



1. Glasgow Housing Options Model: 2016 Evaluation

In October 2015, Arneil Johnston was commissioned to deliver an evaluation of the Glasgow housing options model to identify whether intended outcomes and benefits can be evidenced following implementation and model roll out across the City. The evaluation has focused on measuring the growth, operation and impact of housing options since pilot completion in June 2013, with a particular focus on assessing outcomes from a customer and partnership perspective.

More specifically, the evaluation focused on measuring the rate of model expansion and the extent to which the implementation of housing options has been successful. The roll out programme has been led by the Housing Options Project Team who were tasked with launching the model across Community Homelessness Teams, community based RSLs and GHA Local Housing Offices across Glasgow. At an operational level, implementation has been led by service managers who were tasked with embedding and developing the model into frontline practice. The evaluation therefore assesses firstly, the extent and nature of growth associated with model roll out and secondly, the extent to which frontline practice has been successful in delivering the intended outcomes of the model.

To deliver the evaluation findings, a diverse evaluation programme was deployed over a twelve month period, including: statistical analysis of housing options data, RSL business impact analysis, customer interview programme, engagement with staff, managers and leaders, and prevention savings analysis.

The evaluation study has delivered an extensive evidence base of customer intelligence, staff appraisal, consultation outcomes and impact analysis. Evaluation outcomes suggest that the housing options model has been successful in shifting front line practice to a more person centered, preventative model of delivery which reduces housing crisis and delivers substantial economies to the public sector in Glasgow. This briefing paper outlines key evaluation evidence, findings and measures the future potential of the model.

1.1. Glasgow Housing Options Model

The Glasgow housing options model is focused on the delivery of a comprehensive front line advice and support service for any customer who makes a housing enquiry in the City. The service offers a range of interventions, tailored to the individual, which aim either to prevent homelessness or promote successful tenancy sustainment including:

- intervention or referral to secure alternative accommodation;
- intervention to sustain the customer in their current home;
- intervention or referral to delay the urgent need to move home; and
- consistent advice and information with solutions tailored to the customer.

The model recognises that the availability of social housing in the City is limited and cannot be the answer to the housing needs of every customer. It avoids any initial



assumption that a social rented tenancy or homeless application is the most appropriate solution for that person. On this basis, the model has been designed to promote independence, choice and increased opportunity by offering personalised housing advice to anyone in housing need in the City. Advice is provided to customers on all housing tenures, suitable to their circumstances, and can include owner occupation and private renting. The provision of housing advice is linked to advice on health, social care and employment with the aim of sustaining people in their tenancies or helping them secure alternative accommodation as their personal needs change.

The development model for housing options is founded firmly on partnership with a strong focus on building relationships to meet both the housing and underlying needs of the customer. Strong focus has been given to the Christie Commission principles of public sector reform, which seek to maximise resources through partnership and early intervention. Key development principles for the Glasgow housing options model are therefore: (i) prevention; (ii) capacity through collaboration; and (iii) innovation to meet housing and underlying need. The principles underpinning the development model have proven to be so successful that they have now been successfully transferred to other contexts including 'Housing Options for Older People' and the City-wide financial inclusion and debt advice model.

By developing the model around the principle of meeting housing and underlying needs, the model enables integration between housing management and care management roles. On this basis, the Housing Options model creates a basis for a strong housing contribution to the City's integration agenda and national Health & Wellbeing Outcomes. The extent of collaboration and partnership achieved by the model and the innovative ways capacity has been developed by building networks, redirecting/sharing resources and improving practice has been significant. As well as making better use of existing resources, service development has focused on creating new front line support materials and networks for staff to ensure a comprehensive range of options are available for the customer. These include:

- mediation services for young people and their families;
- low level housing support services to promote proactive tenancy sustainment interventions;
- financial inclusion and debt advice services aligned to improving financial capability;
- connectivity to employability and third sector support agencies

