YOU Peer Review

The All in For Glasgow design team is made up of people with experience of homelessness, third and independent sector service providers, and colleagues from Glasgow City Health and Social Care Partnership.

Together, we are working to create a blueprint for services that can get alongside people who are experiencing or at risk of homelessness now, during a cost-of-living and housing crisis, and for the future.

The third design session explored how we build on the draft Your Outreach Unified (YOU) service model, and specifically the 'Future of Outreach Combined Solution Document' that was published in November 2022.

This exercise was undertaken through roundtables reviewing the following **seven** aspects of the YOU service model:

1. **Capacity and resource**
    - Tools to do the job.
    - Follow people, not hours.
    - Triage, point of contact.

2. **Financial assistance**
    - Money concerns
    - Money support

3. **Property and tenancy**

4. **Systems and process**
    - More joined up
    - Streamlined system.

5. **Trauma-informed and psychologically informed environment**
    - Experts in the filed
    - Multi-disciplinary partnerships

6. **Culture and communication**
    - Staff
    - Volunteering

7. **Workforce support**

For each of these they asked four questions:

- What's great about it?
- Could anything be added?
- How can technology play a role?
- How do we ensure outcomes are met?

What's the verdict?

Many partners participated in the initial consultation that supported the development of the combined solution document. There was support for maintaining the learning and innovation that was expressed in the document, but also in creating the space to include contemporary thinking and context.

1.   Capacity and resource

What's great?

The commitment to achieving a single service structure that feels seamless to the person being supported, even if it has more than one organisation providing support. The focus on ensuring that people could remain supported by the same worker throughout their journey if that's what they wanted. The commitment to interconnect with out-of-hours homelessness services to ensure robust coverage 24h a day. The definitions of support needs provide a useful mechanism to allocate support.

Could anything be added?

More engagement work with people in prison before their release is a key means of preventing homelessness, critical that this involves housing staff. There was a call for more meaningful activity around harm reduction and flexibility from providers, including additional capacity to respond to overnight emergencies. This could include a reactive, emergency response service integrated with out-of-hours social work or Simon Community Scotland helpline. Other calls included links to services outwith social services, for example health and community resources, and a consistent "fixer" to stay with an individual through their journey.

Some groups felt it was important to keep emphasising the importance of peer support and flag up opportunities. There were questions on how YOU fits in with prevention – what's the threshold? And services need to be updated in line with changes in the new Housing Bill.

Other groups called for more focus on support for people with suicide ideation and greater clarity on what a "whole family approach" means in practice.

How can technology play a role?

Technology could be used to increase overnight provision, reducing costs. This could include out-of-hours support via video call and online support for people who want it. Allied to this is resource mapping across the city to understand what's available.

How do we ensure outcomes are met?

Suggested strategies included a clear agreement of aims among everyone involved and core service specs that meet need. One group called for clear expectations and service specification to help providers fulfill contracts and give evidence of outcomes. And there was a call to focus on the role of community-based services – support that can be provided outside the homelessness service.

2.   Financial Assistance

What's great?

It's good to have access to funds to spot-purchase for people, and taking a cash-first approach via the direct support fund was praised, given that financial exclusion is one of the biggest barriers people face. One group said it would be good to have a focus on income generation. The focus on using digital solutions to identify people at risk of homelessness offers innovation, and development will need the backing of GCC/GCHSCP.

Could anything be added?

We can learn from other examples such as Street Change and the Winter Initiative, as well as the approaches of Citizens' Advice and law centres. Pooling funds and allocating a separate furniture moving service and/or a storage service are among a spectrum of options. Ensuring arrears don't build up is important. There was also

support for creating a mobile community hub, further use of DWP alerts to workers to prevent loss of benefits, and at a higher level, raising external funds to bolster the programme.

How can technology play a role?

Technology is key for cash transfers by bank – but you need to know whether a person has a bank account and have a strategy to ensure digital inclusion. It's worth considering charge cards.

