single national framework, sensitive to local contexts, a key priority going forward.

We will take our seat in the new Glasgow Alliance to End Homelessness, building on our role to ensure all organisations can influence the Alliance inside and out. This will include facilitating a structure for lived experience to be at the heart of all decisions and actions taken by the Alliance.

All our work will continue to be set against a challenging environment for people who experience homelessness and for the services they need. So we will work to continue to bring the sector together, to be collaborative and focused and not miss this opportunity to radically change how we respond to homelessness, so that fewer people are affected by it in the future.

A handwritten signature in black ink, appearing to read 'Margaret-Ann Brünjes'.

Margaret-Ann Brünjes
CEO, Homeless Network Scotland

Our Impact 2018 - 2019



Joanne's Photoshoot



Housing First



Hard Edges



Annual Homelessness Conference 2018



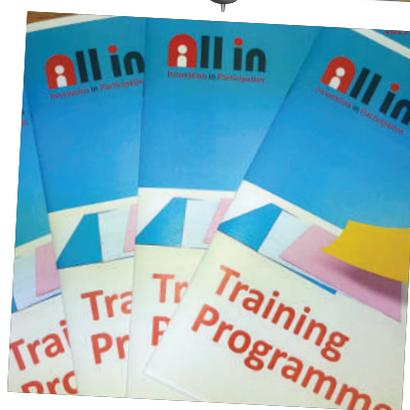
Keys to Learn



Community Budgeting



Lived Experience GHIFT & SHIFT



All In Training & Consultancy



Community Activist Panel

We're a small organisation making a big impact

About the **homeless network**

We put knowledge into action with people who live and work with homelessness so that we can help end it for good

We learn

- From lived experience of homelessness and poverty
- From practice, policy and research, evidence and expertise

We understand

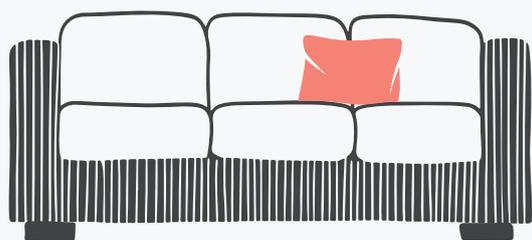
- All views and consider what this tells us we need to act on
- The different contexts in which people live and work and the challenges they face

We connect

- With the people and places that can help create change and do more of what works

We act

- To support effective partnerships across areas and agencies
- To test, innovate and implement new ways to create change



Our Team Impact Measures

Prioritise Prevention

To ensure that prevention of homelessness is early, proactive and targeted at the greatest risks and drivers

Transition to Rapid Rehousing

Rapid rehousing is the first response to homelessness across Scotland in line with local need

End Rough Sleeping and Destitution

No one sleeps rough in Scotland and services for those at risk should be trauma and evidence informed

