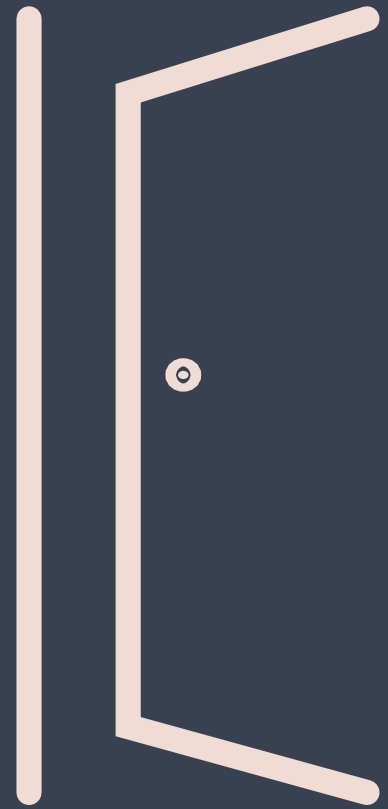


No  
Wrong  
Door  
Scotland



Learning how to open doors for people at the hard edges.



## What we see

Too many people in Scotland with lives that are shaped by poverty, trauma, violence and abuse. By periods of homelessness, using substances, or offending. Facing barriers due to our physical or mental health. Or confronted by discrimination for where we were born, or how we identify and express ourselves.

## Understanding the problem

The overlapping nature of disadvantage in Scotland cannot be resolved by current public services that are planned, paid for and provided in separate sectors and silos.

The Hard Edges Scotland research drove home the scale and profile of people affected by severe and multiple disadvantage, the mismatch with services often set up to address 'single issues' and the added burden this places on people's lives.

By continuing to provide services in this way, we deepen disadvantage, widen inequality and mount pressure on public spend.

Scottish Government policymakers recognise this problem, with a growing range of social policy and strategy committed to a 'No Wrong Door' service approach.

However there is no shared definition and no national framework to inspire, equip and connect local action.

## Why this matters

Each of our lives are shaped by our experiences right back to childhood and by our connections to each other. If our experiences are mainly positive, we tend to have fewer other issues to contend with each day.

**But if we have many negative experiences, then the cards become stacked against us.**

**This knock-on effect means people are more likely to experience:**

- Material disadvantage.
- Poor health and wellbeing.
- Prejudice and stigma.
- Trauma, violence and abuse.

**And less likely to:**

- Live in suitable housing.
- Have a good education or find rewarding work.
- Exercise rights or participate in democracy.
- Access the range of services and support needed.

Services are often set up to respond to single issues, as part of a different ‘sector’ – each with its own set of systems and ways of doing things. But people are more complex than that, with our own unique range of experiences, relationships and factors that make up our lives.

**The effect of this is to:**

**Shut people out of services.** Long waiting lists and unmet need, alongside ‘two strikes and you’re out’ policies for those who miss appointments. And out of area referrals, or services that are not sensitive to different forms of inequality.

**Trap people in services.** In the wrong type of service, in the wrong place, or for too long. With too little focus on helping people feel part of a community and to build a life beyond services.

## A better frame

People at the hard edges need to find No Wrong Door.

By opening doors, we can build a fairer and more equal society for everyone in Scotland.



Learning how  
to deliver  
**No Wrong Door**  
for people at the  
hard edges



# No Wrong Door Scotland

No Wrong Door Scotland is informed by academics, shaped by policy makers, reality-checked by lived experience, encouraged by commissioners and led by practitioners.



No Wrong Door is an action learning partnership gearing up in 2024 in four areas:

- Aberdeen
- Dundee
- Edinburgh
- Fife

It will wrap a learning cycle around existing services at local level to understand how to deliver No Wrong Door in very different geographical and service contexts. Local learning will loop into a national learning group who will report to the Scottish Government's Ministerial Oversight Group on Homelessness.

Homeless Network Scotland is the learning partner.

Two funding partners value the learning from this test-of-change programme, with thanks to William Grant Foundation and the National Lottery UK Fund in an alliance with Platform in Wales.

## The Test-of-Change

People facing multiple challenges are *less likely to get access to the range of services and support they need.*

No Wrong Door Scotland wants to learn how to put this part right – so that services can get alongside people on what matters most to them.

