

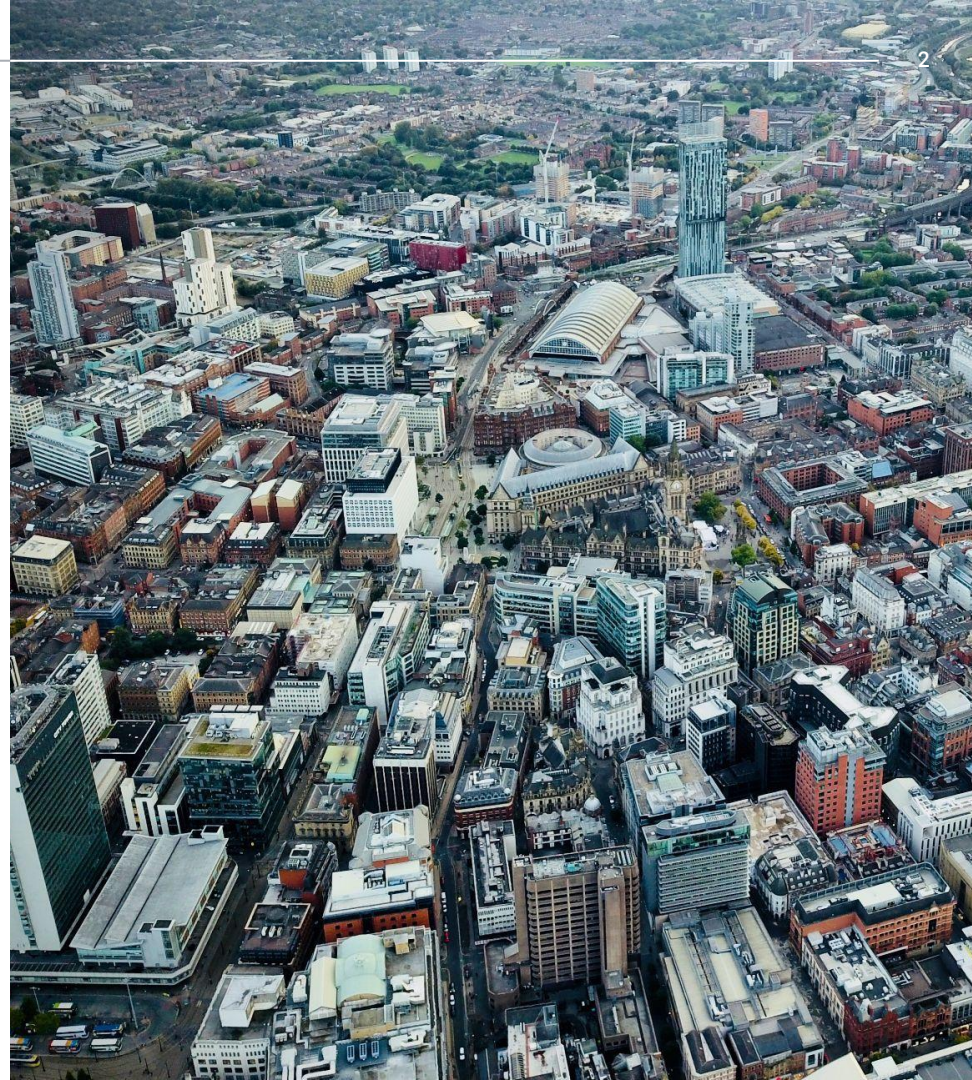
# Delivery Toolkit



# Background: Ending rough sleeping in England

The Ending Rough Sleeping Framework (ERSF), adopted by DLUHC in May 2023 provides a clear articulation of what ending rough sleeping in England means, and ensuring that rough sleeping, where it cannot be prevented, is rare, brief and non-recurring.

With this new framework and robust measures, there is an opportunity to put data to better use, track whether what we're doing is working, target resources more effectively, and celebrate wins along the way.



## THE DEFINITION

Ending homelessness means preventing it wherever possible and, where it cannot be prevented, making it a rare, brief, and non-recurrent experience.

## PREVENTED

## P1

Number of **new people**  
sleeping rough

## RARE

## R1

Number of **people**  
sleeping rough

## BRIEF

## B1

Number of people  
experiencing **long-term**  
rough sleeping

## NON-RECURRING

## NR1

Number of people  
**returning to rough sleeping**

## P2

People seen rough sleeping  
**after being discharged from**  
institutions

## TOOLKIT OVERVIEW

# From better data to improved delivery

This toolkit builds upon the ERSF, outlining tools you can use to inform programme and delivery decisions and make progress toward the ultimate goal of ending rough sleeping for good in England.

This updated version of the Toolkit includes a **new Module 2** on 'Assessing delivery capacity' and a **new delivery chain case study in Module 3** from the London Ending Homelessness Accelerator Program

1

## Defining what success looks like

This module will help you **set measurable goals** that align to your local context, and gain a better understanding of what progress is necessary to achieve them.

2

## Assessing delivery capacity

This module will help you **review a team or system's current capacity**, developing a shared understanding between system leaders and stakeholders, and creating actionable recommendations to improve the state of delivery.

3

## Understanding your context

This module will show you how to **map out who is responsible for delivery** in your area, and identify key actors who can support your team's efforts.

4

## Prioritising between strategies

This module will help you **prioritise potential interventions** aimed at achieving your local goal by evaluating their potential impact and degree of difficulty.

5

## Establishing the right routines

This module will prompt you to **examine your current routines**, and explore opportunities to make them more focused and data-driven.

# How to use this toolkit

## Assemble a team

Beyond just helping you define your plan for delivery, these exercises are designed to align your team on how you plan to approach your local challenges. ***We recommend a small group of 3-5 team members with a mix of roles to bring multiple perspectives.***

## Set aside dedicated time

While each of these exercises can be used individually, they are most useful when worked through sequentially. ***We recommend setting aside dedicated time if possible – around half a day which CHI can facilitate upon request – to work through the toolkit, and collectively set your intention for your delivery plan.***

## Come back and review

The delivery plan you produce using this toolkit doesn't need to be set in stone. ***We recommend periodically revisiting your plan so that you can make adjustments where necessary.***



MODULE 1

# Defining what success looks like

1

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# Defining what success looks like

## HOW IS THIS MODULE USEFUL?

This first module will help you to define what success looks like in your local area, relative to your local challenges. Not only will this module help you identify robust and measurable goals using the ERSF indicators, but importantly it will encourage you to think about the trajectory of your progress.

## EXERCISES

- Choosing appropriate benchmarks
- Setting measurable goals
- Defining progress trajectories

## YOU WILL NEED

- Minimum 1 month of ERSF data
- Team members familiar with your ERSF data collection

# Defining what success looks like

The ERSF sets out a shared aspiration and objective, with indicators to measure progress. But every area has their own unique challenges. How do we go about translating the shared goal of the framework into locally relevant success measures that reflect local challenges?

	KEY FEATURES	EXAMPLE
Aspiration	The broad, overarching purpose of your system	Prevent rough sleeping in my local area as much as possible
Objective	Specific + measurable	Reduce the number of new people sleeping rough in the area
Indicator	A way to measure success of your goal	Number of new people sleeping rough (ERSF P1 Indicator)
Definition of success + goal	The desired performance level you want to achieve on your indicator Ambitious, realistic and time bound	Reduce number of new people sleeping rough from 20 to 5 by 2025

# Defining what success looks like

When trying to define what success means for your team, benchmarking can help you be both realistic and ambitious. Looking at what data you have and comparing directly with other sources using spreadsheets or data visualization tools can help provide context for your data.

*Example: Potential benchmarks for reducing the number of people sleeping rough (ERSF R1 indicator)*

## Benchmark against history

If you have historic data available in your area, review progress over time to define a locally meaningful goal

## Benchmark against other areas

Consider the data from other local areas facing similar challenges or with similar characteristics to define your goal

## Benchmark within your own system

If available, take into consideration granular data within your system (e.g., what is happening in specific sub-areas) for defining your goal

## Benchmark against international data

Consider international rough sleeping data & experience as a way to strengthen the goal-setting process

## Benchmark against other organisations

If relevant & available, review rough sleeping data & goals set by other organisations working in the area

# Defining what success looks like



## Case Study

This is how an example of a Local Authority defined using information focusing on the B1 indicator (people experiencing long-term rough sleeping).

<b>Aspiration</b>	Improve the city's off the streets offer to meet the diverse needs of individuals seeking improved homelessness services
<b>Objective</b>	Minimise the number of people returning to rough sleeping after being offered accommodation
<b>Indicator</b>	B1 - the number of people experiencing multiple and/or sustained episodes of rough sleeping
<b>Definition of success + goal</b>	Reduce B1 by 50% within one year by providing improved accommodation offers tailored to people's needs



The Local Authority used this definition of success to meet a specific need in their city, which is long-term rough sleeping with a very complex pathway.

- They benchmarked within their own system to track variation in rough sleeping rates and intensity of response.
- They benchmarked against history to determine what a meaningful and ambitious reduction would be in relation to past data.

