

Terms of Reference

Life Off The Streets Executive Board

Background and Purpose

The Life Off The Streets Executive Board has been established to offer more joined up leadership and support to the work needed across departments, sectors, organisations and geography to end rough sleeping in London. This will include agreeing, developing and implementing shared strategies, driving best practice, and supporting identified programmes to achieve the greatest efficiency and outcomes.

The Board exists to drive and make a success of our shared ambition to make rough sleeping a rare, brief and non-recurrent event in London. Many different partners and organisations across London, and nationally, are working in the capital in support of this strategic goal. The strategic and operational landscape is complex and sometimes fragmented, and the reasons why people end up sleeping rough (and find it hard to access or maintain accommodation) are multiple and often overlapping. Success in making rough sleeping a rare, brief and non-recurrent experience will only be achieved through collaboration at both an operational and a strategic level.

The impact of the Everyone In initiative, and the quality of the existing relationships between partners working to end rough sleeping in London, is providing a real opportunity to succeed, halting the steady increase in rough sleeping numbers seen before the pandemic, but continued progress requires greater collaboration.

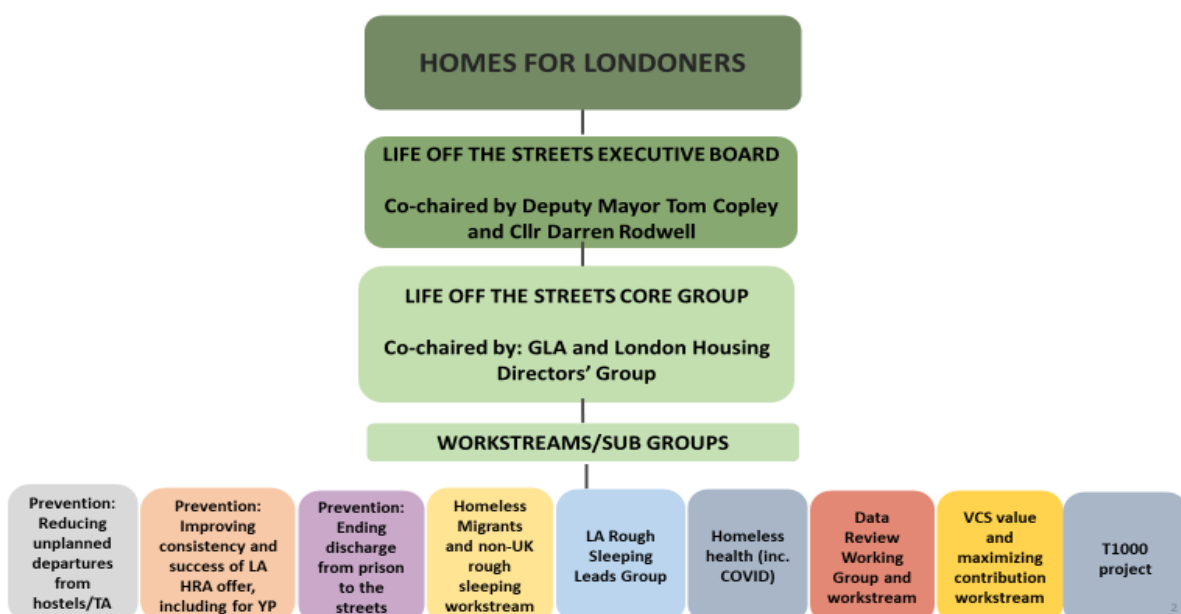
The Board will work together to advance national and local policy, ensure the sustainability of effective programmes and initiatives and communicate impact, standards and best practice.

The Board has been constituted to support working across institutions, initiatives, services and sectors to:

- Identify shared commitments, create a shared strategy and agree an associated work plan
- Develop a data-driven approach to policy, standards, provision, and resources
- Engage partners, stakeholders and the wider community to achieve goals and monitor progress
- Respond to the challenges rough sleepers face, tackling systemic barriers to housing, support and employment, and strengthening the services/interventions that help prevent rough sleeping.

Structure

The new governance structure is neither a top-down or a bottom-up approach to strategic collaboration. It has been designed to support effective political and stakeholder buy-in, provide clearly defined roles at each level, and place direct powers to drive strategy in the hands of those most able to overcome the challenges and maximise the opportunities linked with ending rough sleeping.



