C2C

Commitment to Collaborate to Prevent and Relieve Homelessness

A Toolkit for collaborative conversations and actions

West Midlands Combined Authority

C2C Commitment to Collaborate

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Commitment to Collaborate to Prevent and Relieve Homelessness

Introduction

The WMCA Homelessness Taskforce's strategic objective is to design out homelessness, in all its forms, and to promote sustainable and meaningful INclusion for all citizens.

INclusion is the opposite of what many people experience where their circumstances, and systems responses to those circumstances, create a cycle of exclusion that results in being further and further away from creating and sustaining a meaningful and safe life, leading to the ultimate exclusion that is homelessness.

> The Taskforce's ambition to design out homelessness is based on the principle that we need a shared cross sectoral approach to tackling structural inequalities focussing on how service systems respond to people's needs and how service systems inter-relate with each other so that service systems are inclusive of everyone, regardless of life circumstances.

As we note above homelessness is a complex issue with a range of structural causes that lead to significant social and personal costs. Tackling it effectively requires collaboration across disciplines, departments, organisations, and sectors.

The Commitment to Collaborate (C2C) Toolkit supports organisations to identify opportunities for collaboration by providing structured approaches for developing practical actions to prevent and relieve homelessness in all its forms. Through the C2C Toolkit, organisations can align their internal functions and work with external partners on shared goals, prioritise actions, and establish sustainable solutions.

Since its introduction the WMCA Homelessness Taskforce has supported several organisations to implement the C2C Toolkit, building on both internal and external partnerships. Lessons from the implementation of C2C Toolkit emphasise the importance of leadership engagement, tailoring approaches to specific settings, and leveraging diverse multi-disciplinary perspectives.

This refreshed and updated guide draws on learning from those experiences. Whether you are new to the C2C Toolkit, or updating your existing pledges and action plans, this guide offers valuable insights to help you make the most of the process.

What is the C2C Toolkit?

The C2C Toolkit offers an overview of homelessness and homelessness prevention. The toolkit introduces a method of accessing innovative approaches to promote prevention and to address homelessness more effectively. Designed for both organisations and partnerships, this toolkit guides you through collaborative analysis to actionable changes that promote earlier prevention or rapid relief from homelessness.

We suggest that you begin by familiarising yourself with the materials to fully understand the key issues surrounding homelessness in your area and to help you refine your focus. Take the time to explore the content, which will provide you with a solid foundation and enhance your ability to work through the challenges effectively.

Once you have a good grasp of the material you can embark on the collaborative process and start by assessing your current practices by identifying daily operations that could be adjusted to support homelessness prevention and relief.

This involves examining your organisation’s routines and processes to find opportunities for meaningful change. These could involve collaboration between internal departments or through external mutually beneficial partnerships.

After evaluating your practices, you can develop a small number of pledges, each with an associated action plan. Together your pledges and actions represent a simple collaboration strategy that your organisation can implement to prevent and relieve homelessness more effectively.

This plan should be tailored to your organisation’s unique strengths and resources, ensuring that your efforts are both practical and impactful. By engaging with the toolkit and completing its exercises, you will begin to make a significant difference in reducing homelessness and supporting those at risk. Additionally, this process will encourage you to reflect on and adapt your work through the lens of homelessness prevention, potentially leading to meaningful and sustainable changes.

> As you implement your pledges and action plan, you will gain recognition for your commitment by joining a community of C2C organisations. Successfully completing the toolkit’s exercises will earn you the C2C logo, symbolising your commitment to making a difference and demonstrating your proactive role in the collaborative effort to prevent and relieve homelessness in your community.

Key features of the process

- **Develop insight**
  Gain or refresh a broad perspective on homelessness, encompassing various dimensions and underlying factors.
- **Effective collaboration**
  Identify and connect with essential internal or external partners to enhance your efforts in preventing homelessness.
- **Innovative strategies**
  Explore new ways to tackle and prevent homelessness proactively.

Resources provided

- **Practical exercises**
  Step-by-step activities to articulate then implement effective strategies.
- **Basic information**
  Essential insights to help you understand and address homelessness.
- **Further reading**
  Additional resources available to stimulate deeper insight.

Who is the toolkit for?

The C2C Toolkit is crafted for organisations and partnerships of all kinds, regardless of whether you are directly involved in tackling homelessness. We strongly encourage those who are not currently engaged in homelessness initiatives to adopt the C2C approach and utilise this toolkit.

We believe that everyone has an important role in designing out homelessness. By joining the growing community of organisations using the C2C approach, you can enhance your efforts to prevent and relieve homelessness through a meaningful and shared commitment. Here are a list of the kinds of organisations and partnerships that we think could benefit from using the C2C approach as they seek to address homelessness direclty and indirectly in all its forms.

Individual organisations

- Housing associations
- Providers of housing and supported accommodation
- Voluntary, charity, and other community sector organisations
- Local Authorities
- Health and social care organisations
- Police and probation services
- Advice and advocacy services
- Foodbanks and other hardship charities
- Faith-based organisations
- Providers of adult education

Partnerships

- Health and Wellbeing Boards
- Domestic Abuse Partnership Boards
- Community Safety Partnership Boards
- Homelessness Prevention Boards
- Safeguarding Adults Boards
- Integrated Care Boards and Partnerships
- Local Enterprise Partnerships
- Reducing Reoffending Boards
- Any two or more organisations with a shared interest in homelessness

Who can benefit

You don't need to be a housing or homelessness specialist to take up the C2C approach and contribute to preventing homelessness. Whether your organisation is directly involved or not, there are numerous ways to make a meaningful impact:

- **Improved support systems**
  Enhance support for your staff and volunteers, ensuring suitable resources are available for anyone experiencing or at risk of homelessness.
- **Supporting your community**
  Identify ways to incorporate homelessness prevention and relief into activities that help your customers or other people in your local community.

How to use the toolkit

Start by exploring the sections that are most relevant to your organisation or partnership. This foundation step will help you understand the key issues and prepare you for the practical components of the toolkit.

If you need more information on any topic, additional resources are available through embedded links if you are accessing it electronically.

> All necessary templates for the toolkit's practical exercises can be downloaded from our web pages.

After familiarising yourself with the material, take the time to discuss with your colleagues the potential of integrating the toolkit into your organisation or partnership. Should you decide to take on this challenge, you will need to dedicate time, energy, and the right people to ensure success.

> **Successful insights – have a senior project sponsor**
>
> Before embarking on the C2C journey, identify a senior sponsor from your organisation or partnership. This would ordinarily be a person of Executive Director or Portfolio Holder seniority. They will act as a champion for your C2C to secure stakeholder engagement and maintain momentum from both internal and external sources. A senior sponsor can also contextualise the work in terms of wider strategic alignment and secure access to necessary skills or resources.

- **Time**
  Allocate sufficient time to thoroughly engage with the toolkit and complete its practical elements. This process may require multiple sessions to ensure comprehensive understanding and implementation.
- **Energy**
  Addressing homelessness is a significant challenge, but with ongoing enthusiasm and commitment, your organisation can make a meaningful difference. Stay motivated and dedicated to the cause.
- **People**
  Identify and involve individuals within your organisation who have the knowledge, skills, and authority to drive change. Additionally, include your customers, service beneficiaries, and frontline staff whenever possible to encourage a collaborative and inclusive approach that is open to lived experience.

By committing to the C2C Toolkit, you will help to form a network of dedicated organisations working together to prevent and relieve homelessness in your communities. You can start today and join a unified effort to achieve lasting positive change.

What is homelessness?

Understanding homelessness is a key step towards effectively preventing and alleviating its impact within our communities. Homelessness is a complex and multifaceted issue that extends beyond the absence of physical shelter. It encompasses a range of experiences and challenges that individuals and families face, often intersecting with factors such as economic insecurity, poverty, mental or physical ill-health, addiction, and a wide array of systemic inequalities.

Who is affected by homelessness or the risk of homelessness?

Rough sleeping is the most obvious manifestation of homelessness and is the ultimate exclusion anyone can experience, it is not however the most prevalent form of homelessness. The most common manifestations of homelessness affect families with children, women fleeing domestic abuse and other similar vulnerable groups.

For current statistics on the numbers and types of households impacted by homelessness and the threat of homelessness follow the links below.

> National data can be found on the MHCLG web pages
> Regional data can be found on the WMCA web pages

Defining homelessness

At its core, homelessness refers to an absence of stable, safe, or adequate housing. However, this definition varies depending on the context and the specific circumstances individuals find themselves in.

Homelessness is typically categorised into several distinct types:

- **Rough sleeping**
  Individuals who sleep on the streets, in parks, or other public spaces without any form of suitable shelter. This category may also include people staying in buildings not intended as housing such as disused commercial property, outbuildings, derelict properties, or in tents.
- **Temporary accommodation**
  People residing in temporary shelters, staying in B&Bs, hostels, or emergency accommodation facilities.
- **Insecure housing**
  Those who live in precarious housing situations, such as staying with friends or family (often referred to as “sofa surfing”), living in overcrowded conditions, or facing imminent eviction.
- **Hidden homelessness**
  Individuals who may have a roof over their heads but lack secure tenure or sufficient space, making their living situation unstable and vulnerable to becoming homeless including people without legal rights of tenure (often referred to as ‘squatting’), people ‘sofa surfing’ etc.

Root causes and impact of homelessness

Homelessness rarely arises from a single cause. It is most often the result of a combination of structural and personal factors.

Key contributors driving homelessness include:

- **Economic factors**
  Unemployment, low income, lack of affordable housing, and rising living costs can make it difficult for individuals and families to maintain their tenure in stable housing.
- **Social factors**
  Breakdown of family relationships, domestic abuse, and social isolation can lead to individuals losing their homes or being forced out of unsafe living environments.
- **Health-related issues**
  Mental health problems, addiction, and physical illnesses can impede a person's ability to secure and retain housing.
- **Systemic issues**
  Difficulty accessing effective support services, bureaucratic barriers in accessing housing and welfare benefits, lack of informal prosocial support, and gaps in social safety nets contribute significantly to people experiencing difficulty in gaining or maintaining their tenure in accommodation.

Impact of homelessness

The repercussions of homelessness extend far beyond the immediate lack of shelter. Individuals experiencing chronic or acute homelessness often face:

- **Health challenges**
  Increased vulnerability to physical and mental health issues, limited access to healthcare, and higher mortality rates.
- **Social exclusion**
  Marginalisation from mainstream society, stigma, and discrimination can hinder reintegration and support.
- **Barriers to education and employment**
  Difficulty accessing education and stable employment opportunities exacerbates the cycle of poverty and homelessness.
- **Legal issues**
  Encounters with community safety enforcement, lack of identification, and legal barriers such as having no recourse to public funds can complicate efforts to secure or sustain housing and employment.

Homelessness in England

In the UK, homelessness is a pressing social issue affecting hundreds of thousands each year. Recent trends indicate fluctuations in homelessness rates influenced by economic conditions, housing market dynamics, and policy changes. Government strategies, such as the Homelessness Reduction Act 2017, aim to provide more comprehensive and timely support to those at risk, emphasising prevention and early intervention.

However, significant challenges remain, including:

- **Affordable housing shortages**
  Limited availability of affordable housing units forces many into precarious living situations.
- **Support service gaps**
  Insufficient funding and resources for mental health services, addiction support, and social services hinder effective intervention.
- **Rising living costs**
  Inflation, increased utility, food and other essential costs strain the financial stability of low-income households, increasing the risk of homelessness.

How do we prevent homelessness?

Preventing homelessness requires a collaborative and proactive approach. The C2C framework helps to unite organisations and partnerships to identify opportunities and implement actions that effectively prevent or relieve homelessness at the earliest opportunity. When homelessness does occur, the C2C approach emphasises the need for swift, effective, and sustainable solutions to ensure long-term stability for those affected.

Early prevention for lasting impact

Research shows that preventing homelessness early significantly improves outcomes for people at risk of homelessness. By addressing the root causes of homelessness before individuals or families reach a crisis point, we can create more enduring solutions. This principle is central to the C2C approach, which focuses on designing out homelessness by integrating prevention strategies into everyday practices. To visualise the landscape of services and guide discussions we use the Positive Pathways Model. You can find a full briefing on the model via the WMCA website.

Protective factors: building a safety net

Preventing homelessness involves strengthening what we call protective factors – elements that safeguard individuals from losing their home.

Key protective factors include:

- **Secure accommodation**
  Access to safe, affordable, and stable housing options.
- **Secure employment and income**
  A stable job with fair wages or access to sufficient housing and welfare benefits to enable individuals to meet housing and housing-related costs.
- **Supportive relationships**
  Strong family and/or community networks that provide emotional and practical support.
- **Good health**
  Access to healthcare and wider support to promote physical and mental well-being.

Maintaining these protective factors is crucial. If one is compromised, individuals may still avoid homelessness, but the risk increases significantly when multiple factors are lost. The C2C approach focuses on identifying and enhancing these universal protective factors to create a robust defence against homelessness.

The role of collaboration in addressing homelessness

Addressing homelessness requires a collective effort that is often beyond individual functions, organisations, or even sectors. The C2C Toolkit expresses this collaborative spirit by providing a structured approach for organisations and partnerships to work together towards preventing and relieving homelessness. By encouraging meaningful shared commitments, the C2C Toolkit enables key stakeholders to align their efforts, share resources or skills, and implement effective strategies tailored to the unique needs of their community.

By deepening our insight of what homelessness entails, its root causes, and its profound impacts, we equip ourselves with the knowledge necessary to identify and implement changes to systems that move towards more effective solutions. The C2C Toolkit serves as a resource in that effort, guiding organisations and partnerships in their mission to create lasting positive change to prevent and relieve homelessness.

Successful insights – use some basic project management techniques

If working through the C2C Toolkit as a partnership with external organisations, it is especially important to establish a basic framework for governance and project management. Ensure that there is a senior sponsor that is known to and agreed by the partnership and that each organisation involved has a specific named key contact for the work.

Other matters can also be agreed near the beginning. The scope and scale of the project should be documented and understood by participating stakeholders. Be clear about what time and resources might be needed. It is worthwhile to clearly define other necessary roles and responsibilities including a project manager that will take the lead. Similarly, set out a simple process for progress, change, risk, and exception reporting. Implementing consistent communication, e.g., using one of the many project collaboration tools available such as MS Teams, Trello, or Monday will avoid confusion.

This approach maximises transparency and inclusivity while avoiding having to wait for meetings to provide progress updates. Breaking the objectives into clear stages such as discovery, action planning, implementation, and evaluation will also help to manage risk or uncertainty. We outline a five stage process to consider later in this document.

Successful insights – common themes emerging from using the toolkit:

Welcoming communications

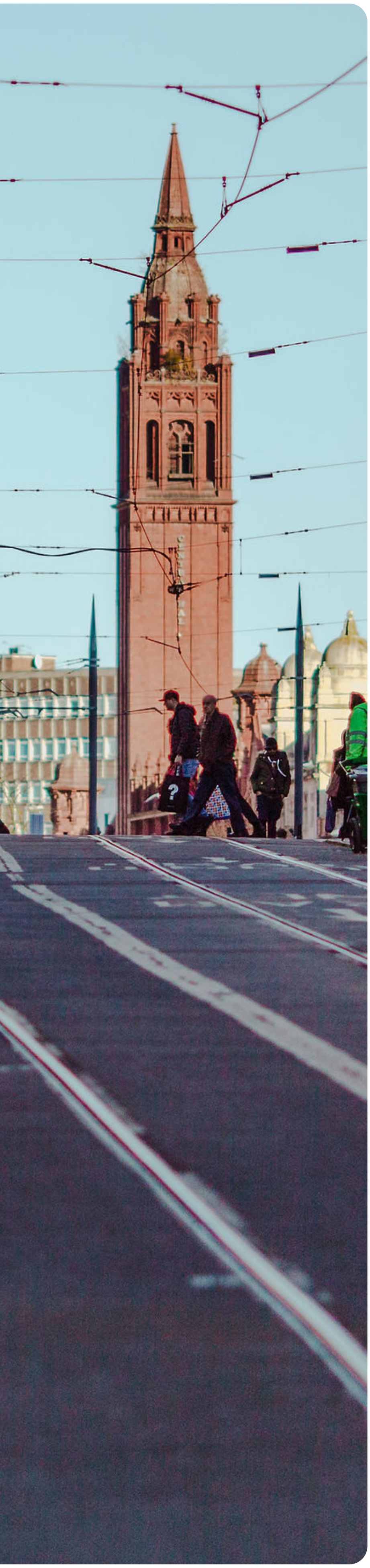
Some organisations identified a need to review and update their communications with tenants using the C2C Toolkit. This included, for example, a review of the information provided to tenants during the tenancy on-boarding process. By providing welcoming information about the support available for tenants in difficulty, the aim was to encourage people to seek early help by destigmatising the process.

Active listening

Listening to customers and asking questions can reveal valuable insights that lead to improvements. Some organisations used the C2C Toolkit and identified the need to make better use of data and lived experience engagement. This included, for example, data analysis to identify risk indicators so that support could be offered before a threat of homelessness emerged. Others organisations identified improvements in their engagement activities. This included actions to incorporate actively listening to people with lived experience in decision-making and governance using asset-based community development techniques.

Collaborate to elevate

Most organisations using the C2C Toolkit identified opportunities for collaborations that added insight or value to their efforts at homelessness prevention or relief. Collaborative initiatives included shared and coordinated staff training, development of information sharing protocols, benchmarking performance, and sharing positive practice.



The C2C approach: identifying and bridging gaps

The C2C Toolkit is designed to help organisations understand and evaluate their current efforts in homelessness prevention. It encourages a thorough assessment to identify what initiatives are already in place, recognise gaps in support, and develop strategies to address these. By fostering a comprehensive understanding of existing measures and potential areas for improvement, the C2C approach ensures that all efforts are aligned and maximised for impact.

