

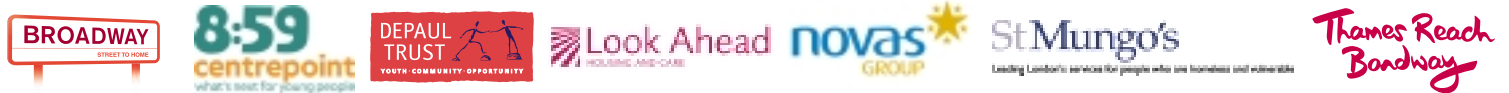


Providing services for
15,000 people in
housing need in London

Far more than a bed...

The Journey of London Hostels for Homeless People into the 21st Century

This summary report was written in response to the report '*London's Hostels for Homeless People in the 21st Century*'. This research was commissioned by the Pan London Providers Group (PLPG) which comprises of the chief executives of the seven largest voluntary sector providers of services for homeless people in London.



Further copies of this response or the research report can be found on any of the PLPG's individual websites:

| | Website | General Enquires Tel |
|-----------------------------|--|----------------------|
| Broadway | www.broadwaylondon.org | 020 7089 9500 |
| Centrepoint | www.centrepoin.org.uk | 020 7426 5300 |
| Depaul Trust | www.depaultrust.org | 020 7935 0111 |
| Look Ahead Housing and Care | www.lookahead.org.uk | 020 7937 1166 |
| Novas Group | www.novas.org | 0870 906 3200 |
| St Mungo's | www.mungos.org | 020 8740 9968 |
| Thames Reach Bondway | www.thamesreachbondway.com | 020 7702 4260 |

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Foreword

In 2003 the chief executives of the seven largest homelessness voluntary agencies came together to share concerns and to provide a stronger, more effective voice on behalf of their 15,000 service users. This group is called the Pan London Providers Group (PLPG). This alliance happened at a time of significant change in the sector pending the introduction of the new 'Supporting People' funding regime and the devolution of funding and strategic responsibility for services in London from the Office of the Deputy Prime Minister (ODPM) to Local Authorities.

At the top of the PLPG's agenda was the issue of hostels for homeless people. We felt concerned at the perception held by some, not just among the general public but within the sector as well, that hostels had changed little from the times when they represented the worst kind of institutional provision both structurally and in terms of the support provided to vulnerable residents. Ask people to describe a homeless hostel in London today, and the chances are one would hear about dormitories, metal cots, shared living, curfews, institutional food and unaddressed and endemic violence. We knew that the reality is far from this. Hostels in London provide a real safety net for thousands of vulnerable people each year. We believe that the significant changes made since 1990 in hostel provision have been hard won and effective. And, to some extent, have gone unrecognised and unacknowledged.

We were, and remain, concerned that the changes to the funding and monitoring of hostel provision could lead to unstructured, uncoordinated and unresponsive hostel services. We must continue to meet the multiple needs of the population of homeless people in London, a population whose needs we know change frequently and require increasingly imaginative responses.

Finally, we knew that there were a range of issues facing hostels and hostel providers in London which needed identifying and addressing.

- What should the balance be between specialist and generic provision?
- How do we successfully resolve the conflicting needs of differing groups?
- How do we maintain a pan-London commitment to homeless people who often have only fleeting borough connections?
- How can we successfully tackle the pressing issue of the shortage of available low cost housing for people to move into from hostels?

All these issues need to be addressed collectively with our stakeholders so that the quality of hostel provision over the coming years can continue to improve and flexibly meet the needs of a changing homeless population.

These questions and concerns required us as a group to look objectively at how far hostels have progressed over the past 15 years and to define the key issues facing hostels in London today and in the future. To assist us we set up a joint research arrangement between the Pan London Providers Group and the University of Sheffield's Homeless Programme Team (Tony Warnes, Maureen Crane and Phil Foley). The research had two elements: an empirical review of the changes in London's hostels since 1990, with particular attention to their functions, facilities, services and client profiles; and the production of a report which draws out the challenges facing hostel providers and possible solutions for the period 2005-14. The study started in February 2004 and lasted nine months.

The result is *London's Hostels for Homeless People in the 21st Century*. [Copies of the full](#)

report can be downloaded from each of the Pan London Providers websites detailed in the inside cover of this report.

