



A place-based systems change approach to gendered poverty

Evidence from Coventry Women's
Partnership

Smallwood Trust

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Introduction

Purpose

Smallwood Trust's approach to place-based systems change has developed through funding networks of women's organisations to work collaboratively to test approaches that target the root causes of gendered poverty in their place. By generating insights about how to change the systems that drive and perpetuate gendered poverty, this funding will support Smallwood Trust's mission to enable women to be financially resilient.

This report is part of a series documenting the journeys of the six networks currently funded by Smallwood Trust. It brings together the work of all six networks to summarise impact, analyse learning, surface insights around how a place-based systems change approach can shift gendered poverty, and make recommendations around how Smallwood Trust can effectively support this work going forward.

The fund aims are to:

- Enable Smallwood Trust to learn alongside organisations about what creates change for women via a "test and learn" approach
- Help networks further understand women's poverty in their local area, for different groups of women, and support them to define the change they want to see
- Stimulate ideas that are designed and delivered by the people closest to the problem, including women with experience of poverty themselves
- Help networks build strong relationships with a range of different organisations, individuals and decision makers so that after the programme is over these relationships remain
- Support networks to measure the change they are making.

To achieve these aims, Smallwood Trust has funded place-based networks of women's organisations that aim at systems change. Each network is taking a different approach to systems change, developed out of the needs and ambitions of the women they are working with, alongside their local context and the expertise of partners.

This report is part of a series of reports reporting on the journey of each place-based network that Smallwood Trust has funded, alongside three learning networks funded through the Gendered Poverty Learning programme. It focuses on Coventry Women's Partnership.

Methodology

This report has been developed drawing on the following data inputs:

- Interviews and focus groups with CWP carried out from June to August 2025
- Observational data collected by Renaissi throughout our interactions with CWP during the course of our learning partnership (2022-2025)
- CWP's monitoring reports to Smallwood Trust
- An evaluation report delivered by Just Economics for CWP in May 2020¹
- Impact and learning reports that were produced for CWP by Renaissi in 2023 and 2024

Throughout the report, we outline the partnership's perspectives on its achievements and journey in place-based systems change, as revealed in recent interviews, alongside our own analysis and assessment of its progress.

¹ *Coventry Women's Project Partnership: A social impact study*. Just Economics. May 2020. Available at: https://just-economics.files.svdcdn.com/production/reports/CWP-report_final200520.pdf?dm=1743674038

Part 1: Coventry Women's Partnership's Story

About the partnership

Coventry Women's Partnership (CWP) brings together five organisations that provide specialist support and services to women in Coventry, including women-only services. Through referrals across the partnership, CWP supports women by providing free legal advice, domestic abuse support, rape and sexual abuse support, education and employment, language support, advocacy, and health and wellbeing activities. The partnership aims to ensure that women can access a wide range of holistic services that take a trauma-informed, women-centred approach.

The five delivery partners in CWP are:

- **Foleshill Women's Training (FWT)** provides women-only education, training, healthcare and employment support services. FWT is the lead partner.
- **Coventry Rape and Sexual Abuse Centre (CRASAC)** provides specialist support for adults and children who have been impacted by sexual abuse, alongside offering pre-therapy support for women on waiting lists for services.
- **Kairos Women Working Together (Kairos WWT)** provides women-centred, trauma-informed, holistic support and advocacy to empower women who are subject to or at risk of exploitation, violence or abuse.
- **Coventry Haven Women's Aid (Coventry Haven)** supports women and children who have been subjected to domestic abuse by providing a range of services, including emotional and practical support, FGM advocacy, support through criminal and civil justice processes and safe accommodation.
- **Central England Law Centre (CELC)** provides free specialist legal advice across a range of social welfare issues to those most in need and uses legal processes to fight inequality.

For its first three years, CWP was also supported by the Women's Budget Group, which carried out an early evaluation and produced policy briefings highlighting the impact of public policy on women accessing CWP services.

Their journey so far

Background

The partnership was established in 2018 following a series of conversations between FWT, Coventry Haven, the Women's Budget Group and Smallwood Trust. These

discussions identified the need for a coordinated referral system for women in the city. In response, Smallwood Trust provided funding for an initial three-year pilot, which was followed by further funding that has continued to this point.

Early conversations highlighted that the absence of continuity of care across services put women experiencing crisis at risk of falling out of support systems without accessing services that could support them to thrive independently in the long term. This included services related to employability, advice, wellbeing, and health. Recognising this challenge laid the groundwork for developing a referral system designed to connect women seamlessly to holistic, longer-term support.

“The question was: What do we do when a woman in refuge has to leave, what happens then? And the answer was— support must start before she exits.”

Interview with CWP Partner, August 2025

The first three-year pilot was a success. CWP went far beyond its target of helping 300 women, supporting over 800.² It also contributed to six policy briefings delivered by the Women's Budget Group.³ The women it supported reported significant improvements in their health, relationships, finances, legal status, and housing. Staff highlighted that closer collaboration and stronger referrals improved both the quality of their service and the outcomes for those they were supporting.

This evidence demonstrated the impact that can come from effectively resourcing place-based collaboration. As a result, Smallwood Trust extended its support, and the partnership has now been active for over seven years. Learning from the partnership informed Smallwood Trust's creation of the Women's Sector Resilience Fund (Phase 2), through which it funded two further place-based networks aimed at changing the systems that cause gendered poverty in their areas.

The partnership's goals

CWP is driven by an ambition to work collectively to improve services for women in Coventry. As part of an evaluation led by Just Economics,⁴ in 2020, the partnership undertook stakeholder mapping and a series of Theory of Change workshops to identify shared goals. The partnerships' goals are to:

² *Coventry Women's Project Partnership: A social impact study*. Just Economics. May 2020. Available at: https://just-economics.files.svdcn.com/production/reports/CWP-report_final200520.pdf?dm=1743674038

³ These policy briefings can be accessed at: <https://www.fwt.org.uk/social/coventry-womens-partnership/>

⁴ *Coventry Women's Project Partnership: A social impact study*. Just Economics. May 2020. Available at: https://just-economics.files.svdcn.com/production/reports/CWP-report_final200520.pdf?dm=1743674038

1. Increase capacity to provide holistic services for women with complex/multiple needs.
2. Promote a women-centred approach in service provision, including the need for women-only services that are specialised to respond appropriately to different women's experiences, such as those of migrant communities, those experiencing homelessness and those with mental health needs.
3. Create smooth and effective referral pathways across organisations which allow women to access a range of services across a system of support without having to retell their story, navigate different organisational processes or self-refer.

During the most recent funding period with Smallwood Trust (January 2024 to September 2025), the CWP has placed increased focus on engaging a broader network of stakeholders and strategic leads across sectors. This work aims to raise awareness of the lived experiences of vulnerable women and advocate for the need for specialist women-only services within the city.

