Glasgow Alliance to End Homelessness
Design Session 1/4

Notes of Meeting from 24 May 2017
Held at GHN, the Adelphi Centre, 12 Commercial Road

Present:

Steve Ebbitt	Addaction
Peter Millar	Aspire
Alasdair Bennett	Bethany Christian Trust
Shirley Berry	Bethany Christian Trust
Donna Richmond	Blue Triangle Housing Association
David Duke	Change Centre
Dee Fraser	Coalition of Care and Support Providers
Elizabeth Leadbetter	Crossreach
Vic Walker	Crossreach
Mary Carrick	Elpis Trust
Grant Campbell	Glasgow City Mission
Moira Hood	Glasgow Health and Social Care Partnership
Sharon MacKinnon	Glasgow Health and Social Care Partnership
Jennie McCormack	Glasgow Health and Social Care Partnership
Liz Simpson	Glasgow Health and Social Care Partnership
Eric Steel	Glasgow Health and Social Care Partnership
Margaret-Ann Brunjes	Glasgow Homelessness Network
Claire Frew	Glasgow Homelessness Network
David Kidd	Glasgow Homelessness Network (representing GHIFT)
Alistair Sharp	Govan Law Centre
Graeme Brown	Gowrie Care
Lesley Elliott	Gowrie Care
Linda Hutchinson	LH Alliances
Graham McLennan	Loretto Care
Cathy McGoldrick	Milnbank Circus Drive Project
John Hinton	Move On
Graeme Henderson	Penumbra
Martin Adams	Phoenix Futures
David Brockett	Phoenix Futures
M Lyttle	Phoenix Futures
Scott Robertson	Quarriers
Richard Allwood	Queens Cross Housing Association
Sharon Freeman	Queens Cross Housing Association
Phil Stevenson	Sacro
Andrew McCall	Salvation Army
Helen Murdoch	Salvation Army
Dawn Fyfe	SAY Women
Paul Miller	Scottish Christian Alliance
George Corbett	Scottish Veterans Residences
Susan MacKellar	Scottish Veterans Residences
Lorraine McGrath	Simon Community Scotland
Ricky McAddock	Street Connect
Rachel Tribble	SSAFA
Anne O'Neill	Talbot Association
Sandy Farquharson	The Marie Trust
Shona Shelton	The Mungo Foundation
Patrick McKay	Turning Point Scotland
Emma Soanes	Unity Enterprise
Pauline Lunn	Y People

Apologies:

Lorraine Thomson	Glasgow Council on Alcohol
Ann Forsyth	Hunter Street Health Centre
Gus Smeaton	Lodging House Mission
Louise Hunter	YPeople

1. Welcome and Introductions

Grant Campbell welcomed everyone to the first of four design sessions for the Glasgow Alliance to End Homelessness, an ambitions systems change programme to achieve better outcomes for people experiencing homelessness by collaborating within a shared planning and funding framework.

In Sept 2017 GHSCP will publish and Invitation to Tender which will select the strategic partners to tackle homelessness and manage contact values of up to £20 million in a new 7 year procurement cycle. To support this there will be design sessions in May, June, July and August and a smaller Alliance Core Team will meet frequently to further develop.

Grant noted that the programme of change is highly ambitious with all partners moving into the unknown. With that in mind the design sessions are intended to create the space for the questions and discussions that will move us all forward. The answers may not always be immediately available but having a record of the key questions will be invaluable as we move forward together.

2. Direction of Travel for Ending Homelessness in Glasgow | see attached presentation

Emma Soanes from Unity Enterprise set out a direction of travel to end homelessness in Glasgow, noting the purpose of checking in that we are all aligned in this vision. From a provider's perspective, competitive tendering changed the way organisations work together and the development of the Alliance will create a new approach requiring trust and openness: easy to say, not always easy to do! Key elements of the direction of travel outlined are:

- A needs-led approach be achieved within an Alliance, based on an alignment around outcomes and a commitment to principles;
- A housing-led approach that ensures people's right to mainstream housing and also assumes their ability to sustain it, with the right support;
- Flexible and resilient at-home support for people rehoused after a period of homelessness;
- A smaller network of supported accommodation for any periods in people's lives where mainstream housing cannot be sustained;
- Collaborative outreach, based on the learning from CAN and with a central coordinating multi-agency HUB.

