



Service Design Session 4: 'We are all in'

June 2024



**Homeless
Network
Scotland**
we are all in

Glasgow City
HSCP
Health and Social Care Partnership

What we've achieved together so far:

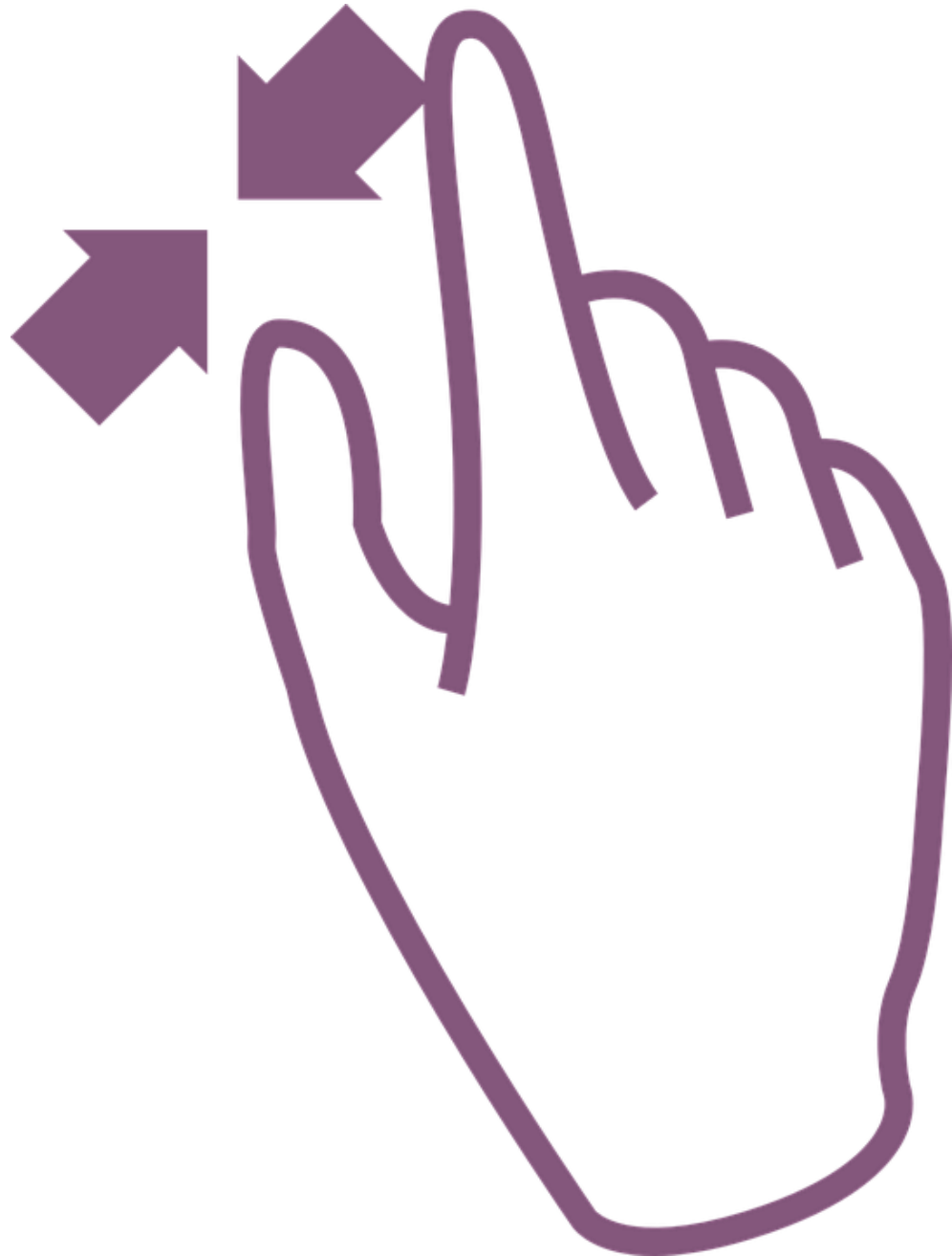


- Agreed 10 principles to underpin the service design process.
- Reviewed best available evidence on supporting people – relational approaches aligned with people's material needs.
- Centered equalities and life experience - through our collaboration with GHFT and adopting 'personas' to join us.
- Adjusted a draft service specification, drawing from YOU model and 'in the room' knowledge and experience.