## What we will deliver

*“Large scale problems do not require large scale solutions. They require small scale solutions within a large-scale framework.”*

– David Fleming

We will deliver a 2-year test-of-change programme that will learn how to deliver a No Wrong Door approach in four local areas. It will be focused on people experiencing multiple challenges and disadvantages.

We will draw from local and national learning to co-develop a **National Framework** for No Wrong Door.

## What this can inspire

We will invite the Ministerial oversight Group on Homelessness to:

- Adopt the National Framework for No Wrong Door.

We will invite national and local government and health and social care partnerships to adopt the national framework and apply the learning toward:

- A cross-policy approach that takes a **whole system** approach to prevent and redress multiple disadvantage in Scotland.
- An integrated and ethical commissioning model that takes a **bespoke and whole person** approach that helps to join up services.

And we will invite local partnerships, across the public, third and independent sectors, to:

- Draw inspiration, tools and tips from the National Framework.
- Integrate learning into local plans and practices.

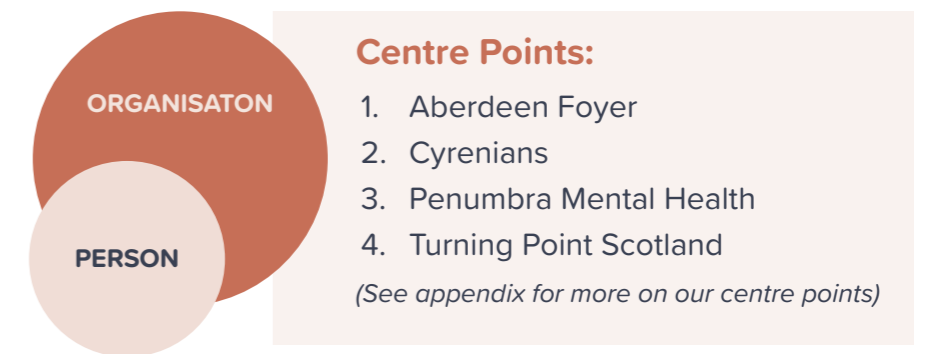


## How we will learn

### 1. Each test-of-change area has a centre point

At the heart is people navigating services and a frontline organisation committed to learning how to deliver No Wrong Door. The centre points are third sector organisations who:

- Are recognised as innovators in service design and delivery.
- Are specialist in enabling people facing severe and multiple disadvantages.
- Already 'think systems' and are committed to learning at a local and national level.



Support and advice workers will adopt the **4 Asks** – to ask about each part of a person's life, and to act on what the person tells you. This will be the main mechanism by which a whole-person and whole-system approach is taken each time:



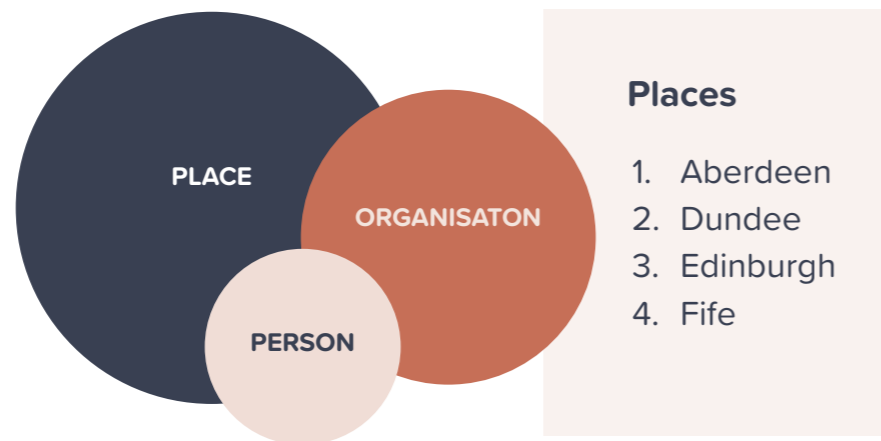
Through our centre points, we are able to learn about different issues and in different service contexts. They will notice patterns in the experiences of people using their service.