Successful insights – messy conversations

The original toolkit offered a highly structured approach with four semi-structured conversations taking place in a logical sequence. However, we found through implementation that the conversations were messy. They leapt ahead and back making it difficult to capture people's contributions in the moment.

Navigating stakeholder conversations is much like embarking on a gold mining expedition. At first glance, the terrain is chaotic and unpredictable, with diverse voices and perspectives scattered like rocky outcrops waiting to be unearthed. Just as miners sift through layers of earth, participants must dig through differing opinions and conflicting interests, often encountering unexpected challenges and setbacks along the way.

The path to discovering valuable insights and consensus requires flexibility – adapting strategies when a particular vein proves barren and knowing when to shift focus to a more promising direction. Like miners prospecting a place to dig, identifying and prioritising the conversations that are likely to have the most impact with the least effort will improve the effectiveness of the process. The prospecting process may seem like wasted effort, but it is essential to identifying where digging is likely to find gold.

Embracing the messiness of these interactions, much like prospectors, allows stakeholders to uncover the hidden nuggets of collaboration and mutual understanding.

Later in this document there are some example tools that can help.

Using the C2C Toolkit

Once you have made the decision to use the toolkit you are ready to start to identify gaps, explore opportunities, develop and implement actions aimed at preventing and relieving homelessness early by working within or outside of your sector, organisation, or function.

The toolkit guides you through exercises, offering example questions, actions, and pledges to help your conversations. Additionally, it includes PowerPoint slides to help you facilitate your session effectively.

Workshop conversations are an excellent method for addressing homelessness prevention and relief. This collaborative approach encourages meaningful dialogue and strategic planning.

To effectively utilise the C2C Toolkit within your organisation or partnership, follow these steps using the resources set out in this document:

- **Collaborate**
  Bring together diverse stakeholders to share insights and resources. These can be internal departments, organisations in your own sector, organisations from across sectors, or established partnerships.
- **Identify key opportunities**
  Look for areas where your function, organisation, sector, or partnership can make a meaningful impact on homelessness prevention.
- **Set actions**
  Develop and implement specific, actionable steps that target the earliest opportunities for intervention.
- **Sustain solutions**
  Ensure that the measures you put in place are not only effective in the short term but also sustainable over the long haul.

Preventing homelessness is a collective responsibility that requires strategic collaboration and a commitment to addressing the issue from multiple angles. The C2C Toolkit provides the structure and tools necessary for groups of people to make significant strides in homelessness prevention.

> Should you have any questions about how to use this toolkit, please contact us by email at homelessness@wmca.org.uk

Applying for the C2C logo

Once you have used the toolkit and the pledges and actions have been agreed by the senior sponsor, you can forward these to the WMCA Homelessness Taskforce for consideration to receive the C2C logo. Once awarded you can use the logo on your email footer, website, or marketing materials to demonstrate your commitment to the prevention and relief of homelessness through collaboration.

> Apply for the logo by sending your pledges and actions via email to: homelessness@wmca.org.uk

The C2C Toolkit

Practical resources to guide your conversations

Introduction

This toolkit section is designed to help you initiate conversations within your organisation or with current or potential external partners. It serves as a foundation for people across functions or organisations to collaborate closely and improve the process of preventing or relieving homelessness together.

Included in the toolkit are sample questions and conversation topics to facilitate semi-structured conversations, templates for recording responses, a framework for documenting commitments through pledges, and an action plan matrix to transform those commitments into actionable steps.

The toolkit encourages participants to examine all aspects of homelessness and explore everything from incremental improvements to comprehensive solutions. Throughout the toolkit we encourage the use of the Positive Pathways Model. This will provide a common language and way of thinking about prevention of homelessness to focus conversations and arrive at workable actions more quickly.

The toolkit can be used to help you identify your role in and contribution to:

- **Prevention**
  Identifying risk factors and implementing proactive measures to prevent homelessness from occurring, thereby ensuring it remains rare. This includes universal and targeted prevention interventions.
- **Help**
  Providing swift interventions immediately after homelessness occurs to establish a clear path to recovery and ensure that the homelessness crisis is brief. This includes crisis and relief interventions.
- **Creating pathways**
  Facilitating connection or reconnection with informal community resources and support systems to help individuals maintain stable housing to ensure homelessness is nonrecurring. This includes move-on support and help to gain a settled home.

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 an immediate risk of homelessness - all the way through to the support required for individuals to move on from a history of homelessness and remain safely housed and included.

- To frame open questions effectively within the chosen scope of a C2C workshop, begin by clearly defining the focus—such as a specific service, pathway stage, or target group. Questions should invite reflection on current practice, gaps, and opportunities for collaboration without leading to predefined answers. Use inclusive, exploratory language (e.g. "How might we...?" or "What would it take to...?") to encourage shared ownership and diverse perspectives aligned with the Positive Pathways Model and systemic change approach. Each facilitator guide includes questions designed to promote discussion.
- The pledges will act as a high level commitment by the participants to implement practical actions and give an overall direction of travel for the organisation or partnership.
- The action plan will allow those ideas, conversations and pledges to become practical actions that can be tracked, assessed and evaluated at regular intervals.

In the appendices to this toolkit you will find:

- Guidelines on running collaborative conversations
- Step-by-step facilitator guides to take you through your collaborative conversation
- 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
- The Positive Pathways Model graphic

Using collaborative conversations

What is a collaborative conversation?

Before we get into a more detailed discussion of stages of the process we have started by outlining what we think is the best way of structuring the discussions throughout the approach, our experience suggests that using a ‘collaborative conversation’ model is the most effective way of getting the most out of the toolkit.

A collaborative conversation is an interactive meeting format where participants gather to engage in open, equal dialogue about a specific topic or set of issues. Unlike traditional hierarchical meetings, collaborative conversations emphasise inclusivity and equal participation, ensuring that every voice is heard and valued. Typically arranged with participants seated around a table or tables, the physical setup encourages a sense of community and encourages free-flowing conversation.

Conversations often flow non-linearly, covering current interventions, gaps, opportunities, and pledges at the same time. People might start discussion with a thought about needed changes before identifying the underlying issues such as gaps or complications with current interventions. Facilitators should avoid enforcing a strictly linear approach to the workshops to preserve these valuable insights.

Embrace the messiness of discussions by recording all key insights on sticky notes as they occur. Prompt participants to stick relevant notes to their current table’s flipchart, or take them to another table if more appropriate. They can do this immediately if they’re inspired to expand in their points. Equally, a natural subject change in the conversation or when the facilitator suggests changing tables would be another opportunity to move.

This toolkit provides a framework for developing your C2C pledges and actions but is by no means the only method. You can run four workshops in a logical sequence, e.g., discussing current provision, then identifying gaps, then exploring opportunities, and finally developing pledges. However, we find the sequential method less effective and harder to facilitate. Therefore, we recommend embracing the messiness of discussions rather than seeking to impose too much of a logical order.[1]

[1] The organic approach we recommend is similar to the “World Café” method. You can find out more about that method here: https://theworldcafe.com/key-concepts-resources/world-cafe-method/

Key principles of a collaborative conversation include:

- **Equal participation**
  All attendees have the opportunity to contribute, promoting diverse perspectives and ideas.
- **Collaborative environment**
  The format is designed to facilitate teamwork, problem-solving, and consensus-building among participants.
- **Focused agenda**
  Conversations are usually guided by a clear agenda or set of questions to keep the conversation productive and on track.
- **Facilitated dialogue**
  A moderator or facilitator often leads the conversation, ensuring that it remains organised and that all participants stay engaged.

Collaborative conversations are particularly effective for:

- **Developing solutions**
  Bringing together different viewpoints to generate innovative ideas, tactics, and strategies.
- **Building consensus**
  Helping groups reach mutual agreements on complex issues through dialogue and negotiation.
- **Strengthening relationships**
  Enhancing collaboration and understanding among stakeholders by fostering open communication.
- **Exploring complex issues**
  Delving deep into topics that require comprehensive conversation and multifaceted approaches.

In the context of the prevention and relief of homelessness, collaborative conversations are valuable for encouraging collaboration among team members, across functions, engaging stakeholders in meaningful conversations, and driving collective action towards common goals. By creating an environment where everyone can share their insights and expertise, collaborative conversations help build stronger, more cohesive sense of team and facilitate effective decision-making and prioritisation.

Collaborative conversation guidelines

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

This 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 up to 20 participants and no more than four tables.

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 conversations, actions and pledges from collaborative conversations that previously took place involving organisations from multiple sectors.

The examples include:

- A set of completed pledges
- A completed action plan

From the C2C website you can also download versions of the:

- Blank conversation log template
- Blank pledge template
- Blank action plan template

Step by step - the C2C process in practice

We recommend a five stage process for implementing the C2C framework. These stages are set out in summary at Figure 1 on page 29 along with some suggested steps for each stage. The description here is intended only as a guide. We set out the guidance for delivering a collaborative conversation session in detail above. Please note that this process cannot replace your organisational processes which are likely to depend on the scale of the action set out in your pledges and the resources required for delivery. You should consult the project sponsor about the likely routes for final approval both at the beginning of the project and as the pledges and actions emerge.

Stage 1 – Preparation and planning

- 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). Try to ensure the group has a good mix of skills and experience. However, having a coalition of the willing and focusing on the strengths and assets of the group is more important.
- Identify and recruit a senior sponsor for the C2C project. This should be someone of Director level. The role of the senior sponsor has several key elements.
    - Maintain the strategic alignment of C2C outcomes with the organisation or partnership. This will help to maintain buy-in from strategic apex leaders across the system. The collaborative conversation is likely to produce a lot of options and ideas. The senior sponsor will have a good feel for those that are likely to get wider support. As such, they will support priority setting by narrowing the options to those that will be most effective.
    - The senior sponsor will provide oversight and advise on governance of the C2C project. They will be the high-level decision-maker on critical issues such as changes in scope or resource allocation. The senior sponsor will also monitor progress at a high-level and coordinate with governing body timetables such as partnership boards, senior management team meetings, or cabinet.
    - As the action plan develops, the senior sponsor can help to identify, allocate, or secure resources for implementation as part of the prioritisation process. Resources could include personnel, funding, or infrastructure such as access to IT, office or meeting spaces necessary for implementation. This also assists with the role of identifying and mitigating high-level risks as well as being an escalation point for any changes or exceptions that emerge.

- The senior sponsor can also use their leadership and influence to engage key stakeholders, facilitate communication and collaboration, or manage expectations. By attending the collaborative conversation and introducing the topic, the senior sponsor can also motivate and inspire participants. As an advocate and champion for the C2C project, this role extends to motivating external stakeholders.

- Working with the senior sponsor, agree the broad scope for the C2C project as well as some simple project management and governance arrangements. Referencing the C2C Toolkit, example questions, and examples from previous C2C participants may help with this conversation. At this point it would be good to identify a project manager. This need not be a project management specialist. Let's be honest, it's probably going to be you!
- Develop some communications for your chosen stakeholders to introduce the idea of C2C and the broad scope agreed with the senior sponsor. Make these clear, as concise as possible, and motivational. It may be more effective if the communication is sent by the senior sponsor introducing the project manager.
- Identify a date and time, a suitable venue with the necessary facilities, and invite participants. You will need at least a half day, i.e., three hours, to deliver the round table. We recommend a maximum of 20 participants.

Stage 2 – Collaborative conversation delivery

- Based on the scope agreed with the senior sponsor, identify the key questions that you want to ask participants to consider at the collaborative conversation session.
- It will be helpful to recruit a facilitator to guide the conversation. Although this could be a willing volunteer from the partnership that has experience of facilitation, or it could be an external facilitator if resources allow. The advantage of an external facilitator who may provide more objectivity, neutrality, and expertise as well as potentially bringing a fresh or thought provoking perspective. It will be important for the facilitator to ensure that everyone contributes and is heard.

If you want to use an external facilitator then do contact us as we may be able to help – email us at homelessness@wmca.org.uk and title your email C2C Facilitation.

- Even with a half-day session for the collaborative conversation, time will be very tight. Therefore, it will be important to prepare the support materials in advance. In the case of a face-to-face meeting, this will include flipcharts, sticky notes, and pens. If you are holding the event online, then it is worthwhile preparing the whiteboard, e.g., in Miro or MS Teams or Zoom, as this will save time. Similarly, you will want to prepare some slides in advance to introduce the session and provide guidance for the conversations. On our web pages you can find a PowerPoint presentation with slides that you can tailor and in appendices to this document you can find example flipcharts.
- In delivering the session you can use the facilitator guide to keep on track. During the session the facilitator should be aware of the emerging themes, keep to time, ensure that everyone has the opportunity to participate, keep the conversation within the agreed scope, and make sure that participants are documenting their key thoughts using the materials so that they can be included in the output.
- Between each part of the session, the facilitator – in the case of a face-to-face session – should capture the outputs from each table of participants, e.g., using photographs. This is for use in a thematic analysis as part of producing the outputs from the session.
- After the session, it is important to type up and share the output for the session including draft pledges and actions for participant feedback. You may find that performing an informal thematic analysis is useful to merge related pledges together.
- Once you have shared the draft pledges with participants, they may have changes or clarifications. If these are adopted into a subsequent draft this should be reshared for further comment. However, if any are not adopted, it would be worth setting out why that is the case to the contributor.

Stage 3 – Agreeing the action plan

- The outcome of the collaborative conversation session is likely to be a longlist of potential pledges for improving the prevention and relief of homelessness in collaboration. We recommend that you analyse the longlist for strategic alignment and make recommendations to the senior sponsor for up to three key pledges. A manageable number of strategically aligned and resourced pledges are more likely to be delivered than a less focused approach.
- Review the longlist and your recommendations for shortlisting with the senior sponsor and decide which will be taken forward for action planning. Senior sponsor support for the pledges will provide them with more weight and they will be more likely to survive the governance and resource allocation processes.
- Draft key actions for delivering the pledges. You may want to hold a workshop with key stakeholders or find other ways of involving the group in the development of specific actions. This is a good point to secure commitment from participants to lead on the delivery of specific actions.
- Once developed, circulate the shortlisted pledges and actions to participants for feedback. Where suggested amendments are adopted, you may want to recirculate the amendments or involve the senior sponsor if they are significant.
- Once you have identified the necessary resources, including people to lead on the delivery of the pledges and actions, then you should update the plan accordingly and work with the senior sponsor as necessary to gain formal approval to continue through the relevant governance process. For example, this may be a programme board or a senior management team, or in the case of a partnership approach may be a partnership board. Participant organisations may also need to get approval through their processes depending on the scale of their involvement or commitment.
- The result of the governance process is likely to be approval, approval with amendments, or rejection.
    - If the actions are approved with amendments, then it would be worthwhile resharing the amended plan with participants prior to going through the subsequent process again.
    - If the pledges and action plan is rejected, then it may be necessary to have a more fundamental rethink about whether to reconvene the collaborative conversation and change the focus or end the project.
    - In the case of approval without amendment, the project can move simultaneously to the implementation stage (stage 5) as well as applying for the C2C logo (stage 4). Once there is an approved action plan in place then this should be circulated to participants clearly showing the leads on each action.

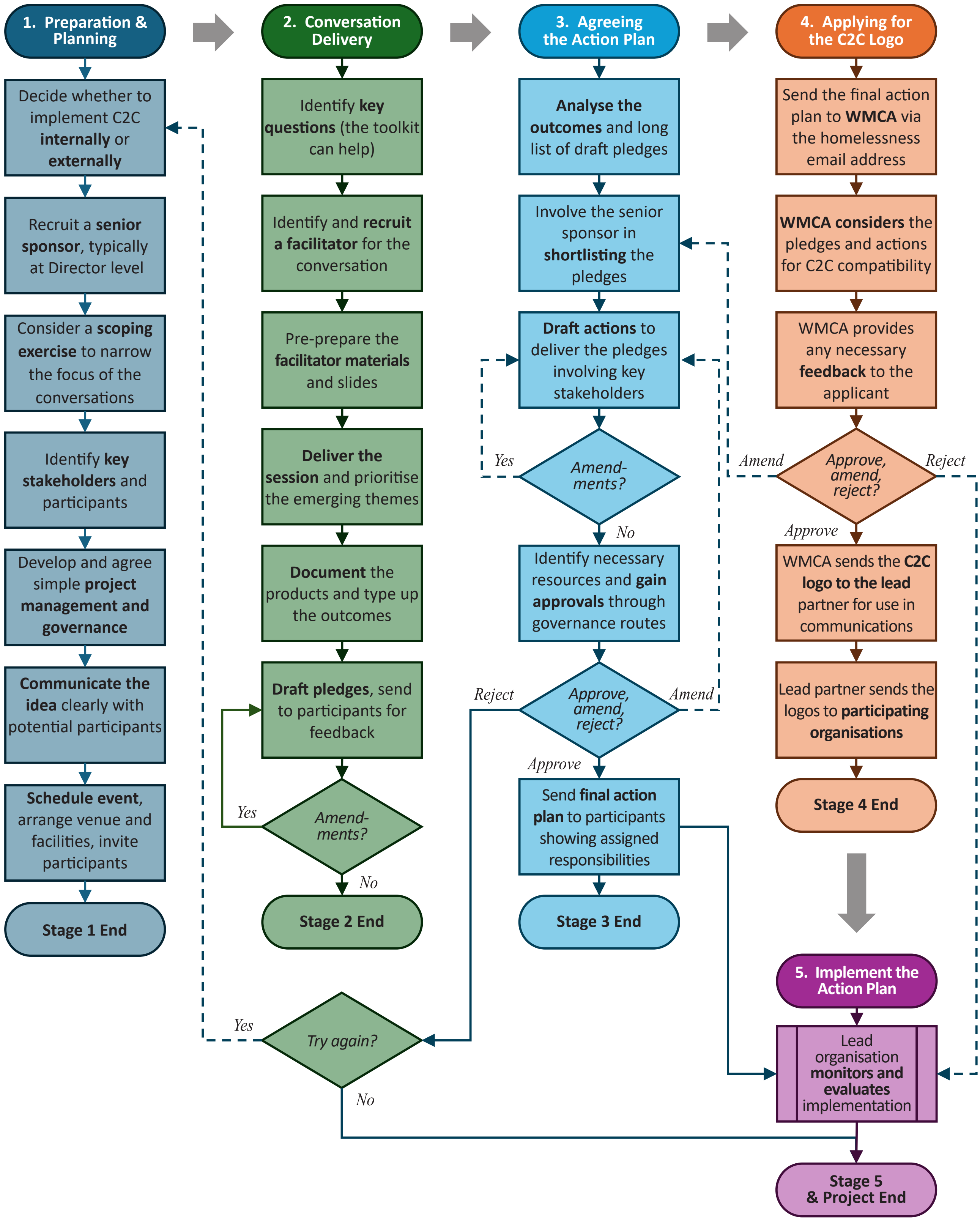
Stage 4 – Applying for the C2C logo

- You do not need to wait for approval of your C2C logo to begin to implement your action plan. However, to apply for the C2C logo, send your completed pledges and action plan to the WMCA Homelessness Taskforce at homelessness@wmca.org.uk
- The WMCA will check the pledges and action plan for compliance with the spirit of the C2C approach in relation to the prevention and relief of homelessness.
- Feedback will be provided as well as a decision on whether the work has qualified for the use of the logo by participants.
    - In the case of approval with amendments, these are unlikely to be significant. However, it may be worth checking-in with the senior sponsor or participants before continuing. If it is considered that amendments are material, consideration could be given to following a change management or exception process to gain approval before resubmitting to the WMCA.
    - In the unlikely event of rejection, this should not affect your implementation of the action plan which will have already been approved through your governance processes if you have followed this guidance.
    - In the case of approval without amendment, the WMCA will forward the C2C logo along with some guidance for its proper use in your communications. Where your C2C efforts have been through a partnership, the lead partner will be responsible for circulating the information to participating organisations as named or otherwise reflected in the pledges and actions.

