



Glasgow Homelessness Network

Glasgow Alliance to End Homelessness

Design Session 3/4 – About Partnership

Notes of Meeting from 26 July 2017

Held at GHN, the Adelphi Centre, 12 Commercial Road

Present:

Steve Ebbitt	Addaction
Paul Stevenson	Bethany Christian Trust
Fiona Stringfellow	Blue Triangle HA
Donna Richmond	Blue Triangle HA
Dee Fraser	Coalition of Care and Support Providers
Michael Aird	Crossreach
Vic Walker	Crossreach
Ian Brady	DePaul
Mary Carrick	Elpis Trust
Kim Dick	GHIFT
Duncan Easton	GHIFT
Graeme Murphy	GHIFT
Andy Weir	GHIFT
Grant Campbell	Glasgow City Mission
Lorraine Thomson	Glasgow Council on Alcohol
Pat Coltart	Glasgow City Health & Social Care Partnership
Angela Dowdalls	Glasgow City Health & Social Care Partnership
Jennie McCormack	Glasgow City Health & Social Care Partnership
Sharon Mackinnon	Glasgow City Health & Social Care Partnership
Gary Quinn	Glasgow City Health & Social Care Partnership
Maggie Brunjes	Glasgow Homelessness Network
Claire Frew	Glasgow Homelessness Network
Holly Robertson	Gowrie Care
Linda Hutchinson	LH Alliances
Graham McLennan	Loretto Care
Sandy Farquharson	Marie Trust
Joe Scott	Milnbank Housing
John Hinton	Move On
Shona Shelton	The Mungo Foundation
Graeme Henderson	Penumbra
Sharon Freeman	QCHA
Louise Smith	QCHA
Scott Robertson	Quarriers
Phil Stevenson	SACRO
Andrew McCall	Salvation Army
Helen Murdoch	Salvation Army
Donna Allan	SAMH
Dawn Fyfe	Say Women
Brian Reid	Scottish Christian Alliance
George Corbett	Scottish Veterans Residences
Susan MacKellor	Scottish Veterans Residences
George Drennan-Lang	Shelter Scotland
Lorraine McGrath	Simon Community Scotland
Rachel Tribble	SSAFA – Glasgow's Helping Heroes
Ricky McAddock	Street Connect
David Duke	Street Soccer
George Corbett	SVHA
Joanne Garrett	SWS
Ann O'Neill	Talbot Association
Patrick McKay	Turning Point Scotland
Andrea Rodriguez	University of Dundee
Emma Soanes	Unity
Pauline Lunn	Y-People

Apologies:

Peter Millar	Aspire
Gus Smeaton	Lodging House Mission
Craig Denham	Scottish Christian Alliance
Sharon Berrie	Shelter Scotland
Jenny Love	Shelter Scotland
Josh Littlejohn	Social Bite

1. **Welcome and Introductions:** Maggie Brunjes, Glasgow Homelessness Network

Maggie welcomed everyone to the third session to design the Glasgow Alliance to End Homelessness and outlined the session plan for the day. She noted that while everyone being in the room to tackle homelessness was a given, that the way we've chosen to go about that – coproduction – is sometimes messy. But that the purpose is to bring together the unique perspectives of people with experience of homelessness (the experts), 'scene setters' such as decision makers and academics, and service providers (commissioned or otherwise); all facilitated by a cross-sector Core Team. That decisions are being made that are informed by the people in this room but it needs everyone to put everything on the table - about homelessness, the process or the technical procurement aspect - to ensure it influences how the alliance shapes up.

2. **Where We are Now:** Pat Coltart, Glasgow City Council

Pat provided an update on progress since last month's design session, noting that:

- To ensure enough time for coproduction and planning, it is likely the tender will be rescheduled to November/December 2017;
- There remains genuine commitment to coproducing the terms of the Alliance and creating an open process for the selection of alliance partners – that it is not a 'done deal';
- Particular attention is being paid to creating robust governance structures to counter risk to the HSCP and other partners;
- Information sheets for organisations to share with their Boards are being finalised but will be available soon – subject to consultation with Legal services to ensure no unfair advantage;
- Details around individual and group bids are still being considered by the core team and HSCP;
- While GCC directly delivered homelessness services will not be part of the Alliance at this stage, the door remains open for their inclusion at a later date.

Pat also noted her thanks to all partners for their willingness to enter openly into discussions and dealing sensitively with the uncertainty that always comes with change. Everyone was encouraged to continue to bring all concerns and potential solutions to the table for full consideration through the design sessions and the core team. The Alliance remains a shared opportunity to do things differently in the city, and that opportunity cannot be missed.

