

Queens Cross Housing First for Young People Service Review

Final report,
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1. Introduction

1.1. Objectives of this review

[Queens Cross Housing Association \(QCHA\)](#) commissioned [Imogen Blood & Associates](#) to conduct a review of their Housing First for Youth model in order to:

- Describe the model to others – how it works and for whom, how it fits into wider systems, and with what outcomes.
- Consider its fidelity to the HF4Y principles and other key strategic Scottish Government policies including incorporating the UN Convention on the Rights of the Child, *Promise* to those leaving care and ending homelessness;
- Reflect on its replicability and implications for wider service and policy development.
- Identify recommendations for QCHA for its further development.

1.2. Methods and activities

To inform this report, we:

- Reviewed a wide range of existing documents provided by QCHA, including: case studies describing how young people have been supported by the service; previous evaluations; Care Inspection report; Social Media posts; internal newsletters about participation in group activities; inspection reports completed by young people; feedback to employees from young people; self-assessments against the strategic plan; information provided to young people by QCHA; community development plans and outcome tool guides.
- Looked at data in relation to young people's diversity, referral routes, tenancy moves and outcomes.
- Interviewed 12 individuals, including 3 QCHA managers, 6 QCHA staff working in the wellbeing service (through a focus group discussion), 1 in housing management and 1 in social regeneration; a social worker and a local authority homelessness commissioner; and a young person who sits on the QCHA Board.
- Reviewed policy documents from the Scottish Government and major NGOs working in the fields of supporting care leavers and preventing youth homelessness.

1.3. The structure of this report

In the next section, we provide some background to and an overview of the key components of the QCHA Housing First for Young People Service.

In following four sections, we present our findings and reflections from the review in relation to housing (s.3), support (s.4), community integration (s.5) and access to multi-agency support (s.6).

In the concluding section, we identify critical success factors to inform replication, and highlight some areas where QCHA might focus its future development.

2. Overview of the model

2.1. Queens Cross Housing Association

Queen's Cross housing association (QCHA) is a community-based housing association in Glasgow, Scotland whose vision is for “**excellent housing in vibrant communities**”. The association is driven by its values of “**respect, integrity and aspiration.**” They own and manage nearly 4,500 properties, a combination of deck access properties, traditional tenements and flats. These are mostly concentrated in the areas of North Kelvinside, Firhill, Woodside, Dundasvale, Hamiltonhill and Westercommon within North-West Glasgow.



QCHA's strategic aims also include: building and sustaining popular neighbourhoods, creating and supporting greater life opportunities for all, developing greener spaces and community wellbeing, being a dynamic and listening community partner and treating people equally and with respect. Their overall aim is to make “Queen's Cross the best place to live and work in Glasgow.” The organisation emphasises tenant involvement, and has based their strategy on consultation.

2.2. Housing First for Youth

Housing First for Youth (HF4Y) is an emerging model across Europe and in Canada, which has tested and adapted for younger people the core principles of Housing First. HF4Y is

“...designed to address the needs of developing adolescents and young adults by providing them with rapid access to housing that's safe, affordable, appropriate and without pre-conditions, combining this with necessary and age-appropriate supports

that focus on health, well-being, life skills, engagement in education and employment, as well as social inclusion”¹.

The model has five core principles:

1. Immediate access to housing with no preconditions
2. Youth choice and self-determination
3. Positive youth development orientation
4. Individualised and client-driven supports
5. Social and community integration

There is an emerging evidence base regarding both the implementation and effectiveness of HF4Y, including:

- In Scotland, where Imogen Blood & Associates (in partnership with the University of York) have evaluated the Rock Trust and Almond Housing Association project in West Lothian²;
- In England, where University of York has evaluated Centrepoint’s Housing First for Care Leavers Project in the London Borough of Haringey³; and
- In Ireland, where Just Economics has evaluated Focus Ireland’s project in Limerick⁴

2.3. Queens Cross Housing First for Young People

2.3.1. Development of the service

Unlike some of these other HF4Y projects, in which a conscious decision was made at the outset to pilot the Housing First for Youth model, QCHA’s youth homelessness offer has evolved quite naturally over time. The service was first established in 1993 and it has, over time, developed through various iterations of a ‘core and cluster’ model. This has included: a residential, group supported accommodation project (which has been known in the past as ‘CHYP’, short for Council for Homeless Young People), and/or floating support provided to young people living independently in flats owned and managed by the housing association (which has historically been referred to as the Fire Station Project). The support element of this offer is provided by one of three ‘wellbeing’ teams which operate within QCHA and provide support to its tenants. In addition to young people QCHA has teams who specialise in: wellbeing for people aged 60+ and wellbeing for good mental health.

At the time of writing, QCHA is in the process of developing a new, purpose-built replacement for the former residential building, due to open in summer 2023. This building is in the heart of the neighbourhoods which QCHA serves and will provide 10 self-contained flats, each with their own kitchen and bathroom (where facilities for the 13 bedrooms at

¹ p.3, Housing First Europe Hub (2021) [An Introduction to Housing First for Youth](https://housingfirsteurope.eu/assets/files/2021/07/HousingFirst4YouthFinalPrint.pdf) (HF4Y), <https://housingfirsteurope.eu/assets/files/2021/07/HousingFirst4YouthFinalPrint.pdf>

² [Rock Trust Housing First for Youth Pilot](#), 2020, IBA/ University of York

³ [Relationships First?](#) 2021, University of York

⁴ [Limerick Youth Housing Evaluation Report](#), 2017, Focus Ireland/ Just Economics

current premises had been shared). Three studio flats close to, but not actually within the complex, will also form part of the offer at the new site. This will also have a hub to provide support, wellbeing and personal development opportunities to all young people supported within the service.

40 young people are also supported within their own tenancies in the neighbourhoods surrounding the residential 'core'. This means that a total of 53 young people is being actively supported at any given time, with other former users of the service accessing ad hoc support where needed.



Whilst the current residential building appears to be welcoming and offers spacious bedrooms to young people, the move to the new building will mark a significant positive step for the project. Those staying in the congregate setting will benefit from full privacy (which aligns with Article 16 of the [UN Convention](#)) and the opportunity to develop independent living skills behind what will effectively be their own front door. They will benefit from around the clock staff support and the option to mix with others, but will not have the tenancy rights of those living independently out in the wider community. The refurbishment and design of building is based on consultation with young people and creating an environment that is psychologically and trauma informed.

