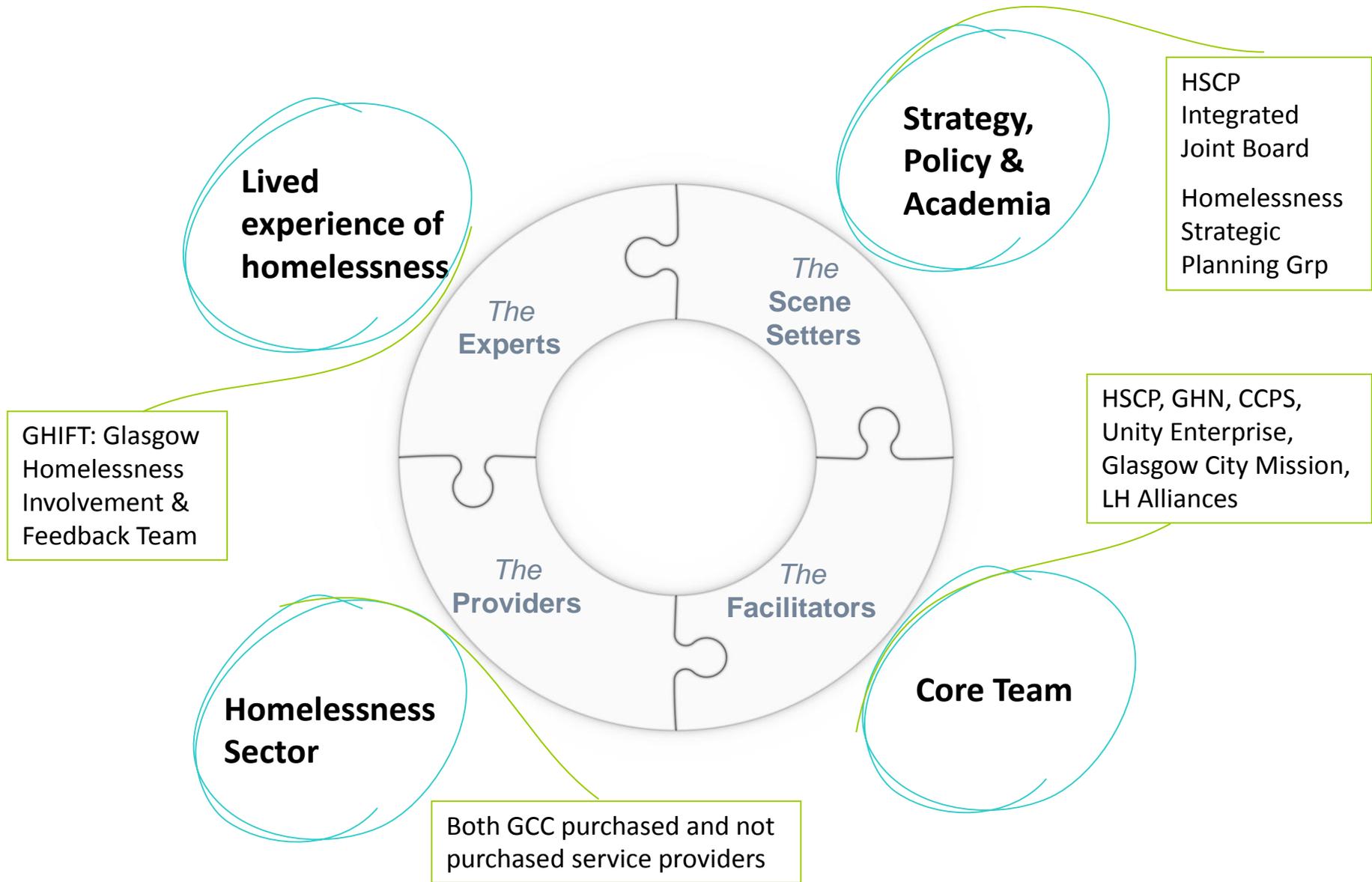


Design Session 3/4 | About Partnership

Glasgow Alliance to End Homelessness

Co-production: it's messy...



0.