How do we ensure outcomes are met?

We need to focus beyond benefits and into work and learning. Connecting with DWP (Department for Work and Pensions) is a part of this. Fresh consideration needs to be given to the fundraising component of this service aspect, given the context in which the service will now be commissioned. The connection with Street Change Glasgow will be key, but this raises only a limited amount of funds.

3.   Property and Tenancy

What's great?

The prevention agenda is key: it keeps people in their tenancy, avoiding the threat of homelessness and ensuring housing stability. Advocacy, information and personalisation are important, and ongoing support helps maintain stability and averts crises. Section 11 notification was also identified as a useful tool in prevention. Linking third-sector support with the local

authority and Registered Social Landlords (RSLs) creates a more holistic approach. Having a single service with varying support, including principles of Housing First, is beneficial. It's important to remember that not everyone wants face-to-face support – some people prefer online or telephone assistance.

Could anything be added?

Links between YOU provision and housing officers are important along with a more person centred approach. One sticky worker and a sticky team who can scale support up and down as needed. Flipping of tenancies needs to be made easier and people should be able to take their stuff with them as they move through the system. A system to show when Temporary Furnished Flats are empty would be useful, and a more person-centred approach was another ask.

How can technology play a role?

Tech could be used to give staff access to updates direct from (for example) the local letting communities. For people accessing support, a digital "passport of need" that follows people through their journey could also streamline support. Another group suggested using tech to show movement within a property to flag up isolation "like we would for other needs."

How do we ensure outcomes are met?

Regular feedback loop from the local letting communities and follow-up - action plans need to be SMART and visible. Registered Social Landlord Housing Officer roles need to be consistent. Give people confidence to

gain employment and sustain tenancy. Building good relationships is a vital part of the Housing Support Worker role, and smaller caseload frees time for frontline workers to represent issues (system and service) directly. We need more adapted tenancies.

4. Systems and process

What's great?

Taking a No Wrong Door approach was flagged as good practice, with praise also for the third sector's role in taking people through homelessness systems. Link casework and commissioning, as well as mutual accountability, were also highlighted as positives. The commitment to interface the service with Health and Social Care connect is fundamentally important. The move toward community hubs, rather than 'homelessness hubs,' is progressive and welcome.

Could anything be added?

Simplifying processes for people and using one assessment was suggested as a way of making systems more person centred. Building pathways to housing support into every type of care, alongside homelessness, was also suggested – along with a test of change for co-location of statutory and voluntary services. One group called for more capacity to help people "stuck" in systems was raised and for services to be more connected. This idea of interconnection was also raised through

the ask for a case worker with good connections to community resources to be placed in each service.

One group suggested incorporating expectations relating to a tenancy (e.g., review, tenancy ready, move on) into Service Level Agreements.

How can technology play a role?

Virtual hubs were suggested as a way of delivering help alongside therapeutic interventions delivered digitally. A shared case management system was another headline ask, though there were questions around funding, levels of information sharing, and managing risk unobtrusively.

How do we ensure outcomes are met?

Bringing casework and commissioned services closer together is key. Along with structured support and an audit system for reviewing feedback. Investment in families and communities was seen as important, as was moving people from supported accommodation into the home of their choice more quickly.

Accountability based on a shared agreement and the ability to challenge practice was flagged as a priority, as was a 'learning loop' to learn about and act on blockages in the system. And a shared assessment tool for people with complex needs, and for HSCP to engage in the process of reviewing service users' care plans.

5. Trauma and Psychologically Informed Environments

What's great?

Broad support to deliver on this commitment as a key aspect of the service and supporting it with training and learning opportunities. The commitment to equality, diversity and inclusion is also welcomed. The intention to co-locate services is of interest, especially where this can be done on a cross-sector basis to increase mutual knowledge and understanding in the interests of people being supported.

Could anything be added?