Phase 1 Design Schedule





Each person's life is a unique complex system.

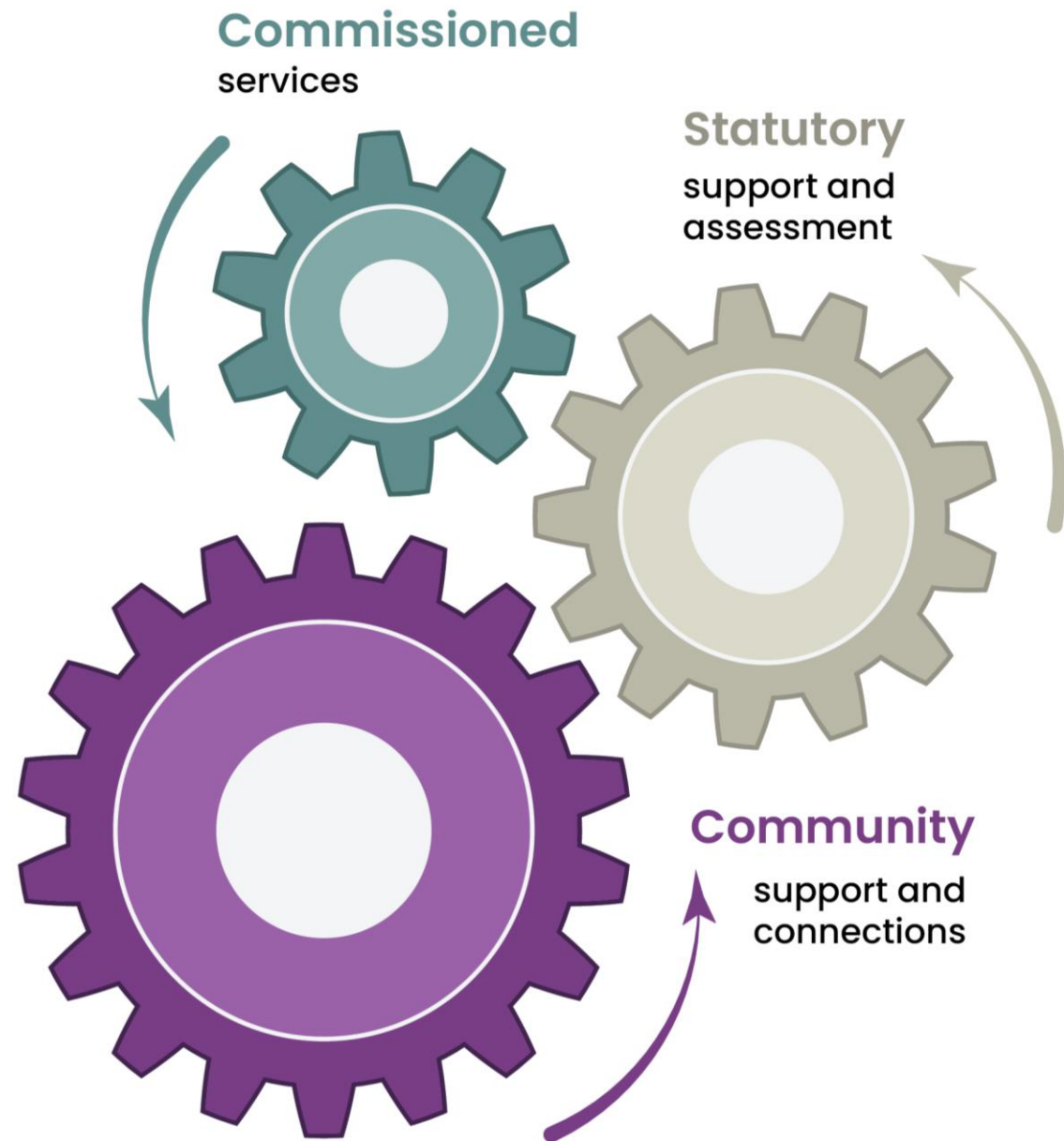
Real outcomes are created by **whole** systems – all the relationships and factors that make up our lives.

