



Commitment
to Collaborate



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

The Case Study Approach

Contents

The Case Study Approach	3
.....	
The Case Study Approach	6
.....	
A Step-By-Step Facilitator Guide	6
.....	
Example Case Study and Discussion Check List	10
.....	
Example Discussion Log – Case Study Approach	12
.....	
Example Pledge – Case Study Approach	15
.....	
Example Action Plan – Case Study Approach	16
.....	
Next Steps	17
.....	
Appendix	17
.....	
Background information on the Positive Pathway Model	24
.....	

Commitment 2 Collaborate

A Practical Toolkit

The Case Study 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 an example case study, a number of example questions and topics that relate to the case study 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.

The suggested question lists should lead participants to identify what they are already doing, who they are already collaborating with, what gaps exist and what further action they could take.

The pledge will act as a commitment by the participants to take action and give an overall direction of travel for the organisation or partnership.

The action plan will allow those ideas, discussions and pledges to become practical actions that can be tracked, assessed and evaluated at regular intervals.



Within the toolkit you will find:

Guidelines on running your case study session

- A step-by-step facilitator guide to take you through your case study session (also available in PowerPoint)
- An example case study with associated questions
- 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 case study session
- Background to the positive pathways model
- The positive pathways model graphic
- A definition of the positive pathway model's stages

The Case Study Approach

Using a case study, or a number of case studies, allows the participants to see practically how homelessness can affect an individual, and where an organisation could collaborate and suggest solutions to affect that person's life (and others like them). This approach can help participants appreciate the issues surrounding homelessness in a real life context. It can also assist in exploring complex issues and identifying opportunities for collaboration in that real life scenario.

It can be a particularly useful tool 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.

An example case study can be found within this section.

You can use the example case study and associated questions, discussions and pledges as a starting point for your own case study approach, whereupon you can use the blank templates of the discussion log, pledges and action plan to complete your own work – please see appendix for blank documents.

The example includes -

- Jas' case study (real name changed)
- A set of example questions used to explore the case study
- A completed discussion log
- A set of pledges
- A completed action plan

An online version of this toolkit can be accessed via 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 Case Study Guidelines

Before the session

- 1 If you decide to use a case study from within your own organisation, consider the different forms that homelessness can take - from street homeless to being in temporary accommodation, supported housing to sofa surfing with friends or family.
- 2 Use your case study to discuss how your organisation interacted with that person and begin to formulate your pledges and action plan.
- 3 If you do not have a case study to use, then make use of the example case study provided within this toolkit. Shape the discussions to how your organisation would have interacted with that client (Jas).
- 4 When you have decided on your case study, consider sending it out to the participants so they have knowledge of the story prior to attending the session.
- 5 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).
- 6 Where possible, ensure the group has a good mix of skills and experience.
- 7 Keep numbers to a manageable level.

During the session

- 1 Make use of the accompanying facilitator guide. It will walk you through the session ensuring you make the most of the day.
- 2 Use the completed example discussion log, pledges and action plan found below as a guide for your session.
- 3 Consider drafting in a note-taker from your organisation/team.
- 4 Consider breaking the group into pairs to go through the case study and each of the four separate sessions.
- 5 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.

- 6 Then, at the point of moving from ideas and discussions and onto your pledges and actions, consider using the SMART approach to allow you to create achievable actions that can be evaluated and evidenced in the future.
- 7 When hosting the session, 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.
- 8 Think about what you do now that keeps people included or promotes their protective factors.
- 9 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?
- 10 When reviewing the case study think about what is missing from the scenario. What could your organisation have done more of?
- 11 How could your organisation have intervened during this case study? What were the key interactions that worked for Jas and why?
- 12 What further action could you have taken?
- 13 Consider what further support your organisation could provide beyond the end of the case study.
- 14 What protective factors are already in place and could be tapped into –
- 15 Safe, affordable accommodation that is appropriate in size and location, underpinning learning, work and the community.
- 16 Timely access to health services.
- 17 Flexible approaches to school enrolment; support structures in school and pathways to employment.
- 18 Single gateway to tailored holistic family support, income and accommodation.
- 19 Secure accommodation; healthy relationships; specialist domestic violence support for the whole family.
- 20 Give consideration as to how collaboration will be achieved and what, if any, systems and services will need to be aligned.
- 21 Consider what barriers are currently in place and how they could be overcome.
- 22 Review those organisations you are already working with and discuss what further organisations you could collaborate with in the future.