1.2. Growth, Impact & Activity Levels

The 2016 evaluation of the growth, operation and impact of housing options in Glasgow has delivered clear evidence of a model which has a unique scale and capacity to meet the housing and underlying needs of those at or facing housing crisis across the City. Over the past three years, the scale of growth in the partnership network delivering the model has been extensive and now offers substantial opportunities to deliver person-centered information, advice and support to those at risk of homelessness or losing their housing status. Notably, since the Housing Options pilot in 2012/13, the number of partners delivering the housing options model has increased from six to fifty-two and now comprises:



- all 4 Community Homelessness Teams across the City;
- 22 community based RSL partners and 26 GHA Local Housing Offices;
- a network of 'named contacts' across Health & Social Work in Glasgow who proactively collaborate with housing partners to deliver innovative, and preventative solutions to those most vulnerable to housing crisis in the City.

Analysis of the housing sector's engagement with the model reveals that the 26 LHOs and 22 RSLs delivering the housing options model in Glasgow, serve the vast majority of tenants (and communities) across the City. Collectively these 48 partners hold 72% of the social housing stock in Glasgow.

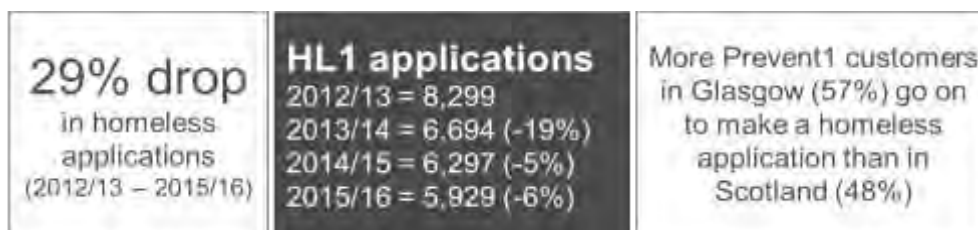
The extent and nature of the partnership network delivering the housing options model is more diverse and far-reaching than any other model in Scotland. Based on the latest snapshots of activity levels, over 4,000 customers engage with the Housing Options model per quarter, with RSLs and LHOs supporting 1,700 customers interviews (Quarter 3 2015/16, Housing Options Database) and Community Homelessness Teams supporting 2,300 interviews (PREVENT1 annual statistics for 2015/16).



If the model sustains these activity levels into 2016/17, 16,000 households across Glasgow could engage with housing options every year. Based on Scottish Government prevention statistics for 2015/16, the average population of housing options customers in Scottish Cities sits at 5,500. The extent of customer access to and engagement with the housing options model in Glasgow is therefore substantially higher (in fact, almost 3 times higher than the average Scottish city). On this basis, the implementation and roll out of the model has been enormously successful in terms of partner delivery and customer reach.

The extent of proactive engagement with customers facing problems with housing, including those at or near housing crisis, has undoubtedly contributed to the reduction in homelessness in the City since 2012. Homelessness in Glasgow has fallen substantially over this period, from just over 8,000 applications in 2012/13 to just under 6,000 in 2015/16; a decline of 29%.

The implementation of housing options in Glasgow coincides



with a steep decline in homeless assessments (19% in 2013/14), which is substantially greater than experienced in previous years, or for Scotland as a whole. Since then, homeless assessments have continued to decline, albeit at a slower rate with a 5% reduction recorded in 2014/15, followed by a further 6% reduction in 2015/16. Notably this continued decline exceeds the Scottish rate, which could suggest that it is more than just downward trend, and that the housing options model is making a positive contribution to preventing housing crisis in the City.

Within this analysis, evaluation evidence suggests that the Glasgow housing options model is successful in protecting a rights based approach within its preventative



framework. More customers who engage with frontline homeless services in Glasgow proceed to homelessness assessment (57%) than is the case for Scotland (48%). In addition, customer survey intelligence suggest a strong rate of retention for those who engage with the model to activate their rights under the homeless legislation. Survey outcomes suggest that at least 20% of customers engage with the model with the intent to make a homeless application but that following the housing options interview process, this increases to 24%. Post interview, 26% of customers proceed to making a full homeless application.

