



Commitment  
to Collaborate



# Commitment to Collaborate to Prevent and Relieve Homelessness **Toolkit**

**The Roundtable Approach**

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# Foreword



**Andy Street,**  
Mayor of the West Midlands

Everyone should have a place to call home. A place to feel safe, to take pride in and provide the secure foundation for work and family life.

Without a secure home, too many people's potential is lost, too many children's education harmed, and everyone in society loses out, because homelessness is the ultimate exclusion from the opportunity to play a part in society.

That's why when I was elected as Mayor in May 2017, one of my first actions was to set up the Homelessness Taskforce. Whilst the West Midlands Combined Authority may not have any formal responsibility for tackling the problem, I felt it was our responsibility to do all we could to help tackle and prevent homelessness in our region.

The Homelessness Taskforce is drawing on our collective resources across the region to design out homelessness, in all its forms. Our collaboration involving local councils, public services, charities, voluntary groups and business, means we can work together to tackle the broader systemic issues that can contribute to homelessness. Ensuring our mainstream systems work for people and help keep them included rather than excluded is fundamental to preventing homelessness.

We hope this new toolkit will help your organisation do just that, bringing together the practical actions your organisation, network or partnership can take to prevent homelessness by establishing a voluntary Commitment to Collaborate to Prevent and Relieve Homelessness. If we can work together to end the exclusion that homelessness leads to, more people will have that secure foundation upon which to achieve their potential –something which benefits us all.

# Foreword



## Councillor Sharon Thompson

Chair of WMCA Homelessness Taskforce Members Advisory Group and Cabinet Member for Homes and Neighbourhoods, Birmingham City Council

Homelessness is complex and multi-faceted and affects thousands of individuals and families across the country. We know that it cannot be tackled in isolation and requires a holistic approach that can only be provided through strong collaboration by a range of agencies across the statutory, voluntary, community and business sectors.

The Homelessness Reduction Act 2017 extended the legal responsibilities of local authorities and certain public bodies with the 'duty to refer' those who they think may be threatened with homelessness to local authority teams, demonstrating the need for everyone to play their part in identifying those people and families at risk.

Our collaborative work in the West Midlands has illustrated the benefit of going beyond the duty to refer by developing a voluntary commitment to collaborate to prevent and relieve homelessness. As Chair of the Members Advisory Group for the WMCA Homelessness Taskforce, the Cabinet Members responsible for homelessness across the region have supported the development of this toolkit, building on our regional collaborative experience.

Designing out homelessness requires intentional, perpetual attention because there is rarely a one-off, one-time fix. This means addressing the risks leading to homelessness at the earliest possible stage, providing those at risk of homelessness with access to good and trusted support at the right time and ensuring the protective systems which help sustain a home, job, healthy relationships and good health are accessible to all.

# Introduction

Homelessness is the ultimate form of exclusion for citizens and has far-reaching consequences for those affected and the people around them. It is important to recognise that homelessness can affect anyone but that some people are more at risk than others.

We can all make a positive contribution to designing out homelessness. As part of continuous and intentional processes, even small changes can add up to having a substantial and positive impact. By working together and focussing on getting help to people as early as possible, we can make a real difference.

## What is the C2C Toolkit?

The Commitment to Collaborate (C2C) to Prevent and Relieve Homelessness Toolkit will provide you with an overview of homelessness in its widest sense, and introduce some new ways of thinking in terms of how to tackle it.

The toolkit has been designed to help organisations and partnerships work through possible changes that they can make to prevent homelessness at the earliest opportunity, including when the issue is not identified as having a link to homelessness. There is also an opportunity within the toolkit to consider who else you will need to collaborate with in order to make this happen.

You do not have to be a specialist housing or homelessness organisation to make a contribution to preventing homelessness.

Contributions will vary; for some organisations not directly involved in homelessness prevention and relief, it could mean changing the way you support your staff and volunteers for example, ensuring information and support is available for anyone at risk of homelessness.

The toolkit is aimed at non-homelessness services as well as those directly involved in homelessness provision, and therefore provides only the necessary basic information to allow you to go on to complete the practical elements. We have included some links to further reading on page 8 should you find this beneficial.

In order to use this toolkit, you should spend some time familiarising yourself with the materials, to help you get a basic grasp of the issues and focus your thinking. You can then move on to articulating what you and your organisation or partnership does on a daily basis that could be changed, increased or modified to contribute to homelessness prevention and relief.

By going through the toolkit and completing the exercises, you will start the process of making a difference to those at risk of, or experiencing homelessness. Taking the time to stop and reflect on what you do through a homelessness lens will be worthwhile. If you can, getting to the point of creating and then implementing an action plan will have a significant impact. You will join a host of others in being awarded the C2C logo to demonstrate your commitment.

## Who is the Toolkit for?

The C2C Toolkit is designed to be used by organisations and partnerships of all kinds. You do not need to be an organisation directly involved in homelessness work to make good use of the toolkit.

