

Report of Neil Evans, Director of Environment and Housing

Report to Executive Board

Date: 21 October 2015

Subject: Commissioning a new model for the delivery of supporting people services

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The commissioned Housing Related Support (HRS) Programme, previously known as the Supporting People programme, has had a positive impact across Leeds since 2003. The main aim of the programme is to support vulnerable people, including those who are homeless, to achieve and maintain independent living. The programme contributes to key outcomes and priorities within the Best Council Plan 2015-20 and the council's vision for Leeds to be a compassionate and caring city. Through holistic service delivery, it also contributes to the achievement of wider outcomes for the Council and its partners such as those related to community safety, health and well-being, poverty and debt, social inclusion and employment and training. This not only helps to achieve positive and sustainable outcomes for clients, but also delivers significant added value for other public sector services such as housing, health, police, probation and employment and skills.
2. In 2014/15 10,527 individuals / families were supported through the programme to achieve, maintain and progress towards independent living. 6,500 service users left the programme achieving nearly 28,000 outcomes between them. This demonstrates the services' ability to support individuals to address a multitude of issues including securing accommodation, addressing fuel poverty, improving physical and mental health and developing work and life skills. This report provides a summary of the programme achievements in 2014/15 and updates the Board on the current review taking place and progress towards developing a new model for delivering housing related support in the city.

3. A cross-Directorate strategic review is currently being undertaken to help inform what the new model for service delivery will look like. The review has extensively involved both providers and users of services. This inclusive approach to both how the review is managed and the consultation delivered is necessary to ensure that customer journeys are simplified and service delivery is integrated. The review is being undertaken in the context of changing needs and demands, changes in wider policy (particularly in relation to welfare reform) and interdependencies with other service provision for this client group, to ensure the best outcomes for our customers and best use of commissioned resources.
4. Key findings from the review to date have resulted in the development of principles and features which the new model should include. These include the development of a single adult floating support service, a single gateway approach through a new IT system, intensive supported accommodation environments for complex clients and increased locality working. These are detailed in the report for consideration and will inform the future commissioning and re-contracting of provision.

Recommendations

5. Executive Board is asked to:

- Note the progress of the review;
- Provide approval to proceed with the recommendations within the report for the re-procurement / re-contracting of housing related support services in the context of the proposed key principles and features of a new model to a maximum budget of £10.4 million.
- Note the Director of Environment and Housing will use his delegated authority to take commissioning and decommissioning decisions which will be a direct consequence of this key decision, for example approval of the detailed specifications for procurement and subsequent contract awards. These will be at most significant operational decisions. This is subject to the decisions being in line with the key principles and features as described in the report.

1 Purpose of this report

- 1.1 To provide a summary of the performance of the Housing Related Support commissioned programme in 2014/15;
- 1.2 To update the Board on the review and progress towards developing a new model for the city including the intended outcomes and benefits;
- 1.3 To gain input and guidance from Executive Board on the model and forward work programme.

2 Background information

- 2.1 Leeds City Council commissions a programme of services that deliver a combination of floating (visiting) and accommodation based support to vulnerable people in Leeds. The programme makes a big contribution to supporting vulnerable families, children and young people in the city supporting around

10,500 cases (individuals and families) a year, many of which are also Leeds City Council tenants.

- 2.2 Although some of the services are provided to meet the needs of those who are deemed statutory homeless (through the provision of emergency and temporary accommodation), many of those who benefit from the services are vulnerable but fall below statutory thresholds. The range of client groups supported is broad e.g. young people; older people; offenders; those who have suffered domestic abuse and the range of support needs vary from social isolation, welfare and debt advice to homelessness or at risk of homelessness, mental health and drug and alcohol support. Many service users have multiple and complex needs such as poor mental health, drug and/or alcohol issues and homelessness and often individuals are leading chaotic lifestyles. For providers safeguarding issues are many and complex.
- 2.3 The Strategy and Commissioning Team in the Office of Public Health manage the programme on behalf of Environment and Housing Directorate. The services directly support the Council's ambition to have a "strong economy within a compassionate society" and the Council's Best Council Plan priority of 'supporting communities and tackling poverty'.
- 2.4 A number of reviews have taken place in recent years and services have been changed through decommissioning, re-modelling and re-tendering as a result.
- 2.5 This work has developed a more integrated and flexible programme, strengthening partnership working and integrating pathways for clients. Overall, making services more customer friendly and easier to access. Organisations providing services have adopted a more holistic or 'whole person' approach to delivering support, which has simplified the referral pathways to some degree and encouraged partnership working, but more work is needed to strengthen and build on this approach.
- 2.6 An ongoing challenge is to maintain the ability to effectively and efficiently respond to need within the current budgetary and economic context. Also at a time of significant policy and service change in many areas which may affect these client groups such as changes to welfare benefits and health and social care provision.
- 2.7 Feedback from key stakeholders, such as other organisations offering support to these client groups, and providers of current services, tells us that client needs are becoming more complex and that needs have changed. Similarly, other organisations delivering key services to these client groups, including other Council services, are also changing and it is important to ensure that housing related support complements and makes best use of the public funding used to commission services in the City.

