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Item No: 18

Meeting Date: Wednesday 1st December 2021

Glasgow City Integration Joint Board

Report By: Pat Togher, Assistant Chief Officer, Public Protection and Complex Needs

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Glasgow Alliance To End Homelessness

Purpose of Report:

To update the Integration Joint Board on progress to date of the Glasgow Alliance to End Homelessness (GAEH), share key milestones and future priorities as detailed within the GAEH Strategy for 2021/22.

Background/ Engagement

Glasgow City Council and Glasgow City Integration Joint Board agreed that a new way of working with key partners was required to deliver improved outcomes for people at risk of, or experiencing, homelessness. It was acknowledged that there was a need for innovation and constructive collaboration to transform and modernise services, with the key aims of ending rough sleeping and significantly reducing and preventing homelessness in the city.

This was achieved by developing innovative partnerships with people with lived experience, purchased sector providers and key housing and strategic partners working together to improve outcomes for individuals and families. This was a key feature of the first City Administration Homelessness Summit held in 2018.

In 2017 the IJB instructed officers to develop a new whole-system approach to providing support to those at risk of, or experiencing, homelessness. Working in partnership with Homeless Network Scotland, Glasgow City Mission, Unity Trust and the Coalition of Care and Support Providers in Scotland (CCPS) to develop a new model of working, supported by an external consultancy, an expert in the

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	field of Alliance Commissioning. A series of co-production events were held with the aim of identifying an Alliance model approach for purchased homelessness service provision in the City. The outcomes of this co-production approach formed the basis for the Prospectus, “Your City, Your Home”, the tender specification to establish the Glasgow Alliance to End Homelessness. A contract notice was issued in late 2018 and after a period of dialogue sessions the Alliance Agreement was signed between the selected Alliance partners in July 2019. Whilst Glasgow City Health and Social Care Partnership (GCHSCP) retains statutory and legal obligations to address homelessness in the city, the Alliance now has the opportunity to efficiently respond to need and transform service delivery across all previously commissioned services. Co-production has been at the cornerstone of the Alliance since its conception and continues to be integral to its approach. Members of Glasgow Homelessness Involvement & Feedback Team (GHIFT) contribute at all levels of the Alliance, including the Leadership Team which operate consensus decision making, and take an active role in delivery teams. GHIFT Associates also have an internal auditing role in assuring the Alliance is making all decisions on a ‘Best for People’ basis. The Alliance has also established ‘Alliance exCHANGE’ events; monthly engagement events to bring partners together from across the city to work together. It is a collaborative space to share ideas, experiences and drive forward change. All events have been well-attended by staff from organisations and people who have experienced homelessness. The Alliance is also forming a city-wide ‘Frontline Forum’: a space exclusively available to frontline staff that aims to support their wellbeing, increase their confidence, competence, and network and allow their experiences to directly shape the future of service-provision.
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Recommendations:	The Integration Joint Board is asked to: a) Note the content of the report; and b) Note the key improvements and priorities as set out in the Glasgow Alliance to End Homelessness (GAEH) Strategy 2021-22 (Appendix 1).
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Relevance to Integration Joint Board Strategic Plan:

The Alliance delivers strongly against the following IJB Priorities:

- Delivering transformational change in service provision, leading to positive health and wellbeing outcomes for Glasgow citizens.
- Ensuring homelessness is prevented and if not prevented, is addressed through improved service delivery.

The Alliance's ability to directly deliver or sub-contract the delivery of services, whilst taking a genuine coproduction approach to redesign, is key to the successful delivery of the Rapid Rehousing Transition Plan. Indeed, a strategic priority of the Alliance is to redesign the delivery of outreach support services across Glasgow to ensure that the right structure and frameworks exist to support people in their own homes before moving to a reduction in building based services.

Implications for Health and Social Care Partnership:

The Alliance will be contract managed, monitored and evaluated through the lifetime of the contract.

Within existing services, the GCHSCP utilises a tool to assist with this monitoring – the Social Work Services Contract Management Framework (CMF). The guiding principles of the CMF are to:

- Focus resources where they are required most
- Allow for early identification and address issues, concerns and risks
- Collect and record structured and consistent information across care groups
- Allow more autonomy for contract managers in how they conduct contract management activity
- Promote robust monitoring of financial and governance arrangements within service providers
- Allow service provider monitoring to be conducted in a standardised format, with frequency determined by level of risk

Reference to National Health & Wellbeing Outcome:

The Alliance performs and delivers against all National Health and Wellbeing Outcomes (except for number 6 - unpaid care).

Personnel:

None.

Carers:

None.

Provider Organisations:

There may be an impact on the purchased sector homelessness service providers as a consequence of the ambitious agenda for change associated with the Alliance approach during the lifetime of this contract (initially 7 years with an option to extend for a further 3 years thereafter).