We are very keen that organisations and partnerships that currently do not have direct involvement in homelessness adopt a Commitment to Collaborate and use the toolkit. It is our belief that everyone has a role to play in designing out homelessness. You can join a number of organisations and partnerships already using the C2C approach to enhance the prevention and relief of homelessness through the development of a meaningful shared commitment.

## How to use the Toolkit?

The first step is to read through the following sections that are relevant for you and your organisation or partnership, prior to moving on to the practical element of the toolkit.

If you require additional information on anything you have read, links to further reading can be found at the end of this document. If you are reading this electronically then we have included links to useful resources. All downloadable templates for completion of the practical elements of this toolkit can also be found at [www.c2c](http://www.c2c).

Once you have read and watched the material take some time to talk to your colleagues about the potential for using the toolkit within your organisation or partnership.

### If you decide to take on the challenge, you will need:



#### Time

Set aside some time to familiarise yourselves with this toolkit and to work through the practical elements. This may take more than one session.



#### Energy

The prevention and relief of homelessness is a challenge, but we can all contribute to this through ongoing enthusiasm and commitment to make a difference.



#### People

Select the people in your organisation or partnership who have the knowledge, skills and level of authority to make change. Don't forget to include your customers or service beneficiaries and/or frontline staff where possible.

# Homelessness and a commitment to collaborate

## What is homelessness?




Homelessness is not just about the people we see sleeping rough, this visible form of homelessness is just the tip of the iceberg.

Homelessness is much broader and includes households that are:

-  'Homeless at home' e.g. overcrowding, unfit habitation
-  In temporary accommodation – night shelter, hostel, refuge, hotel, B&B
-  Sofa surfing and other unstable solutions including intermittent hospital and prison stays
-  Rough Sleeping, squatting

Across Britain there are currently **160,000** homeless households including families, couples and singles. If the current trajectory of homelessness continues, the number of homeless households is expected to almost double in the next 25 years.<sup>1</sup>

The top three headline reasons for homelessness presentations at local authorities are as follows<sup>2</sup>:

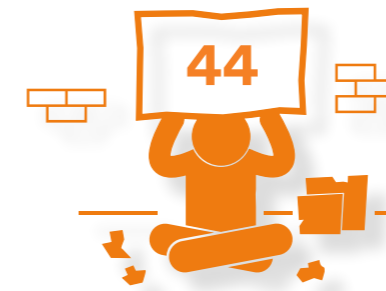
-  **Family or friends can no longer accommodate**
-  **Ending of assured short hold tenancies**
-  **Relationship breakdown**

More households approaching the end of a private tenancy are finding it difficult to secure an alternative without assistance. This makes up **20%** of accepted homelessness applications to Local Authorities.<sup>2</sup>

In the WMCA area, five of the seven Local Authorities have significantly higher rates of acceptances of statutory homelessness than the national average. **4,312 households** were assessed with **4,152** owed a prevention or relief duty under the new statutory homeless duties in January to March 2020.<sup>2</sup>



There are currently **4,206 households** in temporary accommodation.<sup>2</sup>



**44 People** were identified as rough sleeping during the 2020 Rough Sleeper Count across the WMCA area in a single night.<sup>3</sup>

Homelessness is rarely the outcome of a single event or a circumstance. It comes about as a result of the interplay between structural issues and personal circumstances.

For example, there is a well-documented housing shortage in the UK and this is most keenly felt in the social housing sector, which leads to a lack of truly affordable homes, particularly for those who are on low incomes or unemployed.

<sup>2</sup> Autumn 2020

There are also other factors that then interact with that shortage of housing, which are specific to groups made more vulnerable as a result of:



Services do not always work in a joined-up way so that even when people do seek help, the risk of homelessness as a result of these factors, may not be spotted. All of this means that opportunities to prevent homelessness at the earliest stage are often missed.

## How do we prevent homelessness?

A Commitment to Collaborate will bring organisations together and enable you to look for opportunities and set actions that will have the greatest impact on preventing homelessness at the earliest opportunity, including when the issue is not identified as a homelessness issue. Where homelessness does occur, there needs to be fast, effective solutions that are sustainable in the long term.

We know that the earlier we can prevent homelessness the more sustainable that prevention is. This forms an important part of the Commitment to Collaborate (C2C) approach through Designing out Homelessness.

We might describe factors that prevent homelessness as being protective factors. **This includes good health, secure employment, supportive relationships and secure accommodation.** These are all strong protective factors. If one is lost, there remains a good chance of avoiding homelessness, however if more than one is lost, a person can be at an increased risk. The C2C model identifies and enhances universal protective factors and targets homelessness prevention at the earliest possible opportunity. The model helps understanding and thinking to identify what is already being done to prevent homelessness, where the gaps are, and what might be done to address those gaps. Full details of the model can be found on [page 29](#).

The causes of homelessness and therefore the opportunities to prevent it can be viewed too narrowly, or too close to the crisis point (the most recent factor) rather than the original or root cause. It is likely that other factors may contribute to some experiences of homelessness, such as:

- loss of employment
- poor physical or mental health
- a relationship breakdown or bereavement.

All of these factors occur within universal\*\* provision where the broadest form of prevention is possible. It can be affected by those working both within and outside of the homelessness sector.

