

Appendix B – Homelessness and Rough Sleeping Strategy

Themes and priorities

The actions contained in the delivery plan all aim to ensure we are delivering the vision in the Homelessness and Rough Sleeping Strategy and are linked to our identified themes and priorities.

In producing this delivery plan we recognise that is produced at a point in time based on the knowledge, feedback and evidence used in producing the strategy and this associated action plan. For this reason we will remain fluid in how we achieve the ambitions of the strategy. If new intelligence or findings come to use we will respond and if an action committed to becomes redundant we will not pursue for the sole reason that its contained in this plan.

1. Early intervention and prevention

We believe that everyone in Coventry should have a place to call home. We will minimise homelessness by focusing on early prevention and intervention to help people keep their home or to move in a planned way.

2. Targeted and crisis support:

We will provide good quality accessible advice and support to ensure people can resolve their housing problems in a way that is long lasting. Where people do find themselves homeless and in need of emergency accommodation it will be of good quality, appropriate and conducive to their health and well-being. Targeted support will be provided for individuals and households who find themselves in crisis;

3. Move on and Sustainment

There will be a focus on creating and increasing move on options for people and ensuring the right tools and support are in place to help people sustain tenancies once their homelessness has ended. Our focus will not just be in terms of bricks and mortar but will also consider and reflect the wider social detriments that impact someone's ability to secure and maintain a settled home.

Principles

When formulating the actions in the delivery plan that support our key themes and priorities, we have ensured they impact on and support our 4 identified key underpinning principles which are referenced and linked back to the themes and priorities.

- Partnership
- Intelligence led
- Improving life chances and health outcomes
- Maximising opportunities

1, Partnership

We recognise that partnerships are the key to preventing and relieving homelessness and to supporting people who are either homeless or facing homelessness. The causes of homelessness are multiple and complex and require solutions which reflect this and therefore we will ensure:

- We continue to engage partners across our public, business, voluntary and faith sectors, recognising the importance of each to coordinate a comprehensive approach to homelessness prevention that delivers sustainable outcomes for residents.
- We work to strengthen our existing partnerships, both with other services in the Council and with external organisations, as well as building new working relationships.
- Ensure partnership working underpins what we do by ensuring we are working with our partners to pool our knowledge, skills, and resources, to improve prevention methods and provide effective support whilst addressing system wide issues that are a barrier to good outcomes.
- Through strong partnership working we will provide a strong safety net for people who do become homeless and make sure they have the support they need to move on to permanent and sustainable new homes.
- We will work across the city in transparent and shared spaces with partners to ensure plans for people and projects are designed together and the most effective they can be, saving time and money while creating long standing change in provision and frontline service for those we find rough sleeping.

2, Intelligence led

Our approach to tackling homelessness and rough sleeping will be intelligence-led, building on the work done through the homelessness needs assessment, with dashboards covering each of the priority areas, tracking trends and monitoring the impact of the implementation of the strategy. Focusing on the data we will ensure;

- We will assess any new and emerging issues and ensure we understand how the Coventry picture compares regionally and nationally, ensuring our approach remains focused on making a difference to our residents.
- Recognising that homelessness is not random, we will overlay this with wider factors to ensure that we have a holistic approach which enables us to direct our resources to provide support at the earliest stage possible.
- This will be supported by the experiences of people who have experienced homelessness, ensuring our approach is always shaped by their experiences and feedback around what works and what doesn't.

3, Improving life chances and health outcomes

Recognising homelessness as part of a wider system of inequalities, we will seek to improve life chances and health outcomes, through our partnership approach to tackling homelessness and joining systems up. This will include;

- Raising awareness of the impact of homelessness on health and wellbeing outcomes, including how homelessness can exacerbate existing problems, issues and support needs, particularly in relation to mental health.
- Carry out specific initiatives around health and wellbeing for homeless households as well as ensuring our approach to preventing homelessness and supporting households in to settled, sustainable accommodation provides a basis upon which they can thrive.
- Working in partnership with all agencies and organisations responsible for health and care services when there is a risk of homelessness, or it is the presenting issue.