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	The Alliance's ability to directly deliver or sub-contract the delivery of services, whilst taking a genuine coproduction approach to redesign, is key to the successful delivery of the Rapid Rehousing Transition Plan.
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Equalities:	The Alliance will adopt a rights and strength based approach to improving outcomes for those at risk of, or experiencing homelessness. Working in partnership with key stakeholders, the Alliance will seek to reduce time spent in homelessness services and increase access to tenancies with support where needed, reducing dependencies on homelessness accommodation-based service responses in the medium to long-term. The design and delivery of a holistic, whole system approach to the prevention and alleviation of homelessness will result in more person-centred services and support being provided, improving equality of access to services in localities where people live. The Alliance approach to ending homelessness was subject to EQIA prior to IJB approval to proceed. Officers will monitor the work of the Alliance against the EQIA and carry out a review and update as required, taking into account wherever possible the learning from the Alliance so far.
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Fairer Scotland Compliance:	The outcomes and objectives of the GAEH supports the IJB's contribution to alleviating the effects of socio-economic disadvantage.
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Financial:	The Alliance is responsible for financial allocation, management and governance arrangement to the Alliance Leadership Team of which the Glasgow City Health & Social Care Partnership is an equal member. An initial budget of £24.634m (excluding VAT) has been identified for year 2021/22 to facilitate the work of the Alliance. Budget efficiencies are projected at a level of up to 5% p.a. throughout the duration of the contract period. Financial governance arrangements are robust and in line with the requirements of Audit Scotland, Following the Public Pound Code of Guidance. GCHSCP Finance Officers will support the work of the Alliance as appropriate. Financial transparency, accountability
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	and responsibility will be shared and an “open-book” accounting approach will be applied.
Legal:	The Alliance Governance processes, protocols, and principles will be clearly set out in one ‘operating manual’ in line with our Alliance Agreement. This is currently being updated and will be presented to Legal Services for review and approval in December 2021.
Economic Impact:	The redesign of the delivery of outreach support services across Glasgow will ensure that the right structure and frameworks exist to support people in settled accommodation, including their own homes. This will support the strategy in relation to reducing building based services. Purchased sector providers remain committed to recruiting locally wherever possible. The Alliance model will adopt an asset-based approach encouraging active citizenship approaches and linking individuals with organisations supporting access to education, training and employability opportunities wherever possible. The Alliance will also seek to maximise such opportunities within its own membership where possible.
Sustainability:	The contract to deliver an Alliance will be in place for 7-10 years, during which time it is anticipated that the introduction of new service models and approaches will deliver a more cost-effective service response, including efficiencies, that will improve individual outcomes and more effectively address the needs of those experiencing or at risk of homelessness.
Sustainable Procurement and Article 19:	No Implications
Risk Implications:	Establishing the Alliance requires the GCHSCP to share ownership of and responsibility for decision-making processes, financial management and allocation of resources across the sector, whilst managing risk to people using services during a time of significant transformational change in how support is provided. Whilst the extent of the economic impact of the pandemic remains unclear it is likely that any downturn in the City’s economy will result in an increase in the numbers of citizens of Glasgow seeking support and assistance.

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Implications for Glasgow City Council:	The HSCP retains sole responsibility for all statutory homelessness duties and obligations in relation to the assessment of housing need and provision of crisis / short-term accommodation options in relation to meeting the housing and support needs of people experiencing or at risk of homelessness.
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Implications for NHS Greater Glasgow & Clyde:	The development of an Alliance approach will impact in the medium to long-term on the models and location of health and wellbeing support provided to homeless individuals and families. The increase in the numbers of people accessing and sustaining mainstream tenancies with support where needed will see an increase in demands on mainstream GP/ specialist health care services in the communities where people live, rather than in specialist homelessness health services.
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Direction Required to Council, Health Board or Both	
Direction to:	
1. No Direction Required	☒
2. Glasgow City Council	☐
3. NHS Greater Glasgow & Clyde	☐
4. Glasgow City Council and NHS Greater Glasgow & Clyde	☐

1. Purpose

- 1.1. To update the Integration Joint Board on progress to date of the Glasgow Alliance to End Homelessness (GAEH).
- 1.2. To share the key milestones and future priorities as detailed within the GAEH strategy for 2021/22 (Appendix 1).

2. Background

- 2.1. The Glasgow Alliance to End Homelessness (GAEH) is a unique collaboration which sees ten organisations bring together their knowledge and experience of homelessness to collaborate and create a more coherent, coordinated, person-centred, whole system approach to tackling homelessness in the city.
- 2.2. The Alliance partners are Aspire, Crossreach, Glasgow City Health and Social Care Partnership, Glasgow Homelessness Involvement and Feedback Team (known as GHIFT Associates), The Mungo Foundation, SACRO, Salvation Army, Wheatley Care and Young People.