\*\*Definition: ‘This is what prevents homelessness without having any directly perceived relationship to homelessness prevention: those things in society and life that are protective factors. In health terms universal prevention is having fluoride in water, health advice to eat ‘five a day’, and immunisations; in homelessness terms it is those factors which support and protect – health, income, relationships, secure accommodation, amongst many others.’



# Next Steps

This overview provides a baseline for you to now work through the practical, next steps of the C2C Toolkit. You can now begin to identify the gaps, opportunities and actions that you will endeavour to take to prevent and relieve homelessness at the earliest opportunity within your sector, organisation, team or department. Thus contributing to the overall ambition of Designing out Homelessness.

The following toolkit will take you through a roundtable exercise, detailing example questions to consider, alongside a set of example actions and pledges that you can use as a starting point for your discussions. The toolkit also contains blank templates for you to use to record your progress as well as a set of slides to help you facilitate your session.

A roundtable is an excellent approach to use to consider your activity regarding the prevention and relief of homelessness if the participants have a good knowledge of the issues surrounding homelessness.

If you feel you would rather explore your organisation's role in relation to the prevention and relief of homelessness via a case study, then a further toolkit aimed at this approach is available to download via [www.wmca.org.uk](http://www.wmca.org.uk).

Using the case study toolkit can be a particularly useful approach when the participants do not have first-hand experience of homelessness, working with clients effected by homelessness or their organisation is not directly involved with homelessness, as it can help participants appreciate the issues surrounding homelessness in a real life context.

Should you have any questions on how to use this toolkit, please contact [homelessness@wmca.org.uk](mailto:homelessness@wmca.org.uk).

## Reference list and links to other supporting information

- 1 Crisis; Everybody In: How to end homelessness in Great Britain [here](#)
- 2 Ministry of Housing, Communities & Local Government, Statutory Homelessness, January to March 2020: England – Released 20 August 2020 [here](#)
- 3 MHCLG Official Statistics Rough Sleeping Snapshot in England: Autumn 2019 Published 27 February 2020 [here](#)
- 4 Homelessness Reduction Act 2017 - [here](#)
- 5 St Mungo's and Homeless Link; Local Authority Spending on Homelessness: Understanding Recent Trends and their Impact [here](#)





# Commitment 2 Collaborate

## A Practical Toolkit

### The Roundtable Approach



## Introduction

This section of the toolkit can be used by you to start conversations within your organisation and with potential and existing partners. It is a starting place for organisations to work closely together and practically collaborate to start the process of designing out homelessness.

It contains a number of example questions and topics to start discussions, examples of how to record responses, a method of evidencing the commitments made by making a pledge and an action plan matrix to turn those commitments into viable actions.

The toolkit can be used to prompt participants involved in the process to look into all aspects of homelessness and how it can be tackled. This can include the universal prevention space - preventing homelessness without having any directly perceived relationship to homelessness prevention - all the way through to the support required for individuals to move on from a history of homelessness and remain safely housed and included.

### Within the toolkit you will find:

- Guidelines on running a roundtable
- A step-by-step facilitator guide to take you through your roundtable (also available in PowerPoint)
- An example of a completed discussion log
- An example of a set of completed pledges
- An example of a completed action plan
- Instructions on how to submit your pledges and action plan and access the WMCA C2C logo
- An appendix of example questions and blank templates for you to print out and use at your roundtable
- Background to the positive pathways model
- The positive pathways model graphic
- A definition of the positive pathway model's stages



# The Roundtable Approach

A roundtable discussion allows participants the time and space to explore particular issues, in this case, a Commitment to Collaborate to Prevent and Relieve Homelessness. The roundtable approach will allow all of the participants to input their own experiences and hear contributions from across an organisation (or multiple organisations).

A roundtable discussion will give participants the opportunity to play an active role in the event, contributing their viewpoint from whatever background they come from. For this reason, it is important to keep delegates to manageable numbers (we recommend a maximum of 15 participants).

This has been an extremely successful approach already used by multiple organisations on their journey to collaborate to prevent and relieve homelessness. Below, you will find example discussions, actions and pledges from a roundtable that previously took place involving organisations within the health sector.

You can use these examples as a starting point for your own roundtable, and then use the blank templates of the discussion log, pledges and action plan to record your own activity.

The example includes:

- A completed discussion log
- A set of completed pledges
- A completed action plan

An online version of this toolkit can be accessed via [www.wmca.org.uk](http://www.wmca.org.uk).

From this website, you can also download versions of the:

- Blank discussion log template
- Blank pledge template
- Blank action plan template
- Checklist of the example questions, pledges and actions
- Facilitator guide

## Commitment 2 Collaborate Roundtable Guidelines

### Before the session

- 1 Think about who you would like to involve in the work – internal departments, frontline staff, management and decision makers, existing partners, potential partners, current end-users and people that have experienced the system in the past (service user groups & people with lived experience of the systems).
- 2 Where possible, ensure the group has a good mix of skills and experience.
- 3 Keep numbers to a manageable level.

