



Homeless Network Scotland we are all in

Annual Report & Accounts 2019/20



Message from the Chief Executive

It's somehow a full year since our Annual General Meeting unanimously approved our name change to Homeless Network Scotland. Our Board of Directors had reflected closely on the extent to which our name reflected the increasingly national scope of our work. And we wanted to create the best possible structure to enable an expert and energetic staff team match the pace of change — and meet the growing expectations on us that go with it.

We entered this year with a clear focus on our priorities but by March, like everyone, we faced the reality of the coronavirus pandemic and the national lockdown.

The sector-wide response to the public health crisis has been extraordinary and made us reassess our understanding of what it is possible to achieve, and how quickly. It also brought into welcome focus what Homeless Network Scotland can continue to contribute and under such challenging circumstances.

Our team has learned how to make the most of digital technology, hosting webinars and communicating regularly through social media while making improvements to our digital presence and remote working capabilities. This will play an increasingly important role in the ways in which we connect, learn, and act alongside many others to increase our collective impact going forward.

We have for many years been proud to lead how lived experience of homelessness shapes key national and local programmes. This year we were excited to launch two influential programmes now at the forefront of our work.

Through 'All in For Change', we've created a dynamic national platform for people with lived experience of homelessness and those with frontline responsibilities to connect directly with Scottish Ministers and the multi-agency planning structures for housing and homelessness. Thanks to funding from Scottish Government, and in partnership with Scottish Community Development Centre and Cyrenians, this programme helps to ensure that the delivery of the national plan to end homelessness is enabled, and scrutinised, by those closest to the issues.

And in Glasgow, our local roots have evolved this work further. This year, we created a structure for a group of people with lived experience of homelessness to be an equal partner in the full commissioning process for the <10-year, £187m Glasgow Alliance to End Homelessness. GHIFT (the Glasgow Homelessness Involvement and Feedback Team) are a highly respected and skilled team, who in February this year took their seat alongside the new Alliance as an integral part of it and made possible by funding from Glasgow City Health & Social Care Partnership.

Homeless Network Scotland

Unit 16a, Adelphi Centre
12 Commercial Road
Glasgow G5 0PQ

Phone: 0141 420 7272
Email: hello@homelessnetwork.scot
Web: www.homelessnetwork.scot

Homeless Network Scotland is a registered charity and company limited by guarantee.
Charity registered in Scotland SCO03453. Company registered in Scotland SC112361.

This year we were also proud to take on the project management role for Scotland's Housing First Pathfinder, alongside fund managers at the Corra Foundation and thanks to investment from Social Bite. We also host Housing First Scotland, an information and support resource which belongs to everyone who is helping Housing First become the first response for people whose homelessness is made harder by experiences such as trauma and addictions.

Our objectives this year were to prioritise prevention and support the transition to a rapid rehousing approach – recognising both as critically dependent on each other.

We also wanted to play our part ending rough sleeping and destitution and in creating a platform for more people with lived experience to influence change.

In the months to come, the challenge is to maintain the positive progress that has been made during and before the pandemic, while protecting the principles that underpin Scotland's approach to ending homelessness and which must now guide our next steps.

With an expected spike in homelessness in the coming months as a result of the social and economic consequences of the pandemic, all our work will continue to be set against new and existing challenges for people experiencing homelessness, for the services they need - and for Homeless Network Scotland too.

We end the year satisfied we have made an impact — some big, some small — against each of our objectives and ready to confront the challenges ahead.



Margaret-Ann Brünjes
CEO, Homeless Network Scotland

"Thank you, for standing with us over the past year"

To find out more about how you can get involved with Homeless Network Scotland visit homelessnetwork.scot
Follow us on Twitter @[homelessnetscot](https://twitter.com/homelessnetscot) | Find us on [Facebook](https://www.facebook.com/homelessnetworkscotland)

Homeless Network Scotland

Our Mission

We help grow the policy and system changes needed to resolve homelessness in Scotland.