Stage 5 – Implement the action plan

- The lead organisation will be responsible for monitoring and evaluating the impact of the project through its usual project management and delivery processes. The WMCA may ask for informal progress updates from time to time, but there is no formal implementation monitoring by us.

Figure 1: C2C Process and Suggested Steps Flowchart



Conversation guide for the workshop facilitator

Introduction

This workshop is designed to support organisations in developing practical, collaborative actions to prevent and relieve homelessness. The session is underpinned by the Positive Pathways Model, which maps the journey from prevention to recovery and longer-term housing stability. The workshop aims to bring together partners to reflect on current practice, identify gaps, explore opportunities, and form a shared commitment to action.

The ultimate goal is to produce a set of clear, achievable pledges and actions that contribute to designing out homelessness through collaboration. These will be drafted after the workshop by the project lead, in consultation with the project sponsor and facilitator, based on the outputs from group discussions and prioritisation exercises. Participants will have the opportunity to review and refine the drafts before any submission to the WMCA for recognition under the Commitment to Collaborate (C2C) logo scheme.

A suitable venue and room for hosting the workshop and its collaborative exercises should support engaging, interactive discussions and comfortable group work. In addition to having a main facilitator to lead the discussion and adhere to the workshop schedule, it is highly recommended to appoint a facilitator for each table. This approach will ensure that participants remain focused on the topics and promote inclusivity. If the project sponsor decides to attend the entire workshop, it would be advisable for them to facilitate the 'pledges' table. Alternatively, the project lead is also a suitable option to facilitate that table. Either will be a good guide to the 'art of the possible' which will save time later.

The following characteristics are recommended:

Sufficient space and a suitable layout

- A **large, flexible room** that is spacious enough to accommodate multiple tables (at least four), allowing participants to move between tables easily.
- Ideally **round tables** that seat 6-8 participants to encourage open conversation and collaboration.
- An **open layout with space** for participants to stand, move around, and gather around flipcharts or prioritisation matrices during exercises.
- A **breakout space** where refreshments can be served and for people to make and receive necessary phone calls to avoid disruption.

Comfort and accessibility

- **Comfortable seating** that can be used comfortably over a few hours.
- Good **ventilation** and **temperature** control to avoid stuffy or overly hot or cold environments.
- **Accessible facilities** with step-free access, accessible toilets, and consideration for individuals with additional needs.
- Ideally, a room with **natural light** and large windows to create a positive and energising atmosphere.

Equipment and other practicalities

- **Projection or TV facilities** with a large clear screen for connection to a computer to display workshop slides such that the text can be read easily everywhere in the room.
- **Flipchart paper** for drawing the exercise frameworks shown on the slides.
- **Surfaces for visual work** such as the table tops or wall space for flipcharts where sticky notes can be grouped, photographed, and referenced.
- It is a long workshop so a **power supply** and extension cable may be required to protect against a battery running out of charge.
- The room should **avoid intrusive external** noise to maintain focus.
- Basic **refreshments** available throughout the session on demand to maintain comfort.

Resources required for tables

- A designated **table facilitator**.
- Printed copies of the **Positive Pathways Model**.
- **Sticky notes** and **marker pens** for capturing key points.
- Large **flipchart paper** (A1), with pre-prepared exercises including the Positive Pathways Model, target diagrams, and matrices for the prioritisation exercises
- **Digital cameras or smartphones** to photograph sticky notes and conversation outputs after each session and exercise
- A preprepared **ground rules sheet** to establish expectations for open, respectful discussions and display throughout the session

These resources will support participants in turning collaborative conversations into meaningful, coordinated action.

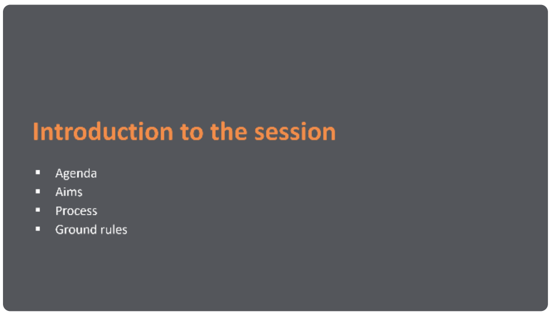
Setting the scene

This opening slide provides an opportunity for the project sponsor to introduce themselves, reinforcing their commitment to preventing and relieving homelessness as well as the centrality and need for collaboration.

A strong introduction from a senior leader sets the tone for meaningful engagement and signals to participants that their involvement can drive real change. This is a good moment to outline some of the key strategic challenges facing the organisation or collaboration in relation to the prevention and relief of homelessness. It is important to highlight that homelessness is not just about rough sleeping. Rather, it is a systemic issue requiring a proactive and united response towards which everyone can make a meaningful contribution.

By sharing their commitment, the senior sponsor demonstrates that leadership support is more than symbolic. It is an active promise to embed collaboration into policies and practices. This introduction should inspire participants to see the discussions as a ‘safe space’ in which constructive review of existing systems and processes is a vital contribution to designing out homelessness. Encouraging openness and a focus on practical solutions will make the collaborative conversation not about a theoretical debate but real commitments that will help to drive change. If the senior sponsor is unavailable in person, they could do this as a video to be embedded in the slides.

Introduction to the collaborative conversation



Following a scene setting talk by the senior sponsor, the facilitator takes over with an introduction to themselves and the collaborative conversation. Set a positive tone by warmly welcoming participants. Introduce the purpose and scope of the conversations. If a scoping exercise has been conducted previously (see page 84), outline the outcomes of that exercise. State that the day is an opportunity to explore how, as individuals and organisations, collaboration can prevent and relieve homelessness. Emphasise that the focus will be on narrowing discussions to arrive at practical actions that can be taken. Walk through the agenda, highlighting key stages – reviewing what’s in place, identifying gaps, exploring new opportunities, and forming pledges and an action plan. Reinforce the aim to identify realistic, collaborative steps towards designing out homelessness.

Explain the process as open discussions based around the Positive Pathways Model, with small group work, feedback sessions, and action planning. Note that the conversations are fluid and emphasise the need to ensure that the key points are documented. Each table should have a nominated facilitator who will keep the conversations focused on the key questions, but also encourage participants to document thoughts that would be relevant to the other conversations taking place. Ask the facilitators to identify themselves.

The Chatham House Rule

This is a simple and helpful guideline sometimes used to create a safe and open environment for collaborative discussion. It means that everyone is free to talk about what they hear in the session, but participants agree that they will not share who said what, or which organisation or department they are from. This helps everyone feel comfortable sharing their honest thoughts and ideas, knowing their ideas may be worked on outside the meeting, especially when talking about potentially sensitive topics. This is not about keeping secrets – rather, it is about building trust, so that people can work together openly and have solution focused conversations.

Emphasise clear ground rules for the conversations. All professionally presented views should be respected. The discussion should be a safe space for constructive insights. It might be a good idea to use the '**Chatham House Rule**' to maintain confidentiality and encourage open, creative thinking. Stress that no idea is too small – even minor changes can make a significant difference. Invite questions before proceeding.

Setting out the workshop agenda

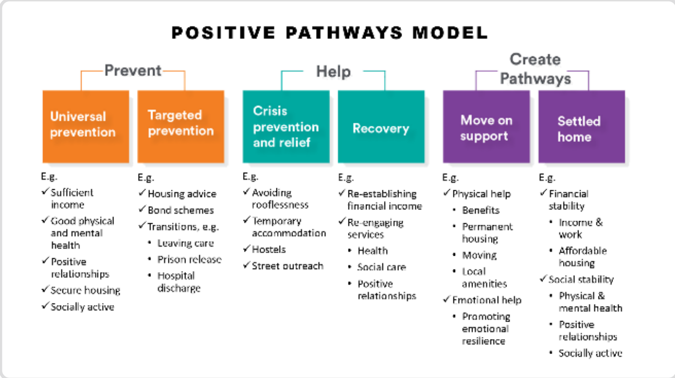
Agenda		
Time	Description	Max duration
	Welcome and introductions	10 mins
	Introduction to the positive pathways model	10 mins
	Session 1 – Four groups round tables	35 mins
	Break	10 mins
	Session 2 – Four groups round tables	35 mins
	Break	10 mins
	Session 3 – Prioritising pledges and actions	40 mins
	Next steps	20 Mins

The facilitator should use the agenda slide to provide participants with a clear overview of the workshop structure and flow. They should emphasise that the session will be interactive and action-oriented, encouraging participants to reflect on current practices, identify gaps, and explore collaborative opportunities to strengthen the effectiveness of homelessness prevention and relief. The facilitator should briefly outline the key stages of the workshop and timings as well as reassuring participants of the opportunity for comfort breaks:

- Introduction & Positive Pathways Model – providing context and framing the day
- Collaborative conversations – three main sessions focusing on:
    - **Session 1:**
      Four tables of discussions, current activity, gaps, opportunities, pledges and actions
    - **Session 2:**
      Participants change tables and repeat the conversations from the first session
    - **Session 3:**
      Exercises to prioritise the issues and actions identified in Sessions 1 and 2
- Next steps – translating the priorities into practical commitments

Again, the facilitator should reassure participants that every contribution matters and small actions can lead to lasting change, creating a safe, respectful environment for discussion.

The Positive Pathways Model



The facilitator should use the Positive Pathways Model slide to introduce participants to the framework that underpins the workshop discussions. This is to introduce a common framework for thinking about the prevention and relief of homelessness that encompasses the whole of society.

The model outlines six stages that map the journey from universal prevention through to achieving a settled home.

The facilitator should briefly explain each stage:

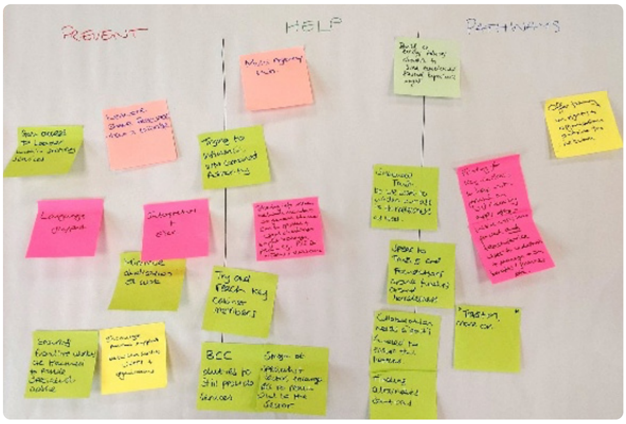
- **Universal prevention**
  Supportive factors that prevent homelessness before it becomes a risk
- **Targeted prevention**
  Identifying and assisting those at risk, particularly at key points of transition where the risk of housing stress or homelessness is known to be higher
- **Crisis prevention and relief**
  Providing urgent support when homelessness is imminent or occurring
- **Recovery**
  Supporting individuals to rebuild stability after homelessness
- **Move-on support**
  Helping individuals transition into longer-term housing
- **Settled home**
  Ensuring people remain securely housed

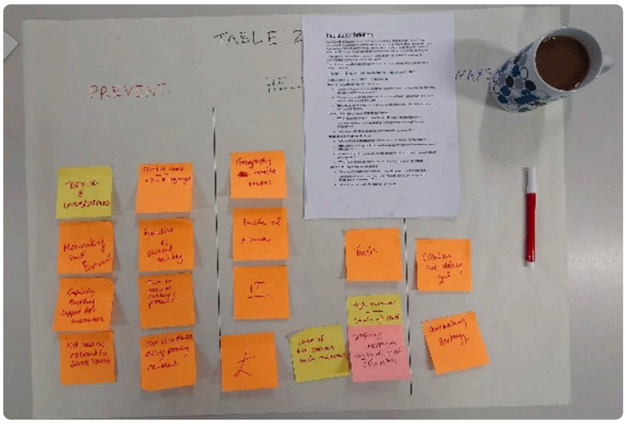
It is worth emphasising that the model is not strictly linear. Individuals may move back and forth between stages. It is a good idea to print some physical copies of the model so that these are available on each of the tables. Participants and table facilitators should refer to the model throughout discussions, considering where the topics of their conversations fit into the model and how collaboration can strengthen each stage.

Sessions 1 and 2 – collaborative conversations

The facilitator should introduce the collaborative conversations as an opportunity for open and dynamic dialogue, encouraging participants to reflect on current practice, identify gaps, explore opportunities, to develop pledges and actions that improve the effectiveness of homelessness prevention and relief.

The facilitator is encouraged to adopt an informal World Café-like approach. Participants should be invited to move freely between tables, joining the conversations that resonate most with their current thoughts or experiences. This fluid movement allows ideas to cross-pollinate and creates a more natural, engaging environment. The facilitator should explain that each table will explore a different theme, focusing on what is in place, what gaps exist, what opportunities are available, and what pledges can be made. Participants should be reminded that they are welcome to change tables as their thoughts evolve, with movement actively encouraged.





Each individual table should have a conversation facilitator that ensures everyone has a chance to contribute and that all ideas are valued. Table facilitators should prompt quieter participants, creating a more inclusive space. They should also encourage participants to capture key points on sticky notes, clearly marking whether the note is a current activity, a gap, an opportunity, a pledge or an action, and identifying where possible who is (or needs to be) involved.

It can be useful to plot the sticky notes on flipchart paper against the Positive Pathways Model as shown in the photographs. This may save time later. Some groups have found that colour coding the sticky notes by the prevent, help, and create pathways categories of the Positive Pathways Model is useful.

What is the World Café method?

World Café is an informal, conversational approach intended to encourage open discussion and idea-sharing. It creates a relaxed environment where participants move freely between small group conversations, helping ideas evolve and connect across tables.

Participants begin at different tables, each focusing on a specific topic or question. They are encouraged to move between tables whenever they feel their input is complete or their interest shifts. This fluid movement allows participants to follow their curiosity, contribute to multiple discussions, and build on the ideas of others to create diverse perspectives.

Each table should have a table host who stays in place to guide the discussion, welcome new participants, and summarise key points from earlier conversations. The table host ensures everyone is involved and encourages ideas to be recorded, using sticky notes, flipcharts, or worksheets, depending on the workshop design.

Watch a short video on the method via [YouTube]

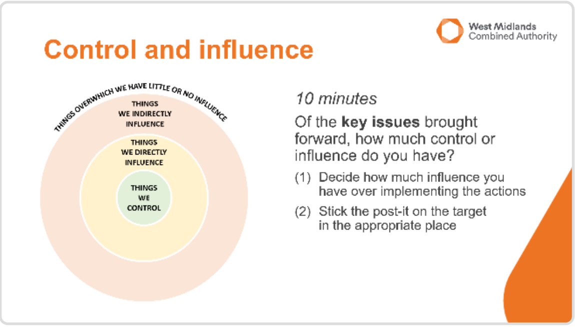
The lead facilitator should periodically remind the room to move between tables and should check-in on tables to maintain energy and flow. Each of the two sessions should be separated by a break and end with a brief check-in, ensuring notes are collected and participants feel heard.

Where there is time, this could include asking the table facilitators to summarise the discussions and conclusions. This helps to set the stage for later prioritisation and action planning.

After each session take a high resolution photograph of the outcome from each table being careful to ensure that all the text on the sticky notes is visible. This could be a task for the table facilitators, or for the main facilitator during the break.

Session 3 - Prioritisation

Prioritisation exercise 1 – control and influence



The facilitator should introduce the Control and Influence exercise as a tool to help participants prioritise actions identified during the collaborative conversations. This exercise encourages participants to reflect on their capacity to drive change, helping to ensure that the pledges and actions agreed upon are both realistic and achievable.