# Defining what success looks like



## Delivery Tool: Defining Success Template

Use this template to explore definitions of success for the ERSF indicators

Fill with the baseline value for each indicator; if the indicator is new, this will be your first measurement

Set a goal that is **ambitious** and **realistic**

It is also important that your goal is **time-bound**

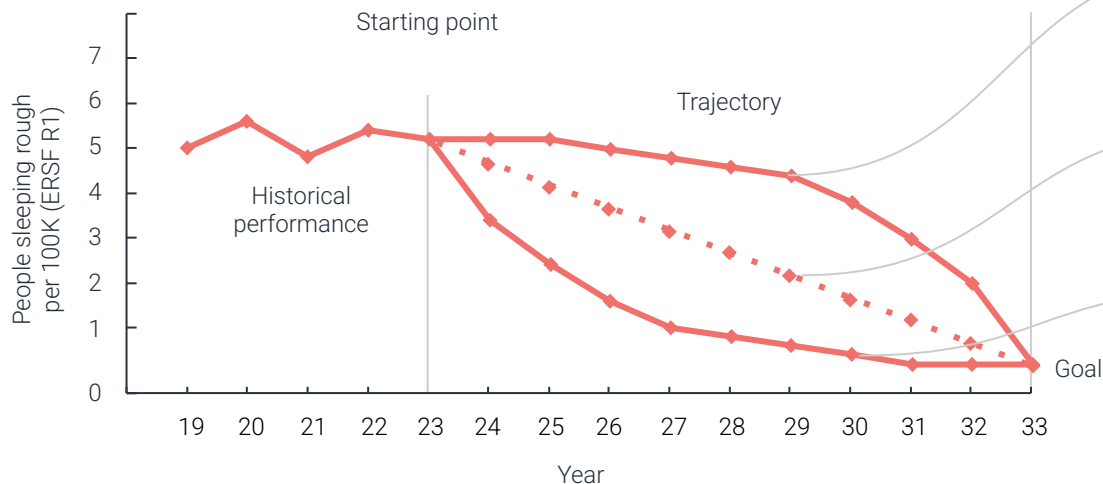
**Benchmarking** can help you build a strong rationale

ERSF Indicator	Baseline Value	Baseline Date	Goal Value	Goal Date	Rationale
<b>P1</b> Number of new people sleeping rough					
<b>P2</b> People seen rough sleeping after being discharged from institutions					
<b>R1</b> Number of people sleeping rough					
<b>B1</b> Number of people experiencing long-term rough sleeping	<i>E.g. 41</i>	<i>E.g. Oct '22</i>	<i>E.g. 20</i>	<i>E.g. Oct 23</i>	<i>E.g. Reduce complex pathways to make offers stick</i>
<b>NR1</b> Number of people returning to rough sleeping					

# Defining what success looks like

Building on an ambitious, realistic and time bound definition of success; a trajectory maps expected progress on the way to achieving it. **You can start reflecting on trajectories once you have determined what success looks like for you and your team.**

Example: Illustrative trajectory for rough sleeping reduction



Not all trajectories are the same:

- **Delayed Trajectory:** Progress towards the goal will be slow at first and accelerate later
- **Steady Trajectory:** Progress towards the goal is expected to be linear
- **Immediate Trajectory:** Progress toward the goal will be fast at first and then plateau

# Module 1: Summary

## Benchmarking

- Choosing appropriate benchmarks to compare against helps ensure your goals are realistic but ambitious
- Use whatever benchmarks you can – historical data, other areas, international peers – to create context for your definitions of success

## Goal-setting

- Goal-setting exercises enable you to create alignment with the people and organisations involved in your delivery plan about what you hope to achieve
- Be specific, measurable, and time-bound with your goals to ensure you can put goals to use

## Planning progress

- Defining trajectories helps you to set expectations with your team and partners about what your progress might look like
- Not all progress is linear – use trajectories to help tell a clear story about your aspirations for change over time

MODULE 2

# Assessing delivery capacity

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# Assessing delivery capacity

## HOW IS THIS MODULE USEFUL?

This second module helps you review and evaluate a team or system's current capacity and state of delivery.

This will help you come to build understanding and improve performance, engage stakeholder, prioritize important actions, make plans more robust.

## EXERCISES

- Conduct a capacity review

## YOU WILL NEED

- Team members (and system leaders if possible)
- Large sheets of paper and sticky notes (not essential, but this will make the assessment an interactive exercise)

# Assessing delivery capacity



## Delivery Tool: Capacity Review

To measure capacity, we routinely assess team capabilities across each element of project implementation based on a RAG rating.

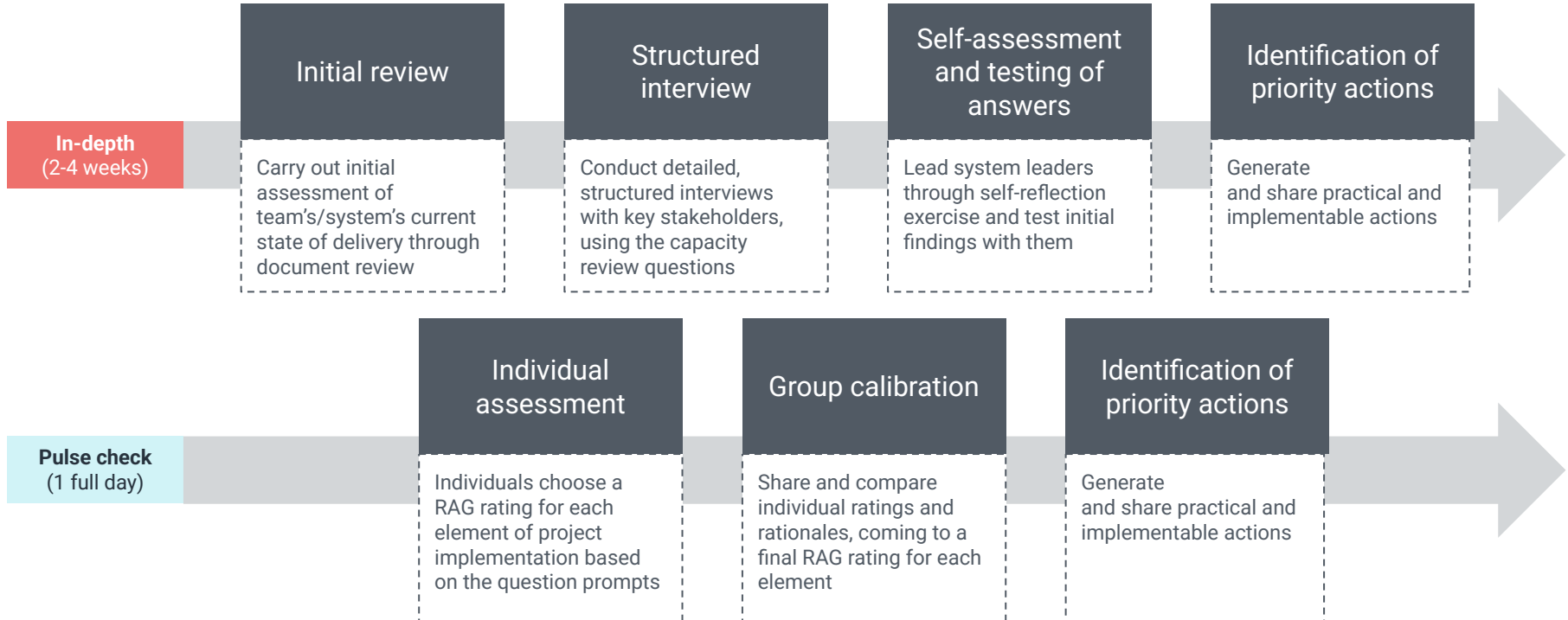
	Set up	Plan	Implement	Sustain
	<p><b>What are we trying to do?</b></p> <p>Define the aspiration</p> <p>Identify leadership + coalitions</p>	<p><b>How are we planning to do it?</b></p> <p>Develop an evidence-based strategy</p> <p>Create a delivery plan</p>	<p><b>How will we know we're on track? If not, what will we do?</b></p> <p>Establish routines</p> <p>Identify + solve problems</p>	<p><b>How do we ensure lasting impact?</b></p> <p>Plan for lasting impact, scaling, and replication</p>
<b>Use data</b>	Understand context + performance	Build or refine data systems	Capture insights + improve continuously	Assess + drive impact
<b>Engage</b>	Establish a delivery culture	Plan for communication + engagement	Build capacity to deliver	Tell the story of delivery

**RED** Highly problematic – requires urgent and decisive action  
**ORANGE** Problematic – requires substantial attention, some aspects need urgent attention

**YELLOW** Mixed – aspect(s) require substantial attention, some good  
**GREEN** Good – requires refinement and systematic implementation

# Assessing delivery capacity

Capacity reviews **can be conducted in-depth** or as **light-touch pulse checks**, depending on time and resources available. The structured assessment requires contributions from key team members and results in actionable next steps.



# Assessing delivery capacity

Use these questions to prompt reflection on each element of project implementation.

## Set up

### What are we trying to do?

- Is the overarching aspiration of your team clearly understood by all team members?
- As a team, do you feel a shared alignment with the team's aspiration and a collective motivation moving forward?

### Define the aspiration

- Do you have the right people in place and working together?
- Is there clear and committed system leadership?
- Have roles and responsibilities been clearly defined within the project team?
- Does the team possess the necessary resources and capabilities to successfully deliver?

### Identify leadership + coalitions

- Do you have a deep understanding of our system's context, current performance, and the root causes of challenges?
- Are you using lived resident experience to complement data with qualitative, frontline insights?

## Use data

### Understand context + performance

- Are you consistently showing up with ambition, urgency, and focus on your established priorities?
- Are delivery norms visible in meetings, communications, and decision-making?
- Is momentum sustained through persistence and celebration of progress, even when faced with distractions or monotony?

## Engage

### Establish a delivery culture

# Assessing delivery capacity

Use these questions to prompt reflection on each element of project implementation.

## Plan

How are we planning to do it?

Develop an evidence-based strategy

- Have you generated and prioritized evidence-informed strategies?
- Are strategies sequenced and bundled into a coherent package?
- Does the strategy focus on the most impactful changes rather than business as usual?

Create a delivery plan

- Do you have a clear, actionable plan that links our interventions to your goals?
- Have you identified the people, time, funding, and technology required?
- Have you drawn delivery chains that show roles, relationships, and risks along the path to implementation?
- Have you set targets and trajectories that are ambitious, realistic, and time-bound?

