

Homelessness and Rough Sleeping - Worcester City Action Plan 2022-2025



Strategic Objective	Tasks	Client Group	Measure of Success	Responsible Accountable Consulted Informed	Timescale
<p>Make best use of funding to support and extend services for rough sleepers, with the aim of ensuring homelessness is rare, brief and non-recurrent</p>	<p>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</p>	<p>Rough Sleepers</p>	<p>Specialist mental health and substance misuse provision in place for rough sleepers</p> <p>Reduction in rates and duration of rough sleeping caused by these factors</p> <p>Increase in engagement and reduction in time taken to access mental health and substance abuse services for rough sleepers</p>	<p>R: H&RSGroup; WSHOG A: Housing Board C: Public Health; WCC Rough Sleeper Group; Cranstoun; Emerging Futures; Worcester Cares; District Collaborative; PLE I: CLT; Committee Chair and Vice Chair; Worcester Cares; H&WB Board</p>	<p>December 2023</p>
	<p>Monitor outcomes from RSI, RSAP, Housing First and other contracts to evaluate effectiveness of interventions, identify accommodation options and inform future funding bids</p>	<p>Rough Sleepers</p>	<p>Range of accommodation options and pathways available for rough sleepers, including new, returning and entrenched</p> <p>Roles and responsibilities of contracted services are clearly defined, ensuring maximum coverage and eliminating duplication</p> <p>Consistent, sustainable reduction in the number of people sleeping rough in Worcester City</p>	<p>R: H&RSGroup; WSHOG A: Housing Board; WSHOG C: WCC Rough Sleeper Group; Worcester Cares; PLE I: CLT; Committee Chair and Vice Chair; Worcester Cares; DLUHC</p>	<p>March 2024</p>
	<p>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</p>	<p>Rough Sleepers</p>	<p>The most entrenched rough sleepers are assisted into suitable and sustainable accommodation which meets their specific needs</p> <p>Adopt the Centre for Homeless Impact SHARE framework indicators to measure the success of the Council's approach to rough sleeping</p>	<p>R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: WCC Rough Sleeper Group; Worcester Cares I: WSHOG; Housing Board; DLUHC; Worcester Cares</p>	<p>March 2025</p>
	<p>Undertake strategic gap analysis to identify need and inform future funding bids, including the specific needs of female rough sleepers</p>	<p>Rough Sleepers</p>	<p>Creation of a clear picture of need and vision for future delivery</p>	<p>R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: WCC Rough Sleeper Group; Worcester Cares; PLE I: CLT; Committee Chair and Vice Chair; DLUHC; Worcester Cares</p>	<p>April 2023</p>
	<p>Explore innovative models for rough sleeper accommodation provision, including co-location of assessment centre, NSNO, step-down accommodation etc.</p>	<p>Rough Sleepers</p>	<p>Completion of best practise research and options appraisal for range of accommodation models, with funding bids submitted as appropriate</p>	<p>R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: WCC Rough Sleeper Group; Public Health; Worcester Cares; PLE; DLUHC I: CLT; Committee Chair & Vice Chair; Worcester Cares</p>	<p>April 2024</p>
	<p>Work with partner agencies to co-ordinate the work of projects funded by separate funding streams to eliminate duplication, avoid gaps and maximise effectiveness</p>	<p>Rough Sleepers</p>	<p>The roles and responsibilities of all projects and services are clear to all parties, with unambiguous and efficient pathways to access</p>	<p>R: Rough Sleeping Co-ordinator A: WSHOG C: WCC Rough Sleeper Group; Public Health; H&RSGroup; Worcester Cares; Cranstoun; Emerging Futures I: WSHOG; Worcester Cares</p>	<p>June 2023</p>