### During the session

- 4 Make use of the accompanying facilitator guide. It will walk you through the process ensuring you make the most of the time.
- 5 Use the examples of the completed discussion log, pledges and action plan found below as a guide for your session.
- 6 Consider drafting in a note-taker from your organisation/team.
- 7 At the early stage of generating ideas and identifying opportunities, try to allow participants to think creatively without the burden of how those ideas would be put into place.
- 8 At the point of moving from ideas and discussions and onto your pledges and actions, ensure they are realistic and can be evaluated and evidenced in the future.
- 9 When hosting the roundtable, focus on what activity you can take, what difference you can make and how you plan to drive activity forward. Also give consideration to what you are already doing and if you could be doing more to prevent and relieve homelessness.
- 10 Think about what you do now that keeps people included or promotes their protective factors.
- 11 Give thought to how activity can be moved from the crisis prevention & relief space towards the universal prevention space. Are there things that could be put in place to move things upstream, away from crisis, as much as possible?

## Make use of the templates

- 12 What protective factors are already in place and could be tapped into, such as:
  - Safe, affordable accommodation that is appropriate in size and location, underpinning learning, work and the community.
  - Timely access to health services.
  - Flexible approaches to school enrolment; support structures in school and pathways to employment.
  - Single gateway to tailored holistic family support, income and accommodation.
  - Secure accommodation, healthy relationships, specialist domestic violence support for the whole family.
- 13 Give consideration as to how collaboration will be achieved and what, if any, systems and services will need to be aligned.
- 14 Consider what barriers are currently in place and how they could be overcome.
- 15 Review those organisations you are already working with and discuss what further organisations you could collaborate with in the future.
- 16 Use the example discussions, pledges and actions in this document to shape your approach.
- 17 Complete the pledge template to garner commitment from all of those taking part in the process and ensure focus is maintained after the initial discussions have taken place. This is your chance to get all of the participants to Commit to Collaborate.
- 18 The action plan template should be used to take all of the ideas, suggestions and pledges recorded in the initial discussions, and turn them into real actions that will contribute to designing out homelessness.

## Following the session

- 19 When creating your actions from the discussions you've had, you could consider such things as:
  - How can we evaluate our future impact to prevent and relieve homelessness and the effects of any further activity by us and our partners?
  - What early outcomes do we hope to see? What will the eventual impacts be? How can these be identified and measured?

Ensure the actions are SMART:



- 20 They should also be Evaluated and Reviewed (SMARTER).
- 21 Ensure you provide feedback following the roundtable to the participants to ensure continued engagement.
- 22 Make those actions a reality!
- 23 Review the progress of the actions on a regular basis and continue to collaborate.



# The Roundtable Approach

## A Step-By-Step Facilitator Guide

This presentation pack can be downloaded as a PowerPoint slideshow via [www.wmca.org.uk](http://www.wmca.org.uk).

The below slides and accompanying notes will help the facilitator take the group through the roundtable session.



**Introduce the session giving the aims of the day and letting participants know what will happen following the event:**

We aim to discuss how we can collaborate to prevent and relieve homelessness, look at what we do now and what further activity can take place.

We'll be focussing on what WE can do, not just issues in general.

We will create a number of pledges that we all agree on.

The discussions will be written up, shared and actions will be created and allocated.

Give the context of your own organisation and why the session is taking place.

Set out any ground rules at the start of the session including confidentiality, that all ideas will be considered equally, participation is voluntary and that all viewpoints will be respected.

Agenda		
1.	An Introduction to the Positive Pathways Model	10 Mins
2.	Session 1 – what are we already doing?	30 Mins
3.	Session 2 – what are our gaps in provision?	30 Mins
4.	Session 3 – what are our opportunities to do more?	30 Mins
5.	Session 4 – our pledges	30 Mins
6.	Next steps – forming actions and feedback	15 Mins



The session is broken down into four clear stages:

**1. What is already in place? 2. What gaps are there? 3. What more could we do and how can we fill those gaps? 4. What do we pledge to do following this session?**

Incorporate breaks into the session as required.

By working through the practical elements of this toolkit, we will be able to identify what actions can be taken to prevent and relieve homelessness at the earliest opportunity.

There is also an opportunity to consider who else we will need to collaborate with in order to make this happen, taking this as an opportunity to design homelessness prevention into services and systems.

Homelessness can feel like an unsolvable problem, but it isn't. By working together and focussing on getting help to people before the point of crisis, we can make a real difference. Even small changes can add up, having a substantial and positive impact to prevent and relieve homelessness.

We'll be basing the session around the positive pathways model.

### Positive Pathway Model



The model, adapted for use by the **WMCA Homelessness Taskforce** and the **C2C toolkit**, helps to identify what is already being done to prevent homelessness, determine where the gaps are, and what might be done to address those gaps. Thus, underpinning a better understanding, to enhance the protective factors within the universal prevention space and target homeless prevention at the earliest possible opportunity. While it may appear linear, it is recognised that experience of life, especially in the occurrence of something like homelessness, is rarely straightforward. The model could in fact be conveyed as circular, reflecting that it is universal prevention that enables and maintains the status of a settled home.