Activities and achievements

This section outlines the major achievements identified by partners when reflecting on CWP's work over the past seven years of delivery. It also details the core activities that have driven these outcomes.

Better outcomes for women

CWP is primarily focused on delivering frontline services to improve the lives of women experiencing crises. The partnership has supported XXX number of women since it began delivery in 2018.

Commented [KJ1]: This has been requested from the partnership and will be added in the final version of the report

"At a time when I felt I was unravelling, and that I would lose all the personal progress I had made, at a time I could feel myself staying home and shutting away, FWT and their connection with the Law Centre gave me my strength back and I remembered who I am and all that I wanted to do for myself and family."

CWP service user ⁵

As part of our learning partnership, in 2023, Renaissi delivered an interim impact and learning assessment on CWP⁶. This included an analysis of case studies and monitoring data to assess the impact experienced by women accessing CWP services. Key findings from this analysis are summarised below:

⁵ Drawn from case studies collated by CWP from July 2022 – December 2022

⁶ *Building a better system for women in Coventry*. Renaissi. June 2023

Outcomes	Evidence
Women's basic needs are being met.	Monitoring data showed women's basic needs were met through acquiring temporary accommodation, being protected from abusive partners and accessing destitution support.
Reduction in gender-based violence.	Case studies demonstrated that women were able to leave the home they shared with their partner, take refuge elsewhere and receive legal protection from abusive partners (via non-molestation orders).
Increased feeling of empowerment and sense of control.	Monitoring data and case studies provided examples of women reporting that they had more control over various facets of their lives (e.g., their housing or financial situation) and felt more empowered to pursue their own goals (e.g., working towards qualifications or getting employed).
Reduced risk of homelessness and improvement in security of housing.	Case studies detailed instances in which service users, many of whom were at risk of or experiencing homelessness, were given a place of refuge, full accommodation, or were helped with insecurity in their current housing situation. CWP was able to prevent evictions and ensure that unsuitable housing conditions were resolved by landlords.
Improved employability and ability to find and maintain employment.	Monitoring data evidenced that services supported women to secure employment and develop employability skills. Women reported feeling more equipped to cope with issues that made it challenging to maintain work, such as long-term health conditions or housing instability.
Reduction in unmanageable debt.	Case studies indicated that women were supported to access their benefits and address unmanageable debt with help from an advisor.
Increased stabilisation of immigration status.	Case studies indicated that numerous women were supported to achieve indefinite leave to remain after having previously had an insecure immigration status.
Reduction in loneliness and isolation.	Many women gained social connections through attending group activities such as FWT's coffee mornings and Kairos' Blossoms.

CWP's approach to service delivery has improved women's experiences accessing services, reducing barriers to access and ensuring that they receive woman-centred support from a range of specialist agencies. Partners describe the CWP referral pathways as a "no wrong door" approach where women can access any service in

the partnership regardless of which “door” (or service) they enter through. This referral pathway avoids the need for women to have to self-refer, which previously led to gaps in support and a need to repeat potentially traumatic stories to multiple organisations. Alongside this, through capacity-building, CWP has developed culturally sensitive and trauma-informed practice across all organisations. Partners report that many women accessing their services have shared that the approach has made them feel listened to, empowered and supported, alongside meeting basic needs.

“Many of the women we support have felt judged or stigmatised by other services. By creating a partnership space that removes those barriers and anxieties, we can help them access the support they need.”

Interview with CWP partner, August 2025

Joined-up service delivery

As referred to above, CWP came together to create a smooth and effective referral pathway across organisations providing services for vulnerable women in Coventry. Partners reflected that before the partnership, referrals were overly administrative and poorly targeted. This placed frontline staff in a challenging position when they knew a woman needed specialist support that was beyond the scope of their service, but simultaneously did not want to break the woman's trust by referring her to a service that would not respond appropriately to her needs. The development of this pathway, which partners refer to as their “warm referral” process, is a major achievement.

“Previously you might refer someone and not really know what happened with the referral... but now you can have a human conversation with someone familiar with your services and unpick what kind of support they might be able to offer, or why it might be unsuitable.”

Interview with CWP partner, March 2023

The “warm referral” process involves caseworkers across partners directly contacting each other (usually by phone) to discuss a woman's individual needs and seek advice on her case before jointly deciding if a referral is appropriate. This communication helps ensure referrals are appropriate, making the process more efficient and maintaining client trust. Key features of the warm referral process include:

- **Relational:** Partners have conversations to assess needs, sometimes highlighting that another service would be more appropriate for the client, other times providing tailored advice that enables them to resolve issues without a

formal referral. Each organisation has a clear, named individual who can be contacted before a referral takes place.

- **Confidentiality:** The client's personally identifiable information is kept confidential until it has been confirmed that she will be referred to the service in question, and the client has confirmed she is happy with the decision and with her details being shared.
- **Woman-centred:** The client can decide if she would like the referral to be made with a deeper understanding of the support she will access through the referral, as her caseworker can now explain this to her. She can also decide if she would like the original caseworker to continue to provide support as her main point of contact. This ensures women feel they are engaging with a holistic offer and can maintain their relationship with a trusted individual, rather than being passed between disconnected services.
- **Holistic:** The process also enables each partner to provide a more holistic service by leaning on the expertise of the wider partnership. For example, a FWT staff member might reach out to CELC to seek advice to support a client around their immigration status without needing to refer them unless they are in need of complex advice or representation.

"It's giving them support on their own terms which is so important when speaking to women who've had limited choice, or their consent taken from them"
Interview with CWP partner, March 2023

Joined-up service delivery was supported by the Partnership Manager, a post housed in FWT that was fully funded by Smallwood Trust, to coordinate CWP. A key aspect of the role has been supporting the referral process, particularly when it became complex due to women accessing multiple services simultaneously. Through developing a deep understanding of each service, the Partnership Manager has been able to advise partners where they were unsure about which service would best meet a woman's needs and act as the lead caseworker for women with particularly complex cases. This role ensured that women are shielded from experiencing the complexities involved with multiple services providing rapid crisis response simultaneously, and have one point of contact throughout the process.

Alongside the referral pathway, CWP also uses co-location, through a multi-agency drop-in hosted by Kairos, to ensure women can access join-up services. Alongside hosting services, the drop-in is a safe space that women can attend informally to eat, relax and connect with other women. It allows women to access a wide range of support in one place and informally connect with caseworkers from across the partnership, which supports smooth referrals. Partners reflected that women often

feel more comfortable being referred to another organisation if they have interacted with a staff member from this organisation at the drop-in.

Collaborative relationships

Many partners felt that the collaborative relationships developed across CWP were the foundation for their success, enabling better services for women and improvements in the capacity, skills and influence of each partner organisation.

"I think one of the main achievements is how we work together and support each other."