Make use of the templates

- 1 Use the example discussions, pledges and actions in this document to shape your approach.
- 2 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.
- 3 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

- 1 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 would we hope to see? What will the eventual impacts be? How can these be identified and measured?
- 2 Ensure the actions are **SMART** -



- They should also be Evaluated and Reviewed (SMARTER).

- 3 Ensure you provide feedback following the case study session to the participants to ensure continued engagement.
- 4 Make those actions a reality!
- 5 Review the progress of the actions on a regular basis and continue to collaborate.

The Case Study Approach

A Step-By-Step Facilitator Guide

This presentation pack can be downloaded as a PowerPoint slideshow via www.wmca.org.uk.

The below slides and accompanying notes will help the facilitator take the group through the case study 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.



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.

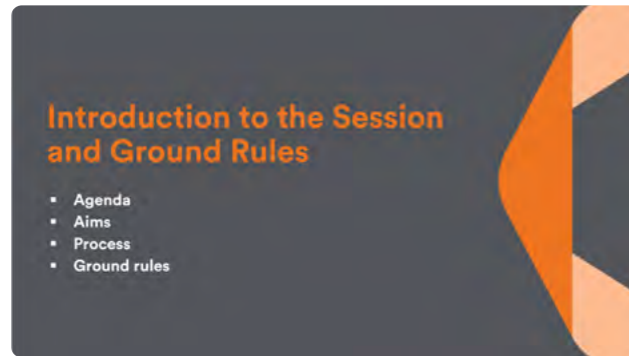
Even after crisis has been alleviated, without the support to move-on and create a settled home, people can easily slip back into crisis.



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

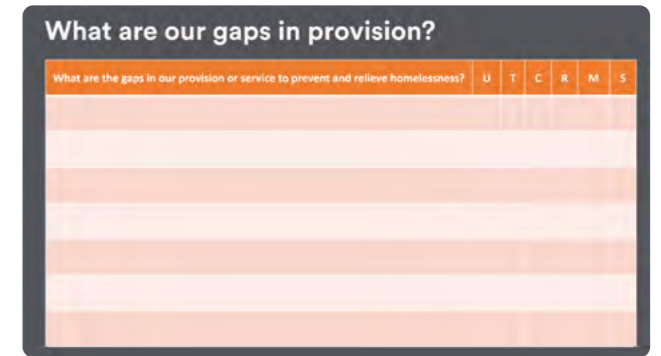
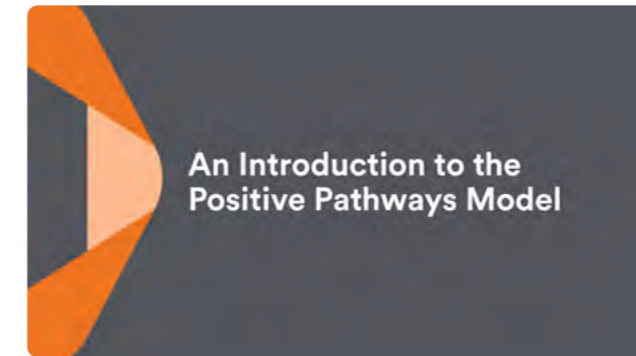
Go through the areas of risk and the protective factors in the image. Pick out where your organisation falls and the need for collaboration. Introduce the cyclical nature of homelessness.

When discussing the case study, consider how the cycles can be broken – as seen in the lower-right image.



Run through the case study that you are using for the discussion

Consider breaking the group into pairs to work through the case study



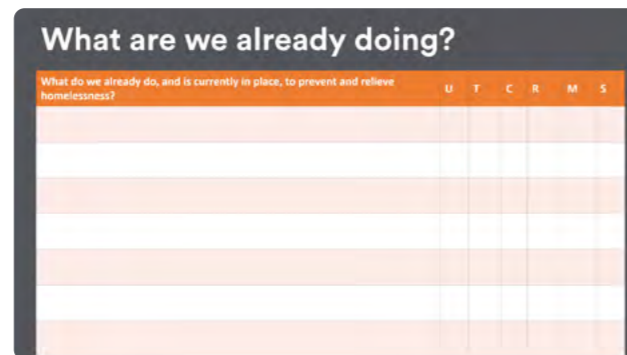
Session 2 – What are our gaps in provision?

In session 1 we discussed what’s already in place in the case study, and some gaps probably came up during that discussion. Now is the time to go through them in more detail.

Use the discussion checklist and example questions from the toolkit to prompt questions and discussions:

- What gaps within our provision are evident in this case study?
- What is missing that would have an effect on this person's situation?
- Who could we collaborate with to help close those gaps?
- What category does each intervention fall into – Universal Prevention through to Settled Home?