Today's roundtable will use the **six stages** of the pathway highlighted here to underpin the session. The next slides will take you through those stages in more detail.

Stages of the Pathway	
Heading	Definition
Universal Prevention	This is what prevents homelessness without having any directly perceived relationship to homelessness prevention. Those things in society and life that are protective factors. In health terms universal prevention is having fluoride in water, health advice to eat 'five a day', and immunisations; in homelessness terms it is those factors which support and protect – health, income, relationships, secure accommodation, amongst many others.
Targeted Prevention	This is provision or interventions which have a designed purpose in preventing homelessness or related issues. For example, housing advice, leaving care pathway, discretionary housing payments, bond schemes.

Take the group through what each of the stages of the Positive Pathways Model mean.

When we're discussing **what we already do, what are the gaps and what more we can do, we'll be working to these stages.**

How can we move activity away from crisis and towards universal and targeted prevention?

Stages of the Pathway	
Heading	Definition
Crisis Prevention	This is where homeless crisis is imminent or occurring, requiring emergency accommodation. The objective is for any crisis to be as brief and having as small an impact as possible. For example, the experience of temporary accommodation, hostel accommodation or rough sleeping.
Recovery	This is the work required in re-establishing the protections against homelessness and often dealing with the causes and impact of homelessness. This may include financial, health, relationship, rebuilding.

Take the group through what each of the stages of the **Positive Pathways Model** mean.

Use this slide to focus on crisis and how easy it is to arrive there. How can we move away from crisis and into the universal prevention space? **This is a major aspect of today's session.**

Stages of the Pathway	
Heading	Definition
Move-On Support	This is what is required for the physical, emotional and cognitive moving on from a homelessness experience. For example, it may be very practical matters like the logistics of moving, or the emotional support to deal with change and challenges.
Settled Home	This is attaining the desired state of protection against homelessness, the re-established factors being in place, while also clearly requiring the access to affordable, secure accommodation.

Take the group through what each of the stages of the Positive Pathways Model mean.

Even after crisis has been alleviated, without the support to move-on and create a settled home, people can easily slip back into crisis.



Take the group through the slide, highlighting the impact homelessness has in a number of areas.

Go through the areas of risk and the protective factors in the image. Pick out where your organisation falls and the need for collaboration. Introduce the cyclical nature of homelessness.

When in the roundtable discussions, consider how the cycles can be broken – as seen in the lower-right image.



### Session 4

- 30 minutes to discuss and finalise our pledges
- Use the template to record the pledges
- How can today's discussions become pledges?
- What are we going to change? What are we going to do?
- These pledges will become actions following the session!

Universal prevention	Targeted Prevention	Crisis Prevention and Relief	Recovery	Move On Support	Settled Home

## Session 4 – Our pledges

- From the three sessions we've gone through, what do we pledge to do from now on?
- What suggestions from Session 1 can we pledge to do more of?
- What gaps from Session 2 can we pledge to fill?
- What opportunities from Session 3 can we pledge to take forward?
- Use the example completed pledges in the toolkit to prompt discussions.

### Next steps – Forming Actions and Feedback

- The discussion logs and pledges will be used to form actions
- The actions will be fed back to all participants
- The completed pledges and actions will be submitted to WMCA for award of the C2C logo

Thank you for your participation and pledging to C2C.

- The next steps are to take the discussions and pledges and make them into actions.
- Use the action plan template to record actions.
- The actions will be fed back to all participants.
- At this point, give timescales and further details on how the actions and pledges will be progressed.
- We will submit our completed pledges and action plan to WMCA to access the C2C logo for our organisation.
- Pledges and action plans from other organisations, as well as our own will be available via the WMCA website.
- Allow time for questions and feedback and thank the group.



# Example Discussion Log – Roundtable Approach

What do we already do, and is currently in place, to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled
All of the existing primary care services (GP, Dental, Pharmacy and Optometry)	X					
Employer wellbeing – HR policies regarding mental health, domestic violence and homelessness (explicitly mentioned)	X					
Open surgeries for people not registered with a GP		X				
Inpatient services – responding to crisis rather than prevention			X			
Universal Policy – for example GPs cannot refuse access to care for those without an address			X			
Access to GPs and services (part of primary care)	X					
Homelessness GP services – mental/ physical health		X				
Hospital discharge protocols			X			
Screening and immunisation service	X					
Primary care services				X	X	X



What are the gaps in our provision or service to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled
A lack of engagement with those at risk of homelessness or in precarious housing situations	X					
Lack of knowledge of the needs of those moving on from homelessness					X	
Employment opportunities for people – lived experience and customer/patient experience is important. We feel as though we are currently limited by safeguarding policies, but this could help with engaging and targeting prevention		X				
Hospital discharge - step down accommodation/further support is needed for hospital discharge			X			
A lack of knowledge within GP practices (staff) of the issues and rights of those without a fixed address. Are we potentially refusing access to those without a fixed address?			X			
Lack of access to mental health services including secondary mental health services and rapid access to services other than psychosis diagnosis – mental health is a clear health need amongst the homeless population, particularly rough sleepers – how do we align this for initiatives such as Housing First?				X		
Is there the required level of engagement between those at risk of homelessness or in precarious housing situations and the health sector?					X	
Within the health sector there is a gap between apprenticeship salaries and housing costs that could lead health sector staff into a risk of homelessness						X
Further knowledge is required around early signs and triggers that may lead to homelessness	X					