2.3.2. Core principles

The service is designed around the following core principles:

- People have a right to a home where they feel safe and secure and receive the support the need
- Provide flexible support that is built around service users. This support is not time bound and is flexible enough to work with people at different levels of intensity based on their individual situations and experiences
- Support provided is person centred with young people having choice and control over their lives including their accommodation and the support they provide
- High level of active engagement with young people, with support staff being proactive, persistent and resilient in offering support
- Service is based on young people's strengths, goals and aspirations
- Supporting young people in their health and wellbeing

2.3.3. Key features of the model

Housing

- There is **no fixed 'pathway' through the model**; young people can move straight into an independent tenancy; they can move quickly from the residential setting to an independent tenancy; they can move (back) into the group setting if they want more support. Referrals between different parts of the service are, like new referrals into the service, overseen by the council's Resource Prioritisation Group at which QCHA is represented. Over the past 5 years, just over half (55%) of new referrals have moved into the residential setting first, with the remainder moving directly into independent tenancies.
- Young people living in the independent flats are offered a **full, [Scottish secure tenancy from the outset](#)**; those living in the residential setting (and in the three new transitional flats) have an [occupancy agreement](#), rather than a tenancy, since these are intended to be temporary. However, there is scope to 'flip' one of these transitional flats into a secure tenancy should a person settle well in one of them; and attach another flat to the core and cluster model.
- The Housing First for Young People flats are not fixed or located in a particular area. Young people are given both **support to choose and priority in their application for any available property**, through the recently-established Choice Based Lettings System. The young people being supported are therefore spread quite evenly across different neighbourhoods and property types, depending on their preferences and needs.

Support

- A flexible visiting support offer is available to those living independently in the community during the day and early evening; at night time, they can access the night staff based at the residential project – either by phone, or by dropping in. Many drop-in for weekly cinema nights and other activities at the project which effectively acts as a **hub**.

- As tenants of QCHA, the young people benefit from a **range of community development initiatives and empathetic trauma informed housing management** offered by the wider association, which works in close partnership with the wellbeing for young people support team.

Funding

- Housing component: Where a young person is receiving support from QCHA – in both parts of the model - they are supported to **claim housing benefit (rather than the housing component of Universal Credit) for 'exempt' accommodation** in order to cover the service charge for this more intensive housing management. However, QCHA is keen to minimise any barriers or disincentives to young people taking up employment due to high rents. They do this by:
 - Using internal QCHA funding to pay an individual's service charge for the first 6 months of a young person's employment, to provide a buffer should they not continue in work. This means that the young person can continue to receive support during this period, are not out of pocket because of this and, if they cease work, their Housing Benefit claim can more easily be re-instated to cover the service charge.
 - Close liaison between Universal Credit and Housing Benefit teams – where some young people are in and out of work due to temporary or zero hours contracts, this can involve constant liaison to adjust benefits.
 - Taking a reasonably flexible approach to after-care – those who are no longer receiving funded support can still access ad hoc help from the team.
- Support component: The **support service is commissioned** by Glasgow City Council to provide support to young people at risk of homelessness, and also by the council's Children & Families social work department to provide support to young people leaving local authority care. Young people may come through either route; allocations are decided by a Resource Prioritisation Group which operates across both departments and also involves contracted providers. The city is moving to a new model for its homelessness commissioning, in which all contracts will be managed by the [Glasgow Alliance to End Homelessness](#) – a partnership of providers, health, care and third sector organisations, and people with lived experience.

Involvement

- One of the young people from the Housing First project sits on QCHA's main board of trustees and the supported people subgroup. They were recruited in 2018 and elected for a further term. QCHA also has a Young People's Panel, although it has not been able to meet regularly during the pandemic because there is clear feedback that it works best face to face. Funding has been received to develop young people's involvement skills through funding from Tenant Information Service (TIS).

2.3.4. Young people supported: profile, needs and outcomes

The residential supported service accommodates young people aged between 16 and 21, with young people aged between 16 and 25 being supported in the outreach tenancies. The service is able to support young people when they reach the age of 22 and 26 but they need to enter the service before these ages.

Demand for the service is high and there is typically a waiting list. For example, at a snapshot taken in August 2021, there were 7 young people waiting for a place in the residential supported accommodation, with 3 vacancies expected over the following 3 months; and 15 young people waiting for outreach tenancies, with 5 tenancies expected over the following 3 months. The average length of stay in the residential setting is 7 months, though this varies considerably from person to person.

In the 5 years between 2017 and 2021, QCHA has supported a total of 161 different young people. Some of these have received more than one intervention, perhaps because they have had more than one stay in the residential service, or because they have moved from one part of the service to another.

QCHA monitors the gender identity and sexual orientation of the young people it supports and there is a fairly even mix of men and women throughout the model. QCHA works hard to create a safe and inclusive environment young people and a significant minority have felt sufficiently comfortable to disclose that they are LGBTQ+. The service holds the LGBT Youth Bronze Charter.



One striking aspect of the QCHA Housing First for Young People model is its capacity to successfully support a significant number of young people with diverse support needs and risks. As the commissioner we interviewed explained:

“We have a lot of young people who can’t manage in congregate but their support needs are still pretty high and they potentially need 24/7 support, and the combined residential and outreach tenancies model gives us that – there is somebody there all night, at least at the end of the phone..... on paper, it’s a low to medium level support needs project, but some young

people with really high complexity are being very successfully supported there”.

There are, however, limits to this and it was recognised by a social worker we interviewed that some young people’s needs and risks would be too high for the service:

“Some people get caught up in extreme addiction, we wouldn’t place them at QCHA: it wouldn’t be appropriate - they need multi agency support”.

Most of the young people have had previous experiences of homelessness, family breakdown or parental addiction. Some still want to go back to the family home

Many of the young people supported have diagnoses of depression, personality disorders, clinical anxiety, and various forms of autism.

Outcomes

QCHA works with young people to build up their confidence in engaging with healthcare services; around two thirds were not engaging with healthcare prior to joining the service. The workers have supported young people attend health appointments, have arranged for psychiatrists and other professionals to visit them closer to home, and help them to make and remember appointments.

In 2021, just over half of the young people being supported in the outreach tenancies in 2021 were dependent on Universal Credit; a quarter on Employment & Support Allowance.

Outcomes

It is testimony both to the resilience of the young people and the tailored support they receive from QCHA to access education, employment and training that the remainder are either in paid work or in receipt of a Leaving Care Student Bursary. About a fifth were volunteering.

Young people using the service also experience high levels of problematic alcohol or drug use. QCHA take a harm reduction approach.

Outcomes

75% of the young people say they have reduced their risk of harm from alcohol or drugs.

In 2021, a quarter of young people in the service had previous involvement with the criminal justice system.

Outcomes

73% of this group have had no further involvement with criminal justice since they entered the tenancy.

The service has also worked with young people who have been identified by social workers or the police as engaging in high risk behaviour.

Outcomes

Two thirds of those identified as at risk at the start of their journey with QCHA are no longer viewed as being at risk once their tenancy is established.

