



NO WRONG DOOR

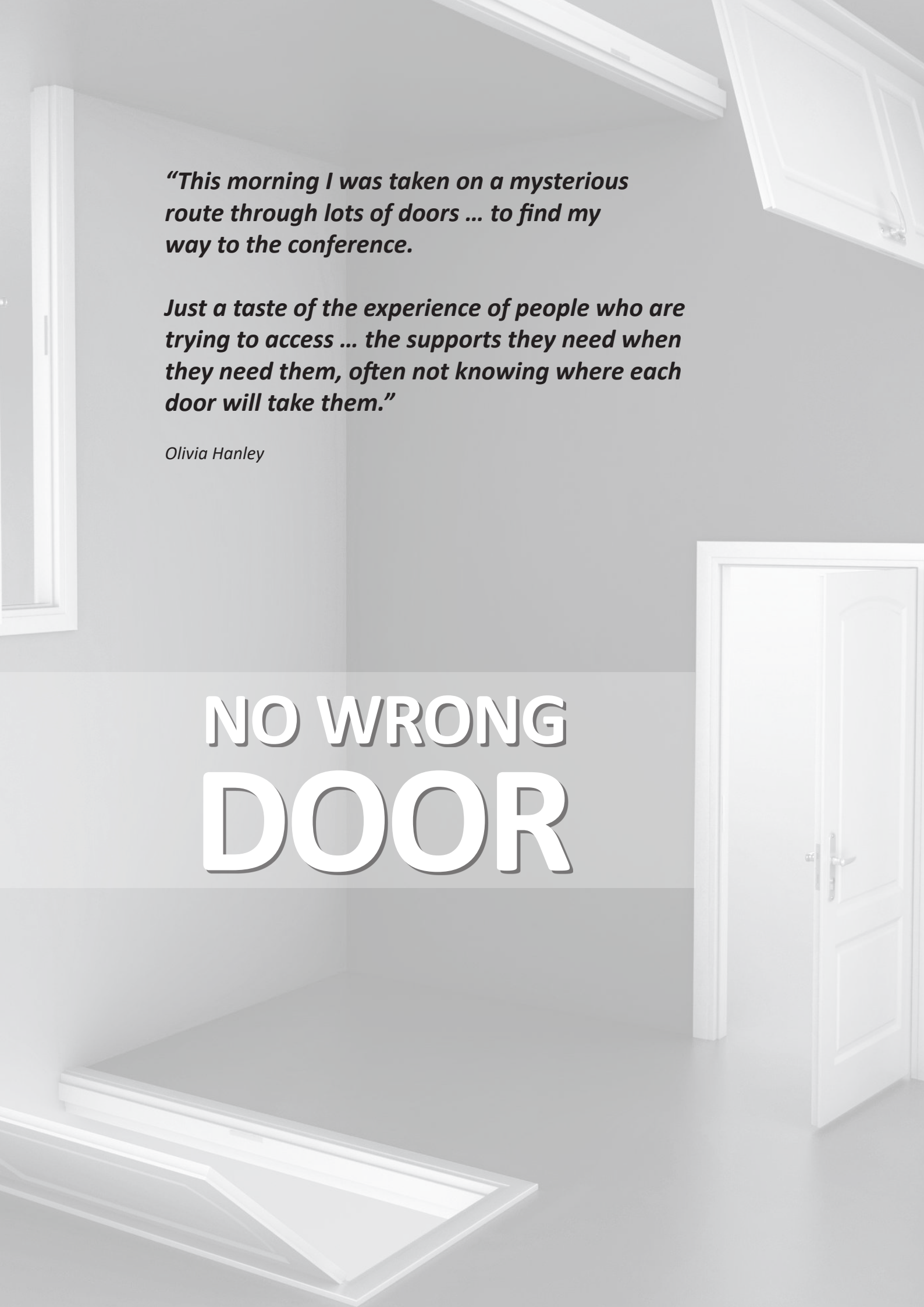
The Homeless Network Conference Report 2018

The Homeless Network
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“This morning I was taken on a mysterious route through lots of doors ... to find my way to the conference.

Just a taste of the experience of people who are trying to access ... the supports they need when they need them, often not knowing where each door will take them.”