[Human Learning Systems, Centre for Public Impact]



A 'whole-system' approach that supports people to end their homelessness >

Healthy systems are *learning* systems that cultivate trust.



What can each of these parts do to **prevent** homelessness from happening in the first place?



What causes homelessness?



Inequality

Poverty is the key driver of homelessness, and the housing system is not experienced equally by different groups.



Local housing systems

Where housing supply doesn't match demand in the places that people want to live.



Local labour markets

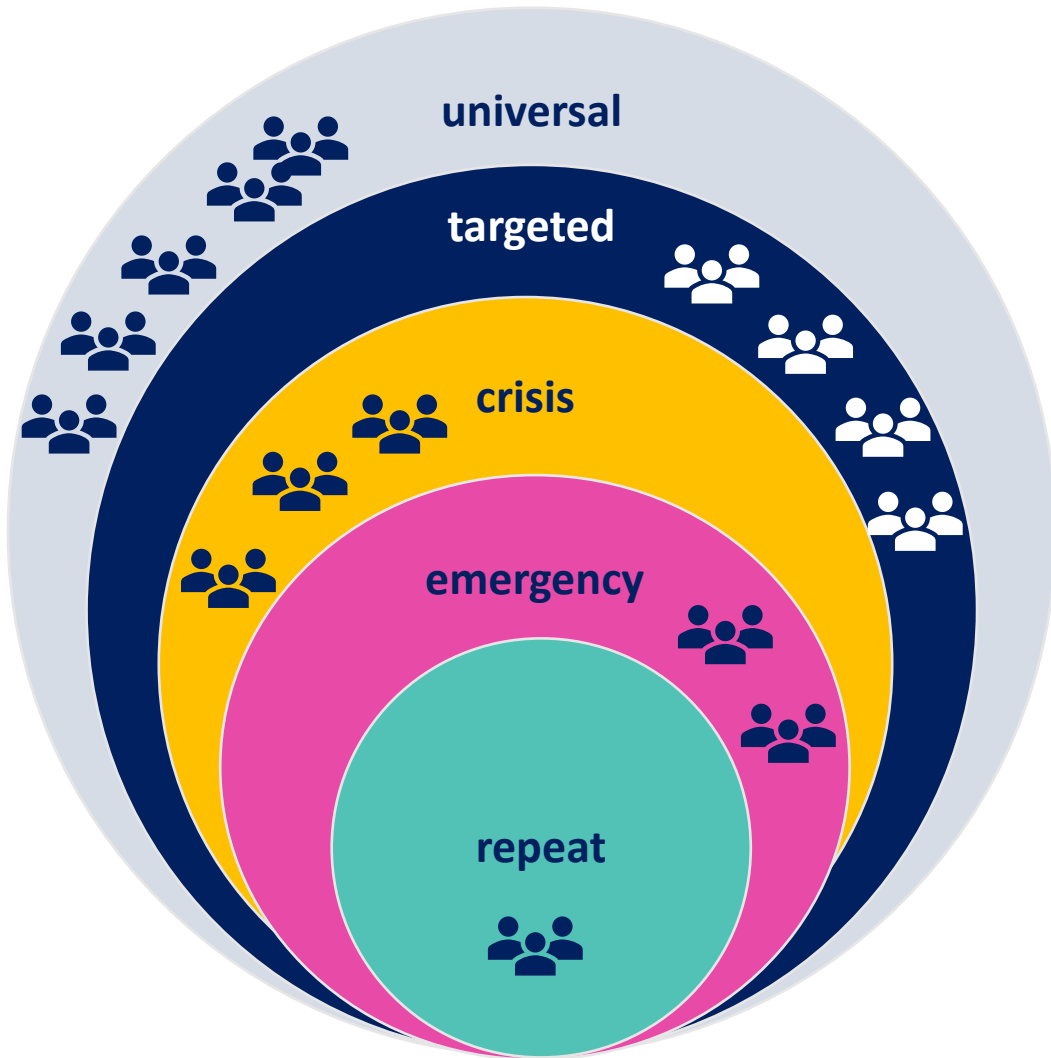
Where job opportunities don't match the numbers and skills of people available for work.