Build or refine data systems

- Do you collect data at the right frequency and level of detail to track outcomes?
- Are data reliable, clear, and usable for the people who need them?
- Is data actively utilized at all levels for problem-solving, assessing performance, and informing decision-making?

Plan for communication + engagement

- Have you clearly identified and do you regularly engage critical stakeholders?
- Do you understand where each audience is on their journey and how to move them to the next step?
- Do you have a plan to monitor communication outputs and adapt based on feedback?

# Assessing delivery capacity

Use these questions to prompt reflection on each element of project implementation.

## Implement

How will we know we're on track? If not, what will we do?

Establish routines

- Are routines held regularly enough to keep delivery on track?
- Do the right people attend, with clear roles and preparation?
- Do routines focus on data, evidence, and the most critical delivery issues?
- Do they result in clear actions, accountability, and follow-up between meetings?

Identify + solve problems

- Do you have mechanisms in place to surface problems as they occur and to investigate and solve them quickly?
- Do you understand the factors influencing both high and low performance?
- Do you test hypotheses with evidence and fieldwork to confirm or reject them?

Capture insights + improve continuously

- Are successes and failures regularly surfaced, documented, and shared across teams and partners?
- Are lessons incorporated into new phases of planning and implementation, creating a feedback loop of learning?
- Do leaders and teams create a culture that values reflection, adaptation, and improvement?

Build capacity to deliver

- Are you providing opportunities for coaching to strengthen delivery skills?
- Do interactions between your team and others lead to meaningful discussions?
- Are capacity-building efforts monitored and adapted based on performance and feedback?
- Do you have evidence indicating whether other teams interacting with you are adopting a "delivery mindset"?

# Assessing delivery capacity

Use these questions to prompt reflection on each element of project implementation.

## Sustain

### How do we ensure lasting impact?

Plan for lasting impact, scaling, and replication

- Have you considered how you spread success, and have you begun to plan for that?
- Have you identified what elements of success should be scaled, replicated, or embedded?
- Are there plans to transfer ownership, capacity, and accountability to long-term system actors?
- Do you have strategies to secure resources and partnerships for sustaining and scaling impact?
- Are you monitoring and sharing insights to inform future scale-up and replication?

Assess + drive impact

- Have you defined clear outcomes, indicators, and methods to assess progress?
- Are you collecting and analysing data to understand what difference your interventions are making?
- Do you use evidence and feedback to refine strategies and drive improved results?
- Are impact findings shared to inform decisions and strengthen accountability?

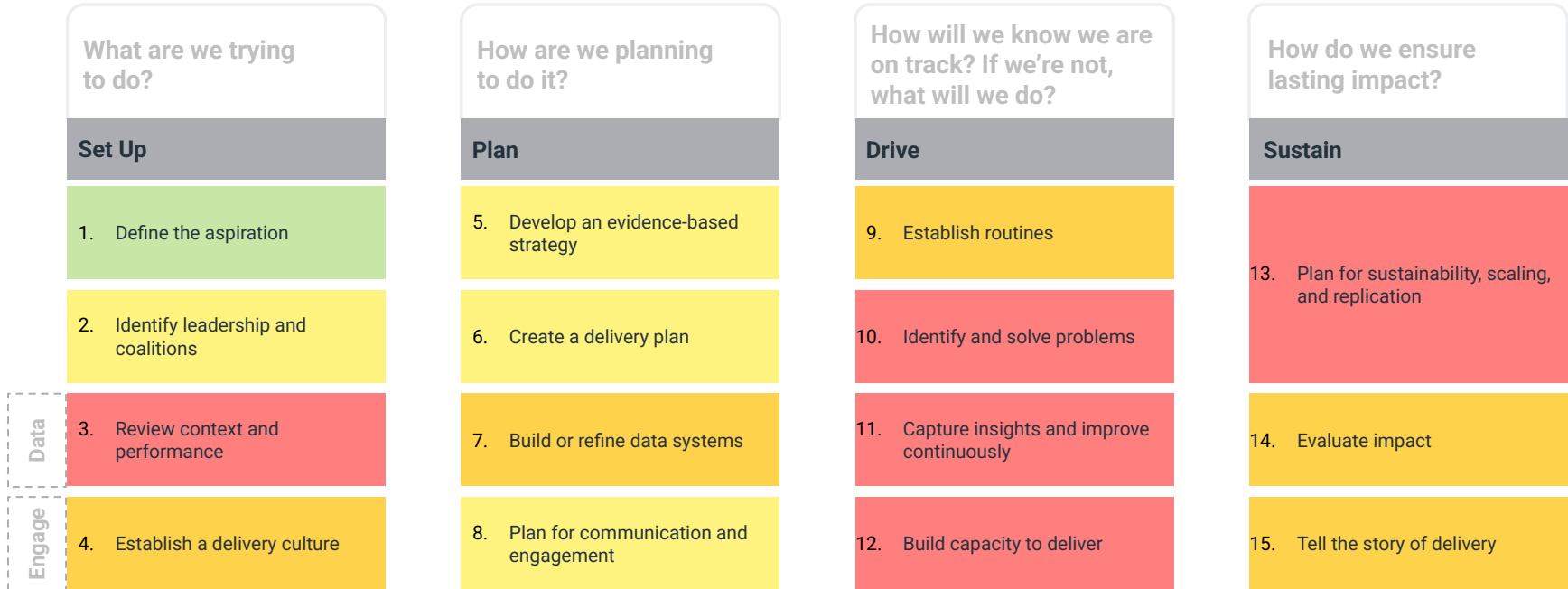
Tell the story of delivery

- Have you identified the most compelling stories that illustrate the difference your work is making?
- Are you tailoring our messages and channels to engage different audiences effectively?
- Do you use storytelling to celebrate success, sustain commitment, and build public trust?

# Assessing delivery capacity

The first output of the capacity review process is a heat map of the 15 elements of delivery, showing strengths and challenges.

*Example*



**RED** Highly problematic – requires urgent and decisive action  
**ORANGE** Problematic – requires substantial attention, some aspects need urgent attention

**YELLOW** Mixed – aspect(s) require substantial attention, some good  
**GREEN** Good – requires refinement and systematic implementation

# Assessing delivery capacity

The second output of the capacity review process is a collation of recommendations for where to focus to improve the team's/system's capacity to deliver.

*Example*

## Will to focus

- Various level of government (Premier, Cabinet, Departments) should focus on the 6 priorities with a sense of urgency, and resist the urge to expand the program further
- Priority teams to spend immediate effort on identifying a small number of “quick wins” to deliver results quickly and create momentum internally and on the ground

## Plan for delivery

- The Delivery Unit should work with each of the 6 priority departments to establish clear goals statements aligned with the Provincial focus for the remainder of the current term and ensure delivery within the next 2 years
- Delivery plans should include a set of strategies that are directly linked to the goal, clear targets and measures for each of the strategies, and trajectories to support the targets that are informed by evidence

## Improve performance measures, drivers and routines

- Departments to shift focus on having a large number of indicators to 1-2 for each priority; indicators to be structured around outcomes and implementation on the ground rather than input/activity driven; departments need to move away from tracking and recognizing budget spent to determine progress
- Routines to track and measure performance should be centered around understanding root causes, problem solving and driving progress against the outcome indicators

## Invest in data and delivery chains

- Crystal clear delivery chains to be developed to ensure good communication, proactive problem solving and collaborative relationships (cross departmental and with Municipalities) developed to drive implementation
- Departments to work with PME and the Delivery Unit to set up good data systems to collect real time, accurate data from the ground on the key indicators; ensure feedback loops to validate data and progress on implementation are built in

## Build capacity for delivery

- The Delivery Unit should work with the Office of the Premier to embark on a targeted program of capacity-building focused on key implementers of the 6 priorities
- Capacity-building should focus on core skills: tools of delivery planning, stocktake preparation, relationship management, problem-solving, feedback and coaching, structuring communication, and data systems and analytics
- Capacity-building should take the form of both training and job-embedded mentoring by the Delivery Unit

# Module 2: Summary

## Candid assessment

- A capacity review is not an audit – it is a structured opportunity to build a shared and realistic understanding of your system’s ability to deliver.
- Involve the right people, encourage candid reflection, and focus on surfacing both strengths and weaknesses.
- Clarity about where you are is the foundation for credible delivery planning.

## Delivery mindset

- The goal is not to score every element perfectly, but to identify the critical constraints holding delivery back.
- Prioritise a small number of actionable recommendations that will strengthen your system’s ability to deliver on its aspiration.
- Translate insights from the heat map into practical, implementable next steps.

## Build momentum

- The process is as important as the output.
- Engage leaders and stakeholders to build ownership of both the findings and the actions that follow.
- A well-run capacity review creates alignment, sharpens focus, and builds the momentum needed to drive sustained improvement.

MODULE 3

# Understanding your delivery context

1

2

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# Understanding your delivery context

## HOW IS THIS MODULE USEFUL?

This second module helps you map out the people and organisations that will be involved in achieving your goals – from the frontline up to senior leadership.

This will help you understand who needs to be involved in your strategy, and where there could be challenges and opportunities throughout your system. We call this a 'delivery chain'.

## EXERCISES

- Mapping the actors and relationships
- Identifying roles for successful implementation

## YOU WILL NEED

- Team members familiar with the organisations in your local system
- Large sheets of paper and sticky notes (not essential, but this will make the mapping exercise easier!)

# Understanding your delivery context

A **delivery chain** is the map of actors (people or organisations), and the relationships between them, through which a given strategy will be implemented.