The facilitator should explain that participants will review the key actions, gaps, or ideas captured on their sticky notes and assess the level of control or influence they or their organisation have over each issue. Participants will place their sticky notes on a target diagram (see example slide above), with the centre representing full control and outer circles indicating decreasing levels of influence.

Definitions:

Control

Participants or their organisation have direct power and authority to implement the necessary action or make the change independently. They can decide and act without needing permission from others.

E.g., if a participant's organisation can introduce a homelessness referral policy or process within their own team, they have control.

Influence

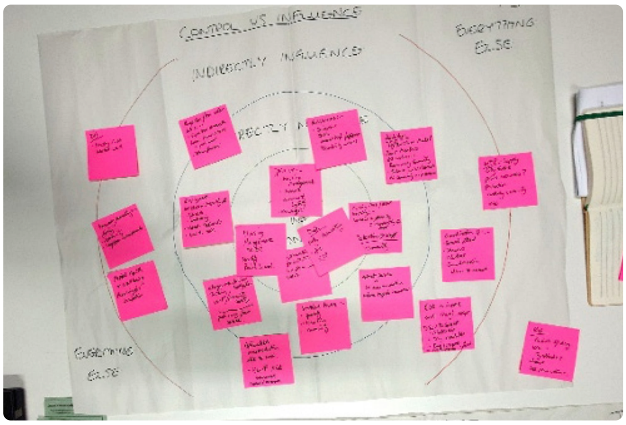
Participants or their organisation cannot make the change alone, but could encourage, persuade, or partner with others who have the power to act. They have the ability to shape decisions or support progress, even if the final outcome depends on the decisions or resources of others.

E.g., if a participant wants to improve access to mental health services but needs the NHS or another provider to agree, they have influence.

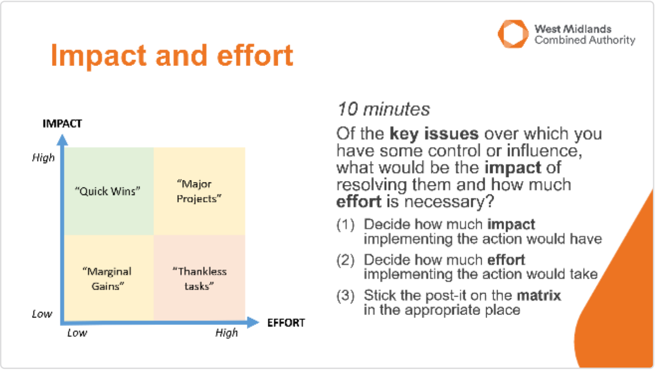
The table facilitator should encourage honest reflection, reminding participants that some issues may sit beyond their control, but partnerships or advocacy could still create influence. The table facilitators should support participants in discussing the level of control or influence collectively before placing each sticky. If there is disagreement, the facilitator should guide the group towards consensus.

The lead facilitator should observe the exercise, ensuring participants understand that this process helps them focus on areas where they can make a difference, while also identifying opportunities to collaborate with others to influence broader change.

Towards the end of the session take a high resolution photograph of the target diagram with the sticky notes in place. Care will be needed to ensure that all the text on the sticky notes is visible. This should be done by the table facilitator. The table facilitator should then gently challenge the group to exclude those sticky notes over which there is indirect, little, or no influence because these are likely to be the most difficult to resolve.



Prioritisation exercise 2 – impact and effort



The facilitator should introduce the Impact and Effort exercise as a tool to help participants evaluate and prioritise actions identified during earlier discussions. This activity builds on the Control and Influence exercise by focusing on the likely practicality and potential impact of addressing the issues and delivering the actions identified in earlier conversations.

The facilitator should explain that participants will review the sticky notes remaining, i.e., following the control and influence exercise, consider these two questions:

- What impact would implementing this action have on preventing and relieving homelessness?
- How much effort would it take to implement this action?

Participants should place their sticky notes on an Impact-Effort matrix with four quadrants (see the example slide above):

- **Quick Wins – High Impact, Low Effort**
    - e.g., including a leaflet setting out the housing-related support available in an induction pack for new tenants
- **Major Projects – High Impact, High Effort**
    - e.g., development and implementation of a multi-agency information system for identifying tenants at risk of homelessness
- **Marginal Gains – Low Impact, Low Effort**
    - e.g., displaying posters in public waiting areas outlining peoples' housing rights
- **Thankless Tasks – Low Impact, High Effort**
    - e.g., creating complex reporting tools that staff are unlikely to buy-in to or utilise

Definitions:

Impact

The positive difference or benefit that resolving the issue or implementing the action will have on preventing and relieving homelessness. A high-impact action would significantly improve outcomes for people at risk of or experiencing homelessness. A low-impact action would result in only a small or limited improvement.

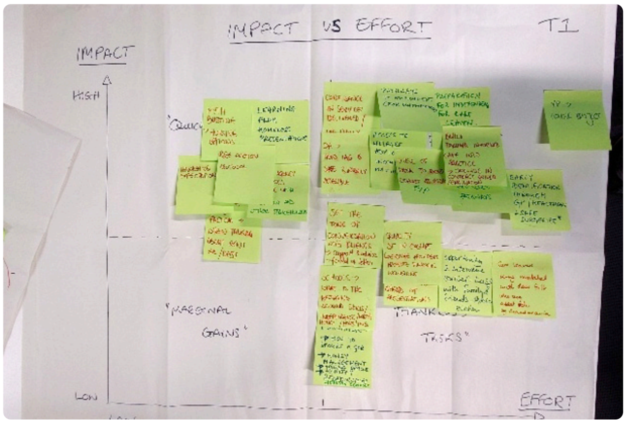
Effort

The time, resources, and complexity required to implement the action. A low-effort action is quick and easy to achieve, requiring minimal time or resources. A high-effort action is more complex, potentially requiring significant planning, funding, or multi-stakeholder collaboration over an extended period.

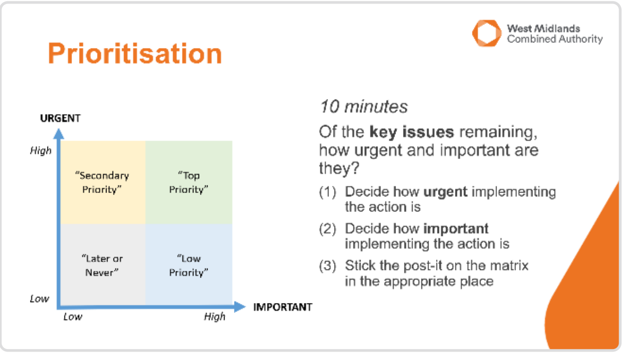
The table facilitator should encourage open discussion at each table to reach agreement on where each action belongs. Table facilitators should ensure all voices are heard and remind participants that there are no wrong answers – the goal is to understand which actions can be tackled quickly and which require longer-term planning.

The lead facilitator should circulate to answer questions and keep the group focused, ensuring the exercise informs the final prioritisation stage.

Take a high resolution photograph of the impact and effort matrix with the sticky notes in place. Care will be needed to ensure that all the text on the sticky notes is visible. This should be done by the table facilitator. Then the group should eliminate those issues or actions that are unlikely to happen because they will require too much effort or will have insufficient impact. The table facilitator should challenge the group to only take forward a maximum of three issues or actions.



Prioritisation exercise 3 – urgency and importance



The facilitator should introduce the Urgency and Importance exercise as designed to finalise the prioritisation of the key issues and actions identified earlier in the workshops.

This exercise builds on the earlier two prioritisation exercises by asking participants to discuss the sticky notes and answer two final questions. Again, the aim is to focus subsequent activities on those that are most likely to be successful and impactful.

The facilitator should explain that participants will review the remaining issues and actions, following the previous exercise, and consider these two questions:

- How urgent is the implied activity?
- How important is achieving the intended impact?

The facilitator begins by introducing the urgency-importance matrix, explaining that it is divided into four quadrants:

- **Top Priority – High Urgency, High Importance**
    - e.g., pathways for securing emergency accommodation for people at immediate risk of eviction
- **Secondary Priority – Low Urgency, High Importance**
    - e.g., developing stronger, more effective and longer-term partnerships with health, social care, or third sector organisations to improve access to services
- **Low Priority – High Urgency, Low Importance**
    - e.g., rushing to apply for a small, non-strategic funding pot with limited buy-in from necessary partners or unclear long-term benefits
- **Later or Never – Low Urgency, Low Importance**
    - e.g., refreshing the design of promotional materials about existing services that are already widely known

Definitions:

Urgency

Urgency refers to the time sensitivity of an action or issue. It reflects how quickly the action needs to be taken to prevent a negative outcome or to seize a critical opportunity. An issue is also considered urgent if delaying action could significantly worsen the situation. Lower urgency suggests the action can reasonably wait without immediate significant consequences.

Importance

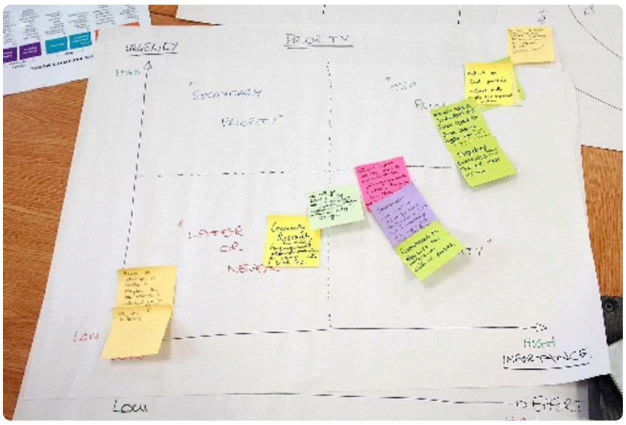
Importance relates to the potential impact and long-term significance of resolving an issue. It reflects how much the action contributes to preventing and relieving homelessness or improving support pathways. An action is highly important if it addresses a root cause, improves outcomes for multiple people, or drives positive systemic change. An issue or action may be important because it significantly promotes (or frustrates) existing strategic objectives or policies. Lower importance suggests the action has a limited or narrow impact, affecting fewer individuals or representing a marginal improvement, or does not align with strategic or policy objectives.

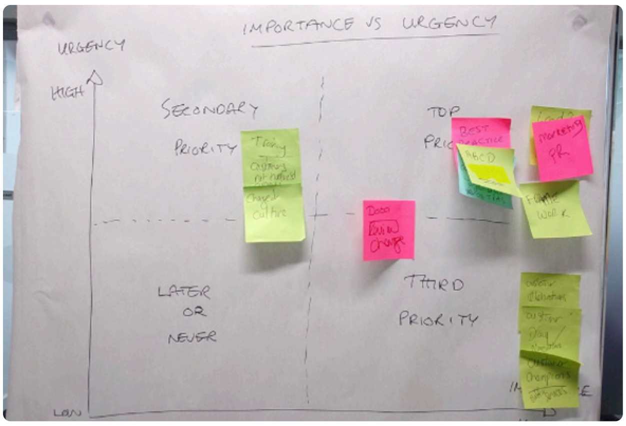
Participants should revisit the sticky notes representing actions or issues and assess each one in terms of how urgent it is (how quickly it requires attention) and how important it is (how significant its impact would be on preventing and relieving homelessness).

The facilitator encourages open discussion within the group, prompting individuals to justify their reasoning and ensuring quieter voices are brought into the conversation. If disagreements arise, the facilitator should mediate toward consensus but emphasise that different perspectives are valuable. Participants are then instructed to place their sticky notes in the appropriate quadrant of the matrix.

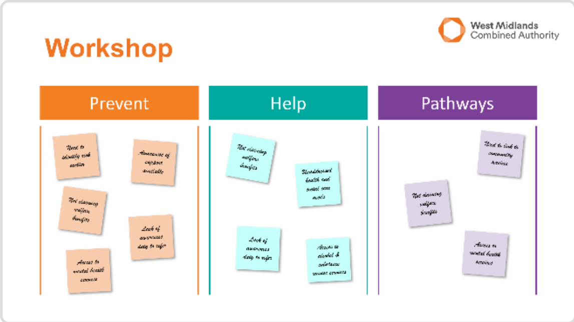
The facilitator should ensure the group considers both short-term pressures and long-term strategic goals. This exercise helps clarify which actions require immediate focus and which can be addressed later, supporting the formation of realistic, high-impact pledges and actions.

Towards the end of the exercise, take a high resolution photograph of the urgency and importance matrix with the sticky notes in place. Care will be needed to ensure all the text on the sticky notes is visible. This should be done by the table facilitator. Then the group should eliminate those issues or actions that are neither sufficiently urgent nor important. The table facilitator should challenge the group to only take forward a maximum of three issues or actions.





Prioritisation exercise 4 – positive pathways

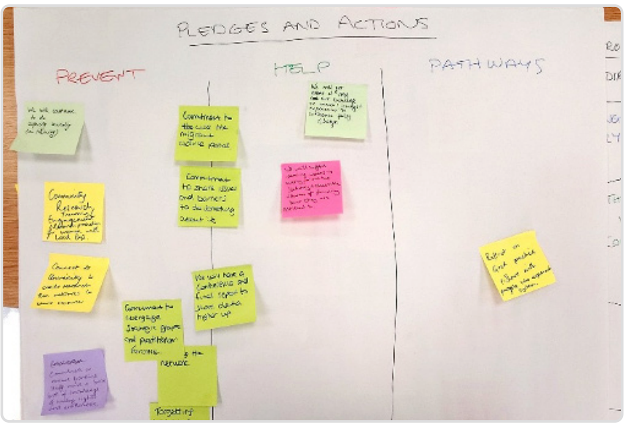


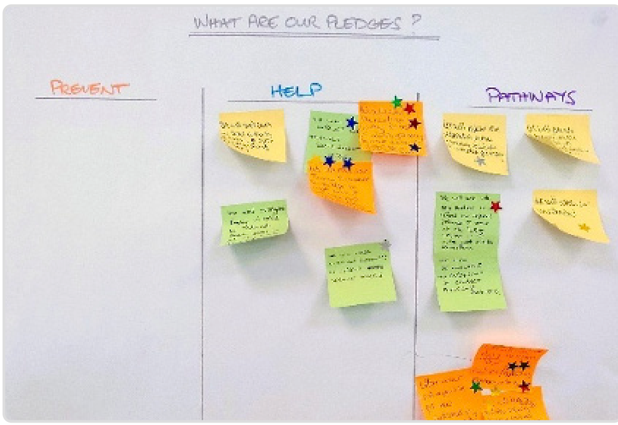
The final exercise of the workshop asks participants to plot the remaining priorities onto the categories of prevention set out in the Positive Pathways Model.

The facilitator should begin by reminding participants about the Positive Pathways Model as a framework covering the key stages of the prevention and relief of homelessness.

The facilitator should signpost participants to a copy of the model on each table (a printout of the PowerPoint slide shown on page 35 would be ideal). Participants are then asked to review their prioritised actions from the earlier exercises, focusing on the issues and actions deemed most important and urgent. The table facilitator should direct participants to place each sticky note onto the relevant part of the Positive Pathways Model, i.e., Prevention, Help, or Pathways, based on where the action would have the greatest impact. This visual mapping helps participants see how their priorities align with the broader system of support and potentially helps to align the emerging plan with the strategies or policies of stakeholders.

This exercise could be done with the whole group or around individual tables. The advantage of doing this exercise with the whole group is that sticky notes from across the tables could be grouped into related themes to help with the formation of pledges and actions. At this point the group may decide to remove further sticky notes if they are considered. At the end of the exercise, take a high resolution photograph of the Positive Pathways map with the sticky notes in place. Care will be needed to ensure that all the text on the sticky notes is visible. This should be done by the table facilitator or the main facilitator if the whole group has come together.





Next steps to finalising pledges and actions

The final slide focuses on communicating the process of forming pledges and actions and marks the transition from collaborative discussions to drafting clear achievable commitments. The facilitator should explain that, following the workshop, the project lead will gather and analyse the outputs from the exercises, focusing on the prioritised issues and actions as plotted on the Positive Pathways Model.

The facilitator should explain that they will work closely with the project lead and project sponsor to draft a set of proposed pledges and actions. These drafts will be informed by the group's work but refined to ensure clarity, feasibility, and alignment with organisational capacity and strategic or policy objectives.

The facilitator should emphasise that these drafts will not be final. Rather, they will be shared with all participants for review and further feedback. Participants will have the opportunity to comment on, refine, or suggest adjustments to the proposed pledges, ensuring collective ownership and buy-in. Once this feedback is incorporated, the final version of the pledges and actions will be confirmed.

The facilitator should note that, only after this process is complete, consideration will be given to submitting the pledges and actions to the WMCA for potential recognition under the Commitment to Collaborate (C2C) logo scheme, encouraging ongoing engagement and recognising the contributions of the participants to the formation and delivery of the actions.

Processing outputs and drafting pledges and actions

Following the workshop, the project lead should coordinate the collation and review of all outputs, including photographs of prioritisation matrices, sticky notes, and the Positive Pathways Model mapping exercise. The project lead, facilitator, and project sponsor should meet to review the prioritised issues and actions, identifying emerging themes, areas of consensus, and any critical dependencies.

The project lead will draft a set of pledges and actions that reflect the key outcomes of the workshop, ensuring that they are clear, specific, and achievable while also carrying the support of the project sponsor. Draft actions should identify responsible individuals or teams, required resources, and indicative timeframes.

The project sponsor's input is crucial at this stage to ensure that the proposed pledges are aligned with the organisation or partnership's strategic priorities, available resources, and commitments. This alignment increases the likelihood of actions being formally approved, resourced, and subsequently implemented.

Once the draft pledges and actions are prepared, they should be shared with all workshop participants for review and feedback. Participants should have the opportunity to refine the wording, raise any concerns, or suggest adjustments, ensuring shared ownership and commitment through to the implementation phase.