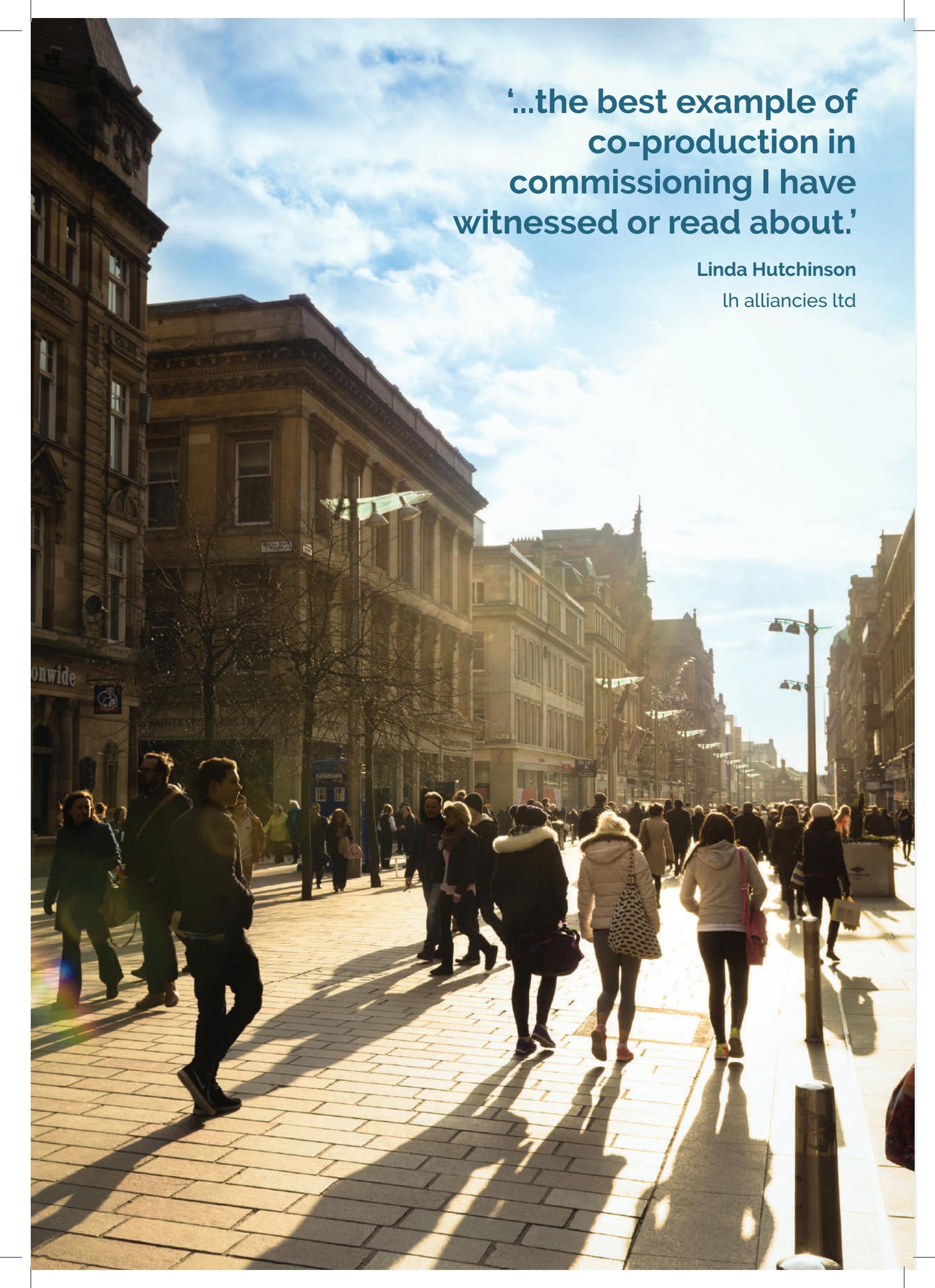
More Lived Experience

More involvement of people with lived experience of homelessness in finding and driving solutions

Social Enterprise – All In for participation

A busy year for our training and consultancy enterprise focused on increasing third and public sector capacity and expertise. In 2019 we developed and delivered bespoke training and consultancy support to a number of services – local authorities, housing associations, charities, and more.

This year has seen a significant focus on work around psychologically informed environments (PIE) and trauma-informed approaches, with more awareness in the sector of designing and delivering services that work to understand people's lives.

A wide, sunlit pedestrian street in a city with historic buildings and many people walking. The street is paved with light-colored cobblestones and is lined with multi-story buildings. The sun is low in the sky, creating long shadows and a warm, golden light. People are walking in both directions, some in groups and some alone. The sky is blue with scattered white clouds. The overall atmosphere is bright and lively.

**'...the best example of
co-production in
commissioning I have
witnessed or read about.'**

Linda Hutchinson

lh alliances ltd

Programme/project updates

1. Poverty and Prevention

Poverty Leadership Panel / Community Activist Panel

We continue to support the Community Activist Panel (CAP) and facilitate conversations between policy makers, practitioners, and people with experience of poverty. Our quarterly newsletter shares stories of how people from across Glasgow are tackling poverty in their communities. CAP also worked alongside partners to help develop the 'anti-stigma' awareness training, ensuring it is reflective of their real life experience. It will be available to all employees of GCC, NHS, Fire, Police and PLP partners and launched during Challenge Poverty Week.



