

Rough Sleeping Action Plan 2019-22

Principle 1

No	Partnership commitment	Actions	Due Date	Lead	Other Agencies	What Success Looks Like
1	Early universal advice and information to seek to prevent people from needing to sleep rough that is available to all.	Develop a communication strategy - which will include methods and forms of communication for rough sleepers, Partners (internal and external) and public, maximising as many methods of communication.	Apr-20	Rough Sleeping Operational Group.	CCC Communication Manager.	People who are sleeping rough are informed of services that are available to them within the City.
		Reframe homelessness - collectively work with the City of Culture project team through their homelessness workstream to explore how we can reframe the messages around homelessness and rough sleeping to raise public awareness and change perception.	Apr-22	Rough Sleeping Operational Group.	City of Culture Project Lead.	
		Develop a toolkit for use in schools, hospitals, Doctors and DWP etc to raise awareness and challenges faced by people who are sleeping rough and what services are available.	Jul-20	Rough Sleeping Operational Group	Education. Public Health. Children Services. DWP.	

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2	As a City we will develop robust discharge pathways to ensure that no-one leaves hospital with nowhere to go.	Hospital discharge pathway for secondary care services to be developed and implemented in partnership with service users and partners.	Apr-20	Hospital discharge team. Housing Options. Outreach Workers. Service Users	Rough Sleeping Operational Group.	Hospital discharge pathways are clear and robust to ensure that everyone who leaves hospital as part of a planned discharge has somewhere to go home to.
		Proactively work with hospitals to ensure no one leaves without somewhere to go and share the learning and experience from this work to influence policy change.	Review current practice. Dec-19 Moving forwards review on an annual basis.	Crisis. Hospital	Rough Sleeping Operational Group.	
		Maximising alternative funding opportunities with partners for the benefit of people who are at risk of homelessness to help develop and support pathways to housing.	ongoing	Rough Sleeping Operational Group. Housing Options.	CCC Community Resilience Team.	

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3	As a City we will ensure there are similar processes in place for those leaving prison.	Prison discharge pathway to be developed and implemented in partnership with service users and partners.	April 20	Housing Options. Prison service. Probation service.	Rough Sleeping Operational Group.	Prison discharge pathways are clear and robust to ensure that everyone who leaves prison and returns to Coventry has an option regarding housing.
		Proactively work with Prisons - to ensure no one leaves without somewhere to go and share the learning and experience from this work to influence policy change.	Review current practice. Dec-19 Moving forwards review on an annual basis.	Housing Options. Prison service. Probation service.	Rough Sleeping Operational Group.	
		Maximising alternative funding opportunities with partners for the benefit of people who are at risk of homelessness to help develop and support pathways to housing.	on going	Housing Options. Prison service. Probation service.	Rough Sleeping Operational Group.	

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4	As a City we will ensure that all agencies are clear and understand their obligations under the Duty to Refer to refer any individual who is homeless or threatened with homelessness to the Councils' Homeless Service.	Deliver annual refresher training in terms of organisations who under the HRA have duty to refer.	April 20	Homeless Prevention Team, Local Authority	Rough Sleeping Operational Group	Coventry is successfully using the duty to refer process with 98% of referrals receiving successful intervention as part of the prevention and relief duty.
		Analyse the source and the context of any "duty to refer" received, in order to recommend policy changes and influence service design and delivery.	Review current practice. Dec-19 Moving forwards review on an annual basis.	Homeless Prevention Team, Local Authority.	Rough Sleeping Operational Group.	
		Ensure we have and use up to date and accurate statistical and demographic information for the service users and the City when we are designing services.	Review current practice. Dec-19 Moving forwards review on an annual basis.	Insight. Homeless Prevention Team Local Authority.	Rough Sleeping Operational Group.	

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5	Through our multi-agency partnerships, we will ensure early identification of people at risk of rough sleeping and provide appropriate interventions.	Annual audit of the prevention process through dialogue and statistical analysis with the prevention team, floating support service , duty to refer information, discharge pathways information etc. Review the findings to ensure that the processes are being used appropriately and are used to identify people who are at risk rough sleeping.	Annual as of April 20	Commissioning Manager for Housing and Homelessness. Experts by Experience.	Rough Sleeping Operational Group.	We have effective multi- agency working arrangements in the city that all Partners are signed up to and support - this has meant that we have been able to identify and work effectively to stem the flow of new rough sleepers.
		To develop a threshold model that will be used universally across the Partnership, in order to stream line and manage risk and agree collaborative interventions for a rough sleeper.	May-20	Commissioning Manager for Housing and Homelessness. Rough Sleeping Operational Group.	Housing Options Team.	
		Develop a directory of universal and targeted prevention services for both professionals and people who are at risk of homelessness and rough sleeping.	Apr-20	Rough Sleeping Operational Group.	Homelessness Forum. CCC Communication Manager.	