Therefore, whilst there is clear evaluation evidence of a link between housing options and declining homelessness in the City, there is strong evidence that a rights based approach is a key principle of model operation.

1.3. The Impact of Collaboration & Partnership

A defining characteristic of the Glasgow housing options model is the network of 'named contacts' developed across social work and health sectors in the City. The system of 'named contacts' is an active referral network of named social workers, health professionals and housing benefit staff, who work with frontline housing staff delivering the housing options model.

Through partnership and collaboration, this network provides the mechanism for meeting both the housing and underlying needs of the housing options customer and enables the development of integrated and innovative solutions to prevent housing crisis for some of the most vulnerable households in the City. Named contacts offer a pathway for housing staff to access specialist support and expertise in care management; and provides frontline housing staff with access to information from the Care First (Social Work IT) system supporting an informed approach to referral contact and collaborative activity.

The named contact system significantly helps to open service pathways and supports frontline staff to improve joint working and deliver enhanced outcomes for customers and service users. It also offers the basis to set up case conference and management arrangements across housing, health and social care services to ensure that the needs of vulnerable customers are assessed, addressed and coordinated appropriately.

Through a network of three Health, Homelessness & Housing Leads, who coordinate referrals into the named contacts system, approximately 800 enquiries on complex cases are received from frontline housing staff per year. From this pool of enquiries, typically, 200 referrals progress to coordinated joint interventions for customers with complex needs (roughly 50 per quarter).



These interventions have proven highly successful in delivering both innovative and creative service outcomes for the most vulnerable customers engaging with the housing options model in Glasgow. A good



Named contacts: partnership approach to meeting need

Pauline (25): RSL tenant presents to South CHT

- Risk of serious harm: domestic violence, very poor mental health
- Partner released from custody - refuses to leave tenancy
- Housing options case conference via South CHT
 - Tenancy transferred to partner, management transfer secured
 - Engagement with Community Mental Health Team, low level housing support, RSL Assist (personal safety & legal advocacy)

Customer is safe, accessed a new tenancy without homeless application & has support to sustain tenancy



		Woman in her 20's flees domestic abuse	Prevention cost: £1,554 Homeless 1 year cost: £4,668
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example is the case study of a young woman in her 20's fleeing domestic abuse, whose homelessness is successfully prevented through coordinated case management across housing, health and social work services in Glasgow. Pauline's story demonstrates that as well as a substantial improvement in her personal circumstances, prevention savings in the region of £3,000 have been achieved as a result of the named contacts system.

1.4. Building Financial & Resource Capacity

Housing options in Glasgow incorporates the development of a financial inclusion and debt advice model which is firmly focused on homelessness prevention and building the financial capacity of those facing housing crisis. The service is funded by Scottish Legal Aid Board (SLAB) and has been developed to:

- focus on homelessness prevention with a service model aligned to the housing options;
- deliver comprehensive, personalised money and debt advice, plus financial capability support;
- coordinate and co-locate resources through service redesign; and
- target provision to those in the greatest housing need.

The delivery of SLAB funded services not only offers better quality financial and debt advice options to those at or near housing crisis, but further embeds a partnership approach to homelessness prevention through the co-location of Financial Inclusion and Debt Advice Workers within Community Homelessness Teams.

Across a two year period from March 2014 to February 2016, 1,643 customers accessed financial inclusion and debt advice, which equates to more than 800 customers per annum. The model has successfully engaged with a wide diversity of customers (in terms of housing circumstances) and certainly with a greater number at or near housing crisis. Of those accessing assistance, the majority (52%) are social housing tenants, with a further 25% experiencing homelessness, and 21% in private sector housing. The provision of quality financial inclusion and debt advice to

those facing housing crisis has delivered impressive results both in terms of the return on investment and in terms of homelessness prevention.

