



City of London Corporation

Independent Review of Rough Sleeping Interventions - 2024

1. Introduction

- 1.1. As part of the City of London's ongoing commitment to the constant evolution of our operational service delivery, the City of London wishes to undertake an independent review of its rough sleeping service.
- 1.2. Consultants (or consulting firms) are invited to submit a proposal outlining their approach, timescale and proposed cost.
- 1.3. The current City of London Homelessness and Rough Sleeping Strategy uses a 4-point framework for preventing and relieving homelessness:
 - Priority 1 – Proving rapid, effective and tailored interventions
 - Priority 2 – Providing access to suitable, affordable accommodation
 - Priority 3 – Achieving our goals through better collaboration and partnership
 - Priority 4 – Providing support beyond accommodation
- 1.4. The City of London Homelessness and Rough Sleeping Strategy 2023-27 can be found here: [Strategy, facts and figures - City of London](#)

2. Understanding the brief

- 2.1. The desired outcome for the City of London is to acquire an independent review of its rough sleeping interventions which will help to inform near future and longer-term strategic decision making. Key lines of enquiry for the review should be (but not limited to):
 - Exploration of potential gaps in existing service delivery
 - The ability of existing interventions to meet near future demand
 - How available grant funding has been used
 - Integration of rough sleeping workstreams into the wider homelessness service
 - Strengths and weakness of partnership arrangements
 - Can/do services adequately demonstrate impact



- 2.2. The report will be used to inform how future grant funding opportunities can be utilised, commissioning intentions and strategic priorities for the service.
- 2.3. Data from 2023/24 reveals the City of London to have the 5th largest rough sleeping population in Greater London (656 unique individuals). This is the third successive year that rough sleeping numbers have increased in the Square Mile. Between 2022/23 and 2023/24 rough sleeping increased by 33% in the Square Mile compared to 19% across Greater London¹.
- 2.4. The City of London single night snapshot figure for autumn 2023 was 61. This was the 3rd highest figure recorded for Greater London. Reflecting CHAIN data trends, the 2023 snapshot was the 3rd consecutive rise in rough sleeping in the Square Mile and Greater London.
- 2.5. The City of London was awarded an RSI grant of £1.2m in 2024/25, the final year of a 3-year award where annual grant funding averaged £1.4m. Additionally, the City of London spends around £3.3m per year on homelessness and rough sleeping work.
- 2.6. At the last census, the City recorded a resident population of around 10,000. The City sees approximately 400,000 daily visitors and commuters. Presentations to our statutory homelessness service have increased steeply from 85 recorded in 2019/20 to over 500 in 2023/24. Many of these require advice and guidance only.
- 2.7. The City of London performed well in delivering the 'Everybody In' initiative during the Covid-19 pandemic. Additional services were stood up and single digit nightly counts were achieved. Since the lifting of restrictions, the City has seen a steady increase in demand across most measures. Flow (new rough sleepers) have increased in each of the last 4 years. Flow clients now make up 57% of Square Mile rough sleepers versus 41% in 2020/21.

3. Methodology

- 3.1. The consultant/consulting firm will make use of extensive analysis of published and locally sourced rough sleeping and homelessness data.
- 3.2. The review should gather information from a variety of sources, including interviews with internal staff, external stakeholders and partners, a review of contract monitoring KPI's, meeting minutes and relevant policies and procedures.

¹ [Rough sleeping in London \(CHAIN reports\) - London Datastore](#)



3.3. Where possible, the review should draw comparison with best practice examples from elsewhere in the London and the UK.

3.4. The consultant/consulting firm will be required to spend time at the Guildhall and visiting external services. It is appropriate for the consultant to work remotely at other times.

4. Outputs

4.1. As a minimum, the following outputs should emerge from the review:

- An initial discovery paper outlining proposed approach
- Periodic check-in or progress reports
- Evidence of staff and stakeholder consultation
- Detailed report suitable for presentation to Members, Senior Leadership Team and Departmental Leadership Team. The report should include findings and recommendations
- Presentation of the review findings/recommendations upon request

5. Scope

5.1. The following areas are within scope (this list is not exhaustive):

- Rough sleeping interventions funded by City of London. This includes:
 - City of London Outreach Team
 - Snow Hill Court Assessment Centre
- Rough sleeping interventions funded by the MHCLG Rough Sleeping Initiative (RSI). This includes:
 - City and Tower Hamlets Navigators (City element only)
 - Tri-borough Psychotherapy Service (City element only)
 - Mobile Intervention Support Team (MIST)
 - Employment & Progression Service (Streets to Work)
- The City of London Supported Accommodation Pathway. This includes:
 - Grange Rd Hostel
 - Crimscott St Hostel
 - The Lodges (2 hostels)
 - City & Hackney Housing First (City element only)
- Other



- PRS Access Framework
- Move-on and Resettlement options
- Use of discretionary TA placements
- Touch points with Statutory Homelessness Services
- Touch points with health services
- Touch points with drug and alcohol services
- Touch points with Adult Social Care Services and safeguarding arrangements

5.2. The following areas are outside scope:

- Detailed review of Statutory Homelessness Services
- Detailed review of Substance Misuse Services
- City of London supported accommodation pathway
- Roles fulfilled by staff employed by the City of London
- Adult Social Care Services
- Multi-agency meeting arrangements
- The City of London Homelessness and Rough Sleeping Strategy 2023-27

5.3. The City of London is undertaking a quality assurance evaluation of its supported accommodation pathway and statutory homelessness services during 2024/25. While it will not be necessary for this review to take in the performance of these areas in detail, how our rough sleeping services interact with them is within scope. The same is true of substance misuse and health services.

5.4. The current homelessness and rough strategy was launched in November 2023 after internal, external stakeholder and public consultation. A separate review of the strategy will be undertaken towards the end of its lifespan.

5.5. Rough sleeping multiagency meeting arrangements were independently reviewed in 2022 with recommendations implemented throughout 2023 and 2024.

5.6. The City of London is committed to progressing it's ambition for voices with lived experience to influence commissioning and governance processes. As a result, we have a dedicated co-production workstream which will be relevant for the consultant to review.

6. Budget



6.1. The consultant (or consulting firm) will set out the proposed cost for this work in their submission. If costs are calculated using an hourly rate, the consultant will set out the precise period for delivering the review, including the report.

6.2. Payment will be made on submission of the completed report.

6.3. The consultant (or consulting firm) must seek approval from the City before expending any additional resources.

6.4. The budget cannot exceed £15,000. (TBC)

7. Timetable

7.1. Consultants should advise on the timescale in which they can deliver this work. However, we ask for completion before 31 July 2025. (TBC)

8. The Consultant/consulting firm

8.1. The consultant or consulting firm will be suitably experienced and qualified to review an established local authority rough sleeping department. This experience should be drawn from the homelessness and rough sleeping in London.

8.2. The consultant or consulting firm will have experience of reviewing homelessness and rough sleeping services, of applying methodologies comparable to what is set out in section 3 and drafting and presenting reports appropriate for circulation at governance level.

9. Contact information

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