4, Maximising opportunities

Homelessness and rough sleeping services operate against a complex back drop of legislation and policy which is ever emerging and developing;

- We will ensure that where policy and legislation offer opportunities to change how we work we will embrace this whilst being bold and creative in our approach to finding solutions
- We will maximise any impact of changing legislation and policy, ensuring that our services reflect changes and capitalise on
- the opportunities they offer including where funding is available.

Themes and Priorities

Theme 1: early intervention and prevention

We believe that Everyone in Coventry should have a place to call home, we will minimise homelessness by focusing on early prevention and intervention to help people keep their home or move in a planned way.

	Action	Lead	Date	Evidencing success	What success looks like	Underpinning principles
T1.1	Periodically review the approach to daily Rough Sleeping Outreach walks to ensure we maximise its impact and effectiveness.	CCC Rough Sleeping Manager (RSM)	6 monthly	Street link KPIs Outreach data	All referrals are actioned, and all city locations are visited daily. Interaction with new rough sleepers ASAP to minimise time sleeping rough	Partnership ILC&H Intelligence led
T1.2	Through the homelessness forum provide support and advice to partner organisations to ensure they have the skills and knowledge to recognise signs of people at risk of homelessness and access to tools to prevent homelessness wherever possible.	Housing & Homelessness Service SMT	Quarterly	Data returns to Government Forum minutes and actions	A decrease in households approaching as homeless. A Decrease in rough sleeping numbers. An increase in the number of households where homelessness is prevented An increase in Duty to refers of households seeking prevention advice	Partnership ILC&H Intelligence led
T1.3	Build early intervention/early prevention approach with partners into all our interactions with those at risk of homelessness	Housing & Homelessness Service SMT Key partners	On-going	H-CLIC data RS delta returns	A decrease in the number of households approaching at risk of homelessness. Reduced proportion of households requiring temporary accommodation through early intervention A Decrease in rough sleeping numbers.	Partnership ILC&H Intelligence led

	Action	Lead	Date	Evidencing success	What success looks like	Underpinning principle
T1.4	Coordinate work across the homelessness partnership to ensure we are making the best use of our resources to deliver Information Advice and Guidance (IAG) that prevents homelessness.	Housing & Homelessness Service SMT	On/going	Hcllc data	There is a reduction in the number of households present at the point of crisis. An increase in the number of households whose homelessness is prevented	Partnership ILC&H Intelligence led
T1.5	Carry out a review of our online information including pages for professionals and our self-help offer and self-help information available	H&H Operational Lead people	March 2025 and twice yearly	Updated web site	Our on-line offer to professionals and customers is effective at supporting early intervention and prevention	Partnership ILC&H Intelligence led
T1.6	Increase the number of duties to refers that are made by both statutory and voluntary organisations to the service	H&H Operational Lead people	On-Going Annual report	Using Baseline data from 2023/24 seek to increase referrals for both single people and families	There is an increase in referrals for those who are at risk of homelessness	Partnership ILC&H Intelligence led
T1.7	Deliver advice sessions for internal and external partners raising awareness of early intervention and the housing situation/demand in Coventry	H&H Operational Lead people	December 2025	Series of sessions delivered to key partners	There is a Reduction in households presenting at the point of crisis.	Partnership ILC&H Intelligence led
T1.8	Produce annual infographics that demonstrate the housing supply and demand in Coventry and ensure these are shared widely	H&H Operational Lead people	August 2025 and annually	Annual infographic document	Customers and partners have a clear understanding of the housing challenges in the city	Partnership ILC&H Intelligence led