After finalising the pledges and actions, consideration can be given to submitting them to the WMCA for recognition under the Commitment to Collaborate logo scheme. This external validation can reinforce leadership buy-in and motivate ongoing collaborative effort, positioning the pledges as a meaningful step towards designing out homelessness through cross-sector action.

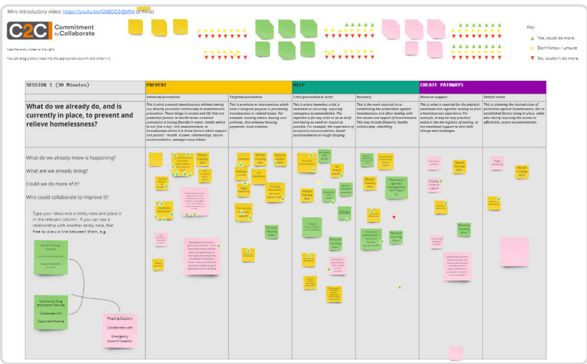
Adapting the session for on-line delivery

When adapting this workshop to an online format, a platform like Miro can effectively recreate the collaborative atmosphere of an in-person session. Begin by setting up a dedicated Miro board for each of the exercises – mirroring the physical flipcharts and sticky notes in areas of the board. Organise the board into distinct sections corresponding to the workshop stages, i.e., current practice, gaps, opportunities, then pledges and actions. Also, create the prioritisation matrices, i.e., control vs. influence, impact vs. effort, urgency vs. importance, and mapping the outputs against the Positive Pathways Model.

During the session, you can use breakout rooms within your video conferencing software to create virtual tables. Assign each breakout room a facilitator and a corresponding Miro board section. Encourage participants to post digital sticky notes directly onto Miro and consider using colour coding to differentiate topics. To replicate the World Café approach, ask participants to move between breakout rooms at specified intervals, taking their ideas or capturing them on the shared Miro board for others to see.

Similar to an in-person session, throughout the workshop, remind virtual breakout room facilitators to keep track of key insights by prompting quieter participants to contribute, ensuring all voices are heard. This is particularly important in on-line delivery. After each discussion round, the breakout room facilitators could feedback key themes and encourage participants to view the other breakout rooms by scrolling through the Miro boards. Instead of photographing physical sticky notes, you can export images or PDFs of the boards or take screen shots for post-workshop analysis.

Finally, as with the face-to-face session, schedule a short wrap-up in plenary to confirm next steps and ensure everyone understands how their Miro contributions will feed into drafting final pledges and actions.



Most on-line collaboration tools, including Miro, have online video tutorials available that enable participants to familiarise themselves with the platform in advance. It may also be necessary for participants to register with the platform to access the tool. Communications ahead of the workshop should provide clear registration and joining instructions.

Appendix A: Ground rules for the workshop

Introduction

Our aim is to establish a safe and productive atmosphere where all participants can share insights and concerns freely. These guidelines help maintain respect, encourage inclusive dialogue, and ensure that sensitive information is handled responsibly.

- **Respect and open-mindedness**
  - Listen actively and let others finish before offering your thoughts.
  - Appreciate diverse perspectives and experiences.
- **Confidentiality**
  - Chatham House Rule: You are free to use the information shared in the workshop, but you must not reveal the identity or affiliation of speakers without their explicit permission.
  - Treat personal stories and sensitive information with discretion.
- **Constructive communication**
  - Focus on ideas and potential solutions rather than individuals or blame.
  - Offer thoughtful, clear feedback and maintain a positive, forward-looking tone.
- **Inclusivity and equality**
  - Allow space for everyone to speak, inviting quieter voices into the conversation.
  - Avoid dominating discussions or interrupting others.
- **Be present and engaged**
  - Limit distractions by silencing notifications and stepping out if a call is necessary.
  - Contribute fully to group activities and respect the time allocated for each agenda item.
- **Honesty and transparency**
  - Share genuine perspectives, even if they challenge existing norms.
  - Provide context or evidence where possible.
- **Focus on outcomes**
  - Work together to identify clear, practical actions.
  - Seek consensus on next steps and commit to follow through where you can.
- **Own your contributions**
  - If you propose an action, be prepared to discuss how you or your organisation can support it.

Appendix B: Table 1 – Facilitator briefing

Current activity workshop

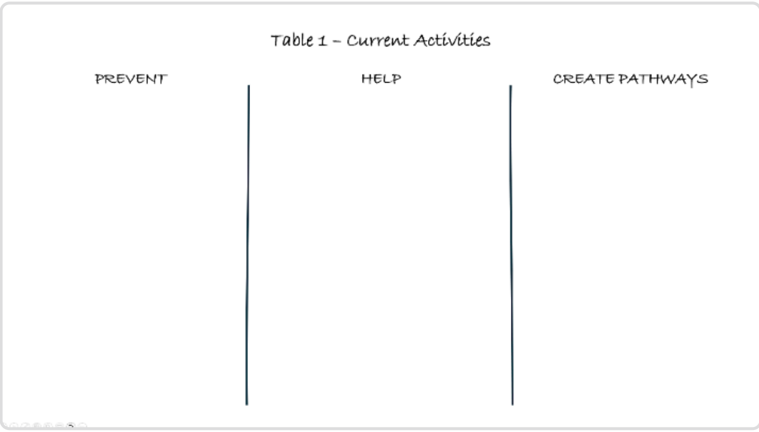
Thank you for agreeing to be a table facilitator. Your task is to guide participants in reflecting on what is **already in place to prevent and relieve homelessness** within their organisations and the wider system. This conversation is an important starting point. By mapping out existing initiatives and practices, participants can more clearly identify any gaps or overlaps, paving the way for new, collaborative solutions.

Below you will find guidance on how to structure and animate these discussions, ensuring participants leave the table with a rich understanding of current efforts. Remember, your primary role is to create a space in which every participant feels heard and outcomes are recorded while also keeping the conversation focused and productive.

Checking the table resources

Physical setup

- Ensure there is enough seating for around six to eight participants at your table.
- Ensure that there are plenty of sticky notes (multiple colours if possible), markers, and that flipchart paper is prepared and ready to use like this:



- Place a printed copy of the Positive Pathways Model on the table for easy reference throughout the discussion.

Ground Rules

- Refer to the preprepared ground rules sheet and remind participants of key points, such as mutual respect and the "Chatham House Rule," if being used for confidentiality.
- Emphasise that all contributions – big or small – are valued.

Atmosphere

- Remember to welcome each participant as they join your table. Keep a friendly, open tone.
- Encourage participants to speak up and record ideas on sticky notes, ensuring quieter voices have equal opportunity to contribute.

Launching the Conversation

Introduce the focus: "Current Activity"

- Let participants know that the table's focus is to explore and capture what is already happening across organisations, departments, and partner networks to address homelessness.
- Explain that this includes formal policies, pilot projects, staff training programmes, referral protocols, partnership agreements, or any other relevant initiative already in play.

Relate to the Positive Pathways Model

- Show how "current activity" intersects with the Positive Pathways Model (universal prevention, targeted prevention, crisis prevention and relief, recovery, move-on support, and settled home).
- Encourage participants to categorise their existing initiatives according to these stages of homelessness prevention and relief. For example, a triage system in A&E might be "targeted prevention," whereas an outreach team's emergency support programme could be "crisis prevention and relief."

Prompt questions

- What frameworks, policies, or practices are already in place within your organisation or area of work?
- Which teams, departments, or partners are currently involved in these activities?
- Are there any known successes or lessons learned that might help others at the table?

Facilitating the discussion

Capture current activity

- Encourage participants to write their contributions on sticky notes.
- Ask participants to note key points such as:
    - The name or nature of the activity (e.g., "Tenancy Sustainment Programme")
    - Who is involved (e.g., local council, housing association, mental health services)
    - Where this activity fits within the Positive Pathways Model (if obvious)
- Stick the notes onto the flipchart paper. You might arrange them in columns or clusters based on the relevant stage(s) of the Model (e.g., universal prevention, crisis relief, etc.).
- Remind participants to keep each sticky note clear and concise so that others can quickly grasp the meaning.
- Conversations tend to be a bit messy, where participants are straying into the topics of other tables (gaps, opportunities, and actions), encourage them to write down their thoughts and take them to that table when there is an opportunity.

Encourage depth and nuance

- Once participants have started listing their activities, prompt them to delve deeper:
    - **Successes**
      Has the activity proven effective? How is success measured?
    - **Challenges**
      Are there constraints, such as funding shortages or staff capacity issues?
    - **Partnerships**
      Are there any multi-agency collaborations that have improved outcomes? Are there any new collaborations that would improve outcomes?

Maintain momentum

- Gently steer the conversation if it begins to go off-topic, especially if participants start discussing new ideas before fully listing what currently exists.
- Remind the group that there will be dedicated sessions later to explore gaps, opportunities, and action planning – your table's job is to ensure current efforts are recognised.

Check for inclusivity

- Ensure that quieter participants have the chance to speak. Prompt them with direct but open-ended questions such as: “Could you share an example of something your service is already doing?”
- If one or two individuals dominate the discussion, politely invite new voices, e.g., “We’ve heard some excellent points. Let’s hear from someone who hasn’t spoken yet.”

Organising the information

Visual mapping

- As sticky notes accumulate, invite the group to group them by theme or by the relevant stage of the Positive Pathways Model using the visualisation on the flipchart paper.
- Encourage participants to move notes around if they feel they fit better under another theme or stage.

Photographing the outputs

- Before the table disperses or moves into another stage of discussion, make sure to take a high-resolution photo of the flipchart sheet, ensuring all notes are legible.
- This is crucial for record-keeping, as the workshop lead will review these images later to draft pledges and actions.

Summarising key takeaways

- Towards the end of the session, ask if anyone wants to highlight a particular success story or challenge that stands out among the current activity notes.
- You might like to share a quick verbal summary of the discussions highlighting the key areas of consensus and any challenges that have emerged.

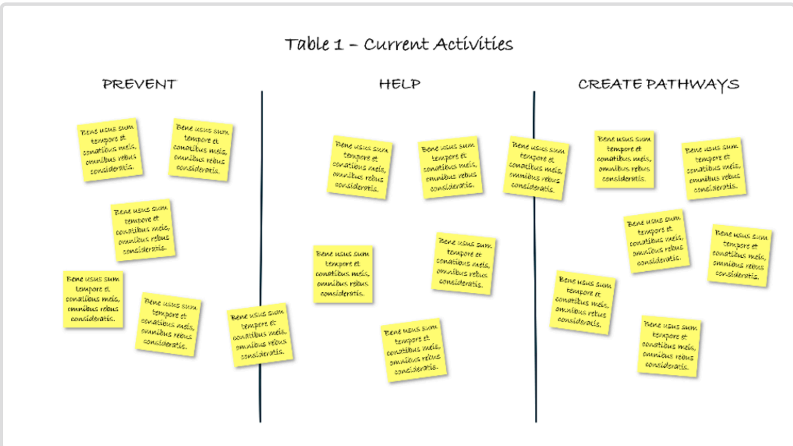
Closure and linking to the next session

Linking sessions

- At the end of the first session
    - Remind participants that the other tables have been discussing gaps, opportunities, and proposed actions.
    - Encourage them to carry forward thoughts that have emerged during the conversation about current activities to the gaps, opportunities, or actions to the relevant table in the next session.
- At the end of the second session
    - Remind participants that the exercises after the break are going to involve whittling down the issues and actions brought out in the discussions to a few achievable pledges and actions.

Thank participants

- Thank participants, acknowledge their insights, time, and willingness to share.
- Reflect on the session and think about feedback from the group if the main facilitator asks for feedback from the tables.
- At the end of the session, you should have something that looks a bit like this:



Appendix C: Table 2 – Facilitator briefing

Gaps workshop

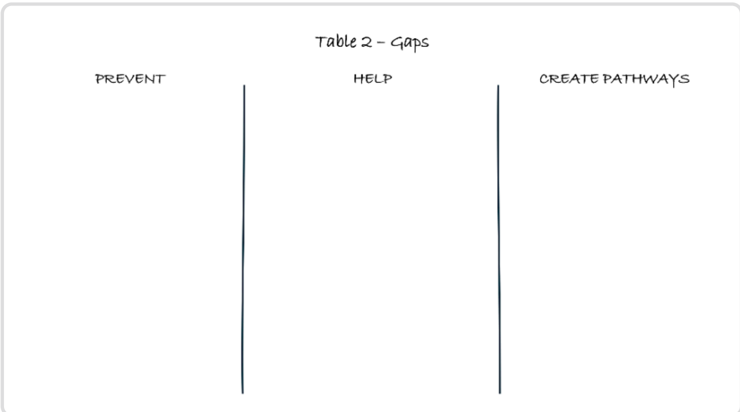
Thank you for agreeing to be the table facilitator for the collaborative discussion about gaps. Your role is to guide participants in **identifying and exploring areas where existing homelessness prevention and relief efforts may be incomplete or insufficient**. By shining a light on these gaps – e.g., be they resource-related, organisational, or structural – participants can begin to see where collaboration and strategic initiatives can have the greatest impact.

Below you will find guidance on how to structure and animate these discussions. Remember, your primary role is to create a space in which every participant feels heard, and outcomes are recorded, while keeping the conversation focused and productive.

Checking the table resources

Physical setup

- Ensure there is enough seating for around six to eight participants at your table.
- Provide plenty of sticky notes (multiple colours if possible) and markers, with flipchart paper ready to use like this:



- Place a printed copy of the Positive Pathways Model on the table for easy reference throughout the discussion.

Ground rules

- Refer participants to the preprepared ground rules sheet. Emphasise respect, open-mindedness, and confidentiality (including the “Chatham House Rule,” if in use for confidentiality).
- Reinforce that all contributions – big or small, immediate or long-term – are valuable and valued.

Atmosphere

- Welcome each participant as they join your table, setting a supportive and inclusive tone.
- Encourage participants to speak candidly and to record their ideas on sticky notes, making sure that less vocal attendees have a fair chance to share.

Launching the conversation

Introduce the focus: key gaps in services, resources, partnerships, policy, practice or strategy

- Let participants know that the focus here is to identify shortcomings in current homelessness prevention and relief efforts - areas where additional resources, policies, or partnerships might be needed.
- Clarify that gaps can be broad, covering issues like insufficient funding, uncoordinated services, unheard or underserved communities, unclear accessibility pathways, or a lack of clarity on responsibilities across organisations.
- Remind participants that these issues may be contested but constructive and collaborative discussion will be helpful in drawing out perspectives.

Relate to the Positive Pathways Model

- Remind participants that the Positive Pathways Model maps out various stages from universal prevention to settled home.
- Encourage them to reflect on each stage and pinpoint where critical support or interventions may be absent or underdeveloped. For instance, if participants identify inadequate mental health support at the “crisis prevention” stage, that constitutes a gap needing further exploration.

Prompt questions

- Where do existing systems fail to meet the needs of people at risk of, or currently experiencing, homelessness?
- Which services or resources are hardest to access, and for whom?
- Are there any known policy, funding, or partnership gaps that hinder effective support?

Facilitating the discussion

Identify the gaps

- Encourage participants to use sticky notes to record each gap they observe, including a brief description of the nature of the shortfall or barrier (e.g., “Lack of mental health support for newly housed individuals”).
- Ask them to note the organisations, partnerships, or processes that appear to be missing or underpowered.
- Remind participants to group these gaps by the relevant stage of the Positive Pathways Model, if clear using the flipchart provided.

Encourage depth and nuance

- Once the group starts identifying gaps, prompt them to think more deeply:
  - **Root causes**
    Why does this gap exist? Is it due to funding constraints, lack of awareness, or organisational silos?
  - **Implications**
    What happens if this gap remains unaddressed? Who is affected most?
  - **Potential partners**
    Which organisations or sectors could help fill these gaps if brought into the conversation?

Maintain momentum

- If participants start jumping to opportunities or solutions (e.g., “we should bid for funding to do X!”), gently guide them to record their thoughts on sticky notes and either take them to the relevant table at the end of the session or utilise the opportunity to move tables while their creativity is in full flow.
- Steer the conversation back to the exercise of identifying and understanding the gaps.

Check for inclusivity

- Ensure that all participants have a chance to share their observations. If someone is quiet, encourage them to contribute: “Is there a gap you’ve encountered in your work that hasn’t been mentioned yet?”
- If certain individuals dominate, politely invite others to contribute: “Those are important points – let’s see if anyone else has a perspective on the gap you highlighted.”

Organising the information

Visual mapping

- As sticky notes accumulate, invite participants to cluster them under relevant themes or stages (universal prevention, targeted prevention, etc.) using the flip chart paper. Gaps may cross multiple stages – this is fine.
- Encourage participants to reposition sticky notes as the conversation evolves, especially if a gap is more accurately placed under a different heading.

Photographing the outputs

- Before the table disperses or moves into another stage, ensure you take a high-resolution photo of the flipchart, capturing all sticky notes legibly.
- These photographs are crucial for the workshop lead, who will consolidate outputs to draft potential pledges and actions.

Summarising key takeaways

- Towards the end of the session, invite anyone to highlight a critical gap or recurring theme that stands out.
- Offer a short verbal summary of the conversations, e.g., "We've identified gaps around funding for youth-specific programmes, gaps in mental health crisis support, and a lack of information-sharing between agencies. Anything else?"