Over the last 2 years, the financial inclusion and debt advice model has successfully prevented the homelessness of 107 customers who had reached housing crisis. As well as a total financial gain of £2.2M to housing options customers, a further £1.5M of customer debt has been identified and is now being managed by clients.



Over the two year period, the costs of the financial inclusion and debt advice model were approximately £203,000. This investment met the costs of 3 full-time, co-located financial inclusion advisers (plus overheads). A return on investment (ROI) calculation, using a formula which adds total customer financial gain (£2.2M) plus total customer debt managed (£1.5M), divided by project costs (£203,000); delivers an impressive £18 return for every £1 invested. Previous ROI calculations for financial inclusion services deliver a return in the region of £12 for every £1 invested suggesting there is particular value in aligning financial inclusion and housing options models. Therefore, as well as an impressive return on investment, the model delivers clear homelessness prevention savings and improves the financial capability of those facing crisis.

In addition to the financial capacity delivered by SLAB funded services, if the housing options model can be proven to have a positive impact on the business performance of social landlords, the sector may expect to see resource savings and efficiencies in relation to abandoned tenancies, tenancy sustainment levels, void levels and rent arrears. To test this, a number of performance indicators were selected to compare the business performance of 20 partners who launched housing options before 2015, benchmarking outcomes in the year before and after launching the Glasgow model. Analysis of the shift in business performance of these 20 partners, delivers positive evidence of improvement across the group, with enhanced results in relation to:

- tenancy sustainment (up 1%);
- Notice of Proceedings (down 7%);
- abandoned tenancies (down an impressive 20%);
- voids (down a notable 13%); and

- arrears (down 5%).

The one notable aspect of performance which has not delivered intended improvement relates to reductions in the number of waiting list applications taken by housing options partners.



In exploring the nature of impact delivered as a consequence of launching the model, service managers confirm that generally housing options does impact on business performance. For 60% of managers, the influence of housing options on overall business performance is positive, with a preventative approach to tenancy sustainment, robust diagnostic needs assessment and partner collaboration all key factors in delivering this perceived success. Just one in ten managers suggest that housing options has a negative impact on business delivery.

There is no evidence to suggest that launching housing options has a detrimental impact on the business performance of social landlords. In fact, if performance improvements can be sustained long-term, they will undoubtedly yield a range of business benefits which can transferred to customers through the better use of resources, increased investment and more effective and efficient service outcomes.

1.5. The Views of Staff, Managers & Leaders

A key aspect of evaluation activity focused on engagement with frontline staff, operational managers and service leaders to test how effectively the model works in practice and to define areas for improvement or refinement. Staff evaluation activity included a skills and knowledge diagnostic survey with frontline housing workers, as well as a programme of in-depth staff engagement workshops across the City. Training needs analysis confirm high levels of confidence both in terms of the skills and knowledge required to deliver the housing options model.

The diagnostic survey revealed that 75% of staff have most or all of knowledge required to deliver housing options. Furthermore, 81% of staff have most or all of the skills required to deliver housing options.

The survey also suggested that delivering housing options has had a positive impact on skills development and frontline practice:



- 72% agree that housing options delivers a more customer focused service than provided before;
- 76% agree that housing options has made them more proactive in preventing housing crisis; and
- 80% agree that housing options has made them more proactive in their approach to tenancy sustainment.

As well as recognition that the housing options model has enhanced frontline practice and improved the quality of service delivery, staff were also committed to successful

implementation of the model and acknowledged that a cultural shift was underway. In total, 85% suggest that frontline staff in their organisation are committed to making housing options a success (including 41% who said they are fully committed).



Housing Options has also, in staff opinion, had an impact on the culture within housing organisations in the City, with two thirds agreeing that housing options has positively changed their organisational culture.