Interview with CWP partner, August 2025

Strong inter-agency and interpersonal relationships developed across the partnership. The relationships that frontline staff have with their counterparts in services across CWP allow them to consult each other for support and advice to improve their service delivery and enable the "warm-referral" process described above. Partners reflected that the relationships built through the CWP have fostered a culture of mutual support and trust, which is a significant shift from previously competitive and distant communication across organisations.

"You might not know the answer to every situation. But knowing who to call and getting that answer quickly means a better outcome for the woman. That depth of relationship and knowledge of who to speak to makes a direct impact very quickly"

Interview with CWP partner, August 2025

The Partnership Manager also played a critical role in supporting the development of collaborative relationships in CWP. As the central point of contact for all partners, the Partnership Manager coordinated regular meetings and training sessions, creating spaces for collaboration and shared learning across the network. In CWP's early years, this role also supported the development of collaborative relationships across partners by ensuring that all partners could shape the design of shared plans and processes. The Partnership Manager created shared spaces for codesign alongside providing a point of contact for any partners to raise concerns, ensuring that each partner's voice was heard throughout the process. The time devoted by the Partnership Manager to building one-to-one relationships with each organisation built trust and connection across the full partnership.

The strength of collaboration in CWP has also been a catalyst for partners to work together on other activities. For example, in July 2019, Coventry Haven and Kairo

developed the A Home of Her Own project that focuses on support and resettlement for women experiencing domestic abuse.

Capacity building

CWP has also led to improvements in capacity and skills across all partner organisations. Partners reported that both formal upskilling and informal relational knowledge sharing have strengthened their ability to respond to the complex and intersecting needs of the women they support.

Engaging in joint service delivery has improved all partners' ability to respond more holistically to women's needs. Regular communication across partners supports staff to continually learn about the diversity of issues faced by women accessing services and how to respond appropriately to issues that sit outside of their specialism. More specifically, as part of developing its referral process, CWP also undertook collaborative service mapping, led by CELC, to identify critical points on a woman's journey for legal interventions, ensuring that all frontline staff are able to identify these in their service delivery and refer women appropriately to legal support.

Beyond this, CWP developed a training programme to enable each partner to upskill staff at other organisations in their area of expertise. This inter-agency training has covered areas such as immigration, housing, legal rights, cultural sensitivity, domestic abuse, sexual exploitation, financial stability, and employment. Staff reported that the training has significantly deepened their understanding of the challenges women face outside their own specialism. It has also led to practical improvements, such as partners appointing dedicated referrals staff and expanding provision in response to identified needs.

Putting women's issues on the agenda

Over the past seven years, CWP has been continually working to raise awareness about the gendered impact of policy and the need for women's services. This work became a more intentional focus in CWP from 2021, when continuation funding from Smallwood Trust enabled the creation of a wider steering group that engaged key stakeholder organisations from across the sector in Coventry, including the DWP, Crisis, Coventry Council and Citizens' Advice. Through the wider steering group, CWP has been able to work more closely with local organisations to influence them to adopt gender-sensitive and trauma-informed approaches. For example, one organisation on the steering group introduced a domestic violence champion after accessing domestic abuse training from CWP.

CWP has consistently promoted the partnership model as evidence of the need for joined-up, gender-sensitive services for women. External stakeholders involved in the partnership's wider steering group have reflected that its work has shifted a "one-size-fits-all" mentality in service provision and encouraged the sector to recognise the need for collaboration with other services to provide effective support for those with complex needs.

"We're beginning to see more conscious thinking on how work in the area impacts women specifically... There's a lot going on to get an accurate picture of the number of women experiencing homelessness and domestic violence that will make a big difference in the future"
Member of the CWP wider steering group, June 2023

Senior leaders from partner organisations are also influencing at local, regional, and national levels through their participation in boards, forums and networks. For example, the CEO of Coventry Haven participates in a regional consortium alongside women's organisations from Birmingham, Solihull, Wolverhampton and the Black Country and statutory services such as the Police and Crime Commissioner. Alongside this, the Partnership Manager has represented CWP on statutory-led forums and cross-sector strategic groups within Coventry, including the Early Help Advisory Group, Domestic Abuse Strategy Group, Coventry Food Network, and Coventry Poverty Alliance. Across these forums, CWP uses evidence from its work to highlight gendered inequalities in access to justice and highlight how women's experiences (e.g. domestic abuse, immigration challenges, multiple responsibilities) require bespoke, women-only, gender-informed responses.

"One of the main achievements is the reputation that the partnership has grown in the city in terms of the work we're doing together to support women and the referral pathway."
Interview with CWP Partner, July 2025

The partnership has used political influence and campaigning to raise awareness around women's issues. FWT has engaged Coventry's MPs in regular meetings to share evidence about women's experiences and highlight emerging needs and gaps in service provision. In 2023, the partnership also campaigned for the introduction of a local Cabinet Member for Women to champion women's issues in local policy. Although an initial petition did not secure enough signatures, this still remains a priority for CWP.

Nationally, CWP has become widely recognised as a model of best practice in support for women, attracting attention from funders and delivery organisations across the country that wish to learn from its approach. For example, it can be seen

as a predecessor to the Birmingham No Recourse to Public Funds (NRPF) Women's Support Network that was created in 2022. This network, which CELC is also a partner in, has adopted many elements of the CWP model to deliver joined-up services for women experiencing domestic abuse and NRPF in Birmingham.

Advocacy and training

CWP has also been influencing local services through engaging in advocacy and training with other local services. Partners deliver training sessions to external stakeholders, including the police, DWP and Children's Services, to improve their understanding of how to provide trauma-informed, culturally sensitive support for women. For example, Kairos delivered training to 15 organisations, including the local authority, around the causes and consequences of women's homelessness. Coventry Haven has also delivered training for organisations around how to identify and support those experiencing or at risk of domestic abuse, to ensure that organisations can respond sensitively and inform women of their rights.

Partners believe this training has led to improvements in frontline services to reflect a deeper understanding of how women's experiences and vulnerabilities intersect. However, partners also reported that they do not have confidence in this translating to consistent and sustainable changes at a frontline level without strong commitment from senior decision-makers, which they have not yet seen.

Partners also frequently take on an advocacy role in supporting women to access support from statutory services. This includes joining women in their meetings with the DWP, police and children's services, alongside writing letters, gathering evidence and providing legal representation in court. Although partners express that this work can often feel like a struggle, it has led to tangible improvements in the services women experience and holds statutory services to account for the services which they have a duty to provide.