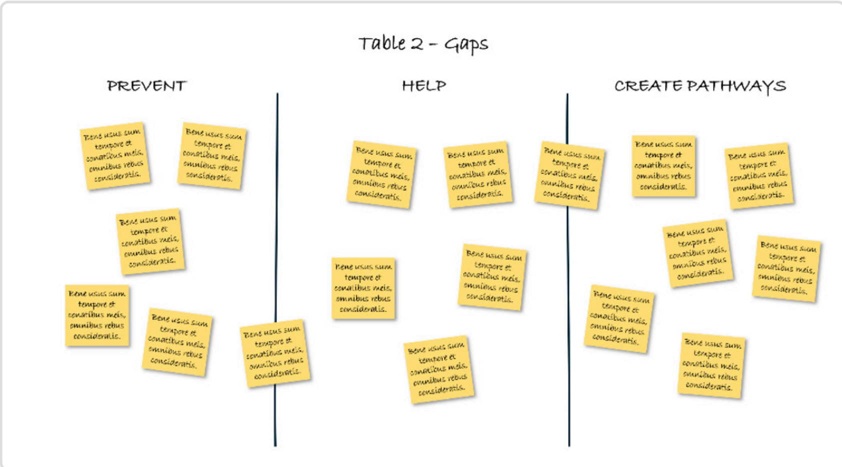
Closure and linking to the next session

Linking sessions

- At the end of the first session
    - Remind participants that other tables are discussing current activities, opportunities, and actions.
    - Encourage them to consider how the gaps identified here might dovetail with potential solutions or collaborations at other tables.
- At the end of the second session
    - Explain that in the subsequent exercises (prioritisation and action planning), participants will look at what can be done to address these gaps.
    - Emphasise that not all gaps will be tackled immediately – part of the next stage is to decide which are the most critical and feasible to address first.

Thank participants

- Conclude by thanking participants for their time, insights, and willingness to discuss these often challenging issues.
- Acknowledge that clearly identifying gaps is the first step toward meaningful change – what has been uncovered at this table will guide collaborative action in later sessions.
- Be ready to share highlights with the main facilitator if a brief group report-back is requested.
- At the end of the session, you should have something that looks a bit like this:



Appendix D: Table 3 – Facilitator briefing

Opportunities workshop

Thank you for agreeing to be the table facilitator for the collaborative discussion about opportunities. Your role is to guide participants in exploring creative, collaborative, and **practical ways to build on existing work or overcome gaps in homelessness prevention and relief**. By focusing on "what could be" participants will contribute to the formation of meaningful actions and pledges.

Below you will find guidance on how to structure and animate these discussions, ensuring that every participant feels heard and outcomes are recorded while keeping the conversation as focused and productive as possible.

Checking the table resources

Physical setup

- Make sure there is enough seating for around six to eight participants at your table.
- Provide sticky notes (ideally in multiple colours) and markers, along with large flipchart paper for capturing ideas ready to use like this:

- Keep a printed copy of the Positive Pathways Model visible and easily accessible for reference throughout the discussion.

Ground rules

- Refer participants to the preprepared ground rules. Emphasise respect, openness, and the "Chatham House Rule" if confidentiality applies.
- Remind them that all contributions – whether large-scale or small opportunities – are equally valid.

Atmosphere

- Welcome each participant as they join your table, setting a supportive and inclusive tone.
- Encourage participants to speak candidly and to record their ideas on sticky notes, making sure that less vocal attendees have a fair chance to share.

Launching the conversation

Introduce the focus: opportunities to build on existing strengths or fill gaps

- Let participants know this table aims to identify opportunities that build on existing services or address gaps that could improve homelessness prevention and relief efforts.
- Encourage them to think broadly – from quick wins to ambitious, longer-term activity.
- Opportunities might involve new partnerships, funders or funding streams, policy changes, learning and professional development, or innovative service models.

Relate to the Positive Pathways Model

- Point to the Positive Pathways Model (universal prevention, targeted prevention, crisis prevention and relief, recovery, move-on support, and settled home) as a framework.
- Ask participants to reflect on each stage: where do they see potential for enhancing collaboration, leveraging resources, or introducing novel strategies that could make a difference?

Prompt questions

- Where could new collaborations or relationships help address homelessness more effectively?
- Which existing initiatives could be expanded or adapted to reach more people?
- Are there emerging policy changes, funding opportunities, or technologies that might catalyse better outcomes?

Facilitating the discussion

Generating opportunities

- Invite participants to note each opportunity on a sticky note and briefly describe:
    - The nature of the opportunity (e.g., "Collaboration with local mental health charity to … ")
    - The relevant stage of the Positive Pathways Model or aspect of service delivery it aligns with – plot it on the flipchart against the model using the sticky note
    - Who might be best placed to lead or support the initiative (e.g., local council, housing association, community health teams)
- Encourage participants to be aspirational yet realistic. Remind them that many successful changes start with small steps or pilots.

Encourage depth and nuance

- Once participants begin sharing, prompt deeper thinking:
    - **Impact**
      Could this opportunity substantially reduce homelessness or improve support outcomes?
    - **Feasibility**
      What resources or conditions would make this opportunity possible (e.g., training, infrastructure, funding)?
    - **Collaboration**
      Which partnerships (across sectors or services) would strengthen the idea?

Maintain momentum

- If the group drifts into discussing current activity, gaps, or actions remind them these are addressed by other tables. Still, encourage them to record these so the ideas aren't lost and to take the sticky notes to the relevant tables for inclusion.
- Keep the conversation lively and forward-looking. Occasionally restate or summarise the opportunities mentioned to help participants see any emerging bigger picture.

Check for inclusivity

- Ensure everyone has the chance to propose or comment on an opportunity. If someone is hesitant, consider using a gentle prompt: “Are there any new partnerships or resources you’ve wanted to explore?”
- If one person dominates, gently open the floor to others: “We’ve heard a few great suggestions there – does anyone else have a perspective or a different idea?”

Organising the information

Visual mapping

- As sticky notes accumulate on the flipchart paper, encourage participants to cluster them by themes (e.g., partnership opportunities, policy changes, funding possibilities) and by the relevant stage(s) of the Positive Pathways Model.
- Invite participants to move or regroup sticky notes if they feel some overlap or complement each other.

Photographing the outputs

- Before concluding this session or moving to a break, ensure you take a clear, high-resolution photo of the flipchart(s) so that all sticky notes are legible.
- These photos will be essential for the workshop lead to synthesise the most promising opportunities into pledges or action plans.

Summarising key takeaways

- Towards the end of the session, consider inviting participants to highlight a standout idea or recurring theme that seems particularly exciting or feasible.
- Offer a brief verbal summary of the discussion, noting any big-picture insights or surprising new collaborations that have surfaced.

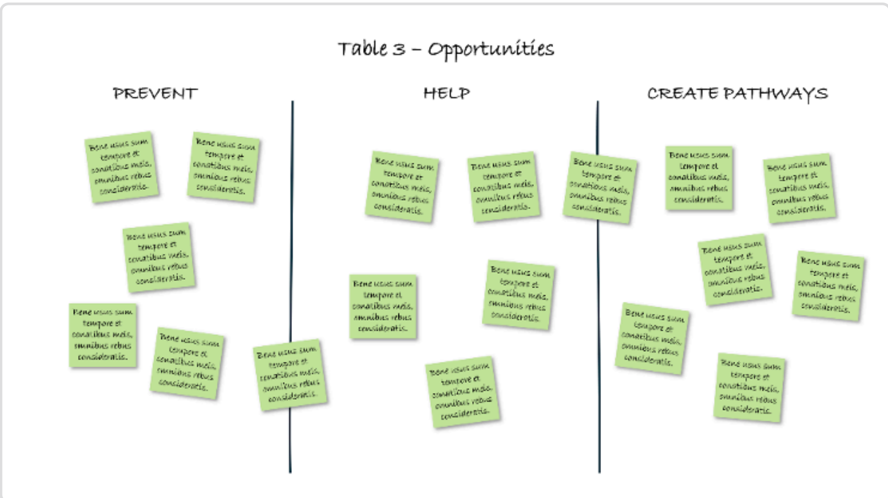
Closure and linking to the next session

Linking sessions

- At the end of the first discussion round
  - Remind participants that gaps, current activities, and actions have also been discussed on the other tables.
  - Encourage them to take and dovetail the conversations about opportunities into their discussions as part of the next session on a different table.
- At the end of the second discussion round
  - Note that in upcoming prioritisation exercises, participants will weigh the feasibility and impact of the opportunities listed here.
  - Emphasise the need to remain open-minded. Note that not every opportunity will be immediately actionable, but the brainstorming process is a key step to identifying eventual priorities.

Thank participants

- Thank participants for sharing their ideas and remind them that their creativity and openness are vital to designing out homelessness.
- Point out that the opportunities identified here will be revisited in the next phase, where participants choose which ideas can move forward as concrete pledges or actions.
- If the main facilitator calls for a group report-back, be prepared to give a concise overview of the most resonant ideas.
- At the end of the session, you should have something that looks a bit like this:



Appendix E: Table 4 – Facilitator briefing

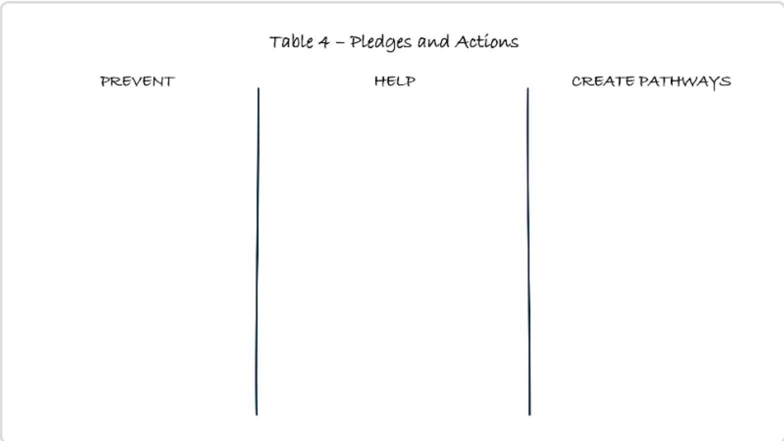
Pledges and actions workshop

Thank you for agreeing to be the table facilitator for the collaborative discussion about pledges and actions. Your role is to guide participants in transforming their insights about current activities, gaps, and opportunities into **clear, collaborative commitments that contribute to preventing or relieving homelessness**. Below, you will find guidance on how to structure and animate the session, ensuring that every participant feels heard and that outcomes are recorded while keeping the conversation focused and productive.

Checking the table resources

Physical setup

- Make sure there is enough seating for around six to eight participants at your table.
- Have sticky notes (multiple colours if possible), markers, and flipchart paper ready like this:



- Display a printed copy of the Positive Pathways Model at the table for easy reference.

Ground Rules

- Refer participants to the preprepared ground rules. Emphasise open-mindedness, mutual respect, and confidentiality, if using the “Chatham House Rule.”
- Encourage participants to acknowledge that these pledges and actions should be realistic, collaborative, and ultimately achievable.
- It would be worthwhile to think about and note where developing pledges and actions fit with existing or emerging policy or strategic intentions in the local context. Ideas that do not align with these may be difficult or impossible to implement.

Atmosphere

- Warmly welcome each participant and make sure to foster an environment where all are comfortable sharing their ideas.
- Encourage participants to be constructive and forward-looking: the aim here is to commit to practical steps that address homelessness prevention and relief.

Launching the conversation

Introduce the focus for the collaborative conversation

- Reflecting on existing activity, gaps, and opportunities to develop pledges and actions that contribute to the prevention and relief of homelessness.
- Emphasise that these commitments should reflect collaborative solutions.
- Pledges could be statements of intent (e.g., "We will share data regularly with key partners"), while actions should be specific steps (e.g., "Create a data-sharing protocol by [date] involving [partners]").

Relate to the Positive Pathways Model

- Remind participants that their pledges and actions can be aligned with one or more stages of the Positive Pathways Model (e.g., universal prevention, targeted prevention, crisis prevention and relief, recovery, move-on support, and settled home).
- Encourage them to think about whether proposed pledges address gaps within a particular stage, or span multiple stages requiring multi-agency collaboration.

Prompt questions

- What current activities, gaps, or opportunities could by acted on immediately to improve the prevention or relief of homelessness and how?
- How can we harness existing strengths to address known gaps or capitalise on opportunities?
- Who needs to be involved?
- What does success look like?
- Which existing strategies or policies does the pledge or action contribute to?

Facilitating the Discussion

Build from people's experience

- Invite participants to consider on their broad experience of the system.
- Ask participants to illustrate their ideas with qualitative examples or quantitative data, e.g., "what makes it difficult for people to access services?" or "What does the data show about waiting lists?"
- Encourage them to reflect on current activities, gaps, and opportunities that might inform a new pledge or spark a collaborative action.

Encourage specificity

- Ask participants to define pledges and actions in a high-level way that, in so far as is possible, identifies:
  - **Why?**
    The problem being addressed and what success looks like.
  - **What?**
    The action to solve the problem.
  - **Who?**
    The people that will benefit from the activity.
    The people and partnerships that need to be involved.
- Where possible and relevant to the context, participants could also be prompted to include:
  - **How?**
    The source of resources that may be necessary.
  - **When?**
    The approximate timing of the activity or any time sensitivity.
  - **Where?**
    The localities to which the activity applies.

Maintain momentum

- If the group seems stuck, ask: "From your perspective, what is the most impactful thing that could be done that would prevent or relieve homelessness in the next 12-months to 2-years?" Drill into responses with "why", "who", "how", "when", or "where" questions as appropriate.
- Keep the conversation grounded in practical next steps rather than general aspirations. If needed, gently steer participants back to the goal of forming actionable pledges.

Check for inclusivity

- Encourage all participants to suggest or refine pledges. If someone is quiet, you might ask: "Is there an action you think would really move the dial on homelessness prevention in your area?"
- If certain individuals dominate, politely open the discussion: "We've heard a few good ideas there. Does anyone else want to suggest actions?"

Organising the information

Visual mapping

- As participants propose pledges and actions, have them write each one on a sticky note.
- Cluster pledges on the flipchart paper according to relevant themes or stages in the Positive Pathways Model.
- You may choose to keep "pledges" and "actions" separate (e.g., top half of the flipchart for pledges, the bottom half for actions) or combine them if it feels more natural.

Photographing the outputs

- Before wrapping up, take a high-resolution photo of the flipchart paper to record the pledges and actions in detail.
- Remind participants that these images will help the workshop lead compile and refine the final set of commitments.

Summarising key takeaways

- Invite participants to highlight one or two pledges or actions that feel most promising or impactful.
- Offer a brief verbal summary of the pledges, e.g., "We've identified commitments ranging from improved data-sharing protocols, to new pilot projects for at-risk youth, to a longer-term partnership approach with local mental health providers."

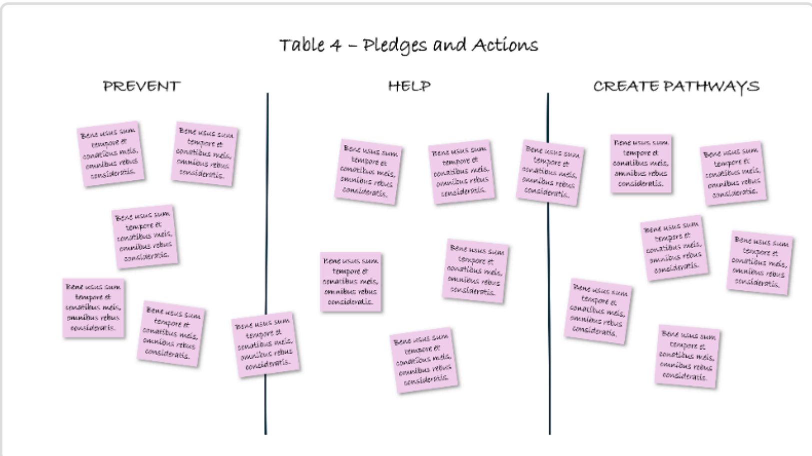
Closure and linking to the next session

Linking sessions

- At the end of the first discussion round
    - Remind participants that gaps, current activities, and opportunities have also been discussed on the other tables.
    - Encourage them to take and dovetail the conversations about pledges and actions into their discussions as part of the next session on a different table.
- At the end of the second discussion round
    - Note that in upcoming prioritisation exercises, participants will weigh the feasibility and impact of the actions emerging from the discussions.
    - Emphasise the need to remain open-minded. Note that not every opportunity will be immediately actionable, but the brainstorming process is a key step to identifying a few eventual priorities.

Thank participants

- Thank participants for sharing their ideas and remind them that their creativity and openness are vital to designing out homelessness.
- Point out that the opportunities identified here will be revisited in the next phase, where participants choose which ideas can move forward as concrete pledges or actions.
- If the main facilitator calls for a group report-back, be prepared to give a concise overview of the most resonant ideas.
- At the end of the session, you should have something that looks a bit like this:



Appendix F: Prioritisation exercises – Facilitator briefing

Prioritising

Thank you for agreeing to facilitate the prioritisation exercises. At this stage, participants will have gathered a range of ideas, opportunities, gaps, and potential actions during their earlier discussions. Now, your role is to guide them through four structured exercises to reduce the very long list of ideas to a short list of key priorities. The exercises are “Control and Influence”, “Impact and Effort”, “Urgency and Importance”, and finally mapping the remaining priorities against the Positive Pathways Model. The outcome will be a clear set of high-impact, feasible priorities ready for more detailed planning.

Your job is to ensure that each exercise runs smoothly, that the group collaborates openly, that the lowest priority ideas are set aside, and that everyone’s perspective is heard. You will also need to document the output of each exercise – by photographing the resulting matrices or diagrams – so that the project lead can capture final priorities and develop a coherent action plan.

Preparing for the exercises

Materials

- **Sticky notes**
  Participants will already have ideas written on sticky notes from previous sessions. These are removed from the previous flipcharts and brought forward to these exercises. Make sure you have enough extra sticky notes if new insights emerge or to group related ideas together.
- **Markers and flipcharts**
  You’ll be drawing up or displaying the target diagram, matrix grids, and the Positive Pathways Model.
- **Digital camera or mobile phone**
  You’ll need to capture clear, high-resolution photos of each completed grid or diagram.
- **Positive Pathways Model Printouts**
  Each table should have a copy for easy reference.