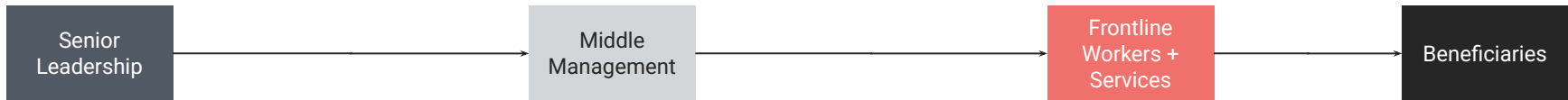
A delivery chain answers **two major questions**:

1. From the senior leader to the front-line, who is involved in making sure a plan becomes a reality?
2. And how will they work together to make it happen?

Centre

Middle

Frontline

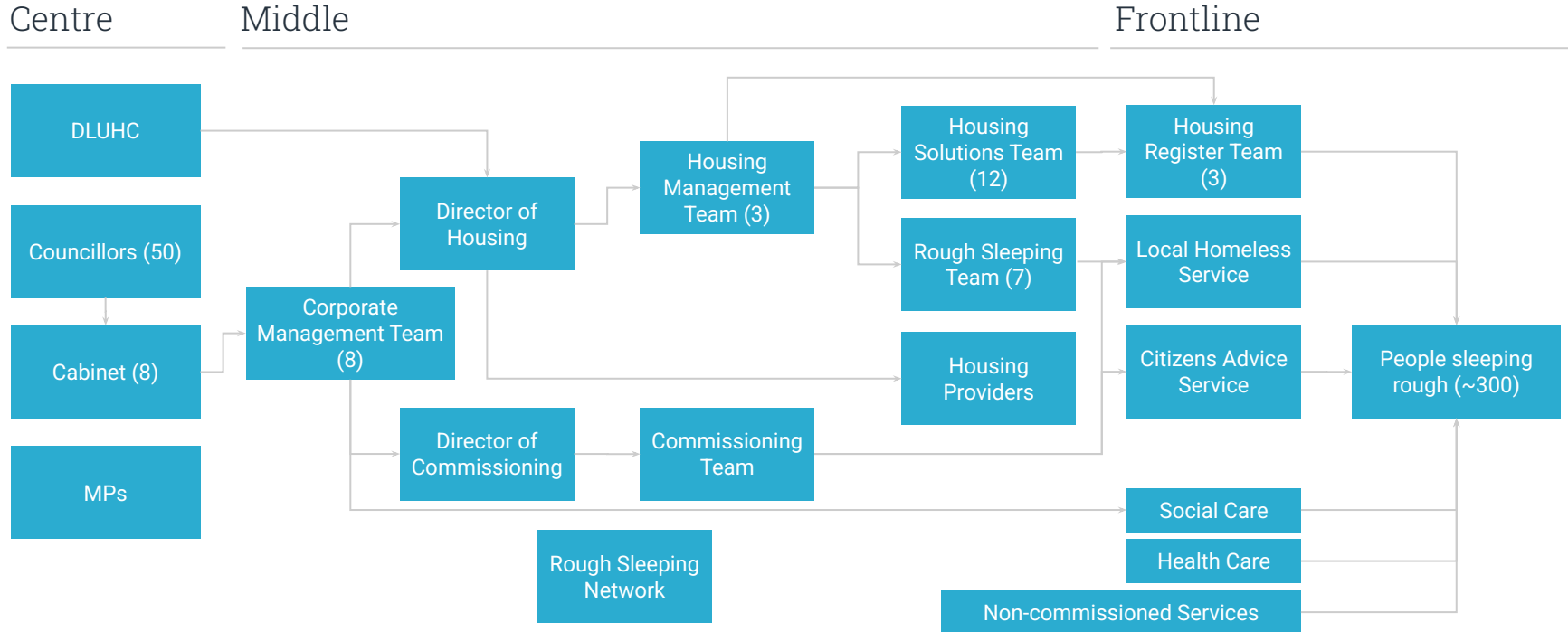


# Understanding your delivery context



## Case Study

A Local Authority's delivery chain for reducing the number of people sleeping rough (ERSF R1 indicator)



# Understanding your delivery context

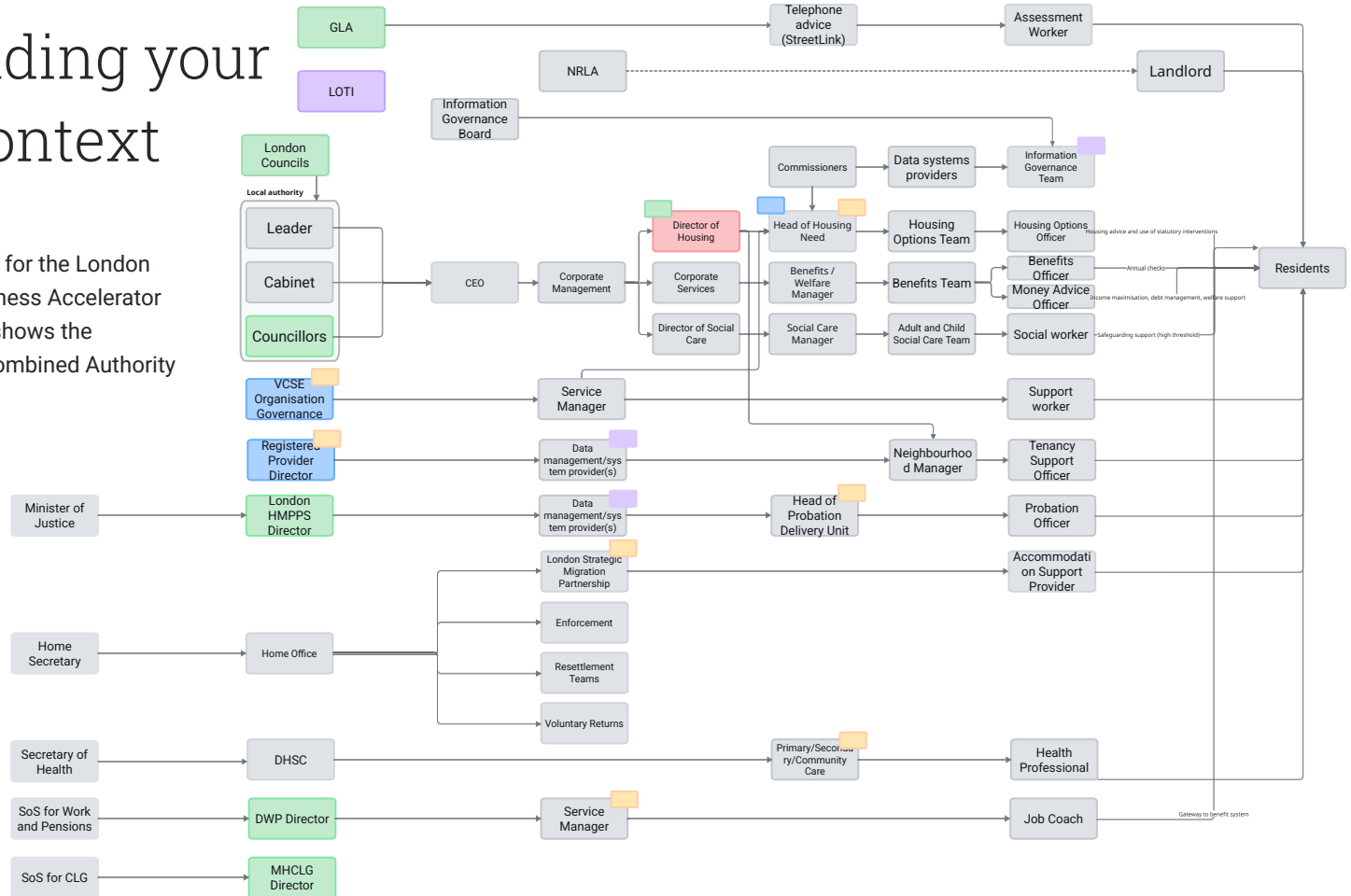


## Case Study

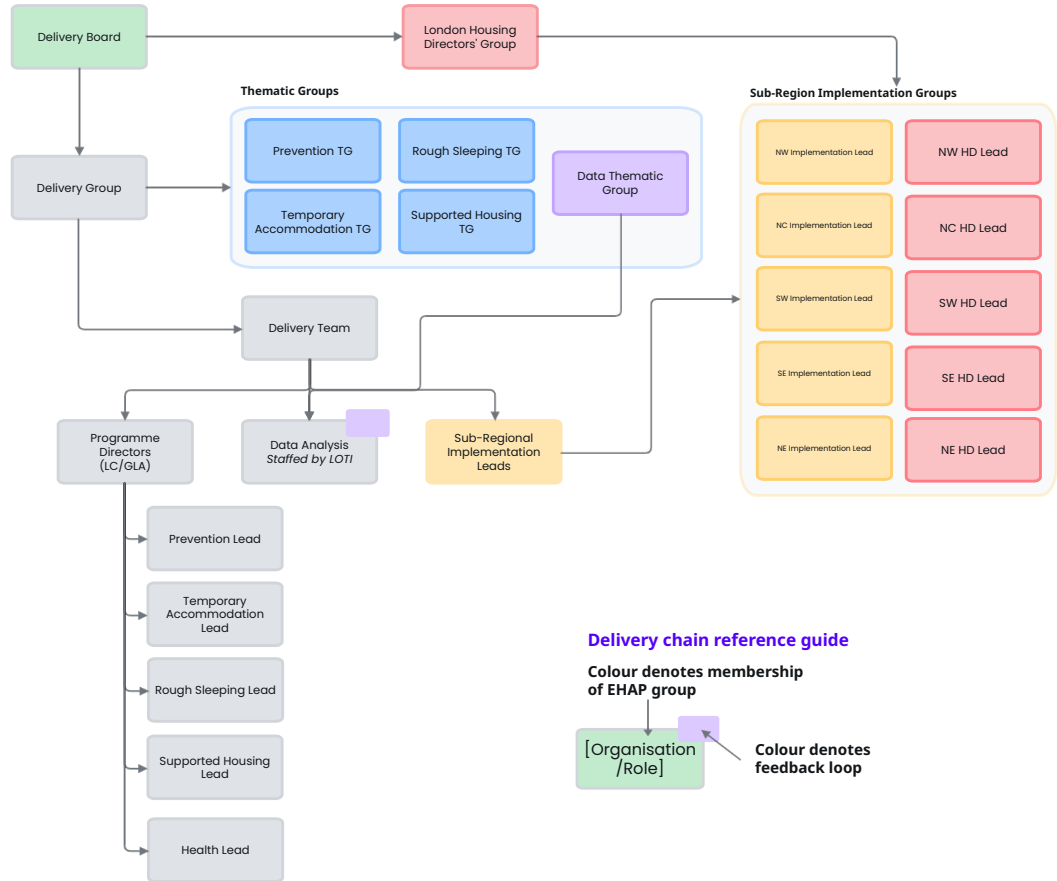
The delivery chain for the London Ending Homelessness Accelerator Program (EHAP) shows the complexity of a Combined Authority system.