Tenancy Sustainment: Keys to Learn

4Front Learning — Keys to Learn began in 2008, when a housing association, learning and employability providers, and us came together, recognising that no one service was having the right impact on equipping people with the practical skills and knowledge to maintain their own homes, and become active citizens in their wider communities. With a decade-long investment from the National Lottery Community Fund Scotland, the project developed across Glasgow and the West of Scotland.

From 2008-18, 927 people participated in the project. 527 of these in the past three years as we expanded out from Glasgow across the seven local authority areas that make up the West of Scotland Housing Options Hub – Glasgow, North and South Lanarkshire, East and West Dunbartonshire, Renfrewshire and East Renfrewshire.

Community Budgeting: Ready, Steady, Go...

Thanks to the Scottish Government's ESF Aspiring Communities Fund we delivered an 18-month project for nine targeted communities in Glasgow to get a head-start on using Community/Participatory Budgeting locally. Over the project we trained and supported 36 local people to become community champions, delivering workshops in their local area and informing the wider community of the process. The Community Champions engaged with over 900 individuals during the project.

Everything learned in the project was captured in a Community Budgeting toolkit co-designed with the community champions. The toolkit will be launched at the PB Scotland conference in October and will be available to individuals, small groups and organisations.

We also delivered training to four areas of the city that have piloted Community Budgeting with each area awarded £200,000 to distribute. This process will be rolled out across the city in the coming years.

2. Transition to Rapid Rehousing

Housing First Glasgow

We continued to support the rollout and scale-up of Housing First in Glasgow, working closely with a range of partners in health, housing, and support to begin the move away from traditional responses to one focused on rapid rehousing with Housing First support for those that need it.

As Glasgow closes temporary accommodation services it is vital that the route to permanent, settled accommodation is quick and straightforward for people and that support is made available for as long as is needed.

A cross-partner review was carried out in summer 2019 with an action plan drawn up to progress the work being done to move more people quickly into their own homes.

Housing First Scotland

On 22 May, 350 people gathered in the Edinburgh International Conference Centre for the third Housing First Scotland conference. Speakers included Cabinet Secretary Aileen Campbell, Housing First founder, Sam Tsemberis and VRU's James Doherty.

In the context of every local authority in Scotland having drafted their Rapid Rehousing Transition Plans, the day cemented the enormous progress already made whilst cautioning that we are in the early stages of changing how Scotland responds to homelessness.

Alongside the Scottish Government, we published an overview outlining what is required to deliver Housing First across Scotland. This included an updated Advisory Group that will bring together the work of the six Pathfinder authorities with the rest of Scotland.



www.housingfirst.scot

Housing First Scotland Pathfinder Programme

After a period of 'tuning up' the Pathfinder Programme kicked off in April 2019 with us coordinating the delivery programme alongside the Corra Foundation. Funded and founded by Social Bite with additional funding from the Scottish Government and Merchants House of Glasgow, the Pathfinder Programme – operating across Aberdeen/shire, Dundee, Edinburgh, Glasgow, and Stirling – is leading the upscale of Housing First, with 800+ tenancies due to be created by 2021.

With strong collaboration between support providers, housing providers, local and national government the end of July saw the Programme's 100th tenant move into their own home in Aberdeen. At that time the Programme had a tenancy sustainment rate of 98% with no tenancies ending as a result of eviction or abandonment. A comprehensive evaluation is being commissioned that will be delivered by i-Sphere at Heriot Watt University to show the impact of the Programme at an individual, process, and cost level.

Improving Temporary Accommodation Standards in Scotland

This was a key recommendation of the Homelessness and Rough Sleeping Action Group. During 2019 we had in-depth discussions with 35 people representing public and third sector organisations and 38 people with direct experience of emergency and temporary accommodation to help inform the next steps to be taken by the Scottish Government. Through this consultation process we offered our strong support for extending the terms of the Unsuitable Accommodation Order to all homeless households and for working towards a set of legally enforceable temporary accommodation standards across the country.