3 Main issues

3.1 Current Housing Related Support Programme

- 3.2 The current housing related support programme consists of the original 'Supporting People' contracts excluding those that transferred to Adult Social

Care in 2013. Services include homeless hostel provision, dispersed accommodation with support and floating visiting support.

- 3.3 In 2014/15 53 services were delivered by 25 organisations in the housing and third sectors. These are mainly local or regional providers whose strength comes from their knowledge and understanding of the local communities, services and referral pathways. In 2014/15 10,527 individuals / families were supported through the programme.
- 3.4 Following a review and consultation with providers a new performance monitoring system was introduced in April 2014. Although direct data comparisons with previous years are not possible the new system does allow us to capture information that enables us to better tell the story of what the providers do and the impact that their services have on the individuals they work with. Information captured by the new system includes referral sources, re-presentations (within one service), waiting list numbers and times, housing outcomes, social and economic outcomes.
- 3.5 Headline outcomes for the programme relate to:
- People assisted to achieve independent living
 - People assisted to maintain independent living
 - People progressing towards independent living.
- 3.6 Accommodation services are aimed at assisting people to achieve independent living. These include homeless hostels, accommodation for those with mental health or drug and alcohol needs, a domestic violence refuge and dispersed community properties. We know that many service users have very chaotic circumstances and independence is not always possible straight away, therefore the numbers who have progressed towards independent living, by moving into other types of supported housing, are also reported. During 2014/15 *68% of those who left these services achieved or progressed towards independence*, which is good.
- 3.7 Floating support services are aimed at enabling people to maintain independent living. These include a range of services visiting people in their own homes. There are services for different client groups, a care leavers service, hospital discharge service for older people and a support service for sex workers. Of those who left these services, *74% maintained or progressed towards maintaining independent living*. Again this is a good result given the complex needs and chaotic circumstances of the majority of service users.
- 3.8 Wider outcomes are also reported. In many cases the housing need is the result of a combination of other factors and work is undertaken by both service users and the provider to address a range of issues in order to be able to live independently. 6,500 service users left the programme and achieved nearly 28,000 outcomes between them, which is on average 5 per person. Examples of the individual outcomes reported are: - 691 people have addressed fuel poverty issues, 2,307 improved physical health and 2,214 improved mental health outcomes, 1,515 related to developing work and life skills, 323 full and part time jobs obtained.
- 3.9 During the year there were 13,000 referrals into the programme with the most common referrers being Housing Options, the Police and self- referral.

- 3.10 In addition to the above in 2014/15 the street outreach service was expanded to include work with people who were begging as well as rough sleepers. Over the year the team has worked with 278 people.
- 3.11 The programme also contributes to the funding of two resource centres in the city that provide advice and support to vulnerable people – Archway and Raise. During 2014/15 Archway supported 539 young people and Raise supported 1,776 adults who were homeless, rough sleeping or vulnerably housed by providing a combination of advice, support and personal services such as showers and laundry facilities.
- 3.12 More detailed performance information can be provided on request.