What are the opportunities for us to do more to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled
Access to wider health – ensure access to NHS dental services, screening and immunisations	X					
Alcohol/drug services – create alcohol /drug liaison services in hospital to facilitate successful hospital discharge			X			
Targeting injecting practices		X				
Establishing further information on the health needs of this population					X	
Personalised housing plans – training from housing authorities about how the Homelessness Reduction Act works		X				
Work with Criminal Justice, Housing, DWP, Community Facilities to gain knowledge and align systems across the region		X				
Create more discharge liaison officer posts to prevent discharging to no fixed abode			X			
Culture change - deliver services from buildings/places that people frequent rather than surgeries & hospitals - tap into community goodwill and faith groups				X		
Access to GPs – ensure GP surgeries are accepting people who are homeless – current practice varies and better awareness is needed – clear messaging i.e. anyone can use a GP practice address to register. We also need to increase our messaging - implement a ‘no missed opportunity’ approach – focus on workforce culture, professionalism and skills			X			
Consider thresholds for services and implement talking therapies for people with multiple & complex needs				X		
As an employer we need to consider who we can employ. Can we flex our recruitment and safeguarding policies?	X					
Explore health needs – what is the impact of temporary accommodation on children and families?					X	
NHS estates (land and buildings) – empty unused public buildings could be brought back into use and contribute to housing supply – use to increase step-down accommodation, more live/work schemes						X

# Example Pledge – Roundtable Approach

## Our Commitment to collaborate to prevent and relieve homelessness

Universal Prevention	Targeted Prevention	Crisis Prevention and Relief	Recovery	Move-On Support	Settled Home
We will have a prevention culture	Data is used to inform activity and evaluate impact	We will work in partnership with other agencies and providers to help people sustain their health and homes	Specialist support will be tailored and person-centred. It will be flexible, skilled and for as long as required	We will provide health services to those in supported housing and contribute to the team around the individual	We will work through transitions to sustain health and well-being
We will know our population and they will know us	Early intervention will be targeted to reach individuals at risk of losing their home	We will ensure people know where to go and how to access support at the point of crisis	Health practitioners will work in collaboration with housing and support services to ensure the individual has the best possible chance of recovery.	Health practitioners will work with housing and support providers during transition and move-on	We will provide the health and well-being support to sustain people in their homes
We understand how good housing is critical to good health and well-being	Health practitioners will work with the Local Authority and homelessness services to remove barriers to health services as a result of their housing situation	Homelessness health services will provide accessible, safe, responsive access for those in crisis	Integrated care and support assessments and plans will be put in place for those in recovery.	Health practitioners will ensure planned handover when locality changes take place	Health practitioners will provide ongoing necessary support to sustain a settled home.
We will provide accessible primary health care services for all citizens	Primary health care services will develop and agree fast-track referral routes to homelessness services	Hospitals will have a formal universal discharge protocol in place or work towards developing/agreeing one			

# Example Action Plan – Roundtable Approach

Pledge	Pathway area (eg Universal, Recovery, Settled Home etc)	Action (s)	Who is Leading	Deadlines	How we will track impact
We will understand how good housing is critical to health and well being	Universal	We will update all induction and refresher training to include 'Duty to refer'.	JT	01/08/21	Review data on frequency of referrals.
		We will run a series of workshops on the impact of housing on health for all key professionals.	JT	01/10/21	Feedback on training and review.
We will ensure people know where to go and how to access support before and at the point of crisis.	Crisis Prevention and Relief	We will develop and test a holistic approach to assessing need in family crisis – inc housing need.	JB	01/09/21	Feedback on and review of new crisis assessment.
		Ensure all staff have up to date contact and referral details for Housing Options, DWP etc.	PM	01/09/21	Quarterly check on info and rate of referrals from staff
Integrated care and support assessments will be in place for those in recovery	Recovery	Review existing support planning processes and test out new approaches.	JT	01/10/21	Review and new plans being tested.
		Finalised approach rolled out through key teams.	RS	01/03/22	New approach in place and being used – review impact at 6 months.
Health practitioners will work with housing and support providers during transition and move-on	Move on Support	We will review current arrangements with specialist teams and primary health care.	JT	01/10/21	Review complete
		Update our offer based on review.	RB	01/03/22	Offer integrated into local practice

# Next Steps

Thank you for Committing to Collaborate to prevent and relieve homelessness!

Now that you have completed your pledge and action plan, you have the opportunity to share them with other like minded organisations that have also Committed to Collaborate and be rewarded with the WMCA C2C Logo.

The logo will demonstrate your ongoing commitment to prevent and relieve homelessness.

You will be able to display your logo on your branding as well as having a physical version to display within your offices.