Ensure all of the points are documented, allow time to feed back the key points and keep to the allocated time.



Session 1 – What are we already doing?

Use the discussion checklist and example questions from the toolkit to prompt questions and discussions. Use the case study to shape your discussions:

- What do we already know is happening?
- How has our organisation affected the person in this case study?
- What support are we already providing that came across in the case study?
- Could we be doing MORE of it?
- Who could we collaborate with to improve what is already there?

What category does each intervention fall into – Universal Prevention through to Settled Home?

Ensure all of the points are documented, allow time to feed back the key points and keep to the allocated time.



Session 3 – What are the opportunities for us to do more?

We’ve now discussed what we already have in place, and the gaps in our provision, so further opportunities for us to do more probably came up during the previous discussion. Now is the time to go through them in more detail.

Session 3 –

Use the discussion checklist and example questions from the toolkit to prompt questions and discussions:

- What are our opportunities to improve provision for the support of this person?
- What more could we be doing that would have an effect on this person's situation?
- Who could we collaborate with to maximise the opportunities for improvement?

What category does each intervention fall into – Universal Prevention through to Settled Home?

Ensure all of the points are documented, allow time to feed back the key points and keep to the allocated time.

The image shows a slide for Session 4 on the left and a table on the right. The slide lists the following points:

- 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

C2C Commitment to Collaborate West Midlands Combined Authority

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 Case Study and Discussion Check List

Case Study

Jas and her three children are victims of domestic abuse and following several call outs to police, she leaves with her three children (aged 13, 10, and 5) and attends the Domestic Abuse Home Options Hub to seek safe accommodation.

There are no available spaces in refuge accommodation in Birmingham or the region. She does not want to leave the West Midlands, and the family is placed in temporary accommodation near Birmingham Airport.

Jas has no money and needs to make an application for Universal Credit (UC) in her name, and in the meantime has no money for food and basic living resources. She is given some basic food that does not require a cooker as there is no kitchen or storage space for food and there are no shops locally. The family live on sandwiches or burgers from a shop in the airport.

For the following four weeks the family live day to day in this way until UC is paid.

The children are not enrolled in school.

After four weeks, Jas receives a text telling her to check out of the hotel the next morning. The address of a new hotel has been included as their next destination, five miles away.

Jas still has not received her UC; the family eat out of the local corner shop for the following week.

Jas calls the DA Home Options Hub a further two times before a refuge spaces opens up with enough room for them all.

The refuge provides a self-contained flat with a kitchen area. Jas and her family are given food, clothing and toys from the donations.

Jas is supported to begin the bidding process to secure permanent housing, as well as receiving specialist domestic violence support for what she has experienced. Jas and her family are equipped with safety plans.

The children are enrolled into a local school, with reluctance from the eldest.

On average, women and their children spend up to two and a half years in a refuge before moving on.

Around 10% of women are thought to go back to their previous homes, and live with perpetrators again.

Example Questions for Jas' Case Study -

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

- 1 What is in our organisation's universal prevention space that would assist Jas, or someone like her? What is our universal prevention space? How do we know if people such as Jas are at risk of falling out of that universal prevention space? How do we deal with crisis? How do we help Jas 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 as an organisation or team contribute to keeping Jas in our mainstream system?
- 4 How do we identify that Jas is at risk of falling out of our mainstream system?
- 5 What action do we currently take? Could we do more to keep people involved?
- 6 What do we already do to ensure Jas' homelessness crisis has as small an impact on her and her children as possible?
- 7 What do we do in regard to re-establishing her protections against homelessness and dealing with the causes and impact of homelessness that Jas requires?
- 8 What processes are already in place to ensure this is effective?
- 9 What processes and approaches do we have that are already in place to ensure Jas and her children don't experience homelessness again later in life?
- 10 How are we involved in crisis prevention, relief and recovery?
- 11 How can our current activity be moved into universal or targeted prevention to ensure this crisis does not happen in the first place?
- 12 What are our key priorities in regards to homelessness?
- 13 Which organisations do we already have relationships with?
- 14 What statistics already exist that indicate our impact on homelessness? What data and intelligence do we already have?

What are the gaps in our provision or service to prevent and relieve homelessness?

