Bracing for impact

The last of five All in for Glasgow sessions channelled the knowledge and insight the design team developed through previous work into defining the key principles and features of our service – christened WAYfinder.

Glasgow Homelessness Involvement Feedback Team (GHIFT) came up with the name to signpost commitment to co-designing a service that prioritises relational support.

GHIFT's idea springs from the idea of supporting someone by asking **W**ho **A**re **Y**ou – to really understand their experiences, capabilities and connections as a starting point to meet their needs and hopes:

Service branding was presented, with the 3 map pins intended to convey the three layers that the new service will help people connect and navigate – commissioned, community and statutory - arranged in a heart to convey the values and spirit of the service.

Service design features and principles

Colleagues worked to pin down the key principles and design features of the WAYfinder service, and to explore how we will know those elements of the system have been correctly identified once the service is up and running.

What kind of system will that be? A flexible, adaptable system that puts people's unique circumstances and needs first; gets alongside community and statutory services; circles support around people's existing relationships; and learns from lived and professional experience to do more of what works.

A system that provides a joined-up response across layers of support, is co-located in part or full within existing community services, and which uses digital technology in a way that improves rather than hinders support.

With ongoing learning an integral part of designing a healthy system, colleagues were asked to shape a learning cycle to wrap around WAYfinder. By building out learning questions, we can fuel a continual learning cycle that drives service evolution.

What we explored

- Who are you? – colleagues were asked to think about the nature of relational support and why is it important.
- Learning for impact – acting on principle, led by learning.
- Shaping learning questions – identify how we can learn from people with professional and lived experience to create a healthy system that adapts and measures what matters to people.
- Circles of support – sticking around and sticking up for people.
- Shaping delivery – reflect on the service principles and design features of our service – and identify the evidence we will see when we know it is working well.
- Moving to the next stage – the tender process.

Who are you? The importance of relational support

Relational support was a key theme of the session. James and Michelle from Homeless Network Scotland held a discussion to dig into why it's so important.

As James said, when a support worker asks someone 'Who are you?' with the intention of really understanding who they are, a trusting relationship can begin to take shape.

That's an opportunity to get past any initial mistrust by making a connection. And that approach sidesteps the risk of setting up people to fail by defining the targets they should meet before their capabilities and hopes have been considered.

By encouraging and equipping frontline staff to connect on the positives at the start from the start, we avoid stitching bias into relationships and improve outcomes.

A trusted support relationship can make it easier for someone to open up about their experiences, which helps to ensure they get the support they need rather than 'fitting them into a box' decreed by the service.

And if we're focusing too much on service needs, we're missing out on opportunities to co-produce support, which can empower people using services and support workers.

James added: "The only way we see positive outcomes is if the person is involved in the solution, giving them power. Those power imbalances can feed into negative feelings about yourself – "I can't do anything". But you can help people take little steps, then people can feed into bigger and bigger steps."

Learning for impact – creating healthy systems

Contemporary thinking around complex systems and services within those systems recognises that each of us is an individual with a complex set of aspirations.

And healthy systems are learning systems that deliver impact.

Colleagues were tasked with building on 5 learning questions to thread through the 'whole system' approach set out in design session 4 – joining up the layers of statutory, commissioned and community services to address and prevent homelessness.

By defining these questions, we can identify what we need to act on according to our service principles – one of which is that *learning is in itself an outcome*.

If we can constantly use learning from professional and lived experience to adapt services, to find what we want to measure and make sure what we're measuring is what matters to people, we can design a constantly evolving service.

5 learning questions for the first phase of delivery

1. How can we increase settled homes for people, including Housing First?

2. How can we transform supported housing and target it effectively?

3. How can we help community services to prevent homelessness?

4. What are the HSCPs pressure points and where can we help?

5. How can we target and balance the use of digital solutions in the service?

And our prompts for colleagues to build on those questions as we go:

- What do we **already know**?

- What are we **discovering** as we go? Including:

  o Does any assumed knowledge need revisited?
  o What is working well, and for whom?
  o What do we need to challenge?

- What action will we take and where?

  o **Policy:** local or national.
  o **Resources:** time, money or supplies.
  o **Mindsets:** culture, values, assumptions, attitudes and beliefs.

Themes

Key themes to come back from colleagues were ensuring opportunity and choice is available to people using WAYfinder, with that aspiration threaded through our learning. But it was recognised that this is a challenge at a time when housing is in short supply.

