



# Brent Needs Analysis

**November 2013**

## **ABOUT THIS REPORT**

This report is the result of work undertaken through October and November 2013 to analyse the reasons behind a sharp increase in rough sleeping in the London borough of Brent.

The purpose of this report is to outline the findings of this needs analysis and to make recommendations to the council going forward.

## **EXECUTIVE SUMMARY**

Brent has recorded a 500% increase in rough sleeping on CHAIN over the past 3 years from 77 in 2009/10 to 233 in 2012/13. This is despite the No Second Night Out interventions introduced by the Mayor's office and although there has been a rise in Central and Eastern European rough sleepers this is not the primary reason for the sharp increase.

This report seeks to understand why there has been a large increase in the number of people sleeping rough in Brent and contains a number of recommendations to improve the identification of rough sleepers, referral routes into accommodation and move on from hostels for former rough sleepers.

## **METHODOLOGY**

All key stakeholders working with rough sleepers in the borough were consulted during this project. These included: Start Plus manager; Ashford place Outreach manager, Director of Services, outreach team; Hostel managers; Area managers for Provider agencies; former area manager for provider agencies; hostel staff; hostel service users; No Second Night Out (NSNO) Director; NSNO West London Hub manager, CHAIN Director, Manager of London Street Rescue; key personnel at the council, including the Start Plus manager, the lead on rough sleeping and the Director responsible for homelessness and housing options.

All key data was consulted including: Ashford Place outreach data; CHAIN; Hostels' records; No Second Night out data. A meeting was also held solely to discuss the data to ensure we had an accurate picture of the rough sleeping issue in Brent. (See DATA section below)

We also accompanied outreach workers on a shift on the streets of Brent.

## **DEFINITION OF A ROUGH SLEEPER**

In 2010 the Government widened the definition of rough sleeping and when estimating or counting it is essential that those included in the count figure fall into the following definition:

*'People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments). People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or 'bashes').*

Rough sleeping is the most visible and in many ways the most dangerous and traumatic form of homelessness. Many rough sleepers 'self-medicate' with drugs and/or alcohol in order to escape the reality of their situation and dull the negative aspects of the experience. In many cases rough sleepers arrive on the streets with low level needs and develop high needs in a short space of time. These needs can lead to them presenting at A&E or the police station neither of which can properly cope with their needs, and the inappropriate use of which presents an increased cost to these services.

## ROUGH SLEEPING DATA IN BRENT

The Combined Homelessness and Information Network (CHAIN) is London's database on rough sleeping and the street population. Over 80 projects contribute information to CHAIN and outreach teams record all their records of verified rough sleepers here. By having access to CHAIN, agencies and workers can:

- Find background information about their clients
- View information to help with support planning
- Access information to help with linking clients in with available services
- View the history of a client's engagement with services such as outreach teams, hostels, day centres and resettlement teams

### CHAIN Figures

Number of people seen rough sleeping by outreach teams in Brent from 2009/10 to 2012/13:

2009/10	77	
2010/11	39	29% decrease
2011/12	166	400% increase
2012/13	233	40% increase

This is an almost 500% increase in rough sleeping from 2010 to 2013 (39 to 233), although it is worth noting that the biggest increase happened in 2011/12 and that trend of increasing numbers of rough sleepers has continued since then.

### Bi-Monthly CHAIN report 1/May to 30/June 2013

New Rough sleepers: 52.

44% of clients are CEE (Central or Eastern European)

### Bi-Monthly CHAIN report July-August 2013

New Rough sleepers: 45.

31% of clients are CEE

CHAIN data for all of London shows that there was an increase of 13% in the number of people seen sleeping rough during the period 2012/13 compared to the previous year (6,437 and 5,678 respectively). However, the number of entrenched rough sleepers (people seen sleeping rough in all four quarters of a given year) is low (3%). People sleeping rough have a range of support needs, most commonly mental health (44%), alcohol (41%) and drugs (28%).

### DCLG figures for rough sleeping counts in Brent

These are figures acquired via the snapshot of one night's count and consist of the number of people seen sleeping out that night. Unfortunately the next count takes place after the publication of this report.

2011 = 7

2012 = 12

The Government produces annual statistical releases based on counts and estimates which give an approximation of how many people sleep rough in England on a 'typical night'<sup>1</sup> The latest figures for rough sleeping are provided for autumn 2012 and show that the total of rough sleeping counts and estimates in England was 2,309. This figure has risen by over 30% since

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<sup>1</sup> The typical night is always between October 1th and November 30th. If the counts were conducted in Summer there is some evidence to suggest numbers might be higher

autumn 2010. About a quarter of rough sleepers recorded in these counts and estimates are in London.