Using evidence to leverage investment

Throughout its work, CWP has focused on collecting evidence on women's experiences and the partnership's impact, working with external researchers and evaluators to support this. Partners shared that reports funded by Smallwood Trust, which included the Women's Budget Group policy briefings, an evaluation delivered by Just Economics and two reports delivered by Renaisi, have played a crucial role in helping partners secure additional external funding. These reports have provided robust evidence around the impact of the CWP model, strengthening the credibility of funding applications and advocacy efforts. The evidence provided has been

consistently used in funding bids and tenders to demonstrate the importance of women-only services. This has led to multiple new initiatives, including two integration and employment projects funded through the UK Shared Prosperity Fund at Kairos and FWT and a capital fund of more than £100,000 for FWT.

"If you look at the funding that Smallwood have put in, what we've then been able to leverage as a result of that is significantly bigger."

Interview with CWP Partner, August 2025

Achievements: Summary

- **Better outcomes for women:** The partnership's support has led to significant improvements in women's health, relationships, finances, legal status, and housing.
- **Joined-up service delivery:** CWP developed a "warm referral" process, which improves targeting of referrals and prevents women from having to navigate complex referral processes or repeat potentially traumatic stories.
- **Collaborative relationships:** The strong inter-agency and interpersonal relationships developed across the partnership have fostered a culture of mutual support and trust among frontline staff, alongside supporting joint working.
- **Capacity-building:** Informal knowledge sharing and a formal inter-agency training programme, covering crucial topics like cultural sensitivity, housing, and legal rights, have both deepened staff understanding of issues women face outside their own specialisms, supporting more holistic and trauma-informed service delivery.
- **Putting women's issues on the agenda:** CWP consistently works to raise awareness about the gendered impact of policy through engagement in local and regional forums and increase recognition of the need for specialist, women-only, gender-informed services.
- **Advocacy and training:** CWP engages in direct advocacy for women to ensure they can access their rights to support from statutory and public services, including the police, DWP, the Home Office and the Coventry City Council's Housing and Children's Services teams. It also delivers training to these organisations, around topics including domestic abuse, No Recourse to Public Funds and women's homelessness, resulting in improved responses from frontline staff.
- **Using evidence to leverage investment:** CWP has continually focused on collecting robust evidence of its impact, working with external agencies to produce reports and policy briefings. These reports have strengthened the credibility of its funding bids and advocacy efforts, supporting partners to secure significant additional external investment.

Learning about gendered poverty

Coventry Women's Partnership (CWP) has provided insight into how women's experiences of poverty are distinct and compounded by systems of oppression that marginalise according to race, ethnicity, class, disability and migration status alongside gender. It has demonstrated how services can respond to gendered poverty more effectively and highlighted why mainstream support often fails to adequately support women in crisis.

A need for multi-agency support

CWP has demonstrated that responding to the needs of a woman in crisis requires collaborative service delivery. A woman experiencing a crisis will see its impacts across multiple areas of her life and so requires specialist support that can respond to multiple areas of need. For example, being in an abusive relationship might impact her employment, financial independence, access to housing and migration status. Responding effectively will require services to work holistically with women, recognising that the issues they experience intersect, and to be able to identify where a woman will need specialist support that sits outside of their remit.

Through its service provision, CWP has surfaced evidence about the complexity of women's experiences at a crisis point that has reinforced partners' conviction that an effective response requires collaboration. For example, partners shared that being in CWP has deepened their understanding of the needs of refugee and migrant women and the interventions that will most effectively support them to move beyond crises.

Partners have also learnt that multi-agency collaboration is important because a woman's needs often evolve and become clearer to her as she engages in accessing support. For example, partners shared that a woman might access domestic abuse services after hearing more about different forms of abuse and available support while engaging in FWT group sessions. Similarly, a woman who enters the partnership through Coventry Haven might then desire to develop her financial resilience to ensure she can remain independent from an abusive partner and choose to access training and employment support through FWT. In these examples, gendered and cultural norms around what constitutes abuse and financial safety present barriers to women identifying that they need support. Through working in partnership, CWP services can promote each other's services to women they work with, enabling many women to access support that they might not have identified otherwise.

Gender-sensitive, trauma-informed support

CWP has also demonstrated that gendered poverty is driven and sustained by a lack of gender-sensitive, trauma-informed approach to service delivery for women in crisis is essential to prevent worsening gendered poverty. Partners across CWP have highlighted that inappropriate responses from frontline public services, which do not recognise gendered vulnerabilities and the impact of trauma, often worsen a woman's situation when at a crisis point. They have worked with women who report having their experiences of abuse dismissed by the police, disabilities neglected by health services and lack of financial independence encouraged by Children's Services. Improving support for women experiencing crises requires a shift in perceptions across policymakers, commissioners and frontline staff services to recognise the importance of gender-sensitivity in the design of public services and support.

Partners have seen that building the capacity of services to provide gender-sensitive, trauma-informed support leads to improved support for women. While previously specialisms such as trauma-informed response to abuse, culturally sensitive services, and immigration advice were held within specific partner organisations, CWP's capacity-building efforts have supported these specialisms to sit across the partnership. Frontline staff across partner organisations shared that engaging in capacity-building training has given them more confidence in their ability to provide effective support for women experiencing multiple, complex needs.

The role of housing

The insights CWP has gained through its seven years of delivery have led the partnership to see housing as a critical lever for tackling gendered poverty. Partners highlighted that not being able to support a woman into safe and stable housing, because of a severe lack of availability, has often limited the impact of other support. CWP's work has evidenced that being in unstable housing can prolong a woman's experience of being in a crisis and have severe impacts on her mental wellbeing, which can present barriers to her ability to engage in employability support and financial advice, and lead her to return to abusive and exploitative situations. As a result of this, intervening in the housing system would have ripple effects, enabling women to break out of cycles of poverty, abuse and exploitation.

In the next phase of its work, CWP will focus on the codesign of a model for move-on housing. This focus area has been identified based on insights gained through work to date on the importance of housing that is women-only, with trauma-informed

and culturally appropriate support in place for women to build their resilience and long-term independence.

Leveraging frontline delivery

Furthermore, CWP has demonstrated that integrated, place-based frontline service delivery can bring critical evidence about how to tackle gendered poverty nationally. Alongside significantly impacting the lives of hundreds of women who have engaged in its services, CWP has contributed to an evidence base around how public policy and frontline statutory services impact gendered poverty. Through its work with the Women's Budget Group (WBG), CWP was able to leverage its frontline services to provide evidence that supported the WBG's influence on national policy debates. CWP has also actively participated in national learning networks facilitated by Renaisi and funded by Smallwood Trust, sharing its evidence and learning to support the newer place-based networks in Wythenshawe and Birmingham.

Alongside this, CWP's frontline service delivery has deepened its own understanding of the range of issues experienced by women at crisis point, building evidence about the need for gender-sensitive, trauma-informed work. For example, evidence from CWP has demonstrated that women facing poverty are more likely to experience homelessness, exploitation, or involvement in the criminal justice system, highlighting how poverty often compounds vulnerability for women.