Welfare safety net

How well the system protects people who cannot work for personal or health reasons, or due to local labour markets.

PREVENTION TYPOLOGY¹



1: universal preventing homelessness risk across the population as a whole. Including poverty reduction, affordable housing, employment and welfare.

2: targeted early intervention focusing on **people and places** at the highest risk of homelessness – e.g. people leaving prison, young people leaving care, place-based approaches.

3: crisis short-term response needed for people at imminent risk of homelessness.

4: emergency people at immediate, including same-day, risk of rooflessness or homelessness.

5: repeat working with people who have previously been homeless to prevent the experience being repeated.

¹ Suzanne Fitzpatrick, Jenny Wood | Heriot-Watt University
Peter Mackie | Cardiff University

Housing (Scotland) Bill



- **Stage 1: introduced to Parliament in March 2024. Part 5 makes provision for homelessness prevention.**

Two key aspects:

- **Local authorities must undertake a strategic assessment of housing support needs and services in their area.**
- **The following public bodies will have a DUTY to prevent homelessness:** health boards and special health boards, integration joint boards, local authority, police service, registered social landlords and ministers' functions relating to people leaving prison and young offenders institutes.

What is the new duty?



About housing



**To prevent
homelessness**

What about communities?



All homelessness starts in a community.
But not all communities are at equal risk.

A place-based approach to preventing homelessness means:

- Helping people earlier – and closer to home.
- Prioritising prevention in Glasgow Community Planning Partnership's Local Outcome Improvement plan 2024-2034 (and local area plans).
- Community services being supported to mirror the 'ask and act' duties to help statutory and commissioned services to prevent homelessness.

Today:



10:15 Supporting people – what if?

