

NOMINATION DETAILS

Who is being nominated?

Team

Please provide the name of the team being nominated as it should be used on publicity, including any organisations or partners that should be mentioned:

Glasgow City Ambition Network
Simon Community Scotland. The Marie Trust. Glasgow Health and Social Care Partnership. Glasgow City Mission. Turning Point Scotland

Team or project name:

City Ambition Network

Organisation:

Simon Community Scotland

AWARD DETAILS

Which category are you entering?

Category 4: Silo Buster

Please confirm that the work carried out relates to the last two years (up to January 2018):

Yes

Q1. Overview: (max 200 words)

The City Ambition Network (CAN) is a collaborative approach set up in Glasgow to build an integrated partnership response to the most excluded, complex and entrenched rough sleepers in the City. The CAN is an approach, not a service and no additional resources were brought to the table, rather organisations ring fenced existing key staff to deliver a multiagency response.

Led by the third sector the partnership includes Simon Community Scotland, Glasgow City Mission, The Marie Trust, Turning Point and Glasgow Health and Social Care Partnership. Established in 2015 to achieve three overarching objectives:

Build a sustainable and innovative partnership that changes the experiences of staff, service users and other agencies in delivering services uniquely tailored to individuals.

Providing immediate safe response – it is unacceptable for service users to have no other option than to sleep rough in the city.

Identify the means by which service users fall through the service gaps and become one of the hidden homeless population

Issues and barriers experienced at an operational level are quickly brought to the attention of the Steering Group where CEOs and Senior Officers have the authority and ability to implement change and commit their organisation to a response.

SSSA Entry Form 2018 :

Q2. What did you do? (max 500 words)

"Surely there's a way we can do better by coming together"

That was the start, recognising that within the City we were working with the same people as they bounced in and out of crisis and services, year, after year, after year. Initially third sector organisations we set out a shared vision, established objectives, responsibilities, remit and structure, forming a united response to a vulnerable group.

The approach was to be personalised in the truest sense, Key Workers came from wherever the client had the best connection, we met on their terms, didn't discharge, followed them in and out of the city and through prison and Hospital. We crossed geographical, financial, service and operational boundaries and we gave explicit authority to the Key Workers to do that.

Within a short period of time the H&SCP recognised the impact of the approach and came on board. Practitioners brought their combined knowledge together to form a 'named list' of the most vulnerable homeless people in the City and we jointly agreed the priorities and allocated resources to do this.

We appointed a Coordinator to work across all organisations and whilst employed by one body they have a base in each organisation and act in the interests of the CAN, reflected in their recruitment, supervision and job description.

We organised three facilitated multiagency stakeholder events to help shape and develop the approach of the CAN, set up joint training on partnership approaches and jointly agreed on five key elements necessary for success:

Working relationships, commitment to joint working, recognising the differences in roles and functions (and respecting colleagues), understanding those different role facets and having an open and enabling culture.

Joint Working Arrangements, communication was the stand out requirement. There needed to be regular and shared processes of communication.

Clarity of purpose, a clear and well communicated vision

Identified resources, periods of intense, creative and flexible resourcing required to engage with someone when they were 'ready' to engage.

Leadership and governance, terms of reference agreed for Steering Group and the Operational Group as well as a defined job role for the keyworkers.

Breaking down barriers - At a very personal level the ability to undertake a housing application on the street with a Support worker was a huge change in protocol for the statutory homeless services with the result that after 4 months on the street we now have a couple in settled accommodation.

We were able to have direct access to accommodation in order to get a young man off the street at the time he needed it most, avoiding a protracted and complex allocation process.

We are currently scoping locations for a third sector led multiagency hub model to bring the approach together in a city centre location supported by the Robertson Trust and H&SCP. This will be a psychologically informed service providing people with a unique and impact focussed approach and will be a major city centre investment in the CAN and the future of joint working.

SSSA Entry Form 2018 :

Q3. What did you achieve? (max 500 words)

All the service users endured a long term cycle of institutional internment, emergency accommodation rough sleeping and challenging/complex behaviours. We were 8 months into the initiative when we saw for the first time in 5 years, all 12 service users in accommodation. It was the first time in 5 years none of the service users were rough sleeping. In one case a man spent 34 % of his life rough sleeping, we have reduced this to 9%.

We have achieved 100% engagement, ensuring no one is lost to service maintaining contact in prison, hospital, on the street and even out of area. In every case we have demonstrated an increase in time spent in settled accommodation.

Three service users saw a dentist for the first time in years, all 12 client were registered with a GP (many for the first time), 6 attended routine health screening and 2 are now on antiretrovirus therapy for HIV that they were not receiving. All clients were supported to receive benefits reducing their need to beg on the streets and helping them secure accommodation. All but one engages with other agencies when they previously self excluded.

Accommodation has frequently been secured for people who would otherwise not have been accommodated. Services have been unwilling to accept referrals but have been persuaded to change this position in the knowledge that the CAN will not be withdrawn ensuring service users are not excluded from support and accommodation.

We have created new connections with agencies and jointly put in place creative solutions for individuals in order to access services including street assessments, delegated authority to act, flexible use of budgets, shared paperwork and operating out of normal hours.

Jill and John, rough sleeping for many years and unable to leave their begging pitch long enough to complete the homelessness application, the expectation being that people must present. Keyworker convinced the council's homeless service to release a blank copy of their risk assessment and he completed this with the couple while sitting at their begging pitch. This level of teamwork and collaboration is the only reason the couple were not still rough sleeping through the harshest of winters - they have been in a flat for 4 months.

One girl had life threatening health issues but was refusing help. She was living on the street and we paid for her to go into a hotel, this small action created enough trust for us to support her to Hospital for urgently needed treatment.

One of the ladies was in prison and told us just how hard she found life in emergency services, even those designed specifically for women. The partnership worked to source a temporary flat for her release. When conflicts with neighbours arose she returned to rough sleeping and would normally have lost her accommodation. We worked directly with the landlord and agreed a new approach to ensure the flat wasn't lost. She still has her flat and is no longer on the street.

Q4. Why should you receive an award? (max 100 words)

CAN represents what can be achieved by uniting organisations in a common vision with a shared purpose and with little or no new resources. By changing approach we have been able to provide intensive support and positive change to the people who need it most but often receive it least. We have reshaped strategy, policy and practice in Glasgow and have on many occasions prevented someone from dying, improved quality of life, opportunities and peoples self respect. Key Workers have shown outstanding commitment and effort delivering services and sticking with people most agencies are happy to see the back of.

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