Olivia Hanley

NO WRONG DOOR

INTRODUCTION:

The conference began by considering what *No Wrong Door* means for people using homelessness services every day. People with lived experience invited people arriving for the conference to follow them on an unknown route through the City Chambers, along different corridors, unable to get through locked doors.

As Duncan, a member of the Glasgow Homelessness Involvement and Feedback Team (GHIFT), explained:

“This is a way to give a small sense of what it’s like to go to a service for help and find out you’re in the wrong place. Often travelling for miles to get to the right place with no money to get there. What are we saying about people’s value and self-worth by doing this? We are asking for a bit more communication from people, we can all do it.”

The conference agenda aimed to build on this experience and generate a shared understanding of what we need to start, stop or change to ensure our approaches to homelessness are built on the principles of *No Wrong Door*.

KEYNOTE:

No Wrong Door

Catriona MacKean

Unit Head (Homelessness), Scottish Government

The last year has been a significant one in Scotland with homelessness being prioritised by the First Minister in the Programme for Government and the Homelessness and Rough Sleeping Action Group (HARSAG) making ambitious recommendations for ending homelessness in Scotland.

Underpinning these recommendations is an understanding that our current homelessness system needs to be redefined in line with *No Wrong Door* principles and that this will require:

- **collaboration across sectors** – ‘hardwiring’ multi-agency approaches into all of our interventions and ensuring Health and Social Care Partnerships are at the heart of what we do
- **the development of common frontline approaches** – empowering frontline workers, rolling out personal budgets and by-name lists, and embedding psychologically informed approaches
- **target strategies for those most at risk** – with a particular focus on developing pathways for people leaving prison and local authority care, better understanding the needs of particular groups such as women who have experienced domestic abuse and people who have experienced Adverse Childhood Experiences
- **legislative change** – reviewing existing legislation around intentionality and local connection which can result in difficulties with people being able to access their rights.

With the Scottish Government accepting the recommendations we now have a real opportunity to turn our rhetoric into action and create a homelessness system that works well for everyone.

SOFA SESSION:

Housing Options, Homelessness and No Wrong Doors

Des McCart

Senior Programme Manager,
Healthcare Improvement Scotland

Val McGrory

District Integrated Operations Manager, DWP

Lorraine McGrath

Chief Executive, Simon Community Scotland and
Streetwork

Susanne Millar

Chief Officer,
Glasgow City Health and Social Care Partnership

Catherine Wilkie

Housing Advice, Homelessness and Customer
Support Lead, Wheatley Group

Key components of a *No Wrong Door* approach are:

- empowering frontline staff, building capacity, skills and confidence to respond in the moment and achieve the greatest impact
- shifting the power away from services to people with lived experience, letting go of bureaucracy and processes in favour of directly confronting our shared challenges
- recognising that commissioning can get in the way of what we are trying to achieve, encouraging competition rather than collaboration, unintentionally creating silos and barriers
- focusing on facilitating change rather than fixing problems, building connectivity through multi-agency and multi-disciplinary approaches
- understanding that the 'right door' is where the community says it is, taking advantage of places that are already familiar and trusted
- getting better at asking people what we can do to help rather than explaining why it isn't our job, sharing responsibility and stopping making people feel like parcels.



KEYNOTE:

A Window for Prevention?

Dr Andrew Waugh,

Head of Administrative Data,
National Records of Scotland

Dr Andrew Waugh led the most significant review of health and homelessness data ever undertaken in Scotland, studying the relationship between homelessness and the use of health services. A comparison of the use of a range of health services showed that people with experience of homelessness accounted for:

- 55% of A&E attendances
- 52% of acute hospital admissions
- 49% of outpatient appointments
- 66% of dispensed prescriptions
- 80% of admissions to mental health specialities
- 90% of initial assessments at drug treatment services.

A number of additional key observations were made based on people's use of health services, including:

- **increased** interactions with health services **preceding people becoming homeless** (particularly in relation to mental health, drugs and alcohol)
- A **peak** in interactions with health services around the time of the **first homelessness assessment**
- higher levels of interactions with health services **following the first homelessness assessment** for people experiencing **repeat homelessness**.