2.3.5. Staffing

The Service Manager is supported by a depute and a supervisor. They oversee a team of 6 full-time and 4 part-time Wellbeing Workers who cover the daytime and early evening shifts (7.30am – 10.30pm), 7 days a week. There is a minimum of 3 staff on duty during these times, with more during office hours and at handover periods. There is a manager on site until 5pm and one on call after that. In addition there is a team of 4 Night Wellbeing Workers to provide night-time cover, with two on duty at any time. They both need to stay onsite at the residential project for health and safety reasons. The service also has its own bank of sessional workers who can provide additional cover.

Each young person is allocated a keyworker and a co-keyworker, who will deputise for their keyworker. These workers build a particular relationship with the young person and take the lead in engaging with other services who are, of need to be involved. However,

“We have all got access to everyone’s background report, risk assessment, and all the necessary information, so if someone comes in you don’t key work with, you can check their information, what the action plan would be in crisis, even if you don’t have a close relationship”.

Wellbeing Worker

The Housing First for Young People staff team is diverse in terms of age, gender and professional background; there is a good balance between staff who have been in post for many years and newer recruits. Together, they bring substantial previous experience in social care, housing-related support and education, with particular expertise in relation to drug and alcohol, mental health, homelessness and education. However, the person specification for the wellbeing worker role focuses more on general aptitudes and willingness to acquire knowledge, with specific past experience of working in, say, homelessness services being desirable rather than essential. This supports a more values-led approach to recruitment which is vital to build a team that can work in a trauma-informed and strength-based way with diverse young people who have often experienced considerable adversity.

QCHA staff have undertaken a vast range of training programmes, ranging from specific topics, such as domestic abuse, drug awareness and Mental Health First Aid; training focused on different protected characteristics; practical and legal knowledge – for example on welfare benefits or food hygiene; and training on Housing First principles and ways of working, such as trauma-informed care.



3. Right to a Home

3.1. Tenancy rights

When QCHA began offering dispersed tenancies to younger people who had experienced or were at risk of homelessness (within what was then known as the Fire Station Project), they offered these properties – certainly initially - on a [short secure tenancy](#). This gives fewer housing rights and security to the tenant and gives the landlord more control should problems occur, especially within the first 6 months of the tenancy.

Several years ago, QCHA changed its practice and policy, and started offering a [Scottish secure tenancy](#) to all young people accessing the Housing First independent flats from the very outset. One of the long-standing members of the wellbeing team explained the significance of this shift:

“One of big differences between [our offer and others] in my experience of homelessness is the power dynamic between provider and user. The power’s always been with provider – and I’ve been uncomfortable with that. The Housing First approach is based on accessing accommodation that is secure. We shifted to that several years ago. At old Fire Station you got a short secure tenancy, which gave a certain power dynamic. People could lose the tenancy. Now that we have moved to a Scottish secure tenancy – which is a powerful housing right – we can’t say they’re not sticking to the tenancy agreement unless they do something very drastic. It makes all social housing providers extremely uncomfortable giving secure tenancies. That’s what makes us different as a social housing and support provider, as that’s what you get as soon as you come in”.

Giving a person a stable and potentially permanent home of their own as soon as is possible, and as soon as *they* feel they are ready for this is a key part of a high fidelity Housing First model. It provides long-term stability, a powerful sense of citizenship, and a home in which someone has real vested interest, rather than just ‘accommodation’⁵. There is also no link between engagement with the support and the tenancy.

As the staff team reflected, this reflects positive risk taking, and a considerable leap of faith - in the young people, in the quality of the support, and in the Housing First principles - on the part of the association’s senior management team.

⁵ For further evidence on the impact of housing stability, see Padgett, D. K. (2007). There’s no place like (a) home: Ontological security among persons with serious mental illness in the United States. *Social Science & Medicine*, 64(9), 1925-1936, p. 1934.

3.2. Finding the right home

Another key part of a high fidelity Housing First model is that people should be given as much choice and control as possible – in relation to where and how they live, and how they engage with support and treatment. Housing choice is inevitably constrained for all of us, and especially for young people who are dependent on benefits and/or low wages. Accessing *any* timely and suitable housing offer has proven hugely challenging for the Centrepont Housing First for Youth project in London, despite the fact that the project has been commissioned by the local authority, with a commitment to use its own housing stock. By contrast, most of QCHA’s properties are flats (which is helpful given the [Removal of the Spare Room Subsidy](#), or ‘Bedroom Tax’); they typically advertise 3 to 5 vacant properties a week, all of which receive bids. They have a range of different flat types – tenements, deck-access, multi-storey, cottage flats, new builds - in a number of different neighbourhoods, albeit concentrated in one part of the city. Within QCHA letting policy priority is given to young people referred to and supported by the service.

There is a clear intention to find homes for young people on the Housing First project in areas that match their needs best, within these geographical constraints. One getting to know you plan mentioned that a young man needed to be housed away from previous peers who had been a negative part of his life, close enough to visit his family but far enough to give him space, and near to both bus routes to college and to gyms, which had become important to him. An appropriate place was found. This aligns well with Article 12 of the [UN Convention](#), which states that children’s wishes in relation to housing decisions should be taken seriously.

A choice-based lettings system was introduced in October 2021, with the intention of making the allocations more transparent for all prospective QCHA tenants. The association is currently running something of a dual system for the Housing First for Young People project, with choice based letting the main way that tenancies are allocated to young people, but where this is not suitable a direct match can be made, but very much done in partnership with the young person:

“We do also still have a specific waiting list for youth homelessness, because we need to really consider the suitability and location of the tenancy – all this is done in discussion with young person, housing support and housing management. But the application is done through the choice-based lettings system”.

Neighbourhood Manager

Once the provision of support by the Housing First for Young People team has been approved by Glasgow City Centre’s Resource Prioritisation Group (either for a newly referred young person looking for an independent tenancy or for someone in the residential project who is ready to move out to their own home), they are put on a high priority band within the system.

Staff explained how young people coming to view the scheme were both impressed by the offer of a permanent tenancy, which meant they would not have to move again, and by the choice-based lettings system. One young man explained how:

“When he saw the choice-based lettings system, he said he felt really relaxed – he could look through all the voids and see what was available - he could get a choice and felt there was more transparency”.

Wellbeing Team

QCHA recognise how critical getting the right property is for tenancy sustainment. Staff gave an example of a young person who had been pressured – in another project – to take a property which the housing provider had thought would be suitable because it was in a good area. However, she was miles away from friends, from transport and had to sign an agreement not to make any noise. They then had a huge battle to get an alternative offer.

“Where with us, if they go to visit a property – even they thought on paper it met their needs - and they don’t feel safe, they just don’t like it, etc – we are absolutely clear that they can refuse it....they are not penalised for this. The young person needs to feel safe, they need to feel like it’s going to be home. If they have concerns, they are taken on board, it’s not ‘you must take this and if you don’t you’re not getting another offer’, because that will fail and we do want that to happen”.