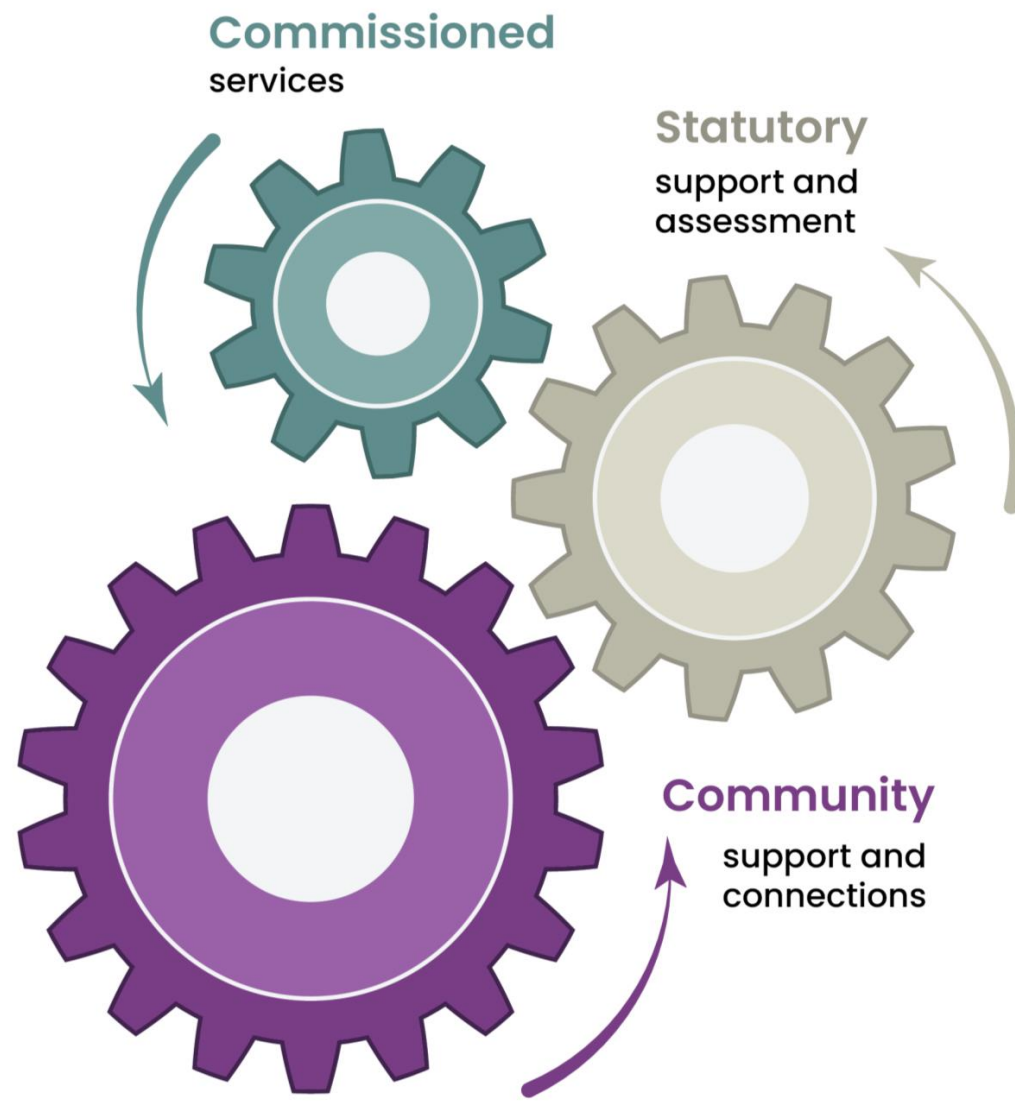
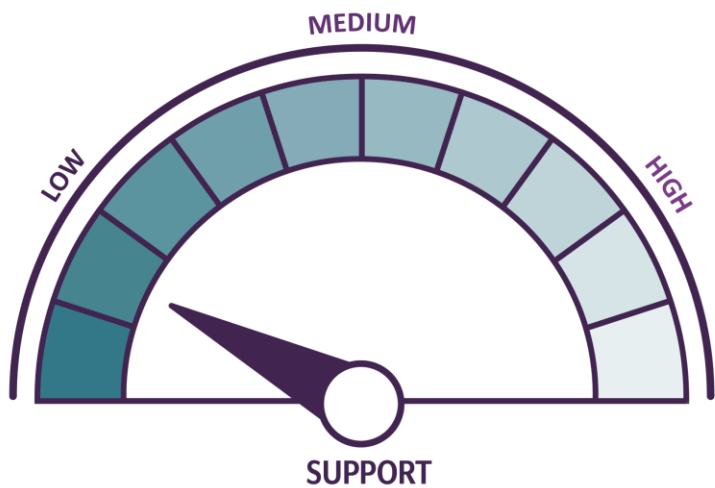
10:45 Connecting services

11:15 Break

11:30 People supporting people

12:30 Close

About Support



Supporting people





What if...

"When we use the 'What If' technique, we approach problems from a fresh perspective.

This allows us to think creatively and come up with unique solutions that may not have been apparent before."



What if...



... we removed
all services from
the city centre?



What if...



... community services also 'ask and act' to prevent homelessness



What if...



... there were enough social homes in Glasgow?



What if...