3. Roundtable Discussions

At roundtables participants discussed the following question:

What are the most important outcomes you want the new Alliance to achieve (a) in the first year, and (b) within the first three years? The key themes arising included:

Outcomes for the Alliance

- An agreed set of values and principles;
- Clarity of purpose – we need to be joined up to deliver joined up services;

- An agreed methodology for the transition of services;
- A discretionary fund to mitigate risks;
- A different way of working together;
- Building strong relationships across homelessness services;
- Engagement with housing providers who are crucial to the delivery of a housing-led model
- Difficult decisions made in an open and honest way;
- Influencing local and national policy;
- An agreed set of outcomes to work towards with shared analysis and reporting

Outcomes for Service Delivery

- Multi-agency hub created within year 1;
- Considering the availability of high tolerance/low threshold housing;
- Sharing of data across services;
- Ensuring no gaps in service provision;
- A more flexible (less 'clunky') framework for services to operate in.

Outcomes for People

- Ending the need to sleep rough;
- A reduction in overall homelessness;
- People spend less time in the homelessness system;
- People have the opportunity to participate in the Alliance.

4.   Introduction to Alliancing | see attached presentation

Linda Hutchinson from LH Alliances introduced the concepts of Alliancing and Alliance Contracting, defining it as:

- A vehicle for sharing risks, responsibilities and opportunities;
- A way of working based on alignment around the outcome and commitment to the principles and behaviours;
- A virtual organisation rather than a legal entity with partners retaining own identity and internal controls.

The Alliance principles are crucial to success, which are:

- Collective responsibility;
- Decisions made on a 'best for service/person' basis (not organisation);
- Also appoint and select key roles on a best person basis;
- Unanimous decision making (keep talking until consensus reached);
- Culture of no fault, no blame;
- Open book accounting and transparency;
- Act in accordance with principles at all time.

5.	Summing Up

Eric Steel, Head of Homelessness at GHSCP concluded the session reiterating the commitment of the GHSCP to developing the Alliance, that no change is not an option if we want to get better outcomes for people. But also to value this development as a demonstration to wider health and social care sector undertaking the transformation process to create a more collaborative system that gives Glasgow and the people using our services what they need. That GHSCP is learning too, there is no pre-determined agenda and the scheduled sessions are a genuine opportunity to shape the Alliance and agree the change it wants to create.

It was also noted that while the initial scope of the Alliance spans the range of third sector provision currently and subsequently purchased (rather than provided) by GHSCP, that there may be logical scope for the Alliance to extend strategic remit across all parts of Glasgow's homelessness response.

6.	Key Questions

Throughout the design process, collaborator's key questions will be kept live until solutions/answers are met. This session's key questions are:

- Will service providers tender in collaboration, or as individual providers bidding to form part of the new alliance?
- Should emergency accommodation be included in the Alliance framework from the start?
- What happens with current providers who have existing contracts that extend beyond 2018?

During this design phase, an online platform will be quickly developed to enable everyone to post questions and comments that will be reviewed by the Core Team and at each design session. The option of anonymity will be available with this tool.

7.	Next Steps

Agreed as:

- 3 further design sessions in June, July and August are already scheduled. It was agreed to bring the 'procurement' session forward to the next session in June;

- The online Q&A board will be developed and a link circulated;

- The Alliance Core Team will continue to meet between design sessions and welcome any input and ideas from the broader network throughout;

- An 'Alliance Toolkit' will have the purpose of providing the types of information needed for governing Boards and Committees. This will be circulated as a DRAFT, inviting any other questions that people want addressed before it is finalised.