### **Rough sleepers from Eastern Europe in Brent**

Over the last two quarters there have been some large encampments of Romanian rough sleepers within Brent and the neighbouring borough Barnet.

Recently a partnership was formed between the Police, Ashford Place and the UK Border agency to work with the Romanian encampments across Barnet and Brent. If people are exercising their treaty rights and working then Ashford Place will support them to find better accommodation as well as a range of other support to aid their welfare. If they are not working, UKBA and the Police will work with them to leave the country.

### **CURRENT PATHWAY FOR ROUGH SLEEPERS**

The current pathway for a rough sleeper (RS) in Brent is as follows

- I. A member of the public or public agency (e.g. police) spots a rough sleeper in Brent and calls the council, outreach team or Streetlink
- II. These enquiries are directed to Ashford Place, the organisation which has the contract for outreach services in the borough.
- III. The outreach team carry out shifts 3 times a week on a Monday, Wednesday and Friday from 3.30am to 6.30am.
- IV. The Outreach team arrive on shift and read the forms – the locations of every sighting are provided with a grid reference and a Google earth picture. The form also carries information regarding the person's potential support needs. The outreach team also keep a list of 'e-referrals' who are entrenched clients who they have not previously been able to convince to come inside from the streets
- V. The team use a car and drive to the locations on the referral forms
- VI. They make first contact with the rough sleeper and they ask the person to attend the day centre during the following day
- VII. At the end of each shift the Outreach team record the rough sleepers they have seen on CHAIN.
- VIII. One member of the team passes on the information of each shift to their manager and members of their resettlement team.
- IX. If the client attends the day centre Ashford Place carries out a full assessment of the person's needs.
- X. The rough sleeper is then referred to the Start Plus Team, which then refers them to the NPRS (Non Priority Rough Sleeper) Bed & Breakfast provision. There are currently 25 beds for NPRS available in the borough which was increased from 15. On average, rough sleepers wait 21 nights<sup>2</sup> before admission to the NPRS accommodation.
- XI. In winter, rough sleepers are referred to the temporary night shelters while waiting for NPRS accommodation to be available to them.
- XII. If the rough sleeper finds a place in the NPRS they are then supported by Ashford Place and invited to a group session once a week. In some circumstances, Ashford Place workers may visit the person in B&B.
- XIII. The rough sleeper then stays in the NRPS accommodation for 3 months until they are moved predominantly into the private rented sector or in some cases into supported accommodation (a hostel).

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<sup>2</sup> Length of stay data was provided by Ashford Place

See diagram below:



## OUTREACH SERVICE

The outreach in the borough is carried out by Ashford Place (formerly Cricklewood Homeless Concern). They have an outreach & resettlement team. Two of the outreach/resettlement workers are funded by the West London sub region (GLA funds).

As stated above two workers in the team carry out 3 set shifts per week on Monday, Wednesday and Friday from 3.30am – 6.30am. One of the workers only performs the 3 hour shifts plus a Saturday session so is therefore part-time on 9-12 hours per week. Ashford Place also state that they will go out on an ad hoc basis outside of these times if a case is reported to them.

The outreach team's shift is guided by referral forms which are split into two types:

- New referrals which come from multiple sources including telephone calls from the public to Ashford place direct or to other agencies such as the Police and also Streetlink (a phonenumber where the public can call in about a rough sleeper)
- 'e-referrals' which are rough sleepers who are more entrenched on the street and proving hard to move inside. By keeping them on the shift pattern the outreach team can keep a contact and monitor their welfare.

The outreach team uses an excellent targeted approach through their use of Google fusion and Google earth. This means that a rough sleeper's exact location can be provided, even with a picture of the doorway or lane where they are sleeping.

The outreach team seems experienced at planning their nightly route which can be confusing and challenging in such a large borough. They do take time to do this in order to maximise the time available on their shift.

However there are challenges with the outreach team. It is important to state that these challenges were witnessed during one shift and are therefore just a snapshot.

**Timing of the shift:** the time that the shift goes out means that it can be difficult to carry out meaningful work with clients. At one encampment in the park the make-shift shelters where people had slept during the night were empty by the time that the outreach team arrived as those who had slept there had already left the site to go to work. It may therefore be beneficial if the shift went out earlier in the night as it might then be possible to book people found into accommodation on that night.