There are multiple implications for this research for our understanding of the links between health and homelessness in Scotland. Firstly, it reinforces the case for the prevention agenda with the increase in health interactions providing an opportunity to respond to a potential housing crisis. And secondly, improved health outcomes could in turn reduce the risk of homelessness itself and the additional risk factors which contribute to it.

SOFA SESSION:

Taking advantage of the window for prevention

Fiona Duncan

Chair of Scotland's Independent Care Review

Prof Suzanne Fitzpatrick

Director of I-SPHERE, Heriot-Watt University

Marion Gibbs

Team Leader, Scottish Government

Lorna Stevenson

GHIFT volunteer

Rob Strachan

Divisional Head of Strategy, Planning & Partnership,
Scottish Prison Service

Dame Louise Casey

Institute of Global Homelessness (IGH)

Key priorities for taking advantage of prevention windows are listed below.

Targeting interventions based on data analysis which shows highly predictable and consistent patterns of experiences that lead to homelessness.

- Considering the complexity of the systems we create, and how different rules, bureaucracies and language make it harder to identify the root causes of people's experiences and ensure a focus on prevention. This is particularly important where systems operate side-by-side, often working with the same people, for example the care and homelessness systems.
- Recognising that the biggest missed opportunity to prevent homelessness can often be in schools, building better engagement with education departments.
- Rethinking 'relationship breakdown' and what it means for the prevention of homelessness, building an understanding of where we can act to reduce risk.
- Prioritising the safeguarding of wellbeing, not just welfare, working alongside people to build lives based on secure, positive relationships;
- Identifying what we can do right now that does not require changes from elsewhere, always remembering that what we are aiming for is achievable.
- Understanding the difference between frustration and aggression in people using our services, working to resolve rather than withdrawing support.

WORKSHOP A:

Meeting people where they are

Sam Fingland

Violence Reduction Unit

Meeting people where they are is a key element of *No Wrong Door* for the Violence Reduction Unit's Navigator Project. The project aims to support people escape a life of violence and abuse, recognising that they will often be using A&E departments late at night and over the weekend.

The project was set up to make sure that Navigators would be on-site in busy A&E departments at the times people would be most likely to attend, supporting people to identify and access the right services for them and providing the consistency and continuity needed so people don't have to navigate the system on their own. While any injuries are dealt with by the medical staff, the Navigators quickly build trusting relationships to help tackle the underlying issues which contributed to the violence.

Flexibility and informality are crucial for Navigators who will stay alongside people until they are satisfied that they have all of the support they need. Conversations are preferred to referrals or paperwork and Navigators build up extensive knowledge of local services to find the best solutions they can for people escaping violence and abuse.



Listening to the remarkable Sam Fingland from the @vruscotland sharing compassion, understanding and a very individual response to people in need

#NoWrongDoor18



WORKSHOP B:

Peter the PIE Man The doors to psychologically Informed Environments

Peter Anderson

The Homeless Network

On too many occasions the homelessness system struggles to be responsive to trauma, making a service that should be the right one, in reality the wrong one.

For people using services that can too easily lead to their symptoms of trauma remaining unrecognised, and in the worst case scenario being excluded from the support they need.

Embedding Psychologically Informed Environments (PIE) is one way to build a No Wrong Door approach, supporting services to recognise and respond to trauma rather than reacting to what we have tended to characterise as 'non-engagement' and 'challenging behaviour.'

When staff are empowered and skilled to deliver this approach we can expect to see:

- more effective engagement
- better outcomes
- recovery and healing through the building of positive relationships.

And in time, PIE can help raise everyone's expectations about what it is possible for us to achieve.



*...some of this stuff
we could just choose
to do.*

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WORKSHOP C:

Strengthening relationships

Diane Marr and Sarah Hussain

Scottish Centre for Conflict Resolution

Diane and Sarah described the work of the Scottish Centre for Conflict Resolution and its focus on preventing homelessness by working with young people and their families to understand and resolve conflict.

They see on a daily basis how conflict in our personal relationships, often starting small and escalating to something bigger, lead to everyone involved experiencing a combination of anger, exhaustion, depression and loneliness.

If these relationships break down people are not only at risk of losing their home but also of losing nurturing relationships and family guidance. And this loss can be devastating, often causing damage to other relationships now and in the future.