### Delivery chain reference guide

Colour denotes membership of EHAP group (see next slide)



# Understanding your delivery context



## Case Study

The EHAP delivery chain had to encompass both the existing Combined Authority system and how the Accelerator governance structure would overlap.

# Understanding your delivery context



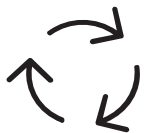
## Case Study

As a tool, the EHAP delivery chain prompted the team members to reflect on how they could navigate their system



### **Influence without authority**

- Understand how the program interacts with the frontline
- Identify what and how the complex network of stakeholders should be engaged



### **Feedback loops are essential to understand the system**

- To deliver across a system as complex as London and in as sensitive an issue as housing and homelessness
- Ensure an accurate understanding of the environment and enable performance management



### **Communication is an important step in delivery**

- The London experience is highly affected by local politics, proximity to national politics, and the media attention on system players (e.g., Mayor of London)
- Opportunity to drive delivery through system leadership as well as a risk to be managed.

# Understanding your delivery context



## Delivery Tool: Drawing a delivery chain

Use this step-by-step guide to deep-dive into your delivery context

Centre

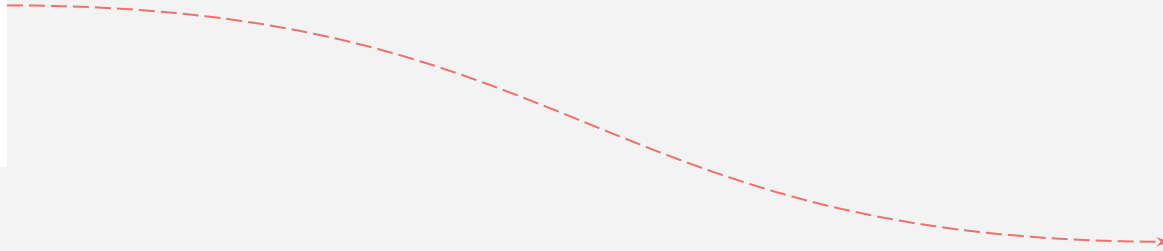
Middle

Frontline

### STEP 1

Start at the end of the delivery chain, and, for your goal, identify:

Who are you ultimately trying to benefit?



People sleeping  
rough (~300)

# Understanding your delivery context



## Delivery Tool: Drawing a delivery chain

Use this step-by-step guide to deep-dive into your delivery context

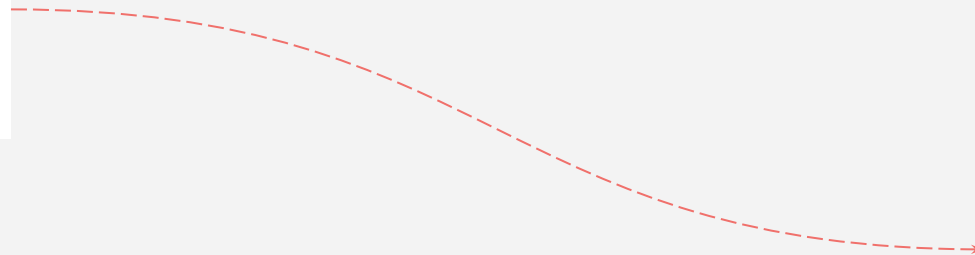
Centre

Middle

Frontline

### STEP 2

Working backwards from there, ask **who on the frontline will directly deliver** to those users or beneficiaries?



