



Glasgow City Council

Contracts and Property Committee

Item 2

6th February 2025

Report by: Pat Togher, Chief Officer, Glasgow City Health and Social Care Partnership

Contact: Geri McCormick, Head of Commissioning Ext:72732

**Award of the Tender for Wayfinder Outreach Services
for People at Risk of, Experiencing, or have Experienced Homelessness
GCC006199SW**

Purpose of Report:

- 1) To advise Contracts and Property Committee of the outcome of the tender for WAYfinder, outreach services for people at risk of, experiencing, or have experienced homelessness.
- 2) To seek Contracts and Property Committee approval for the award of Contract to the recommended Providers as outlined in Section 2.4 of this report.

Recommendations:

Committee is asked to:

- a) Approve the Contract Awards to providers as detailed within Section 2.4 of this report, for a period of four years from 19 May 2025 with an option to extend for a period of up to two years; and
- b) Note that continuance of contractual arrangements will be subject to satisfactory service review outcomes being achieved.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1 Background to the Tender

- 1.1 The WAYfinder Service has been designed as part of 'All in For Glasgow', a re-design programme undertaken in partnership with Homelessness Network Scotland and with the full involvement of people with lived and living experience of homelessness.
- 1.2 The WAYfinder name was suggested following an All in for Glasgow event. A participant with lived experience observed that a support service's main aim should be understanding the person they are supporting, and to do so should simply ask 'Who Are You (WAY)?' WAYfinder's overarching aim is to help people **find** their **way** to settled, sustainable and secure housing.
- 1.3 Nationally, in 2017, a recommendation of the Homelessness and Rough Sleeping Action Group (HARSAG) was for all local authorities to create a plan to transition their existing homeless service provision, over a suggested 5-year period, to a rapid rehousing approach. Rapid rehousing is a housing led approach with the aim that people experiencing homelessness access settled accommodation as quickly as possible, with as few service transitions as possible, in the shortest time possible.
- 1.4 The objectives of Glasgow's Rapid Rehousing Transition Plan (RRTP) are to prevent homelessness in the first instance, and if unable to do so, then to ensure the fastest journey through homeless accommodation to settled accommodation and to provide flexible person led support that follows people into settled housing. This means there will be a long-term shift from providing accommodation-based support to community-based services. The RRTP also aims to move emergency accommodation provision away from shared accommodation models towards increasing the provision of temporary furnished flats (TFF).
- 1.5 WAYfinder must have the capacity to respond to the city's needs and must be able to effectively support people at risk of homelessness. Providers must be ready to increase capacity and support as the number of TFFs increase.
- 1.6 WAYfinder amalgamates all previous outreach services that were available to adults and households experiencing homelessness in Glasgow and meets the ask from people using services that the system is more joined up, with fewer transitions, to reduce the number of times someone has to 'tell their story'. In delivering services within WAYfinder, Providers must have reference to and, where appropriate, adhere to the findings and recommendations contained within relevant local and national policies, strategies, and guidance.
- 1.7 A Contract Notice advertising the Invitation to Tender was published via the Public Contracts Scotland portal and UK Find a Tender service on 10 October 2024 using an open procedure for six lots:

- Lot 1 WAYfinder Central Services (single supplier lot)
- Lot 2 North East Locality Based Services (single supplier lot)
- Lot 3 North West Locality Based Services (single supplier lot)
- Lot 4 South Locality Based Services (single supplier lot)
- Lot 5 Housing First Services (multi supplier lot and tied to lots 2-4)
- Lot 6 for any additional funding that becomes available or for any additional outreach service(s) - (multi supplier lot)

- 1.8 Lot 5 is a multi supplier lot tied to Lots 2, 3 and 4. People with lived experience had a key objective from the WAYfinder design for a 'sticky support' to ensure continuity of support through their homeless journey. This was achieved through the tender process by tying Lot 5 Housing First Services to the Locality Based Lots 2, 3 and 4. If someone is assessed as requiring Housing First support it will therefore be the same provider who has been delivering their locality based support who will deliver their Housing First Service.

2 Evaluation

- 2.1 There were thirty-one expressions of interest during the period the tender was live, and the number of bids per lot submitted by the closing date of 26 November 2024 were:

Lot 1 One
 Lot 2 Two
 Lot 3 Four
 Lot 4 Three
 Lot 5 Six
 Lot 6 Fifteen

- 2.2 Two bids received for Lot 6 failed to meet the minimum selection criteria and were excluded from the tender process.
- 2.3 The tender evaluation for Lots 1 – 5 was based on 60% Quality and 40% Price. The tender evaluation for Lot 6 was a pass / fail for exclusion and selection criteria.
- 2.4 The successful bidders for Lots 1 – 6 recommended for award for each Lot are:

Lot	Successful Bidder	Contract value p.a.
1	Simon Community Scotland	£1,386,106
2	Wheatley Care	£2,679,946
3	Turning Point Scotland	£1,983,334
4	The Salvation Army Trustee Company	£2,626,530
5	Tied to providers delivering Lots 2-4	£1,564,625

6	<ul style="list-style-type: none"> - Action for Children - Aspire Housing and Personal Development Services Limited - Blue Triangle (Glasgow) Housing Association Limited - Carr Gomm - Crossreach (The Social Care Council of The Church of Scotland, operating as CrossReach) - Includem - Right There - Scottish Action for Mental Health - Simon Community Scotland - The Mungo Foundation - The Salvation Army Trustee Company - Turning Point Scotland - Wheatley Care 	<p style="text-align: right;">£1.500,000</p> <p>Projected maximum spend p.a. if funds become available</p>
Contract value p.a. including Lot 6		£11,740,541

Unsuccessful bids are contained in Appendix 1 for information.