3. And the Road to Alliance: Linda Hutchinson, LH Alliances

Linda outlined four phases to Alliancing:

<p>Readiness</p>	<p>Importance of developing ‘owner approval’ through the development of an Alliance Strategy covering:</p> <ul style="list-style-type: none"> • Vision • Purpose • Scope • Objectives • Outcomes (success =) • Alliance principles (how the Alliance will work) • Homelessness principles • Governance • Financial framework • Performance framework 	<p>Progress made on:</p> <p>vision and purpose underpinning the Alliance Strategy</p> <p>objectives and outcomes that will measure the success of the Alliance</p> <p>Next phase of development will focus on:</p> <p>coproduction of Alliance principles</p>
<p>Commitment</p>	<p>Selection of strategic partners through tender process with bids submitted:</p> <ul style="list-style-type: none"> • Individually; or • As part of a group 	<p>To be completed November/December 2017</p>
<p>Formation</p>	<p>The launch of the Alliance underpinned by:</p> <ul style="list-style-type: none"> • Leadership & governance • Management & planning • Transition planning 	<p>Following selection of strategic partners</p>
<p>Operation</p>	<p>Ongoing delivery:</p> <ul style="list-style-type: none"> • continuous improvement • learning & development • reviews and health checks 	<p>Following formation of Alliance</p>

Discussion of the four phases of Alliancing and feedback from a recent session with organisations already involved in an Alliance, a number of questions and issues were noted:

- Specificity – what will organisations be bidding for;
- More clarity of time commitment involved to make the Alliance a success;
- More consideration of the role of Alliance Manager;
- The relationship between the Leadership Group and other providers;
- Opportunity for creativity and innovation;
- Ensuring enough time to ‘settle in’;
- More discussion about decision making criteria if member of Leadership Group faces a conflict in terms of service provision;
- Further clarity on legal responsibilities.

4. Our Hopes and Fears

The development of the Glasgow Alliance to End Homelessness requires change at a number of levels and people were invited to share their hopes and fears around the process going forward.

- **From a service provider’s perspective** | Emma Soanes (Unity Enterprise) and Dee Fraser (CCPS)

Dee and Emma outlined a range of hopes and fears around the development of the Alliance expressed by service providers throughout the design process:

Fears	Hopes
Fear that decisions already made...	but hope to be able to offer clarity around negotiables
Fears around structure v influence...	but hope to be able to offer clear information on processes
Anxiety of the unknown...	but hope to continue to offer a place where there is honesty about anxieties and they can be addressed
Concerns about organisational realities (bills to pay)...	but hope to provide enough information to allow organisations to make the right decision for them
Fears around detail v development...	but hope to continue to provide space for people to come together to discuss

Concern around no real partnership or behavioural change...	but hope that partners sign up to new approach and principles
Fears about unwilling partnerships being formed...	but hope to develop good specification and criteria that support the creation of positive partnerships
Concern that values not there yet...	but hope that time and space continues to be provided to develop
Fear that change too big to achieve...	but hope that we all understand that the status quo is not an option and that positive change is needed anyway
Fear around resources, size and influence...	But the hope that a strong 'associate' network will be created to influence change

- **From a commissioner's perspective** | Pat Coltart, Glasgow City Council

Pat outlined the range of hopes and fears from the perspective of commissioning teams:

Fears	Hopes
Fear of unknown limits participation	We make a positive difference to the lives of people experiencing homelessness
More of the same (despite all the effort)	We learn from mistakes together
Comfort of "what's known" deters change	We work together to deliver positive change
Risk averse approach (all partners) stifles innovation	Partners commitment & engagement to change supersedes fears
Lose sight of major aim: improve outcomes for homeless individuals and families	We grasp the opportunity to do things differently and drive success
Bureaucracy/self-interest present formidable challenge	Solution-focused approach: service wide transformational change prevails
	We manage and take informed risks
	Partners work together and seek wider stakeholder views to change services and improve people's lives

- **From a lived experience perspective** – Andy Weir (GHIFT)

Andy set out some hopes and fears for the Alliance from people with lived experience of homelessness. This represents the GHIFT group, and other people using services they've connected with:

Fears	Hopes
<p>That the good intentions aren't undone by decisions made by the DWP (e.g. sanctions)</p> <p>That while it is good to focus on change for tomorrow, don't forget about people today</p>	<p>That people get quicker access to housing</p> <p>That there is less time spent in homelessness services</p> <p>There we can create a system where there is less walking between different services</p> <p>That the stigma around homelessness is reduced – rip up the label</p> <p>That more personal, tailor-made support is provided, with a particular focus on peer support;</p> <p>That services all work to the same high standards</p> <p>That we can transfer hopes into expectations to show we are making progress</p>

5. Round Table Discussion

At roundtables participants discussed the following questions:

- **What do you hope the new Alliance will do differently – and how do we achieve that?**

Improved prevention of homelessness and repeat homelessness

Get better at sharing experience, knowledge and solutions

Clarify what works and do more of it

Greater awareness of what others are doing

Increased creativity and innovation

- **What might block that – and how do we fix it?**

Continued waste and duplication could get in the way

Ambition being restricted for financial reasons

Ongoing organisational self-protection

Reluctance to take big decisions

Clear evidence of what is not working

Not consulting enough with partners outside the strategic Alliance

- **Are there difficult questions – or elephants in the room? How do we get past them?**

Are we just looking for money saving solutions?

Where is the investment in sustainable prevention activity?

Is the homelessness sector being *too afraid* of making change?

6. Date of Next Session

Wednesday 23 August 2017

10:00am – 1:00pm, including lunch

At GHN, Adelphi Centre, 12 Commercial Road, Glasgow G5 0PQ