**Suggestion:** Arrange at least one shift per week that starts earlier

**Interaction:** on this shift, interaction between the outreach workers and the clients appeared limited. Many clients were simply given a business card by the outreach workers with the address of the day centre and told to go there the following day. The business card had no map on it or any resources to pay for travel to get to the day centre and as the borough covers a large geographic area, it seems likely that some rough sleepers do not walk to the day centre.

**Suggestions:** Increase the length of shift to enable more interaction

Ensure a map is provided on the business card, and consider use of single fare bus tickets (saver tickets are available from TFL to charities)

Explain services available from day centre e.g. food, showers, and book appointments for the rough sleeper

**Follow up:** The senior outreach worker ended their shift and immediately departed. The junior worker did the handover with the day team. It was unclear whether a record was made of which rough sleepers then accessed the day centre and were assessed there.

**Suggestion:** Agree a procedure for recording successful presentations to the day centre and how many times to return to the rough sleeper if they do not present.

**Referrals:** On the shift we accompanied there were 22 rough sleepers who had been referred to the outreach team. However, the team only managed to see 4 rough sleepers. Although rough sleepers are transient and can move from their sleep sites, this seems a relatively low proportion of rough sleepers found out of the 22 referrals.

**Suggestion:** Increase length of shift

**Partnership working:** The outreach team seemed unaware of other key agencies in the borough, for example, DePaul UK, the youth provider and the outreach team in the neighbouring borough of Camden, CRI. They also had no contact with the hostels in the borough. This is unusual as normally the outreach team, being the frontline service, would need relationships with all providers to see what the available services are. Also partnership with neighbouring outreach teams is crucial as rough sleepers often cross borough boundaries.

**Suggestion:** Facilitate meetings between these providers

## **STREETLINK**

Further confirmation of the above findings is possible using data from Streetlink. Streetlink allows members of the public report someone who is sleeping rough. Streetlink then notifies the Borough so that the individual can be connected to local services

The London Borough of Brent has passed responsibility to Ashford Place for managing the Street Link referrals. This response is provided by Ashford Place outreach team. Each Local Authority area has been asked for a statement detailing the local process for identifying and accessing rough sleeper. Brent's response to Streetlink is:

**'They will aim to make contact with a rough sleeper within 4 - 5 days.'**

Ashford Place should respond to all referrals for their borough, unless the rough sleeper could be eligible for NSNO and Ashford Place don't have a shift out within 24 hours of the referral being made. In this instance LSR will make the initial attempt to find and verify the rough sleeper, but any further attempts to action the referral should be made by Ashford Place.

From December 2012 to the end of September 2013 there was a total of 152 referrals from Streetlink to Ashford Place. 95 were recorded as 'person not found.' The overall percentage of 'person not found' is 62% comparing to a London average of 56%.

There were 41 positive outcomes. Overall there were 111 negative outcomes from the 152 referrals. Negative outcome are recorded as follows:

<b>Local services did not respond</b>	The referral has been passed to the local team but no information has been received in response to our requests for the outcome.
<b>Incomplete referral</b>	In some situations either the Streetlink team or the local team may assess that a referral is inappropriate, for example if there is insufficient information in the referral or if it is not about someone who is currently rough sleeping.
<b>Person not found</b>	The referral has been passed to the local team. They have attempted to make contact with the rough sleeper but they have not yet been able to find them.
<b>Street activity, e.g. begging site</b>	Based on the information provided it appears that the site detailed in the referral is used for begging or other types of street activity. The local teams are aware of these particular sites and will be working with people at these locations on a regular basis.

Brent figures: Of 111 negative outcomes the reasons were:

Incomplete referral	3	2.70%
Local Services did not respond	13	11.71%
Outcome not yet known	0	0.00%
Person not found	95	85.59%
Street Activity, e.g. begging site	0	0.00%

Streetlink's recommendations to Brent are to review the statement detailing the local process for identifying and accessing rough sleeper. As the 'person not found' category is above average consideration should be given to how street shifts are planned and a review of the process should be considered (See the report's recommendations).

It ought to be stated however that Ashford Place's outreach team have reported problems with Streetlink's referral information. This was witnessed on the outreach shift accompanied in preparation of this report where referrals were often lacking crucial information about the location of the rough sleeper and also the support needs with which they might present.

