

WORCESTER CITY HOMELESSNESS AND ROUGH SLEEPER STRATEGY ACTION PLAN

Year One (January 2023- December 2023)

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
REDUCING ROUGH SLEEPING				
Undertake fortnightly Rough Sleeper Counts and collate intelligence data from partners and use to inform opportunities for rough sleeper prevention	Fortnightly rough sleeper meetings Rough Sleeper action plans	Rough Sleepers	Rough Sleeper Coordinator	March 2023
Continue to work with voluntary sector to understand the levels of need/demand on food bank provisions/street cafes/charity applications through local homeless forum	Regular monitoring undertaken and used to inform policy and service delivery	Rough Sleepers	Worcester Cares	March 2023
Work with partners to utilise targeted funding to identify and implement bespoke solutions to assist the most entrenched rough sleepers into secure and sustainable accommodation	Reduction in number of people sleeping rough Tenancies successfully sustained Funding effectively utilised	Rough Sleepers	Strategic Housing Team Intervention & Transition Team Rough Sleeper Group	March 2023
Support delivery of substance misuse interventions including access to support, peer mentoring, detox programmes	Number of individuals receiving support	Rough sleepers	Cranston, Public Health	March 2023
Develop specialist support provision for mental health and substance misuse in conjunction with Public Health and mental health services to tackle the underlying causes and contributing factors to rough sleeping and homelessness	Increased tenancy sustainment levels for rough sleeper cohort	Rough Sleepers	Strategic Housing Service Cranston, Public Health	December 2023

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
Develop peer mentoring service, utilising individuals with lived experience of rough sleeping to work alongside and complement existing support services	Number of peer mentors available Number receiving peer mentor support	Rough sleepers	Public health, mental health	December 2023
Work with Worcester Cares to develop a set of principles for organisations providing services for the homeless	Principles developed, ensuring a consistent approach	Rough Sleepers	Worcester Cares	March 2023
Work with Worcester Cares to consider how voluntary sector organisations providing homelessness services can collaborate to access training	Training delivered	Rough Sleepers	Worcester Cares Safeguarding Board	March 2023
Use outcomes of the Supported Housing Joint Strategic Needs Assessment and the Housing First evaluation report to identify accommodation options for rough sleepers	Accommodation options identified and pursued	Rough Sleepers	Strategic Housing Team Rough Sleepers Group	June 2023
Monitor outcomes from RS15 (2022-25) and the Rough Sleeper Action Plan to evaluate effectiveness of interventions and inform future funding bids	Review of effectiveness undertaken	Rough Sleepers	Strategic Housing Team Worcester Cares	March 2025
INCREASING THE SUPPLY OF AFFORDABLE & SUPPORTED HOUSING				
Develop / retain 10 units of safe house accommodation in Worcester City	Number of units of Safe House accommodation available	Domestic Abuse	Strategic Housing Team	June 2023
Develop a housing enabling strategy to increase housing supply, including access to the private rented sector and the development of increased numbers of affordable housing	Number of Affordable Housing completions/acquisitions	All clients	Strategic Housing Team	December 2023
Develop the County Council led Supported Housing Plan / Needs Assessment to address the needs of those with shorter term needs, such as those experiencing homelessness, domestic abuse, mental health, substance abuse issues etc.	Development of short term Supported Housing Plan/Needs Assessment	All client groups	Strategic Housing Team	December 2023

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
IMPROVING THE SUPPLY & REDUCING THE USE OF TEMPORARY ACCOMMODATION				
Undertake a review of existing temporary accommodation provision, processes, length of stay and cost effectiveness	Reduction in time spent in temporary accommodation Reduction in subsidy loss due to cost of temporary accommodation	All client groups	Strategic Housing Team Housing & Welfare Options Team	March 2023
Increase number of cost-effective self-contained units of Temporary Accommodation	Number of units of self-contained TA available Reduction in Housing Benefit subsidy loss due to cost of temporary accommodation	All client groups	Strategic Housing Team	June 2023
Review performance of the Allocations Scheme to maximise the opportunity for households at imminent risk of homelessness to be housed in a timely way and reduce the use of temporary accommodation	Reduction in time taken for households in Band 1 to be offered permanent accommodation Reduction in use of temporary accommodation	All client groups	Strategic Housing Team Housing Options & Welfare Team	June 2023
Improve supply, quality and cost effectiveness of shared temporary accommodation units	Improvement in quality of shared temporary accommodation available Reduction in Housing Benefit subsidy loss due to cost of temporary accommodation Improvement in options available for households who are not entitled to assistance with housing costs	All client groups	Strategic Housing Team Housing & Welfare Options Team	December 2023