In commissioning the research we were mindful of the need to ensure independent analysis and unrestricted commentary on the part of the researchers. To this end this summary report is a response to the key findings and issues contained in the research report, representing entirely the views of the Pan London Providers Group. We are aware that there is more that can be done to ensure the best possible provision, facilities and services for homeless people in our hostels. Responding to new needs in imaginative ways will be key to further progress being made over the coming years.

We are also proud of the progress that has been made and the quality of the services we offer which have, over the years, demonstrably improved the lives of many thousands of homeless people. We incontrovertibly provide far more than a bed.

Pan London Providers Group

Jeremy Swain, (Thames Reach Bondway and Chair of PLPG), Howard Sinclair (Broadway), Anthony Lawton (Centrepont), Mark McGreevy (Depaul Trust), Victoria Stark (Look Ahead), Charles Fraser (St Mungo's), Maria Donoghue (Novas Group)

Ask people to describe a homeless hostel in London today, and the chances are one would hear about dormitories, metal cots and shared living. We knew that the reality is far from this.

Executive Summary

The Pan London Providers Group commissioned the University of Sheffield's Homeless Programme Team to carry out research into the changes in London's hostels since 1990, and to produce a report drawing out the challenges facing hostel providers and possible solutions for the period 2005-14. The result is *London's Hostels for Homeless People in the 21st Century*.

This summary is based on the key findings and issues highlighted in the research report, and our responses as the main hostel providers in London. We would like to thank everyone who contributed to this study, especially representatives of the Local Authorities, ODPM, NHS Trusts and other statutory bodies, our colleagues in the voluntary sector and the staff and residents of our hostels who gave freely of their time.

1 A Success Story 1990-2004

- The physical conditions of London's hostels have improved immensely since 1990.
- Single homeless people in London are a diverse group. There has been a decrease in itinerant workers and transient men, and an increase in people from minority ethnic groups, and those with drug problems.

- Hostels are an important safety net for people who become homeless. Their roles have become more elaborate and sophisticated, and they are now vital providers of services for vulnerable and socially excluded people.

2 Current Issues 2005-06

- The demographics of homeless people have changed, and the current population of hostel users has a greater depth and breadth of need than its predecessors.
- Maintaining and improving the physical environment of hostels is vital. Meeting the needs of hostel residents requires staff of the highest calibre, trained and motivated.

3 Strategic Issues

- The shortage of low-cost social housing in London is a major issue and an obstacle to resettlement. Preventing homelessness is also a key objective. There is need for a genuinely effective pan-London strategic response to homelessness.
- The variety of hostel services on offer remains a strength of the sector. The research has set out the key challenges facing hostels, and provides a template for future services.

There is need for a genuinely effective pan-London strategic response to homelessness.

A Success Story (1990-2004)

In the research report *London's Hostels for Homeless People in the 21st Century* the following criteria were used to define hostels:

- Temporary accommodation primarily for single homeless people aged 16 years and over.
- 24 hour on site cover (waking or sleeping shift at night).
- Providing board or shared facilities for the preparation of food.
- Accommodates a minimum of six people.
- Staff services range from supervision to housing advice and support services.

Tens of thousands of people have spent time in a hostel in London since 1990. As hostel providers we believe that the vast majority have benefited to a lesser or greater extent from their experience with us. For some, however, we acknowledge that the experience will not have been positive and this is why we continually strive to improve the services we provide.

Physical Characteristics of London's Hostels

Key Research Findings

- *The physical conditions of London's hostels have improved immensely since 1990. Single bedrooms have become the norm, and shared bedrooms have almost disappeared.*
- *Most of the large industrial-era hostels have closed, and by 2003 three-quarters of all hostels were either new or had been substantially refurbished.*
- *Most newly-built hostels comprise a conventional hostel offering single rooms and self-contained clusters of flats as transitional accommodation where training for independent living takes place.*

The research accurately describes the considerable improvements in the physical characteristics and standards of hostels in London. In 1990 a quarter of the hostel population were staying in buildings containing more than 250 beds and over a third in hostels with over 180 beds. In the intervening period we have seen the closure and redistribution of these beds into smaller more appropriate facilities.

On top of this we have also seen “notable improvements in the standard of accommodation and amenities since 1990” (p.16). Three-quarters of the 110 hostels in London in 2003 (covering 66% of all available beds) were either new or had undergone major refurbishment since 1990. For the newly built hostels during this period the intention has been to encourage independent living and to prepare people for moving on through the development of self-contained clustered flats.