3 Contract Implementation and Contract Management

- 3.1 This contract will be managed under the Social Work Services Contract Management Framework.
- 3.2 The implementation plan including the transition from the existing outreach services will be overseen and progress monitored by the Homelessness Commissioning Team.

4 Policy and Resource Implications

Resource Implications:

- Financial:* The estimated contract value over the full six years is £70.443m
- The award is based on prices submitted during the tender which remain fixed for the duration of the contract except at the discretion of the Council in line with any increases awarded to the Council for social care purposes.
- Legal:* The Director of Legal and Administration will be required to conclude the contract.
- Personnel:* No direct personnel implications.

Procurement: The procurement has been undertaken in line with the requirements of the Public Contracts (Scotland) Regulations 2015.

Council Strategic Plan: The services delivered under this contract will support;
Grand Challenge 1 Reduce poverty and inequality in our communities – Mission 3 Improve the health and wellbeing of our local communities
Grand Challenge 2 Increase opportunity and prosperity for all our citizens – Mission 1 Support Glasgow residents into sustainable and fair work
Grand Challenge 4 Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities – Mission 1 Create safe, clean and thriving neighbourhoods, Mission 2 Run an open, well governed council in partnership with all our communities.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify. Yes, and full EQIA has been completed and published [EQIA Homeless Outreach Services](#)

What are the potential equality impacts as a result of this report? Providers of the WAYfinder service will be expected to deliver services across a broad range of individuals given the multi-dimensional aspects of homelessness. They will therefore be expected to deliver a holistic service which is appropriate for all.

Specific needs due to protected characteristics will be identified during the referral and assessment process and providers will be required to make appropriate adjustments to the delivery of the service. Monitoring of the access and utilisation of these services by specific groups will be undertaken in line with the requirements of the Equality Act 2010.

Under the Council's Contract Management Framework, providers must show their awareness of their responsibilities in respect of

equalities and confirm their commitment to regular review of practice in relation to equality considerations.

Please highlight if the policy/proposal will help address socio-economic disadvantage.

The redesign of homeless outreach services affords an opportunity to focus on mitigating the significant negative impacts that homelessness causes.

The service will operate a 'no wrong door' approach which will reduce opportunities for exclusion of marginalised groups.

The WAYfinder service will assist individuals to move out of crisis and address some of the drivers of their socio-economic status. Providers will be monitored to ensure that Key Performance Indicators are met.

Fair Work First was included as part of the quality evaluation with a weighting of 5%.

As part of the tender submission bidders were required to offer Community Benefits from Recruitment and Employment, Skills and Training, Supply Chain Development and Community Engagement. Providers being recommended for award have offered a range of Community Benefits including; recruitment from priority groups including those with lived experience, 1-2-1 Mentoring Programmes, Work Experience Placements (both school and non-school), financial and non-financial support for community engagement including tidy up campaigns twice a year, supporting the provision of food banks in the city through community churches, career events to promote careers in care to young people still at school, workplace visits and taster sessions.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

A sustainability test was completed for this tender and no specific actions were identified.

What are the potential climate impacts as a result of this proposal?

N/A

*Will the proposal
contribute to
Glasgow's net zero
carbon target?*

N/A

Privacy and Data

Protection Impacts:

Are there any potential data protection impacts as a result of this report
Y/N

Yes, there are potential data protection impacts as a result of this report. Social Care Providers are required to comply with GDPR and the Council's Privacy, Data Sharing and Data Protection policy requirements which form part of the contractual terms.

If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out.

Yes, a DPIA has been carried out.

5 Recommendations

5.1 Committee is asked to:

- a) Approve the Contract Awards to providers as detailed within Section 2.4 of this report, for a period of four years from 19 May 2025 with an option to extend for a period of up to two years; and
- b) Note that continuance of contractual arrangements will be subject to satisfactory service review outcomes being achieved.

Tender Outcome – unsuccessful and excluded bids

Lot 2/5

Blue Triangle (Glasgow) Housing Association Limited

Lot 3/5

Blue Triangle (Glasgow) Housing Association Limited

Right There

Wheatley Care and Salvation Army Trustee Company (The)

Lot 4/5

Blue Triangle (Glasgow) Housing Association Limited

Lot 6 – selection criteria not met

Hillcrest Futures

The Marie Trust