

Finance and Resources Committee

10.00am, Thursday, 16 January 2025

Best Value Review of Homelessness Services – Waiver

Executive/routine
Wards

Executive
All

1. Recommendations

1.1 It is recommended that Committee:

- 1.1.1 Notes the proposal from the UK Collaboration Centre for Housing Evidence, through the University of Glasgow, to support the Council with the best value review of homelessness services; and
- 1.1.2 Approves a waiver of the Council's Contract Standing Orders (CSOs) to award a contract to the UK Collaboration Centre for Housing Evidence, through the University of Glasgow to support the best value review of homelessness services.

Gareth Barwell

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Best Value Review of Homelessness Services – Waiver

2. Executive Summary

- 2.1 In the 2024/25 budget, the Council agreed to undertake a best value review of homelessness service provision. As part of this best value review, officers are seeking to use the services of nationally recognised experts in this area to review both the provision of homelessness services and the Housing Emergency Action Plan (HEAP).
- 2.2 A waiver of the Council's Contract Standing Orders (CSOs) is requested to appoint Professor Ken Gibb, from the University of Glasgow, to undertake and lead on this work. To support this work, Professor Gibb has secured the services of sector experts from the Centre for Homelessness Impact and Indigo House.
- 2.3 This review will run for six months from February 2025 to July 2025 and will focus on five key work streams. In addition to interim updates to Housing, Homelessness and Fair Work Committee, a full report on the efficacy and efficiency of homelessness services will be provided on the conclusion of this work.
- 2.4 The projected cost of £181,523 for this work can be contained within the funding provided in the 2024/25 budget.

3. Background

- 3.1 The Council continues to face significant challenges in discharging its statutory duties to homeless people. The aim of this best value review is to assess the current and future position and response in relation to these challenges, as well as considering the wider local, national and UK wide operational context.
- 3.2 As part of the 2024/25 budget setting process, the Council allocated £900,000 in 2024/25 for a best value review of homelessness services, with future savings of £2.5m to be achieved.

4. Main report

- 4.1 The review will be conducted using recognised best value principles and will be split into five work packages:

- 4.1.1 Work Package 1: Co-ordination, component and integrated delivery and communication, led by Professor Ken Gibb. This will include an inception report and impact plan for the project, as well as a full schedule of meetings, interim reporting and ensuring compliance.
 - 4.1.2 Work Package 2: Edinburgh Housing and Homelessness systems analysis, led by Professor Ken Gibb. This will include a document and interview based analysis of the Edinburgh and city region housing system. In addition, this package will highlight any operational challenges in delivering the outcomes of the Rapid Rehousing Transition Plan (RRTP).
 - 4.1.3 Work Package 3: Review of Homelessness service, delivery and partnerships, led by Dr Lígia Texeria. This will focus on 'point of service' delivery, in year activity and the extent to which best value is being delivered. Also included will be a mapping of service delivery and the interaction with partners, including service users.
 - 4.1.4 Work Package 4: Review of HEAP interventions, strategy, and overall operational delivery, led by Andrea Paterson. This will include a review of longer term strategic planning and future service delivery, including an analysis of whether the HEAP is delivering or is likely to deliver best value.
 - 4.1.5 Work Package 5: Integrating key insights and recommendations from systems analysis Best Value reviews, and what works elsewhere, led by Professor Ken Gibb. This will highlight any additional services proposed, changes to process and operations and also anything that may require to be scaled back or ceased.
- 4.2 These work packages will form the basis for the final report to be provided post July 2025, however as the experts work through these areas regular updates and interim recommendations will be provided to the Council.
- 4.3 This work will require access to a range of key internal and external stakeholders and will be facilitated by the Council's Homelessness Services team.

5. Next Steps

- 5.1 If the recommendation in this report is approved, officers from the service will work with colleagues in Commercial and Procurement Services to make the appropriate contractual arrangements.
- 5.2 The suppliers' performance will then be contract managed by the Housing and Homelessness Services Contracts and Commissioning Team, to ensure outcomes are delivered as expected.
- 5.3 Professor Gibb and his team will begin this work with a series of initial meetings with key team members and partners. These meetings will take place in late January and early February and will set the context for the work packages noted above.

- 5.4 As this work develops, interim updates and recommendations will be provided to the Council and will be shared with members through the Housing, Homelessness and Fair Work Committee, as appropriate.

6. Financial impact

- 6.1 The cost of this work will be a maximum of £181,523 and can be contained fully within the provision made in the 2024/25 budget for a best value review of homelessness.
- 6.2 This work will assist the service in identifying options to deliver the £2.5m approved saving agreed as part of the 2024/25 budget setting process for future years.

7. Equality and Poverty Impact

- 7.1 There are no equality or poverty impacts arising from the analysis of performance data, as outlined in this report.

8. Climate and Nature Emergency Implications

- 8.1 There are no climate or nature emergency impacts arising from the analysis of performance data, as outlined in this report.

9. Risk, policy, compliance, governance and community impact

- 9.1 There are no risk, policy, compliance, governance or community impacts arising from the analysis of performance data, as outlined in this report.

10. Background reading/external references

- 10.1 [Housing Emergency Action Plan](#), Housing, Homelessness and Fair Work Committee, 5 December 2023.
- 10.2 [Response to the Monitoring Officer](#) report on Conflicting Legal obligations - Housing, Homelessness and Fair Work Committee, 1 October 2024.

11. Appendices

None.