

Appendix A: Stakeholder influence on service design

Officers have engaged extensively across a range of stakeholders, including through the following methods:

- Partner agencies and VCS providers through Rough Sleeping Forum in April 2025 and Adult Pathway Referrals, Assessment and Move on in May 2025.
- Service user focus groups in existing services
- Online survey open to anyone with experience of services (frontline staff, family carers, residents in or who have previously drawn on accommodation-based support)
- Market engagement event with multiple organisations

Key findings and how this has impacted the commissioning strategy are as follows:

Key theme	Influence on the strategy
The need to balance support and “enforcement” approaches to minimise harms to people rough sleeping, professionals and members of the public.	Tender quality questions to include focus on how provider would work in partnership with community safety, police and transport police as well as messaging to public around importance of enforcement powers in promoting safety.
Increased support for the Target Priority Group	Specific requirements to coordinate multi-disciplinary shifts, hub services and professionals’ meetings to be included in the service specification. Providers to be asked during tender process as to how they create sustainable change for this client group.
Food provision at the Hub	Service specification to require the provision of a breakfast offer for people rough sleeping. This will help link into the holistic support available.
Operational times at the Hub to adapt to best meet needs of those rough sleeping	Service specification design will consider earlier opening times of the Hub during the week. This will allow for greater engagement with clients rough sleeping seen on early outreach shifts.
Flexibility in hotspot shift delivery to ensure contact with less visible groups, including those less likely to be verified	Flexibility within service specification to allow for flexible targeting and engagement by the provider, which should be lead by client need
Provision of dedicated Women’s space at the Hub	Service specification to reflect requirement to have dedicated women only times within the hub.
Increase outreach / in-reach capacity to help hostel	The service specification will set out expectations to support with the non-linear experiences of people who may not fully utilise their spaces in the adult pathway

residents sustain adult pathway placements	due to complex reasons. This may include reducing risk of eviction.
Service Capacity – rough sleeping levels and case complexity continue to increase, stretching the ability of the service to respond effectively	<p>Contract price has been raised to allow for strengthening of workforce.</p> <p>Service specification and KPIs to clarify response priorities. Referral processes to be reviewed.</p>
Specialist support roles integrated with service delivery	The service specification will make clear which specialisms could/will need to be provided by the contract provider directly, through sub-contracting or partnership work/colocation opportunities