Within hostels themselves we have also created a more private and respectful environment by replacing dormitories and shared bedrooms with single rooms. Currently single rooms account for 89% of all beds with only 1% of people living in group arrangements (i.e. in cubicles or dormitories of more than six people). This is a far cry from the common perception today and the actual provision in 1990, when only 44% of people entering hostels had their own bedroom and 36% lived in group arrangements. Living arrangements have been further enhanced by:

- The average number of residents per toilet decreasing by nearly 50%.
- The average number of residents per bath or shower falling by a third to 4.7 in 2003.
- 58% of hostels have self-catering

Three-quarters of the 110 hostels in London in 2003 (covering 66% of all available beds) were either new or had undergone major refurbishment since 1990.

facilities, allowing residents the choice of buying a meal or cooking for themselves.

This impressive rate of modernisation has been funded from a variety of sources: central government, local authorities, housing associations, individual charitable donors, hostel providers and via CRASH (the construction and property industry charity for the homeless).

These changes have also reduced the tensions that arise through the need to share space with other people, and have made it easier for staff to identify and support the range and depth of hostel residents' needs.

Hostel Residents' Needs

Key Research Findings

- *Single homeless people in London are a diverse population.*
- *There is no evidence that the prevalence of mental health and alcohol problems among hostel residents has changed substantially over the past decade, especially with regard to women and young people.*
- *The number of hostel residents from black and minority ethnic (BME) backgrounds has shown a marked increase since 1990.*
- *There has been a marked increase in drug misuse, especially since 2000. A major challenge for today's hostels is to develop ways of managing the increase in drug misuse and the consequent chaotic and aggressive behaviour by some residents.*
- *The expectations of hostel residents have risen, and they are now given more opportunities to express their views and to raise concerns.*

The comparison of hostel residents over the period of the research is difficult because few studies or reports are available. However we do know that currently:

- Three-quarters of hostel residents are male.
- There has been an increase in the proportion of hostel residents who are aged between 30 and 50 years.
- Female hostel residents tend to be younger than their male counterparts.
- We have seen a rise in hostel residents from minority ethnic groups. In 1990 Black African and other groups represented 19% of the hostel population. This had risen to 35% by 2003.
- The number of 'white' hostel residents decreased from 72% to 57% in the same period.
- During the early 1990s approximately one-third of hostel residents were from Ireland, often manual workers who had come to London to seek casual employment. This number had reduced to 12% by 2000.

In addition to the changing demographic profile of people living in hostels, and the need to meet an ever-increasing variety of different language and cultural needs, it is clear that residents' expectations have risen. The small, more homely hostels are seen as a far better option than the streets, or indeed than the larger more impersonal dormitory and shared room facilities of the early 1990s. Residents are far clearer about who they want to share the hostel with, the type of accommodation that they would prefer to live in, and have views on the location of the hostel. Many residents also have a greater expectation of a future and of move-on accommodation.

The degree and complexity of individuals' support needs have also been on the increase during this period. From the research findings the proportion of people with mental health

or alcohol problems has been stable over the past 10 years (20% and 18% respectively from 1994 to the present day); this is not the case with people with drug problems. In 1991 7% of rough sleepers were reported to have drug problems: this had risen to nearly 50% 12 years later. People with drug problems are more prevalent today amongst rough sleepers than people with alcohol misuse.

Managing the behaviour of people with drugs, alcohol or mental health problems can be problematic. However, increasingly we are working with people who have significant support needs in more than one, or even all, of these areas-

“Some people have both mental health and substance misuse problems, and others both alcohol and drugs. For some, heavy drinking and drug taking or the withdrawal of these substances exacerbates mental health problems.” (p.21)

The research demonstrates that the hostel population has changed significantly since 1990. This has been managed by providers who have adapted to these changing needs and demographics. As providers we continue to try and meet the diverse and changing cultural needs of our hostel users, their increasing dependency on drugs and the range and depth of multiple needs that many of them have.

Hostels' Roles and Services

Key Research Findings

- *Hostels are an important safety net for people who become homeless. They target more vulnerable and needy people than a decade ago.*
- *Hostels now provide more individualised and holistic assessment and rehabilitative services. Education, skills training, and structured activity programmes for*

residents have grown rapidly.