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6	Our commissioned services will provide support and are accessible to those with complex needs and those who are at risk of rough sleeping.	The outcomes that are specific to rough sleepers as part of the KPI's of the commissioned services will be monitored on a quarterly basis and be part of an annual report.	Apr-21	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	Our commissioned services have supported 90% people who previously would have ended up rough sleeping.
		Commissioned outreach services will provide monitoring information in line with the threshold model which will be shared with the Homelessness Forum quarterly.	Apr-21	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	
		To develop SMART reporting to help forecast and project trends that may impact on rough sleepers.	May-21	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	
7	Effective information sharing systems will be in place to enable a rapid response to those approaching crisis	Explore options available for a shared case management system across multiple agencies working with rough sleepers in the City and develop a partnership business case for consideration.	Dec-20	Rough Sleeping Operational Group	CCC Strategic Housing Board.	We have a shared case management system in the City that is used by all people working with rough sleepers, the introduction of the system has meant that we are able to respond quickly to support individuals both in recovery from rough sleeping but also ensure we can prevent people needing to sleep rough.

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		Develop and embed an agreed Information Sharing Agreement across the Partnership including a Consent to Share Proforma for service users.	Jan-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group. CCC Information Governance.	
		Establish and embed a weekly case management meeting with key partners.	Jan-20	Rough Sleeper Co-ordinator.	Key Stakeholders.	
8	Advice and education regarding the signs, triggers and realities of rough sleeping for the wider public will be available, including in schools, colleges, and health and social care partners.	Developing a toolkit for use in schools, hospitals and doctors, DWP etc to raise awareness and challenges faced by people who are sleeping rough and what services are available.	Jul-20	Rough Sleeping Operational Group.	Education. Public Health. Children Services. DWP.	All professionals and citizens in Coventry understand rough sleeping, the triggers and the signs and know how to access advice and support for people they work with or for themselves.
		Develop a directory of universal and targeted prevention services for both professionals and people who are at risk of homelessness and rough sleeping.	Apr-20	Rough Sleeping Operational Group.		

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		Reframe homelessness - collectively work with the City of Culture project team through their homelessness workstream to explore how we can reframe the messages around homelessness and rough sleeping to raise public awareness and change perception.	Apr-22	Rough Sleeping Operational Group.	City of Culture Project Lead	
		Develop a communication strategy - which will include methods and forms of communication for rough sleepers, Partners (internal and external) and public maximising as many methods of communication.	Apr-20	Rough Sleeping Operational Group	CCC Communication Manager	
9	Policy decisions and changes will consider the impact on rough sleepers.	As part of the relaunch of MEAM. Develop and establish a system change forum.	Jan-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	The responsibility to ensure no Coventry citizen has no other option than sleeping rough is embedded and mainstreamed in all policy decisions, this will mean that we will see a downward trend in new rough sleepers and have through effective intervention housed 109 rough sleepers through Housing First.
		Develop an informal impact assessment tool for voluntary use throughout the local authority in terms of considering the needs of rough sleepers in policy changes and decisions.	Jun-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	

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10	Our work with our West Midlands Combined Authority colleagues will ensure we share best practice, raise awareness and where the opportunity arises, share resources to tackle rough sleeping across the region.	Continue to be actively involved in the WMCA homelessness taskforce and develop cascading mechanism's for information sharing and best practice.	on-going	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	By working in partnership across the West Midlands Combined Authority we have successfully reduced rough sleeping by 90% in the region.

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Principle 2

No	Partnership commitment	Actions	Due Date	Lead	Other Agencies	What Success Looks Like
1	As a Partnership we will have a case management approach to those rough sleeping in Coventry, which is shared and signed up to by all partners.	Identify the right people who can make change to be involved in case management. Create a case management process. Which include Terms of Reference, Information Sharing Agreement and Purpose.	Jan-20	Rough Sleeper Co-ordinator.	ARC MRC The Salvation Army. Police Change, Grow, Live.	We have a shared case management system in the city that is used by all people working with rough sleepers, the introduction of the system has meant that we are able to respond quickly to support individuals both in recovery from rough sleeping but also ensure we can prevent people needing to sleep rough.
		Explore options available for a shared case management systems across multiple agencies working with rough sleepers in the City and develop a partnership business case for consideration.	Jun- 20	Rough Sleeping Operational Group.	CCC Strategic Housing Board.	
2	We will work collectively to understand the barriers those sleeping rough face in getting off the street. Once we have identified the barriers, we will work cohesively to remove them wherever possible.	Analyse the biography of the current cohort of rough sleepers in order to identify trends and needs in order to develop SMART reporting.	May 20	Rough Sleeper Co-ordinator.	Commissioning Manager for Housing and Homelessness.	We understand why people sleep rough and our intelligence and information sets regarding reason for rough sleeping is robust, we now understand the reasons for people sleeping rough, we use the strength and skills of our Partnership in the City to ensure those sleeping rough do not face barriers through our organisational systems and processes.
		Once trends have been identified deliver events/workshops/training to those working directly and indirectly with rough sleepers to raise awareness of issues and challenges faced.	Review Jan-20 review on an annual basis.	Rough Sleeping Operational Group.	ARC. CRISIS. STEPS.	