Programme

10:00	Welcome!
10:05	AOB: <ul style="list-style-type: none">• Inclusion (Gary)
10:10	1. Where We are Now (Pat)
10:30	2. Road to Alliance (Linda)
10:50	3. Hopes & Fears (Dee, Emma, Andy)
11:15	4. Roundtable Discussion
12:00	5. Roundtable Feedback (Grant)
12:30	AOB: <ul style="list-style-type: none">• Social Bite (Josh)
Networking Lunch	



1. Where we are now



2. Road to Alliance

Four phases to Alliancing and Alliance Contracting

Readiness

Get the basics right to drive an alliance way of working

Commitment

Confirm alliance members have aligned drivers and a commitment to collaboration, openness and innovation

Formation

Create 'One Team' environment, set up leadership and governance and prepare for smooth transition

Operation

Make a real positive impact and continuously improve and evolve

Readiness

Commitment

Formation

Operation

Alliance Strategy

Vision	Objectives
Purpose	Outcomes (Success =)
Scope	
Alliance Principles	'Homeless principles'
Governance	Performance framework
Financial framework	

Procurement Strategy

Mode of bids – Individual or group bids	Open or restricted
	Selection criteria

ITT issued



Bidders Responses - Individual

- Bids prepared
- Organisational approval for bid

or

Bidders Responses - Group

- Groups formed
- Joint bids prepared
- Organisational approvals for bid

Bids submitted



Preferred bidder selected



Leadership & Governance

- ALT set up
- Values and behaviours

Management & Planning

- ALT set up
- Values and behaviours
- One team ethos

Transition planning

- Detailed service design
- Mobilisation plan
- Shared infrastructure
- Shared policies

Alliance launch



Ongoing Delivery

- Continuous improvement
- Learning and development
- Reviews and 'health checks'

Owner Approval

Alliance Agreement signed

'Go Live' executed

High Performance Alliance



Readiness

Alliance strategy

Vision	Simple statement of overarching aim	To eliminate homelessness from Glasgow
Purpose	Why the alliance is being formed, the specific purpose for coming together	To transform, deliver and co-ordinate a re-designed and modernised purchased service sector



Readiness

Alliance strategy

Objectives

Specific expectations on the alliance

To implement the direction of travel:

- An asset-based approach to be achieved within an Alliance, based on an alignment around outcomes and a commitment to principles;
- A housing-led approach that ensures people's right to mainstream housing and also assumes their ability to sustain it, with the right support;
- Flexible and resilient at-home support for people rehoused after a period of homelessness;
- A smaller network of supported accommodation for any periods in people's lives where mainstream housing cannot be sustained;
- Collaborative outreach, based on the learning from CAN and with a central coordinating multi-agency HUB.

[At the first design session a 'direction of travel' for homelessness services and the Alliance was set out. Feedback from providers through the design sessions will inform the development of the objectives and outcomes for the Alliance. The specific objectives will be included in the Invitation To Tender.]

Readiness

Alliance strategy

Outcomes	What would signify success	<ul style="list-style-type: none">▪ Reduction in the number of people experiencing homelessness▪ Reduction in the rate of repeat homelessness▪ Reduction in the length of time people are homeless▪ End the need to sleep rough in Glasgow <p>[These were identified within the previous design sessions – the outcomes providers feel the Alliance needs to deliver to achieve the vision of ending homelessness in Glasgow.]</p> <p>[The specific outcomes for the Alliance will be developed by HSCP and included in the Invitation to Tender.]</p>
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Readiness

Alliance strategy

Scope	What is in scope, what is out	<p>All purchased services for people of all ages who are experiencing homelessness, including:</p> <ul style="list-style-type: none">• Emergency Accommodation services• Supported Accommodation services• Resettlement Accommodation• 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) <p>Out of scope:</p> <ul style="list-style-type: none">• HSCP provided Community Homelessness Services• Casework Teams for Refugees and Prisoners• Out of hours Homelessness Service• Homelessness specialist Health provision• Housing providers
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Readiness