Our Approach

As a network, we create opportunities for people who live and work with homelessness to:

Connect Learn Act

Connecting people and places to drive change

Connect **Learn** Act

Learning from evidence and each other's experiences

Connect Learn **Act**

Acting on what works and what matters

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 sleeping 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 driving solutions



Systems and Culture Change

Connect Learn Act

Across the year we continued to prioritise connecting with our existing partners and developing new relationships to support our future activity and impact

We connected with the over 200 members of the wider homelessness sector through Scotland's largest annual homelessness conference in Glasgow.

We connected with over 80 Housing First Pathfinders and Leaders across Scotland at our regular Connect event in Dundee.

We connected with 181 people across the sector through From Precarious to Permanent webinar series.

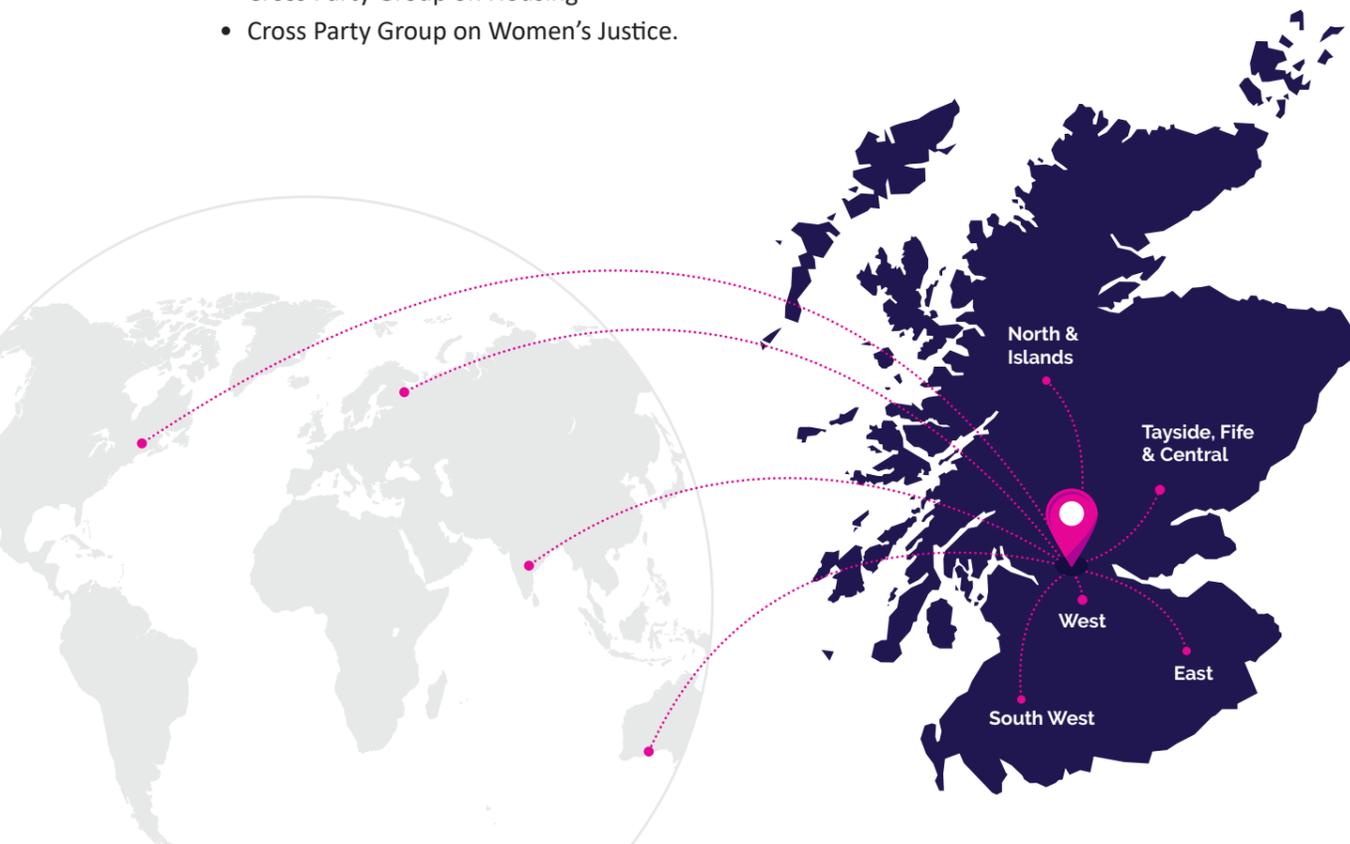
We connected with the Scottish Parliament through our participation in the:

- Local Government and Communities Committee
- Equalities and Human Rights Committee
- Cross Party Group on Housing
- Cross Party Group on Women's Justice.

We connected with the five local authority led knowledge-sharing Housing Options Hubs across Scotland, linking with partners in the:

- North & Islands Hub
- Tayside, Fife and Central Hub
- East Hub
- West Hub
- South West Hub.

We connected with global partners through our links with World Habitat's European End Street Homelessness campaign, the Institute of Global Homelessness A Place to Call Home programme, and the Housing First Europe Hub.



Connect Learn Act

Social Enterprise



"One of the best social care training courses I have attended in 20 years"

We had a busy and productive year in terms of our training and consultancy work, with our focus being firmly on delivering bespoke training to partners in local authorities, housing associations and the third sector. Throughout the year we delivered training and workshops covering:

- Psychologically Informed Environments
- Trauma Informed Care
- Peer Based Approaches.

Particularly satisfying was the amount of return work generated from previous work and the geographical spread covered during the year, working with organisations in a diverse range of areas including Aberdeen, Clackmannanshire, East Renfrewshire, Glasgow, Inverness, Perth & Kinross, and South Lanarkshire.



Training brochure available at homelessnetwork.scot/learn



Connect Learn Act Programme & Project updates

Prioritise Prevention

Annual Conference 2019 Prioritise Prevention

We dedicated our 2019 annual conference to the theme of Prioritise Prevention, welcoming 250 delegates to Glasgow to consider the way forward for the prevention of homelessness in Scotland. Key points from the day were:

- Our homelessness prevention efforts will be most effective if weighted in favour of proactive, early intervention and away from crisis and emergency prevention. Creating a culture of partnership where homelessness prevention is everyone's business and not somebody else's job is key to success.
- Scotland is well placed to learn from experiences in other parts of the UK to design and implement a new homelessness prevention duty that supports the public sector to orient their staff and services in favour of early intervention and prevention, while avoiding some of the challenges experienced in England and Wales.
- Homelessness prevention strategies should be firmly based on the evidenced link between poverty and place, as well as rooted in an understanding of early years development and Adverse Childhood Experiences.
- Using our existing data sources to develop an intelligence-led approach to homelessness prevention to identify and respond to homelessness risk is central to prioritising prevention.
- Shifting our commissioning approach to focusing on building positive relationships rather than responding to people's problems has a significant role to play in homelessness prevention.

Developing New Legal Prevention Duties in Scotland

Building on one of the key themes from our annual conference, a significant priority for us during the year was working in partnership to support the development of effective new legal duties to prevent homelessness across Scotland.

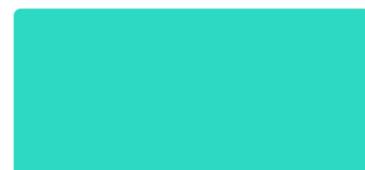
We were pleased to join the Prevention Review Group, chaired by Professor Suzanne Fitzpatrick and facilitated by Crisis Scotland, to develop draft legislation and make a series of policy recommendations to the Scottish Government. And we were also delighted, with funding from Crisis, to convene the Prevention Commission, bringing together members of the All in for Change Team with frontline and personal experience of homelessness, to consider the development of new legal duties to prevent homelessness in Scotland and report into the Prevention Review Group.



