All in for Glasgow: CEO and Senior Leaders Briefing

12 September 2024

all in for Glasgow

Homeless Network Scotland
we are all in

Glasgow City HSCP
Health and Social Care Partnership

who are you?
WAYfinder

Briefing Outline

- **Scene Setting**

- **Design Process**

  - Starting with People

  - Building YOU up

  - We are all in

  - Bracing for Impact

- **Big Ambition**

- **Lots**

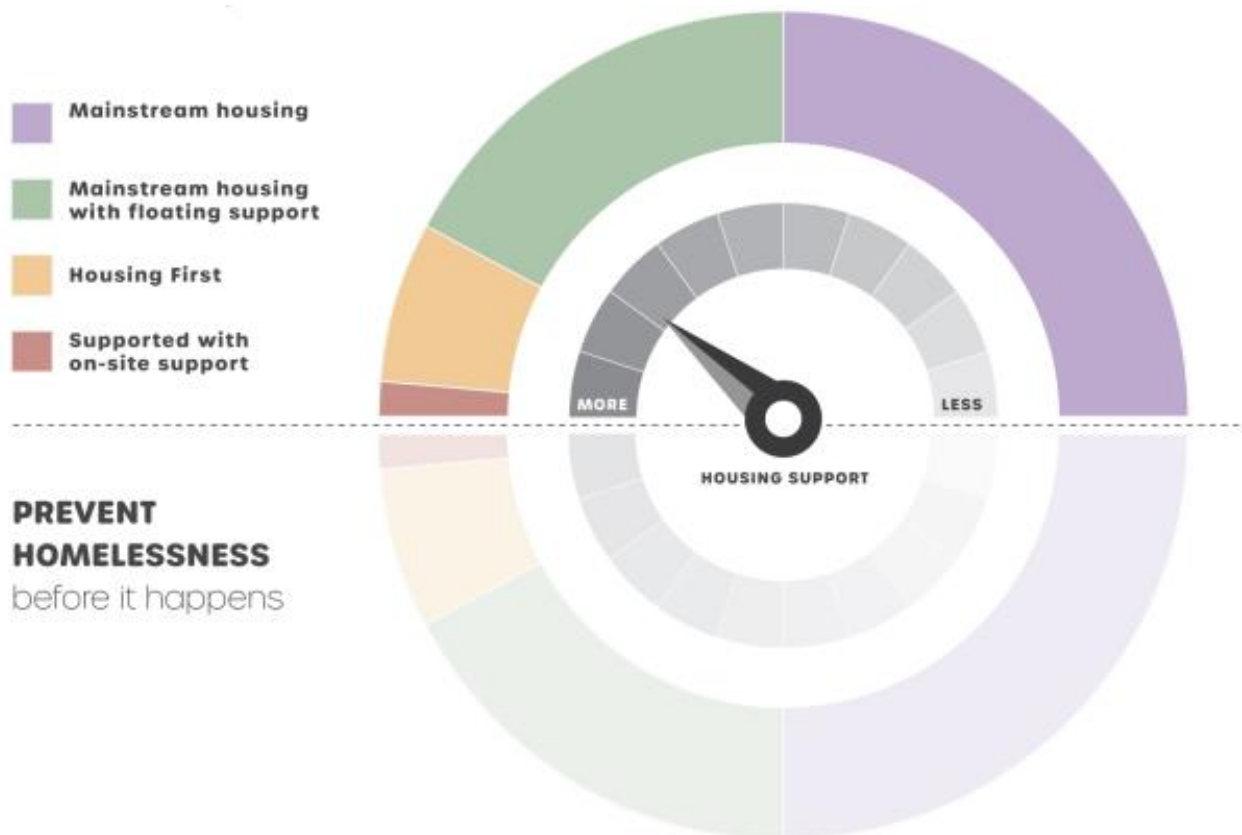- **Timeline**

Open-eyed to the challenges

- **Global factors** post-pandemic, cost-of-living, conflict & unrest

- **UK Gov policy** immigration, welfare benefits

- **SG policy drivers** local connection, UAO, rapid rehousing

- **Social care workforce** challenges in recruitment and retention

- **Housing supply** cuts to national budget for affordable housing

- **Complex housing system** post stock transfer

- **Homelessness pressures** more people in the system

Building from what's strong in Glasgow

- **Progressive** improvement and modernisation, cross-sector

- **Integrated** housing, health and social care

- **No Wrong Door** health and social care connect

- **Skilled network** third and independent sector providers

- **Systems approach** to casework and housing allocation

- **Learning** from lived experience and service collaboration

Getting the right support to the right place

Mainstream housing

Mainstream housing with floating support

Housing First

Supported with on-site support

MORE — HOUSING SUPPORT — LESS

PREVENT HOMELESSNESS before it happens

Around half of households who become homeless have **no support needs** beyond the need for housing.

Among the households that do have at least one support need identified:

- Most support can be provided in mainstream housing with flexible outreach housing support.

- **Around 10-15%** are best suited for Housing First support each year. For Glasgow, this means between **534 – 800** people.

- **Around 2-5%** might be best fit for settled, shared and supported housing each year. For Glasgow, between **107 – 267** people.

- **330 households** counted as sleeping rough in 2022-23, the target group for support on a street outreach basis.

Design Schedule and Phases:

1	2	3	4	5
Open door event	**Starting with people**	**Building YOU up**	**We are all in**	**Bracing for impact**
Feb 2024	March 2024	May 2024	July 2024	August 2024

Lived Experience

Evidence, Experience and Equalities
Specialist input from external speakers

- **Evidence** Professor Suzanne Fitzpatrick

- **Experience** Homeless Network Scotland Associates Martin Boyle and James Stampfer

- **Equalities** Pedro Cameron, Housing Options Scotland

Understanding people

Ethnicity

Gender

Age

Family and social connections

How they navigate the system

Current housing situation

Digital inclusion

Services they use

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?

BEHAVIOURS:

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?

