



annua

2006-07

report  
& accounts



# introduction:

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**In 2006/07, homelessness in Glasgow changed significantly yet again. The impact of all the homelessness changes of recent years, for example,**

- **hostel closure and reprovisioning – far from complete;**
- **new rights for people facing homelessness and new duties for local authorities and others;**
- **newly commissioned services getting off the ground and more traditional services realigning, sometimes reluctantly**

**... is meshed inextricably with changes from beyond traditional homelessness boundaries, for example:**

- **changes to Community Health & Social Care Partnerships and the structures and aims of Health Boards and Social Work Departments;**
- **changes to Local Authorities' structures, responsibilities and funding arrangements;**
- **supporting people developments;**
- **glasgow's economic development;**
- **the ongoing debates about stock transfer and the role of social housing;**
- **community safety;**
- **lifelong learning**

**... to name but a few! This means that GHN must work on a wide variety of fronts.**

**Moving forward on many fronts at once is a characteristic of GHN's work. Contributing to ensure that plans, practices, policies and perceptions within, about, or impacting on homelessness can be informed by and genuinely reflect the **coordinated and independently voiced interests of the people most affected** is our overall goal.**

**Our success ultimately depends on four GHN organisational competencies:**

○ **our holistic understanding of homelessness:**

**... always involving issues of housing, opportunity and wellbeing, and always working from the position that homelessness is a set of circumstances which should be temporary, not a condition.**

○ **the independence and integrity of the voices we coordinate:**

**... not providing services ourselves enables this, while working directly with both people affected by homelessness and the services they need allows us always to respect the range of organisational roles and responsibilities, adjust for the impact of organisational agendas, and understand and take account of the heterogeneity and individuality of homelessness.**

○ **the quality and credibility of the information we gather and analyse, and the conclusions we draw:**

**... being able to report without fear or favour, using appropriate methodology and creating empowering environments for data collection and analysis.**

○ **the informed and influential processes we are able to use to build our recommendations and take them forward:**

**... making judgements about where and when progress is possible, communicating effectively and having access to the most effective routes.**



# about ghn

**Glasgow Homelessness Network is a Scottish Charity, registered with the Office of the Scottish Charity Regulator, and a Company Limited by Guarantee SC112361.**

**It is a voluntary organisation and a membership organisation, with a Board of Directors elected annually by the members at the Annual General Meeting. The Board of Directors appoints a Chief Executive to manage the day to day running of the organisation on its behalf.**

**The purpose of GHN is to work to end homelessness in Glasgow and ensure that outcomes for people affected meet their needs, interests and aspirations.**

**Three aspirational aims describe how GHN works:**

○ **GHN will directly engage, involve & empower people affected by homelessness to continuously inform its prevention and alleviation.**

○ **GHN will ensure that voluntary sector perspectives of the interests of people affected by homelessness inform the prevention and alleviation of homelessness**

○ **GHN will emphasise the values of integrity, credibility and independence; and GHN's work practice will be inclusive and empowering for all our stakeholders**

**GHN's current plan (to March 2008) involves meeting these aims across **three core work programmes** (housing, opportunity, wellbeing) and building **three core capacities** (service user involvement; training & capacity building; monitoring, research & evaluation). The programmes and capacities reflect our agreed understanding of the significant areas where change is needed to improve outcomes for people affected by homelessness, and are delivered through a range of cross sector joint working and partnership arrangements.**



**GHN: a Scottish Charity and membership organisation**

**GHN's purpose is to work to end homelessness in Glasgow**

**GHN facilitates cross sector joint working arrangements**

# improving ghn

**2006-07 saw  
GHN meet  
ambitious  
improvement  
targets**

**Specifically,  
GHN were  
pleased to be  
awarded IIP  
Status**

**GHN will  
increase and  
improve  
communication  
through ICT**



## **GHN aims to be a learning organisation.**

**Constructively self critical, we aim always to improve. As a small organisation we place considerable value on our ability to work strongly towards our agreed agenda while remaining highly responsive to the fast changing environment we operate in, and at the same time keeping the organisation stable and well governed.**

**This year, our improvement targets included ensuring compliance with new good practice and regulatory frameworks including OSCR (Office of the Scottish Charity Regulator), SORP (Statement Of Recommended Practice for Accounting and Reporting by Charities) and IIP (Investors in People). We continue to build our capacity to work effectively with people affected by homelessness, members and other stakeholders, communicate better using information technology, and remain financially viable.**

**GHN has achieved these targets this year, and was delighted to be awarded IIP status.**

**The business of GHN involves balancing our ambitious agenda with the resources we can bring in. Each year, GHN struggles with the pressures of short term and insecure funding, which exacerbate the uncertainty faced by the organisation. This difficulty remains the primary issue impacting upon our ability to plan and prioritise effectively. 2006/07 was no different.**

**This year, we aimed to have more impact in local communities across Glasgow, responding to the introduction of Community Health & Care Partnerships (CHCPs).**