In other areas it is not uncommon for the Outreach teams and the hostels to work very closely together and for the referrals to be quick and responsive to immediate need seen on the street on any given night. The introduction of Start Plus has meant that the hostels and the outreach team do not currently communicate with each other and pass all responsibility of the client on to Start Plus. Inevitably the knowledge of the client's circumstances and any urgency required can be lost in this situation. A recommendation below suggests that the borough look at a fast and more connected pathway into supported accommodation from the street.

## **NO SECOND NIGHT OUT**

The No Second Night Out (NSNO) initiative was launched on 1 April 2011 as a pilot project aimed at ensuring those who find themselves sleeping rough in central London for the first time need not spend a second night on the streets.

The Mayor of London has committed to end rough sleeping in London. To deliver this commitment he established the London Delivery Board (LDB) – a partnership body chaired by the Mayor's Housing Advisor that brings together central London boroughs, government departments, the voluntary sector and key stakeholders. The outcome the LDB is seeking to

deliver is that no one will live on the streets of London and no individual arriving on the streets will sleep out for a second night.

Each week about 60 people are seen rough sleeping for the first time in London. Many of them are new to the capital. NSNO's aim is to ensure there is a rapid response to new rough sleepers, and that they are provided an offer that means they do not have to sleep out for a second night. Other projects such as No-one Living on the Streets exist to support those already rough sleeping and living on the streets.

In Brent the outreach teams and London Street Rescue (who work pan London) bring rough sleepers to a NSNO hub to be assessed if it the first time they have been seen and they are not recorded on CHAIN. That person is then subject to a thorough assessment by NSNO within 72 hours. If the borough knows the person has a local connection and they know there is a bedspace within the borough available then NSNO do not expect the outreach team to bring the rough sleeper to the hub.

The hub then sources accommodation in the local authority where they have a local connection. Sometimes in the case of Eastern Europeans it can lead to a reconnection home.

There have been historic issues between Brent and the West London NSNO hub which were recently resolved at a meeting which took place between the following agencies:

- NSNO
- London Street Rescue
- Ashford Place
- Homeless Link

The minutes of the meeting can be provided. At this meeting it became clear there was a different understanding between agencies regarding the use of NSNO. At a further meeting between Ashford Place, NSNO and Brent council this misunderstanding has been cleared up and a clear protocol has been established going forward. There have also been initial discussions over whether there is a need for a further pop-up NSNO hub for Brent and Barnet clients. Ashford Place has offered to host it if the funding can be found.

## HOSTELS

The borough has two main hostels contracted by the local authority to take referrals for Single homeless people.

**Pound Lane** - an 85 bed hostel which is specified as 'Complex needs' has a contract to provide 55 beds for single homeless people and 30 beds for ex-offenders. The hostel is run by Look Ahead and recently rebuilt with £6m from DCLG's 'Places of Change' programme and reopened in 2010. There are a further 54 units as part of this same contract which are delivered by dispersed accommodation for a range of specialist clients groups although not rough sleepers.

At the time of this report, the Pound Lane hostel is fully occupied but staff interviewed there stated that they were struggling to move people on from the hostel. Admissions data shows that from July to October 2013 10 people were referred to Pound Lane by Start Plus. Throughput through the hostel is currently 12%.

During meetings with both the provider and council both stated that there are too many 'long-stayers' at the hostel and the low throughput figure reinforces this view. The 'Places of Change' programme aimed to improve rough sleeping hostels from the previous culture of institutional buildings to a place of greater engagement and move-on. In the programme nationally move-ons increased by 60%.

Data was requested from the hostel and the contract manager to show the number of Move-ons at the hostel – both planned and unplanned – however this information could not be provided and so this report does not include any further analysis of move-on data.

There are also a number of activities rooms in Pound Lane which are not currently being used by the hostel's residents as an agreement about renting these rooms has not yet been reached with the owners of the building.

**Livingstone house** – is a 92 bed hostel all contracted for single homeless people which has 84 units in the main building and an annexe used for young people.

The service contract in this hostel is also run by Look Ahead but the housing management of this property remains with the landlord Riverside ECHG.

The council informed us that the throughput is 5% per quarter and the void level is 10%. On a one-off visit to the hostel there were 10 empty rooms (over 10% of the capacity), 5 of which were ready to let that day while others were being turned around. However with a number of rough sleepers it seems odd that there should be voids at a hostel intended for single homeless people.

**Suggestion:** Establish communication and updates between hostel providers and outreach teams for hostel providers to inform outreach of their voids.

The landlord informed us that the void problem has become so acute that Riverside ECHG is carrying out an Options Appraisal on the hostel's future use.