- *Resettlement programmes for hostel residents have become more widespread and effective. Their work is, however, obstructed by a shortage of move-on accommodation.*
- *Hostels have adapted their services to meet the needs of rough sleepers, and have played a key role in helping the government reach its targets on reducing rough sleeping.*
- *Hostels are important components of Britain's welfare safety-net. Their roles have become more elaborate and sophisticated and they now are vital providers of services for vulnerable and socially excluded people.*

Hostels have traditionally provided a safety net for people who, for whatever reason (e.g. estranged relationships, lack of independent living skills, problematic behaviour), have become homeless. As we have already seen, the needs of people accessing hostels have greatly increased and diversified. Most hostel residents are expected to meet regularly with staff and have an assigned key worker. They are encouraged to take an active part in casework and resettlement programmes.

As a result, the numbers of people with low support needs, such as transient workers, have reduced. Entering a hostel has become a more structured process. In order to target those most in need, few hostels now take self-referrals and the referral process in general has become far more rigorous. This trend looks set to continue as local authorities take on

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responsibility for meeting the needs of their own local homeless populations and are likely to restrict access to those deemed to come from 'out of borough'.

The rules in hostels have changed, with most having removed restrictions on entering or leaving the building except with respect to issues of residents' own safety. The era of having to leave a hostel during the day, re-booking a bed by a certain time each evening and having a physical 'inspection' on referral is now thankfully behind us.

The emphasis is now on working proactively with the individual to increase their motivation, self-respect and skills. 90% of hostels now provide individual case-work for hostel residents and a key worker to coordinate activity and action. Most organisations have their own assessment processes in place, with staff trained to engage effectively with hostel residents.

Across the board the emphasis has fundamentally changed in favour of actively working on life skills, educational and structured learning opportunities, and assisting people into work. Education and work training (85%), life skills training (87%) and meaningful activities (73%) are now provided in the majority of hostels, at least doubling the provision of such services since 1990. Staff are also trained to a greater extent to meet the

specialist needs of residents. Around 1/3 of residents have specialist workers in the fields of mental health, drugs or alcohol, or have contact with teams of specialist workers that visit regularly.

Hostels and their staff have also been key in reducing the numbers of people sleeping rough in central London and helping to meet the Government's rough sleeping targets. The expertise developed in hostels is now being applied to a range of anti-social behaviour techniques such as harm minimisation, and assertively addressing behaviour linked with problematic drug and alcohol misuse, street drinking and begging.

"London's hostels for single homeless people have made substantial progress in modernising their facilities, extending their services, and taking on and succeeding in new and more complex roles. Their low intensity support services are now more purposeful, holistic and individualised, while at the same time they are working with more needier and more vulnerable clients. Much progress has also been made in developing collaborative approaches with other agencies in order to prepare residents for conventional and purposeful lives, and to encourage those with addictions to accept help" (p.35).

Current Issues (2005-06)

The research highlighted a range of issues currently facing hostel providers, all of which interlink. These fall into three main areas: client-related, organisational, and strategic issues.

Client-related issues

i. The changing demographics of hostel residents

The existence of homelessness has remained constant over time but what has changed are the demographics of homeless people, with a rise in the number of people from minority ethnic communities and people with drug problems using hostels. Even whilst undertaking this research project a concern has arisen about the increase in the numbers of people from European Union (EU) accession states being seen on the streets and trying to access services. The population of people using London's hostels is not static and we need to ensure that we have effective joint monitoring mechanisms in place to enable us to predict and identify trends and shifts in an ever-changing hostel population.

ii. The changing needs of clients

It is clear that the current population of hostel users has a greater depth and breadth of need than its predecessors. As providers we must ensure that we have the skills and capacity to identify and meet these needs. At a time when funders are seeking to reduce costs provided via the 'Supporting People' grant allocation there needs to be a recognition that hostel services are meeting the needs of an ever more demanding client group. As providers we need to be clear about the outcomes achieved by our services or, in other words, how we make a positive difference to the lives of our service users.

iii. Meeting the needs of clients - specialist or generic hostels

The research talks in detail about what the balance should be between specialist and

generic hostels. Specialist hostels are those specifically designed to meet the needs of particular groups, such as women, people from minority ethnic communities, and people with drug or alcohol problems. Currently there is a trend towards providing specialist services in this way and our expectation is that this will be further encouraged by the recently announced Hostels Grant Capital Funding Programme from the ODPM. This will lead to further refurbishment and reconfiguration of hostel provision over the next four years. We welcome this change, especially for the more vulnerable client groups, as we know too well the difficulties of meeting the needs of vulnerable people in larger and chaotic hostel environments. Currently it is still a matter of chance that someone will be able to access a hostel that has the necessary support and skilled staff in place to meet their particular needs - this should not be the case.

iv. People with drug dependency or with problematic behaviour

The two areas of client profile that have increased the most during the time-frame of the study are drug dependency and chaotic behaviour. It is clear that drug use is prevalent amongst the hostel population and we need to be clear how we respond to this as service providers. On an individual basis we must make sure that we have trained and experienced staff who understand the needs of the clients and are able to respond to their needs and behaviour swiftly and effectively. This will increasingly involve a far closer working relationship with NHS Trusts and a stronger link at all levels, including in central government between health and housing to access additional specialist services and funding.