Neighbourhood Manager

It is striking how often the case studies provided by QCHA mention factors that relate to building a *home*, rather than providing housing, for example the importance of providing clean and well-maintained kitchens and helping young people decorate their homes. Photos provided (with permission) of the young people’s flats show vibrant homes, with good quality decoration, clearly personalised to the individuals’ taste, and with well equipped kitchens and comfortable living rooms.



Young people are provided primarily with unfurnished tenancies, however there is an option for furnished tenancy if they prefer. Young people are supported to furnish their tenancies through a combination of Scottish Welfare Fund, funding due to their care leaver status, grants from voluntary organisations and donations, depending on the young person's circumstances. They are also provided with support to decorate their tenancy from the staff team.

3.3. Housing management

The close working between neighbourhood management and the wellbeing team providing the support is evident and has grown over many years. Not only do these teams both sit within the same organisation, but they also come under the same director within QCHA. As a result, there is regular communication and good relationships between those overseeing the housing and those providing the support to the Housing First for Young People project. There appears to be a high level of trust between the teams: housing officers know that quality support is being delivered by skilled and experienced workers and realise the value of this in tenancy management; both are clear about how their roles complement each other and can articulate this to the young people.

We heard clear evidence that a more trauma-informed and empathetic approach to housing management is already embedded within QCHA; where often these conversations and mutual challenges are happening for the first time when a Housing First model is introduced.

Neighbourhood managers recognise the importance of speaking to their Wellbeing colleagues first if there are issues with rent arrears or complaints relating to a Housing First tenancy: they recognise that simply sending a letter out is unlikely to work and may be counterproductive. This approach also ripples out in their practice with mainstream tenants:

The approach we take with the young people, we also take with mainstream tenants – taking the time to explain not just sending out a warning – but also taking the opportunity to see if additional support is needed. Can we put something in place or signpost.....?

Neighbourhood Manager

If there are complaints relating to anti-social behaviour, firstly the Neighbourhood Managers do not automatically assume that the young person is in the wrong (recognising that this group often face unfair stereotypes); they then take time to understand the circumstances and 'tailor the message'. Conversations need to be had, young people need to realise there are consequences to their behaviour, and warnings may need to be issued; however:

"We need to explain why it's a problem, and there's no point saying you can't play music at all, so we need to be really specific, and understand what else is going in their lives, and from that what is the most effective intervention".

Neighbourhood Manager

This way of working has been reinforced by regular awareness raising and information sharing sessions across the organisation. This has included caretakers and maintenance staff, since they will often be in young people's homes, especially if there is a crisis overnight. Staff report a culture in which people are 'not afraid to ask' each other and will regularly pick up the phone to seek advice from the wellbeing team, even if there is an issue involving a tenant who is not formally receiving their support. Ultimately, this way of working:

"has become a learned behaviour.... and we can see that it works, there is evidence that it works..... if you want the best possible outcome, you need to tailor your approach to the individuals".

Neighbourhood Manager

The young person we spoke with, however, did report some issues with repairs taking too long, particularly during COVID-19. They acknowledged that this may be due to COVID-19, which had created problems sourcing labour and materials, but felt there was room for improvement in this area.



3.4. Tenancy sustainment and managed moves

The Housing First for Young People service has an impressive track record in relation to tenancy sustainment. There have been no evictions from the independent tenancies. This has been as a result of both the proactive, empathetic partnership working between the wellbeing and neighbourhood management teams and a commitment to making managed moves wherever possible.

Over the past 5 years, the service has supported 7 managed moves from one QCHA tenancy to another, i.e. in which a young person who was at risk of losing a tenancy has been supported into a new independent tenancy in a different area. There have been a further 6 managed moves from independent tenancies to supported accommodation or to family.

The residential supported accommodation has, given its congregate nature, had to end 11 young people's places in total over the 5 years where their behaviour has put others at risk. However, there is evidence that the Housing First for Young People model has helped to keep this figure as low as possible: in a further 10 cases, a young person whose residential placement was at breaking point has been successfully moved into their own tenancy with support, where they would almost certainly otherwise been evicted. A further 14 young people have been supported to move to other supported accommodation or to stay with family in order to avoid eviction from the residential setting.

The Housing First for Young People service also has an impact on QCHA's wider tenancy sustainment. Over the past 5 years, 6 young people have accessed commissioned support from QCHA who were already living in one of the association's properties, whether as sole tenant or staying with family or friends. In these cases, QCHA has brought the case to the Resource Prioritisation Group and succeeded in gaining approval to provide support to them to sustain the tenancy or move them into the Housing First for Young People project.

Outside of their commissioned remit, the wellbeing team report having helped hundreds young people by providing informal and ad hoc advice and support to sustain their tenancy or move to an appropriate accommodation. This advice may be given to parents who are struggling with a young person's actions in the home, young people who approach QCHA for an independent tenancy or for advice, other QCHA staff who want to discuss a young person who has come to their attention, or young people who were previously in receipt of commissioned support.

The homelessness commissioner at Glasgow CC recognised that QCHA's dual role as both a progressive community housing association and a provider of commissioned support was a huge benefit in terms of creating sustainable exits from homelessness for younger people:

"It is an advantage them being the housing association – they are trying to grow their own stable tenancies and be a successful member of that community – they are following their tenants right through – they also have wellbeing teams for mental health, older people, etc".

55 young people living in the independent Housing First for Youth tenancies have 'moved on' from receiving commissioned support in total over the past five years, though interestingly the numbers suggest a gradual reduction in endings over time. This can be explained due to closer working with commissioner to remove the set barriers of how long a young person could be supported for. The vast majority (42) of these have remained in their QCHA tenancy and have no longer needed the commissioned support, which confirms the success of the housing association's strategy to 'grow its own' stable tenancies. In the remaining cases, the young person has moved, e.g. out of area, to live with partner or family, or into student accommodation. There have sadly been a couple of deaths.

The Wellbeing team explained that the decisions to end commissioned support are very much led by the needs and preferences of the young person, not by any hard-and-fast time limits on support:

"It's very much a work in progress with the young person we're supporting to make sure they're ready and want to end support and that everything is in place if they do need support in future. We never close the door on somebody. We can have people phoning back 2 or 3 years later asking for a bit of help. For a lot of them, this is closest thing to a supportive family environment. The support ends but we don't shut the door, it's never final".

Wellbeing worker

Again, the presence of the residential setting acting as a 24/7 neighbourhood hub for young people has a clear role to play here. The night worker gave an example of someone popping in recently late in the evening asking for help with a benefit form, years after their support had officially ended.

Queens Cross Housing First for Young People



4. Care and choice for young people

4.1. The support offer

Workers support young people in learning the skills they need to be successful in their tenancies and lives, and in order to do the things that matter to them. This might include help in different areas such as managing tenancy and accommodation, health and wellbeing, managing money, relationships, safety of self and others, and personal development.