To access the WMCA C2C logo, please submit your pledge and action plan to WMCA by email: [homelessness@wmca.org.uk](mailto:homelessness@wmca.org.uk).

All of the C2C pledges and action plans will be stored on the WMCA website to inspire other organisations to collaborate to prevent and relieve homelessness.



# Appendix

## Printable Discussion Checklist

Use these example questions to help prompt your own discussions on what you already have in place, what gaps exist and what opportunities there are to prevent and relieve homelessness.

### What do we already do, and is currently in place, to prevent and relieve homelessness?

- 1 What is our universal prevention space? How do we know if people are at risk of falling out of that universal prevention space? How do we deal with crisis? How do we help people to recover and move on and remain within our universal prevention space?
- 2 What do we have in the universal prevention space? Consider the organisation as an employer; our supply chain, our partners and so on.
- 3 How do we contribute to keeping people in our mainstream system?
- 4 How do we identify people at risk of falling out of our mainstream system? Consider our employees as well as our service users.
- 5 What action do we currently take? Could we do more to keep people in our mainstream system?
- 6 What do we already do to ensure homelessness crises that are imminent or already occurring have as small an impact as possible?
- 7 What do we do in regard to re-establishing the protections against homelessness and dealing with the causes and impact of homelessness?
- 8 What processes are already in place to ensure this is effective?
- 9 How are we involved in crisis prevention, relief and recovery?
- 10 How can our current activity be moved into universal prevention to ensure a crisis does not happen in the first place?
- 11 What are our key priorities in regards to prevention and relief of homelessness?
- 12 Which organisations do we already have relationships with?
- 13 What statistics already exist that indicate our impact on homelessness? What data and intelligence do we already have?

## What are the opportunities for us to do more to prevent and relieve homelessness?

- 1 What gaps exist within our universal prevention space?
- 2 What gaps exist that prevent people staying in the mainstream system?
- 3 What gaps exist that result in homelessness crisis occurring?
- 4 What are we doing less of now? What have we stopped doing? What have we never done?
- 5 What organisations do we need to collaborate with to succeed that we don't currently interact with?
- 6 What are the gaps within our own systems and processes?
- 7 Where are our gaps in knowledge and what further statistics could we produce that could indicate our impact on the prevention of homelessness?
- 8 What would success look like?

## What are the opportunities for us to do more to prevent and relieve homelessness?

- 1 What further opportunities exist to prevent and relieve homelessness and what role do we play in those opportunities?
- 2 How can we turn the identified gaps into opportunities for improvement?
- 3 What opportunities exist within our universal prevention space?
- 4 What further opportunities exist in move-on support and creating a settled home and what role do we play in those opportunities?
- 5 What more can we do to prevent a crisis?
- 6 What can we do to move our activity towards universal prevention and away from crisis support?
- 7 What more could we do to aid moving on from a homelessness experience and into a settled home?
- 8 What further processes could be established to ensure this is effective?
- 9 What else can we do to contribute to keeping people in mainstream systems?
- 10 What organisations could we collaborate with?
- 11 What would success look like?

## Printable Pledges and Actions

Use these example pledges and actions to help participants think about their own organisation.

### Example Pledges

- 1 We will recognise our role in reducing homelessness.
- 2 Affordable and suitable accommodation is made available.
- 3 GPs in my area will accept people with no fixed abode into their practice.
- 4 Those experiencing homelessness in any form will report improved communication and availability of information that is important to them.
- 5 We will connect with service user groups and make use of their skills and expertise.
- 6 Local hospitals and mental health institutions will alter their discharge processes to account for those without anywhere suitable to live.
- 7 Accommodation is considered as part of prison release, and prisons will not release prisoners without anywhere suitable to live.
- 8 Those that are homeless or at risk of becoming homeless will receive all of the support, benefits and services they are legally entitled to.
- 9 Our staff will understand our role in homelessness and the impact we can have.
- 10 There will be an increase of people with experience of homelessness employed within our organisation.

### Example Actions

- 1 We will review our processes to ensure we are accessible to all.
- 2 We will review the language used in our communication material to ensure it is easily understood and located where it can be seen.
- 3 We will review our activity within crisis care and consider how it can be utilised before the crisis even happens.
- 4 We will identify organisations that we can collaborate with to help prevent and relieve homelessness.
- 5 We will link in with family services to ensure we are involved with early intervention.
- 6 We will create a catalogue of client case studies to help us identify further opportunities for improvement.
- 7 We will review our actions and evaluate their impact.
- 8 We will take ownership of the collaboration process and ensure we drive continuous improvement following these discussions.
- 9 We will ensure our own staff are aware of housing services.

# Printable Blank Discussion Logs

What do we already do, and is currently in place, to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled

What are the gaps in our provision or service to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled



What are the opportunities for us to do more to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled



# Printable Blank Action Plan Template

Pledge	Pathway area (eg Universal, Recovery, Settled Home etc)	Action (s)	Who is Leading	Deadlines	How we will track impact

# Background information on the Positive Pathway Model

The C2C Toolkit is based upon the Positive Pathway Model for Young People.

