Glasgow Alliance to End Homelessness
Design Session 2/4 - Procurement

Notes of Meeting from 22 June 2017
Held at GHN, the Adelphi Centre, 12 Commercial Road

Present:

Steve Ebbitt	Addaction
Peter Millar	Aspire
Paul Stevenson	Bethany Christian Trust
Alasdair Bennett	Bethany Christian Trust
Fiona Stringfellow	Blue Triangle HA
Donna Richmond	Blue Triangle HA
Harriet Moll	Change Centre
Dee Fraser	Coalition of Care and Support Providers
Calum Murray	Crossreach
Elizabeth Leadbetter	Crossreach
Mary Carrick	Elpis Trust
Graeme Murphy	GHIFT
Duncan Easton	GHIFT
Jatinder Kang	GHIFT
Andy Weir	GHIFT
Angela Dowdalls	Glasgow Health & Social Care Partnership
Jennie McCormack	Glasgow Health & Social Care Partnership
Pat Coltart	Glasgow Health & Social Care Partnership
Ann Forsyth	Glasgow Health & Social Care Partnership
Ann Craig	Glasgow Health & Social Care Partnership
Sharon Mackinnon	Glasgow Health & Social Care Partnership
Graeme Brown	Gowrie Care
Lesley Elliot	Gowrie Care
Grant Campbell	Glasgow City Mission
Amanda McLellan	Glasgow's Helping Heroes
Alistair Sharp	Govan Law Centre
Linda Hutchinson	LH Alliances
Louise Dunlop	Loretto Care
Graham McLennan	Loretto Care
Sandy Farquharson	Marie Trust
Cathy McGoldrick	Milnbank Housing
LeighAnne McCombe	Move On
Shona Shelton	The Mungo Foundation
Graeme Henderson	Penumbra
Lorraine Kennedy	Phoenix Futures
Sharon Freeman	QCHA
Louise Smith	QCHA
Shona Campbell	Quarriers
Colin Gray	SACRO
Phil Stevenson	SACRO
Andrew McCall	Salvation Army
Helen Murdoch	Salvation Army
Donna Allan	SAMH
Dawn Fyfe	Say Women
Paul Miller	Scottish Christian Alliance
Brian Reid	Scottish Christian Alliance
Pauline McHugh	Scottish Veterans Residences
Jenny Love	Shelter
Lorraine McGrath	Simon Community Scotland
Andrew Point	Street Connect
David Duke	Street Soccer
George Corbett	SVHA
Joanne Garrett	SWS
Jeremy Stevenson	Talbot Association
Patrick McKay	Turning Point Scotland

Andrea Rodriguez	University of Dundee
Emma Soanes	Unity
Pauline Lunn	Y-People

Apologies:

Shirley Berry	Bethany Christian Trust
Lorraine Thomson	Glasgow Council on Alcohol
Rachel Tribble	Glasgow's Helping Heroes
Kelda Gaffney	Health & Social Care Partnership
Gary Quinn	Health & Social Care Partnership
Ann Forsyth	Hunter Street Health Centre
Ricky McAddock	Street Connect

1. Welcome and Introductions: Grant Campbell, Glasgow City Mission

Grant Campbell welcomed everyone to the second 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. A summary of the session plan for the day was provided, noting the importance of creating the space for everyone to share their views and perspectives and recognising the different levels of involvement people have had to date.

2. Summary of Alliance Outcomes: Maggie Brunjes, Glasgow Homelessness Network

Maggie from GHN provided a summary of the discussion facilitated at the first design session about the outcomes for people that the new alliance will work to achieve, noting this as a draft to be further refined together over the next 2 sessions.

She noted the deep frustration felt across the sector about the levels of homelessness and rough sleeping we continue to see; that the more complex environment of austerity and welfare reform risks undoing previous achievements in reducing rough sleeping and replacing large scale hostels. And that evidence and experience tells us that we are taking too long to accommodate people, and often reducing their support too soon.

So central to the development of the Alliance will be a set of measurable outcomes that allow us to test whether we are progressing towards our shared goal of ending homelessness in Glasgow. These are currently:

- Reduce the number of people becoming homeless;
- Reduce the rate of repeat homelessness;
- People spend less time homeless;
- End the need to sleep rough.

The Alliance will also embed a housing-led approach through the transition to:

- rapid rehousing models, including Housing First (through the Housing First Transition Fund);
- 'new model' supported accommodation (sharing and benchmarking best practice in relation to, e.g. exclusions practice, psychologically informed practice, security of tenure); and
- A new city-centre coordinating multi-agency hub, with links to accommodation.

All of this change will be achieved in collaboration, with everyone working together in new ways to:

- Bring people with lived experience to the heart of the Alliance;
- Link with broader partners and key initiatives in the city including Housing Options and Housing Access;
- Make positive links with informal/unconstituted homelessness groups and activists based in local communities;
- Take a collective approach to influencing local and national policy and strategy; and
- Work within a shared framework for reporting data, outcomes and case management.

3.	Structure of the Alliance: Pat Coltart, Glasgow City Council

Pat opened the session by noting that the Alliance is being developed based on the strong foundations of partnership working already established in the homelessness sector in the past few years. A consensus was reached, following a wide-ranging, participative strategic review that, on the whole, what we currently have are not the right kinds of services to meet the aspiration of ending homelessness in Glasgow (notwithstanding areas of good practice). While the current commissioned services were fit-for-purpose at the time of hostel closure there is consensus that they are no longer fit for purpose and are instead trapping people in services and creating dependency. The need for a move towards service models that are assets-based was a key conclusions of the strategic review.