The intensity of support offered varies considerably over time and by individual. Staff explained that:

“If someone in the outreach tenancies engages once a week great. But if they need it 5 times a week, we will provide that”.

Wellbeing Worker

The team recognise that those who most need support may be least likely to seek it out. They are therefore also proactive in their contact, recognising the importance of someone knowing they are there, even if they choose not to engage:

“Almost on a shift-by-shift basis I will contact everybody I support even if I don’t get engagement – so I am phoning or at least texting them each – at least 3 to 4 times a week”.

Wellbeing Worker

Support is available in a range of different ways, including:

- Help choosing a flat, settling in, decorating and making it a home.
- Floating support provided to the young people living in independent tenancies, which can range from a quick check-in via text, to more structured support planning and reviewing sessions, to help learning skills like cleaning your own home, storing food without it going off, etc.
- Access to the workers in the residential service for young people in the independent tenancies, as a drop in or phone-based service, 24 hours a day. This is highly personalised, and although it might involve calling an ambulance for someone who is acutely unwell, is not solely crisis-led; for example, tenants are also encouraged to drop in for a cup of tea if they are lonely or bored.
- Access to Queen’s Cross’s community-based wellbeing services, cooking activities, walking groups, support accessing fresh food through The Pantry, and multigenerational activities
- Support with making and attending health appointments.
- Access to the QC “Community Chest”, which offers small grants for things like sports equipment.



4.2. Caring relationships

All our interviewees emphasised how caring and nurturing the workers at QCHA are. The young people have often had very difficult life experiences, faced homelessness, relationship breakdown or violence, and need considerable time to rebuild trusting relationships; this has been highlighted throughout our work. Many of the staff mentioned “stickability”, a quality of not giving up on a young person if they are oppositional or find things hard. This also involves changing and adapting approach and understanding that it takes time for young people to build trusting relationships with workers. This is hard to quantify in documentation, but is a key part of the ethos.

This was particularly emphasised by the workers from the night shift, who are available for a “chat” and a cup of tea late at night when young people may find things particularly hard or lonely. Speaking of other support providers, when compared to QCHA, the social worker we spoke to talked about how they “are OK, but there’s no pot of soup on the go.” This service is clearly hugely valued by young people; however, the young person we interviewed fed back concerns that the night shift was more lightly staffed than the day shift but that “there’s the same number of us at night.” She was concerned this meant that sometimes it could be hard to support more than one young person who needed help at the same time.

This feeling that people can come and talk about problems, and, COVID-19 allowing, share tea or snacks, helps to build a trusting, caring environment. This extends to asking after partners, which one young person told us made them feel valued and seen, and to continuing to ask after one person who they had been unable to support but still cared about; the social worker we spoke to said that this meant a lot to the person in question.

This emotional, trusting rapport also aligns with The Scottish Care Leavers' Covenant⁶⁷ and the concept of Corporate Parenting and the Independent Care Review Scotland (2020⁸). These documents represent a move to reclaim concepts like care and love, when discussing looked after children and people leaving care; the Independent Care Review states that "kind and loving" behaviour from professionals should become the norm. The Covenant highlights that, although the average age of someone leaving care is 17, the average age of someone leaving the family home in Scotland is 26 and that people continue to ask their parents for advice and practical support long beyond this.

A goal of full independence at the age of 18 is therefore fundamentally inappropriate.

"This is not to replace or replicate the selfless character of parental love; but it does imply a warmth and personal concern which goes beyond the traditional expectations of institutions."

[Sir William Ulting, 1991⁹].

The Promise, emerging from the Independent Care Review in 2020, states that

"Older care experienced people must have a right to access to supportive, caring services for as long as they require them...so that there are no cliff edges out of care and support."¹⁰

There is an ethos at QCHA that young people deserve more than one chance and that they need to be able to establish boundaries with support. This is especially true where their earlier life experiences have not given them those chances to learn. The team and the social worker we spoke to also emphasised the developmental stage that the young people were at; "it's their job to push back at that age."

The social worker emphasised that:

"Nurture has been missing for these young people; QC offer time, reassurance and really good people...if there was more resource I would send everyone."

She added that there was a need for trusting relationships, and to acknowledge that young people had pride and that they would only turn to people they trusted and liked for support to protect that pride.

⁶https://www.celcis.org/application/files/5115/1689/2399/SCLC_Response_to_DCLG_and_DWP_Funding_Supported_Housing_consultation.pdf

⁷https://static1.squarespace.com/static/55c07acee4b096e07eeda6e8/t/562790f6e4b0cf8fdb35d5b4/1445433590610/Scottish_Care_Leavers_Covenant.pdf

⁸ <https://www.carereview.scot/>

⁹ <https://www.gov.scot/publications/bairns-guide-community-planning-partnerships-being-good-corporate-parent/>

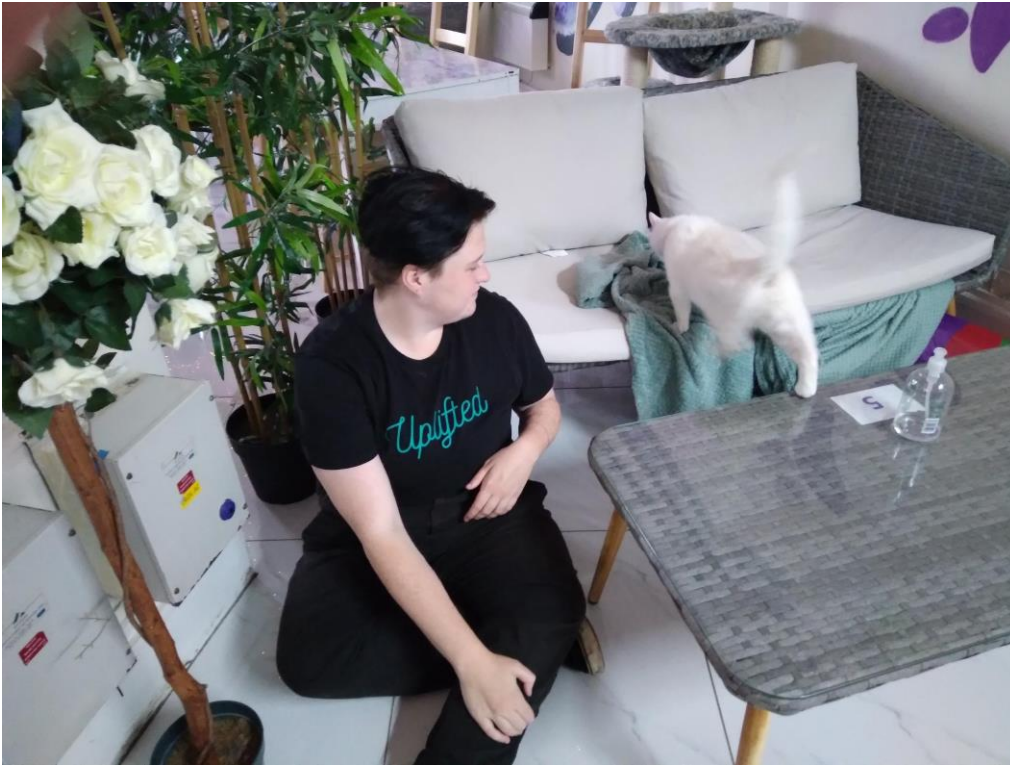
¹⁰ <https://www.carereview.scot/wp-content/uploads/2020/02/The-Promise.pdf>

This aligns well with article 39 of the [UN Convention](#) which states that children who have experienced neglect, abuse and trauma “*must receive special support to help them recover their health, dignity, self-respect and social life*”.