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		Develop SMART measurements of the overall vision of the Rough Sleeping Strategy and undertake an annual impact assessment of the Rough Sleeping Strategy.	Dec 19	Commissioning Manager for Housing and Homelessness.		
		Experts by Experience to review and challenge the work of the Rough Sleeping Operational Group on an annual basis and make recommendations to the homelessness forum on progress and slippages.	Review Jan-20 review on an annual basis.	Experts by Experience.	CCC. ARC. CRISIS.	
		Identify Employment and Education agencies in the community and the Partnership will provide support to build an offer for rough sleepers and promote with our service users via Steps for Change hub.	Review Jan-20 review on an annual basis.	Rough Sleeping Operational Group.	Central Govt. Refugee Centre.	
		Develop and agree a third party verification criteria, when someone doesn't have ID to access support and services.	Feb-20	Rough Sleeping Outreach Team.	Crisis - Outreach Team.	

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		Explore the option of a "care-of" postal addresses where people do not have a fixed address and develop a business case and implementation plan.	Sep -20	Rough Sleeping Operational Group.	DWP	
3	All our rough sleepers will know what health care provision is available and how to access it.	Complete an audit of the health needs of known rough sleepers and use the findings to influence commissioned provision and service development as part of the systems change and one-Coventry approach.	May-20	Rough Sleeping Outreach Team.		Our contract with the Anchor Centre has been renewed, the provision continues to provide health support and intervention for those who are rough sleeping. Our drugs and alcohol provision effectively offer support and medical intervention for those rough sleepers who need it. We have forged links with the mental health trusts and now have a clear pathway to ensure that those who do sleep rough can access support for their mental health.
		Map specialised primary and secondary health provision as well as non-clinical health prevention services and create a directory for use by the support workers.	Aug-20	Rough Sleeping Operational Group.		
		Explore added value opportunities in partnership with Coventry University for 1st and 3rd year paramedic students. To maximise health professionals to work alongside the Rough Sleeper Outreach Team and develop a Business Case for approval and implementation.	Apr-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Outreach Team.	

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		Develop a toolkit for use in schools, hospitals, Doctors and DWP etc to raise awareness and challenges faced by people who are sleeping rough and what services are available.	Jul-20	Rough Sleeping Operational Group.	Education. Public Health. Children Services. DWP.	
4	Severe Weather Emergency Protocol SWEP will be in place and the public will be informed regarding what shelter and provision is available for rough sleepers in extreme elements.	Review the current SWEP for 2019/20.	Dec-19	Rough Sleeping Operational Group.		We have robust SWEP protocols with clear activation and escalation routes. The protocol ensures there is provision for those who need it in extreme weather.
		As part of new contract mobilisation, agree SWEP process, pathways and procedures in preparation for Summer 2020.	Apr-20	Commissioning Manager for Housing and Homelessness.		
		Agree with the Homelessness Forum, Partners and Service Users cascade SWEP activation.	Jun-20	All		
		Explore the potential funding options for a non-commissioned 365 day night shelter and develop a Business Case and Implementation Plan.	Dec-19	Commissioning Manager for Housing and Homelessness.		