3.13 Review of Housing Related Support Programme

3.14 Scope and brief

- 3.15 There are 42 contracts in scope for the review. A list of these services and details of recent and other concurrent reviews is attached at Appendix 1.
- 3.16 The current commissioning budget is £10.4m. This is made up of funding from Environment and Housing and includes a contribution from Children's Services.
- 3.17 The review will inform a new commissioning model, identifying opportunities for re-configuration and re-modelling. The review outcome will inform the future commissioning model which will be developed to effectively and efficiently meet identified need and demand as well as providing value for money. The review and subsequent procurement process provides an opportunity to ensure that housing related support services in Leeds are able to deliver and respond effectively.
- 3.18 A cross cutting and inclusive approach to the review has been taken to ensure outcomes are maximised, the provision is integrated and recommendations are future proof.
- 3.19 The key drivers for change are;
- To respond to the changing needs of service users and increasing complexity of need. Understand how services could be developed to best meet these needs;
 - the need for better integrated services - clarify existing pathways and processes for HRS services and the city wide offer, identifying gaps, barriers and improvements and ensuring provision of services is available from 16 years+;
 - To ensure alignment and contribution to the outcomes as set out in the Best Council Plan and other key council and partnership strategies such the Housing Strategy, Children's and Young People's Plan, Joint Health and Wellbeing Strategy and Drug and Alcohol Strategy.
 - the need for programmes of support which can be flexible and responsive to changes in demand;

- To ensure best practice approaches and lessons learnt are shared and influence provision.

3.20 The review is intended to have four key benefits to improve the housing and support outcomes for vulnerable people in housing need:-

- Streamlined and clear pathways for referrals and service users;
- Services that are integrated, flexible and responsive to changes in need and demand;
- Timely support to prevent clients' needs becoming more complex;
- Accommodation that is fit for purpose and delivers the best outcomes with links to wider outcomes of employment, financial inclusion and improved health and wellbeing.

3.21 Methodology

3.22 The review methodology has included an analysis of current services and of need and demand. This has included provider questionnaire analysis (gathering information on pathways in and out of services, client needs, gaps, barriers, lessons learnt), contract management intelligence and performance and client data. The data has been used to inform the model and draw out key issues which we need a new performance system to address.

3.23 Mapping and interdependencies work has also taken place to understand the wider landscape of provision of services for these client groups and how people access these services. This work has been mapped out to identify how commissioned housing related support services can effectively contribute to the City offer. This includes linkages to statutory and commissioned provision in Children's Services, Adult Social Care, Citizens and Communities, Employment and Skills, Public Health, the Better Care Fund, the Breakthrough Projects, NHS, Housing Management and Housing Support. It also includes reading across to other reviews which are being delivered concurrently within the Service such as those related to domestic violence, offenders and Drug Intervention Programme (DIP)/Integrated Offender Management (IOM).

3.24 Consultation has been a key element of the review and extensive consultation has taken place with stakeholders including Council Directorates, Members, other public sector partners, providers and a broad range of service users. Full details of the consultations and key findings can be provided on request.

3.25 An Outcomes Based Accountability (OBA) session 'Housing Related Support – delivering a step change' was held in May 2015 at the Civic Hall at which there were 98 attendees. This included stakeholders, providers and service users. The session discussed the key trends/issues affecting homelessness, tenancy sustainment and independent living; the strengths / weaknesses of the current city response, key gaps or challenges and what a new model for delivery should look like to deliver a step change. Principles and key features for a new delivery model were then shared and discussed at a follow up event on the 17th September.

3.26 Governance and Timescales

- 3.27 The review is being overseen by a cross Directorate Board and Project Team. The Board is chaired by Bridget Emery, Chief Officer Strategy and Commissioning with representation from Adult Social Care, Children's Services, Housing Management, Housing Support, Projects, Programmes & Procurement Unit (PPPU), Citizens and Communities and Information Management and Technology.
- 3.28 The review and implementation of the outcomes will be completed over a period of 2 years with the following stages:-
- Mapping and analysis of current provision/ interdependencies and models – to end September 2015.
 - Consultation with key stakeholders and service users – throughout.
 - Options appraisal and recommendations – to end October 2015.
 - Service design and writing specifications - up to end December 2015.
 - Tendering – January to October 2016.
 - Mobilisation of new services will take up to 6 months.
 - Services start April 2017.