Building a relationship is key to supporting young people with complex needs. QCHA asks young people what they are hoping for from a key worker. In one support plan, a young person expressed their surprise at this level of involvement:

“This is the first time anyone has ever asked me this, and I am blown away by this question. It is amazing to think that as a service, you trying to capture my opinion of who would work well with me. I like a good conversation and someone who likes food. I feel I could talk more openly with a male worker. I would like a key worker who is similar to my Social Worker...”

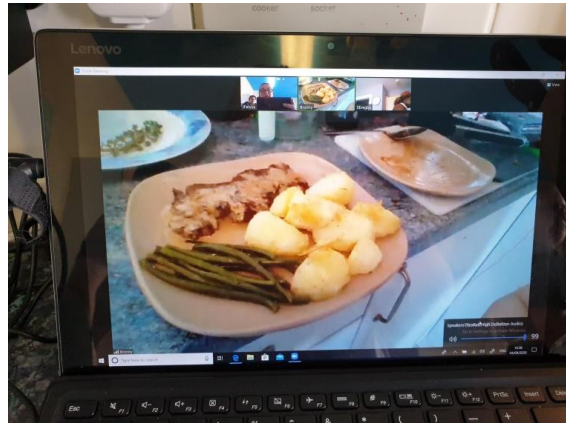




4.3. Skills

Many of the young people that QCHA work with have not had the chance to learn basic skills like cooking or cleaning, either because their home environments were too chaotic, because the skills were not valued at home, or because they have been raised in institutions where these things were done for them. QCHA run a number of activities to support young people in learning these skills, including cooking and health and wellbeing activities. These are entirely voluntary, and many of the ideas for these sessions have been suggested by the young people.

Online cooking classes were one of the most popular and important activities that QC managed to maintain during COVID-19 lockdowns. We heard about this from team members, system partners, and in written feedback from young people who attended. Cooking has many functions socially; not just in terms of providing sustenance, but also providing a source of community, independence and lying in the core of many memories of time with family and friends. QCHA worked with The Pantry to provide ingredients, and ensured that people who wanted to participate had the necessary equipment; the online classes were done as a group, including sharing the meal virtually. One young person provided feedback that the classes “made my week”, and a member of the QCHA team said that it had reduced isolation and that one young person who would not engage with face-to-face activities had “loved” cooking with others online.



The social worker also talked about the need for trust in helping young people learn life skills like cleaning. She told us about young people who had high aspirations and who had worked hard in sport or voluntary activities, but who needed help with tasks like mopping floors or knowing how to manage the food in their fridge. Many could easily get overwhelmed, but were proud of their progress and their homes; they would only have been able to ask for help from someone they trusted, because otherwise they would have felt too ashamed.

The QC community chest also provided small grants for other activities. This could include running shoes if people wanted to take up sports, or arts supplies for people who wanted to try new hobbies at home. Walking groups ran throughout most of the pandemic; meeting in small groups outside became legal before most other activities and allowed exercise and social contact.

This fits well with [Article 31 the UN Convention](#), which states that, *“Every child has the right to relax, play and take part in a wide range of cultural and artistic activities”*.



4.4. A strengths-based approach

We heard many examples of how QCHA has supported young people in developing and achieving their aspirations. For example, one young person is working towards their Higher National Certificate (HNC) and is able to use their involvement within the QCHA young person's panel as evidence for the HNC modules. The same young person has worked as a youth inspector for the Care Inspectorate, and is considering becoming a social worker; they told us that this was a new ambition, inspired by how professional they felt in their voluntary roles now. QCHA has also been able to support people practically, for example by providing laptops or iPads to help them with their studies.

Before anyone is involved formally in the service, they complete a 'Getting to know you' form, which starts by asking the person what their strengths and interests are, who the positive people are in their life, and what they are looking for in a home and a key worker. This starts from their strengths and goals rather than from their issues and needs.

QCHA commissioned an evaluation from All In, which is part of Homeless Network Scotland on involvement and participation. They found that QCHA worked hard to evidence individual journeys and progress in a "meaningful, participative way" and that the young people "liked and responded well to goals and targets that were broken down into 'easy and small' stages". The evaluation reported that young people understood what was being recorded and why. The staff were felt to be positive, flexible and young people were involved, and the evaluation stressed that feeling listened to mattered more to young people than specific outcomes and evidence.

The All In evaluation talked about how people valued autonomy but were also grateful for consistent set processes for engagement. The evaluation recommended setting out engagement processes clearly at the start of each residents' stay, and creating a consistent programme of reflection and training for new and current staff members to ensure this was consistent and understood. All In also recommended improving the provision of suggestion boxes and a "you said, we did/this is why we did not" approach. Suggestion boxes have been implemented, but the COVID-19 epidemic has made implementing many suggestions very difficult. QCHA has acted on a recommendation from the evaluation which suggested that the young people themselves could lead activities: residents have since developed training for staff, including a session on text speak.

The young person we spoke to as part of this review felt that they have been genuinely listened to on the board, and were appointed a "buddy" to help them understand issues like finance and policy, but it has been hard to tell how much impact they have had on key areas like repairs because COVID-19 made physical visits harder. They feel that the young persons' panel will have a stronger impact when it is able to work as it should. They would also like more involvement for young families and in preventing family homelessness, and expressed concerns that young people did not always engage with surveys if they are busy, or if they think the survey is boring; they identified a need to make engagement more attractive and fun.

We heard examples of mutual support between young people supported by QCHA. For example, when young people have taken part in theatrical or sporting events, or a jam session, other young people went to support them. In another case, a young person was involved in appraising a new member of staff and mentioned that they were doing a similar course and could support the staff member in their learning; this is a powerful example of mutual aid and respect.

Many of our interviewees talked about the Pride of Queens Cross awards, held in the Hilton. This celebrates achievements of the community and QCHA staff. Young people supported by the service have not only won awards but are also involved in hosting the event. QCHA assist young people with finding suitable clothes, and the awards are "very professional", but set up so that everyone can attend. There has been a lot of feedback about how this helps everyone feel included and celebrates success.