- 1 What gaps exist within our universal prevention space that are evident in this case study?
- 2 What gaps exist in Jas' case study that resulted in her and her children becoming homeless (considering all aspects of the Positive Pathway Model from Universal Prevention through to Settled Home)?
- 3 What other support could we have provided that would have helped Jas, particularly whilst she was in temporary accommodation without access to universal credit?
- 4 What gaps exist that prevented Jas staying in our mainstream system initially?
- 5 Could we have offered Jas further support in the bidding process earlier in her story? Why did Jas have to enter the refuge before being supported with this process?
- 6 What are the gaps that prevented Jas' children enrolling in school for so long? Could we have supported the children in continuing in another form of education such as home schooling or providing schoolwork to their temporary accommodation? Is digital exclusion something we need to consider within our organisation?
- 7 What are we doing less of now? What have we stopped doing? What have we never done?
- 8 What organisations do we need to collaborate with to succeed that we don't currently interact with? Could we have interacted with the police earlier in Jas' journey?
- 9 What are the gaps within our own systems and processes that contributed to Jas' crisis occurring?
- 10 Where are our gaps in knowledge and what further statistics could we produce that could indicate our impact on homelessness?
- 11 What would success look like for Jas and our role within her case study?

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

- 1 What further opportunities exist to improve Jas' experience of crisis prevention, relief and recovery and what role do we play in those opportunities?
- 2 What more can we do to prevent crisis?
- 3 What can we do to move our activity towards universal or targeted prevention and away from crisis support?
- 4 What opportunities exist within our universal prevention space?
- 5 What else can we do to contribute to keeping Jas and others in our mainstream system?
- 6 How can we turn the identified gaps into opportunities for improvement and actions?
- 7 What further opportunities exist in move-on support and creating a settled home for Jas, and what role do we play in those opportunities?
- 8 What further processes could be established to ensure this is effective?
- 9 What organisations do we need to collaborate with to improve Jas' experiences?
- 10 Is there an opportunity to gather further data and intelligence that would help indicate our impact on homelessness?
- 11 What would success look like in Jas' case study?

Example Discussion Log – Case Study Approach

What do we already do, and is currently in place, to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled
The police force are able to identify the issue and remove Jas from an abusive situation	X					
School nurses and teaching staff are in a position to spot signs with Jas' children at this early point.	X					
A variety of housing options are available to meet her needs including temporary accommodation, hostels, supported accommodation etc.			X			
Universal Credit is in place		X		X		
There are a number of services in place at Crisis Prevention and Relief mentioned in this case study such as Home Options Hub, refuges and Specialist Domestic Violence support			X	X		
Affordable and secure council accommodation is available for some						X
One-year health checks by NHS and immunisation programmes at schools	X					
Jas received food, clothing and toy donations		X				
Support with the housing process – bidding for a property					X	

What are the gaps in our provision or service to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled
Methods to continue engagement in educational activities for those in temporary accommodation or not attending school		X				
Suitable available accommodation at the point of crisis			X			
Support offered to Jas and her family prior to moving in to the refuge			X			
It took a number of calls to the police for Jas to be removed from the abusive situation	X					
No one from school/nursery etc identified any issues with the children	X					
DWP signposting to Housing Support and advising on best pathways in these circumstances to mitigate the associated emotional upheaval of moving around temporary accommodation solutions whilst waiting for UC					X	
There is a lengthy gap between applying for and receiving UC	X					
Housing options could provide more choice and control. This case study shows the potential gap when Jas and her family are moved from one hotel to another in a totally different area			X			
Although affordable council accommodation is available for some, it isn't available for everyone. Further options could be explored such as the Private Rented Sector.						X
There is no lived experience of Jas' issues in the departments and services she interacted with	X					

What are the opportunities for us to do more to prevent and relieve homelessness?	Universal	Targeted	Crisis	Recovery	Move-On	Settled
Health visitors would have seen this family during the one-year check of all of the children and spotted the early signs of vulnerability. Could we have had sight of that information?	X					
What other services that we work with had the opportunities with this family such as police/social services? Is there an opportunity to collaborate further?	X					
As an employer, we could recognise our role in homelessness. The Business in the Community Toolkit discusses this in more depth, but states that 1 in 4 people facing homelessness are in work, and businesses are well placed to prevent homelessness. The toolkit can be found here	X					
There is an opportunity for us to work with the DWP on coping with the gap between application and payment of UC. There is a fast-track process, but maybe a lack of support or knowledge to apply this in this particular case	X					
Wider and more individualised housing options for individuals to prevent a homelessness crisis. A more thorough assessment of individual needs and pathways to progress in life			X			
There is an opportunity for us to improve our information and advice regarding homelessness services in public places such as Post Offices, GPs, council buildings and the job centre. This information may have helped Jas and her children with their experiences	X					