Set the tone

- Emphasise to participants that these exercises are practical and aim to narrow down what can realistically be tackled.
- Encourage honest reflection. Some ideas may be great but not immediately doable; others might be quick wins with high impact. People's first impressions are usually correct. These are intended to be rapid exercises. Keep the pace high.
- Remind participants that it's normal to let go of certain ideas if they fall outside the group's direct influence, require prohibitive levels of effort, or don't align with wider local priorities.

Inclusivity and consensus

- During each exercise, invite contributions from everyone. Some participants may naturally dominate the conversation; your role is to balance the room so that quieter voices are also heard.
- If disagreements arise (e.g., someone thinks an action belongs in one quadrant while another disagrees), encourage discussion until a consensus is found or a middle ground is established.

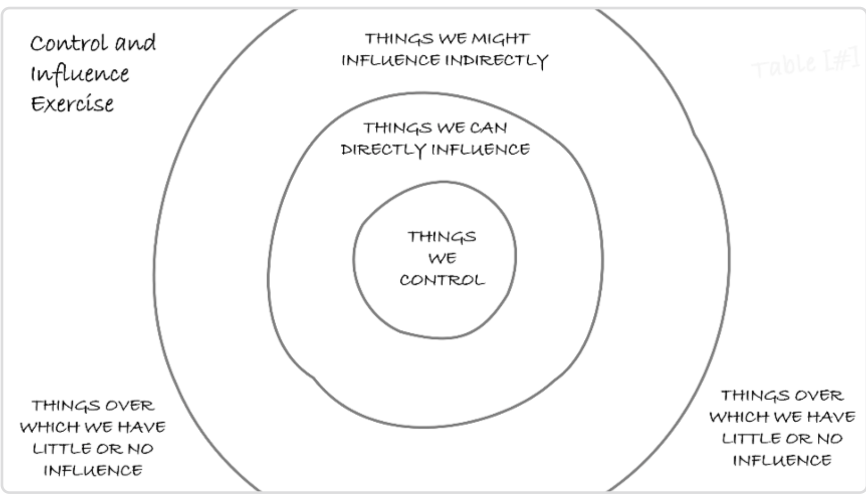
Prioritisation exercise 1: Control and influence

Objectives

- To help participants realistically assess their ability to implement or shape each proposed idea, action, or pledge.
- To set aside ideas, issues, or actions over which the group has little or no influence.

Setup

- Draw or display a target diagram on flipchart paper or a large poster. Don't forget to include your table number. The centre represents high control over an issue, while each concentric circle moving outward represents less control and more reliance on external parties or factors. It should look something like this:



Introducing the concept

- Remind participants that organisations or individuals may fully control some aspects (e.g., internal policies or budgets), whereas other factors might only be influenced via advocacy, partnership, or lobbying.
- Reiterate that it is still valuable to note items in the "influence" zone, as multi-agency collaboration can lead to progress even if direct control is limited.
- Encourage people to start with the ideas or actions over which they feel most control or influence using their "gut instinct".

Definitions:

Control

Participants or their organisation have direct power and authority to implement the necessary action or make the change independently. They can decide and act without needing permission from others.

E.g., if a participant's organisation can introduce a homelessness referral policy or process within their own team, they have control.

Influence

Participants or their organisation cannot make the change alone, but could encourage, persuade, or partner with others who have the power to act. They have the ability to shape decisions or support progress, even if the final outcome depends on the decisions or resources of others.

E.g., if a participant wants to improve access to mental health services but needs the NHS or another provider to agree, they have influence.

Placing sticky notes

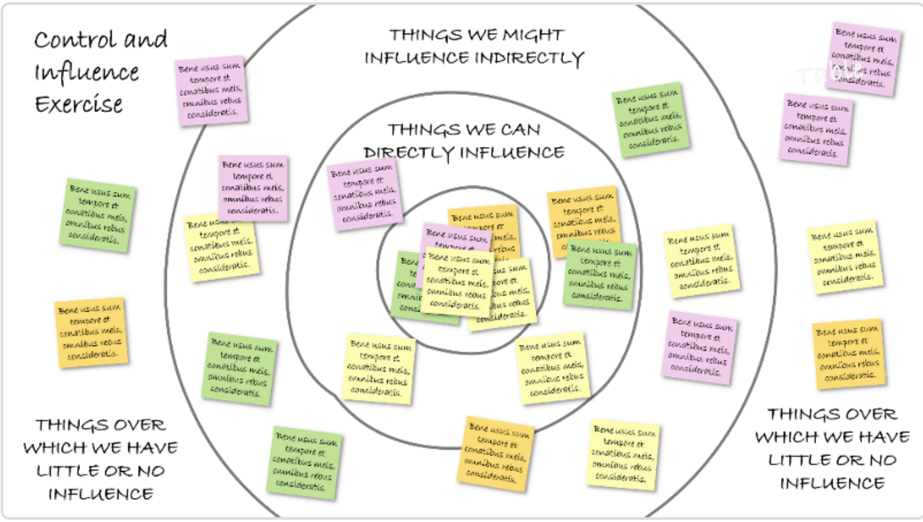
- Ask participants to gather the sticky notes summarising the key actions, gaps, or ideas from previous sessions.
- For each item, prompt them: "Do we fully control this? Do we have limited control but potential influence? Or is this mostly outside our sphere of influence?"
- Participants should place their sticky notes in the target diagram accordingly.

Discussion and consensus

- Facilitate a collective conversation around each note's placement. If disagreements occur, encourage participants to share their reasoning. If necessary, play devil's advocate, being sceptical of the degree of control, remembering that the purpose of the exercise is to narrow the number of ideas and actions.
- Aim for a consensus or an agreed compromise. The precise location might vary (e.g., near the boundary between "control" and "influence").

Documenting outputs

- Once all notes are placed, take a high-resolution photograph of the diagram, ensuring the text is legible. At this point the diagram should look something like this:



- Gently challenge the group: "Should we exclude items that lie on the outer circles where we have very little influence?" Encourage participants to remove or set aside unrealistic items so the workshop can focus on feasible areas.
- If there are a large number of sticky notes and participants are reluctant to set any aside, state that the maximum number they can take forward is 10. Starting at the outside of the target, set aside the ideas, issues, or actions moving towards the centre until only 10 remain.

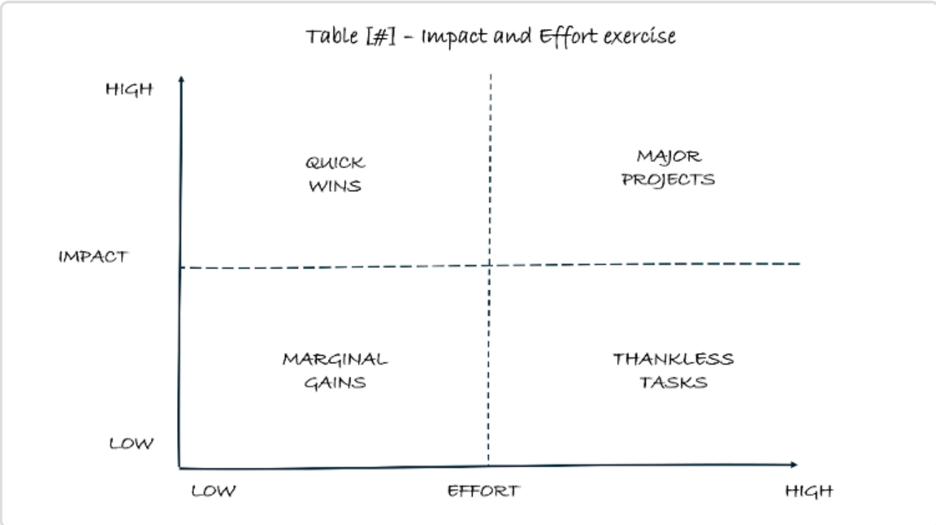
Prioritisation exercise 2: Impact and effort

Objective

- To evaluate each remaining idea based on its potential impact and level of effort required, thus further refining the list.
- To set aside ideas, issues, or actions that will have low impact or require too much effort.

Setup

- Draw or display an Impact-Effort Matrix with four quadrants (remembering to include your table number). It should look something like this:



Definitions:

Impact

The positive difference or benefit that resolving the issue or implementing the action will have on preventing and relieving homelessness. A high-impact action would significantly improve outcomes for people at risk of or experiencing homelessness. A low-impact action would result in only a small or limited improvement.

Effort

The time, resources, and complexity required to implement the action. A low-effort action is quick and easy to achieve, requiring minimal time or resources. A high-effort action is more complex, potentially requiring significant planning, funding, or multi-stakeholder collaboration over an extended period.

Reviewing sticky notes

- Only focus on those notes remaining after the Control and Influence exercise.
- Invite participants to think carefully about each note and answer two questions:
    - What impact would implementing this action have on preventing or relieving homelessness?
    - How much effort (time, resources, coordination) would it require?

Placing the notes

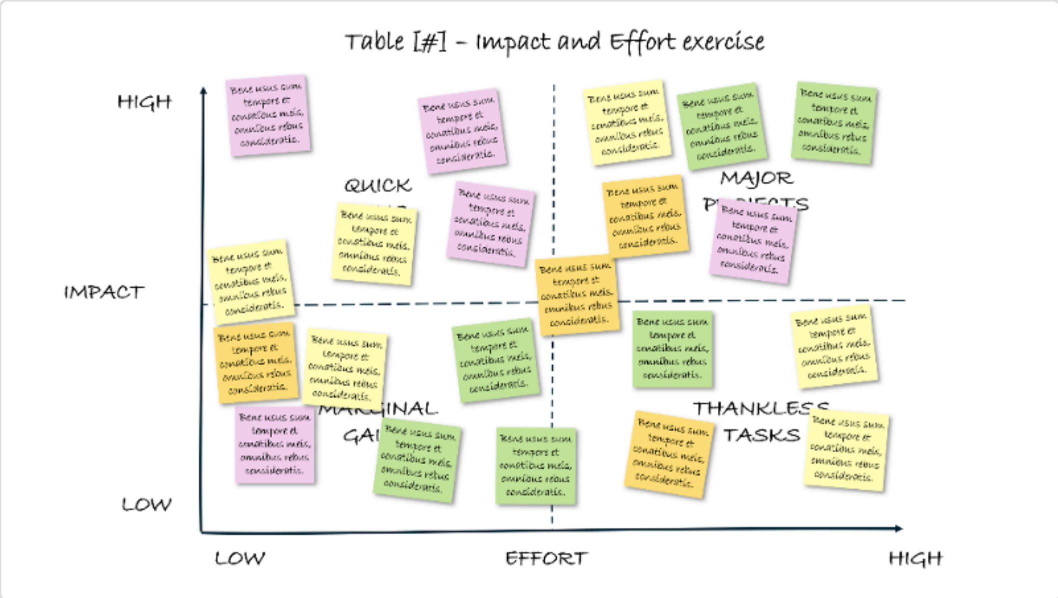
- One by one, participants place sticky notes in the quadrant they believe best fits the action. For this to happen quickly, you could ask participants to work in pairs.
- Encourage robust discussion around each note. If participants disagree about the level of impact or effort, guide them to clarify whether the issue creates significant positive impact for a wide group or requires substantial resources.

Discussion and filtering

- Summarise or read out the items in each quadrant. The group should collectively decide: “Which quadrant do we prioritise?”
- Typically, you might emphasise the following to take through:
    - Quick Wins (High Impact, Low Effort)
    - Major Projects (High Impact, High Effort)
- However, remind participants that some Marginal Gains might be worth pursuing if they require very little effort.

Documenting outputs

- Take a clear, high-resolution photo of the final Impact-Effort Matrix. It should look something like this:



- Encourage the group to eliminate items that lie in "Thankless Tasks" or seem unlikely to happen.
- If participants are reluctant to set aside any of the sticky notes, challenge them to carry forward at most five key issues or actions from this exercise, ensuring a manageable workload for the next steps.

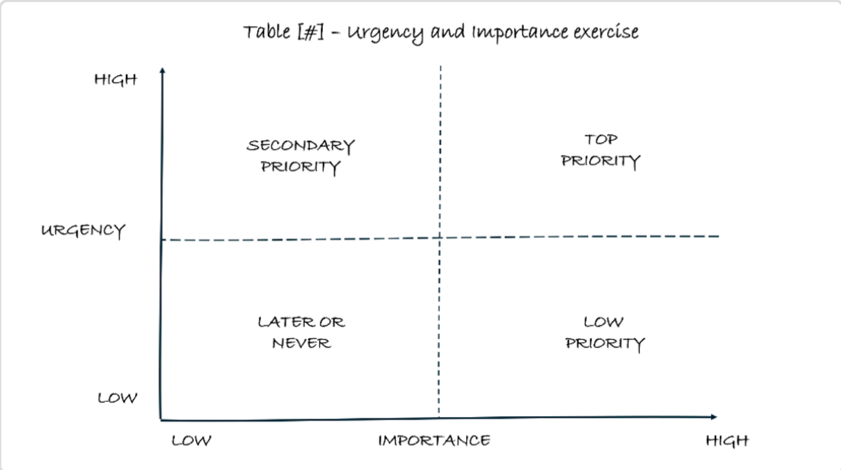
Prioritisation exercise 3: Urgency and importance

Objective

- To further narrow down the critical actions by assessing their urgency and importance.
- To set aside idea, issues, or actions that are not a current priority.

Setup

- Prepare or display a four-quadrant matrix labelled by Urgency (high/low) and Importance (high/low). It should look something like this:



Definitions:

Urgency

Urgency refers to the time sensitivity of an action or issue. It reflects how quickly the action needs to be taken to prevent a negative outcome or to seize a critical opportunity. An issue is also considered urgent if delaying action could significantly worsen the situation. Lower urgency suggests the action can reasonably wait without immediate significant consequences.

Importance

Importance relates to the potential impact and long-term significance of resolving an issue. It reflects how much the action contributes to preventing and relieving homelessness or improving support pathways. An action is highly important if it addresses a root cause, improves outcomes for multiple people, or drives positive systemic change. An issue or action may be important because it significantly promotes (or frustrates) existing strategic objectives or policies. Lower importance suggests the action has a limited or narrow impact, affecting fewer individuals or representing a marginal improvement, or does not align with strategic or policy objectives.

Introducing the exercise

- Remind participants that “urgent” means the action needs to happen quickly (e.g., to prevent immediate negative outcomes), whereas “important” means the action strongly contributes to preventing or relieving homelessness in a significant way.
- Encourage them to consider both short-term pressures (like pending eviction crises) and long-term strategic goals (like establishing sustainable housing pathways).

Placing the notes

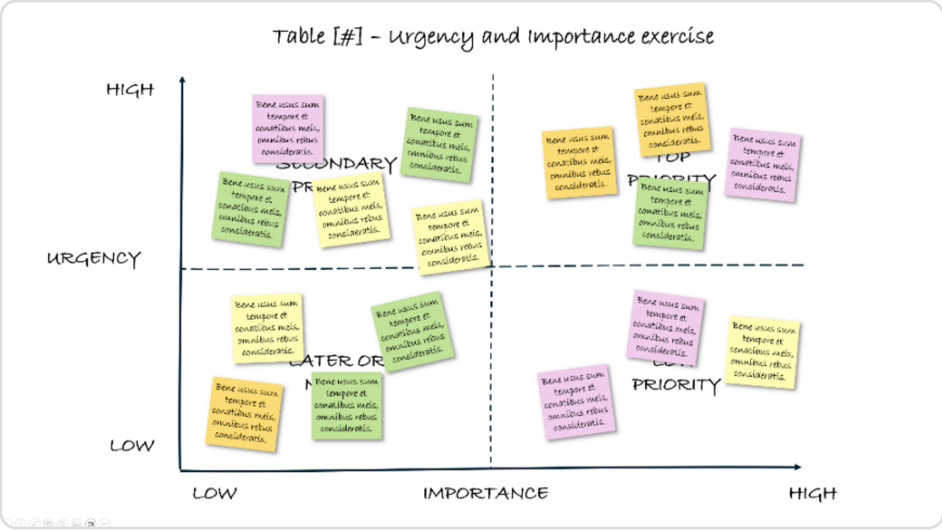
- Only consider the sticky notes that survived the previous two exercises. Ask participants to place each note in the Urgency-Importance matrix.
- Facilitate open discussion about why a note may be urgent, important, both, or neither. If you sense hesitation, encourage participants to articulate their reasoning.

Encouraging consensus

- If disagreements arise, ask clarifying questions: “What urgent consequences might occur if this is delayed?” or “Is this truly pivotal to our overall strategy?”
- Emphasise the value of different perspectives, but aim for consensus on each item’s placement.

Documenting and final filtering

- Take a high-resolution photograph of the resulting matrix. It should look something like this:



- Encourage participants to eliminate any ideas in the “Later or Never” and “Low Priority” quadrants.
- If participants are reluctant to set aside anything, challenge them to keep only their top three sticky notes or, if necessary, to combine related items that are essentially duplicates.
- The goal is to be highly selective about which actions move forward to the mapping exercise.