A positive and life-enhancing environment has a dramatic impact on an individual's sense of self-worth, health and well-being. We need to be vigilant to ensure that we maintain standards.

We must look at how we train staff to identify and manage problem behaviours within hostels. We also need to be clear about our expectations of clients when they come into a hostel. There are excellent examples of best practice in this area, both within the hostel sector and in other comparable sectors which can be of value in helping us to continue raising standards. We will ensure that we work towards reducing the number of evictions from hostels for problematic behaviour and the number of people returning to the streets or other forms of inappropriate accommodation. Properly resourced and staffed hostels are the way to break this cycle of social exclusion.

Organisational Issues

i. Maintaining and improving the physical environment

As has been demonstrated, the physical environment of hostels in London has changed significantly for the better since 1990. The vast majority of hostels provide a range of facilities and further improvements are expected with the additional ODPM capital funding. A positive and life-enhancing environment has a dramatic impact on an individual's sense of self-worth, health and well-being. We need to be vigilant to ensure that we maintain standards and that the well-intentioned creation of new and often very basic provision does not lead to an unacceptably low baseline for hostel accommodation, to the detriment of the most vulnerable and needy.

At this time, we, as providers, welcome the range of monitoring and inspection regimes that are currently in place and would not

want any additional statutory monitoring mechanisms. The resources we have must be used effectively and linked together in order that we can collectively respond to needs on a pan-London basis. This will involve a more deliberate effort to look at overall need, working closely with local authority partners and other stakeholders. We also need to ensure that we do not cause an over-reliance on hostel provision. The expectation to move must be unambiguous to counteract the reluctance of some people to move on to more independent accommodation whose physical location or environment may not be as appealing as the hostel they are currently living in.

ii. Staff training and retention

We have already discussed the changing and diverse needs of hostel residents. To meet these needs effectively, we need to ensure that we have the highest calibre of staff to undertake what is an exceptionally demanding and difficult role. Providers need to learn from each other and work together, to set the high standards that hostel residents should expect from our staff and organisations. Effective recruitment practices, the provision of quality staff training and development opportunities (including management development) and raising the perceived value of working in a hostel are all areas under scrutiny. This requires resources and commitment from our funders. Providing decent services is not just about providing frontline staff - it also requires having the resource and organisational infrastructure, including human resources, IT and central management capacity to achieve the highest levels of service delivery.

iii. The size of hostels

The research shows that the average size of hostels is reducing. The average number of beds per hostel has decreased from 67 to 53 since 1990, with the number of beds in the

Properly resourced and staffed hostels are the way to support people to break this cycle of social exclusion.

medium-sized hostels increasing from 30 to 34. With the reconfiguration of hostels currently planned, the average number of beds per hostel is likely to decrease further over the next four years.

As hostel providers there is a general view that, ideally, hostels should have fewer than 40 bed spaces as this assists effective management. Pragmatically, however, larger hostels achieve economies of scale and amongst the Pan-London Providers' Group there are positive examples of large hostels achieving excellent outcomes. We also know that a poor service can be provided in a 20-bed hostel. In essence, the quality of the service is achieved primarily by the quality of the staff input to individuals.

Strategic Issues

i. The lack of low-cost housing

The research confirms that a major issue facing hostels in London is that people are staying far longer than is necessary. A key reason for this is that there is a shortage of low-cost social housing in London, often described as a lack of move-on.

"The major obstacle to resettlement is the shortage of independent and supported accommodation. According to a 2003 survey of London's hostels and supported housing projects, 30% of residents (1,930 individuals) were ready to move on and waiting for accommodation." (p.33)

We do not see finding solutions to this problem as being the responsibility of any one sector, body or group of individuals. A greater supply of low-cost social housing is imperative and there is now general agreement on this matter. Some of this housing needs to be made available specifically to people living in hostels. We also know that in London there are a great number of properties available in the private sector and still far too many empty homes.