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- 2.3. Glasgow City Council and Glasgow City Integration Joint Board agreed that a new way of working with key partners was required to deliver improved outcomes for people at risk of, or experiencing, homelessness. It was acknowledged that there was a need for innovation and constructive collaboration to transform and modernise services, with the key aims of ending rough sleeping and significantly reducing and preventing homelessness in the city.
- 2.4. This was achieved by developing innovative partnerships with people with lived experience, purchased sector providers and key housing and strategic partners working together to improve outcomes for individuals and families. This was a key feature of the first City Administration Homelessness Summit held in 2018.
- 2.5. In 2017 the IJB instructed officers to develop a new whole-system approach to providing support to those at risk of, or experiencing, homelessness. The work was in partnership with Homeless Network Scotland, Glasgow City Mission, Unity Trust and the Coalition of Care and Support Providers in Scotland (CCPS) to develop a new model of working, supported by an external consultancy, an expert in the field of Alliance Commissioning. A series of co-production events were held with the aim of identifying an Alliance model approach for purchased homelessness service provision in the City. The outcomes of this co-production approach formed the basis for the Prospectus, "Your City, Your Home", the tender specification to establish the Glasgow Alliance to End Homelessness.
- 2.6. A contract notice was issued in late 2018 and after a period of dialogue sessions the Alliance Agreement was signed between the selected Alliance partners in July 2019.
- 2.7. Whilst Glasgow City Health and Social Care Partnership retains statutory and legal obligations to address homelessness in the city, the Alliance now has the opportunity to efficiently respond to need and transform service delivery across all previously commissioned services.

3. Co-production

- 3.1. Co-production has been at the cornerstone of the Alliance since its conception and continues to be integral to its approach. Members of Glasgow Homelessness Involvement & Feedback Team (GHIFT) contribute at all levels of the Alliance, including the Leadership Team which operate consensus decision making, and take an active role in delivery teams. GHIFT Associates also have an internal auditing role in assuring the Alliance is making all decisions on a 'Best for People' basis.
- 3.2. The Alliance has also established 'Alliance exCHANGE' events; monthly engagement events to bring partners together from across the city to work together. It is a collaborative space to share ideas, experiences and drive forward change. All events have been well-attended by staff from organisations and people who have experienced homelessness.

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- 3.3. The Alliance is also forming a city-wide 'Frontline Forum': a space exclusively available to frontline staff that aims to support their wellbeing, increase their confidence, competence, and network and allow their experiences to directly shape the future of service-provision.

4. Key achievements

- 4.1 During the first year it has been necessary to establish the structures and processes required to deliver the ambitious goal of permanently ending homelessness in Glasgow by 2030. Given the complexity of Alliance contracting and consensus decision-making, some of these have involved a significant amount of work. Key achievements to date include:

- Signed Alliance Agreement between the partners.
- Development of the Operating Manual.
- Development of Governance processes and structures.
- Development of detailed strategic plan and workplans.
- Recruitment of 4 key posts.
- Securing office accommodation and necessary business infrastructure (IT hardware, Sharepoint, Teams etc.).
- Brand development.
- Website launch (phase 1 - phase 2 includes a 'Get Help' section due for launch Nov 2021).
- Monthly exCHANGE events (beginning August 2021).
- Agreed Service Awards and Decision-Making process.
- Delivered Covid-response City Centre project (supporting people whilst staying in hotels during Covid).
- Designed a new support service required as a result of the Unsuitable Accommodation Order.

5. Priorities

- 5.1 The Alliance has set out its strategic and operational priorities in Appendix 1. In summary this includes:

Creating and sharing insight and increasing capacity to act on it by:

- Mapping outreach pathways to identify opportunities for improvement
- Mapping Temporary Accommodation provision, data, and pathways
- Capturing lessons from Covid
- Mapping current providers and support offers (statutory and others)
- Analysis of specialised care services
- Creating the conditions for future success by: Building forums and communities for co-production
- Creating relationships with other service providers and systems (e.g., Glasgow City Health and Social Care partnership, Registered Social Landlords, LCCs)
- GAEH business development

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Direct products/services to help organisations support people better (in line with R RTP):

- Tenancy starter kit
- Outcomes framework for Temporary Accommodation (TA)
- Needs assessment for people in TA
- Volunteer Peer support for people in TA
- Proxy Address (A digital solution)

6. Public Relations

6.1 The Alliance approach has already attracted a significant amount of attention and this is likely to continue as it becomes increasingly operational. The Alliance Communications Manager works alongside the GCHSCP communications team and will support positive messaging regarding the approach and its impact. A winter campaign is planned to promote the Alliance followed by anti-stigma campaign in 2022.

6.2 Further information about the Alliance and partners can be found on the Alliance website: <https://www.glasgowalliance.org/>

7. Contract Management Arrangements

7.1 The Alliance will be contract managed, monitored and evaluated though the lifetime of the contract.

7.2 Within GCHSCP, services utilise a tool to assist with this monitoring – the Social Work Services Contract Management Framework (CMF). The guiding principles of the CMF are to:

- Focus resources where they are required most
- Allow for early identification and address issues, concerns and risks
- Collect and record structured and consistent information across care groups
- Allow more autonomy for contract managers in how they conduct contract management activity
- Promote robust monitoring of financial and governance arrangements within service providers
- Allow service provider monitoring to be conducted in a standardised format, with frequency determined by level of risk

8. Recommendations

8.1. The Integration Joint Board is asked to:

- a) Note the content of the report; and
- b) Note the key improvements and priorities as set out in the Glasgow Alliance to End Homelessness (GAEH) Strategy 2021-22 (Appendix 1).