3. Rough Sleeping and Destitution

Hard Edges Research

We were pleased to support the Hard Edges Scotland research project, undertaken by Heriot-Watt University and funded by Lankelly Chase and the Robertson Trust. It crystallises our understanding of Severe and Multiple Disadvantage in Scotland and how we turn around our responses to those most commonly failed by traditional public policy and service provision. Building on our earlier work of supporting people with lived experience to help shape the research project, people with lived experience got involved in the launch of the high profile research, including photography projects and promotion through social and other media.

4. Lived Experience

GHIFT

(Glasgow Homelessness Involvement and Feedback Team)

GHIFT had its best year yet, engaging with 351 people with lived experience of homelessness to create positive change in how we:

- collect reliable, accurate information on rough sleeping that people can trust
- better understand what drives begging in Glasgow and what should be done to reduce it
- implement Rapid Rehousing in the City, making sure people spend much less time in temporary accommodation
- deliver high quality Housing First support to people whose homelessness is compounded by experiences of trauma, addictions and mental ill-health
- commission local services as part of the Glasgow Alliance to End Homelessness.

Taking on board the perspectives of people with lived experience has contributed to:

- high quality Housing First support being delivered to more people, with a 97% tenancy sustainment rate so far for the Glasgow Pathfinder
- a reduction in the time taken to move people into their own home, with a 60% reduction so far for new Housing First tenants.



SHIEN

(Scotland's Homelessness Involvement and Empowerment Network)

- This year, SHIEN facilitated a series of conversations with people with lived experience of homelessness around Scotland in order to inform responses to the Scottish Government consultations on local connection and intentionality and temporary accommodation standards.
- We worked with members of the Ayrshire & South Housing Options Hub to design and facilitate a participatory event, similar in nature to the Aye We Can events held throughout Scotland in 2017-18. This created an opportunity for staff and people with lived experience of homelessness to co-produce a set of priorities for homelessness services in the five local authority areas.
- SHIEN hosted a delegation of mental health/social work students from New York University who were visiting Glasgow to understand the relationship between homelessness and mental health in Scotland and how this works in the context of HSCPs.
- We were delighted to host the Deputy Mayor of Leipzig on a learning visit to Glasgow to share learning about Housing First in Scotland including how it might work in the context of Leipzig and what is different about Housing First from the perspective of a person receiving the service.

We have been reflecting on over 10 years supporting lived experience programmes across Scotland. With support from Scottish Government, we are now planning to take it up a notch, based on everything we know.

Watch this space.

Our People

We are a participatory and learning organisation, where our people are valued and we demonstrate a commitment to listen, learn and always move forward.

Our Board

Our non-executive members during 2018-19 were:

Convenor

Patrick McKay

Turning Point Scotland

Vice Convenor

Norman Fitzpatrick

New Gorbals Housing Association

Treasurer

Neil Morland

Individual Member

Moira Bayne

Housing Options Scotland

Sean Cussen

Individual Member

Prof Suzanne Fitzpatrick

Individual Member

Hugh Hill

Simon Community Scotland

Pauline Lunn

Ypeople

Patrick McGrath

Southside Housing Association

Elodie Mignard

Scottish Refugee Council

Peter Millar

Aspire Housing & Personal Development Services

Rebecca Pringle

Individual Member

Our Staff

Senior Team

Margaret-Ann Brünjes Chief Executive

Martin Gavin Head of External Relations

Janice Higgins Head of Corporate Services

Finance & Corporate Services

Alex Beaton Finance Manager

Aileen O'Halloran Administration & Resources

Lisa Sen Design & Information

Management Team

Claire Frew Policy & Impact Manager

Doug Gibson Business & Innovation Manager

Change Team

Peter Anderson Change Lead

David Kidd Change Lead

Michelle Major Change Lead

David Ramsay Change Lead

Our love and thanks to members of staff who have moved on during the year: Jim Barclay, Pauline McColgan and Kelly McQuarrie. And a special mention of our chair Nigel Sprigings who retired from our Board this year, for his valued perspective and guidance.

Our Members

Homeless Network Scotland are proud to umbrella a diverse range and growing number of organisations in Scotland that share our vision for ending homelessness and increasing participation of excluded groups. We offer our continued thanks for their support, advice and guidance.