Example Pledge – Case Study 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 and inclusion culture	Early intervention will be targeted to reach families that are at risk of losing their home or their temporary accommodation	We will ensure people know where to go and how to access support at the point of crisis	We will incorporate the service user's voice into all of our work	Specialist support will be tailored and person-centred. It will be flexible, skilled and for as long as required	We will work in partnership with other agencies and providers such as the DWP to help people sustain their homes and access employment
We know that good housing is critical to an ability to live and work	Early indications of potential housing difficulties will be spotted	We will ensure people feel safe and secure in their properties (including temporary accommodation) and any crisis is managed swiftly	We will ensure our services are accessible at a location and time appropriate for our clients	We will work with schools and education to help families experiencing homelessness	We will provide the advice and assistance to enable people to live and work and sustain their homes and their incomes
Signs of homelessness will be sought out and highlighted at the earliest opportunity (in both adults and their children)	We will look outside our organisation to agencies such as the police to seek advice and expertise to ensure our work is targeted to those who require it most	We will ensure our staff are trained in identifying a potential crisis and are aware of solutions	We will incorporate the needs of the children into our work with the client's recovery	We will provide holistic support to ensure all of the client's needs are supported and they feel able to move forward	We will provide ongoing support until the client and their family are confident that they are safe and independent

Example Action Plan – Case Study Approach

Pledge	Pathway area (eg Universal, Recovery, Settled Home etc)	Action (s)	Who is Leading	Deadlines	How we will track impact
Signs of potential homelessness will be sought out and highlighted at the earliest opportunity (in both adults and their children).	Universal	Refresher or induction training for all staff on early prevention of homelessness.	NS	01/07/21	Training designed and delivered.
		We will share information regarding homelessness support in locations identified through discussion with partners.	PM	01/07/21	Info displays in agreed locations – inc personal testimonies.
Early intervention will be targeted to reach families that are at risk of losing their home or temporary accommodation.	Targeted	Work with DWP to ensure our staff are aware how to fast track UC claims.	NS	01/10/21	Staff – improved knowledge and UC claim times.
		Work with Local Housing Options Team so we have the right connections to refer families.	NS	01/10/21	Staff – improved knowledge and feedback from HO Team.
We will ensure people know where to go and how to access support 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.

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 likeminded 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.

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 Pledge Template

Our Commitment to Collaborate to prevent and relieve homelessness

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

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.

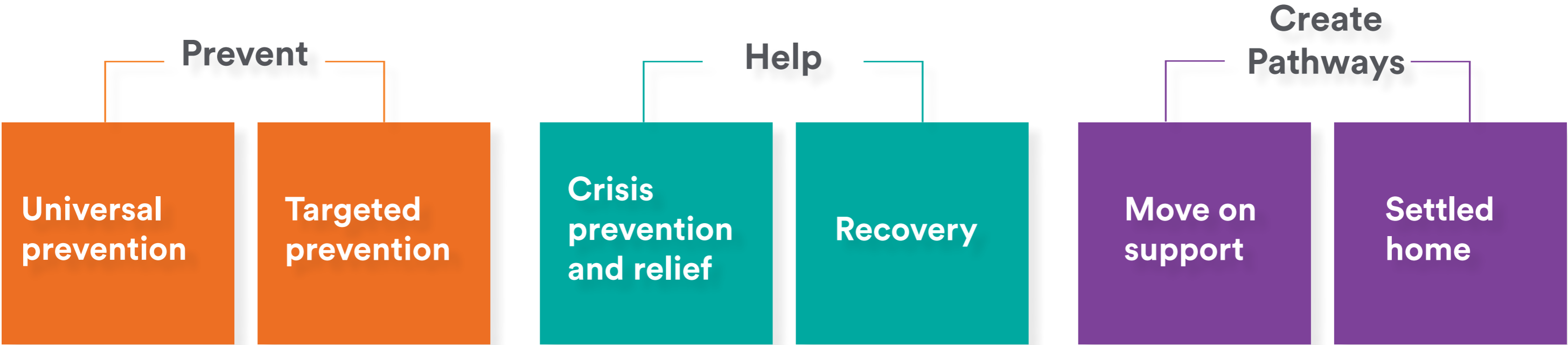
The model, adapted for use by the WMCA Homelessness Taskforce and the C2C Toolkit, helps to identify what is already being done to prevent homelessness, identify where the gaps are, and what might be done to address those gaps. Thus, underpinning a better understanding to enhance the protective factors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