GLASGOW ALLIANCE TO END HOMELESSNESS

July 2021 – June 2022 Strategy

Glasgow Alliance to End Homelessness July 2021 – June 2022 Strategy

Summary

The Glasgow Alliance to End Homelessness (GAEH) is a unique collaboration which sees ten organisations bring together their knowledge and experience of homelessness to collaborate and create a more coherent, coordinated, person-centred, whole system approach to tackling homelessness in the city.

Glasgow City Council has traditionally purchased a range of accommodation-based and outreach support on behalf of Glasgow City HSCP. The homelessness purchased services that are now in the scope of the Alliance are:

- Emergency Accommodation Services
- Supported Accommodation Services
- Care Homes
- Flexible Community Outreach Services (including housing support).
- Day Services
- Street Outreach Services
- Intensive Accommodation & Support Services (Housing First Approach, Alcohol Outreach and Non-abstinence Accommodation Services).
- Access to private rented sector accommodation (commissioned service).
- Specific Outreach Support

Glasgow City Council will retain responsibility for all statutory and legal obligations to address homelessness in the city. The following statutory services are **not** in the scope of the Alliance, but it is important that we work collaboratively towards our shared goal:

- Glasgow City HSCP provided Community Homelessness Services.
- Glasgow City HSCP provided Homelessness Services teams for refugees and prisoners.
- Glasgow City HSCP directly provided accommodation-based services.
- Glasgow City HSCP Out of Hours Homelessness Service.
- Homelessness Specialist Health Provision.
- Bed and breakfast budget.
- Glasgow City HSCP managed Temporary Furnished Flats (TFF's)
(And some other outreach support services that currently receive funding from sources external to the Alliance).

This document aims to provide a detailed work plan for the period of July 2021 - July 2022. This is an important period for the Alliance as we begin to assume our operational and fiscal responsibilities whilst also developing and finalising the 'internal' systems and processes that will allow us to achieve our goals. The analogy of 'sailing the boat whilst building it' is one which we have used often, and it remains true.

Whilst it would be reasonable to expect that much of the early period of the Alliance will be spent establishing strong foundations on which we will be able to build and achieve our mission, it is important that the Alliance takes the opportunity to make a strong 'first impression' and begin to transform the landscape in Glasgow in order to achieve our mission. This strategy aims to strike a balance between establishing foundations, building processes, and demonstrating our commitment to innovation.

Realising the Strategy

Outputs of the strategy and Key Performance Indicators (KPIs) will be incorporated into work plans. Each Delivery Team will be led by a member staff who will collectively make up an Alliance Management Team (AMT). The AMT is led by the Alliance Director.

Quarterly written reports presented to the ALT will share progress against these KPIs along with a brief narrative account of barriers to progress or new opportunities and challenges.

The strategy will be reviewed annually and adapted to allow for new opportunities, or a change in political, economic, social/cultural, technological, environmental, or legal circumstances.

2021 - 2022 Strategic Aims

Prevent homelessness wherever it is possible to do so.

1. Increase capacity of outreach housing support.
2. Review and learn from Covid responses to ensure there is no return to rough sleeping.
3. Address system failures at key transition points e.g., prison, care etc.

Prioritise settled homes for everyone.

1. Review and redesign pathways into settled accommodation.
2. Establish strong relationships with RSLs and LLCs.
3. Work alongside HSCP services to collaboratively identify and develop co-dependencies and interactions.

Reduce the scale of, and time people spend in temporary accommodation.

1. Review existing temporary accommodation provision and seek-out best practice.
2. Embark on a transformation programme for temporary accommodation, co-producing and co-designing new approaches to evidencing impact.
3. Co-produce a solution that addresses the systemic/systematic barriers around entering/exiting temporary accommodation.

Deliver services that are person-centred, responsive, and joined-up.

1. Develop personalised services through SDS budgets and alternative models of community-based support.

2. Take a community-led, place-based, and co-ordinated partnership approach to service transformation.
3. Upscale evidence-based approaches such as trauma-informed, asset-based, and assertive engagement models.
4. Develop co-production structures, culture, and practice.

Create a movement for change across the city and beyond.

1. Broaden income profile beyond the GAEH budget in line with income generation plans.
2. Use innovative approaches to gathering data, including people's stories, and use these to develop an anti-stigma campaign.
3. Engage and work alongside HSCP homelessness services to develop a 'shared' understanding of our joint objectives.

Timescales

Quarter	Dates
Q1	July, August, September 2021
Q2	October, November, December 2021
Q3	January, February, March 2022
Q4	April, May, June 2022

1. Prevent homelessness wherever it is possible to do so.

1.1 Review and learn from Covid responses to ensure there is no return to rough sleeping (and other good practice).

Objective	Achieve by	Outputs (What we will create)	Outcomes (What our creations will achieve)
a. We will establish a Learning and Improvement Team to review and analyse the evidence and good practice. This team will produce evidence and advice that will be considered in Stage 1 of the Alliance's decision-making process.	Q2	Learning and Improvement Team including staff from Alliance partners and others.	All decisions made by the ALT will be informed by up-to-date research, evidence and proven good practice.
b. We will host an Alliance exCHANGE event capturing Covid responses and learning.	Q2	Face-to-face or digital interactive session(s) and a short learning report.	We will have a clear understanding and publication of COVID responses, best practice and examples of innovation across the sector.