	Action	Lead	Date	Evidencing success	What success looks like	Underpinning principle
T1.9	To produce annual infographics that demonstrate the homelessness demand and ensure these are shared widely	H&H Operational Lead people	August 2025 and annually	Annual infographic document	Customers and partners have a clear understanding of the homelessness demand and challenges in the city	Partnership ILC&H Intelligence led
T1.10	As part of the re commissioning of the housing related support services consider how early intervention and prevention can be maximised	Housing and homelessness commissioning and partnerships lead ()HHCP	March 2026	Hclic data Commissioned services performance reports	There is an increase in the number of households whose homelessness is prevented	Partnership ILC&H Intelligence led
T1.11	Hold annual sessions with partners to ensure any new preventative measures and initiatives are shared or identified	H&H Operational Lead people	May 2025	Annual session held	Partners are aware of demand and challenges and are maximising all opportunities to prevent homelessness in the city	Partnership ILC&H Intelligence led

Theme 2: Targeted and crisis support

We will provide good quality accessible advice and support to ensure people can resolve their housing problems in a way that is long lasting. Where people do find themselves homeless and in need of emergency accommodation it will be of good quality, appropriate and conducive to their health and well-being. Targeted support will be provided for individuals and households who find themselves in crisis;

	Action	Lead responsibility	Date	Evidencing success	What success looks like	Underpinning principle
T2.1	Create a formal process to analyse rough sleeping trends to help understand what has led to an individual's rough sleeping and design and flex services to address this	RSM & HHCP	April 2025	Delta indicators report and dashboard WMCA comparison data	There is a Reduction in the number of RS found through a targeted approach	Partnership ILC&H Intelligence led
T2.2	Across the homelessness partnership create appropriate accommodation pathways for households that are homeless (families, singles, women, under 25s, DA survivors) ensuring crisis and targeted support is available and accessible if needed and is delivered in a trauma informed way	HHCP	March 2026	Reduction in numbers of people returning as homeless (revolving door) through sustaining appropriate accommodation	The offer of support is varied accessible and appropriate for those who require it	Partnership ILC&H Intelligence led
T2.3	Support rough sleepers across their period of homelessness, ensuring rough sleeping is prevented wherever possible, that it is rare in occurrence, it is brief where it is unavoidable and re-occurrences or returns to rough sleeping are prevented.	RSM	April 2025 and on-going	Data indicators report and dashboard WMCA comparison data	There is a Reduction in the numbers of RS found When people are rough sleeping, it is rare, brief and non-reoccurring.	Partnership ILC&H Intelligence led
T2.4	Work with partners to ensure we are able to provide a quick, responsive, flexible and creative approach to helping someone to end their rough sleeping.	RSM	April 2025 on-going	Delta indicators report and dashboard WMCA comparison data	There is a reduction in the numbers of RS found When people are rough sleeping, it is rare, brief and nonrecurring	Partnership ILC&H Intelligence led

	Action	Lead responsibility	Date	Evidencing success	What success looks like	Underpinning principle
T2.5	Review our ending rough sleeping plan and service offer to ensure it is person centered, and creative and is designed and delivered to support people to maintain accommodation and not return to sleeping rough.	HHCPL	April 2025 and on-going	Data indicators report and dashboard WMCA comparison data	There is a Reduction in the numbers of RS found When people are rough sleeping, it is rare, brief and non-reoccurring.	Partnership ILC&H Intelligence led
T2.6	As part of the re commissioning of the housing related support services ensure that our floating support services are suitable, appropriate, value for money and can be reactive in crisis.	HHCPL	March 2026	New Housing related support specifications and provision	We have good quality, vfm Housing related support services that meet the needs of people in housing crisis or who are homeless in the city	Partnership ILC&H Intelligence led
T2.7	As part of the re commissioning of the housing related support services in ensure that accessibility of support services is considered alongside our accommodation offers for single people or those who have complex needs (men, women, under 25s)	HHCPL	March 2026	New Housing related support specifications and provision	We have good quality, vfm Housing related support services that meet the needs of people in housing crisis or who are homeless in the city	Partnership ILC&H Intelligence led
T2.8	As part of the re commissioning of the housing related support contracts carry out a review of our front door arrangements for those who are in crisis (men, women, under 25s, families, DA survivors)	HHCPL	September 2025	New Housing related support specifications and provision	We have good quality, vfm Housing related support services that are accessible meet the needs of people in housing crisis or who are homeless in the city	Partnership ILC&H Intelligence led