For accommodation - people need their own front door – security, safety, having their own space or safe communal spaces. More resources are needed to fully support the support of trauma. It is important to ensure lived experience staff roles are appropriate, fully supported, remunerated and that people are encouraged/allowed to explore training routes.

One group noted that awareness training is not specialist training, and liaison is not specialism. Face-to-face training was suggested as the best option and one group called for collaboration not competition. There was frustration at lack of choice for people and "punishment" for anyone who doesn't accept an unsuitable offer. One group said we need to end punitive responses (e.g., "you'll go to the back of the queue if you don't accept this").

How can technology play a role?

Consideration of checking systems (some used for older people). Not everyone wants face-to-face support – online/telephone support is required.

How do we ensure outcomes are met?

Suggestions included taking a standardised approach to trauma training and language used in services, reports, documentation and supervision of staff. Changing workplace culture was another theme, with calls for appropriate appraisals, recognising our own individual roles and responsibilities, and a change in the way we communicate as partner organisations. Staff need support to be able to be trauma-informed in their practice, through training, support and supervision, peer and team support, adequate support for mental health, and a strong employee assistance programme.

Budgets need to consider the buildings/spaces that are used for support, as well as support re-configuration.

Services need to be able to demonstrate "stickability." In a person-centred approach, we should enable the person to select their own outcomes. Then we can see achievements for that person. And it would be good to measure the impact of unplanned and planned 'move on.'

6.   Culture and Communication

What's great?

Educating the public and focusing on equality and the real causes of homelessness are key, and extending this mindset beyond our sector, so that all staff have a shared understanding. Bringing the sector together with a unified approach is an important commitment, as is the focus beyond the homelessness sector.

Could anything be added?

Helping people to navigate a multi-disciplinary system requires infrastructure and a referral pathway, plus addition of missing mental health services. We need to move from awareness to advocacy and have a joined-up cross-sector and organisational comms strategy including guidelines on language. It's important to promote choice but also to be clear about what can be achieved. We need to continue to create space across the sector to review and monitor, to ensure collaboration as standard practice. And we need clarity on the purpose of community hubs so as not to duplicate other existing services.

How can technology play a role?

In terms of service use, tech could help by providing the means to store people's files, so they don't need to repeat their story as they move around the system. Better access to data across sectors could flag up people with increased likelihood of homelessness – for example, people with rent arrears or who have missed health appointments – and removal of cases we are unable to engage with.

Social media platforms could be used to raise awareness of services while better websites and access to information would also drive awareness of availability.

Technology could assist the strategic involvement of emergency services and make intentional community involvement easier.

How do we ensure outcomes are met?

Include lived experience at every step to ensure change. We don't always need the full story, respect the experience and learn from evidence and experience. Encourage and support people to deliver key messages. Focus on preventative outreach and learn from Edinburgh's ECHO system for monitoring outcomes. Outcomes are specific to individuals and a small win can be huge. Give people time to engage in support. And one group pointed to the tensions between competitive tendering, collaborative working and ensuring person-centred outcomes.

7.   Workforce support

What's great?

Standardised training and support for staff was praised and there was a positive view of people from different agencies and organisations coming together through training to meet and share practice and experiences and promoted joined up services.

Could anything be added?

People wanted to see more opportunities for large and small organisations to work together, sharing expertise, mitigating risk and building capacity. Other tables suggested more conversations with regulatory bodies to take them with us through service transformation. Roundtables also called for equal pay in services and recognition of the human resources/time involved in delivering support. Agreed minimum staffing in line with other requirements was another call, along with including Registered Social Landlords into training and our systems, taking a holistic and joined up approach.

How can technology play a role?

A key theme was the desire for a digital hub that is accessible to all organisations to provide training and other opportunities. Fedcap Hub was mentioned as an existing resource that could be explored by colleagues. Data sharing was another area highlighted.

How do we ensure outcomes are met?

It was felt outcomes would be best measured through a standardised framework and audit, along with regular supervision, staff appraisals and service reviews. The role of people in setting their own outcomes is paramount.