Key learning around gendered poverty

- Multi-agency, holistic support: Responding effectively to women in crisis requires collaborative, multi-agency service delivery because their issues often intersect across multiple areas of life, necessitating support that is holistic and involves multiple specialist services
- Gender-sensitive, trauma-informed support: A lack of a gender-sensitive, trauma-informed approach from frontline statutory services worsens gendered poverty. Building this capacity is critical to support women with multiple, complex needs.
- The role of housing: The severe lack of safe and stable accommodation often limits the impact of other support and prolongs a woman's crisis, potentially leading her to return to abusive situations.
- Leveraging frontline delivery: Improving frontline service delivery can also build critical evidence about how gender compounds women's vulnerability when they experience poverty, increasing risks such as homelessness, exploitation, or involvement in the criminal justice system, which can be leveraged to influence national policy.

Evolving Coventry Women's Partnership

While the partnership's original goals have remained broadly the same, over time its work has grown stronger, more integrated, and increasingly strategic. Coming to the end of seven and a half years of delivery, partners have identified lessons learned to support adaptation and shape how the CWP will evolve in the future. This section sets out these lessons and how they will be embedded going forward.

Critical dialogue and challenge

A key driver of CWP's impact has been their development of a culture across partners that is collaborative, supportive and non-competitive. However, some partners shared that this culture has also contributed to a tendency to view all partners' inputs as valuable without questioning their effectiveness or sufficiency. Particularly in moments of strain, when facing funding cuts, increases in demand and staff shortages, partners have found it challenging to broach difficult conversations around accountability and impact.

More recently, as the partnership has begun planning the next phase of their work beyond current funding, there has been a proactive shift in this culture, which has enabled strategic planning for the future. Partners have engaged in critical and reflective discussions about whether the work is continuing to meet the evolving needs of women in Coventry and how it could shift to influence lasting systems change. This has allowed them to meaningfully learn from their work and develop future plans that are an evolution of their current approach, rather than solely a continuation.

An intentional focus on systems change

CWP was established with a goal to deliver better services for vulnerable women. It aimed to build a better system of support across partners, rather than to change the wider system beyond the partnership. Interviews revealed a range of perspectives across the partnership about whether changing the wider system had been an aim throughout its first seven years of delivery and varying levels of comfort in discussing how CWP might approach systems change. Despite this, all partners reflected that the need to prioritise urgent and often under-resourced work supporting women at crisis point had practically left little space for discussions around their role in systemic change.

As they have engaged in planning for the next phase of CWP's work, partners have begun reflecting on their shared ambitions for systemic change and exploring the role

CWP can have in driving this. This work has highlighted the importance of intentionally designing plans for systems change and ensuring that ambitions for systemic change are understood and prioritised by both frontline and strategic staff. As a result, CWP is now planning to undertake a systems mapping exercise to deepen their understanding of the system, identify leverage points for the partnership and design interventions. In the next phase of their work, they will also recruit a Programme Manager to focus on external advocacy and influencing, recognising the importance of this being sufficiently resourced in systemic work.

CWP has also identified a need to develop a narrow and targeted focus for its systems change work. As outlined in the previous section, evidence from the past seven years of joint services delivery has indicated that a focus on housing will support CWP's systemic work, given its foundational role in shifting gendered poverty.

Dispersed leadership at a strategic level

Partners reflected that clear leadership from FWT was critical in supporting the development and delivery of integrated service delivery. Alongside this, some partners highlighted that, with hindsight, pushing for a more dispersed model of leadership at a senior level would have supported the partnership to have a more strategic focus on its influencing role and long-term financial sustainability. This became clear to partners as CWP neared the end of this current funding cycle. In grappling with a potential cliff-edge in CWP's funding, partners realised that because engagement with the Smallwood Trust had mostly been through FWT, they did not have full clarity on Smallwood Trust's long-term ambitions and relationship with the partnership.

Some partners also shared that shifting to a culture of dispersed leadership at a strategic level would support more open conversations about challenges, learning and areas for adaptation. Practically, a partner suggested that a shift towards the partnership collectively analysing data to develop monitoring reports for Smallwood Trust, rather than continuing to rely on FWT to independently produce these reports, would improve learning. Shifting towards shared ownership and collective engagement in the monitoring and reporting process would support the partnership to ensure monitoring can be meaningfully used to shape ongoing activity whilst communicating impact to the funder.

A more dispersed model of leadership could also support CWP's influencing work. Over the past few years, the FWT Partnership Manager had acted as the CWP representative on local forums and panels. Other partners taking on this role would

enable them to collectively engage in discussions about the progress of CWP's influencing work to reflect on learning, successes and challenges. This would embed a practice of learning and adaptation into the partnership's influencing work, ultimately supporting its strategic development.

Embedding lived experience in design and planning

While centring women's lived experience is a core principle for CWP and most partners see it as central to their service provision, the partnership has not developed permanent mechanisms to embed it in strategic planning. Throughout its work, lived experience has fed into CWP's planning via the formal feedback mechanisms used by individual partners, the insights that staff have from frontline work, research that the Women's Budget Group carried out with service users, and lived experience brought by some staff members. These mechanisms have given the partnership a deep understanding of service users' experiences as well as their needs, but do not structurally embed lived experience at a strategic level, such as in its development of funding proposals and plans for external influencing.

Partners flagged that the legal and structural limitations that some partners face in their work with service users have been a barrier to this. For example, at CELC, legal restrictions around confidentiality make it challenging for them to follow up with service users. Other partners also report concerns around whether continuing to engage with a service user when they are no longer accessing services would be compatible with their data protection and storage policies.

Despite these challenges, partners recognise the need for deeper integration of the voice of women experiencing poverty. To support this, in the next phase of its work, CWP has allocated resources for an Engagement Coordinator who will ensure women's voices are consistently embedded in decision-making.

Building their partnership

Going forward, partners have also identified a need to proactively think about building relationships with other organisations that might be able to support CWP's goals as delivery partners, influencing partners or funding partners. Partners plan to collectively identify organisations that deliver specialist services not provided by the partnership, which would provide important referral pathways for women, such as statutory services and specialist mental health providers. Building relationships with these organisations and exploring whether they could become part of CWP will ensure that the model continues to develop and there is ongoing reflection on any potential gaps. As engaging new partners would also require building the new

partners' capacity to engage with the CWP approach to gender-sensitive, trauma-informed service provision, this work would also support CWP's influencing ambitions.

Partners also noted that a reliance on Smallwood Trust as their funding partner has put the sustainability of CWP's work at risk. While there have been efforts over the past few years to develop relationships with other organisations that might financially support the work, such as Coventry City Council and The National Lottery Community Fund, these have not yet resulted in a greater mix of funding sources. Building relationships with other potential funding partners will continue to be a focus for CWP going forward.