The views of frontline staff on the growth, operation and impact of the Glasgow housing options model, including how to embed the model into frontline partnerships are summarised as follows:

- Staff believe that housing options has made a positive difference in the City with particular benefits focusing on the shift in frontline culture and practice; improvement in operational processes, better management of customer expectations and a more effective approach to diagnostic needs assessment at a customer level;
- Despite this positivity, staff don't feel confident in delivering tailored advice on every housing option given the poor availability of quality housing system intelligence. This includes gaps in knowledge regarding the availability of social housing across the City, limited information on reputable private landlords and letting agents; and poor awareness of low cost home ownership/intermediate housing options across the City;
- Staff stress the importance of designing a delivery model tailored to the operational context in each organisation when launching housing options. This should take into account key factors such as customer footfall, job roles, management structure, patch sizes and housing management caseloads;



- Aligned to this, a major staff priority is the ongoing evaluation of the operational and workflow issues associated with operating the housing options model including capacity analysis and quality assurance;
- Staff are supportive of retaining a dedicated, permanent Housing Options Project Team who have a co-ordination and leadership role across the City; and
- The key priority for staff however, is the delivery of a centralised, online-database which holds customer case files and enables outcome reporting on housing options activity.

As well as engaging with frontline staff, the views of operational managers were tested on the growth, operation and impact of the Glasgow housing options model, including how to embed the model into frontline practice and service delivery. Key evaluation outcomes are summarised as follows:

- The depth and quality of frontline housing advice has improved as a result of launching housing options BUT there are gaps in intelligence on all options which impedes the delivery of a comprehensive advice model, particularly in relation to the PRS and intermediate housing options;
- There is a clear gap in the housing options model for customers who have the capacity to self-manage their housing problem. The delivery of a comprehensive online self-assessment and advice system would significantly enhance the housing options model in terms of releasing frontline resources and offering greater customer choice;
- The launch of the housing options model (including the support of the Project Team in the initial period) creates a momentum that is challenging to sustain at an operational level. However, managers are confident that the longer the housing options model is delivered, the more competent staff become with its delivery. On this basis the model achieves sustainability at an operational level; and
- Multi-agency networking and training events should be a feature of embedding the model both in building frontline relationships across housing, health and social work; as well as encouraging skills transfer.

The views of service leaders were tested on the growth, operation and impact of the Glasgow housing options model, including how to embed the model into frontline practice and service delivery. Key evaluation outcomes are summarised as follows:

- There is a need to develop a quality assurance system for Housing Options to ensure that the model is applied fully and consistently across the City, and to provide intelligence on the need for model development and investment;
- There should be a strong relationship and clear interface between housing options and emerging CHR processes to streamline housing access for customers;
- The private rented and intermediate housing sectors can and should play a greater role within the housing options model both in terms of advice and outcome options. Stronger engagement with private landlords and letting agents is required to enable access to well managed PRS housing;



- The role of the Essential Connections Forums is of key importance in developing the operational relationships and shared strategic objectives that will embed partnerships across health, social work and housing sectors; and
- There are opportunities to further evolve the housing options model, with a key opportunity arising from the integration of Health & Social Care in the City.

1.6. Tracking the Customer Journey

In order to develop a credible understanding of the impact of the housing options model on the outcomes and experiences of customers; Arneil Johnston (in partnership with Research Resource) carried out an extensive programme of primary research. The objective of the programme was to track the customer journey and experience. On this basis, the research process was designed to establish both customer experiences and expectations following initial engagement, and then housing options activity and outcomes achieved in the three months following interview. It included:

- the completion of 400 self-assessment customer surveys immediately after the housing options interview to assess experiences, expectations and satisfaction levels; and
- a further 200, in-depth 20 minute telephone interviews, 12 weeks from the initial interview to assess follow up activity, the impact of advice, outcomes and satisfaction levels.