Statutory and voluntary organisations must collectively address the issue of access and move-on from hostels to ensure that they remain effective temporary solutions for people in housing need. As providers working with hostel residents we need to be clear about creating realistic expectations and make explicit the requirement to regard the hostel as a temporary housing option.

We also need to be working with our residents to ensure that they have the necessary skills to live independently and are able to move swiftly once accommodation is available, by ensuring they have clearly identified their needs and aspirations for their housing and by supporting them to be debt-free.

ii. Prevention of homelessness

In 2003, the street outreach teams in London contacted 1415 new clients. In 2002 the figure was 1423 people and in 2001, 1836. The reduction in numbers of people coming on to the street is noteworthy but it does not alter the fact that there are still new people sleeping rough in London every week. Preventing homelessness must remain a key objective. To avoid the continual 'silting up' of hostel provision, the need to discourage people from coming to London without plans or resources is paramount. So is the requirement to assist people to return to their home base, where this is appropriate, and not to become embroiled in the sometimes destructive London homelessness scene.

The prevention agenda is crucial and a lead strategic role must be taken by local authorities across the country set out through local homeless strategies.

Statutory and voluntary organisations must collectively address the issue of access and move-on from hostels to ensure that they remain effective temporary solutions for people in housing need.

iii. Funding of hostels

We believe we provide cost effective and strategically relevant hostel services, and that hostels are effective way of meeting the complex needs of many people. Hostels avoid the necessity of accessing far more expensive forms of social or health care provision such as prison, psychiatric hospital or other forms of specialist residential provision.

New mechanisms established under the 'Supporting People' grant regime to properly fund hostel provision and to monitor the impact of the services we provide for individuals are welcomed. They will need to be developed over time into a more mature and focused review mechanism that does not concentrate on operational detail or narrowly on areas of compliance and risk. We will work with local authorities to ensure that the needs of the people we support are clearly identified and addressed in a way that is effective and offers good value for money.

Our major funding concern relates not to the direct costs of hostel provision. The research clearly shows that people need, and we provide, more than a bed for hostel residents. Fundamental aspects of our services now include educational and learning programmes, skills for independent living, work skills, and services that address health and well-being. These are all areas of vital importance for our residents. Staff training and development,

recruitment and other internal functions must be funded to work efficiently if we are to provide the most effective service. The funding for all these areas of activity currently remains piecemeal. We rely on a patchwork of grant and contractual arrangements with a great variety of statutory and trust funders all with their own monitoring requirements, to offer the comprehensive range of services described. At any one time some of this funding will be under threat. We cannot provide the quality of service people need unless there are clearer mechanisms for pulling these funding pots together to provide a coherent revenue stream for the essential additional services and support that make our hostels work.

iv. Planning: a Pan-London body

To address the issues outlined above, we need to find a mechanism for working across London, pooling resources and knowledge, monitoring provision and driving forward quality. In short we need to find a more effective structure for providing a genuinely effective pan-London strategic response to homelessness involving the ODPM, voluntary providers, local authorities, relevant regional bodies, NHS Trusts and other key stakeholders. The need is to look at hostels as a pan-London resource meeting a pan-London need, and to set out a strategy accordingly.

Into the Future (2006-15)

At the beginning of this research, the Pan London Providers Group sought to set a vision for future hostel services. We believe that this research has set out the key challenges facing hostels and provides a template for future services that is unambiguous without being prescriptive. The variety of hostel services that we can offer people in housing need remains a strength of the sector, and uniformity can only lead to a lowering of standards and expectations. But the research also illustrates what currently works, existing weaknesses in practice and structure, and where standards need to rise over the coming decade.

We believe that hostel provision across London should be:

- Based around a clear understanding of the individual needs and aspirations of the people who will use those services.
- Personalised around the identified needs and aspirations of those individuals as far as possible.
- Based on accurately aggregated information about the range, depth and complexity of needs we are seeking to meet.
- Staffed by highly trained, skilled and motivated staff, and have the necessary infrastructure and supports to make them effective.
- Able to provide additional specialist services to meet specific needs.
- Provided in true partnership with other voluntary and statutory agencies.
- Planned and monitored on a pan-London basis.
- Responsive to changing profile and need.

The research illustrates where standards need to rise over the coming decade.

Commissioned by



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15,000 people in
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The Pan London Providers Group

Broadway, Centrepoint, Depaul Trust, Look Ahead Housing
and Care, Novas Group, St Mungo's, Thames Reach Bondway