

Appendix 1 – Action Plan

The Action Plan below sets out the actions that specifically relate to preventing and relieving homelessness, however, in recognition of the Government's commitment to build 1.5 million homes backed by £39 billion investment, and consistent with the national homelessness strategy and wider housing policy, the local authorities recognise that local prevention efforts must be supported by sufficient affordable housing and effective allocation of social stock. Without this, demand for crisis interventions and temporary accommodation will continue to rise. The councils will ensure alignment with the Worcestershire Housing Strategy in order to support the increase in the supply of new affordable and high-quality homes and to address the need for greater diversity in the housing stock through the development of the supported housing strategy. Performance against delivery of new build housing is monitored through the Worcestershire Housing Board.

Pillar 1: Universal Prevention - tackling the root causes of homelessness

Action	Measure	Target	Lead	Timescale
1.1 Prevent homelessness from private rented sector tenancies by building relations with landlords to identify those at risk of homelessness at an earlier stage, utilising funding where appropriate and available and take action to sustain tenancies.	Homelessness arising from the ending of private rented sector tenancies are reduced through measures including; - Landlord forum and prevention panel established. - "Help to Stay" scheme established in areas without one. - Tenancy Sustainment Officers in place (funding dependent). - Utilise funding such as the Crisis Resilience Fund and homeless funding to sustain tenancies	- Collect the number of evictions for rent arrears in 2026/27 to establish the baseline in year one - Increase the number of cases taken to prevention panels/Housing Advice teams for rent arrears from Landlords by 20% in year 2	- Housing Advice Team Leaders - Housing Strategy Officers - Private Sector Housing Teams	Year 1 / 2
1.2 Ensure more legal support is available for tenants facing eviction by expanding partnerships with organisations who already undertake this work so that services have sufficient resource, knowledge, expertise and capacity to robustly defend evictions based on grounds under Renters Rights Act.	The teams are able to advise and refer households for support around the Renters Rights Act; - Training on Renters' Rights Act undertaken for LHA staff. - Established referral mechanisms are in place with the Housing Loss Prevention Advice Service	- Collect the number of evictions for rent arrears in 2026/27 to establish the baseline in year one - Increase the number of cases taken to prevention panels/Housing Advice teams for rent arrears from Landlords by 20% in year 2 - 5% increase in tenancies sustained for twelve months in the private rented sector following intervention.	- Housing Advice Team Leaders - Housing Strategy Officers - Private Sector Housing Teams	Year 1 / 2
1.3 Develop an integrated tenancy sustainment approach , bringing together housing, community organisations/hubs, employment and financial	- "Tenancy at Risk" protocol with Registered Providers is explored.	- Collect the number of evictions for rent arrears	- Housing Advice Team Leaders/Housing Strategy Officers	Year 2

inclusion partners and develop stronger links to online support, to identify tenancies at risk and deliver coordinated support.	- Coordinated support packages in place including income maximisation, debt advice, financial literacy training, and flexible crisis prevention/ discretionary welfare funding.	in 2026/27 to establish the baseline in year one. - Increase the number of cases taken to prevention panels/Housing Advice teams for rent arrears from Landlords by 20% in year 2	- Community Services	
1.4 Review the Duty to Refer data and prepare for the new Duty to Collaborate to ensure that any potential homeless cases are referred to the local housing teams by partner agencies at the earliest opportunity.	Referrals from mandatory duty to refer organisations is increased where there is a low number currently.	- 10% increase in the number of Duty to Refer referrals from organisations with low referral levels. - 10% increase in the proportion of cases approaching for homelessness assistance at prevention stage/ earlier from wider partner agencies included in the Duty to Collaborate.	- Housing Strategy Officers/All statutory agencies required to refer	Year 2 Year 3
1.5 Use data and lived experience to track and evaluate progress against the strategy (and inform service delivery) using key performance indicators and regular reviews. Consider how we can implement “big picture” reporting to demonstrate and understand homelessness prevention activity across all sectors/organisations.	Improved opportunities for learning from data and those with lived experience and People With Lived Experience (PWLE) attending/providing feedback to the Homelessness Strategy Group.	- Summary reporting mechanism developed to show homelessness prevention work across all sectors/organisations. - Data dashboard and baseline statistics developed and monitored at countywide homelessness strategy meetings. - Minimum of 2 lived experience sessions held a year.	- Research and Intelligence Officer - Housing Strategy Officers	Year 2
1.6 Improve shared understanding of the work of all partner agencies in preventing homelessness through promoting the Community Services Directory, and joint training and awareness sessions.	Customers are able to access information and know where to go if they are in housing difficulties. All homelessness prevention services are	- Promote the CSD at min of one homelessness forum in each district, explore what services are	- County Council, - Housing Advice Team Leaders/Housing Strategy Officers	Year 2