	Action	Lead responsibility	Date	Evidencing success	What success looks like	Underpinning principle
T2.9	Where homelessness cannot be avoided, we have systems in place to ensure that stays in temporary accommodation will be for as short a time as possible, and placements will be suitable for the needs of the households.	H&H Operational Lead Property	On going	TA average length of stay data	There is a reduction in how long households spend in temporary accommodation	ILC&H Intelligence led
T2.10	Carry out an analysis into PRS evictions to understand trends and underlying reasons for evictions and develop options and incentives to help reduce evictions	H&H Operational Lead People	June 2025	Completed analysis and review	We have a clear understanding of the drivers that impact PRS, and a robust attractive landlord offer	ILC&H Intelligence led
T2.11	Review of our provision of temporary accommodation to ensure it is sufficient to manage the current and future demand and it is suitable, to a good standard and procured to ensure value for money is achieved.	H&H Operational Lead Property	April 2025 Ongoing	Various schemes delivered. Meriden St Chace Ave	Our emergency accommodation offer is good quality, meets demand and is VFM.	ILC&H Intelligence led
T2.12	Ensure that families are only placed into B&B accommodation as an emergency and for no longer than 6 weeks	H&H Operational Lead Property	On-going	As close to zero as possible	No families are accommodated in B&B	ILC&H Intelligence led

Themes 3: Move on and tenancy sustainment

There will be a focus on creating and increasing move on options for people and ensuring the right tools and support are in place to help people sustain tenancies once their homelessness has ended. Our focus will not just be in terms of bricks and mortar but will also consider and reflect the wider social detriments that impact someone's ability to secure and maintain a settled home

	Action	Lead responsibility	Date	Evidencing success	What success looks like	Underpinning principles
T3.1	Work across the homelessness partnership to understand and agree tenancy readiness processes and definitions.	HHCPL & H&H Operational Lead Property	April 2025	Agreed definition Reduction in number of households being skipped Reduction in length of time in TA	As a partnership we have a collective understanding of what tenancy ready means for different cohorts and groups and there is Reduction in the number of households being Skipped	Partnership ILC&H Intelligence led
T3.2	As a part of the re-commissioning of the housing related support contracts ensure that services are designed so that customers requiring support are able to engage with support services as part of the move on process	HHCPL	March 2026	New housing related support specifications Increased tenancy sustainment Reduction in returners	Time limited move on support is available for households who require it	Partnership ILC&H Intelligence led
T3.4	Use insight and intelligence regarding tenancy failure and lack of options for key groups (women/ complex singles, Victims of DA, ex-offenders) to develop alternative bespoke pathways and housing solutions.	Housing & Homelessness Service SMT	March 2026	RS delta returns (returners) Hcllc data – repeated homelessness	There are Bespoke housing and support pathways for complex groups	Partnership ILC&H Intelligence led
T3.5	Explore investment opportunities to increase the number of permanent homes available to households in housing need	H&H Operational Lead Property	June 2025	Agreed delivery partner(s)	There are Increased move on options for families and single people in the city	