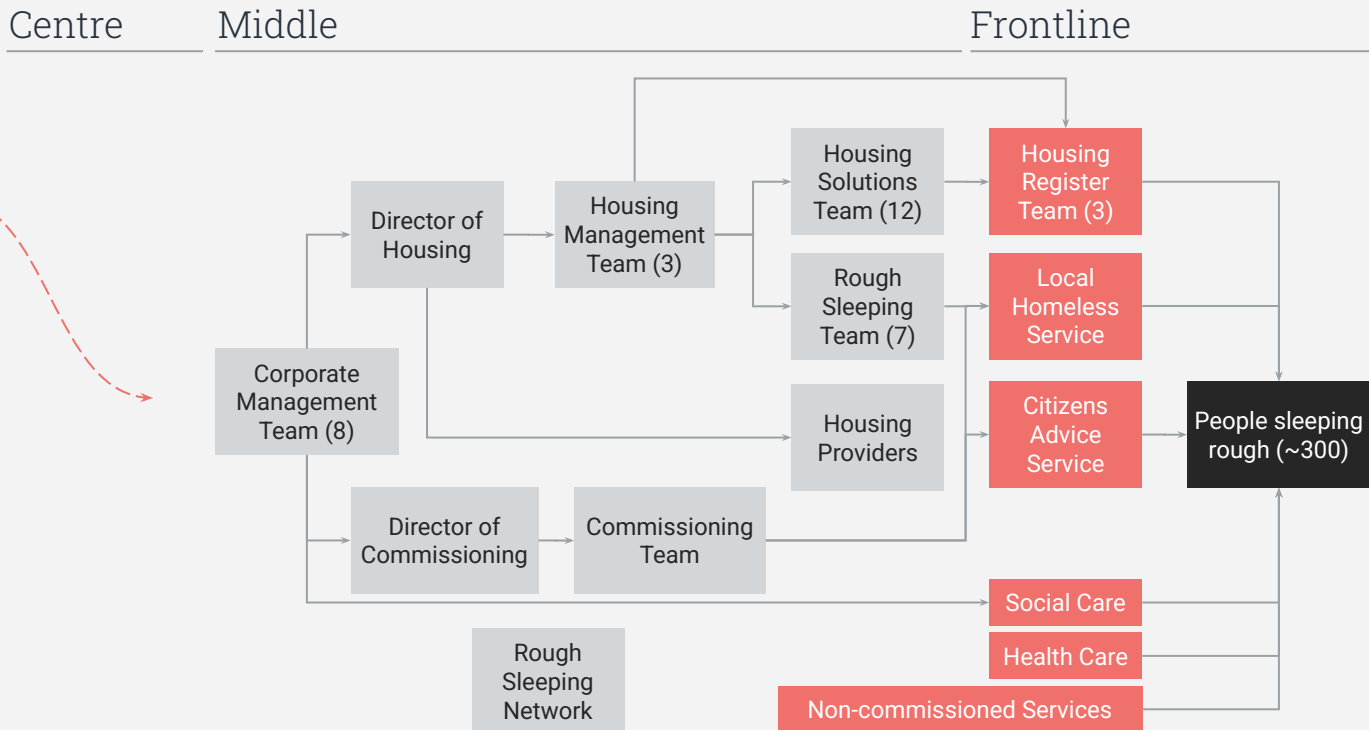
# Understanding your delivery context



## Delivery Tool: Drawing a delivery chain

Use this step-by-step guide to deep-dive into your delivery context

**STEP 3**  
Working backwards from there, **who will support or influence the frontline** to create change?



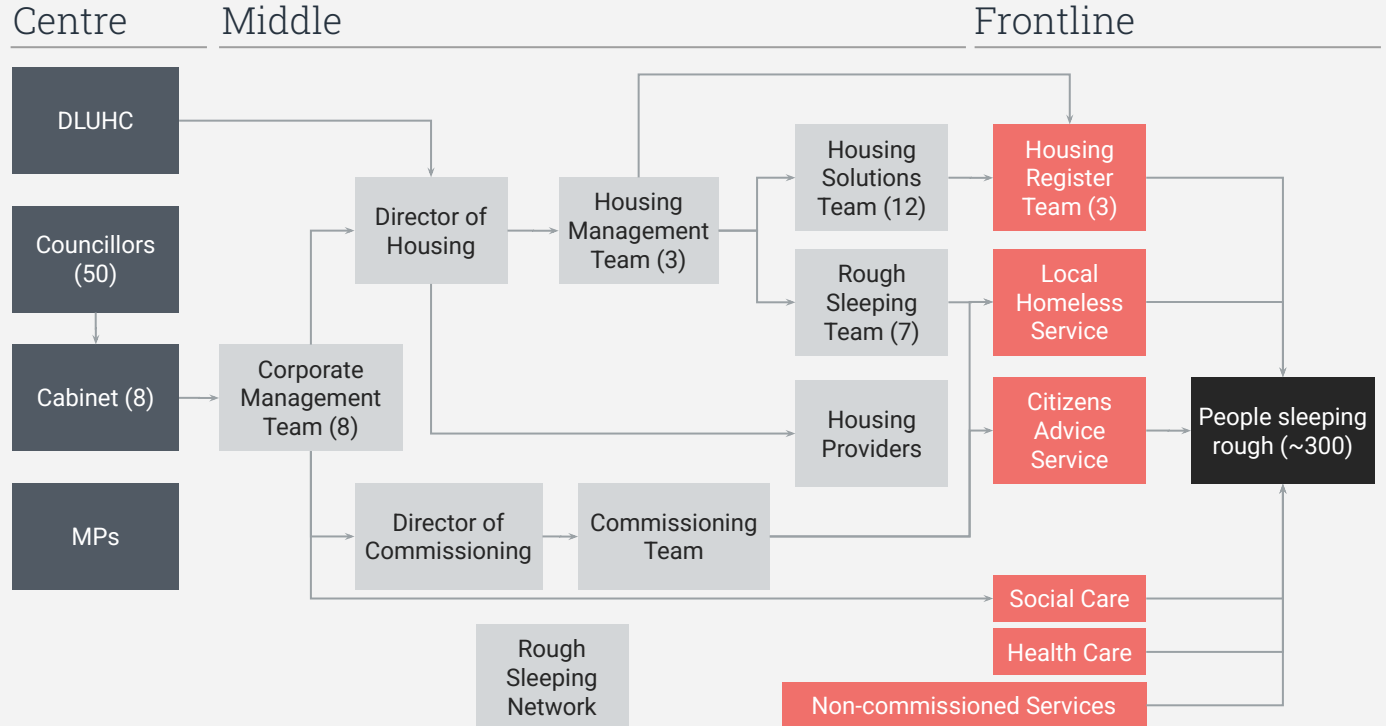
# Understanding your delivery context



## Delivery Tool: Drawing a delivery chain

Use this step-by-step guide to deep-dive into your delivery context

**STEP 4**  
Move backwards in the chain until you reach the **most senior leaders** at the centre influencing delivery.



# Understanding your delivery context



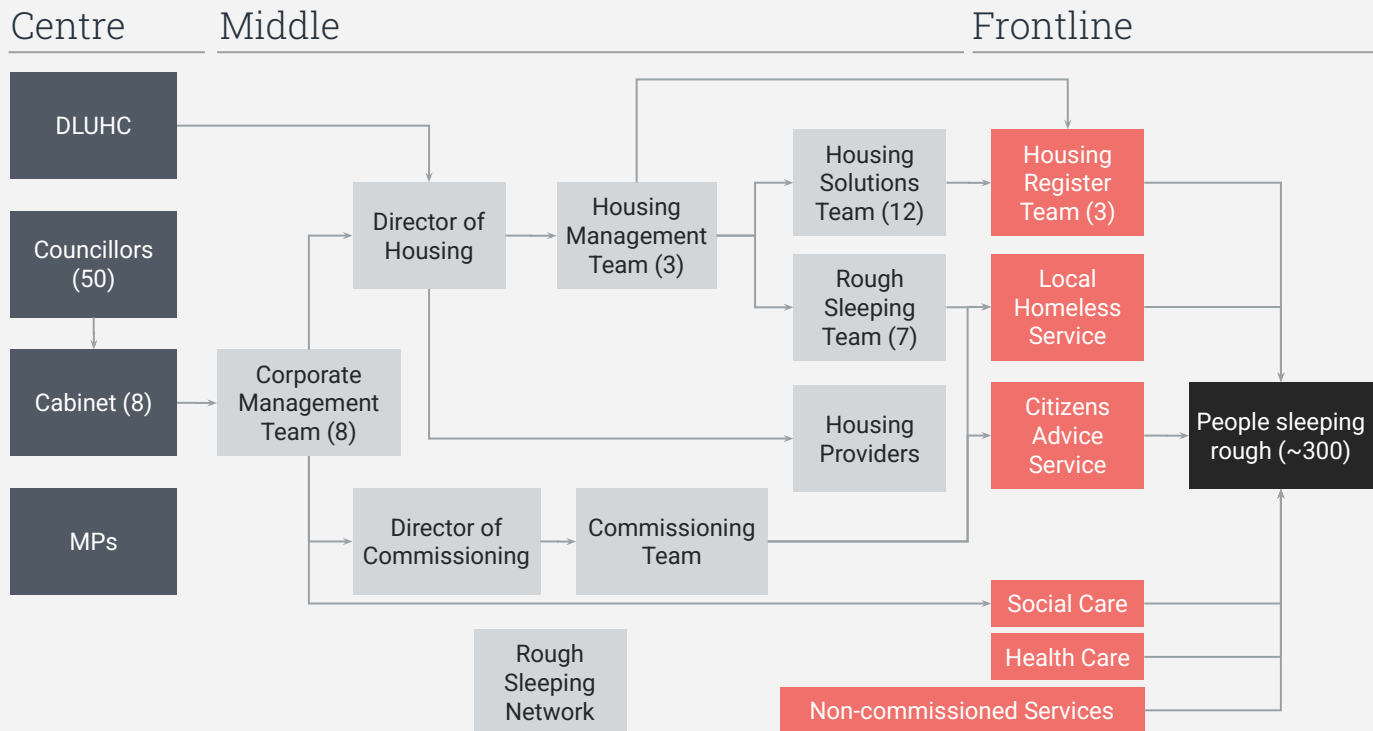
## Delivery Tool: Drawing a delivery chain

Use this step-by-step guide to deep-dive into your delivery context

### STEP 5

Make sure your chain includes key visual features, including:

- All **key stakeholders**
- The **number of each**, when possible
- Connection arrows showing **relationships** between each



# Understanding your delivery context

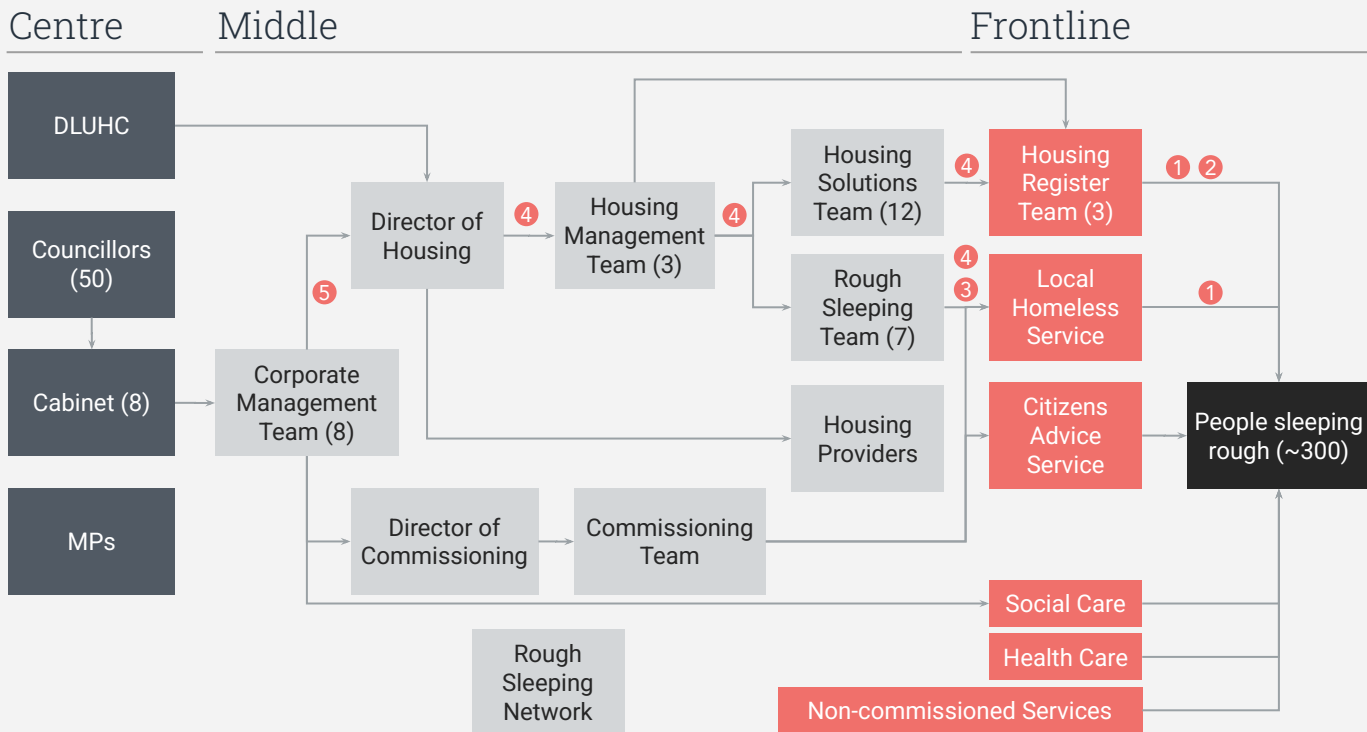


## Delivery Tool: Drawing a delivery chain

Use this step-by-step guide to deep-dive into your delivery context

**STEP 6**  
Indicate on the chain **what role** each actor must play for implementation to be successful

- 1 Engage with people sleeping rough in a timely manner
- 2 Assess support and accommodation options
- 3 Streamline relevant information on available resources + support
- 4 Real-time data visualisation for decision making
- 5 Timely funding and resource allocation



# Module 3: Summary

## Planning

- Clearly identify who is responsible for implementation at each stage
- Prioritise building relationships with the most influential actors involved in implementation
- Help you identify risks to implementation and plan to mitigate them

## Diagnosing problems

- Outline a 'complete set' of places to investigate as delivery problems arise; it is likely that the source of a problem will lie somewhere in the delivery chain
- Identify other relationships near the problem in the chain that can support – helping you problem-solve quickly

## Collecting feedback

- Identify actors you should engage to seek feedback and understand how implementation is working
- Identify areas where fieldwork might be needed in order to properly understand implementation shortfalls

MODULE 4

# Prioritising between strategies



# Prioritising between strategies

## HOW IS THIS MODULE USEFUL?

This third module encourages you to think through potential interventions that will help you move closer towards your goal.