3.29 Key Findings

- 3.30 Documents summarising the intelligence gathered from each of the stages of the review have been produced and overseen by the Project Team and Board. As detailed in section 3.23 full details of the consultations that have taken place and a summary of these results can be provided on request.
- 3.31 Key performance data that informed the findings include:
- 71% of service users have 2 or more support needs while 35% have 3 or more;
 - 39% of service users have a mental health need, of which 45% had two or more additional needs and 16% had three
 - 26% of service users have a drug and/or alcohol need;
 - 52% of clients who have moved on were referred to another service for support or advice (70% of those having left accommodation services) indicating that additional support is required once leaving the main programme;
 - 7% of those leaving accommodation services had abandoned their tenancies;
 - 10% of admissions to accommodation and 16% to floating support services were re-presentations (to the same service)
 - At least 423 referrals did not result in admissions because they chose another service instead or were referred somewhere more appropriate indicating a number of duplicate referrals

- The 'achieved independent living' rate for the drug and alcohol accommodation services is 29% compared to 43% over all services and eviction/abandonment rate is also the highest

3.32 A set of key principles and features of a new model have been developed informed by the work to date and consultations detailed above. These principles and features will directly inform the design of future housing related support services in Leeds. A detailed list of these is provided at Appendix 2.

3.33 Key features include:

- A single adult floating support service, a generic service with a multi-skilled workforce for families and singles
 - Providers will be expected to be flexible in terms of who they work with and how;
- Multi-agency teams with the longer term ambition of this including specialist services such as drug and alcohol and mental health services
- Locality working to allow for the development of local expertise, knowledge and integrated working
- Continuity of support for service users where possible (consistent support worker)
- Integrated working with Housing Options and Housing Management
- Peer/befriending/volunteer support will be integral to the model. This is already an element of some of the newer services and has been very successful.
- Provision of short term direct access emergency accommodation for assessment and need based move on
- Emergency accommodation to include easy access provision for those difficult to engage or with no recourse to public funds
- Intensive supported accommodation environments for complex clients to receive a programme of support (temporary accommodation)
- A portfolio of flexible dispersed community properties where people receive support, not client specific (temporary accommodation)
 - Providers will be expected to be flexible in terms of who they work with and how;
- A single gateway into the services with multiple access points.

3.34 The document details the benefits and opportunities presented by the recommendations and further considerations to be taken into account in the ongoing planning of services.

3.35 It describes a phased approach to re-commissioning and re-contracting the services:

- Phase 1 – main strands of the model in place from April 2017;
- Phase 2 – services for young people re-commissioned in 2018 following a joint review with Children's Services;

- Phase 3 – mental health accommodation services to be re-commissioned following a joint review with Adult Social Care and health in the context of the city’s emerging Mental Health Framework.

3.36 Workforce development will be key to successful delivery and ensuring that all service users’ needs are met. Mental health awareness and positive behaviour support training are two of the needs identified through the consultation process. The Council will support providers to meet staff training needs, for example in the provision of safeguarding and restorative practice training through the Innovation Fund.

3.37 It is proposed that single gateway approach is delivered through an IT solution which would also form an integral part of the commissioning performance management framework. Through consultation and researching best practice in other cities such an approach delivers demonstrable benefits for the service user, provider and commissioner (see section2, Appendix 2). Service users only need to tell their story once, shared information provides consistency for staff and service users and journeys and outcomes are recorded directly, reducing resource requirements for providers and commissioners. It will provide increasingly robust and reliable data and intelligence to inform performance assessments and to effectively plan future services.

3.38 Future service demand and needs are being assessed through current service performance and client data, Leeds Housing Options data and trends in relation to homelessness, preventions and use of temporary accommodation. Needs data from other services working with this vulnerable client group will also be assessed such as care leavers data to ensure the model is futureproof. Flexibility within the designed model itself is essential.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The review has included extensive consultation to date which will continue through the process of options appraisals and decision making. This is detailed in the Consultation Plan and Communication and Engagement Plan implemented by the Project Team and overseen by the Project Board.

4.1.2 Two large consultation events at the Civic Hall enabled stakeholders, providers, service users, Directors, Chief Officers, Executive and Elected Members to discuss key issues. The launch event was held in May this year and a recent event on 17th September provided opportunity to comment and input to the ‘principles and features’ of a new model. The event demonstrated support for the principles of the new model.