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
IMPROVING SERVICE DELIVERY				
Regularly monitor, review and evaluate financial contributions to third parties to ensure that they continue to deliver value for money.	Quarterly review meetings	All client groups	Strategic Housing Team	March 2023
Embed evidence-based decision making across the service, ensuring that robust data is used to regularly monitor, review and improve service delivery and policy development	Regular review of management performance information by managers All service and policy changes are evidence-based	All client groups	Strategic Housing Managers	March 2023
Undertake a review of service delivery and outcomes to enhance prevention tools, shape services and increase homelessness prevention	Development of targeted prevention strategies and pathways Reduction in number of homeless approaches Increase in proportion of successful preventions	All client groups	Strategic Housing Team Housing & Welfare Options Team	June 2023
Undertake a review of Worcester City Lettings scheme to ensure it maximises opportunities for homelessness prevention	Increase in homelessness prevention through the use of PRS tenancies	All client groups	Strategic Housing Team Private Sector Housing Team	June 2023
Embed meaningful customer engagement in policy and service design and delivery, and use feedback to review and improve services to enhance learning from lived experience	Regular customer engagement is undertaken using a variety of methods Feedback is used to review service delivery and policy development	All client groups	Strategic Housing Team & Housing & Welfare Options Team Worcester Cares	June 2023

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
Pursue all relevant opportunities for funding to support and extend provision of services	Award of grant funding	All client groups	Strategic Housing Team	December 2023
IMPROVING PREVENTION MECHANISMS & REDUCING HOMELESSNESS APPROACHES				
Expand early intervention mechanisms to include all RP partners and other landlords in the city, including supported housing providers	Reduction in the number of homeless approaches due to eviction	All client groups	Strategic Housing Team & Housing & Welfare Options Team	March 2023
Work proactively through resettlement schemes to prevent homelessness in the refugee population	Number of refugee households prevented from homelessness	Refugee population	Community Services	March 2023
Promote Duty or Commitment to Refer to reduce risk of households being made homeless without opportunity for prevention, particularly from institutions	Number of duty to refer cases received	All client groups	Housing Options & Welfare Team	March 2023
Ensure officers link to harm reduction service where client not fully engaged with drug and alcohol services, through joint working and training	Fortnightly rough sleeper meetings Rough Sleeper action plans	All client groups	Strategic Housing Service, Cranstoun Public Health	March 2023
Explore opportunities to link homeless households into meaningful activity and services to reduce social isolation and loneliness such as Plus (Onside Advocacy).	Number of homeless households supported in to Education, Employment or Training	All client groups	Worcester Cares	March 2023
Work with partners and other organisations to enhance publicity of our services and encourage people to approach our service early to improve opportunities for prevention	Develop a communication plan Increased % of homelessness preventions	All client groups	District Collaborative Worcester Cares	December 2023
Increase energy performance enforcement activity in the private sector to improve standards and reduce costs to tenants to reduce the risk of homelessness	Number of energy efficiency improvements undertaken through MEES enforcement	All clients	Private sector housing	December 2023

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
PARTNERSHIP WORKING				
Improve links between health and housing including hospital discharge pathways and Mental Health provision	Inclusion at Worcester District Collaborative	All client groups	Partnership Officer, DC	March 2023
Undertake review of joint working opportunities between housing and other organisations, e.g. DWP, Care leavers team, RPs, charitable organisations etc, including the value and feasibility of co-location	Establishment of joint working protocols/pathways with key partners	All client groups	Housing Options & Welfare Team	March 2023
Review Worcester Cares Homelessness Forum to provide oversight of Strategy & Worcester Action Plan, to include all elements of homelessness	Quarterly homelessness forums	All client groups	Worcester Cares, AS Board	March 2023
SUPPORT PROVISION				
Adopt and embed the Complex Adult Risk Management (CARM) framework working with partners to address those individuals with multiple and complex needs at risk of homelessness with intervention and support.	Number of individuals/ households adopted under the CARM framework	Complex needs / Mental Health	Adult Safeguarding Board	March 2023
Review existing welfare provision to ensure the offer is cost effective, targeted and supports low income households with the cost of living to reduce the risk of homelessness and increase tenancy sustainment	Welfare Provision review undertaken	All clients	Strategic Housing Team	March 2023
Support organisations to increase the provision of advice, support and income maximisation to provide recovery from financial hardship	Number of individuals receiving financial and debt advice from partners	All client groups	Worcester Cares	March 2023
Maintain and update Directory of support available for households across the district from wider organisations and ensure this is signposted from the council's website	Numbers of referrals to agencies. Number of individuals referred/ signposted	All client groups	Community Engagement	December 2023