Alliance strategy

Alliance principles	Set alliance principles common to all	<ul style="list-style-type: none">• to assume collective responsibility for all of the risks involved in providing services under this Agreement;• to make decisions on a 'Best for Service' basis;• to commit to unanimous, principle and value based-decision making on all key issues;• to adopt a culture of 'no fault, no blame' between the Alliance Participants and to seek to avoid all disputes and litigation (except in very limited cases of wilful default);• to adopt open book accounting and transparency in all matters;• to appoint and select key roles on a best person basis; and• to act in accordance with the Alliance Values and Behaviours at all times. 
Homelessness principles	Bespoke set for this alliance	To be defined (could do this at September group meeting)
Values and behaviours	Agreed set for Alliance Leadership Team and Alliance Management Team	Can only be determined once alliance forms

Readiness

Alliance strategy

Governance	Structure for the alliance to make decisions and provide assurance to the commissioner	<ul style="list-style-type: none">• HSCP governance and accountability framework will be included in the ITT, Finance, Performance, accountability reporting requirements• Compatibility across Alliance Partner organisations- delegated authority to act.• Role of ALT in setting policy and ensuring delivery is described in Alliance Agreement
Performance Framework	The outcomes and levels of performance expected and incentivised. Also any other reporting required during lifetime of the alliance	<ul style="list-style-type: none">• Service delivery –subject to GCC Contract Management arrangements (risk management)• Alliance contract performance reporting -to be defined in ITT
Financial framework	Includes overall funding envelope (usually set for 1-2 years and indicative thereafter), process for annual setting by commissioners, acceptable items for actual costs, invoicing arrangements, reporting and any gainshare/painshare linked to performance	To be defined

Readiness

Procurement strategy

Mode of bids	Individual or group	Currently set to be individual. Benefits and risks being reviewed due to provider input (see next slide)
Open or restricted		Decision made to proceed to open tender 
Selection criteria	To ensure right partners selected – capabilities, innovation, collaboration	To be defined

Individual or group bids

For commissioners

Individual bids

Benefits

- Approach already signed off by Integration Joint Board
- Allows Glasgow City HSCP to choose specific organisations for their individual capability and commitment to innovation and collaboration
- Can leave shorter time for bids to be received

Risks

- May get very high number of bids
- Selection criteria need careful consideration to ensure a diversity of organisations (eg. size) are in the alliance
- Gives impression that HSCP wants full control of who is in alliance and not trusting market to self organise
- Delays formation of ethos of collaboration
- Different providers may have different ideas on what is required to deliver change and implementation, will take time to work through following award.

Group bids

Benefits

- Glasgow HSCP decides selects group best able to meet the criteria based on open procurement process.
- HSCP not involved in deciding who is in or out of any groups that put themselves forward
- Focus of selection is on suitability of groups overall
- Easier to test for genuine collaboration during selection
- Providers undertake mutual due diligence, adding another level of assurance

Risks

- Dominance of one or more organisations in forming groups (king maker)
- May only get one group bidding and lack of competition during finalisation
- One group only would raise accusations of cartel
- One or more organisations in a group less suitable but can only select whole group

Individual or group bids

For providers

Individual bids

Benefits

- No need to connect with others in preparation of bids
- No need for rejecting others as partners (and vice versa) in preparation of bid
- Less time needed to prepare bid

Risks

- No say over other parties to the alliance
- May end up in an alliance with an organisation that have reservations about
- Prevents opportunities for sharing and collaboration with other organisations pre bid due to competitive nature of bids.
- Delays the move to a collaborative approach
- Balance of control remains with commissioning until tender process complete.
- Delays the culture shift required to deliver the Alliance.