We were delighted to see the work of the Prevention Commission directly influence the thinking of the Review Group from the very beginning, and look forward to making progress with the implementation of new legislation to prevent homelessness in the coming year.

 **Conference Reports**
[homelessnetwork.scot/
conference-reports](https://homelessnetwork.scot/conference-reports)

 **Meeting Reports**
[homelessnetwork.scot/
prevention-commission](https://homelessnetwork.scot/prevention-commission)



Annual Conference 2019

Transition to Rapid Rehousing

RRTP Subgroup of the Homelessness & Prevention Strategy Group

We were pleased to accept the invitation from the Scottish Government to take up membership of the newly formed RRTP subgroup of the Homelessness Prevention and Strategy Group to oversee the local delivery of Rapid Rehousing Transition Plans across the country.

Housing First Scotland Pathfinder Programme

We continued to deliver our project management role for the Housing First Scotland Pathfinder Programme, with 2019-20 representing the first full year of delivery.

Our role included facilitating the governance structures, reporting monthly on progress, and planning and hosting Connect events for partners to share learning and plan for future progress.

Our first annual Check Up report covering the period to end March 2020 highlighted the significant progress:

- 252 new tenancies had started as part of the Pathfinder
- With a 92% tenancy sustainment rate
- 25% of tenants passing the 12-month milestone in their own home
- 43% reduction in the time taken for people to move into their own homes
- Improved repeat homelessness performance, with a rate across the Pathfinder of only 1.6% compared to 7.2% across the participating areas in the year before.

Housing First across the UK

Over the year we learned a lot from the scaling up of Housing First in other parts of the UK, working closely with our friends at Housing First England and Housing First Wales to find areas of common interest, and where we can learn from and challenge each other. Each country is on its own particular Housing First journey, but our aims and aspirations are shared, and the partnerships formed have been of great benefit.

Scaling-Up Housing First



By March 2020

Increasing the numbers of people moving to their own home



252 new tenancies had started as part of the Pathfinder

With a 92% tenancy sustainment rate

25% of tenants passing the 12-month milestone in their own home

 **Housing First Scotland**
homelessnetwork.scot/housing-first



Our Year in Review

Rough Sleeping & Destitution

Destitution in the UK

During this year we continued our ongoing role to support the Destitution in the UK study, commissioned by JRF and undertaken by I-SPHERE at Heriot-Watt University. These studies are vital in quantifying the scale of destitution across the UK, allowing us to measure any progress in reducing the prevalence while also shedding light on the main causes and consequences.

International Vanguard Cities Summit

In September 2019 we worked in partnership with the Institute of Global Homelessness to host the Vanguard Cities Summit in Glasgow, bringing together people from the vanguard cities across the world to move forward with solutions to meet rough sleeping reduction targets.

Joining the Dots

We welcomed 90 people to the Joining the Dots event in February 2020 in Glasgow City Chambers to connect with colleagues across the sector, including volunteers from grassroots organisations, to learn more about:

- the importance of collaborative approaches and partnerships at a local, national and international level
- the evidence base behind what works and what matters in ending rough sleeping
- the newly formed Glasgow Alliance to End Homelessness which will oversee the city's collective efforts to end rough sleeping.

 [Joining the Dots PDF](http://bit.ly/JoinDots2)
<http://bit.ly/JoinDots2>

Tackling Material Disadvantage

There is no good time to be short of money, but during a pandemic must be among the worst. We wanted to help put some choice and control back in people's hands by making over 1,000 cash payments of £100 to people affected by homelessness. The 'Staying In' Fund was made possible through a grant of £100K from Scottish Government's Wellbeing Fund with thanks to SCVO and the Hunter Foundation. The award permitted us to use the money in the most effective way possible, and in this case simply providing cash or vouchers to people was the preferred option.