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5	We will work as a Partnership to develop and provide drop-in and hub facilities in the City, which offer somewhere for rough sleepers to go.	Develop a business plan for Steps to Change to continue to grow.	tbc	The Salvation Army.	There will be a place for people to go for advice and support regarding housing.
		At new contract go-live, ensure the Hub provision as per contract specifications is advertised and works in partnership by sharing information and facilitation of joint working opportunities.	Apr-20	Commissioning Manager for Housing and Homelessness.	
		The Salvation Army to review current offer and to ensure that Steps for Change is an inclusive service which all rough sleepers can access.	tbc	The Salvation Army.	
6	Once identified as a Partnership we will work quickly to get rough sleepers into services, ensuring that the accommodation that we offer does not exacerbate their complexities.	Map services available to rough sleepers in the City and prepare a service gap analysis to inform and influence the wider priorities of Coventry City Council and partner organisations in terms of gaps and funding.	Review Jan-20 review on an annual basis.	Commissioning Manager for Housing and Homelessness.	We have recognised that one size does not fit all and sometimes accommodation choices that were previously available for rough sleepers acted as a barrier to coming off the street . We now have a range of options including female/male only provision as well as smaller and not city centre based provision so that people have real choice.
		Have agreed set of pathways with all Partners that will meet the needs of our service users.	Apr-20	Rough Sleeping Operational Group.	

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		Develop a minimum offer of services which Partners will sign up to which will be offered to those rough sleepers.	May-20	Rough Sleeping Operational Group.		
7	Community safety and the Police will where necessary use their enforcement powers where rough sleepers and their behaviours impact the public and issues and concerns will be dealt with swiftly, consistently and appropriately.	Develop and review existing enforcement measure in consultation and co-design with agencies supporting rough sleepers which include statutory and voluntary services.	tbc	Community Safety.	Rough Sleeping Operational Group.	Begging in the city centre has reduced by 90% . Community safety and the Police, work with the rough sleeping team to address issues and concerns raised by the public as and when they arise. Now that there is an alternative for both the public and in terms of helping rough sleepers and for those who find themselves rough sleeping in terms of having somewhere to go, we rarely see people begging and sleeping on our city streets .
		There is a consistent delivery of enforcement which has been communicated widely and is understood by individuals, agencies and public.	tbc	Community Safety.	Rough Sleeping Operational Group.	
8	The Council will work with Ministry of Housing, Communities and Local Government to ensure effective use of the funding we have received to support those who find themselves on the street.	Coventry City Council will continue to meet with Ministry of Housing, Communities and Local Government on a regular basis to discuss progress with Ministry of Housing, Communities and Local Government.	on-going	Coventry City Council.		Continues central government funding to support our delivery of services to eradicate rough sleeping and support rough sleeping interventions.
		Coventry City Council will review the spend of Rough Sleeping Initiative.	on-going	Coventry City Council.		

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		The Partnership will respond to potential funding opportunities from MHCLG and others to maximise income streams to support rough sleeping.	on-going	Rough Sleeping Operational Group.		
9	The Partnership will work to co-ordinate all the efforts across the City to ensure we are not duplicating work and interventions with individuals to echo the One Coventry approach.	The Rough Sleeping Operations Team will identify what is happening in the City. Then identify what agency is best to meet the service and develop a co-ordinated approach.	Jan-20	Rough Sleeping Operational Group		There is an appropriate and co-ordinated offer of support available to meet the needs of the community.

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Principle 3

No	Partnership Commitment	Actions	Due Date	Lead	Other Agencies	What Success Looks Like
1	As a City Partnership we will maximise the potential that Housing First offers to the customer and to the City.	Ensure Housing First referrals are processed consistently and quickly and those identified and eligible secure housing that is appropriate and meets their needs.	Review Jan-20 review qtrly	Brighter Futures.	Rough Sleeping Operational Group.	We have successful housed 109 rough sleepers and they have maintained their tenancies.
		Set up regular meetings with Registered Providers (quarterly) to ensure positive relationships and sharing of positive experiences from Housing First.	Dec-19	Commissioning Manager for Housing and Homelessness.	Registered Providers. Brighter Futures.	
		Develop additional SMART reporting regarding the wider positive impacts of Housing First (reduced hospital admissions, reduced recalls to custody etc) and report annually on its impact.	Apr-20	Commissioning Manager for Housing and Homelessness.	Datawarehouse.	

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2	We will collectively provide a menu of options that best meets an individual needs when transitioning from rough sleeping to a settled home.	Develop a service directory/handbook that provides the details of Information and Advice services that help a person to settle into a new home.	Aug-20	Rough Sleeper Co-ordinator	Brighter Futures	People who have transitioned from the street to accommodation feel supported and empowered.
		Collectively through sharing and analysing intelligence and feedback, identify gaps in the current services if impact on a person's ability to maintain accommodation and use this information to inform funding applications and partnership opportunities.	Sep-20	Rough Sleeper Co-ordinator.	Rough Sleeping Operational Group.	
3	The Council will build relationships and develop agreements with both registered social landlords and the private rented sector, to support them if they house rough sleepers – including, in some cases, financial support.	In consultation with registered social landlord's develop a no exclusion for rough sleepers policy that outlines the expectations of both provider and support service if a tenancy is offered to a former Rough Sleeper.	Jul-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	People who have a history of rough sleeping are able to access Registered Social Landlord and Private Rental Sector tenancies.
		In consultation with the Private Rental Sector develop a no exclusion for rough sleepers policy that outlines the expectations of both landlord and support service if a tenancy is offered to a former Rough Sleeper.	Jul-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	