4.1.3 Providers have also been consulted through a number of means such as questionnaires, the third sector provider forum, contract management meetings and individual meetings. Meetings have also taken place with front line staff.

4.1.4 The views of service users have been sought through providers’ current client feedback processes and also through a range of small group sessions. Care has been taken to ensure that this process has gathered input from a diverse range of clients and potential clients including homeless service users, care leavers, travellers, mental health service users and young people.

- 4.1.5 A number of individual stakeholder meetings have been held to gather data and investigate interdependencies and pathways and these will continue throughout the development of the model and onward in defining operational arrangements. This has included discussions with Housing Options, Housing Management (e.g. older peoples' services, housing (support) workers) National Probation Service, prisons, West Yorkshire Community Rehabilitation Company (CRC), Clinical Commissioning Groups, Forward Leeds, Homeless Link, ASC (Migrant/Asylum service, older peoples' services) sex worker practitioners, Leeds Tenants Federation.
- 4.1.6 Consultation has also taken place through strategic groups such as Housing Advisory Board, Homelessness Forum, Children and Families Trust Board and Executive and Lead Member briefings for Health and Well-being, Communities and Homelessness. Executive Members and Lead Members whose portfolio includes services within scope of the review will continue to be briefed and updated throughout the project timeframe.
- 4.1.7 Further opportunities for consultation and engagement can be built into the current Plan and at present further consultation is planned with the Integrated Commissioning Executive (ICE), Customer Strategy Board and the community committees.
- 4.1.8 Detailed consultation will take place with individual providers once the implications of the recommendations are clear. There may also be a need to consult with Ward Members who may be affected by the outcome.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The housing related support services will be delivered across the city, but will aim to meet the specific needs of some of the most vulnerable residents e.g. homeless, rough sleepers, older people, those with mental health issues. As such equality and diversity issues are central to both the review and the delivery of these services. Equality and diversity has been and will continue to be considered and addressed through the review analysis and in the development of the new model. These issues are embedded and central to most of the key principles of the new model e.g. flexibility, access, restorative practice, responsive, person-centred.
- 4.2.2 An Equality, Diversity, Cohesion and Integration screening has been completed and is attached. A full Equality Impact Assessment will be undertaken on the detailed recommendations of the new model prior to decision making.

4.3 Council policies and the Best Council Plan

- 4.3.1 The commissioning of housing related support services directly supports the delivery of the key outcomes and priorities within the Best Council Plan (BCP) 2015-20, specifically the 2015/16 objective of '*supporting communities and tackling poverty*' and the council's renewed ambition for Leeds to be a compassionate and caring city. It also contributes to the 'Vision for Leeds 2011-2030' and the delivery of wider outcomes for the Council and its partners including those related to community safety, health and well-being, poverty and debt, social inclusion and employment and training. This not only maximises the sustainability of positive outcomes for clients, but also delivers significant added value for other public sector services such as housing, health, police, probation and employment and skills.

4.3.2 The services will also contribute to the delivery of the Breakthrough Projects on tackling domestic violence and abuse; housing growth and high standards in all sectors; more jobs, better jobs; making Leeds the best place to grow old in; early intervention and reducing health inequalities. This will be achieved through the commissioning of integrated, person centred services for a range of vulnerable client groups and ensuring individuals and families are supported to achieve the wider outcomes required to achieve and maintain independent living and to live happy and healthy lives.

4.3.3 The programme will contribute to achievement of the following BCP indicators:

- *Repeat incidence rate of domestic violence and abuse*
- *Number of successful alcohol and drug treatments*
- *Number of delayed hospital discharges*
- *Number of bed weeks commissioned for older people in residential and nursing placements*
- *Proportion of older people aged 65 and over still at home 91 days after discharge from hospital into reablement / rehabilitation services*
- *Proportion of people who use services who have control over their daily lives*
- *Number of children looked after*
- *Number of people supported into jobs:*
- *Number of people supported to improve skills;*

4.3.4 The services commissioned as part of this review have a shared vision which will also contribute towards the delivery of outcomes from the following strategies and plans:

Housing Strategy 2015 – 18

Theme: Promoting Independent Living

Leeds Joint Health and Wellbeing Strategy (currently under review)