"On a practical level people have been able to buy things like clothes, which they would not normally buy for themselves, items for their tenancies to help make their house feel more like home and also forms of entertainment, such as phones and DVDs, which have helped combat isolation during the lockdown period. We have been able to encourage people to shop in their local stores and supermarkets as well which has helped them connect with their communities. The fund has had an incredibly positive impact on all. For those really feeling the effects of increased isolation and boredom, this was a huge pick me up and really lifted their spirits."



Kelly Storm
Service Manager, The Salvation Army

More Lived Experience

Much of work this year focused on creating a structure for people with lived experience of homelessness to play a full role in the creation of the Glasgow Alliance to End Homelessness, with this period bridging the recruitment and delivery phases. Following extensive training, we supported 6 people with lived experience to play a full and equal role in:

- selecting the membership of the **Glasgow Alliance to End Homelessness**
- the newly established **Leadership Team**
- the newly established **Mobilisation Team** and **Working Groups**.

This was a new, challenging and exciting experience for everyone involved. The commitment of all partners, and the significant learning paved the way for rolling out this approach more widely in the future.

"The Glasgow experience was one of the best examples of alliance development that I have seen. The contribution made by people with lived experience from GHIFT towards reaching the final decision strengthens the process significantly and provides additional reassurance for the HSCP that the right outcome was achieved."

Linda Hutchison,
Founder of LH Alliances



Systems & Culture Change

In recent years we have deepened our understanding of the need for systems and culture change to end homelessness in Scotland

All in for Change

This year, working in partnership with the Scottish Government, Cyrenians and SCDC, we established the All in for Change Team, recruiting 30 Change Leads who bring a frontline and personal experience of homelessness to the delivery of Scotland's **Ending Homelessness Together Action Plan**. Members of the Team live and work all over Scotland and come together in monthly retreats, reporting directly into the Scottish Government and Cosla's Homelessness Prevention & Strategy Group.



All in for Change Briefings
homelessnetwork.scot/change-team



Social Inclusion Partnership

Our focus on systems change also developed this year as we joined I-SPHERE at Heriot-Watt University to deliver a three-year learning programme for the organisations supported through the Social Inclusion Partnership. While the partners use a variety of approaches to support people in crisis, all are developing innovative models that take a relational approach to welfare supporting people to develop their capabilities, enhance their well-being, and improve the scope for them to move out of poverty.

We look forward to our role as a learning partner, supporting the SIP partners and ensuring the learning from the programme informs our wider work.

Formation of New System Alliance

Homeless Network Scotland is leading the Scottish wave of the New Systems Alliance, joining forces with partners in England and Wales – Mayday Trust, Changing Lives, and We are Platform – to create a paradigm shift in the systems for people going through some of the toughest times.

Moving away from a traditional deficits based approach and creating a system based on working with people's strengths and assets is crucial if we are to collectively create a positive impact for with people for whom traditional approaches have at best not been successful, or at worse added to people's existing challenges. We are delighted to be working alongside Y People and Foursquare to test and create change at a local level in Edinburgh.

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 2019/20 were

Convenor

Patrick McKay
Turning Point Scotland

Treasurer

Pauline Lunn
Ypeople

Moira Bayne
Housing Options Scotland

Sean Cussen
Individual Member

Prof Suzanne Fitzpatrick
Individual Member

Patrick McGrath
Southside Housing Association

Elodie Mignard
Scottish Refugee Council

Peter Millar
Aspire Housing &
Personal Development Services

Rebecca Pringle
Individual Member

Our Thanks

Our thanks to Norman Fitzpatrick, Hugh Hill and Neil Morland for their invaluable expertise and commitment to Homeless Network Scotland during their time on our Board of Directors.