Homelessness and Rough Sleeping - Worcester City Action Plan 2022-2025



Strategic Objective	Tasks	Client Group	Measure of Success	Responsible Accountable Consulted Informed	Timescale
Maximise relationships and contributions from partnerships and other agencies, including the VCS	Continue to work with partners including the VCS to understand the levels of need/demand on 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	All	Profile of need and demand is developed, with services / local funding streams able to adapt responsively Urgent welfare provision available to vulnerable households experiencing financial hardship or rough sleeping	R: Strategic Housing Team Manager A: Head of Homes and Communities C: Food Bank; Charitable welfare schemes; DWAS; Worcester Cares; SFS; PLE I: CLT; Worcester Cares	June 2023
	Support the development of peer mentoring services utilising individuals with lived experience of rough sleeping/mental health/substance abuse to work alongside and complement existing support services	Rough Sleepers	Delivery Framework produced, with clear direction on a range of possible delivery options. Future opportunities for provision are evaluated more quickly, reducing time and resources spent on appraisal and approval processes Additional units of temporary	R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: WCC Rough Sleeper Group; Worcester Cares; PLE I: WSHOG; Worcester Cares	December 2023
	Work closely with Adult Safeguarding Board to ensure dissemination of information including on the Mental Capacity Act, Care Act 2014, Self Neglect policy and CARM	Rough Sleepers	Housing staff and contracted agencies are provided with information and are supported to apply relevant legislation and policies Training delivered whether need is identified	R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: WSABWCC Rough Sleeper Group; Worcester Cares; PLE I: WSHOG; Worcester Cares	April 2024
	Explore opportunities to link homeless households into meaningful activity and services to reduce social isolation and loneliness	All	Number of referrals into relevant services	R: Strategic Housing Team Manager A: Head of Homes and Communities C: WCC Rough Sleeper Group; Worcester Cares; PLE; WSHOG; District Collaborative I: Worcester Cares; WSHOG	April 2024
	Work with Worcester Cares to develop a set of principles and universal definition of and processes for managing risk for organisations providing services for the homeless and to consider how voluntary sector organisations providing homelessness services can collaborate to deliver services and access training	All	Clear overarching shared principles developed to guide the services of all agencies with a shared vision Avoidance of duplicated services Delivery of shared training programmes	R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: WCC Rough Sleeper Group; Worcester Cares; SFS; PLE I: Worcester Cares	December 2023
	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.	All	Number of staff undertaking CARM training Number of individuals referred into CARM framework Number of successful outcomes from CARM framework	R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: WCC Rough Sleeper Group; Worcester Cares; District Collaborative I: WSAB; Worcester Cares	Jun-23

Homelessness and Rough Sleeping - Worcester City Action Plan 2022-2025

Strategic Objective	Tasks	Client Group	Measure of Success	Responsible Accountable Consulted Informed	Timescale
Increase the supply of affordable homes to meet a range of needs	Deliver 10 units of safe house accommodation in Worcester City	Domestic Abuse	10 units of suitable safe accommodation available for victims of domestic abuse to receive accommodation based support Successful outcomes for safe house occupants	R: Strategic Housing Team Manager A: Head of Homes and Communities C: Platform; Women's Aid; PLE I: CLT; WSHOG; Housing Board	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	All	Housing Enabling Strategy adopted Increase in the provision of affordable housing Range of accommodation options available to meet variety of needs	R: Head of Homes and Communities A: Corporate Director - Operations, Homes and Communities C: RPs, Planning Service, Property Services, Finance Service, Legal Service, Specialist Consultants I: CLT; Communities Committee"	June 2023
	Develop District-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, female rough sleepers etc.	All	District led Supported Housing Plan developed, informed by robust needs assessment Joint commissioning and funding bids undertaken as appropriate to deliver identified provision	R: Housing Solutions and Enabling Officer A: WSHOG C: Supported Housing Working Group; Worcester Cares; RPs; Public Health; District Collaborative; PLE I: Housing Board; CLT	April 2024
	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	All	Supported/exempt provision in the city provides good quality accommodation and support, meets the needs of a range of client groups and has clear pathways for access and move-on	R: Strategic Housing Team Manager A: Head of Homes and Communities C: South Worcestershire Revenues and Benefits Service (SWR&BS); Worcester Cares; Accommodation providers; PLE I: CLT; WSHOG	April 2024