5. Community

QCHA has invested considerable money and thought into building community, both as part of its wider role as a community-based housing association and in relation to its Housing First for Youth projects. QCHA invests in its tenants and wants to provide opportunities to tenants. It is more than a landlord.

The young people supported have had the opportunity to be involved with a range of community-based activities. This ranges from parties to helping teach digital skills to older adults. Young people were provided with digital devices if they did not already have them during the pandemic and there were regular check-ins via phone and social media.

Before COVID-19, one of the key events in the annual calendar for QCHA was a party attended by residents, workers and their families. The case studies we reviewed mentioned that this helps young people feel included and trusted. Residents have also worked to welcome children who are guising (the Scottish form of 'trick or treat'), take part in annual sponsored walks and social activities like Chinese New Year, which are explicitly intended to build community cohesion as well as being fun. These activities help young people to experience a sense of belonging to a community, and in turn help the community view young people as making an important and valuable contribution to the neighbourhood, rather than a potential source of difficulties.

QCHA also organises regular litter picking events, where everyone from residents to the chief executive work together to make the physical environment more attractive. These are seen as good opportunities for people to work together, and to promote a sense of pride and achievement through volunteering to make the area better - young people have said that they "make [them] think more". Young people have also delivered the QCHA newsletter to tenants, and, before the pandemic, they ran stalls at the Gala Day and took part in a fun run to raise funds for community activities.



Pre-COVID-19, QCHA also hosted a range of intergenerational activities – for example, providing young people with an opportunity to help teach older adults digital skills using tablets at “cyber seniors” events, held in older adults’ housing schemes. This promoted digital skills in older adults, provided younger people with contact with older adults that many had not had due to family breakdown, and allowed them a chance to teach others, promoting pride. Other activities involved older people discussing memory boxes with younger people and talking about how they used to live, which was well received by both age groups; the team reported that young people were “amazed” by the stories, that older people were “very complimentary” about the younger people and that the days were “lovely.”. These activities had to be paused during COVID-19 but there are plans to restart.

The QCHA Maintenance Teams have also supported young people by providing work experience for those interested in employment in property maintenance and related trades. This has helped young people by providing experience with familiar faces, close to their homes, and further embedded them in the community.

QCHA supports a Courtyard Pantry, which is a membership organisation where people pay a small fee (£2.50) to join and can then purchase bags of food for £1, where the food is worth £10-15. There is also a range of home cooked meals; QCHA pride themselves on the quality of this food, which is produced in an onsite kitchen. The intent is to provide dignified access to fresh food and promote healthy eating and cooking; this has also been linked into the cooking lessons held online during the lockdowns.

As a community-based provider, QC are also heavily involved in wider community development, such as participatory budgeting decisions for things such as bicycle shelters, developing city parks and running wellbeing teams for other groups of tenants.

6. Accessing multi-agency support

QCHA wellbeing workers play an important role in communicating with young people's social workers (where they have a social worker) and in supporting young people to access a wide range of other services. The team identified around 15 different professional groups, teams and organisations with which they regularly link in relation to young people's health and wellbeing, and a further 16 community and voluntary sector organisations with whom they partner around personal development. They also regularly access small grants and donated goods for young people from a range of local charities.

The two external professionals we interviewed both spoke highly of QCHA's consistency, reliability and good communication.

Social care

QCHA are a trusted partner for social care. The social worker who we spoke to told us that working with QCHA meant that if she was caught up in a crisis, she knew the other young people on her case load would be supported and safe with QCHA and she could focus her time where it was most needed.

"I can phone the key worker and someone at QCHA will always pick up the necessary actions"

Social worker

She added that the low staff turnover meant that she was able to build up very positive working relationships with the team, and knew that they were a

"Good bunch of people... the nurture is so important and I know they care."

The warmth that the workers have for the young people appears to have spread to their colleagues in social care;

"it's a fluid relationship, very friendly and informal apart from having to use the Resource Prioritisation Group for funding."

Similarly the QCHA wellbeing team described an increasingly fruitful partnership with social workers.

Health

The team described very varied interactions and joint working with the NHS. Where relationships are established with primary care providers such as GPs, the community mental health or crisis team, these were generally felt to work very well:

“They come to us to find out what’s going on……. That side of the relationship with the NHS is very important and works well”

Wellbeing worker

Even where relationships were not already in place, workers explained that they generally explained their role and found that health professionals in these settings responded quickly and positively, for example when asked for emergency appointments, repeat prescriptions, or fit notes.

Access to Child and Adolescent Mental Health Services had been identified as an issue in our previous evaluation of Rock Trust’s Housing First for Youth Project in Edinburgh and West Lothian. These challenges were also confirmed by QCHA; however they felt that – with persistence – the obstacles can eventually be broken down:

“The staff team are like dogs with bones! Won’t let it go. Staff will do absolutely everything they can”.

Wellbeing worker

Staff gave examples of how they had acted as mediators between young people and the NHS, trying to encourage young people to engage with the care and support they need. One young person has autism but did not want this to be known:

“They didn’t want to speak to the Occupational Therapist (OT) so I did a bit of work with them – I did a pictorial social story on what Occupational Therapy was all about. They said they didn’t know what an OT was and was frightened. Now they are attending weekly appointments”.

However, the interface with emergency out-of-hours NHS services was felt to be much more challenging and unpredictable. Night staff reported that access to mental health services is poor during the night and young people therefore end up speaking to the night staff where they are in crisis and/or feeling suicidal. They reported lengthy delays – sometimes of up to 10 hours, having called an ambulance to a young person in an independent tenancy. This was based on a risk assessment, nevertheless the ambulance service are not with the young person or in phone contact with them during this period, and meanwhile the QCHA night worker cannot leave the residential building in order to go and wait with the young person.

Education

The wellbeing team identified a number of ways in which they support young people’s access to education. This might include:

- Looking with at prospectuses, course outlines, etc with young people and helping them identify potential courses of interest
- Liaising with colleges, lecturers, additional learning support, especially where a young person might have support or access needs
- Liaising with Job Centre/ DWP, social workers and funding advisers in relation to benefits and care leavers’ grants

- Signposting to partner organisations, like Skills Development Scotland, who can provide a range of support, or Action for Children who will help them identify personalised and strengths-based alternatives to classroom learning.
- Going through course work with young people during night shifts
- Access to employability drop-in services, provided in partnership with other organisations.
- Supporting to travel to education and training settings.

This supports Article 29 of the [UN Convention](#), which states that, “Education must develop every child’s personality, talents and abilities to the full”.



7. Conclusions

The review has highlighted the following factors which seem to underpin and contribute to the success of the QCHA Housing First for Young People service:

7.1. Critical success factors

The team

The team is a key strength of the organisation, which has important lessons for any attempt to expand or replicate the model.