Our Staff

Senior Team

Margaret-Ann Brünjes
Chief Executive

Martin Gavin
Head of External Relations

Janice Higgins
Head of Corporate Services

Management Team

Alex Beaton
Finance Manager

Claire Frew
Policy & Impact Manager

Doug Gibson
Partnerships Manager

Graham Lamont
Business & Learning Development Manager

Leads

Peter Anderson Change Lead

Ginny Cooper Change Lead

Derek Holliday Peer Development Lead

David Kidd Change Lead

Michelle Major Change Lead

David Ramsay Change Lead

Lisa Sen Design & Information Lead

Toni Sword Digital Engagement Lead

Support

Aileen O'Halloran Admin & Resources

Our thanks

Our Associates

Alex, Alexis, Allan, Bernard, Charlotte, Celeste, David P, Donna, Duncan, Emma, Florence, Frank, Helen, Innocent, Jeremy, Jim, Joanne, Lauren, Mark, Martin, Martin B, Maureen, Michael, Natalie, Sarah, Thomas.

Our Members

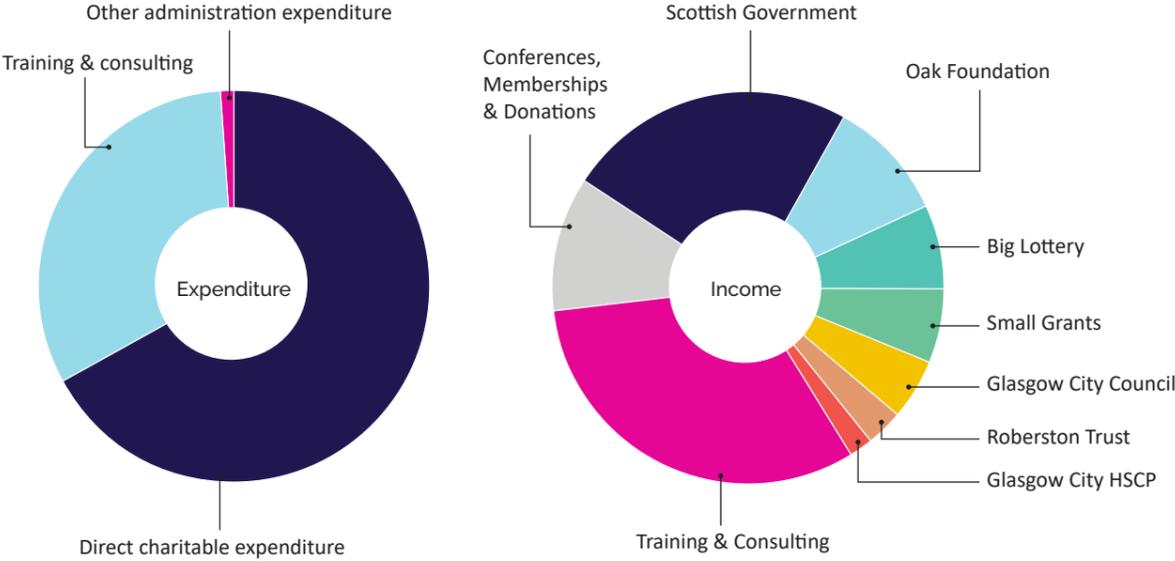
Homeless Network Scotland are proud to umbrella a diverse range and growing number of organisations in Scotland that share our vision for ending homelessness and increasing participation of excluded groups. We offer our continued thanks for their support, advice and guidance.



Accounts 2019-20

Expenditure 2019-2020	%	674,457
Direct charitable expenditure	67%	449,217
Training and consulting	32%	215,152
Other administration expenditure	1%	10,088

Income 2019-2020	%	727,610
Scottish Government	24%	176,204
Oak Foundation	10%	75,000
Big Lottery	7%	53,840
Small Grants	6%	40,700
Glasgow City Council	5%	37,794
Robertson Trust	3%	19,000
Glasgow City HSCP	2%	18,000
Training and Consulting	32%	230,653
Conferences, Memberships and Donations	11%	76,419



Expenditure £674,457

Income £727,610

**Homeless
Network
Scotland**
we are all in