Prioritisation exercise 4: Mapping to the Positive Pathways Model

Objective

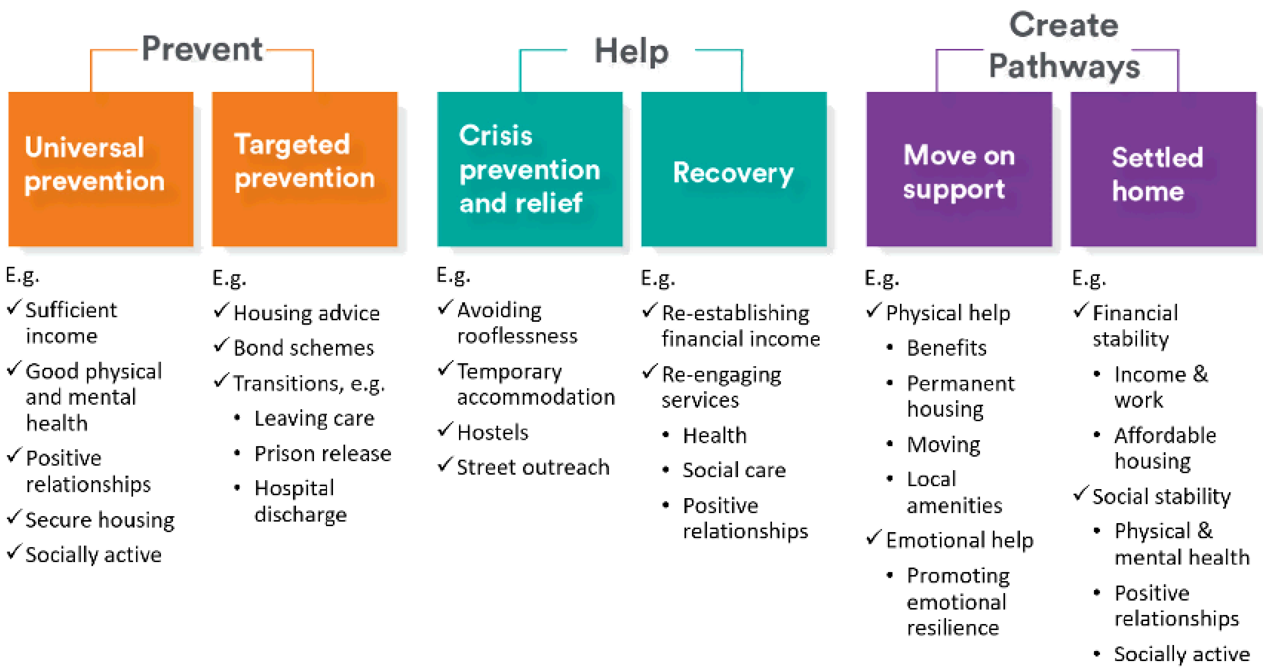
- To ensure the final priorities clearly align with the Positive Pathways Model, covering prevention, help, and longer-term pathways.
- In the unlikely event at this stage that any emerging priorities are not relevant to the model, to set them aside.

Whole-group vs. table level

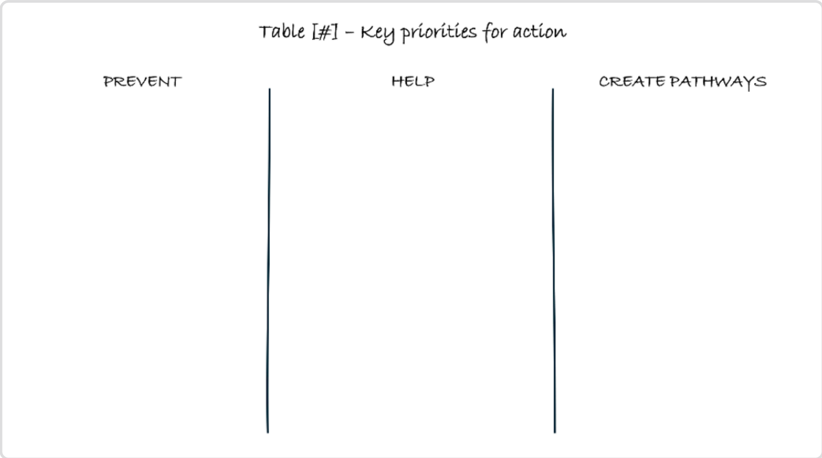
- The main facilitator will decide whether this step happens at each table or as one collective group. Check-in with the main facilitator to find out.
- If you choose a group-wide approach, gather the sticky notes from all tables and place them onto a single large Positive Pathways diagram. The main facilitator will then lead the whole room through this exercise. This can be beneficial to help everyone see overlaps and potential collaborations.
- If a table level approach is taken, then take the steps as follows.

Introducing the model

- Point out the printout of the Positive Pathways Model and remind participants of the three categories and six stages:



- Your flip chart should be prepared to look something like this:

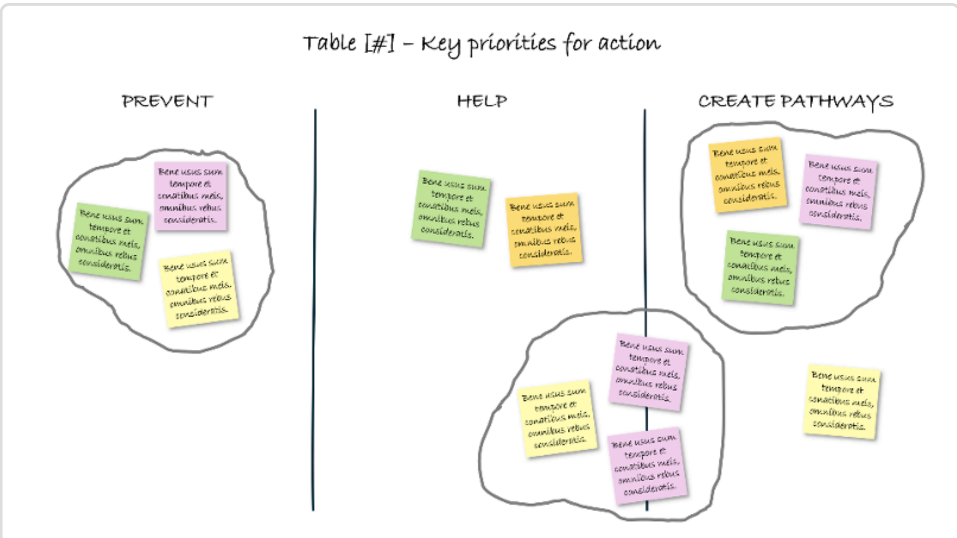


Placing remaining sticky notes

- Ask participants to revisit the handful of actions that remain after the previous exercises.
- Each note should be placed in the segment of the model where the group believes it has the greatest impact.
- Sometimes an action might address more than one stage. In that case, participants can choose the most dominant stage or place it on a boundary.

Final checks and adjustments

- While the notes are being placed, participants might realise that some actions are duplicates or that certain actions do not fit well at any stage.
- This is a good time to remove any further outliers, combine duplicates, or group related sticky notes together.
- Once you have a concise set of actions placed on the model, take a clear photograph to ensure the final arrangement is documented.
- This could look something like this:



Appendix G: Finalising your pledges and action plan

Introduction

Over the two to three weeks following your workshop, the aim is to refine and confirm the pledges and action plan arising from your group conversations. This process ensures that the wealth of ideas generated is carefully organised, prioritised, and transformed into clear, deliverable commitments.

Gather photographs and materials

Begin by collecting all photographs taken during the workshop, including pictures of sticky notes, flipcharts, and any prioritisation exercises. These visual records will help you capture the breadth of discussion and prevent valuable insights from being lost. If you used digital collaboration tools, compile screenshots or exported boards. You could store these in a shared folder that all relevant colleagues can access to encourage collaboration.

Conduct a thematic analysis

With your workshop materials to hand, you may want to conduct a thematic analysis of the notes and flipcharts.[2] Look for recurring keywords, concepts, or concerns that emerged under each stage of the Positive Pathways Model (or your chosen framework). For example, several sticky notes may relate to "strengthening early interventions", so group them accordingly. Aim to reduce duplication by merging closely related ideas into overarching themes. Note that even at this stage some ideas may fall outside the immediate scope of your current project, or what is feasible, and can be set aside in conversation with the project sponsor as necessary.

Drafting pledges and actions

Using the themes that surface from your analysis, begin drafting a small set of pledges and associated actions. Work closely with the main workshop facilitator and consider inviting table facilitators to a short follow-up discussion, especially if they have specific expertise or knowledge of practical steps. Each pledge should be concise and meaningful, providing an overall direction for improvement. Aim to keep the number of pledges to no more than three so that the outcome of the C2C exercise is focused, able to secure the necessary resources, and then truly deliver.

[2] You can find some useful information about how to do a thematic analysis here: https://www.scribbr.com/methodology/thematic-analysis/

Once pledges are drafted, list the actions required to make them a reality. Where possible, identify named leads or teams for each action, as well as indicative timescales and any dependencies. Clarify how these actions align with the feedback and priorities identified during the workshop as well as with the Positive Pathways Model to maintain the focus.

Sponsor review and sign-off

Present the draft pledges and actions to the project sponsor for initial review. Their strategic perspective will help refine language, confirm feasibility, and ensure alignment with organisational or partnership priorities. Make any adjustments needed, then circulate a revised draft to the wider group for comment. If participants raise further changes, consolidate them carefully, taking note of any significant shifts in scope or resource requirements. Be sure to run these past the project sponsor again before proceeding if there any material changes.

Governance sign-off

Depending on the scale of the commitments, further approvals or resource allocation may be needed. That being the case, once there is consensus on the final pledges and actions, submit them through the appropriate governance channels within your organisation or partnership. You project sponsor will be able to advise and support that process. Keep lines of communication open, ensuring all stakeholders understand the rationale behind each pledge and are prepared to support implementation.

By following these steps, you will effectively bridge the gap between workshop outputs and concrete, collaborative action, setting the stage for meaningful progress in preventing and relieving homelessness.

Applying for the C2C logo

Once the pledges and actions have been agreed by the senior sponsor, you can forward your pledges and actions to the WMCA Homelessness Taskforce for consideration to receive the C2C logo. You can use the logo on your email footer, website, or marketing materials to demonstrate that you have been through the process.

> Apply for the logo by sending your pledges and actions via email to homelessness@wmca.org.uk

Appendix H: Example pledges and action plan

Pledge:

> **We will encourage a culture of continuous learning and development to ensure that staff are equipped with the necessary knowledge and skills to excel in their roles.**

Action	Sub-actions	Pathway Area(s)	Who is leading	Timescale	Measure
Conduct a needs assessment	Engage with partners who require training and assess the gap/ need/competencies? Consult with people with lived experience and advocacy groups to identify key areas where frontline staff need improved training. Analyse the findings to pinpoint specific topics and competencies required.	All	Sarah Smith	January 2025	Needs assessment complete Assessment of lived experience perceptions complete Specific topics identified
Identify qualified trainers	Identify and recruit trainers Identify and recruit people suitably skilled people with lived experience and provide them with any necessary support Ensure trainers and co-tutors are familiar with the materials	All	John Jones	March 2025	Trainers identified, Lived experience co-tutors identified, Trainers and collaborators comfortable with the materials.
Tailor training to the findings from the need's assessment	Assess training against requirements Cover the needs established through the consultation Ensure the use of mixed training methods	All	John Jones	May 2025	Trainers / experts identified Existing courses modified to meet requirement and lived experience engagement

Action	Sub-actions	Pathway Area(s)	Who is leading	Timescale	Measure
Implement the training programme	Schedule sessions Recruit participants Deliver sessions Collect attendance monitoring, understanding, and satisfaction data	All	John Jones	September 2025 – July 2026	Sessions scheduled. Participants identified and recruited. Sessions delivered and evaluated.
Evaluate the impact	Evaluate the feedback from the sessions Measure improvements in knowledge, skills, and competence Check appetite or need for regular courses and updates Consider whether to establish a training network	All	Sarah Smith	September 2026	Evaluation feedback collected, analysed, and reported. Suggest measuring before and after for perceptions of: Knowledge, Skills, Confidence

Pledge:

We will develop and implement a comprehensive pre-tenancy information and support programme including thorough assessments, clear guidance, and signposts to necessary resources for tenants during their transition to new accommodation.

Action	Sub-actions	Pathway Area(s)	Who is leading	Timescale	Measure
Develop a standardised pre-tenancy assessment process.	Assessment of current processes. Consultation with tenants. Development of new process. Piloting of new processes. Consultation with tenants. Amendment, finalisation, and implementation.	Universal Prevention	Head of Tenant Support	March 2025 - March 2026	New process is in place to time and budget. Tenants feel like they've been meaningfully involved.
Enhance pre-tenancy information, guidance, and training resources.	Scoping of information needed. Consultation with tenants. Development of new information. Consultation with tenants. Development of new training resources.	Universal Prevention	Head of Neighbour-hoods	March 2025 - March 2026	New information is in place to time and budget. Tenants feel like they've been meaningfully involved.
Create a compre-hensive tenancy services offer, clearly outlining the available sup-port services.	Review current tenancy offer. Consult with tenants. Revise offers. Train staff. Update tenant information on the website.	Targeted Prevention	Head of Tenant Support	October 2025 - October 2026	New service offer is in place to time and budget. Tenants feel like they've been meaningfully involved.

Action	Sub-actions	Pathway Area(s)	Who is leading	Timescale	Measure
Extend the provision of starter/ move-on packs to tenants transitioning to new accommodation.	Assessment of information given to tenants moving-on Consultation with tenants. Development of new move-on packs. Piloting of new move-on packs. Consultation with tenants. Amendment, finalisation, and implementation.	Move-on Support	Head of Tenant Support	January 2026 - July 2026	New move-on packs are in place to time and budget. Tenants feel like they've been meaningfully involved.

Appendix I: Scoping session

Introduction

A scoping session offers a focused, high-level discussion to ensure that the main workshop aligns with the organisation's or partnership's strategic priorities. It can be particularly valuable to hold this meeting in advance of the primary workshop so that senior leaders and other essential stakeholders clarify the exact purpose of the Commitment to Collaborate (C2C) process in the specific context of their objectives. By exploring where collaboration on homelessness prevention and relief fits into existing objectives, participants can better define a realistic scope for subsequent discussions. This approach ensures that the subsequent workshop makes the most effective use of time and resources by homing-in on the areas of greatest strategic importance. Those areas are most likely to result in pledges and actions that contribute to existing priorities, which are then more probable to attract approval through governance processes.

Rationale and benefits

The core aim of a scoping session is to pinpoint the specific issues, themes, or challenges that the organisation or partnership wishes to address through C2C approach. It allows decision-makers to contemplate whether the focus should remain broad – covering the full range of homelessness prevention and relief – or whether it should narrow to a more specific dimension, e.g., issues such as hospital discharge planning, reoffending prevention, or data-sharing for earlier intervention would reflect common themes or strategic objectives.

Whatever the focus, the scoping session provides an opportunity for deeper reflection on the strategic value and feasibility of potential actions before participants gather in larger numbers for the workshop. By ensuring alignment with senior-level objectives, the session also helps secure executive endorsement and resources for the initiative and the specific pledges and actions that emerge.

Attendees and format

The scoping session works best as a 60 to 90 minute meeting of around three to eight people who hold senior roles or key decision-making responsibilities within the organisation or partnership. This might include a Director-level sponsor, relevant department heads, or other influential figures in homelessness-related services, e.g., data analysis, commissioning, or partnership management. These individuals bring knowledge of both strategic priorities and organisational constraints, ensuring the session's outcomes remain practical. Having a focused set of senior attendees also creates a "safe space" for frank conversation, helping surface potential barriers or competing demands without derailing the main workshop.

Structure and discussion points

The agenda should centre on identifying which strategic outcomes the organisation or partnership most wants to achieve.

This may include for example:

- Enhancing prevention through data
  Exploring how better data collection and sharing might identify risks earlier and trigger timely interventions.
- Incorporating lived experience
  Discussing how insight from people with first-hand knowledge of homelessness can inform smarter service design.
- Focusing on specific contexts
  Determining if efforts should concentrate on particular touchpoints such as hospital discharge or prison release, where risk of homelessness can be especially acute.

> If necessary, it may be worthwhile to utilise the prioritisation exercises described earlier in the toolkit to assist in the process of defining the scope for the workshop. This ensures that by the time the main workshop commences, participants can devote time to the most relevant, high-impact areas for discussion and problem solving. You will find a set of PowerPoint slides for an example scoping session on our website.

If a narrowed scope is identified, then this should be defined by the facilitators as the focus in the two collaborative conversation sessions. It is possible, for example, to use the first session to focus on one topic (e.g., discharge from hospital) and the second session to focus on a different topic (e.g., prison release).

Outcomes

A successful Scoping Session results in a clear, shared understanding of the goals for the main workshop, along with preliminary ideas on which pledges or actions might be most beneficial. In turn, facilitators and workshop participants can more effectively shape conversations around those objectives, leading to a workshop that is productive, dynamic, and immediately relevant to broader organisational or partnership strategies for preventing and relieving homelessness.

Appendix J:
Positive Pathways Model printout

Prevent

Universal prevention

E.g.

- ✓ Sufficient income
- ✓ Good physical and mental health
- ✓ Positive relationships
- ✓ Secure housing
- ✓ Socially active

Targeted prevention

E.g.

- ✓ Housing advice
- ✓ Bond schemes
- ✓ Transitions, e.g.
    - Leaving care
    - Prison release
    - Hospital discharge

Help

Crisis prevention and relief

E.g.

- ✓ Avoiding rooflessness
- ✓ Temporary accommodation
- ✓ Hostels
- ✓ Street outreach

Recovery

E.g.

- ✓ Re-establishing financial income
- ✓ Re-engaging services
    - Health
    - Social care
    - Positive relationships

Create Pathways

Move on support

E.g.

- ✓ Physical help
    - Benefits
    - Permanent housing
    - Moving
    - Local amenities
- ✓ Emotional help
    - Promoting emotional resilience

Settled home

E.g.

- ✓ Financial stability
    - Income & work
    - Affordable housing
- ✓ Social stability
    - Physical & mental health
    - Positive relationships
    - Socially active

West Midlands
Combined Authority