	signed up to the community services directory	available and allow for the identification of any gaps in services. - Districts organise one joint training session per annum with the VCSE and/or stat orgs for increased awareness of roles and responsibilities	- Homelessness Partnerships	
1.7 Develop and implement clear referral guidance and processes between agencies (housing, health, education, social care) for early identification of at-risk individuals.	Referral guidance and process defined and promoted and this supports a reduction in the number of individuals are released from institutions into homelessness.	- 10% increase in the number of Duty to Refer referrals from health and social care settings. - 10% reduction in homelessness from institutions	Housing Strategy Officers, Health, Education and Social Care Leads	Year 3 Year 4
1.8 Explore opportunities to develop and deliver homelessness education programmes in schools	To improve the level of understanding of young people around homelessness and how to prevent it.	Service offered by Nightstop in WF are reviewed and roll out across other district (funding dependent)	Housing Strategy Officers	Year 3
1.9 Make better use of existing social housing by exploring opportunities to better match disabled households with adapted housing and by tackling under occupation of larger properties	The councils make best use of existing stock including fully utilising adapted housing	- Current adapted stock within RP provision is mapped - Identify current levels of demand for adapted homes - Consider how the stock is identified and prioritised for those who need those adaptations following best practice	Housing Strategy Officers	Year 2

Pillar 2: Targeted Prevention - targeted support for people at risk of homelessness

Action	Measure	Target	Lead	Timescale
2.1 Explore the feasibility of a predictive homelessness risk model that pulls data from a range of sources to identify and target support to people at greatest risk of becoming homeless before they reach crisis point.	Developing a business case for funding to develop a predictive homelessness risk model to increase homeless preventions and decrease the number of temporary accommodation placements required.	1. Stakeholder mapping with a multi-disciplinary steering group including adult social care 2. Completion of a Data protection impact assessment (DPIA)	Research and Intelligence Officer	Year 3

		3. Data inventory and matching across partners 4. Business case for delivery if there is a feasible solution.		
Rough sleepers and single homeless households:				
2.2 Review and strengthen the rough sleeper support/accommodation options (All services and interventions that tackle rough sleeping) and commission or directly deliver services required utilising the new multi-year homelessness funding arrangements. Ensuring safety, accessibility and positive move on options.	A fully implemented, trauma informed rough sleeping pathway that increases successful tenancies and ensures rough sleeping is not recurring.	- Complete a cross sector review of all current provision, - Carry out a needs assessment and develop a Supported Housing Strategy - Re-allocate funding or remodel services based on findings	- WSHOG - Housing Advice/strategy Teams, - Outreach Services, - Rough Sleeper Co-Ordinator	Year 2
2.3 Investigate the ability to provide bespoke funding for RS and single homeless Outreach teams and the Rough Sleeper Coordinator to develop tailored solutions for individuals who have previously been unable to secure or maintain accommodation, subject to funding.	- Reduction in rough sleeping through the use of interventions and meaningful activities. - Overcome the barriers into housing so more Rough Sleepers are accommodated through building relationships with Registered Providers	- Number of individuals housed through the funding - Tenancy sustainment 6 months + - Number of individuals supported through the funding to address unmet needs - Reduction in repeat rough sleeping of 10%	- Rough Sleeper Co-ordinator - Outreach Services - Housing Advice/Strategy Teams	Year 2 (pending funds)
2.4 Expand the online multi-agency work on Target Priority Group rough sleepers Implement outreach and support services TPG online group across all districts to improve cross-boundary coordination and case management. Learning from good practice and promoting joined up working.	Cross-boundary cases are successfully resolved through online multi-agency TPG group working effectively across boundaries+.	- Reduction in the number of TPG rough sleepers. - Increase in TPG rough sleepers accessing services and accommodation - All districts consistently using the TPG platform	- Rough Sleeper Co-Ordinator/Housing Advice Teams	Year 1
2.5 Extend the Mental Health & Homelessness Group to all districts to enable discussion/referrals into mental health services for those at risk of or experiencing rough sleeping	Mental Health and Homelessness group expanded across all districts to ensure consistent access to mental health services and a joined up approach in those with mental health issues facing homelessness which leads to an increase	- Districts holding a minimum of 2 Mental Health and Homelessness groups per annum in each area.	- Housing Advice/Strategy Team Leaders - Rough Sleeper Co-Ordinator	Year 1