Evolving Coventry Women's Partnership

- **Critical dialogue and challenge:** A proactive shift toward critical, reflective discussions across the partnership has been essential to support strategic planning and interrogation of the role CWP could have in systems change.
- **An intentional focus on systems change:** CWP has not had an explicit, shared focus on systems change throughout its work. Shifting towards this going forward has required reflection across the partnership and intentional design of focused plans for systemic work around housing, which will have dedicated staff capacity.
- **Dispersed leadership at a strategic level:** CWP recognises that shifting to a more dispersed model of leadership is necessary to develop strategic influencing, improve long-term financial sustainability, and embed collective learning.
- **Embedding lived experience in design and planning:** CWP would like to develop mechanisms to embed women's voices in strategic decision-making in its next phase of work and has dedicated staff capacity to lead on this.
- **Building their partnership:** Proactively building relationships with external organisations, including specialist services not delivered in the partnership and potential funders, will support ongoing development of CWP's service delivery, enhance its influence on other local services and ensure financial resilience.

Part 2: Coventry Women's Partnership's journey in systems change

Understanding systems change

Before moving to an analysis of how Coventry Women's Partnership has been progressing system change, this section outlines the theoretical frameworks and learning questions that guide this analysis. Learning on a combination of Renaisi's tools for measuring place-based systems change and the network's perspectives on a place-based systems change approach to gendered poverty, this section frames the approach to understanding systems change that guides the remainder of the analysis.

A place-based systems change approach to gendered poverty

As a learning partner, for the past three years, Renaisi has worked with Smallwood Trust and the funded networks to support the development of their approaches to place-based systems change and capture ongoing learning about their impact.

In January 2023, Renaisi brought the Coventry, Birmingham and Wythenshawe networks together to coproduce an articulation of the "ingredients" for a place-based systems change approach to gendered poverty. These ingredients were:

1. Collaborative relationships and processes
2. Engaging women with lived experience of gendered poverty in directing work
3. Holistic services for women with multiple and complex needs
4. Capturing evidence and learning
5. Influencing wider practice, policy and funding

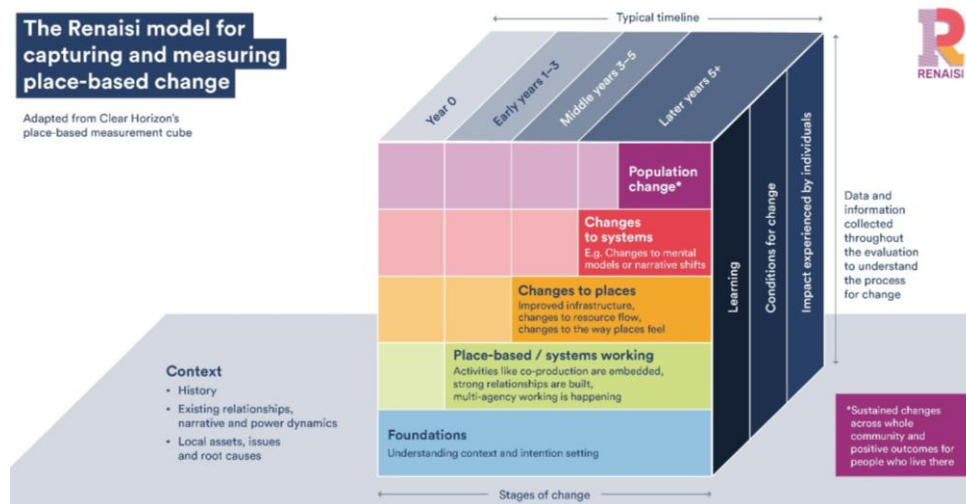
Throughout the programme, Renaisi captured evidence and learning around how CWP developed these ingredients for a place-based systems change approach to gendered poverty, which has been a key data input for the report.

Tools to understand and measure place-based systems change

Drawing on over 25 years of experience working with organisations, individuals and partnerships aiming to drive long-term, deep-rooted social change, at Renaisi, we

have developed tools to design, learn about and measure place-based systems change. Our model for capturing and measuring place-based systems change⁷ (below) sets out five key stages of change (on the front of the cube) aligned to the timeframes that initiatives often spend in each stage (along the top), and three cross-cutting process related data points (on the right-hand side).

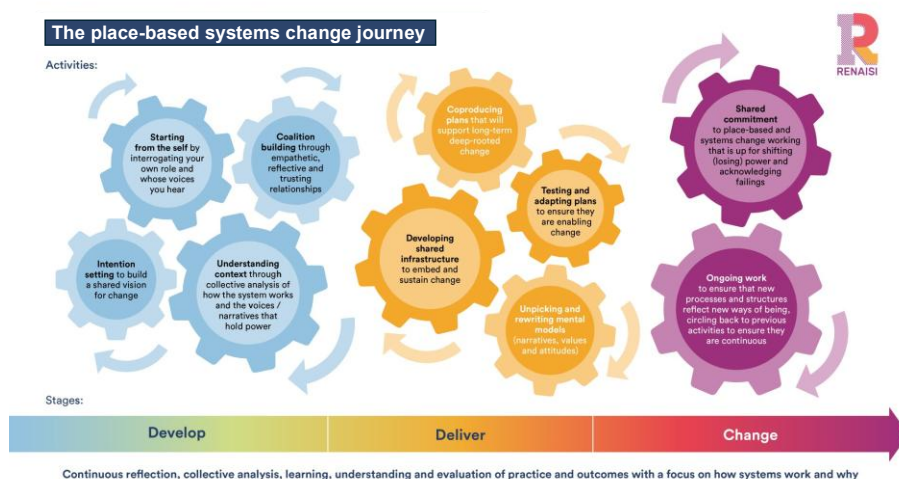
As will be explained in the following sections of this report, CWP is currently bridging stages one and two of the model, “Foundations” and “Place-based and systems working”. While some elements of its place-based service delivery are very established, CWP is only beginning to intentionally aim at systemic practice.



Much of Renaisi's work in programme design, learning and evaluation has focused on understanding how to identify and develop place-based systems working. Interrogating this stage more deeply through analysis of the place-based and/or systems change projects that Renaisi has historically worked on, we developed the model below, which describes the typical place-based systems change journey for an organisation or collective. The model sets out the activities that support place and systems working. The activities and sequencing in this model were also informed by

⁷ Renaisi has often drawn on Australian consultancy [Clear Horizon](https://clearhorizon.com.au/)'s place-based measurement cube as a useful template for capturing and charting this data. With their blessing, over the past couple of years we've tweaked it to better meet the needs of the UK-based programmes we're working on and to align it with our new model of evaluation. Read more about our model here <https://Renaisi.com/2023/11/01/solution-place-based-systems-change-evaluation/>

a year-long inquiry exploring “what it takes to change a system”⁸ that culminated in our Guide to Systems Change⁹.