In terms of the structure of the Alliance, Pat noted that it will create a way of working that is very different from how things currently work. Key components of the proposed structure include:

- Alliance Partners at the centre (including an Alliance Manager, service providers with successful bids through tender process, and the HSCP);
- Direct reporting links with the HSCP (SWS as contracting authority) and the Integrated Joint Board;
- Strong links with Associate Partners (providing a steering, advisory and assistance function);
- Strong links with Linked Organisations (who can support the provision of information, communication and influence);
- Contract management arrangements linking with the HSCP, IJB and legacy services.

The Alliance Manager will:	The Alliance Partners will:
- Run the Alliance and act as the 'go to' person; - Be responsible for performance framework, monitoring and reporting; - Be located within on participating organisation (HSCP or third sector); - Have costs funded by the Contracting Authority; and - Facilitate/procure a coaching plan for the new Alliance.	- Have overall responsibility for the Alliance achieving outcome and committing to a set of principles; - Adhere to an Alliance Agreement; - Be responsible for financial management and record keeping; - Be strategic decision makers and service providers; - Sub-contract specialist services where identified; and - Manage 'legacy' contracts, as per agreed outcomes.

The Associate Partners will:	The Linked Partners will:
• opt-in voluntarily – with gaps identified by the Alliance; • Have a mutual steering, advisory and assistance role; • Be service providers, any sector, with no interest in business but a keen interest in homelessness; • Be non-service providing organisations, any sector, with a keen interest in homelessness; • Communicate via the Alliance or the HSCP.	• Have a mutual information sharing, communication and influencing role, providing the Alliance with a link to – *Wider council departments* *Wider health and support services* *Wider third sector* *Universities and academics* *Housing providers and private landlords* *Wider informal/unconstituted homeless groups and activists.*

4. Structure of Alliance | Q&A Session

Grant and Linda facilitated a short Q&A session for clarity. A number of questions were raised with everyone acknowledging that some of the answers are still being considered.

Key points arising from this session included:

- That evidence points to an optimum size for effective alliancing; it is therefore intended that approx 10-12 Alliance members will be selected through the tender process to strike the optimal balance for strong decision making without becoming too big;
- That an information resource will be developed to enable discussions at a board level for organisations to identify where they best sit in the range of partnership options;
- Pre-selection criteria for the procurement exercise are currently being jointly developed;
- That during the period of significant change there will be uncertainty, but that this can be managed sensitively by all partners;
- That it is intended that non-commissioned services will form part of Alliance, with ongoing discussions as to best mechanisms and best partnership options.

It was agreed that the Alliance Core Team would pick up questions around:

- Clarity on individual and group bids as part of the tender process;
- Legal liability if the Alliance is not a legal entity.

5. Towards Tender: Pat Coltart, Glasgow City Council

Pat reiterated that the process for moving towards tender is still being developed in partnership so not all answers have been finalised.

To date it has been agreed that the commissioned scope of the Alliance will cover:

- Supported Accommodation;
- Emergency Accommodation;
- Housing First Support;
- Flexible Outreach Support; and
- CAN & Multi Agency Hub.

It was also noted that, while the full tender process has not been finalised:

- Individual and group bids will be welcome as part of the tender; and
- Service providers will have to demonstrate a strong commitment to tackling homelessness in Glasgow, alliancing and collaboration as a way of working, the agreed outcomes and principles of the Alliance, and the Alliance Agreement.

6. Round Table Discussion

At roundtables participants discussed the following questions:

- Is this the best process toward tender?
- What else needs considered or included?

There was general consensus from the table discussions that the process outlined is a positive one due to its collaborative nature. A number of other key points and questions arose from table discussions to be taken forward by the Core Team and at future design sessions. These included:

- Whether there will be scope in the future for statutory services (not just commissioned services) to come under the auspices of the Alliance;
- The need for a clear process for achieving consensus within the Alliance for decision making and resolving potential conflicts of interest;
- Consideration of any potential detrimental effects the tender process might have on smaller organisations who do not have the resources for full participation within current timescales;
- Can the Alliance open itself up to new members during the 7-10 year contracting period and, if so, how can this be done;
- The importance of non-commissioned services and people with lived experience of homelessness being part of the Alliance;
- The need for more clarity around group and individual bids;
- How can continuity of strategic leadership be achieved through inevitable staffing changes;
- The need for further clarity that the forthcoming tender process is for strategic Alliance partners and not the full range of commissioned services for 7-10 years;
- Key information on the different potential partnership roles within the Alliance would be welcomed;
- The need for a clear process to establish who will become link or associate partners and what the engagement process will look like;
- The importance of noting that the Alliance will be accountable not just to the HSCP and IJB but also the wider homelessness sector and people using services;
- The potential future role of Housing Providers in the Alliance;
- The importance of the development of the financial framework for accountability;
- The need to strike the right balance between ensuring fair competition within the tender process and the need for local knowledge and working relationships.

7.	**Information & Support for Providers: Dee Fraser, CCPS and David Kidd, GHN**

Dee Fraser from the Coalition of Care and support Providers in Scotland provided an update on a live Frequently Asked Questions document designed to ensure people can get easy access to the information they need. She noted that the Alliance Core Team would be available by email to provide clarity on topics where possible and that she would use this information to update the FAQ for other providers and to ensure up-to-date information.

David Kidd from GHN presented a Q&A tool hosted on GHN's website. The purpose is to create a space where people can post questions, anonymously if preferred, as the process moves forward. Responses will be provided by the Alliance Core Team.

David also invited attendees to contact him directly about supporting people who are experiencing homelessness who are interested in getting involved in participative elements of the process. He can be contacted at david@ghn.org.uk