But imagine if we all better understood that we effectively have a medicine cabinet in our brains and that this directly affects the way we feel and respond in different situations? What if this helped us recognise our own triggers as well as better understand someone else's response to us? And if it gave us strategies to prevent conflict or stop it getting worse?

Training around conflict and response styles, anger, emotions and coping skills, and conflict triggers and escalation have played an important role in making sure people feel more confident to respond to conflict positively and avoid difficult situations getting worse.

Fully achieving a *No Wrong Door* approach is about more than the service delivered once inside, it's about the capacity of people using and delivering the service to form strong, positive, trusting relationships.

SPECIAL ANNOUNCEMENT:

Glasgow joins the IGH 'A Place to Call Home' campaign

Cllr Mhairi Hunter

Glasgow City Council

Dame Louise Casey

Institute of Global Homelessness

Glasgow has been selected by the Institute of Global Homelessness to play a leading role in the programme to end street homelessness by 2020, joining a small group of other cities from across the USA, Europe and Africa to become a Vanguard City.

Glasgow has been selected based on the strength of our collective ideas, approach and collaboration and, while many challenges remain, we have the best conditions in front of us to end street homelessness in the city.

By 2020 Glasgow will:

- reduce by 75% the number of people sleeping rough in the city centre
- reduce by 50% the number of people experiencing sporadic rough sleeping throughout the year.

This campaign is an excellent opportunity for Glasgow to maintain the momentum that has already been built, learning from those working towards the same ambitious goals, and providing additional transparency and accountability.

As well as the motivation to achieve the systems change needed to end street homelessness, we will be upfront about the challenges to be solved and pragmatic and persistent about what it will take to get there.

The campaign is about many things, but fundamentally it is all about us collectively deciding that there is good we can do, and going ahead and doing it.



KEYNOTE:

Time for a system reset?

Lynn Mumford

Director of Development, Mayday Trust

Lynn described the experience of the Mayday Trust in developing their Personal Transitions Service and how it challenged not just the way they worked, but their underlying assumptions about how things should work.

Following a period of reflection with the people using their services they realised that they had become part of a homelessness system that:

- humiliates, dehumanises and, at worst, institutionalises people
- traps people in services for too long without achieving good enough outcomes.

In essence, the current deficit-based model doesn't work for people going through tough times and the sector has become part of the problem.

To reset our system we need to:

STOP focusing on risks and think more about people's personal skills and motivations

STOP trying to fix problems and be in the business of creating an environment for positive change

STOP marginalising people who are homeless by forcing them away from their communities and relationships, and instead focus on (re)building lives in communities

Basing our services on 'needs' and 'risks' leads to a system with silos and too many wrong doors.

Frontline services are often small cogs in big machines, but all have a part to play in creating a system that values relationships and communities and shares power

Acknowledging the part we all play in our current system and committing to change is the first step in resetting our homeless system



CHALLENGES:

Each roundtable were invited to agree and issue one challenge, to themselves or others, that would help get the 'No Wrong Door' approach moving across Scotland. Here is what we were all challenged to do next:

To get the No Wrong Door approach moving we challenge **service providers** to:

- support and empower staff to ensure ALL contact with the organisation is welcoming, informative, supportive and useful, backing up with training and support
- take the lead in working in collaboration
- actively influence systems change by example, removing unnecessary complexity
- take steps to ensure that people are never left on their own to navigate the system.

To get the No Wrong Door approach moving we challenge **DWP** to:

- stop sanctions

To get the No Wrong Door approach moving we challenge **Scottish Government** to:

- bring forward legislation that acknowledges the shared responsibility for homelessness prevention
- support the creation of a national culture of collaboration rather than competition
- ensure that our system is built on the principles of human rights
- review the Homelessness Code of Guidance and develop a Code of Practice to encourage and greater understanding of, and trust in, decision making

- implement transparent monitoring systems, measuring success of Rapid Rehousing & Housing First
- think creatively about how the Ending Homelessness Together Fund can support the No Wrong Door approach.

To get the No Wrong Door approach moving we challenge the **Homelessness and Prevention Strategy Group** to:

- take ownership of the *No Wrong Door* approach, keeping it central to the Group's agenda and setting direction for others locally and nationally.