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4	There will be multi-agency case management approach to supporting a person to sustain their tenancy.	Through the new Vulnerable Persons and Complex Needs Panel, identify those most at risk of losing a tenancy and ensure continuation / provision of floating support is in place.	Apr-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group.	People sleeping rough and/or with complex needs will only need to tell their story once.
		Facilitate agencies together for case management for specific high risk identified cases - ensuring this is a priority with statutory bodies.	May-20	Commissioning Manager for Housing and Homelessness.		
5	All Partners will work with the individual so that they understand the consequences of their choice if they return to the streets, including in some cases prosecution.	Agree with landlords and registered providers the messages to be given as part of tenancy sign up/ sustainment including what actions will trigger interventions and to agree a process for intervention in a timely manner.	May-20	Homelessness Forum discussions. Main housing providers.		Our enforcement processes are clear, transparent and they are enforced consistently. Rough sleepers understand the consequences of returning to the street when accommodation has been offered and is available.
		Explore potential for funding opportunities and develop a business case for developing respite alternatives to temporary accommodation while issues are resolved.	Mar-20	Rough Sleeper Co-ordinator.	Council Homeless Prevention Team.	

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		Review existing enforcement measure in consultation and co-design with agencies supporting rough sleepers which include statutory and voluntary services and share the outcomes and/or changes of the review.	tbc	Community Safety. WMP		
		Spot check delivery of enforcement to ensure it has been communicated widely and is understood by individuals, agencies and public.	Review Jan-20 review on an annual basis.	Rough Sleeping Operational Group.		
6	Ex-rough sleepers are supported to access employment and training opportunities	Map the existing employment and training opportunities and undertake a gap analysis to identify the gaps and barriers.	Sep-20	Rough Sleeping Operational Group.	Employment and Training Services.	Appropriate employment and training opportunities will be available and accessible to all Coventry citizens.
		Once barriers and gaps to the existing services have been identified work with employment and training services to develop agree protocols and pathways.	Sep-20	Rough Sleeping Operational Group.	Employment and Training Services.	
		Invite employment and training team from Coventry City Council to contribute to the Rough Sleeping Operation Group.	Nov-19	Rough Sleeper Co-ordinator.	Commissioning Manager for Housing and Homelessness.	

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7	Ex-rough sleepers will be supported to ensure they are receiving full benefit entitlement.	Work with DWP services to look at how we can work effectively and in partnership in relation to benefit relation issues which effect a person's tenancy.	Apr-20	Rough Sleeper Co-ordinator.	DWP.	No-one will lose newly acquired accommodation due to late benefit entitlement.
		Agree and develop processes to ensure that if a former Rough Sleepers is to have benefit sanctions then DWP will notify the support agencies.	Apr-20	CRISIS.	Rough Sleeping Operational Group.	
8	Where an ex-rough sleeper has on-going health needs, they will know how they can access health care and any social care support.	Agree and develop with health partners, Health and Wellbeing pathways to services to ensure needs are met and accessible to ex-rough sleepers.	Sep-20	Commissioning Manager for Housing and Homelessness.	Rough Sleeping Operational Group. Coventry Warwickshire Trust.	Health services are accessible and suitable and meet the needs of people who have transitioned from street.
		Request and provide evidence of need that in the redesign or re-procurement of primary health care services that consideration will be given to include nurse practitioners as part of the service offered to service users with no-fixed abode.	tbc	Commissioning Manager for Housing and Homelessness.	Public Health. Coventry and Warwickshire Trust.	

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		Explore with mental health partners a multi-agency funding proposal to deliver assessment for those with dual diagnosis.	tbc	Commissioning Manager for Housing and Homelessness.	Public Health. Mental Health Services. Adult Health and Social Care.	
9	As a City we will have an alternative giving scheme that provides an alternative for the public who want to give money to rough sleepers.	Identify and determine suitable options for alternative giving schemes.	Dec-19	Commissioning Manager for Housing and Homelessness.	Rough Sleeper Co-ordinator.	The public no longer routinely give money directly to rough sleepers who are begging instead funds are collected and distributed in a managed and appropriate way.
		Implement the agreed option and report annually on funds raised and distributed to the Homelessness Forum.	Jan 20	Commissioning Manager for Housing and Homelessness.	Rough Sleeper Co-ordinator.	