Other themes included:

- Pressure points across the wider system need to be considered.

- Staff wellbeing and culture is important.

- Openness, transparency and trust in our partnerships and learning are priorities.

- We need to make it easy for people using the service to feed back their experience into the service as part of the learning cycle.

- Services must take the approach of 'we're here for as long as it takes, not for as long as the contract requires.' That requires adequate resources.

- How do we ensure we create a regular forum for sharing experiences and learning without fear or defensiveness – an open space where we can come up with solutions?

- On ethical commissioning, partnership working, use of data: what is working?

Shaping delivery – what service features and principles are important to you?

We know that Glasgow wants WAYfinder to be a service that sticks around and sticks up for people.

We used the Circles of Support to explore this, a framework that sets out the different types of support we all benefit from in our life:

- Intimate circle: our closest people, whose absence would have a significant impact on our lives.

- Friendship circle: our social circle, someone we can call up or call on.

- Participation circle: the things we involve ourselves in – school, work, interests, activities.

- Exchange circle: the people who are in our lives because they are paid to be – doctors, dentists, support workers, teachers.

We asked colleagues to reflect and comment on the WAYfinder service principles and design features and how WAYfinder will interact with and help build the other circles of support in people's lives. What can be added, what needs changed, and how will we know our principles and features are on the right track, in order to keep learning?

WAYfinder principles that are important to the design team

Common themes included the importance of 'people first' – focusing on people's aspirations and abilities, adapting service provision to individual needs and ensuring maximum choice where possible. And celebrating positive milestones, even the small ones, can help a person turn small wins into bigger steps forward.

Staffing issues are a priority, particularly acknowledging that we need to ensure frontline workers are supported to be compassionate, with recognition of how trauma affects them. Appropriate staffing levels is another key issue – to retain workers and ensure consistency

for people they support and contribute to culture change.

As one response put it: "If you don't have a good, compassionate, supported team, you're not going to deliver good, compassionate services."

Strong multi-disciplined collaboration was flagged as a priority for making a whole system work across community, commissioned and statutory layers of support.

Identifying who to engage with in communities – the existing services or assets – was another theme, along with building education and awareness around prevention duties at community level.

We'll know our WAYfinder principles are on the right track when…

When we're listening to what people tell services they need and when they are ready to move on. When services can work together across sectors and as part of an interconnected, layered system of community, statutory and commissioned support.

When frontline staff are supported to do their work with more autonomy, and in a way that encourages continuous learning and recognises the effects of vicarious trauma.

When services are not siloed, when they evolve, and all staff are supported to advocate for necessary changes. And when we can connect principles to person using service.

When feedback from people using services is used to gauge monitoring

levels, and when assumptions aren't made about people.

When focus moves from housing to other opportunities like employment and education.

WAYfinder service features that are important to the design team

The importance of prevention activity and mindset, and the role that digital technology can play in delivering good support, were common themes from our roundtables.

Colleagues identified digital as a way to boost social inclusion, wellbeing and connection. And it's important that digital is enabled to facilitate face-to-face interaction rather than replace it – "just the right amount" of digital. And digital systems need to talk to each other.

Our service also needs to take into literacy and neurodiversity as well as digital exclusion. Joined-up services under one roof, with staff trained to build relationships and trust, were other areas of importance.

Building prevention skills in the community was a priority, and co-location needs to mean interconnected services, not just being in the same place.

We'll know our WAYfinder service features are on the right track when…

Services change and evolve to meet demand rather than standing still.

When staff are supported to advocate for change; when people using services can trust the system and contribute to learning that will help people in future.

When people using services feel empowered, can learn to trust the system, and are happy to contribute to improving service delivery for the next person coming along behind them.

When people using services give positive feedback about their support even if they are having negative personal experiences.

When services go to people, rather than people trailing round services, and when services look at why people are stuck in a cycle or system.

Tender ready and next steps

Jenny McCormack, Glasgow City HSCP Principal Officer Commissioning Procurement provided and overview of the tender process to identify the providers to deliver services in line with the service spec.

This pre-tender stage is collaborative and open for the gathering of information and ideas on what is needed for future services.

The HSCP's Homelessness Commissioning team is pulling together all learning and information and ideas and will work with the Procurement Commissioning Team on taking forward the next stage of the procurement process.

On the day Jenny gave a detailed view of steps to take to be tender ready, as well as the procurement sequence and timetable.