In an environment where resources are limited, it's important to prioritise your activities. This exercise will help you identify the most impactful approaches, and can be a useful tool to support strategic conversations with people throughout your delivery chain.

## EXERCISES

- Brainstorming approaches
- Prioritising approaches based on their relative difficulty and potential for impact

## YOU WILL NEED

- A mix of team members, ideally with management and frontline teams represented
- Sticky notes or cards (not essential, but this will make the prioritisation exercise easier!)

# Prioritising between strategies

With a data-drive definition of success, and a robust understanding of your delivery context, you can now concentrate on developing the strategy that will help you achieve your goal.

Your overall **reform strategy** is the set of prioritised activities you are undertaking to achieve your goal. It is your answer to the question: '**what are we doing to achieve our goal?**'

## Your strategy *should* be:



- Focused on the **immediate top priorities** and **composed of the most impactful actions** to help you achieve your goal
- **Defined by changing the way your system works** by adding, improving, or removing an existing activity – not just business as usual
- Inclusive of **innovative and new approaches** where appropriate and possible
- Structured so actions are **deliberately sequenced and combined**
- **Manageable** to plan and execute, **designed to guide action**

## Your strategy *should not* be:



- A long-term strategy for fixing the whole system
- A description of the business as usual scenario
- A well-written report disconnected from implementation

# Prioritising between strategies

One of the most effective ways to develop strategies and activities is by looking for inspiration within your own system. Before starting this prioritisation exercise, consider taking some time to get inspired by stories of others' successes in tackling rough sleeping.

## Seek expert advice

Advice from **sector specialists** and **thought leaders**, including academics and think-tanks

### EXAMPLE

*Talk to the rough sleeping experts in your system, leverage knowledge and resources from academia and think-tanks working on rough sleeping*

## Find best practices

Ideas from **other local authorities** – and **other systems**

### EXAMPLE

*Connect with other teams working on similar issues in other locations, explore what has been tried by local government teams working on structurally similar challenges*

## Conduct fieldwork

Understanding **what is already working well** in different parts of your system; collecting advice from practitioners and residents

### EXAMPLE

*Analyse the data and identify pockets of success – what are they doing differently? Can it be scaled-up or can you learn from it?*

# Prioritising between strategies



## Delivery Tool: Strategy Prioritisation Template

Use this template to prioritise based on impact and difficulty

### STEP 1

List **interventions** that could enhance progress towards your goal

Intervention 1

Intervention 2

Intervention 3

Intervention 4

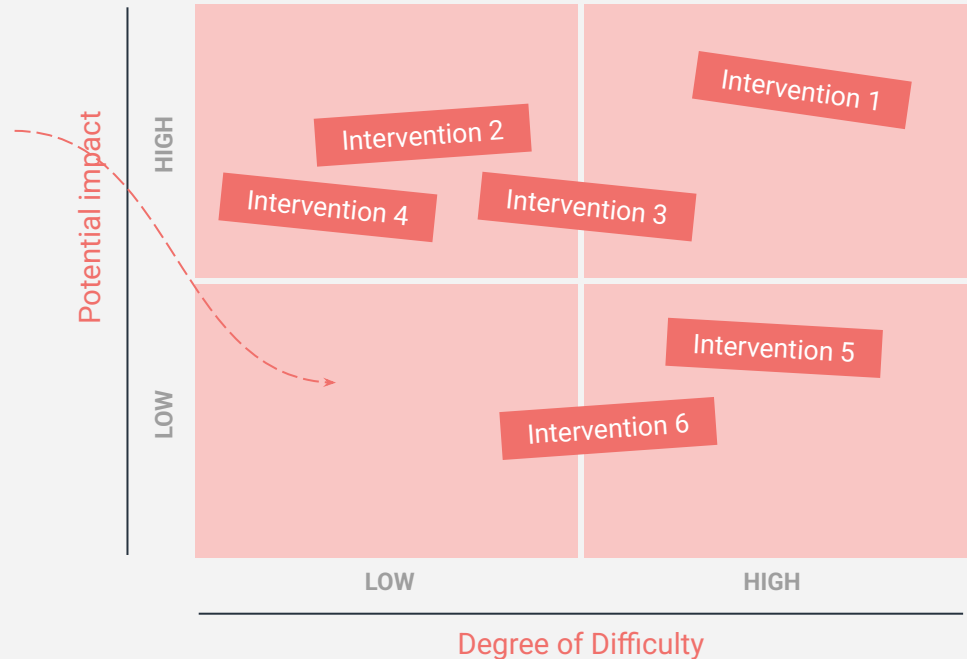
Intervention 5

Intervention 6

### STEP 2

Place each intervention on the matrix, considering:

- **Potential Impact**, considering scale and efficacy
- **Difficulty**, considering resources needed, potential challenges

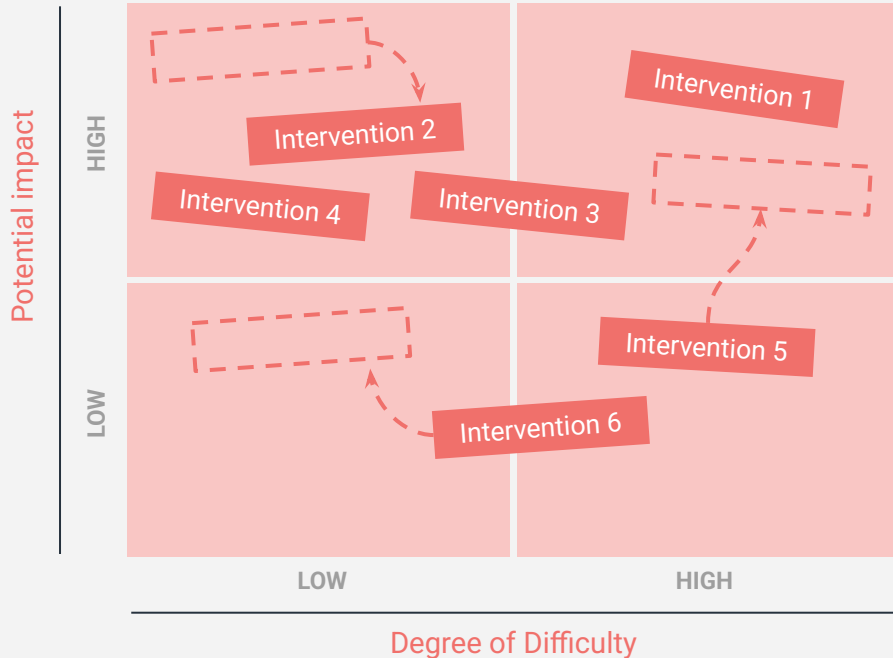


# Prioritising between strategies



## Delivery Tool: Strategy Prioritisation Template

Use this template to prioritise based on impact and difficulty



**STEP 3**  
Review the **relative placement** of actions and interventions

**STEP 4**  
Prioritise; it's advisable to concentrate on proposals with high impact, especially if they are more easily achievable "quick wins"

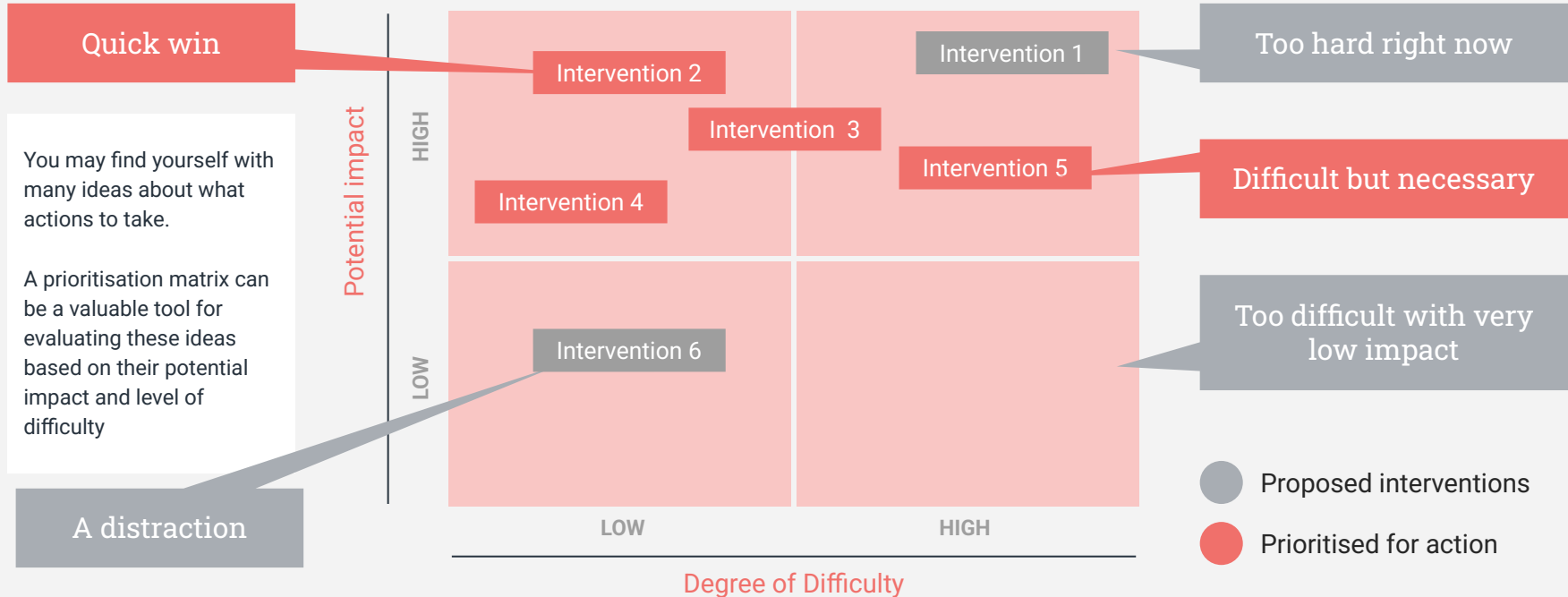
- Intervention 2
- Intervention 3
- Intervention 4
- Intervention 5
- Intervention 1
- Intervention 6