**Other accommodation:**

DePaul UK run a 14 bed hostel in Willesden for young people that also contains a crash pad facility for 3 rough sleepers who are new to the street and need 6-8 weeks of respite while they are supported to move-on without the need for homelessness services.

However, DePaul state that they have had problems with voids and poor referrals despite reports that there has been major pressure on the young persons' beds in the annexe of Livingstone house, which is accommodation for 16-21 year old single homeless people.

**Suggestion:** Assess referral procedures to Livingstone House to ensure referrers are aware of alternative provision with DePaul.

**Other possible beds for rough sleepers:**

St Mungo's also has 4 houses in the borough – 54 units in total to keep for alternative use. One is now used for Social Impact Bond Clients and one for Muslim Ex-Offenders with different funding streams – both 9 beds each.

The other two houses - Villiers Road and Larix House - have traditionally been for Clearing House referrals. St Mungo's want to retain this and the Area Manager has recently spoken to the Start Plus team and reminded them of this and that if they have clients in Pound Lane or Livingstone House with CHAIN numbers and St Mungo's have voids they would be happy to take referrals to try to free up some bedspaces for rough sleepers.

**Suggestion:** Set up an agreement to this effect between providers

**REFERRALS**

Starts Plus is the central referral body for rough sleepers in the borough. They assess clients' needs and decide where clients should they should be referred for accommodation.

They assess people using a form in Appendix 1. As the form shows they assess for primary and secondary needs as follows:

(a) Tick **one** box for your main support need, and **up to three** boxes for other support needs you have

	Primary	Secondary		Primary	Secondary
Advocacy Support	<input type="checkbox"/>	<input type="checkbox"/>	Older Person	<input type="checkbox"/>	<input type="checkbox"/>
Alcohol Issues	<input type="checkbox"/>	<input type="checkbox"/>	Offender/At risk of Offending	<input type="checkbox"/>	<input type="checkbox"/>
Care Leaver	<input type="checkbox"/>	<input type="checkbox"/>	Physical Disability	<input type="checkbox"/>	<input type="checkbox"/>
Debt Management	<input type="checkbox"/>	<input type="checkbox"/>	Physical Health	<input type="checkbox"/>	<input type="checkbox"/>
Dementia	<input type="checkbox"/>	<input type="checkbox"/>	Refugee	<input type="checkbox"/>	<input type="checkbox"/>
Domestic Abuse	<input type="checkbox"/>	<input type="checkbox"/>	Self Harm	<input type="checkbox"/>	<input type="checkbox"/>
Drug Issues	<input type="checkbox"/>	<input type="checkbox"/>	Sensory Impairment	<input type="checkbox"/>	<input type="checkbox"/>
Eating Disorder	<input type="checkbox"/>	<input type="checkbox"/>	Single Homeless	<input type="checkbox"/>	<input type="checkbox"/>
HIV/AIDS	<input type="checkbox"/>	<input type="checkbox"/>	Tenancy Breakdown	<input type="checkbox"/>	<input type="checkbox"/>
Homeless Family	<input type="checkbox"/>	<input type="checkbox"/>	Teenage Parent	<input type="checkbox"/>	<input type="checkbox"/>
Independent Living Skills	<input type="checkbox"/>	<input type="checkbox"/>	Traveller	<input type="checkbox"/>	<input type="checkbox"/>
Learning Disability	<input type="checkbox"/>	<input type="checkbox"/>	Young person at risk	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health concerns	<input type="checkbox"/>	<input type="checkbox"/>	Welfare Benefits	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health diagnosis	<input type="checkbox"/>	<input type="checkbox"/>			
Other	<input type="checkbox"/>	<input type="checkbox"/>			

Single homeless is a category here but rough sleeper isn't.

The categories are divided into 4 areas which reflect the areas of focus for the four members of staff providing the assessment and referrals:

- mental health
- substance misuse
- probation
- teenage pregnancy

Rough sleepers are not categorised in the Start Plus waiting list or assessment criteria. The Start Plus manager did say that gathering statistics for verified rough sleepers had been discussed at a meeting with Jenny Dunne, previous lead on rough sleeping at the council, on 6<sup>th</sup> September 2013 but this has not yet been implemented.

Some providers expressed concerns over the quality of referrals from Start Plus principally for two reasons.

One is the lack of referrals. Livingstone House is running with 10% voids and the landlord has lost sufficient money as a result that they are considering withdrawing from the borough.