	Action	Lead responsibility	Date	Evidencing success	What success looks like	Underpinning principles
T3.6	Work with Registered Provider partners to ensure best use of existing social housing stock within the city	Housing & Homelessness Service SMT	September 2025	New builds Citizen rightsizing LLPs in areas where required Nominations agreements	An increase in family accommodation availability	Partnership ILC&H Intelligence led
T3.7	Implement initiatives that seek to reduce the HB subsidy loss incurred through provision of temporary and exempt supported accommodation.	H&H Operational Lead Property	On going	Reduction in HB subsidy loss	A minimum of 80% of all exempt supported accommodation in the city is operated by RSLs Proportional reduction in TA subsidy loss	Intelligence led
T3.8	Further develop our positive working relationships with the private rented sector and supported housing landlords to increase the accommodation options available.	H&H Operational Lead Property	On going	Increased numbers of households moving from TA and reduced length of time in TA	There are increased move on options for families and single people in the city	Partnership ILC&H Intelligence led
T3.9	Develop resources to communicate and support households to understand the various housing options available to them.	Housing & Homelessness Service SMT	July 2025	Increased numbers of households moving from TA and reduced length of time in TA	There are increased move on options for families and single people in the city	Intelligence led
T3.10	Review options to procure access into additional PRS properties and implement the scheme.	H&H Operational Lead Property	May 2025	Increased numbers of households moving from TA and reduced length of time in TA	Successful procurement for a PRS move on scheme, increasing move on options for families and single people in the city	

	Action	Lead responsibility	Date	Evidencing success	What success looks like	Underpinning principles
T3.11	Work with trusted providers with RP status to increase supported accommodation options in the city particularly for the most complex and ensure that Supported housing in the city provides a basis for an individual to recover from homelessness, with pathways to move into independent accommodation where appropriate.	HHCPL	April 2025	Decrease in numbers of single people and length of time in TA	Supported housing is of good quality, is accessible and meets the needs of those who require it	Partnership ILC&H Intelligence led
T3.12	Review our approach to how we deal with and manage households who do not respond to an offer of permanent accommodation	H&H Operational Lead People	March 2025	Reduced number of households being skipped following Homefinder offers	There is a reduction in households being skipped due to non-contact	Intelligence led
T3.13	Develop our approach and relationships with the PRS sector to understand the blockages and challenges in regard to offering accommodation to households who have been homeless including our incentive scheme and support offers	H&H Operational Lead Property	April 2025	Increase in the numbers of households moving out of TA and reduced length of time in TA	There are increased move on options for families and single people in the city	Partnership ILC&H Intelligence led

Principles

1, Partnership

We recognise that partnerships are the key to preventing and relieving homelessness and to supporting people who are either homeless or facing homelessness. The causes of homelessness are multiple and complex and require solutions which reflect this and therefore we will ensure:

	Principle	Lead responsibility	Evidencing success	What success looks like	Priority theme
P1.1	Continue to engage partners across our public, business, voluntary and faith sectors, recognising the importance of each coordinating a comprehensive approach to homelessness prevention that delivers sustainable outcomes for residents.	One Coventry Homelessness Partnership	Reduction in homeless households in the city	There is a one Coventry approach to homelessness in the city with all parties understanding the role they play in preventing and relieving homelessness	Early intervention and prevention
P1.2	Ensure partnership working underpins what we do by working with our partners to pool our knowledge, skills, and resources, to improve prevention methods and provide effective support whilst addressing system wide issues that are a barrier to good outcomes.	One Coventry Homelessness Partnership	Reduction in homeless households within the city	There is a one Coventry approach to homelessness in the city with all parties understanding the role they play in preventing and relieving homelessness	Early intervention and prevention
P1.3	Through strong partnership working we will provide a safety net for people who do become homeless and make sure they have the support they need to move on to permanent and sustainable new homes.	One Coventry Homelessness Partnership	Reduction in length of stay in emergency accommodation	There is a one Coventry approach to homelessness in the city with all parties understanding the role they play in preventing and relieving homelessness and	Crisis and targeted support

				supporting households to move on from homelessness	
P1.4	Work across the city in transparent and shared spaces with partners to ensure plans for people and projects are designed together and the most effective they can be, saving time and money while creating long standing change in provision and frontline service for those we find rough sleeping	One Coventry Homelessness Partnership	Reduction in numbers found rough sleeping. Delta report (Rough sleeping is rare, brief non reoccurring)	We have a robust, appropriate and effective offer for those we find rough sleeping that is shared and supported across the homelessness partnership	Targeted and crisis support