The sample of self assessment customers (400) provides invaluable intelligence on the quality of needs assessment and the motivating factors for customers engagement with the housing options model. Key headlines include the following:

- The main reason that customers engage with the housing options model is to make an application for housing (60%), with a further 20% who want to apply as homeless. Despite clear service motivations, the customer population are receptive to considering a wider range of choices, with 56% stating that they wanted advice on all of the options available to them;
- In terms of empowering customers to make informed choices about their housing options, just 25% were encouraged to choose from several options, with 64% advised on which options were best for them and directed to them by frontline staff;
- Customers confirm the quality of housing options presented was high, with 83% stating that the options were what they expected, 93% stating the options were realistic and 92% stating they got enough information to make a choice about options discussed;
- 76% of customers agreed that were treated with dignity and respect;
- 69% of customers agreed that their needs and situation were fully understood by the interviewer, with a further 76% stating that the interviewer listened to their views;
- Finally, post interview, 88% customers felt confident they would find a positive housing solution.



Following initial customer engagement, and 12 weeks from the date of the interview, a follow up telephone survey was undertaken to understand what happened next for each customer and to what extent housing options advice enabled a successful housing outcome. The interview also probed the extent to which each customer may have underlying (as well as housing) needs which could impact on their ability to find or keep a home; and the extent to which housing options was successful in diagnosing and addressing these issues.

Survey outcomes suggest that the majority of housing options customer have a simple housing need (54%) with no underlying factors that could prevent them finding or maintaining accommodation. Of those who have underlying issues, 27% have low level needs (just 1 underlying need), 11% have multiple needs (2 underlying needs) and 7% have complex needs (3 or more underlying factors).



Common underlying needs which may present a barrier to achieving a sustainable outcome, include low income (17%), housing arrears (9%), family problems (9%) and finding employment (9%).

In terms of the quality of needs assessment and options offered, customer satisfaction levels are generally very high:

- 90% stated that they were asked what they wanted to happen;
- 75% stated that their needs and problems were fully identified; and
- 81 stated the options provided were realistic.

Despite the quality of needs assessment (which should maximise opportunities to identify a range of options and interventions to assist the customer), the housing options considered by customers are still firmly dominated by social housing.



Four in every five customers (83%) considered social housing as an option. In contrast, just one in five customers (18%) considered the private rented sector. Lower customer numbers also considered specialist or support options, with 7% advised on the benefits of financial



advice; 6% encouraged to consider supported accommodation; 5% offered help from housing support services and a further 4% encouraged to stay in their current home with help to sustain the tenancy. Enabling a greater diversity of advice options by improving staff intelligence and advice skills on a broader range of housing tenure and support options, would seem key to offering customers a wider spectrum of housing choice.

In line with the volume of customers who considered social housing as an option, the vast majority of customers (65%) made a housing application as a result of their engagement with the housing options model. A quarter (26%) went on to make a homeless application; with just 6% taking action to try and source accommodation in the private rented sector.

A key aspect of tracking the customer journey involves measuring the extent to which housing options customers have been successful in securing an outcome that resolves the housing problem they were experiencing. To test this, customers were asked at 12 weeks from their initial housing options interview, if they could describe their current housing circumstances.



Perhaps unsurprisingly, at 12 weeks, the majority of customers (59%) describe their housing circumstances as 'no different'. Given the need profile of the

group (54% of customers have no underlying problems), and given the housing supply context in the City, it is likely to take longer than 3 months to secure a lasting housing outcome for many customers. Having said this, 27% have been able to access a lasting solution to their housing problem with a further 9% accessing a short term solution. Of those who were successful in securing a lasting solution through housing options, the vast majority achieved a move to alternative accommodation (91%), with 85% successful in accessing an RSL tenancy. Just under one in 10 were supported to remain in their current accommodation (9%).





Just 3% of housing options customers stated they “struggled to fund a solution”.

Whilst the model may take longer than 12 weeks to deliver a successful outcome for many applicants, key to the success of housing options is the ability to deliver sustainable outcomes to those at or near housing crisis. In order to test this, responses were assessed to determine whether there had been a change in the housing circumstances of those with complex need or at risk of homelessness.

Of those customers who stated that their housing situation was no different at 12 weeks from interview, 71%

	No need	1 need	2+ needs	I wanted to apply for housing	I wanted to present as homeless
Lasting solution	24%	22%	43%		
Short term solution	8%	7%	16%		
Situation no different	63%	67%	35%	71%	8%

engaged with the housing options model in order to make a housing application. Just 8% of the population who described their situation as ‘no different’ engaged with housing options to make a homeless application.