	in access to mental health support for rough sleepers			
2.6 Understand factors leading to returns to rough sleeping Using data to identify repeat patterns, implement targeted interventions, and redesign support offers, subject to funding.	Have an enhanced support offer in place for those who return to rough sleeping including through tenancy sustainment to enable them to access housing.	- Reduction in repeat rough sleeping of 10% - Number of individuals receiving enhanced support - Reduction in number of people refused social housing due to poor tenancy history with Registered Providers (baseline established in Year One)	- Rough Sleeper Co-Ordinator - Outreach Services - Housing Advice/Housing Strategy Teams	Year 2
2.7 Set up a Lived Experience involvement process to ensure people who have experienced rough sleeping or homelessness are able to put forward ideas or feedback. Use this feedback to make changes to services and improve everyday practice, subject to funding.	People with lived experience are involved in service development and improvement with their feedback collected and recorded.	- Number of people with lived experience taking part (in a way that meets their needs) - Minimum of 1 RS lived experience session held a year.	- Rough Sleeper Co-Ordinator - Outreach Services - Research and Intelligence Officer	Year 1
Children, young people and care leavers:				
2.8 Support the pilot(s) of the “Upstream” model in partnership with schools, specialist youth and family support services e.g. Centrepoin model (should funding be available). This would include a review of family intervention and mediation services. Initial pilot to commence in Wyre Forest and Bromsgrove.	The causes of youth homelessness and what interventions can be made to sustain accommodation and positive relationships with family/friends are better understood and prevention initiatives developed across the Councils leading to a reduction in youth homelessness.	- Number of secondary schools actively participating. - Percentage of identified ‘at risk’ students successfully engaging with family mediation or respite services to maintain stable housing.	- Housing Advice/Strategy Team Leaders - WF & SW Nightstop - The Basement Project - Children’s Services - Youth Services - Schools	Year 2
2.9 Review the Care Leavers Protocol in light of new legislative requirements that state that care leavers will no longer be deemed intentionally homeless in the case of accommodation breakdown.	Care leavers protocol updated to ensure positive pathways into accommodation avoiding a homelessness route through a bespoke approach to meeting their needs which will include options to stay put and access to higher education	5% reduction in number of Care Leavers being accepted under the homeless duty.	- Housing Advice/Strategy Team Leaders - Children’s Services	Year 1
2.10 Agree a Memorandum of Understanding/Protocol with providers of young persons supported accommodation to facilitate movements to alternative supported accommodation	Memorandum of Understanding/Protocol in place across providers to respond to potential homelessness situations where the relationship with and between	- Number of positive moves or sustained accommodation as a	- Housing Advice/Strategy Team Leaders	Year 3