Outcomes: Increasing the number of people to supported to live safely in their own home

Children and Young People's Plan 2015-19

Outcome: All children and young people are protected from harm

Children and Young People's Housing Plan

Care Leavers Strategy

Care leavers to live in safe, suitable accommodation that meets their individual needs;

Programmes to reduce homelessness to address the specific needs of care leavers

Adult Social Care Better Lives Programme

Priority: Better lives through housing, care and support

Leeds Drug and Alcohol Strategy and Action Plan

Outcomes: More people to recover from drug and alcohol misuse

- 4.3.5 The Programme will also have a significant contribution to Leeds being a 'Child Friendly' and 'Age Friendly' city.
- 4.3.6 Through the development of the contract specifications providers will be required to commit to the Council's values and deliver in the context of key agendas such as safeguarding from harm, Think Family approach, achieving the Domestic Violence Quality Mark and the Early Help approach.
- 4.3.7 As evident throughout the report, the effective and robust management of the programme, including the undertaking of strategic reviews and performance management reviews, also contributes towards becoming an 'Efficient and Enterprising Council'

4.4 Resources and value for money

- 4.4.1 As highlighted in section 3.16 of this report the total cost of the housing related support programme in Leeds is currently £10.4 million. The new model will be commissioned from within this budget and will take note of any savings that need to be made.
- 4.4.2 As part of the review, a detailed analysis is being undertaken of the unit costs of current service delivery and the capacity that may be required within different elements of the new model. This information will be used to determine how to achieve value for money and to ensure the services are flexible to respond to changing needs.
- 4.4.3 Analysis is also taking place to investigate different financial models and to benchmark service costs. This will ensure that the model is viable for the Council and providers.
- 4.4.4 The review is aimed at delivering a more efficient and effective model which will deliver added value across the city. Services commissioned will be integrated to the city offer for vulnerable people, flexible and better able to respond to needs. Better use of technology through a single IT solution would also contribute to reducing bureaucracy, duplication and resources for both the Council and providers.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 The review and re-commissioning of the housing related support programme is being conducted in accordance with the Council's contract procedure rules and it will be subject to the full Public Contracts Regulations. This report is subject to Call In.
- 4.5.2 As this is a key decision, future decisions arising from this report i.e. decision to award a contract will be at most Significant Operations decisions and therefore not be subject to Call In.

4.6 Risk Management

- 4.6.1 Risks associated with the review and the re-commissioning of housing related support services have been identified, reviewed and managed through a Risk Register tracked through fortnightly Project Team meetings.

- 4.6.2 The register identifies risks relate to finance, communication, governance, resources, outcomes, contractual arrangements, consultation and engagement and procurement. The identification and mitigation of new and increasing risks is an ongoing process and will continue to be throughout the life of the project. The risk register is available upon request.

5 Conclusions

- 5.1 Housing related support makes a big contribution to supporting vulnerable families, children and young people in the city.
- 5.2 Feedback from service users, key stakeholders and providers demonstrates that client needs are becoming more complex and that needs have changed. Similarly, other organisations delivering key services to these client groups, including Council services, are also changing and it is important to ensure that housing related support adds value and makes best use of commissioned resources in the City.
- 5.3 The review and subsequent re-commissioning / re-contracting of services provides an opportunity to ensure that the housing related support programme is able to deliver and respond effectively to strategic priorities and provide positive, sustainable outcomes for vulnerable people in need.
- 5.4 Following work to date the key principles and features of the new model have been captured in the table in Appendix 2. These will be developed further in partnership with key stakeholders and will inform the way forward.

6 Recommendations

- 6.1 Executive Board is asked to:
- Note the progress of the review;
 - Provide approval to proceed with the recommendations within the report for the re-procurement / re-contracting of housing related support services in the context of the proposed key principles and features of a new model to a maximum budget of £10.4 million.
 - Note the Director of Environment and Housing will use his delegated authority to take commissioning and decommissioning decisions which will be a direct consequence of this key decision, for example approval of the detailed specifications for procurement and subsequent contract awards. These will be at most significant operational decisions. This is subject to the decisions being in line with the key principles and features as described in the report.

7 Background documents¹

- 7.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.