Our thanks

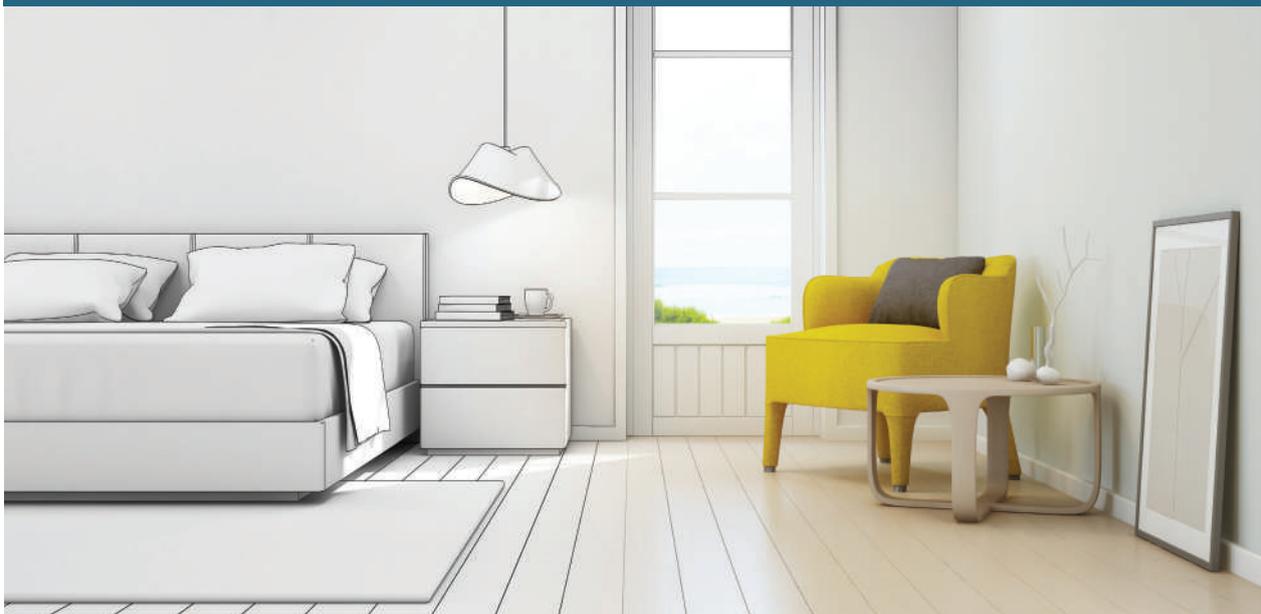
During the year, many individuals and organisations assisted us to meet our objectives. We would like to make special mention of:

Ewan Aitken, Jane Bruce, Graham Cantlay, Dame Louise Casey, Alice Cassels, Callum Chomczuk, Pat Coltart, Sir Andrew Cubie, Alastair Davis, Kieran Findlay, Fiona Garven, Marion Gibbs, Hellbox Media, Linda Hutchinson, Professor Sarah Johnsen, Pauline Kerrigan, Josh Littlejohn, Catriona MacKean, Pat McCardle, Susanne Millar, John Mills, Louise Montgomery, Cat Nisbet, Carolyn Sawers, Ishbel Smith, Emma Soanes, Sam Tsemberis, Sally Thomas and Graham Thomson.

Our volunteers

Our volunteers make a significant contribution to our work and link us directly to the heart of local communities. Our volunteers come from a range of backgrounds – activists, university graduates, professionals and people who bring life experience and important stories. They all share a real passion for helping others and constantly inspire us. Our warmest appreciation and thanks for their time, energy and expertise. This year, our volunteers were:

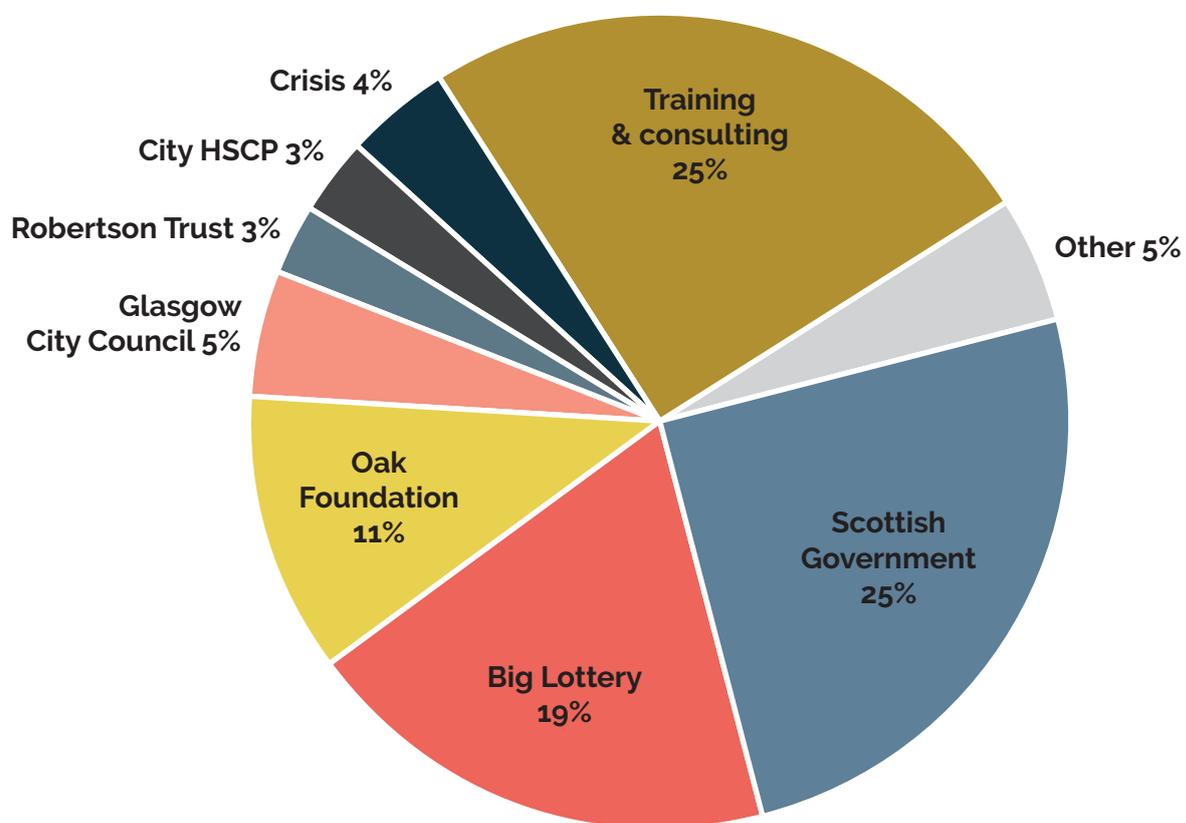
| | | | | |
|-----------|-----------|----------|----------|---------|
| Alex | Darren | Florence | Jeremy | Natalie |
| Alexis | David | Frank | Joanne | Paul |
| Annie | Donna H | Helen | Luke | Sarah |
| Bernard | Donna Mck | Jack | Martin | Steven |
| Carine | Duncan | Jackie | Maureen | Yvonne |
| Celeste | Jean | Jatinder | Michael | |
| Charlotte | Edward | Jean | Mohammed | |



Annual Accounts

| | | |
|----------------------------------|-----|----------------|
| Expenditure 2018-19 | | 698,651 |
| Direct charitable expenditure | 81% | 566,019 |
| Training and consulting | 18% | 127,438 |
| Other administration Expenditure | 1% | 5,194 |

| | | |
|---------------------------|-----|----------------|
| Income 2018-19 | | 676,627 |
| Scottish Government | 25% | 172,388 |
| Big Lottery | 19% | 126,753 |
| Oak Foundation | 11% | 75,000 |
| Glasgow City Council | 5% | 37,794 |
| NHS and Glasgow City HSCP | 3% | 18,000 |
| Robertson Trust | 3% | 19,000 |
| Crisis | 4% | 23,800 |
| Training & consulting | 25% | 170,404 |
| Other | 5% | 33,488 |



**'There's more freedom in your own home,
I can do what I want'**

Voice of lived experience

Temporary Accommodation Consultation





@homelessnetcot



Homeless Network Scotland



www.homelessnetwork.scot