2.16 Explore opportunities to provide a flexible approach to medical appointments with GPs to meet the needs of those with complex needs/chaotic lives and ensure follow up care is provided- example of health care worker in local day centres.	All rough sleepers have access to a GP and substance use services where appropriate.	Adopt a formalised, flexible healthcare access protocol that reduces missed appointments and ensures continuity of treatment. Ensure housing officers check with all Households entering temporary accommodation that they are registered with a GP	-WSHOG -Integrated Care Board -NHS - Housing Advice Team Leaders	Year 1
2.17 Enhance the collaborative approach with partners to effectively manage the risk to those with complex and multiple needs in temporary accommodation.	Greater understanding of service user needs and risks and management of these in collaboration with other agencies to reduce the number of serious incidents in unsupported TA/housing. Existing support and ongoing care and support processes are reviewed.	- 100% of residents with complex needs in temporary accommodation are identified and risk assessments completed - A co-produced multi agency safety plan in place within five working days of placement.	- Worcestershire Housing Board - WSHOG	Year 2
2.18 Integrate mental health services more deeply into homelessness prevention and intervention strategies. E.g. outreach teams should have improved access to mental health professionals to provide immediate support to those in crisis, and ongoing support is provided for those in unsupported temporary accommodation.	Improved access to mental health services for those in Temporary Accommodation through the mapping of current mental health services (and their capacity) with, gaps identified. If gap identified secure funding to meet needs.	- Develop dual diagnosis outreach screening tool - Number of joint casework reviews undertaken for high risk individuals	- Housing Advice / Outreach Teams - Mental Health Services	Year 3
2.19 Develop more fully accessible permanent and temporary housing through Disabled Facilities Grant, Health funding and Homes England Funding (dependent on funding)	An increase in healthy and accessible new build and temporary housing to meet needs.	- % increase in number of accessible temporary accommodation units from Year one baseline. - Number of new build social rent properties meeting M4(3) accessibility standard	-WSHOG -Worcestershire Housing Adaptations Service - Planning	Year 4
2.20 Investigate the ability to provide flexible budgets to prevent homelessness families and single people facing severe mental health issues.	Increase in homelessness prevention for this cohort to inform future service delivery.	Feasibility report, data collection on what works and pilot evaluation carried out which establishes a framework for	-Housing Advice Team Leaders/Housing Strategy Teams	Year 4

		funding.		
Domestic abuse				
2.21 Sustain and expand safe accommodation options (funding dependent) to eliminate the use of inappropriate B&B for DA survivors.	The use of inappropriate B&B is eliminated for DA victims/survivors	- % increase in the number of safe accommodation options. - % reduction in B&B use for DA survivors.	-DA Coordinator -Public Health -Housing Providers	Year 2
2.22 Review best practice in preventing homelessness due to domestic abuse at an earlier stage through early interventions with households at risk of homelessness due to DA.	Those are risk of homelessness and experiencing domestic abuse approach for homelessness assistance at an earlier stage e.g. prevention stage, not relief/crisis stage and are able to take up preventative options including the Sanctuary Scheme.	- % Decrease in homelessness approaches due to DA - % Increase in the use of Sanctuary Scheme.	- DA Coordinator - DA Housing Officers - Research and Intelligence Officer	Year 1
2.23 Develop a protocol for Registered Providers to access relevant survivor information (with consent) to deliver trauma-informed housing offers and minimise re-traumatisation.	Improved suitability of accommodation offers due to greater understanding of needs and risk.	- % Reduction repeat homelessness for DA survivors (below 30%) - Increased accommodation sustainment for survivors of DA	- DA Coordinator - Registered Housing Providers - DA Housing Officers	Year 2
2.24 Develop dedicated housing pathways for survivors with multiple needs and those with No Recourse to Public Funds (NRPF)	Improved partnership working with adult social care, schools and health and holistic support available to whole family.	Reduced homelessness levels due to DA Referral pathway developed for those DA survivors who have NRPF.	- DA Coordinator - DA Housing Officers	Year 3
2.25 Strengthen communication and engagement with schools and health professionals (with consent) to support safeguarding and ensure children affected by domestic abuse are linked to appropriate support services.	Processes are defined and embedded within housing teams, education and health professionals to support early identification.	- Increase in number of children being referred for support into commissioned services by Domestic Abuse Housing Officers (DAHO). - Number of schools engaged with - Number of health organisations engaged with	- DA Coordinator - DA Housing Officers	Year 2
Prison leavers:				
2.26 Review supported and transitional accommodation capacity and barriers to accommodation to ensure that there are pathways into accommodation prior to release.	Reduced homelessness due to leaving prison onto the street or unsuitable accommodation where the prison leaver has a local connection	- Reduction of 10% of individuals with a local connection discharged from custody to the	- Housing Advice/Strategy Team Leaders	Year 2