## 2. The centre point will facilitate place-based learning

A local learning group spanning different sectors will come together regularly to:

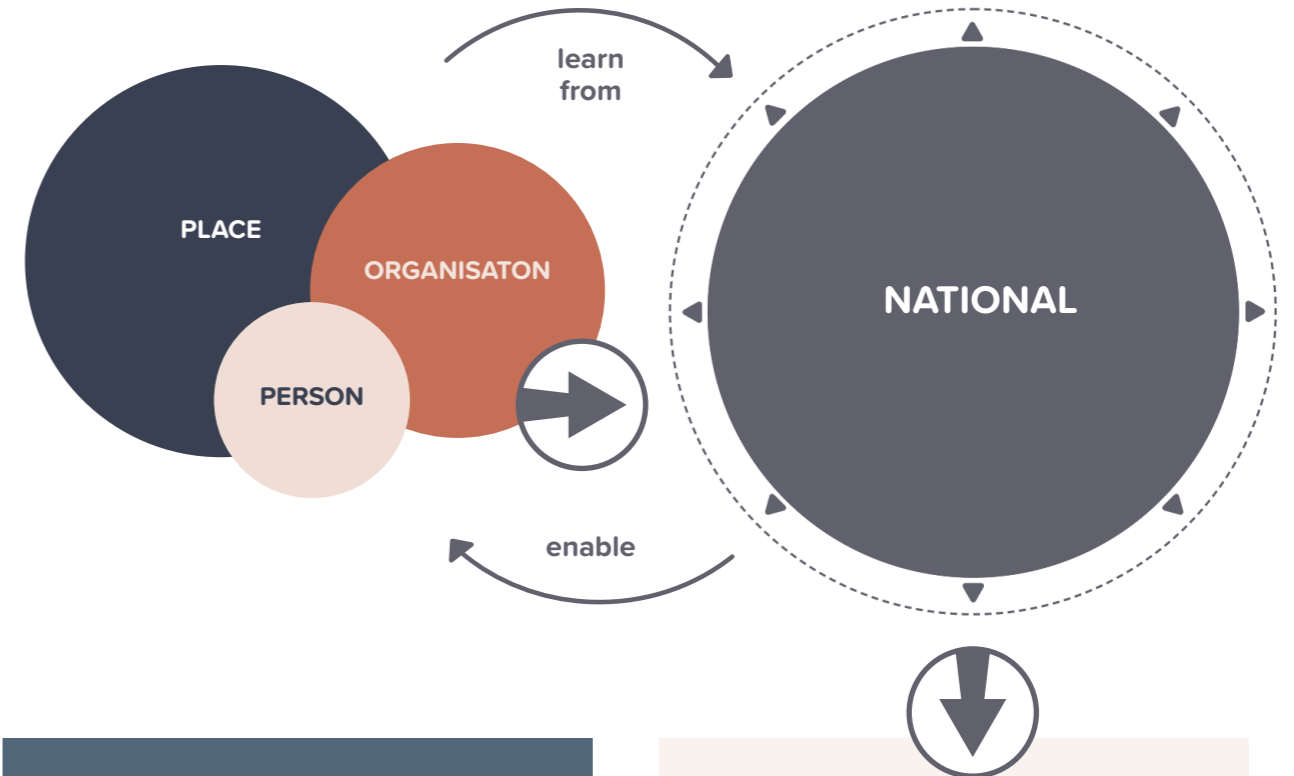
- Notice shared experiences, patterns and themes.
- Decide how to act on what they are observing.

Place-based learning cycles include people using services, frontline workers and local decision makers who are committed to learning and improving outcomes for people in their area.



**“Change is the end result of all true learning”**

- Leo Buscaglia



### Ministerial Oversight Group

The Ministerial Oversight on Homelessness Group brings together ministers from a range of portfolios across the Scottish Government to identify the actions required across portfolios to prevent and end homelessness and then to collectively ensure delivery of these actions.

This will support the collective contribution to outcomes for disadvantaged groups across the Policy Prospectus.

### National Learning Set

The National Learning Set is an expert group of leaders, policy makers, funders, commissioners, academics and people with experience of providing and navigating a range of relevant services.

Facilitated by Homeless Network Scotland, the group will enable, advise and mentor local learning. They will notice national patterns and themes - while providing provocations and challenging 'business as usual'. And they will oversee the co-design of a National Framework for No Wrong Door.

## We have identified 5 keys to No Wrong Door in Scotland

For each, we have outlined what **good looks like** – although we are open-minded to this changing as we learn more.

This covers:

- What the current system, **at its best**, would look like.
- What a **better system** would look like.

By considering both, we can focus on learning about and testing practical, incremental change – while also ensuring our aspirations are not limited by what's in front of us.

And by doing so, we can **learn**:

- How local services are connecting across silos to support people at the hard edges.
- What is working, and what is not, for who, where and in which circumstances.
- And test new ways of working to improve or replace the status quo.