Several providers also expressed concern that referral forms from Start Plus often miss crucial information, for example, the risk may state 'danger to others' yet the comments box will be empty. Without this information the project cannot accept the risk of accepting the referral. Some providers felt that the expectation is that they will carry out a proper assessment while Start Plus just carries out a basic one.

## DATA COLLECTION

The quality and consistency of data collection on rough sleepers in the borough via Streelink and CHAIN could be improved. This would enable both providers and the Council to have a better understanding of who is on the streets, what their needs are, who is in the hostels and what their move-on requirements will be.

An example of this is the fact that basic move-on data for the hostels could not be supplied in any meaningful form for the preparation of this report by the provider or the council.

## **RECOMMENDATIONS**

### **Recommendation 1: Brent commits to the ending rough sleeping pledge**

With the extent of the increase of rough sleeping it is clear there needs to be strong strategic leadership from within the local authority and a concerted focus on rough sleeping throughout the borough. This should be led by a dedicated post of Rough Sleeping Coordinator.

1. No one should spend a second night out – Effective outreach work to identify people quickly and within 1<sup>st</sup> stage services; there should be assessment beds for short-term stays, to be used as emergency resource, offer severe weather provision and for out-of-hours placements.
2. No one should return to the streets once helped off – through the development of evictions and abandonment protocol and a pathway
3. No one should live on the streets – effective case conferencing through the providers group
4. People should not arrive on the street – earlier intervention through Housing Options and others on homelessness prevention (use of PrOMPT)

### **Recommendation 2: Develop a rough sleeping pathway in the borough**

- Develop a pathway approach to rough sleeping in the borough using PROMPT, MOPP and support of HL Regional Managers who can provide examples from other boroughs.
- Add Rough Sleeper as an area of focus alongside existing 4 (mental health, substance misuse, probation and teenage pregnancy) with a flag system to ensure appropriate priority is given to rough sleepers.
- Develop or enhance the Prevention Strategy using PrOMPT as above.

### **Recommendation 3: Improve capacity and performance of the outreach team by:**

- Arranging at least one shift per week that starts earlier
- Increasing the length of shifts to enable more interaction
- Ensuring a map is provided on the business card
- Considering use of single fare bus tickets (saver tickets are available from TFL to charities)
- Ensuring outreach workers explain and promote services available from day centre e.g. food, showers, clothing
- Considering booking appointments on the spot for the rough sleeper to attend
- Agreeing a procedure for recording successful presentations to the day centre and how many times to return to the rough sleeper if they do not present
- Facilitate meetings between providers, for example, restarting the Brent Homelessness Forum
- Reconfiguring support provided while people are in NPRS beds to include more than a weekly group session
- Establishing regular communication between outreach teams and hostels
- Reviewing the Streetlink Offer to ensure it is as responsive as possible (support available from Streetlink team)

### **Recommendation 4: Improve functioning of Hostels and referrals**

- The council should ensure they engage with Riverside ECHG to avoid losing a much needed resource in the borough. This would include as mentioned above establishing regular communication and improved referral procedures.
- Ensure throughput data is collected and analysed regularly to support contract management and limit voids.

- Consider better use of space within hostels and an increased provision of education, training and employment activities within the hostels in support of the Places of Change ethos.
- Establish regular communication between hostels and outreach team. Hostels to inform outreach team of voids.
- Assess referral procedures to Livingstone House to ensure referrers are aware of alternative provision with DePaul
- Facilitate a referral process between St Mungo's and Pound Lane and Livingstone House.

**Recommendation 5: Improve joint working across services to enable the best support for all clients**

- Introduction of a common information-sharing agreement alongside the common assessment or triage process. Potential model attached as Appendix 2
- Consideration should be given to reviewing existing meetings and forums and introducing a single 'provider meeting' structure that is split to have a strategic focus as well as a 'task and targeting' approach to individual client cases
- Service specifications should be amended to clarify the expectations for service providers and improve the council's ability to assure quality of services, as well as strengthening commissioning processes.
- Services should be required to collect data on who is using their services and provide this on request
- Regular joint training should take place to ensure staff changes do not negatively impact on the quality of the pathway and assessments (and to update on changes in provision) and improve joint working and communication between providers and everyone carrying out assessments.
- All staff working with rough sleepers and single homeless people in the borough should understand a common definition of both of these terms
- An electronic client recording system would be a beneficial tool for information sharing and monitoring and for implementing protocols around prioritisation and access.