# Prioritising between strategies



## Delivery Tool: Strategy Prioritisation Template

Use this template to prioritise based on impact and difficulty

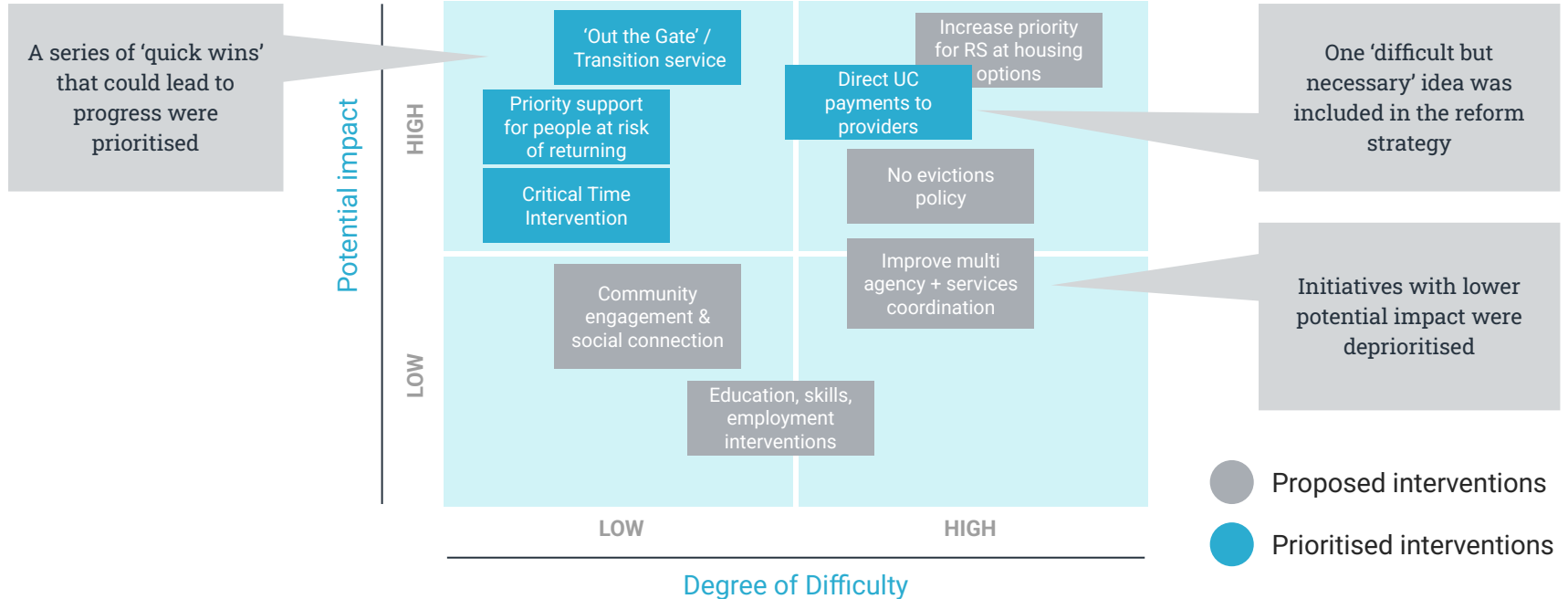


# Prioritising between strategies



## Case Study

This is how a Local Authority used the matrix to assess potential actions aimed at reducing the number of people returning to rough sleeping (ERSF NR1 indicator)



# Module 4: Summary

## Brainstorm

- Understand the available options to achieve your goals effectively
- Seek expert advice, learn from best practices implemented by other local authorities, and conduct fieldwork within your system to gather valuable insights and inspiration

## Assess

- Evaluate potential impact and difficulty when reviewing possible interventions
- Consider the scale of positive outcomes and the efficacy of the intervention for making changes
- Take into account the required resources and challenges that may arise during implementation

## Prioritise

- Time and resources are limited, and you cannot do everything simultaneously
- Be careful with overburdening your team by spreading them too thin across numerous strategies
- Steer clear of low-impact distractions that may divert attention and resources from more impactful courses of action

MODULE 5

# Establishing the right routines

1

2

3

4

5

# Establishing the right routines

## HOW IS THIS MODULE USEFUL?

Defining success, understanding the context and prioritising strategies is not enough if you don't have the practices in place to act on them.

Routines integrate all of these elements, allowing you to monitor progress, respond to any changes that arise and ensure that your efforts are having their desired impact on rough sleeping numbers.

## EXERCISES

- Reviewing existing routines
- Defining new routines

## YOU WILL NEED

- A mix of team members, ideally with management and frontline teams represented

# Establishing the right routines

## What are routines?

- **Regularly scheduled events** that assess if delivery is on track
- **Engines that drive delivery forward focused on actions and follow ups:** without routines, delivery will stall or fall off the agenda
- **Forums for gathering appropriate teams** providing opportunities to dive deeply into prioritised interventions and actions
- **Sources of structure and discipline** to create order in complex public sector systems

## What purpose do routines serve?

- **Monitor performance:** understand if your system is on track to deliver your goals, using predetermined assessment frameworks
- **Diagnose problems:** surface issues that are inhibiting progress and analyse data to pinpoint causes
- **Address problems:** provide a venue to discuss and decide how to overcome challenges
- **Change the culture:** Set expectations around performance, results and accountability

# Establishing the right routines

Regardless of structure, effective routines meet four criteria:

## REGULARITY

- Routine happens regularly enough to drive performance
- The right people are present, including:
  - 'The leader' holding the actors accountable
  - 'The actors' driving the work & reporting progress
  - 'The broker' facilitating the discussion

## FOCUS ON PERFORMANCE

- There is a clear area of focus for the routine
- Routine includes well-synthesised evidence of progress
- Participants agree on the most critical barriers to progress
- Agenda and objectives focus on the most important issues impacting performance

## STRONG EXECUTION

- Participants come prepared
- Roles and responsibilities are clear
- Supporting materials are high-quality
- Discussion is well-facilitated
- Next steps are clearly defined

## ACTION ON PERFORMANCE

- Tough questions are asked, participants are held accountable
- Participants engage in creative problem-solving for how to address challenges
- There is a culture of continuous learning and improvement

# Establishing the right routines

To design a routine, begin by deciding what will be reviewed, and then answer some questions.

What is being reviewed?

...

Who would be receiving information in this routine?

...

Who would be held accountable?

...

What other stakeholders are be involved?

...

How frequent will the routine be?

...

What are the associated plans and the associated people?

...

What form will the routine take?

...

What specific data will be covered (given the frequency and format)?

...

What actions / deliverables will emerge?

...

# Establishing the right routines



## Case Study

This is how a Local Authority used the questions to outline a routine focused on indicator P2 of the ERSF, People seen rough sleeping after being discharged from institutions.

### What is being reviewed?

*Progress in the reduction of people sleeping rough after being discharged from institutions, particularly focused on prisons and probation.*

### What are the associated plans and the associated people?

*The topic is part of the local Rough Sleeping Strategy, owned by the Housing Directorate and the rough sleeping team.*

### Who would be receiving information in this routine?

*Director of Housing, liaisons in prison services and probation services*

### Who would be held accountable?

*Rough sleeping team lead*

### What other stakeholders are be involved?

*Leads from the Housing Solutions Team, Rough Sleeping Team; Representatives from prison services and probation services teams (other gov. departments)*

### How frequent will the routine be?

*Once every month, aligned with updated data*

### What form will the routine take?

*One hour stocktake meeting with Probation focused on resettlement panels to review expected prison releases.*

### What specific data will be covered (given the frequency and format)?

*Monthly updates of ERSF Indicator P2: People seen rough sleeping after being discharged from institutions*

### What actions / deliverables will emerge?

*Clear image of what success will look like for the next six months  
Jointly agreed actions to preview potential challenges for people leaving prison*

# Establishing the right routines



## Delivery Tool: Routine Design Template

Use this template to design each of your team's priority routines

<p><b>What is being reviewed?</b></p>	<p><b>Who would be receiving information in this routine?</b></p>	
	<p><b>Who would be held accountable?</b></p>	
	<p><b>What other stakeholders are be involved?</b></p>	
	<p><b>How frequent will the routine be?</b></p>	
	<p><b>What form will the routine take?</b></p>	
	<p><b>What specific data will be covered (given the frequency and format)?</b></p>	
	<p><b>What actions / deliverables will emerge?</b></p>	
<p><b>What are the associated plans and the associated people?</b></p>		

# Module 5: Summary

## Monitor performance

- Data-led routines let your team understand if you are on track to deliver your goals
- Having the right participants in the room, with a clear agenda and objectives builds a shared understanding of progress

## Address problems

- Routines help surface issues that are inhibiting progress and provide a space to problem-solve how to address them
- Effective problem-solving requires having honest -and often difficult- conversations

## Change the culture

- 'Government by routine' moves teams away from operating by reaction and emergencies
- Clear and focused routine conversations are the first step towards a culture of continuous learning and improvement focused on results

# Want support to implement the delivery toolkit?

Get in touch with us to discuss how we can help you put the toolkit to use:  
**[hello@homelessnessimpact.org](mailto:hello@homelessnessimpact.org)**