- People could access mental health support alongside substance misuse support?
- Everyone experiencing homelessness could use public transport for free?
- At-home support was something you could self-refer to?
- There were enough social homes in Glasgow?
- People chose which services they needed and had a budget to spend on them?
- Community groups worked with statutory services to prevent homelessness?



Joe, 67



Mariam, 37



Heather, 27



George, 35



Adam, 30



Ciaran, 22



Stuart, 42

INTERESTS:

What does she spend her time on?
What enlivens her?
What does she read, watch, listen to?

POWERS:

What does she control?
What can she do?
Who does she have influence over?

NEEDS:

What does she need in her life / in her work?
What's essential for her, what does she require?
What's missing in her life?

BEHAVIORS:

What are her routines?
What does she spend her money on?
What are her rituals?

VALUES:




What matters to her?
What makes her satisfied or frustrated?

ASPIRATIONS:

What kind of person does she want to be?
What are her life goals or dreams?

A whole-system approach to supporting people



		Who can help to <i>prevent</i> their homelessness and by doing what?	If not preventable, what support do they want to access and where?	What support could be better coordinated and who is doing that?	What are people encountering, thinking and feeling?	What outcomes are we working with them toward?
<p>Your Persona's name </p>	<p>Community support and connections</p> <p><i>Including:</i></p> <ul style="list-style-type: none"> • Clubs, leisure and hobbies • Faith based groups and places • Community centre • Health services • Food services 					
	 <p>Statutory support and assessment</p> <p><i>Including:</i></p> <ul style="list-style-type: none"> • Your Support, Your Way • Community Homeless, Prison and Asylum Teams • Out of Hours • Public bodies with prevention duties • Temporary Accom • Housing First assessment 					
	 <p>Commissioned services</p> <p><i>Including:</i></p> <ul style="list-style-type: none"> • At-home support • Outreach support in public places • Supported housing with on-site or nearby support • Drop-in support centres, year round and winter 					

Community

What's strong?

What assets, people, buildings, skills and knowledge can the commissioned service draw from?

What can the HSCP draw from? What can we give in return?

Statutory

Where are the pressure points? How can the other 'layers' help?

What can it learn from commissioned services - about risk, for example. Or about fleetness of foot.

What does it give to the community - what can it draw from?

Commissioned

How do we connect with the other 2 'layers' to prevent homelessness?

What will you draw from to help people build and live a life beyond services?



Time for a break



Testing assumptions...



There is a strong commitment for the commissioned service to:

- Achieve a single service structure that feels seamless and unified to people being supported.
- Ensure that people can be supported by the same worker throughout their journey, if they want to, even if their level of needs change.
- Provide more spaces for shared reflective practice and training for people in support roles.
- Design-in a 'learning loop' between those on the ground and decision makers and commissioners.



People supporting people

Keeps in touch
– not just when
there's a crisis

Understands
what I need
and want

Easy to get
hold of when I
need them

Can make a
plan to work
through
different things

Is well trained
and supported
in their role

Can build trust
with me

Can take on a
challenge

Keeps me
involved

Can network
and make
connections

What's next:

Bracing for Impact

13 August 2024 - morning session





We Are All in

What if we layered an integrated model of community, commissioned and statutory services that put people at the heart of support that was free from stigma, unlocked real choice and control and provided a roadmap to a life beyond services?

What would we need to do to ensure the layers in that system connected as a whole and drew learning from one another, fuelling a cycle of continuous improvement?

How would we ensure that whole system could mirror the complexity of each unique life, offering trauma-informed support that took people's strengths as a starting point?

And what would we need to be put in place – leadership, training, mindsets – to ensure the people offering support at all levels were supported to do their jobs well?

The fourth All in for Glasgow design session asked colleagues to think big in addressing these challenges, and encouraged them to ask at each turn: “What if...”

Closer to home

The session was structured around three workshops, with roundtable discussions and insights from Glasgow Homelessness Involvement Feedback Team (GHIFT).

It was informed by the knowledge that all homelessness starts in a community and can be prevented earlier and closer to home using assets and knowledge already within communities.