Further support and advice can be found via the [Supplier Development Programme](#).

Thank you

All in for Glasgow is a cross-sector design team working to create a blueprint for services that can get alongside people navigating a housing and cost-of-living crisis.

The dynamic process involves people with experience of homelessness, third and independent sector providers and Glasgow City Health and Social Care Partnership, who appointed Homeless Network Scotland to facilitate the process.

Thank you to everyone who attended the five sessions and who co-designed this innovative new service to support people affected by Glasgow's housing emergency and to join up services.

The slides and reports from all 5 design sessions are available here:

[All in for Glasgow - Homeless Network Scotland: we are all in](#)

See you soon!

Service Design Session 5: Bracing for Impact

13 August 2024

all in for Glasgow

Homeless Network Scotland
we are all in

Glasgow City
HSCP
Health and Social Care Partnership

Programme:

10:00 **Welcome**

- Grant, HNS

10:05 **Who are you?**

A relational approach to support

- James, GHIFT and Michelle, HNS

10:20 **Learning for impact**

Acting on principle, led by learning

- Maggie, HNS

10:30 **Shaping learning questions**

- Group discussion / full room feedback

11:05 **Break**

11:15 **Circles of support**

Sticking around and sticking up for people

- Michelle, HNS

11:25 **Shaping delivery**

- Group discussion / full room feedback

12:00 **Next Steps**

Getting tender ready / procurement next steps

- Glasgow City HSCP

12:20 **Comments and Questions**

- Full room discussion

12:30 **Close**

James, GHIFT
Michelle, HNS

who are you?
WAYfinder

Real outcomes are created by whole systems >

Healthy systems are *learning* systems that cultivate trust.

Commissioned services

Including:

At-home support; outreach support in public places; supported housing with on-site or nearby support; drop-in and overnight centres.
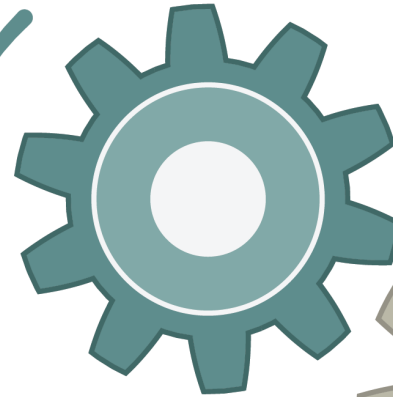
Statutory support and assessment
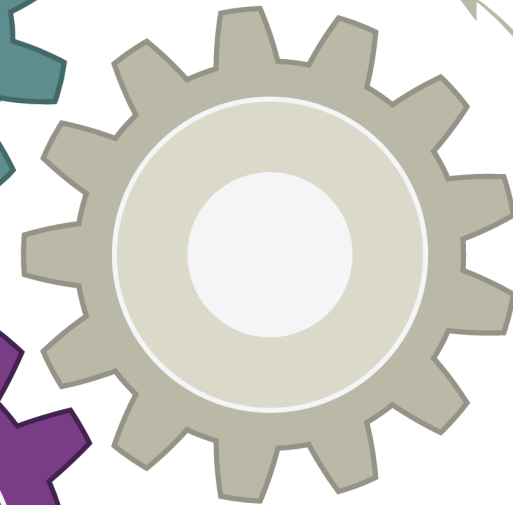
Including:

'your support, your way'; community casework teams; Housing First assessment, out-of-hours; public bodies with prevention duties and temporary accommodation.

Community support and connections
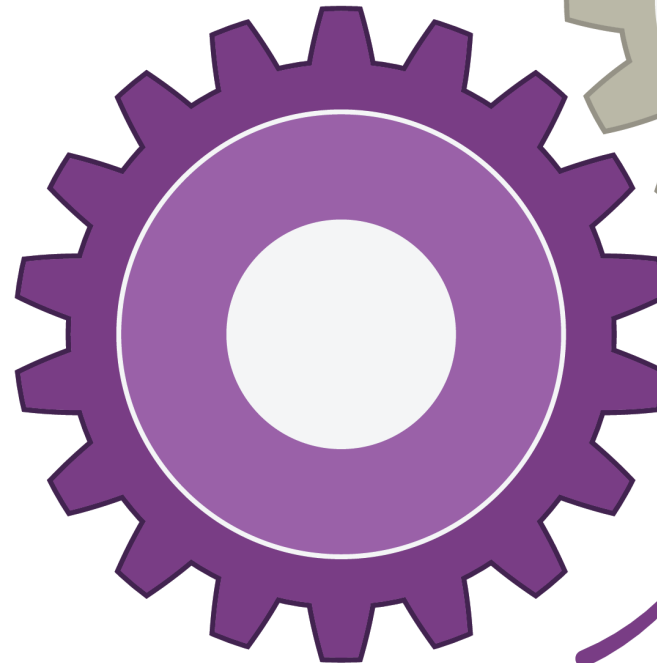
Including:

Clubs, leisure and hobbies; faith-based groups and places, community centres, health services and food services

Wayfinder Service Design Features

1. The service **flexes support and advocacy** to match who and where people are.

2. The service reaches across statutory, community and commissioned services for a **joined-up response**.

3. The service is co-located (in full or part) with an **existing community venue** and has direct links to community casework.

4. The service is committed to a **digital 'happy medium'** that improves how people provide and use the service.

Seamless

Connected

Co-located

Digital

Wayfinder Service Principles

People First
We provide bespoke housing and support solutions because people are unique and have changing circumstances.

Community at the heart
We get alongside community and statutory services to prevent and resolve homelessness earlier and closer to home.

Circle of support
We circle our support around people's existing relationships and demonstrate consistency and continuity in our approach.

Learning is key
We use learning from professional and lived experience as a process of service adaptation and to measure what matters and do more of what works.

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Learning for impact - questions

Our learning questions for the first phase of delivery are:

(for example):

1. How can we increase **settled homes** for people, including Housing First?

2. How can we transform **supported housing** and target it effectively?

3. How can we help **community services to prevent** homelessness?

4. What are the HSCPs **pressure points** and where can we help?

5. How can we target and balance the use of **digital solutions** in the service?

Learning for impact – regular prompts

1. **What do we already know?**

2. **What are we discovering as we go?**

   - Does any assumed knowledge need revisited?

   - What is working well, and for whom?

   - What do we need to challenge?

3. **What action will we take?**

   What do we need to learn, change or work together to influence:

   - **Policy:** local or national.

   - **Resources:** time, money or supplies.

   - **Mindsets:** culture, values, assumptions, attitudes and beliefs.

Roundtable Discussion

BREAK

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Circles of Support

Roundtable Activity & Discussion

Tender Ready and Next Steps

Jennie McCormack
Principal Officer Commissioning Procurement
Glasgow City Health and Social Care Partnership

Presentation Contents

- Moving to the next stage
- Pre-Tender Preparation
- Procurement Sequence
- Tender Ready Tips
- Tender Documentation
- Next Steps – Tender Timetable
- Any Questions

Currently at pre-tender stage

This stage is collaborative and open to gather information and ideas on what is needed for future services

Homelessness Commissioning are leading on pulling this learning, feedback and information together – developing a specification

Procurement Commissioning Team will now work with Homelessness Commissioning on taking forward the next stage of the procurement process

Tender process will identify the providers to deliver services in line with the specification

Pre-Tender Preparation

Prior Information Notice

Provider Tender Event

To be notified about any upcoming tender events, you must be registered on Public Contracts Scotland (CPV code 85000000 – Health and social work services)

Use this time to prepare- Consider if you need to make links with other organisations to develop collaborative bids

Use the provider event to ask questions

Procurement Sequence

Contract Notice and Invitation to Tender

- Service Specification
- Contract
- Instruction to Bidders and Evaluation Criteria

Evaluation

- Selection: Single Procurement Document for Regulated Procurement
- Award: Technical/Quality
- Award: Commercial/Price

Award and Post Award Stage

- Contracts and Property Committee
- Standstill
- Award
- Mobilisation and Contract Commencement

To be tender ready, you need to:

- Ensure PCS / PCS-t Profiles are set up and up to date e.g. contact emails are accurate.
- Consider if you can meet the Selection Criteria for this type of service, including; Relevant experience, specified Care Inspectorate requirements, insurance levels, financial viability, Health & Safety etc.
- Read all the documentation provided and answer questions in conjunction with the service specification/ITT/Contract.
- Consider whether you are bidding solely or as a Consortia.
- Be aware of how to answer the questions, page limits / requests for additional information
- Give yourself time - Do not wait until the last day to submit the tender.
- Consider engaging with the Supplier Development Programme for support and advice