		streets or into unsuitable emergency accommodation.	- Prison and Probation Service	
2.27 Improve data capture: referrals to Prison Release meetings and homeless assessments before release. Understand the accommodation pathways data including CAS3 accommodation.	Improved understanding of housing needs by Housing Teams through improved data collection from Prisons to provide increased accommodation options for prison leavers	- Reduction of 10% of individuals with a local connection discharged from custody to the streets or into unsuitable emergency accommodation.	- Housing Advice/Strategy Team Leaders - Prison and Probation Service	Year 1
2.28 Increase the number of housing assessments undertaken within prisons to identify a housing solution before release.	Increased upstream working to identify accommodation options thereby improving process for prison leavers and reducing homelessness.	- Number of housing assessments undertaken prior to release.	- Housing Advice/Strategy Team Leaders - Prison and Probation Service	Year 2
2.29 Work with partner housing providers to develop a positive pathway from CAS3 accommodation	More individuals moving on from CAS3 into settled or supported accommodation because RPs understand and can meet needs	- Set up joint meeting with RPs to discuss barriers to rehousing prison leavers and ways to overcome them	- Strategic Housing Officers	Year 1
2.30 Review Worcestershire Criminal Justice Housing and Support Protocol	Protocol is updated to reflect current legislation and service provision	- Protocol updated and signed off. - Reduction of 10% of individuals with a local connection discharged from custody to the streets or into unsuitable emergency accommodation.	- Strategic Housing officers	Year 2
Asylum seekers and refugees:				
2.31 Collaborate with community, voluntary, and faith organisations to develop tailored, culturally appropriate information and guidance for asylum seekers, refugees and those with No Recourse to Public Funds, enabling them to access necessary support.	Comprehensive and culturally appropriate guidance developed.	- meetings held with community, voluntary and faith orgs - guidance developed and shared (if relevant) - links from council websites to relevant websites like Shelter /NRPF network	-Homelessness Partnerships	Year 2
Veterans:				
2.32 Continue to work with the Worcestershire Armed Forces Covenant Partnership to ensure that	- Armed Forces Covenant embedded in housing services (where relevant) so	Number of housing staff received training on the	-WSHOG / Armed Forces Covenant Group	Year 1

there is a good understanding of the Armed Forces Covenant in housing and that organisational policies reflect the needs of the Covenant	there is an improved response to those approaching for housing who are, or have been, armed forces personnel.	Armed Forces Covenant.		
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Pillar 3: Preventing crisis - helping people stay in their homes

Action	Measure	Target	Lead	Timescale
3.1 Use the findings of the Homelessness Review Service Mapping and Supported Housing Needs Assessment to explore funding services required (to be commissioned or directly provided by LHAs) to sustain accommodation.	More homelessness cases are prevented from becoming homeless through tailored response that meets needs funded by the LHAs or funding bids	- Gaps are defined - Business case developed for supported housing (if relevant).	Housing Advice Team Leaders / Housing Strategy Officers	Year 3
3.3 Utilise funding to ensure services such as accommodation, floating support, and help with housing costs are all targeted to reduce homelessness through prevention	-Number of households prevented from becoming homeless increases	Increase in the percentage of successful outcomes at preventing or relieving homelessness (5%)	Housing Advice Team Leaders /Housing Strategy Officers	Year 1
3.4 Make use of the government toolkits to aid prevention of homelessness (when available)	-Number of households prevented from becoming homeless increases	Increase in the percentage of successful outcomes at preventing or relieving homelessness (5%)	Housing Advice Team Leaders /Housing Strategy Officers	Year 2

Pillar 4: Improving Emergency Responses - improving temporary accommodation and making people's experiences better

Action	Measure	Target	Lead	Timescale
4.1 Increase the number of high-quality, self-contained, TA units for families with children through working with Registered Housing Providers and considering options such as leasing or purchasing accommodation (funding dependent). Minimise the use of B&B, and other forms of shared accommodation and out of area placements for families with children.	Increase in the number of suitable self-contained TA units within Districts and homeless prevention undertaken to reduce the use of unsuitable, out of area or long term placements in TA to support families in moving on with their lives as quickly as possible. -	- No families placed in shared facility/B&B accommodation for more than 6 weeks. - Increase in No of self-contained temporary accommodation.	Housing Advice Team Leaders / Housing Strategy Officers	Year 2
4.2 Improve the transition of households moving out of TA and into settled accommodation by providing an assessment of support needs and referring families into the appropriate support. This would include sharing the needs assessment with housing providers (with consent) so they can provide a trauma informed housing offer.	Ensure a smooth transition for households between homelessness and being settled permanently.	Number of move-ons from TA sustained for 6 months.	Housing Advice Team Leaders /Housing Strategy Officers	Year 3
4.3 Create family-centred TA solutions: reevaluate the model for families in TA, ensuring that placements consider the impact on children's	Increase in the number of suitable self-contained TA units within Districts and homeless prevention undertaken to reduce	- Review the Temporary Accommodation	Housing Strategy Officers	Year 1