Furthermore, housing options customers who have complex needs (2 or more underlying problems) are almost twice as likely to secure a lasting solution (43%) than those with no underlying needs (24%). Conversely, around a third of customers with complex needs describe their housing situation as ‘no different’ (35%) following housing options, in comparison to almost two thirds of customers with no underlying needs (63%).

These survey outcomes provide strong evidence that housing options is successful in addressing and preventing the crisis of those with the greatest levels of housing and underlying need.

Despite the volume of customers who have yet to achieve an outcome following engagement with the housing options model, satisfaction levels are impressive. Customers were asked to state how satisfied they were with the outcome of their involvement with the housing options service. The vast majority (64%) stated that they were satisfied, with 29% very satisfied with the outcome of their engagement. Perhaps aligned to the proportion of customers yet to achieve an outcome at 12 weeks, one in five customers (20%) stated they were neither satisfied nor dissatisfied. At the other end of the spectrum, 15% stated dissatisfaction with the outcome, with just 5% very dissatisfied.

Q26 How satisfied are you with the outcome of your involvement with the Housing Options service?	
Very satisfied	29%
Satisfied	36%
Neither satisfied nor dissatisfied	20%
Dissatisfied	10%
Very dissatisfied	5%

Tracking the customer journey has provided invaluable evidence of the operation of the Glasgow housing options model, providing useful intelligence to guide future model development. Outcomes tell us that the majority of the housing options population is motivated by making an application for housing (60%) and have either no (54%) or low levels (27%) of underlying need. Just one in five (20%) engage with



the service to make a homeless application. Equally, almost one in five (18%) have both housing and multiple underlying needs that could prevent them finding or keeping a home. The housing options model would appear to be successful in securing outcomes for those at or near crisis with 70% of those who describe themselves as homeless achieving a change in their housing circumstances. For those, whose situation is 'no different to before' (59%), shifting the advice model away from a reliance on social housing (83% considered this an option), may deliver a greater diversity of choice and possibly access to more innovative housing solutions for those with low levels of underlying need.

1.7. City Impact Analysis

Whilst case study analysis clearly illustrates the significant impact of the housing options model on an individual customer basis, a key aspect of the housing options evaluation is to estimate the economy of preventative investment in the model across the City. To achieve this, an analytical model was developed to apply benchmarks of prevention savings to the population of customers in Glasgow who successfully avoid crisis as a result of engaging with housing options.

To establish a range of benchmarks that offer estimated prevention savings according to the complexity of customer need, Arneil Johnston performed analysis across a range of published benchmarks from UK research studies to derive maximum, minimum, average and quartile prevention savings. Based on this analysis, the savings associated with homelessness prevention range from a

Reviewed various prevention saving benchmarks to establish average, max, min & quartile prevention savings

Complexity of customer need/ongoing intervention key factor in resource saving associated with prevention

Quartile	Savings
0	£ 1,286
1	£ 4,349
2	£ 8,773
3	£ 10,005
4	£ 18,702

maximum of £18,700 to a minimum of approximately £1,300 based on the underlying needs of the customer.

In order to apply these benchmarks to the customer population who accessed a positive outcome as a result of housing options (and therefore achieved a prevention saving), evaluation evidence was assembled to build the model assumptions. Based on evaluation survey evidence that 27% of housing options customers achieve a lasting outcome in the first 12 weeks of model engagement, the analysis assumes that prevention savings can be applied to approximately 4,320 housing options customers per annum (27% of the annual customer population of 16,000).

In order to estimate the overall resource economies achieved as an outcome of housing options in Glasgow, the analytical modelling tool applies benchmark prevention savings to the profile of housing and underlying needs across the housing options population. To do this, prevention savings (by quartile) are applied to the corresponding proportion of customers in each category of housing and underlying need (also by quartile).