1.2 Increase capacity of outreach housing support.

Objective	Achieve by	Outputs	Outcomes
a. We will produce a review of current outreach support services.	Q2	A report including: • current cost • number of people/households supported • level/type of need/complexity • No. of staff employed • Geographical area • Equalities • Length of stay/throughput • Engagement success (loss of people in the system) • GHIFT/ people's experience	We will have a clear understanding and baseline record of outreach support service currently provided across Glasgow.
b. We will produce a logic model to inform the development and delivery of outreach housing support services. It will allow for current evidence and best-practice and ensure that services/providers offer consistency whilst being able to be flexible and innovative.	Q3	A logic model that includes a clear relationship between inputs, outputs, and outcomes.	Service providers will be able to innovate and design evidence-based services in a way that offers consistency across the city.

c. We will produce a strategy for reallocation of outreach resources, including targeted and timed increase in provision.	Q3	The GAEH Outreach Support Services Strategy.	People accessing/using outreach support services in Glasgow are receiving high-quality, evidence-based, and consistent support that is in-line with the Alliance's approach, values, and mission.
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1.3. Address system failures at key transition points e.g., prison, care etc.

Objective	Achieve by	Outputs	Outcomes
a. We will form and Chair a Glasgow Homelessness Prevention Group to coordinate and influence a city-wide approach to homelessness prevention.	Q2	The Glasgow Homelessness Prevention Group and accompanying Terms of Reference.	A dedicated, multi-disciplinary group focused on preventing homelessness. They will design and influence joint-responses across the sector including out-with the Alliance's direct scope.
b. We will produce a review of system failures and opportunities. This review will include recommendations to be presented to the ALT for inclusion in service redesign and presentation to key partners with a view that joint projects could test necessary changes.	Q3	A report including: • Key transition points • Known 'losses' (where the system loses track of people) and data. • Analysis of current/previous responses (e.g., The Promise) • Recommendations re opportunities (e.g., SHORE standards for hospital discharge).	System failures will be identified and surfaced in one document, along with recommendations of how to 'fix' and/or improve the system.
c. We will introduce LIFT (Low Income Family Tracker) to Glasgow	Q4	Live LIFT dashboard actively being used by GAEH to provide actionable insights.	Visibility of low-income households with ability to segment those coping, struggling, at risk and in crisis, therefore allowing us to identify predictors of homelessness in specific areas.

2. Prioritise settled homes for everyone.

2.1 Establish strong relationships with RSLs and LLCs.

Objective	Achieve by	Outputs	Outcomes
a. We will join the DRS/HSCP 'Monitoring Group'	Q2	Scheduled 'Monitoring Group' meetings in the Alliance Director's Calendar.	The Alliance will be closely involved with DRS's monitoring/relationships with RSLs.
b. We will attend the Essential Connection Forums (ECF).	Q2	Scheduled ECF meetings for all areas (NW, NE, South) in the Alliance Director's Calendar.	The Alliance Director will be abreast of issues raised by RSLs and begin to build relationships.
c. We will explicitly target RSLs and LLCs to attend exCHANGE events and host a specific exCHANGE event for RSLs and LLCs.	Q3	An Alliance exCHANGE event targeting RSLs re Housing and Homelessness.	RSLs will have an opportunity to directly inform Alliance operations and strategy. They will contribute to learning and evidence.

2.2 Work alongside HSCP services to collaboratively identify and develop co-dependencies and interactions.

Objective	Achieve by	Outputs	Outcomes
a. The Alliance Director will meet at least monthly with GCC/HSCP leadership	Q1	Scheduled meetings with AD and HSCP/GCC leadership reps.	Relationships conducive to ending homelessness in Glasgow with regular, open and honest communication.
b. Working with HSCP commissioning colleagues, we will agree and formalise what support is available from HSCP colleagues, and how best to integrate within the Alliance (e.g., Delivery Teams).	Q2	Colleagues from HSCP/GCC teams will be members of Alliance Delivery Teams and/or working groups.	The Alliance will be working as broadly as possible across statutory services, and we will be coordinated in our approach to ending homelessness.
c. We will join established planning and response groups as a valued partner and present papers at meetings.	Q2	Calendar events for relevant GCC meetings incl the following: • RRTP Delivery Group • Homelessness Strategic Planning Group • Strategic Oversight Complex Needs Group • DRS Monitoring Group	The Alliance will contribute to GCC/HSCP-led responses to homelessness.
d. We will coordinate reporting schedules to ensure that GCC's internal governance, RRTP, and others, are kept abreast of Alliance activity.	Q2	Reporting schedule, distribution list and report template. Reporting schedule diarised for relevant colleagues.	Consistent reporting of all Alliance activity. Transparent, timely and effective communication to GCC
e. We will map the landscape of homelessness support (incl. providers and current services) in Glasgow, including HSCP services.	Q3	A report including homelessness support provided in Glasgow and by whom, along with areas that influence homelessness.	We will have a clear understanding and objective analysis of the breadth and complexity of the homelessness landscape in Glasgow. This will help to ensure that we are taking a 'systems thinking' approach to ending homelessness.