**One of GHN's main tools in tackling prejudice lies in the connections we have to people affected by homelessness and the services they need. Our networks contribute to our efforts to increase understanding, improve perception and tackle prejudice. This year saw, for example:**

- **Unheard Voices forum theatre and drama group building its membership of people affected by homelessness, as well as delivering a range of performances across a range of venues**

- **The significance of in-learning/in-work support in both preventing and alleviating homelessness being understood, and now jointly promoted, through GHN's work with a range of agencies**

- **GHN promoting employability and tenancy sustainment in North Glasgow, raising awareness of the importance of cross sector action across learning, housing & homelessness**

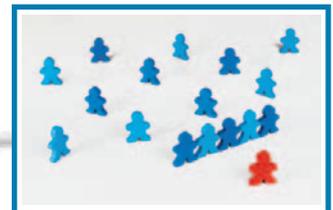
- **Dialogue between GHN and a wide range of people affected by homelessness informing the planned Speak Out 2007 process and event**

- **The Employability & Homelessness Research published by GHN informing the developing Cities Strategy, as well as the forthcoming homelessness strategy**

- **GHN consulting with its networks and contributing to the Scottish wide awareness raising work coordinated by the Scottish Government**

- **The early stages of a GHN/CHCP pilot to find an effective methodology for independent intelligence from people affected by homelessness to inform & influence local developments**

**Tackled through our service user involvement activity ...**



**... and the key contribution from our wider networks**

**GHN contributes to national awareness raising planning**

People affected by homelessness, the voluntary sector, practitioners, planners and policy makers, at every level, are the partnership lifeblood of GHN.

This year we aimed to build on our city-wide service user involvement work by placing it at the centre of all GHN's activity, rather than running it as a project. We also aimed to strengthen our partnership with members, which had almost inevitably weakened during the introduction of competitive tendering, creating a reluctance to share potentially competitive information.

Achieving our ambitious agenda means that GHN must work with a huge range of organisations and individuals to build the most influential partnerships. GHN also has a specific role to coordinate the input of the voluntary sector to the Glasgow Homelessness Partnership. This year saw, for example:

- Voluntary sector providers meeting regularly with GHN, to consider and advise on a wide range of thematic issues and priorities
- GHN, its members and networks seeking to influence the developing homelessness strategy through our major Glasgow Homelessness Conference, attended by over 200 practitioners
- GHN chairing the sub groups of the City Council's Homelessness Planning & Implementation Group on Crisis Response, Employability & Youth Homelessness
- GHN working with Corporate Inequalities at the Health Board to establish a framework for the Health & Homelessness Standards
- Through the award winning Homeless Information Pages work, promoting learning, digital inclusion and building capacity in a wide range of services
- GHN developing and jointly with Equal Access Glasgow promoting 'Get on the Goodfoot', an interface connecting people with the most appropriate employability services
- Joint work with Equal RE:Focus to examine the extent, nature and impact of involvement activity in employability services.
- GHN continuing to coordinate voluntary sector elements of the Joint Homelessness Training Programme, now in its 4th year
- Employability practitioners and planners coming together at a major GHN conference to explore the critical and complementary roles in assisting attainment of expressed employability aspirations

Strategies, policies and plans set in place the direction and detail of future change. The policy environment which impacts on homelessness is wide, covering all aspects associated with Housing, Opportunity and Wellbeing.

Those responsible for drawing up and implementing this diverse range of policies and plans often look to secure access to independent information and analysis voicing the interests of the people they will impact upon. GHN is able to provide this intelligence, and consequently fulfils a number of strategic partnerships.

Our aim this year was to continue to identify and support policies and plans which promote the development of services and supports for sustainable resettlement from homelessness, and the prevention of it. Again, we approached this across the Housing, Opportunity & Well being policy contexts.

Contributions were in different forms: formal consultations; contributions to multi agency meetings; research recommendations. Or contained within other, formal and informal, processes. All were informed by the coordination and analysis of the views of our networks.

This year saw GHN advise on or contribute to, for example, the:

- Homelessness Strategy
- Cities Strategy
- Housing Management in Tenancy Sustainment
- Modernisation of the Hamish Allan Centre
- Communities Scotland's inspection of GHA
- Managing Complaints from Hostel Residents
- Health & Homelessness Action Plan
- Homelessness Services for Women in Glasgow
- BME Prevention of Homelessness Guidance
- Scottish Advisory Group on Substance Misuse and Homelessness
- Scottish Homelessness Monitoring Group's Awareness Raising & Best Practice Group
- Scottish Homelessness & Employability Network
- Evictions & Exclusions Statement of Principle



**GHN provides independent analysis of policy impacts**

**GHN works across policy environments relevant to housing, opportunity & wellbeing**

**GHN contributes from a number of different platforms and perspectives**

**GHN's Board is elected every year at the AGM**

**GHN Board members bring a wealth of business expertise ...**



**... and represent our wider membership network**

**GHN's Board of Directors is elected annually at the AGM. The Board brings together expertise from across the homelessness sector in Glasgow and beyond.**