## The 5 Keys to No Wrong Door

	The current system, <i>at its best</i> , would look like this	A <i>better system</i> would look like this
<b>Preventative</b> 	<ul style="list-style-type: none"> <li>• Early intervention across public services.</li> <li>• People’s issues are prevented from getting worse or triggering multiple issues.</li> <li>• All public services would ask about money, housing, wellbeing and relationships - and act on what people tell them.</li> </ul>	Where adversity and inequality is prevented and redressed across the whole population.
<b>Person-led</b> 	<ul style="list-style-type: none"> <li>• Where public services are trauma-informed and build from people’s own strengths, capabilities and successes.</li> <li>• And where this is understood as an important element of a broader approach that provides a bespoke response to people’s needs and the risks they face</li> </ul>	Where people direct their own support and receive a cash-first response to material needs.
<b>Place-based</b> 	<ul style="list-style-type: none"> <li>• Services recognise that inclusivity and normality is key to restoring autonomy, and work to support community connections.</li> <li>• The environments that we invite people to are physically and psychologically safe.</li> </ul>	Everyone feels part of a community and are able to build a life beyond services.
<b>Co-ordinated</b> 	<ul style="list-style-type: none"> <li>• There are strong connections between different services and sectors.</li> <li>• There is a lead professional coordinating access to a range of joined-up services for people at the hard edges.</li> </ul>	Everyone can access the range of services and supports that they need and want.
<b>Equality competent</b> 	<ul style="list-style-type: none"> <li>• Public services recognise that some groups of people are more likely to experience severe and multiple disadvantage and take action to redress distribution of risk.</li> <li>• Public services pro-actively address the financial and material hardship at the root of other issues.</li> </ul>	Where the root causes of severe and multiple disadvantage have been addressed: poverty, inequality, trauma and harmful relationships.

## Learning questions

Local and national learning cycles will compare the **5 keys** with the themes and patterns they are noticing today, and ask themselves:

### 1. Where are our open doors?

*This is about doing more of what works and agreeing specific actions.*

Where are things going well, and for who? What positive patterns do we notice that compare favourably with the 5 keys? Why is it working and how do we do more of this?

### 2. What ‘business as usual’ will we challenge?

*This is about getting out our lanes and testing new ways of working.*

Where are things not going so well – and for who? How will we change or improve it? What are we going to improve and by how much?

### 3. What do we need?

*This is about clarifying what is needed, from where and from who.*

What is needed to make the changes we have identified. Is it:

- **policy** local or national.
- **resources** time, money or supplies.
- **mindsets** culture, values, assumptions, attitudes and beliefs.

What can be done in this room – who else does it need?

## Appendix i: Services

### Aberdeen Foyer

**Aberdeen Foyer:** every student in a school year group will be surveyed through the Upstream model to identify and support young people at risk who may not otherwise come to the attention of school staff or who face barriers in accessing additional support. This will help identify risks to a student's learning and ensure that the right support is made available at the right time to them. Many events can occur that increase a pupil's vulnerability to not achieving their full academic potential. If staff know who is at risk, they can then act.

### Penumbra Dundee

**Hope Point, Dundee Wellbeing Support** is a 24-hour community wellbeing centre to support people experiencing emotional distress and need immediate access to support. People can phone, text, or be supported face to face. The centre will support each person to plan their next steps safely. The service has been informed by the lived experiences of local campaigners, and many of the team members are employed in peer roles. It has been set up in partnership with Dundee City Council and the Health and Social Care Partnership.

### Cyrenians Edinburgh

**The Cyrenians Hospital In-reach Service** is a pilot project designed to support patients that may be at risk of or experiencing homelessness – ultimately leaving them unable to maintain their treatment. After the first 18 months of operation 292 patients were supported, with a further 35 one/light touch interventions provided to individuals referred more than. There was an 68.7% reduction in readmissions compared to the previous 12 months prior to introducing the Hospital In-reach Service.

### Turning Point Scotland Fife

**Turning Point Scotland's Fife Support Service** brings the significant experience of delivering Housing First from across Scotland and will also include an innovative Whole System Approach jointly funded with Fife Council. This Whole System Approach believes that ending, preventing, or responding effectively to homelessness demands input from housing but also from across the public service system – no one service, or approach is going to have all the answers. These inputs need to be coordinated and integrated, underpinned by effective communication and information sharing arrangements and overseen by a strategic structure that brings agencies together around a shared goal.

## Appendix ii: Contact details

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