Combining activities in this tool with the “ingredients” developed by the networks, we developed a set of indicators for systemic practice. These indicators guided the analysis of how the networks are laying the foundations for systemic change beyond the timeline of their current funding.

Indicators for systemic practice

- Deep understanding of the system and the local context
- Adaptable plans and activities that target the root causes of issues, while using learning to pivot towards interventions that can bring lasting change
- Shifts in the voices, perspectives and evidence that shape decision-making
- Collaboration across the system that is underpinned by strong relationships and shared ambitions for change
- Infrastructure and policy that can support new and shared ways of working
- Shifts in the attitudes, practices and narratives that were driving harm

A systemic approach to gendered poverty would aim to develop all these indicators, but we would not expect to see activities to neatly match with each indicator. Systemic

⁸ What does it take to change a system? Renaisi. <https://Renaisi.com/what-does-it-take-to-change-a-system/>

⁹ Launching our guide to systems change. Renaisi <https://Renaisi.com/2024/05/21/systems-change-guide/>

practice will target many of these indicators simultaneously – for example, by building collaborative work that deepens a collective understanding of the system while also shifting the voices that shape decision-making. Because of this, the following section on systemic practice does not report on each indicator separately but uses the set of indicators as a framework to assess how CWP's approach has laid the foundation for systemic practice to shift gendered poverty.

Developing systemic practice

As outlined throughout the report, although CWP has been operating for over seven years and has a well-established model for place-based service delivery, partners have only begun to collectively explore ambitions for systems change. This means it is at an early stage in its systems change journey. However, in establishing its model for place-based integrated service delivery, CWP has begun developing indicators for systemic practice that provide a solid foundation for its future systems change ambitions. This section highlights the main areas of WoW's work that are contributing to its development of systemic practice.

Infrastructure and relationships for collaboration

CWP's development of a model for integrated service delivery underpinned by strong relationships across agencies will support ongoing systemic practice. Partners have developed shared infrastructure for effective long-term collaboration through the warm-referral process, data sharing agreements and the establishment of regular meetings bringing together both senior and frontline staff. These collaborative processes are reflected in trusting relationships between staff, which have enabled a relational approach to service delivery.

Despite this, as CWP has begun intentionally focusing on systemic change, it has emerged that the nature of relationships, leadership and decision-making within the partnership might not be conducive to systemic practice. At Renaissi, we have seen systems change initiatives fall short because there has not been an analysis of how power and decision-making needs to shift at individual, organisational and collective levels. Systems change requires engaging in critical reflection on your role in the system and shifts in whose voices shape decision-making. Both these practices ensure that systems change efforts are rooted in an understanding of how power needs to shift to change the system. The excerpt below from our Guide to Systems

Change¹⁰ highlights why shifts in power to those with lived experience and a culture that supports critical dialogue are foundational for systemic change.

Readiness for systemic change requires honesty, humility and a willingness to change..... Doing this work requires changing whose voices shape your organisation's understanding of the system by creating mechanisms for people with direct experience of marginalisation and exclusion to design and oversee work. Individuals who benefit from the current system, especially unknowingly, are unlikely to fully grasp its harmful effects and power imbalances. Shifting power to those with experience of harm will uncover your organisation's blind spots and build deeper understanding of system dynamics.

Going forward, it will be critical for the partnership to both develop meaningful, embedded mechanisms to embed lived experience in their decision-making and ensure dispersed leadership that allows for empathetic critique and deep learning. These shifts in who makes decisions, how decisions are made and the culture around decision-making will support CWP to build on its strong collaborative infrastructure and relationships to further develop systemic practice. Interviews reflected that partners are aware of the need for this evolution in the partnership and have dedicated resources towards it in their next phase at work.

Developing capacities, shared values and a deeper understanding of the system

CWP has also provided a strong foundation for systemic change through embedding shared values across partners. Through joint training and the development of their relational "warm referral" process, CWP has ensured that all partners can deliver culturally sensitive, trauma-informed, women-centred services. Staff from the frontline through to senior levels have developed a more holistic understanding of the system that vulnerable women with complex needs encounter in Coventry.

The partnership's efforts to ensure that all its service delivery is culturally sensitive, trauma-informed and women-centred reflect an intentional effort to build a system underpinned by different values to mainstream services. It has embedded these values and practices across partner organisations through formal and informal capacity-building. For example, Coventry Haven delivered training in trauma-

¹⁰ Renaissi's Guide to Systems Change. Renaissi https://renaisi.com/wp-content/uploads/2025/01/Renaisi_Guide-to-Systems-Change_final.pdf

informed responses to domestic abuse for frontline staff across all partner organisations. This has enabled a consistent values-driven approach to working with women experiencing domestic violence across partners who previously did not have this specialism.

CWP's approach has also deepened staff understanding of the complex systems that vulnerable women navigate, as well as the wide range of issues they may be facing. Through the capacity-building programme, where each partner organisation has delivered training in their area of expertise, and intentional efforts to facilitate conversation across frontline teams, staff have developed a more comprehensive view of the challenges women encounter. This inter-organisational learning has embedded a shared commitment to women-centred, holistic working. It has also practically enabled staff to respond more effectively within their specialisms, integrating knowledge of other services and issues into their support.

Creating new evidence

CWP is also laying the foundations for systemic practice by creating evidence on how current support systems fail vulnerable women with complex needs and what a more effective system could look like.

The partnership's work with the Women's Budget Group, specifically aimed at building evidence around the gendered impact of policy, has led to a series of reports that have been used by organisations pushing for a gender-sensitive lens in policymaking nationally. Alongside this, CWP's work with Just Economics and Renaisi has articulated how its model for service delivery functions and the impact it has on women, enabling others to learn from this approach and develop similar models for joined-up, holistic, place-based services that respond to complex needs. The development of the Birmingham No Recourse to Public Funds Women's Support Network, which has leaned on insights from CWP to develop its approach to joined-up service delivery, indicates the potential impact of the evidence that has emerged from CWP.

Influencing wider practice, attitudes and narratives

The partnership's work to influence the practice and attitudes of wider support services in Coventry reflects its development of systemic practice. As described in Part 1 of this report, this has been an intentional focus in the past two years, as the partnership manager has joined a range of local influencing forums, including the UC Liaison Group, a Modern Slavery Task and Finish Group, Coventry Poverty Alliance

and Coventry Food Network to advocate for the need for a gender lens in local policy on service delivery.

Partners recognise that the systemic issues they aim to shift are worsened by statutory services' failure to design and deliver services that account for women's needs. This reflects a narrative that does not view the experiences of women as distinct and important, leading to the design of services that can worsen women's vulnerability and often fail to meet their basic needs. To shift this narrative, CWP is platforming evidence about the experiences of women, delivering training to frontline staff at statutory services, and taking an advocacy approach in casework. While partners reported that they have seen training lead to a shift in attitudes and practice at a frontline level, they have not observed evidence of change at a strategic level, where local commissioning still fails to prioritise women-only services.