2 Intelligence led

Our approach to tackling homelessness and rough sleeping will be intelligence-led, building on the work done through the homelessness needs assessment, with dashboards covering each of the priority areas, tracking trends and monitoring the impact of the implementation of the strategy. Focusing on the data;

	Principle	Lead responsibility	Evidencing success	What success looks like	Priority theme
P2.1	We will assess any new and emerging issues and ensure we understand how the Coventry picture compares regionally and nationally, ensuring our approach remains focused on making a difference to our residents.	One Coventry Homelessness Partnership	Hcllc data Delta returns WMCA comparison data Annual review Partner information and data	As a homeless partnership we understand homelessness in Coventry, and we work collectively to address the challenges for our residents.	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment

P2.3	Recognising that homelessness is not random, we will overlay what we know with wider factors to ensure that we have a holistic approach which enables us to direct our resources to provide support at the earliest stage possible.	One Coventry Homelessness Partnership	Hcllc data Delta returns WMCA comparison date Annual review Partner information and data	As a homeless partnership we understand homelessness in Coventry, the reasons for it and the wider impacts of being homeless and we work collectively to support those who are homeless holistically.	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment
P2.4	Our approach to addressing homelessness will be supported by the experiences of people who have experienced homelessness, ensuring our approach is always shaped by their experiences and feedback around what works and what doesn't.	One Coventry Homelessness Partnership	Customer feedback	The voice of those who use our services will be heard, listened to and considered in our approach to addressing homelessness in the city	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment

3 Improving life chances and health outcomes.

Recognising homelessness as part of a wider system of inequalities, we will seek to improve life chances and health outcomes, through our partnership approach to tackling homelessness and joining systems up. This will include.

	Principle	Lead responsibility	Evidencing success	What success looks like	Priority theme
P3.1	Raise awareness of the impact of homelessness on health and wellbeing outcomes, including how homelessness can exacerbate existing problems, issues and support needs, particularly in relation to mental health.	One Coventry Homelessness Partnership	Hcllc data Delta returns Annual review Partner information and data Health and homelessness action plan	Health and wellbeing services understand the challenges that being homeless can bring in terms of health and life chances and are open to being flexible and deliver interventions in a way that does not exclude or create barriers for people.	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment

P3.2	Carry out specific initiatives around health and wellbeing for homeless households as well as ensuring our approach to preventing homelessness and supporting households in settled sustainable accommodation provides a basis upon which they can thrive.	One Coventry Homelessness Partnership	Hcllc data Delta returns Annual review Partner information and data Health and homelessness action plan	Health and well-being services will understand the role they play in preventing homelessness and There will when needed be a bespoke / alternative health offer for those who are homeless.	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment
P3.3	Work in partnership with all agencies and organisations responsible for health and care services when there is a risk of homelessness, or it is the presenting issue.	One Coventry Homelessness Partnership	Hcllc data Delta returns Annual review Partner information and data Health and homelessness action plan	Through partnership working we will create clear pathways both in terms of access to homelessness services and access to primary and secondary care for people who are homeless or at risk of homelessness	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment

4 Maximising opportunities

Homelessness and rough sleeping services operate against a complex back drop of legislation and policy which is ever emerging and developing

	Principle	Lead responsibility	Evidencing success	What success looks like	Priority theme
P4.1	We will ensure that where policy and legislation offer opportunities to change how we work we will embrace this whilst being bold and creative in our approach to finding solutions	One Coventry Homelessness Partnership	Annual review	Our response as a homeless partnership to homelessness in the city will be bold and creative whilst allowing flexibility to change and flex services.	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment

P4.2	We will maximise any impact of changing legislation and policy, ensuring that our services reflect changes and capitalise on the opportunities they offer including where funding is available.	One Coventry Homelessness Partnership	Annual review Increased revenue / grant funding	As a partnership we will continually review our approach to supporting people through their homelessness journey and seek out and embrace opportunities that arise to support homeless households and individuals	Early intervention and prevention Targeted and crisis support Move on and tenancy sustainment
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