Using this methodology, the outcomes of the modelling analysis suggest that:



Applying quartile 1 prevention savings of £1,286 to the population of 2,333 customers who avoided housing crisis and who have no underlying support needs, generates City wide savings of almost £3M (£2,999,981).

Applying quartile 2 prevention savings of £4,349 to the population of 1,166 customers who avoided housing crisis and who have low level support needs, generates City wide savings of over £5M (£5,072,090).

Applying quartile 3 prevention savings of £8,773 to the population of 475 customers who avoided housing crisis and who have underlying support needs generates City wide savings of over £4M (£4,168,692).

Applying quartile 4 prevention savings of £10,005 to the population of 302 customers who avoided housing crisis and who have complex support needs, generates City wide savings of over £3M (£3,025,361).

Cumulatively across Glasgow, the analysis suggests that the crisis prevention achieved by the housing options model has generated savings of over £15M.



Based on the 2015/16 Housing Options model and the need profile of the customer population, homelessness prevention in Glasgow has saved £15.2M in City resources

This analysis clearly illustrates the significant resource economy associated with the Glasgow housing options model, both in terms of customers who have no or low level housing needs (almost £3M), as well as those (who as a result of complex needs) could generate substantial service costs if they experience housing crisis. Of the population in this category alone, some 770 customers who have 2-3 underlying as well as housing needs; the Glasgow model could achieve prevention savings in excess of £7M. This analytical modelling provides clear evidence not only that the housing options model delivers substantial resource economies through prevention activity but that the resource framework across health, housing, social work and voluntary sectors has been highly successful in redirecting and integrating resources to avoid public expenditure on housing crisis.

1.8. The Potential in the Glasgow Housing Options Model

Evaluation outcomes suggest that the Glasgow housing options model has been hugely successful in shifting front line practice to a more person centered, preventative delivery model which reduces housing crisis and delivers substantial economies to the public sector in Glasgow. Through a common approach to needs assessment and partnership working, the model has proven to be successful in delivering innovative customer solutions, which address both the housing and underlying needs of those experiencing housing problems.



The roll out strategy has been contingent on the principle that partners (and customers) benefit from the connectivity, resource and expertise provided by partners across housing, health, social work, financial inclusion and third sector agencies. On this basis, the housing options model has succeeded in making huge progress in building partnerships, capacity and commitment across delivery partners; developing a funding and resource framework based on the integration and redirection of existing resources; shifting frontline practice and service culture towards prevention; and improving customer outcomes (including a reduction in housing crisis and increased customer satisfaction levels).

The scale of the partnership network grown and developed by the Glasgow model, where frontline housing providers as well statutory homelessness services are at the heart of frontline delivery; accounts for the volume and scale of activity being supported. The development of such an extensive and diverse partnership network in Glasgow has developed a capacity within the model that delivers substantial opportunities to offer preventative information, advice and support to those at or facing housing crisis across the City. Housing options has therefore proven to deliver substantial value to the City and has a strong potential to make a significant contribution to health and social care integration; the financial capacity of low income households, and the efficiency of the social housing sector in the City. To this end, the model has been successful in delivering significant benefit to both partner organisations and customers, including:

- over £15M of prevention savings to housing, health and social work partners;
- over £2M of financial gain to low income households in the City;
- substantial economies to the housing sector through improved business outcomes.



As a model of practice housing options has shown that significant potential and capacity can be unlocked and delivered through:

- shifting from resources away from managing failure towards proactive prevention and crisis avoidance;
- maximising capacity through partner collaboration, service alignment, improved communication and case management and skills transfer;
- enabling and encouraging a shift in frontline practice and service culture towards a truly person centred and innovative approach to customer engagement.

Given the ongoing constraints and pressures placed on public services, the housing options evaluation study provides clear evidence of the model's potential to improve practice, drive resource economy and maximise customer outcomes. On this basis, it could arguably form a key component of the City's integration strategy given its



potential to improve the health, wellbeing and housing outcomes of those seeking accommodation in the City.