Homelessness and Rough Sleeping - Worcester City Action Plan 2022-2025



Strategic Objective	Tasks	Client Group	Measure of Success	Responsible Accountable Consulted Informed	Timescale
Improve the supply and reduce the use of temporary accommodation	Undertake a review of temporary accommodation need and provision, processes, length of stay and cost effectiveness	All	Review completed and recommendations implemented Access to temporary accommodation is efficient and clear pathways and tools are in place to ensure effective and timely move-on Increase in Housing Benefit recovery rates Reduction in length of stay in temporary accommodation	R: Strategic Housing Team; Housing and Welfare Options Team (HWOT) A: Head of Homes and Communities C: HWOT; PLE I: H&RSGroup	June 2023
	Increase the number of cost-effective and suitable units of temporary accommodation in Worcester City to meet a range of needs	All	Temporary accommodation is available in a range of types, sizes and locations to meet legislative requirements and the specific needs of homeless households Reduction in Housing Benefit subsidy loss from temporary accommodation Improvement in options available for households who are not entitled to assistance with housing costs	R: Rough Sleeping Co-ordinator A: Head of Homes and Communities C: Rough Sleeper Group; Worcester Cares I: Committee Chair and Vice Chair; Worcester Cares	March 2025
	Develop a B&B Elimination Plan to reduce the number of families placed in B&B accommodation and the duration of their stay in this type of provision	All	Families only placed in B&B as emergency provision. No families stay in B&B accommodation for longer than six weeks	R: Strategic Housing Team Manager; HWOT Manager A: Head of Homes and Communities C: HWOT; DLUHC; PLE I: CLT; Committee Chair and Vice Chair	December 2023
	Undertake options appraisal of different models of provision and produce a delivery framework to evaluate future opportunities	All	Delivery Framework produced, with clear direction on a range of possible delivery options. Future opportunities for provision are evaluated more quickly, reducing time and resources spent on appraisal and approval processes Additional units of temporary accommodation are delivered	R: Strategic Housing Team Manager A: Head of Homes and Communities C: Strategic Housing Team; SWR&BS; WCC Finance, Property, Planning and Legal services I: CLT, Communities Committee	April 2024

Homelessness and Rough Sleeping - Worcester City Action Plan 2022-2025



Strategic Objective	Tasks	Client Group	Measure of Success	Responsible Accountable Consulted Informed	Timescale
Prevent people from becoming homeless	Review and improve pathways with statutory services such as Prisons, Health, Social Care, Care Leavers and Mental Health services, as well as former military personnel to increase planned moves and discharges, giving more time for prevention work and avoiding the need for temporary accommodation	All	Clear pathways in place with a range of statutory services Reduction in approaches from these services at Relief stage Increase in successful prevention outcomes for approaches from these services	R: Strategic Housing Team; HWOT A: WSHOG C: Prisons Strategic Housing Specialist; District Collaborative; Adult Social Care; MH Services; WCC Rough Sleeper Group; Worcester Cares I: Housing Board; H&WBBBoard	April 2024
	Expand early intervention mechanisms to include all RP partners and other landlords in the city, including supported housing providers	All	Early intervention mechanisms developed with a range of providers Reduction in approaches from these providers at Relief stage Increase in proportion of successful prevention outcomes for approaches from these providers	R: Strategic Housing Team Manager; HWOT Manager; Rough Sleeping Co-ordinator A: Head of Homes and Communities C: RPs; Supported housing providers; WCC Rough Sleeper Group; H&RSGroup; private landlords; Worcester Cares I: WSHOG; Worcester Cares	April 2024
	Work proactively through resettlement schemes to prevent homelessness in the refugee population and assist those with no recourse to public funds (NRPF)	Refugees	Reduction in approaches from refugee population at Relief stage Increase in successful prevention outcomes for refugee population Reduction in numbers of rough sleepers with NRPF	R: Strategic Housing Team; HWOT; Homes for Ukraine Officers; A: Head of Homes and Communities C: Homes for Ukraine Officers; Worcester Cares; PLE; Refugee support organisations I: WSHOG; H&RSGroup	April 2024
	Prepare for the implementation of the Renters Reform Act, identifying any potential impacts on homelessness approaches or outcomes and undertake a review of access to Private Rented Sector (PRS) accommodation to prevent and relieve homelessness		Communication plan developed to inform and advise private renters and landlords Clear options and incentives are available to encourage PRS access Reduction in homeless presentations from PRS Increase in proportion of successful accommodation outcomes into PRS accommodation at Prevention and Relief stages	R: HWOT Manager; Strategic Housing Team Manager A: Head of Homes and Communities C: Strategic Housing Team; PLE; HWOT; Private Sector Team; private landlords; DLUHC I: WSHOG; Worcester Cares	April 2024
	Develop and implement prevention processes and tools to enable households to remain in their existing homes rather than move to alternative provision	All	Increase in proportion of successful preventions where household remains in existing home	R: HWOT Manager; Strategic Housing Team Manager A: Head of Homes and Communities C: HWOT; Strategic Housing Team; RPs; private landlords; supported accommodation providers; H&RSGroup; Worcester Cares; PLE I: WSHOG	September 2023