**All are passionate about homelessness and GHN's role, and all contribute unstintingly to the direction of the organisation. Particular thanks must go to the Board members who retired from office this year.**

**This year, our Board consisted of:**

- **Adrian Davies**  
**CONVENOR**
- **Andy Locke**  
**TREASURER**  
**Shelter**
- **Robert Deans**  
**Salvation Army**
- **Ian Lynch**  
**Scottish Christian Alliance**
- **Eileen McDade**  
**Individual**
- **Patrick McKay**  
**Blue Triangle**  
**Housing Association**
- **Stuart Valentine**  
**Glasgow City Mission**
- **Hazel Baxter**  
**VICE CONVENOR**
- **Marie O'Dea**  
**SECRETARY**  
**Wayside**
- **Roddy Mungall**  
**Ymca**
- **Steve Ebbitt**  
**Glasgow Simon Community**
- **Nicola McNulty**  
**Individual**
- **Patrick McGrath**  
**Southside**  
**Housing Association**

GHN's staff team is knowledgeable and committed to the vision and purpose of the organisation. They bring a range of specialist skills and knowledge to the work, tackle a broad range of issues with energy and expertise and engage effectively with the widest possible range of stakeholders. Special thanks go to those who moved on this year. At the end of March 2007, GHN's staff team were:

### ○ management group

**Margaret Taylor**  
Chief Executive

**Margaret-Ann Brunjes**  
Planning & Development Mgr

**Janice Higgins**  
Office Manager

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### ○ development coordination group

**Kathleen Deacon**  
Employment & Training

**Claire Frew**  
Housing & Homelessness

**Martina Johnston-Gray**  
Community Learning

**Stephanie Plotnikoff**  
Service User Involvement

**Eeva Sarkkinen**  
Research & Evaluation

**Kathleen Scott**  
Training & Capacity Building

**Austin Smith**  
Support, Care & Health

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### ○ development group

**Roger Ackerley**  
Monitoring Support & Training

**Stephen Connell**  
Monitoring Support & Training

**Martin Devlin**  
Learning Resource

**Caroline Kessell**  
Service User Involvement

**Laura Rolinson**  
Service User Involvement

**Paul Turnbull**  
Learning Resource

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### ○ resource group

**Lesley Bon**  
Admin & Resource Worker

**Jan Craig**  
Admin & Resource Worker

**Murray Mair**  
Finance Officer

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### ○ volunteer group

GHN's volunteers bring diverse expertise in a wide range of fields, and many have direct recent experience of homelessness in Glasgow. The advice, involvement and guidance they give GHN is invaluable. During 2006–07, GHN's volunteers included:

**Charlie**  
**Jason**  
**Maureen**

**Craig**  
**Kevin**  
**Ronnie**

**Donna**  
**Kevin**  
**Sandra**

**Frank**  
**Kris**  
**Tony**

**James**  
**Margaret**

### ○ funders & supporters

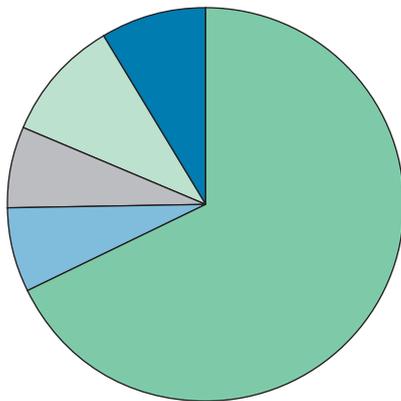
GHN is very pleased to acknowledge with thanks the funding and other support given during 2006/07 by:

Glasgow Homelessness Partnership  
Glasgow City Council  
NHS Greater Glasgow & Clyde  
Scottish Government  
Glasgow Opportunities  
The Big Lottery Fund  
Equal RE:Focus  
Equal COOL (learndirect scotland)

During the year far too many individuals to mention assisted GHN to meet our targets. We would like to make special mention of Archie Fairley, Linda Walker and Brian McDougall. However we do so in full acknowledgement that there were many others.

### ○ income 2006–07

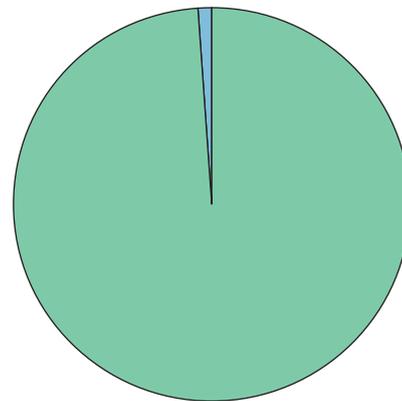
INCOME £657,255



- Glasgow City Council
- Big Lottery Fund
- NHS Greater Glasgow
- Grants/Donations/Fees/Other
- Scottish Executive

### ○ expenditure 2006–07

EXPENDITURE £667,467



- Direct Charitable Expenditure
- Other Administration Expenditure

# ghn: mind-map 2006-07