And the work was set against a near future where people working in a range of services across society will by law be required to ask and act to prevent homelessness.

Two themes repeated. One was the need to assign people a ‘sticky person’ – a worker who stays alongside a person during their journey through services, acting as a connector to every piece of the support jigsaw. A familiar and trusted face.

As one member of GHIFT said: “If you have one go-to person they can build up trust with the person. There’s a big trust issue in homeless services – I’ve been

there myself. People have been let down in the past, and if they have that one person, they're not getting different points of view."

A colleague from a service provider added: *"That sticky person will follow you, ensure you get to where you need to be and challenge each part of the system to carry out the function it set out to do."*

And secondly, there was a common desire for a No Wrong Door approach – one pathway through connected services so no one is trapped or excluded from any part of the system.

What we explored

Mapping out the layers:

- Support and connections to prevent homelessness at **community** level could come from clubs and hobbies, faith-based groups and places, health services, food services, community centres and more.
- **Statutory** support and assessment would include 'Your support, your way', community homeless, prison and asylum teams, public bodies with prevention duties, out-of-hours support, Housing First teams.
- **Commissioned** services include at-home and outreach support, supported housing with support on hand, and drop-in support centres.

Supporting People:

- What do support workers need from all layers to get alongside people with varying levels of support needs?
- What do people who have been supported by services prioritise?

Connecting Services:

- How the three layers work together – what are the challenges, what can the different parts of the system learn from one another?
- What are people encountering and feeling as they navigate the system?

People Supporting People:

- What defines a great housing support worker? The mindsets and skills.
- What support do colleagues from every part of the system need to get alongside people with varying levels of support needs?

Supporting People – a whole-system approach

Using our seven personas, roundtables explored the different cultures, situations and backgrounds people experiencing or at risk of homelessness might have experienced, to look at how they could best be supported.

And for each person we were asked to consider:

- What can help to prevent their homelessness?
- If not preventable, what support do they want to access – and where?
- What support could be better coordinated – and who is doing that?
- What are people encountering, thinking and feeling?
- What outcomes are we working with them towards?

Key themes: connecting services

At **community** level, support based in one place was a common theme, along with the potential for hobby activity and employment to prevent homelessness.

Where would you find support at local level? Libraries, educational and health centres, clubs and societies were suggested. Peer mentorship was seen as a good way to coordinate support, while befriending, mental wellbeing, and providing information on support were also important.

Prevention in the community could come from faith groups, or women’s groups. And what if a Housing Options worker was placed in a foodbank or pantry? A good outcome was becoming part of the community – in other words, belonging.

At **statutory** level, identifying and putting in place the ‘sticky person’ or case manager who coordinates all services for a person was a repeated

aspiration, as was a ‘joined-up’ approach. Desired outcomes at statutory and commissioned included being listened to; being engaged by services, moving on from temporary accommodation.

Housing First was commonly cited as an effective prevention theme, along with health and addiction support.

For Mariam (one of our personas), who had been trafficked to Scotland, colleagues wanted a clear pathway for her from Home Office accommodation to a permanent home and flagged the importance of delivering her support through a trauma-informed lens.

Other suggestions to prevent homelessness for people in the asylum system included ensuring staff had access to Google Translate, and non-welfare financial support, such as a secured loan from social work.

At **commissioned** level, prevention measures suggested included advocacy, counselling services, and trauma-informed services, with access to supported housing identified as a key next step if homelessness is not preventable.

Access to women-only accommodation was raised as an important prevention. And better links between commissioned services was seen to be an important step in coordinating support.

Key themes: people supporting people

An effective unified system needs good people to operate at each level, especially if the ideal is for people to be supported by one ‘sticky’ worker. What does this mean for support workers in commissioned services? What do we need more or less of?

By using personas to represent workers, colleagues identified the most important traits needed to deliver great support. The **skills, mindsets, knowledge** and **values**. And as important, we asked what those key people need from others in the system.