2.3 Review and redesign pathways into settled accommodation.

Objective	Achieve by	Outputs	Outcomes
a. We will produce a review of current pathways into settled accommodation. This review will produce evidence and advice that will be considered in Stage 1 of the Alliance's decision-making process.	Q3	A report including: • All current pathways in to settled accommodation • Number of people/households • Average/longest length of stay • Recommendations for redesigning pathways into settled accommodation	The ALT will understand what the current data shows in relation to all pathways into settled accommodation.
b. We will launch a Glasgow-wide 'Tenancy starter kit'.	Q4	A 'Tenancy Starter Kit' for all people exiting temporary accommodation.	People leave temporary accommodation with the practical tools/resources needed to set them up for success in their own homes.

3. Reduce the scale of, and time people spend in temporary accommodation.

3.1 Review existing temporary accommodation provision and seek-out best practice.

Objective	Achieve by	Outputs	Outcomes
a. We will produce a review of current temporary accommodation.	Q2	A report including: • Number and type of accommodation providers. • Current need vs forecast need. • Geographical area. • Length of stay/longest stay/throughput. • GHIFT/people's experience. • What outcomes are captured/evidenced. • Recommendations for Alliance strategy.	The Alliance/ALT will be presented with an objective analysis of the current situation re temporary accommodation in Glasgow, along with recommendations.

3.2 Embark on a transformation programme for temporary accommodation, co-producing and co-designing new approaches to evidencing impact.

Objective	Achieve by	Outputs	Outcomes
a. We will map and analyse existing data sets (e.g., NHS/Academia/Housing Associations) and explore any potential predictive analysis that could guide future decision-making.	Q2	A report analysing existing data sets re temp accommodation and presentation to ALT with recommendations on how to use these data.	The Alliance/ALT will be as informed as possible when making decisions re temporary accommodation. We will also be able to identify any missing data sets that may be useful for the Alliance moving forwards.
b. Using findings of 3.1, we will agree consistent outcomes/standards for temporary accommodation and build in to service contracts/agreements.	Q3	A list of approved outcomes/standards for temporary accommodation.	People living in temporary accommodation receive the best possible experience ahead of securing settled accommodation.
c. We will map the temporary accommodation pathway, including key risk points, blockages, and bottlenecks.	Q3	A report that analyses the temporary accommodation pathway and identifies blockages, bottlenecks, and risk areas. e.g., leaving/entering prison, leaving care, hospital discharge). The report will propose recommendations for reducing the risk in these areas (e.g., Multidisciplinary Team Meetings, IT solutions for early warnings etc.)	The Alliance will deliver services, introduce solutions, or influence systems change to reduce or remove the risks/system failures/bottlenecks in the temporary accommodation pathway.
d. We will host a hackathon towards creating a digital solution to centralise and make-visible accommodation availability across the city.	Q3	A hackathon involving at least 6 software developers.	The feasibility of, or a 'test of concept' software solution.

3.3 Co-produce a solution that addresses the systemic/systematic barriers around entering/exiting temporary accommodation.

Objective	Achieve by	Outputs	Outcomes
a. We will host an Alliance exCHANGE event as part of coproducing a strategy for temporary accommodation.	Q3	A dedicated exCHANGE event that identifies the barriers around entering/exiting temporary accommodation and begins to explore solutions.	As many partners as possible are involved in coproducing the strategy.
b. Working with GHIFT, we will create a tool to objectively and holistically explore a person's needs to live well and to maintain their tenancy, including what needs are already met, and what support exists to help with other needs.	Q3	An objective 'assessment' checklist/tool.	People feel supported, confident, and know where to access support to help them to live well and maintain their tenancy.
c. We will create a volunteer-led peer support programme to support people's transition from temporary accommodation into settled accommodation.	Q4	A structured programme led by supported volunteers working with people through their transition from temporary to settled accommodation.	People who are leaving temporary accommodation do so with confidence and know where to access any support that they may need to live well and maintain their tenancy.
d. We will introduce ProxyAddress to Glasgow.	Q4	Access to a Proxy Address for people experiencing homelessness in Glasgow.	People without a fixed address are provided with a proxy address so that they can apply for jobs, open a bank account, receive benefits etc.

4. Deliver services that are person-centred, responsive and joined-up.

Whilst this strategic aim is evident in *how* the Alliance will design, deliver, and award services. Specific activities include:

4.1 Develop personalised services through SDS budgets, and alternative models of community-based support.

Objective	Achieve by	Outputs	Outcomes
a. We will actively participate in consultations regarding the National Care Service.	Q4	Alliance's contribution is minuted/recorded in Scot Gov (and other) consultations.	The Alliance is amplifying evidence-based approaches to informing the emerging National Care Service.
b. We will analyse the number of people in Glasgow experiencing homelessness currently receiving specialised care services, costs, and the potential that exists within Self Directed Support budgets.	Q3	A short paper analysing the number of people receiving specialised care services and approximate cost.	The Alliance will have a clear and current view of this specific part of the system to inform thinking and discussions re SDS and opportunities that may exist in the National Care Service.