Homelessness and Rough Sleeping - Worcester City Action Plan 2022-2025



Strategic Objective	Tasks	Client Group	Measure of Success	Responsible Accountable Consulted Informed	Timescale
Prevent people from becoming homeless	Implement the Countywide Communications Plan included at Appendix 5 of the Strategy and make any necessary amendments to reflect the specific needs of Worcester City	All	Worcester City specific needs are identified through consultation with partners and PLE Regular meaningful communication is undertaken	R: Strategic Housing Team Manager A: Head of Homes and Communities C: WSHOG; Worcester Cares; H&RSGroup; PLE; District Collaborative I: Housing Board; H&WBBoard	April 2024
	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	All	Meaningful management information is regularly produced and reviewed, with services and processes able to respond flexibly where a need for change is indicated All new service and policy development is underpinned by a thorough review of robust data	R: Strategic Housing Team Manager A: Head of Homes and Communities C: HWOT; Private Sector Team; Strategic Housing Team I: CLT; Communities Committee; Health and Wellbeing Committee	March 2024
	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	All	Regular meaningful customer engagement is undertaken using a variety of methods Feedback is used to review and inform service and policy development	R: Strategic Housing Team Manager A: Head of Homes and Communities C: Strategic Housing Team; PLE; HWOT; Worcester Cares I: WSHOG; H&RSGroup	March 2024

Strategic Objective	Tasks	Client Group	Measure of Success	Responsible Accountable Consulted Informed	Timescale
Governance	Ensure robust governance arrangements are in place to oversee and scrutinise delivery against the action plan to ensure the strategic objectives are being met. To include a review of local homelessness forum arrangements in Worcester City.	All	Delivery of the Homelessness and Rough Sleeper Action Plan is a key project for Worcester City Council's Communities Committee and progress against this and other performance indicators will be reported to Committee on a quarterly basis Development of a local homelessness forum whose responsibilities will include monitoring of the action plan	R: Strategic Housing Team Manager A: Head of Homes and Communities C: Strategic Housing Team; PLE; HWOT; Worcester Cares I: CLT; Communities Committee	April 2024

Glossary of Abbreviations

CLT - Corporate Leadership Team
DLUHC - Department of Levelling Up Homes and Communities
DWAS - Discretionary Welfare Assistance Scheme
H&RSGroup - Homelessness and Rough Sleeping Group
H&WBBoard - Health and Wellbeing Board
HWOT - Housing and Welfare Options Teams
MH - Mental Health
NSNO - No Second Night Out

PLE - People with Lived Experience
RP - Registered Provider
SFS - Street Feeding Stations
SWR&BS - South Worcestershire Revenue and Benefits Service
WCC - Worcester City Council
WSAB - Worcestershire Safeguarding Adults Board
WSHOG - Worcestershire Strategic Housing Officers Group
VCS - Voluntary and Community Sector