There are adequate numbers of staff, well supported by colleagues; and the low turnover confirms that this is a good place to work and also brings vital continuity for young people. The workers we spoke to felt that they could contact colleagues at any time for support and advice, that managers were genuinely supportive and approachable and that there was enough time to help young people. The team are genuinely caring and kind to the young people, whilst also respecting their rights and strengths, and they naturally articulate their shared values: this does not feel like an approach that has been imposed from the top, though it is clearly modelled and well-supported by leaders.

The staff support network is extremely positive – for example, workers described regular messaging between team members via Teams - and indicates a real strength in that support measures have not had to be provided formally. However, supporting each other in this way, including when off work, represents a high emotional demand on staff members. A clear supervision procedure is in place, and we heard that there is good use of flexitime where staff need to stay on late; however, QCHA should continue to have open dialogue and watch for signs of burnout or people not getting enough time fully off, to ensure that they are able to continue to act in this positive way.

The people we spoke to trusted their managers, and each other; they frequently talked about how they knew that if they could not get a task completed during their shift someone else would do it. There was also a clear sense people were trusted to work at the top of their professional judgment, building relationships proactively and creatively. Whilst managers were supportive and available for advice, we were also told that they were able to “pick a way forward and go for it” without a tight bureaucratic approach to organising activities and solutions; people felt able to “just go and make a difference”, without being held back by risk aversion or bureaucracy.

Housing stock

QCHA has scope – both through its housing stock, with a high proportion of varied 1-bed properties, and through their allocations policy and practice to offer young people housing that meets their needs in a way that other providers may struggle with. There is a strong sense of place, resulting from QCHA’s place-shaping activity; but it’s a big enough place, with enough varied housing stock to offer choice and the possibility of a managed move to a new setting if a tenancy does not work out.

With that said, QC is not a large provider. The social worker told us that other larger providers could be good, and were staffed by good people, but that they could not be as nurturing as QC at the scale they were working at.

It is clear that QCHA understands what it takes to create and support sustainable tenancies - choice, secure tenancy rights and empathetic, proactive housing management – and has been prepared to invest and take risks to ensure that these are delivered.

Whole organisation ethos

QCHA staff also made reference to the concept of “stickability”, a respectful persistence that allowed people multiple chances, and did not give up on supporting someone, whilst also not protecting young people from all the consequences of their behaviour. This is combined with clear evidence of “elastic tolerance” and a trauma-informed approach to housing management, which appears to run throughout the organisation, supported by the well-established in-house wellbeing offer.

This ethos recognises the importance of things like good food, having a nice outfit, and items in your house that you have chosen, not just the absolute basics. It also proactively supports young people’s aspirations and progression into education, volunteering and careers. It takes a number of tangible steps to tackle negative stereotypes about ‘troubled young people’, by creating natural opportunities for neighbours to mix, for young people to make a contribution to their neighbourhoods, and for people’s achievements to be celebrated through awards ceremonies and parties.

The community offer, with regular activities both for and led by the young people and involving other generations, has the potential to reduce the challenges with effective social integration which the Housing First model has faced¹¹. There is a strong sense that the young people are embedded within both the wider context of QCHA, the neighbourhoods it serves, and the city of Glasgow. This model would probably not be as successful were young people not able to connect with activities like the multigenerational computer lessons, the community based Pantry alongside the wide range of housing options available within QCHA.

Genuine involvement

The involvement from young people ranges from participative budgeting for the organisation, to suggesting activities, to the formal young person’s panel and representation on the board. There is a clear need to make sure that the young person’s panel is well embedded and fully operational, now COVID-19 restrictions on meetings are loosening. The team acknowledge the importance of listening to young people, both on an individual level to support them and at an organisational level to improve services.

¹¹ See for example: Pleave, N. & Quilgars, D. [Housing First and Social Integration: A Realistic Aim?](#), Social Inclusion (ISSN: 2183–2803) 2016, Volume 4, Issue 4, Pages 5–15 DOI: 10.17645/si.v4i4.672

The young person we spoke to felt that expanding involvement at all levels, including the board, would be helpful. They suggested that more involvement from young families and lone parents would be particularly helpful to QCHA as a whole.

Partnerships and commissioning

QCHA has, over time, worked hard to build an array of partnerships with health, social care, education, benefits teams, and the community and voluntary sector. That it is able to liaise regularly with named workers in relation to young people's Housing Benefit and Universal Credit claims, or organise for a psychiatrist to offer outreach appointments to a local housing office is testament to their tenacity as well as to the accessibility of these other professionals.

There also seems to be real trust in and understanding of the model by commissioners and social workers. There is enough resource in the model to support its flexibility; yet there is also recognition that, given the factors outlined above, the project delivers extremely good value for money from a commissioning perspective, and can offer considerable flexibility of support, and ultimately a sustainable and permanent tenancy to young people.



7.2. Considerations for further development

Our overwhelming recommendation, based on the evidence we have gathered and reviewed is that QCHA should continue delivering as it does. However, we have highlighted here a few areas for consideration and further reflection or development, some of which were highlighted by the young person we spoke to. These include:

- The strength, ethos and availability of the **night time team** feels like a key asset within the model, and one which enables some young people with relatively high levels of complexity to be effectively supported. However, we heard from both workers and the young person we interviewed that there can be significant demand from young people overnight, when there are also limited services available from

health and social care. Over time, the potential pool of ex-service users who might pop in for ad hoc support increases. Night-time capacity does feel like a potential risk within the model and one which needs careful planning in terms of contingency, workforce planning, balancing the mix of needs at any given time, and the potential for additional commissioned resource. How far can the model stretch without losing the 'pot of soup' and night time game of cards which is so clearly valued by young people?

- The team have a number of assets in place to support their resilience, including regular supervision from managers. Given their mandate to work beyond the boundaries of traditional support services, sometimes alone and with a complex cohort of young people, there may be benefits from access to regular **external clinical supervision and ad hoc counselling**.
- The **young people's panel** needs further development and embedding post-Covid.
- QCHA should carefully review **how best to deliver community activities post-COVID**: some activities work best – or are only possible – face-to-face. However, online activities have also been more accessible to and preferable for some young people. It will therefore be important to consult young people regarding the future balance between the two methods, and explore within this whether hybrid approaches are possible, and how best to manage the transition from here to there.
- We heard some negative feedback about **delays around repairs**, and we know this has been a huge challenge for all landlords coming out of lockdowns. It is important to ensure honest and regular communication with young tenants about how the backlog is being tackled and prioritised, what to expect, how to chase or complain, and how QCHA will keep in touch once a repair has been logged.
- It has not been possible to explore in any detail within this review what possible opportunities and risks may arise for the model as a result of the **move to commissioning via the Glasgow Alliance to End Homelessness**; however, the Housing First for Youth model run by QCHA seems to align well with the broad aspiration to support people into permanent (re-)housing, in order to both prevent and sustainably end homelessness.