4.2 Upscale evidence-based approaches such as trauma-informed, asset-based, and assertive engagement models.

Objective	Achieve by	Outputs	Outcomes
a. We will form a Learning and Improvement Team who will meet monthly, reviewing evidence around specific topics and challenges. This group will present recommendations to the ALT and input evidence as part 1 of the Alliances 'awarding services' process.	Q2	A Learning and Improvement Team consisting of members from within Alliance partners and others.	The Alliance will make decisions based on up-to-date evidence and best practice.
b. We will conduct a financial analysis that demonstrates current expenditure across the sector and forecasts a reallocation of resources towards outreach and prevention, whilst allowing for efficiencies.	Q3	A report including the cost of current expenditure phased over categories such as: prevention, intervention, outreach etc.	The Alliance will have a clear objective assessment/baseline of which parts of the system are the costliest, and using other data be able to consider the return on investment.

4.3 Develop co-production structures, culture, and practice.

Objective	Achieve by	Outputs	Outcomes
a. We will establish a regular open forum to connect providers, build relationships, and create a culture that is conducive for coproduction	Q1	A schedule of Alliance exCHANGE events offering opportunities for on-line and in-person engagement.	The Alliance will become recognised as a critical cornerstone of the homelessness sector in Glasgow.
b. We will ensure that the Alliance structure allows for representation from organisations outside of the Alliance partners.	Q2	Delivery Team membership that includes people from organisations that are not Alliance signatories.	The Alliance benefits from a breadth of thinking and relationships. Partners with legal responsibility and bound by consensus decision-making consider several contrasting viewpoints and experiences.
c. We will establish a 'frontline forum': a protected space for frontline staff to share their experiences and be involved in coproduction.	Q2	An established group of at least 20 frontline staff from at least 10 providers, and Terms of Reference.	Frontline staff are provided with a space in which they can build workforce-wide relationships, and share concerns, experiences, and needs with the Alliance.

d. We will establish a Homelessness Support providers network for Glasgow.	Q2	A dedicated network listed on the Alliance CRM.	Homelessness Support Providers are fully engaged with the work of the Alliance and aware of opportunities to participate in coproduction and/or delivery of services.
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5. Create a movement for change across the city and beyond.

5.1 Broaden income profile beyond the GAEH budget in line with income generation plans.

Objective	Achieve by	Outputs	Outcomes
a. We will establish an Income and Resource Generation Group (IRG) with clear Terms of Reference and agreed IRG policy.	Q2	A Delivery Team focusing on income and resource generation with Terms of Reference and agreed 'ethical fundraising policy'.	A dedicated resource cognisant of the Alliance strategy to help generate income and additional resources that will

5.2 Use innovative approaches to gathering data, including people's stories, and use these to develop an anti-stigma campaign.

Objective	Achieve by	Outputs	Outcomes
a. We will work with people with experience of homelessness to establish a cohort of community reporters to capture experiences of homelessness in Glasgow.	Q3	We will have a source of ongoing multi-media content for use across the GAEH website and social channels.	The Alliance are upholding organisational values that put people with experience of homelessness at the centre as equal partners in GAEH activity.
b. Develop a photography assignment initiative for people with experience of homelessness to showcase experiences and contribute to creative outputs for GAEH campaigns and activity.	Q3	A short-term project, culminating in an exhibition and bank of images to support wider comms activity and the anti-stigma campaign.	People with experience of homelessness have an alternative/creative opportunity to share their experiences.
c. We will develop an anti-stigma campaign deploying a range of media and channels and centralised by the voice of people with experience of homelessness, with a clear call to action.	Q3	An integrated and layered public campaign utilising outdoor advertising, social media, print and digital channels.	The Alliance will be visibly leading a citywide movement for change and engaging with a diverse range of partners and networks.