CWP's efforts to build the narratives, attitudes and practices that recognise the need for services to be gender sensitive and trauma-informed are systemic. Without meaningful engagement from strategic statutory decision-makers, CWP has struggled to embed the shift in narratives, attitudes and practices that have been developed in the partnership into the wider support system. In the future, it will be essential that CWP explore how to develop relationships with these strategic decision-makers, which could include bringing them in as active partners. Motivating these decision-makers to be part of a coalition for change ensures that those with power to shift resources, attitudes and narratives across the wider system are part of decisions, have ownership over them and can account for potential internal barriers.¹¹

Supporting systems change

A new model for services that address systemic problems

A major area in which CWP is beginning to make systemic change is through their creation of a better system of services for vulnerable women in Coventry. The CWP model was developed based on partners' understanding of three systemic issues that led to mainstream services failing to support women with complex needs:

1. A need for increased capacity to provide holistic services for women with complex/multiple needs.
2. A need to promote a women-centred approach in service provision, due to gaps in specialist services for some groups of women, such as migrant

¹¹Renaisi's Guide to Systems Change: Activity 2 – Coalition Building. Renaisi.
<https://renaisi.com/2025/01/20/renaisi-guide-to-systems-change-activity-2-coalition-building/>

communities, those experiencing homelessness and those with mental health needs.

3. A lack of smooth and effective referral pathways across organisations, resulting in women often not maintaining contact with the 'system' of services that could support them.

As described in Part 1 of this report, CWP has been effective in responding to this. It has developed a service that smooths over cracks in the system where women often fall out of support, ensures that women are responded to in a trauma-informed, culturally appropriate and gender-sensitive way and provides specialist support responding to a range of intersecting needs. CWP comprises some of the largest providers of women's services in the area, meaning that their model accounts for a significant part of the local support system. It has supported ~~XXX~~ number of women in Coventry – for these women, the system in Coventry has been markedly different.

Commented [KJ2]: As above - this will be added in the next draft when shared CWP

However, women will still encounter services that are not trauma-informed and gender-sensitive. For example, women may be required to negotiate with housing officers who do not understand the impact of domestic abuse on their sense of safety, and why shared accommodation with men may feel unsafe or uncomfortable. Going forward, CWP is focused on influencing the external system to expand the principles, values and ways of working that underpin the better system they have created into the wider system that women encounter in Coventry.

CWP's reliance on funding from Smallwood Trust for the continuation of their model reflects another area where their system of services has further to go in its journey towards local systems change. Systems change must be locally embedded and lasting. While the CWP model is embedded locally and has proven its ability to continue to grow its impact over time, it is currently reliant on external philanthropic funding, which cannot be guaranteed in the long term. For its service delivery to truly represent a lasting change in the system of services in Coventry, CWP will need to explore funding models which enable it to be more financially resilient, such as through having a greater diversity of funders and contributions from the local authority.

Recommendations for progressing systemic change

Drawing on the evidence in this report and Renaisi's experience working with organisations and partnerships driving systemic change, we recommend that Coventry Women's Partnership pursue the following avenues to progress systemic change:

- **Build a practice of critical learning and adaptation:** Holding regular space for reflective discussions around challenges will be essential to ensure the partnership can continue to adapt and evolve to deepen its impact. These spaces should be created at frontline and strategic levels.
- **Transition to dispersed leadership:** Relatedly, shifting to a model of leadership where partners take leadership for driving different workstreams (e.g. service design, influencing, fundraising, etc.) or have shared leadership of workstreams will support critical reflection and collaborative decision-making.
- **Develop processes to maintain a focus on systems change:** Progressing its focus on systems change will require leveraging systems mapping to create clear goals for systems change and short- and medium-term systems change outcomes that will allow CWP to understand if it is progressing on its journey towards systems change goals. Creating a Theory of Change and strategic monitoring, evaluation and learning processes will support this.
- **Embedding lived experience:** Create mechanisms to permanently embed the perspectives of women with lived experience in strategic decisions around influencing and systems change, alongside service design. This might include working with a panel of service users. This work will contribute to shifting power and ensure CWP maintains a focus on systems changes that are most important to those marginalised by the current system.
- **Expand the coalition:** Strengthen partnerships with local organisations to create further referral pathways, diversify funding and expand a holistic, trauma-informed and woman-centred approach to service delivery across Coventry. This should particularly engage with local statutory services that play a critical role in support for women in crisis to shift their practice, policy and commissioning.
- **Leverage and promote evidence:** Continue generating and promoting evidence from CWP's work to build the case for joined-up women-centred services and support the development of similar models nationally. Alongside CWP continuing to capture and promote learning, Smallwood Trust, Renaisi and the Women's Budget Group could use their platforms to bring this evidence to the attention of philanthropic and public funders across the country

Conclusion

Coventry Women's Partnership (CWP) has laid a solid foundation for systemic practice by creating a better system of services for vulnerable women in the city. This is rooted in strong collaborative relationships, shared values, and embedded processes that enable effective referrals. The referral pathway has been particularly impactful for the most marginalised women in Coventry. By creating a trauma-informed referral system, the CWP model ensures that women do not have to repeatedly share their stories and receive consistent support that addresses a range of different needs. This integrated service delivery has met basic needs, improved housing security, increased empowerment, and reduced vulnerability to exploitation and violence for hundreds of women.

However, to ensure this impact is lasting and moves beyond solely filling gaps in the current system, CWP must prioritise deepening its systemic practice through a few developments to its current structure. This includes developing embedded mechanisms for lived experience in strategic planning, shifting towards a more dispersed model of strategic leadership, and, crucially, securing greater financial resilience through diversifying funding sources, including contributions from the local authority. Ultimately, systems change requires dedicated effort to engage and incentivise strategic decision-makers within Local Authorities to join CWP as active partners, ensuring that those with the power to shift resources, attitudes, and narratives across the wider system have ownership over the change process. As CWP focuses on housing in its next phase of work, building a wider coalition around the project that can develop a shared understanding of the system and ambitions for change will support systems change.

Over seven years, CWP has successfully demonstrated that effectively resourcing collaboration between women's organisations drives better outcomes for women experiencing gendered poverty, particularly by providing holistic, woman-centred and trauma-informed support to women with complex and multiple needs. The CWP model serves as a powerful evidence base. It has illustrated how integrated place-based service delivery can build the capacity and insight needed to influence wider shifts in attitudes, policy, and practice across the UK. In its next phase of work, CWP should maintain a focus on capturing and promoting evidence from its model, working with national partners to bring its learning and evidence to influence national policy and support the replication of similar models for place-based, woman-centred service delivery.



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Find out more at renaisi.com

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