The Executive Board will receive recommendations, plans and activity and progress reports from the Core Group for comment and approval. In turn, the Executive Board will provide progress reports to the Homes for Londoners board.

The Executive Board will:

- Set the strategic direction for the work to end rough sleeping and use its senior-level levers, relationships and influence to drive London’s policy and advocate for national-level policy, programmes and processes which will support the goal to end rough sleeping
- Agree and oversee key success measures so as to ensure the programme is meeting intended objectives
- Sign off the annual work plan developed by the Core Group
- Support implementation of agreed workstreams and programmes taken forward by the Core Group
- Facilitate partnerships and collaborations with key external public and private institutions, including businesses, charities and landlords
- Communicate goals, key initiatives, progress, and impact to the greater public and policy makers

Deliverables

The Executive Board will publish and communicate a report of actions taken, and outcomes achieved, against intended work plan objectives.

The Executive Board will convene one additional meeting in public each year to refresh the work programme and take steps with partners to ensure that the voice of those with lived experience of rough sleeping is represented at this meeting.

The Executive Board will review the Terms of Reference of the Executive Board and the Core Group annually as part of the work programme refresh/review to ensure that the right partners are present and that the governance of the London rough sleeping programme is functioning effectively.

Membership

The Executive Board has at its core a senior level partnership between the Department of Levelling Up, Housing and Communities (DLUHC), the Greater London Authority (GLA), and London local authorities - represented by London Councils (LC), the London Housing Directors’ Group, and political group leaders.

Senior health and Public Health colleagues are represented, as are Director-level colleagues from within HM Prisons and Probation Service. The voluntary and community sector play a central role in ending rough sleeping and are represented on the Board at Chief Executive level by several of London’s homelessness charities.

The Board will have a set of standing members and either invite or co-opt other relevant partners or stakeholders as needed.

Current standing members:

Deputy Mayor for Housing and Residential Development, Greater London Authority (co-chair)	Tom Copley
Deputy Chair (Housing and Planning), London Councils and Labour Group Representative (co-chair)	CLlr Darren Rodwell
Director, Homelessness and Rough Sleeping, Department for Levelling Up, Housing and Communities	Penny Hobman
Senior Advisor to the Mayor (Health Policy), Greater London Authority	Dr Tom Coffey
Executive Director, Housing and Land, Greater London Authority	Rickardo Hyatt

Co-chair of London Housing Directors' Group and co-chair of the Life Off The Streets Core Group	Jamie Carswell
Head of Housing Services and Programme, Greater London Authority and co-chair of the Life Off The Streets Core Group	Debra Levison
Strategic Lead (Housing and Planning), London Councils	Elly Shepherd
Regional Probation Director, HM Prison and Probation Service	Kilvinder Vigurs
(Acting) Executive Director Reducing Reoffending, Partnerships and Accommodation, HM Prison and Probation Service	Matt Grey
Homelessness lead for the Association of Directors of Public Health London and Director of Public Health at LB Croydon	Rachel Flowers
Conservative Group representative, London Councils	CLlr Colin Smith
Liberal Democrat Group representative, London Councils	CLlr Jayne McCoy
Director of Housing, Westminster City Council	Neil Wightman
Chair of the Homeless Health Leadership Group and joint Senior Responsible Officer for the London Mental Health Transformation Programme	Angela McNab
Chief Executive, St Mungo's	Steve Douglas
Chief Executive, Homeless Link	Rick Henderson
Chief Executive, Thames Reach	Bill Tidnam
Chief Executive, Crisis	Jon Sparkes

Convening Details and Decision Making

The Executive Board will meet quarterly as a minimum. Meetings will be held online. A majority of standing members must be in attendance in order to comprise a quorum at all meetings. No formal decisions, including voting, may take place unless a quorum is reached.

A quorum of the Executive Board must be in attendance for any vote to be taken. A simple majority vote of those in attendance will mean a resolution or measure will pass. Additionally, the Board must approve and pass, by a majority vote, any amendments to the Board's Terms of Reference.

London Councils will provide the secretariat for the Board.

The Terms of Reference will be reviewed annually as part of the Executive Board's work programme refresh/review. Any changes to the Terms of Reference of the Core Group will also need to be agreed by the Executive Board.