6. Progressing from ‘Mobilisation Phase’ to ‘Delivery Phase’

6.1 Recognising the Alliance approach, we will ensure maximum efficiency in our operations.

Objective	Achieve by	Outputs	Outcomes
a. We will employ a lean core GAEH staff team to deliver our strategy.	Q1	A robust recruitment and induction process followed by a support programme which ensures developmental focus and staff wellbeing.	A lean yet efficient staff team in place with the trusted ability, knowledge and experience to deliver our ambitious strategy.
b. We will have secure and accessible physical environment to accommodate the core staff team, with hot desking opportunities for GHIFT members and others.	Q1	An office space in Glasgow City Centre, with appropriate cost in line with budget.	A space for GAEH core team to collaborate with the space to allow hot desking for guests and face to face ALT meetings.
c. We will establish the Alliance Management Team.	Q2	An agreed AMT structure with clear roles and responsibilities.	The AMT will lead the Alliance delivery teams to progress our strategic aims, whilst allowing the ALT members to provide oversight and support.
d. Delivery Teams will be working towards strategic objectives and progress monitored against a centralised project management system.	Q2	All delivery team activity (actions and agreed delivery timescales) will be documented on Click Up highlighting any barriers to progression. Monthly AMT meetings scheduled in AD diary to review progress.	A streamlined, efficient and visible approach to progressing our strategic aims.
e. We will conduct analysis to measure the Return on Investment for ALT partner time.	Q2	A document created in collaboration with Finance Team which contains a model/formula that will allow statistical measurement of RoI.	The ability to confidently report on the investment of ALT/AMT time.
f. We will have an internal IT infrastructure in place that will enable us to deliver our strategic aims.	Q2	All ALT and AMT members will have a GAEH email address and access to a SharePoint location that has been specifically tailored to align with our delivery team structure.	A joint up and efficient way of working, with files being hosted for appropriate access, the ability to communicate directly with ALT and AMT members via chat.
g. We will ensure GAEH is protected by resilient cyber security processes and policy.	Q2	A stringent cyber security policy document, a resilient IT infrastructure and training for all ALT/AMT members.	GAEH files, processes and applications will be impenetrable, and safeguarded from cyber-attack with all staff ensuring compliance with security protocols.
h. We will have a CRM system which will be used to manage networks and external communications.	Q2	Live CRM system with logins assigned to Comms Manager and Business Admin for management.	Homelessness Support Providers are fully engaged with the work of the Alliance and aware of opportunities to participate in coproduction and/or delivery of services.
i. We will determine and implement comprehensive processes for internal communications across the GAEH to support activity for the ALT, AMT and delivery teams.	Q2	An internal communications strategy, including agreed processes for information sharing, and newsletter templates for distribution.	ALT, AMT and Delivery teams are clearly informed of activity across the Alliance.

6.2 The Alliance will leverage the opportunities associated with the Alliance way of working, whilst ensuring best possible governance practice.

Objective	Achieve By	Outputs	Outcomes
a. We will review and update (where necessary) the Operations Manual considering the move from Mobilisation to Delivery phase.	Q2	An updated Operations Manual that outlines process and guidance in line with our Alliance Agreement that has been signed off by ALT members.	The Alliance's Governance processes, protocols, and principles are clearly set out in one manual. The Manual will be included in future inductions.
b. We will complete the existing policy framework in line with statutory and legal requirements.	Q2	A policy framework developed in line with statutory and legal requirements. Reviews of policy framework scheduled.	A clear and concise set of policies which will be accessible to ALT & AMT members via our Operations Manual.
c. ALT Meeting format, structure and frequency will be reviewed and governed to ensure strategic focus.	Q1	An updated ToR document which includes ALT meeting frequency, facilitation, attendance (including deputisation) and guidance on meeting principles and structure.	ALT meetings will allow for streamlined progression of the strategic aims
d. We will develop a financial governance framework which ensures that the Alliance operates with openness, integrity, full accountability and with regard to best value.	Q2	An updated finance policy document and ToR. Reports (at an agreed frequency) produced and visible to ALT & AMT highlighting past, current and planned expenditure.	The Alliance will have formal and transparent arrangements for the monitoring and use of funds to ensure appropriate use of the public purse.
e. We will conduct quarterly reviews of the Risk Register and swiftly introduce any mitigating actions that are required.	Q2	Updated risk-register and ALT agendas/minutes reflecting the Risk Register is a standing item.	ALT is aware of any current and new risks and are up to date with progress on mitigating activities.

6.3 Data will determine what's Best for People and inform our strategic goals and operational decisions.

Objective	Achieved By	Outputs	Outcomes
a. We will build a relationship with GCC data controllers to understand the landscape of data available.	Q2	A document detailing key datasets, access points and access rights and a strong relationship with GCC data controllers.	We will have a clear and shared understanding of data available to inform and guide our strategic actions.
b. We will establish a Functional Zero for homelessness in Glasgow.	Q3	A report using methodology adopted from Centre for Homelessness Impact will be presented which will define what Glasgow's version of Functional Zero should be, based on statistical analysis.	We will have a clear and shared understanding of what it truly means to end homelessness in Glasgow.
c. We will establish a Data Sharing Agreement with GCC/HSCP and other relevant parties.	Q3	Data sharing agreement signed by relevant bodies and access granted to appropriate parties. A data sharing/GDPR policy will be included in overall Alliance Policy framework.	The Alliance will have secure and compliant access to a data library/warehouse that will allow production of actionable insight to feed into our strategic actions and outputs.

6.4 Clear policies and procedures exist that set out how the Alliance delivers, awards, and monitors services across Glasgow.

Objective	Achieve By	Outputs	Outcomes
We will produce a 'public-facing' document simplifying how the Alliance awards services.	Q3	An explanatory note published on the Alliance website detailing why, when and how the Alliance delivers, awards, and monitors services across Glasgow.	Providers (and others) have visibility of our procedures in a way that demonstrates our intention to work transparently.
We will finalise the procedure for distributing funds to partners within the Alliance and others.	Q3	High-level PDF policy/procedures for delivering, awarding, and monitoring services.	The Alliance has lean processes for distributing funds and the ALT and others are clear and confident in established processes.

GLASGOW ALLIANCE TO END HOMELESSNESS

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