Skills. The best housing and support workers are calm, and good listeners with natural curiosity, according to feedback from the room. Motivation, commitment, a can-do attitude and kindness came up again and again as desired skills.

We’re all people and that human connection was seen as key. But in the face of a difficult job, resilience is considered a vital tool for workers to be effective.

Knowledge. Trauma awareness was almost universally cited as a key asset shared by great support workers. And good knowledge of homelessness and housing, welfare rights and resources was also seen as important.

Mindsets. Standing up for the person you’re supporting; challenging

decisions, being a champion. Non-siloed working was identified as a great mindset. And an awareness of the power imbalance was held up as an important way of thinking.

Values. Common values shared by great workers and identified around the room included integrity, professionalism and bravery.

What workers need from others in the system. Feedback from roundtables – including frontline staff – showed reflective practice, peer support, good communication, wellbeing support, constructive feedback, access to professional development were highly valued by staff in support roles.

One worker told the session: *“We want that sticky person, but we need to make sure that that person or those people are supported. We talk about the complex system people have to navigate, how do we ensure they are supported, not taking trauma home, at a time when there are barriers to providing the services and support, we all want to provide.”*

What do we need from workers? The most common ask from workers was commitment. Consistency, openness to learning, a consistent approach, openness and self-identifying training needs were also frequently identified requirements.

One GHIFT member said: *“You need an advocate for people. Someone with a sense of injustice who will start fighting*

for you. It might be the first time someone has seen someone fighting their corner. It's massive."

Key themes: supporting people

What does good support look like?

Input from James Stampfer, GHIFT

James has sat on both sides of the support relationship. He addressed the session and started by talking about a support worker who made the effort, who "took time to see value in myself". James, who now works for Blue Triangle, said: "I try to reflect that in my practice today.

"A good support worker won't just ask 'How you doing?'. They'll ask, 'How are you *really* doing?' It's all about digging for that insight. What you all about, who are you? Compassion is the goal, empathy is the method, living is the result. Getting to know a person is the only way to figure out what's for them.

"Connection is what leads into relational wealth that solves a lot of problems people face. The only barrier to connection is self – our own selves. But that doesn't really exist.

"We're so connected with everything, but we can't connect with each other. We need to push through that and look at connect on common ground."

Well said James.

And finally....

It was a creative and energetic session, and colleagues didn't disappoint when asked to 'think big' about change and to consider "What if...?"

Here's a selection of responses from the day:

- What if statutory services worked together to provide cross-policy commissioning? We talk about people experiencing different eco systems but we only fund one thing at a time. How do you make that work? How do you choose what is the most important thing to you?
- What if stigma was addressed and everyone understood the risks of homelessness. I don't think people understand that it's quite easy for people to become at risk of homelessness.
- What if there was No Wrong Door – one referral pathway through homelessness?
- What if there was actually genuine choice for people entering homelessness?
- What if there was access to tiers of support from low to Housing First level, in all accommodation?

- What if community services also ask and act to prevent homelessness?
- What if everyone in the community could create a housing application?
- What if stigma was addressed and everyone understood the causes and risks of homelessness?
- What if there was a single point of assessment for everyone – not multiple assessments?
- What if everyone had a better understanding of the pathways for those experiencing/close to homelessness?
- What if people just access support – no organisation names! No service names!
- What if GPs had a duty to ask and act about homelessness?
- What if supported housing staff provided outreach ‘move on’ support too?
- What if we had access to a shared system for information?
- What if we had self-directed support for homelessness?
- What if we went upstream to provide support, removing barriers?
- What if statutory services worked together to provide cross-policy commissioning?

Design session five on 13 August 2024: ‘Bracing for impact’

Healthy systems are learning systems that cultivate trust and deliver impact.

The design team will thread learning questions through their ‘whole system’ approach so that we continue to work toward people getting a joined-up approach between the:

- **Statutory assessments** and legal duties they receive.
- **Commissioned services** they use.
- **Community support** and connections they have.