Years Two & Three (January 2024- December 2025)

A review of progress against actions will be undertaken at the end of Years 1 and 2, alongside identification of any new priorities as a result of changes to legislation, policy, cost of living impacts etc. This will be used to develop specific actions for Years 2 and 3 of the Strategy, which are likely to include the following:

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
REDUCING ROUGH SLEEPING				
Review outcomes of Intervention and Transition model pilot and explore options for expansion	Number of successful outcomes achieved for individuals supported by ITT workers	Rough Sleepers	Rough Sleeper Co-ordinator	January 2024
Embed Intervention and Transition model to maintain single points of contact and the provision of flexible support to meets clients needs	Number of individuals supported through ITT workers	Rough sleepers	Rough sleeper coordinator	March 2025
INCREASING THE SUPPLY OF AFFORDABLE & SUPPORTED HOUSING				
Explore the value and feasibility of developing a Supported Housing Accreditation Scheme to ensure the quality and cost effectiveness of privately operated supported accommodation provision in the city	Improved links with privately operated supported housing providers Reduction in Housing Benefit subsidy loss by ensuring cost effectiveness of models	All client groups	Strategic Housing Team Private Sector Housing Team South Worcestershire Revenues & Benefits Service	March 2024
Support the increase in the range of supported and step-down accommodation available including government schemes (SHAP)	Number of new supported and step down accommodation units delivered	All client groups	Strategic Housing Team	March 2024
Review the provision of accommodation and support for young people to ensure no young person will be placed in emergency bed and breakfast with shared facilities		Young People	Strategic Housing Team	March 2024

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
Embed housing enabling strategy to increase supply of affordable housing within the City	Number of affordable housing completions	All client groups	Strategic Housing Team	December 2024
IMPROVING THE SUPPLY & REDUCING THE USE OF TEMPORARY ACCOMMODATION				
IMPROVING SERVICE DELIVERY				
Develop a youth homelessness snapshot survey with YPC	Survey results	Young People	Young People's Co-ordinator	March 2024
Work with RP's to identify opportunities to improve timescales for properties to be made available to homeless households.	Timescales of void turnaround	All client groups	Housing Options & Welfare Team	December 2024
Work with RP's around reviewing under occupation rates and making the best use of stock whilst utilising DFG's to support and facilitate the most appropriate housing solution for individuals and households.	Number of under occupied properties brought back in to use DFG's delivered	All client groups	Strategic Housing Team	December 2024
Explore home sharing as an opportunity to make the best use of stock whilst addressing loneliness and isolation with older people.		Older people	Adult social care	December 2025
IMPROVING PREVENTION MECHANISMS & REDUCING HOMELESSNESS APPROACHES				
Explore the funding opportunities available to employ a countywide Young People's Co-ordinator (YPC)		Young People	WSHOG	March 2024
Review and improve pathways with statutory services such as Prisons, Health, Social Care and Mental Health services to increase planned moves and discharges, giving more time for prevention work and avoiding the need for temporary accommodation	Reduction in number of unplanned approaches from institutions Reduction in number of individuals approaching from institutions who are placed in temporary accommodation	All client groups	Strategic Housing Team Housing & Welfare Options Team	March 2024
Engage with private landlords through landlord forums to enable access to accommodation across the districts post rent reform act		All client groups	Private sector housing team	March 2025

Action	Performance indicator/ outcome	Client group	Responsibility	Timescale
Deliver communication plan to raise and maintain awareness around homelessness prevention and rough sleeping		All client groups	Housing Options a& Welfare Team	December 2025
PARTNERSHIP WORKING				
Work with partners to explore opportunities for further outreach provision from their services e.g. GP drop ins, joint home visits, mental health outreach	Number of services/ sessions of outreach available	All client groups	District Collaborative	March 2024
Identify and pursue opportunities for joint commissioning with other agencies and services to improve efficiency and service quality, and maximise options for customers	Joint commissioning opportunities pursued as appropriate.	All client groups	Strategic Housing Team Worcester Cares	December 2024
Explore Greater Manchester Combined Authority model around co-ordinated bids across statutory and voluntary sector partners to address gaps		All client groups	Strategic Housing Team	March 2025
SUPPORT PROVISION				
Explore opportunities with the MH Trust around a specialist MH funded post to work with homeless households		Mental health	MH Trust	March 2025