Questions can be asked during a specified timeframe while the tender is live, using the Clarification process via PCST only. Messages sent via any other method will not be responded to.
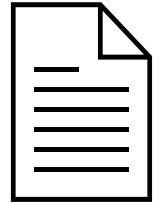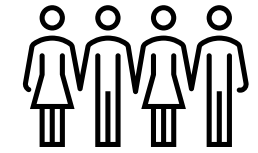
Standard Procurement Document Pack
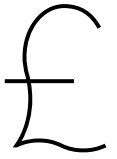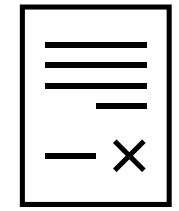
Contract Notice

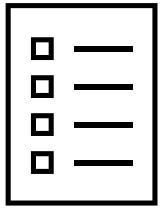Invitation to Tender

Service Specification

Equality Impact Assessment

Integrated Care Proposal Budget

Contract Terms and Conditions incl. Data Sharing Agreement

Evaluation Response Template incl. Fair Work First and Community Benefits

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Invitation to Tender

Key areas within the Invitation to Tender (ITT):

- Rules and requirements relating to the tender process

- Tender and contract implementation timelines

- Lotting information

- Framework call off information

- Exclusion and Selection Criteria
    - Incl. Insurance, registration requirements, Health and Safety and Financial Viability

- Award Criteria – Quality and Cost evaluation- Incl. Min 5% Fair Work First
    - Incl. a Mandatory Community Benefit submission.

- Information on how to submit bid your bid

Please ensure you read the ITT in full and ask any questions you have through the clarification process on PCS-T.

Glasgow City
HSCP
Health and Social Care Partnership

Contents

1. Introduction
2. Background
   A. Scope of Services
   B. Aims of the Service
   C. Service Outline
3. Service Outcomes
4. Lots
5. Technical Specification
   A. Service Users
   B. Operational Requirements
   C. Entry/Admission Routes
   D. Availability of the Service
   E. Support Delivery
   F. Consultation and Involvement
   G. Exit Routes from the Service

6. Accommodation
7. Staffing
8. Sustainability
9. Key Performance Indicators
10. Carers
11. Additional Reporting Requirements
12. Digital Health & Care / Technology Enabled Care

Please ensure you read the Service Specification in full and ask any questions you have through the clarification process on PCS-T.

NHS
Greater Glasgow
and Clyde

Glasgow
CITY COUNCIL

Integrated Care Proposal Budget (ICPB)

Service Details

Name of Service	
Client Group	
Organisation Name	
Address	
Contact Name	
Telephone number	
E-mail Address	
Date of completion	
Tender/Contract reference no.	

Service Model

Price Base

Financial Details

Expenditure Type	Start Up Costs	Standard Service	Waking Night Service	Sleepover Service	Total Recurring Cost of Service
Total Employee Costs	0	0	0	0	0
Total Property Costs	0	0	0	0	0
Total Supplies & Services	0	0	0	0	0
Total Transport Costs	0	0	0	0	0
Total Administration Costs	0	0	0	0	0
Total Miscellaneous Costs	0	0	0	0	0
Total Expenditure	0	0	0	0	0
Total Income	0	0	0	0	0
Operational Cost of Service	0	0	0	0	0
Management Fee	0	0	0	0	0
Total Cost of Service	0	0	0	0	0

Rates

Standard

Occupancy Rate	100%
Direct Hours of Service per week	0
Hourly Rate	
Number of places	0
Average Annual cost per place	
Average Weekly Rate	

Waking Night

Occupancy Rate	100%
Direct Hours of Service per week	0
Hourly Rate	
Number of places	0
Average Annual cost per place	
Average Weekly Rate	

Sleepovers

Occupancy Rate	100%
Number per week	0
Sleepover Rate per Night	
Number of places	0
Average Annual cost per place	

Average Total Recurring Costs

Occupancy Rate	100%
Direct Hours of Service per week	0
Hourly Rate	
Number of places	0
Average Annual cost per place	
Average Weekly Rate	

HS Greater Glasgow and Clyde

Glasgow CITY COUNCIL

Tender Timetable Overview

Milestone	Target Date
Tender Release Date- Publication of Contract Notice and Invitation to Tender	Mid-October 2024
Tender Closing Date	End November 2024
Evaluation Phase	December 2024
Contract and Property Committee	February 2025
Contract Award Date	February 2025
Contract Implementation	February- April 2025

Q&A

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