schooling, health, and support networks and help children, families and young people in TA to maintain connections to services and support networks.	the use of unsuitable, out of area or long term placements in TA to support families in moving on with their lives as quickly as possible.	Procurement and Placement policies. - Reduction of the number of households with children in temporary accommodation per 1000 - Ensure no one is in temporary accommodation for more than 12 weeks by the end of the strategy	Housing Advice Team Leaders Housing Advice Team Leaders	Year 2 Year 1 - 5
4.4 Jointly review social housing allocations policies once government's new guidance is available to try to prevent the need for TA or move people on into settled accommodation more quickly if they do need to access TA.	Increase the number of households directly accommodated into a permanent housing solution to reduce the need for temporary accommodation.	- Reduction of the number of households with children in temporary accommodation per 1000 - Review of social housing policies	Housing Advice Team Leaders	Year 2 Year 4
4.5 Develop a resilience plan to address the impacts of rising temporary accommodation use, accommodation costs, and the anticipated loss of grant funding. This will include a review of block booking contracts, introduce dynamic purchasing and reduce the use of spot purchasing.	Improve the cost effectiveness of temporary accommodation used.	- Reduction in temporary accommodation costs - PWLE feedback from families who have experienced TA is gathered and analysed minimum of once per annum - % increase in number of self-contained units of accommodation	Housing Strategy Officers	Year 2 Year 3
4.6 Work with PWLE to analyse the barriers to accessing temporary accommodation and implement solutions e.g. increased security measures, provisions for pets.	Barriers to TA are understood and action taken to overcome barriers	Collect data and analyse the reasons for rejection of TA offers	Housing Strategy Officers	Year 4

Pillar 5: Recovery and Preventing Repeat Homelessness - ensuring people don't experience homelessness more than once and having long term rough sleeping

Action	Measure	Target	Lead	Timescale
5.1 Take action to tackling long term rough sleeping through reviewing: Accommodation-based and floating support/Rough sleeper outreach and intensive support/Rent deposits	All activities to prevent and tackle rough sleeping locally are reviewed and defined, gaps identified and services commissioned to lead to a reduction in rough sleeping.	- Reduction in repeat homelessness of rough sleepers	- Housing Advice/Strategy Team Leaders	Year 1

and rent in advance/No First Night Out Accommodation/Furniture projects		- Reduction in the number of people sleeping rough over the month who are long term (10%)	- Rough Sleeper Co-Ordinator	
5.2 Review opportunities to develop and implement community and peer support models	To have an increase in tenancy sustainment and the engagement of service users.	- 10% increase Rough Sleepers engaging in services who are currently not engaging. - Reduction in the number of people sleeping rough over the month who are long term (10%)	- Housing Advice/Strategy Team Leaders - Rough Sleeper Co-Ordinator	Year 3
5.3 Review opportunities to strengthen advocacy services: increase the availability of independent advocates, particularly for vulnerable groups like young people, those with mental health issues, and DA survivors.	Advocacy services are defined and strengthened to give good quality advice to vulnerable groups.	Meetings with providers in place and pathway to advocacy established.	- Housing Advice/Strategy Team Leaders - Outreach Services - Housing Advice	Year 2
5.4 Investigate with PWLE why there is a high level of repeat homelessness in certain homeless cohorts e.g. DA survivors, rough sleepers, families with complex support needs.	Repeat homelessness is minimised and the drivers of repeat homelessness are understood and minimised	Reduction in repeat homelessness of rough sleepers	- Research and Intelligence Officer	Year 2
5.5 Develop mechanisms for referring temporarily accommodated households (with consent) to medical professionals, schools etc (subject to Government guidance)	Repeat homelessness is minimised and households are safeguarded	More statutory partnerships involved with homeless households.	- WSHOG	Year 1

Stakeholders identified a number of suggestions that are business as usual and as such do not feature in the action plan but will still be delivered. The strategy action plan will be reviewed on an annual basis, and this will include a review of current actions and identification of any new actions required for future years.