To get the No Wrong Door approach moving we challenge **HSCP** to:

- share budgets to support the shared responsibility for preventing and responding to homelessness.

To get the No Wrong Door approach moving we challenge **commissioners and funders** to:

- recognise the value and importance of building and maintaining positive relationships, ensuring it is adequately prioritised and resourced within funding and commissioning strategies and contracts
- prioritise the achievement of positive impacts in partnership with other services
- maintain an oversight of services commissioned and funded to ensure focus on simple rather than complex systems
- coproduce funding and commissioning strategies and priorities with service providers and other partners
- ensure commissioning and funding approaches are flexible and don't create unintended barriers to people getting what they need as quickly as possible.

CHALLENGES:

To get the No Wrong Door approach moving we challenge **local**

authorities to:

- be sure that the systems we create are simple and easy to get where you need to be
- respond with urgency and care to people using services
- mainstream learning from Winter Initiative, particularly personalised budgets
- make Scottish Welfare Fund available to people at the start of their tenancies
- invest in third sector services within local communities.

To get the No Wrong Door approach moving we **challenge everyone** to:

- remember that we are all responsible for improving partnership working
- communicate more and share information, reducing the need for people to repeat their story
- embrace risk and be accountable to each other
- focus more on positive outcomes and impacts for people and less on targets
- go away from today and take action, not forgetting the *No Wrong Door* approach.



Imagine if, behind every door, there was as a bare minimum - a warm welcome and someone willing to listen. Can't be that difficult right?

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CONFERENCE EVALUATION:

Many thanks to the 100 people who took the time to complete a conference evaluation form where you told us that the majority of people attending:

- gained knowledge and insight into the No Wrong Door approach that they can apply in their work
- found the speakers informative, prepared and engaging
- made connections with people that they want to work with in the future.

“Excellent conference. Informative and buzzing with fresh ideas and perspective.”

“Excellent day, very informative and great speakers. Very motivational.”

“Good discussion; very open and honest with a clear appetite for change.”

“I feel inspired to do more.”

And for next year people asked us to:

- provide more practical examples of what is working on the ground
- create extra space for Q&A and debate
- bring the Adverse Childhood Experiences agenda into the heart of the conference
- have more representation from the housing and health sectors
- think about the venue and sound quality.



Nice to hear the word LOVE used today? Find this interesting. I was never asked about needs or feelings in February when I was homeless. I am thankful for the help I did get. Think we need experience and emotional support in the first contact.

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...people often don't have the mental strength to keep telling their story over and over again to access services. We need to find a way to make this a simpler process with human connection

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...what can we each do differently to change the system?

#NoWrongDoor18

COME JOIN US

We are a unique knowledge-into-action organisation, collaborating across Scotland to end homelessness. Bringing forward the unique insights of people with lived experience of homelessness to the heart of who we are and what we do.

We collaborate with:

- Those that make local and national decisions about housing and homelessness
- Those that provide housing, support and advice
- Academics and others who bring forward new knowledge

We know that different organisations and sectors have different perspectives and challenges. Our approach is to understand, connect and act on that.

	Voting Rights at AGM	Election to Board of Directors	Expert Forums and Working Groups	Discounts on Conferences, Training & Consultancy	Free Publications, Mailings & Newsletters	Networking & Development Opportunities
Full	✓	✓	✓	✓	✓	✓
Associate				✓	✓	✓

FULL MEMBERSHIP

Representative Members <i>Voluntary sector providers of accommodation and services to homeless people in Glasgow</i>	Turnover	Annual Fee
	Under 100K	45.00
	100-300K	60.00
	300-500K	75.00
	Over 500K	90.00
Individual Member <i>All interested individuals including homeless people and professionals</i>	Waged	25.00
	Unwaged	0.00

ASSOCIATE MEMBERSHIP

Corporate <i>Statutory, educational and corporate bodies. Housing associations who do not wish full membership</i>		100.00
Supporting <i>Individuals and voluntary organisations not directly concerned with homelessness</i>	Individual	10.00
	Organisation	30.00
Subscription <i>Individuals working in organisations that are already members</i>		10.00

Contact us at info@ghn.org.uk or call 0141 420 7272 to find out more.

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