Building YOU up
Service Specifications

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**

Building YOU up
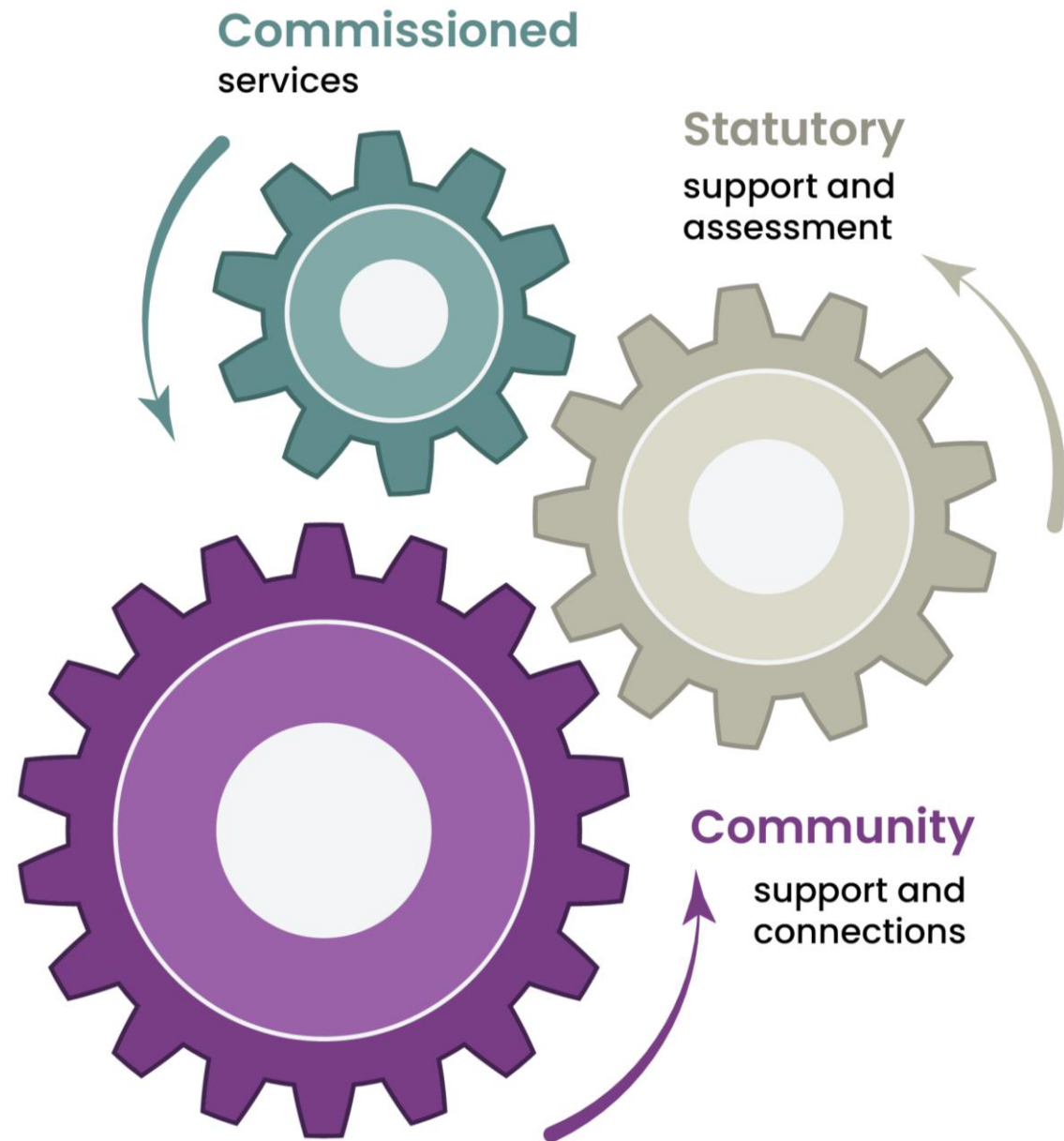Service Specifications

What's great about it?

Could anything be added?

How can technology play a role?

How do we ensure outcomes are met?

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

Healthy systems are *learning* systems that cultivate trust.

Commissioned services

Statutory support and assessment

Community support and connections

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?

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]

all in for Glasgow

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."

A whole systems approach to supporting people

- Who can help to prevent 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? What are they thinking and feeling?

- What outcomes are we working with them towards?

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

People supporting people

- What would the personas want in the person providing their support?

- What's needed to enable people to work in this way – and use those attributes to the best of their ability?

- How do we get there?

Take-aways

- A 'sticky person' – a worker who stays alongside a person during their journey through services

- No Wrong Door approach – one pathway through connected services so no one is trapped or excluded from any part of the system.

"If you have one go-to person they can build up trust with the person. There's a big trust issue in homeless service.

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

Member of GHIFT

who are you?
WAYfinder

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.

Learning for impact

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 **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.

Big Ambition

- **Progressive and innovative** purpose, pace, open, co-design

- **Equalities competent** different risks and experiences

- **Single service** service lots that are connected in design and delivery

- **Whole systems approach** connecting across sectors and services

- **Learning** central to the process and continuing in the service

- **Ethical Commissioning** transparent and collective

- **Inclusive** accessible version of the service specification

WAYfinder Lots

1. Central Services

Provision of a city centre housing advice hub, Street Outreach team (city wide), and out of hours provision (city wide).

2. North East

WAYfinder service covering Glasgow North East locality.

3. North West
WAYfinder service covering Glasgow North West locality.

4. South
WAYfinder service covering Glasgow South locality.

5. Housing First
Housing First in NE, NW and South localities.

6. Approved Providers
Framework of approved WAYfinder providers.

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

Pre-Tender Event

19 September
- online

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