Following the election of Andy Street as Mayor of the West Midlands in 2017, the Homelessness Taskforce was established, with the aim to 'design out homelessness'. In May 2019, the Homelessness Taskforce was embedded within the Public Service Reform portfolio of the West Midlands Combined Authority (WMCA).

The WMCA has no statutory duties, powers or resources around homelessness, but in designing out homelessness, is committed to identifying and addressing gaps and flaws in policies, procedures, laws, structures, systems and relationships that either cause or fail to prevent homelessness. It recognises that homelessness takes many forms – rough sleeping, sofa surfing, night-shelters, B&B, temporary accommodation, hostels, squatting, and is a complex mix of personal and wider structural factors, such as health, employment, relationships and housing.



## The Positive Pathway Model

The model, developed by St Basils and commissioned by MHCLG, is increasingly used across the sector. It was created in order to help local authorities and their partners to develop a more collaborative and integrated approach to service development and delivery, to better prevent and relieve homelessness.

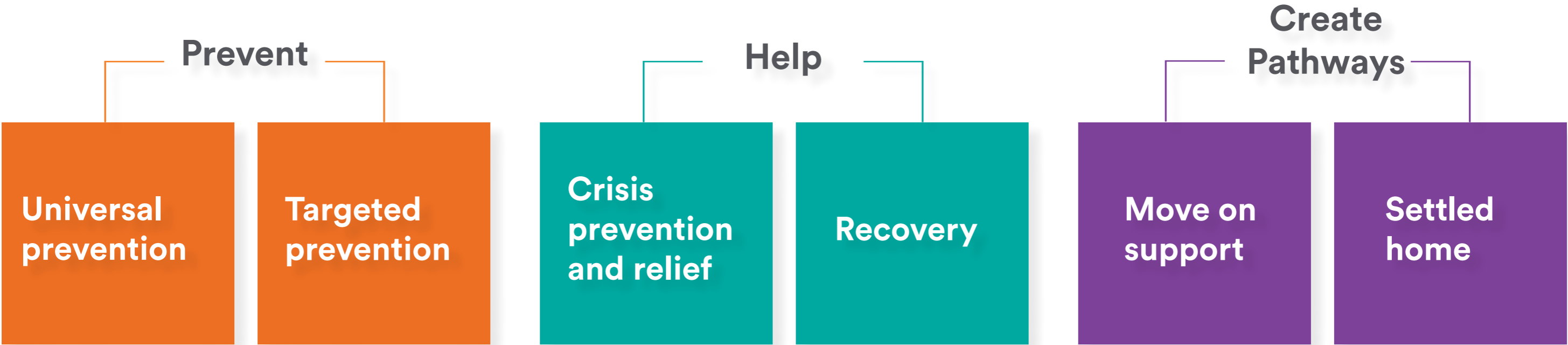
The model, adapted for use by the WMCA Homelessness Taskforce and the C2C Toolkit, helps to identify what is already being done to prevent homelessness, identify where the gaps are, and what might be done to address those gaps. Thus, underpinning a better understanding to enhance the protective factors within the universal space and target homeless prevention at the earliest possible opportunity.

While it may appear linear, it is recognised that experience of life, especially in the occurrence of something like homelessness, is rarely straightforward. The model could in fact be conveyed as circular, reflecting that it is universal prevention that enables and maintains the status of a settled home.

The model encourages and builds a Commitment to Collaborate. It highlights the people groups, the areas around prevention to be addressed, and the mainstream strategies to be influenced.



# Positive Pathway Model



## A definition of each pathway stage is as follows:

Stage	Definition
Universal Prevention	This is what prevents homelessness without having any directly perceived relationship to homelessness prevention. Those things in society and life that are protective factors. In health terms universal prevention is having fluoride in water, health advice to eat 'five a day', and immunisations; in homelessness terms it is those factors which support and protect – health, income, relationships, secure accommodation, amongst many others.
Targeted Prevention	This is provision or interventions which have a designed purpose in preventing homelessness or related issues. For example, housing advice, leaving care pathway, discretionary housing payments, bond schemes.
Crisis Prevention & Relief	This is where homeless crisis is imminent or occurring, requiring emergency accommodation. The objective is for any crisis to be as brief and having as small an impact as possible. For example, the experience of temporary accommodation, hostel accommodation or rough sleeping.
Recovery	This is the work required in re-establishing the protections against homelessness and often dealing with the causes and impact of homelessness. This may include financial, health, relationship, rebuilding.
Move-on Support	This is what is required for the physical, emotional and cognitive moving on from a homelessness experience. For example, it may be very practical matters like the logistics of moving, or the emotional support to deal with change and challenges.
Settled Home	This is attaining the desired state of protection against homelessness, the re-established factors being in place, while also clearly requiring the access to affordable, secure accommodation.

WMCA retain the exclusive right to validate and award the C2C Logo to stakeholders. This will ensure consistency and allow WMCA to maintain oversight of the use of the C2C Logo for any agreed purposes.

**This toolkit should not be used for any purpose other than that specified within this document. This includes being reproduced in part or whole without express permission in writing from WMCA.**