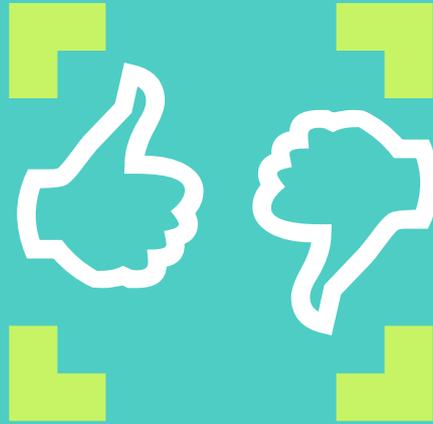
Group bids

Benefits

- Will submit as part of an alliance with organisations we have chosen to work with and undertaken due diligence on (and they us)
- Can be part of more than one group if desired and appropriate
- Can start to form strong relationships with potential future alliance members during bid development process

Risks

- Dominance of one or more organisations in forming groups (king maker)
- If not willing or able to join a group, have no chance to bid direct to HSCP
- Have to reject those who want to be in the bidding group but felt not to be suitable
- Need longer time to prepare bid as a collaboration
- Significant time commitment needed during bid development with no guarantee of success



3a. Hopes & Fears

service providers perspective

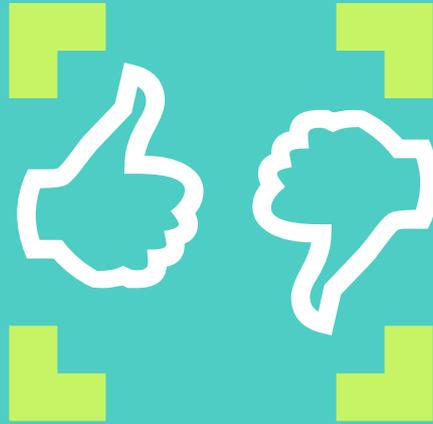
Fears

- Decisions already made
- Structure vs. influence
- Anxiety of the unknown
- Organisational realities
- Detail vs. Development
- No real partnership/
behavioural change
- Unwilling partnership
- Values not there yet
- Change too big to achieve
- Resources, size and influence



Hopes

- Decisions already made
- Structure vs. influence
- Anxiety of the unknown
- Organisational realities
- Detail vs. Development
- No real partnership/
behavioural change
- Unwilling partnership
- Values not there yet
- Change too big to achieve
- Resources, size and influence
- Clarity on negotiables
- Clear process info
- Acknowledged anxiety
- Informed decisions
- Info/opportunity to discuss
- Commitment to new
approach/principles
- Good spec and criteria
- Time and space to build
- Status quo?
- Strong 'associate' network



3b. Hopes & Fears

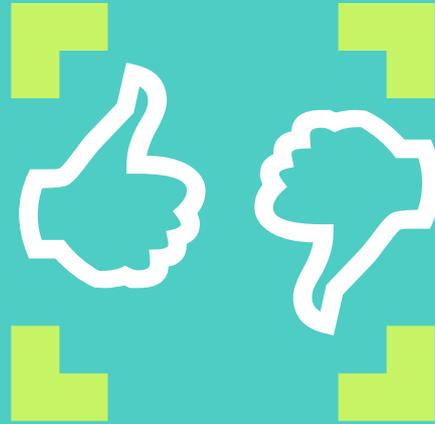
commissioners perspective

Fears

- Fear of unknown limits participation
- More of the same
- Comfort of “what’s known” deters change
- Risk averse approach (all partners) stifles innovation
- Lose sight of major aim: improve outcomes for homeless individuals and families
- Bureaucracy/self-interest present formidable challenge

Hopes

- We make a positive difference
- We learn from mistakes together
- We work together to deliver positive change
- Partners commitment & engagement to change supersedes fears
- We grasp the opportunity to do things differently and drive success
- Solution–focused approach: service wide transformational change prevails
- We manage and take informed risks
- Partners work together and seek wider stakeholder views to change services and improve people’s lives.



3c. Hopes & Fears

lived experience perspective

Hopes

- Quicker access to housing
- Less time spent in services
- Less walking (between services)
- Reduced stigma around homelessness
- More personal, tailor-made support
- Services all work to the same high standards

Fears

- Good to focus on change for tomorrow, but don't forget about people *today*.

4.

Roundtable Discussion

What do you hope the Alliance will do differently – *and how do we achieve that?*

What might block that – *and how do we fix it?*

Are there difficult questions - or elephants in the room? *How do we get past them?*

What's already great and *how do we keep or do more of it?*

Roundtable Feedback