
Overview Select Committee

Homelessness & Rough Sleeper Strategy Update

Overview Select Committee: 10th November 2021

Lead Member for Housing: Cllr Elly Cutkelvin

Lead Director: Chris Burgin

Useful information

- Ward(s) affected: All
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- Report version number: 1

1. Purpose

- 1.1. This report provides a briefing to Members of the Overview Select Committee on progress of implementing Leicester's Homelessness & Rough Sleeping Strategy 2018-2023¹, at the request of Cllr Westley, Chair of the Housing Scrutiny Commission.
- 1.2. 6-monthly updates are provided to City Mayor Briefing and Housing Scrutiny Commission. A minute extract from the Housing Scrutiny Commission on 4th October 2021 is attached at Appendix A

2. Summary

- 2.1. Part 3 of this report gives important background information for the period.
- 2.2. Part 4 of this report shows the latest progress made since the last update (Quarter 3 & 4, 2020/21) across the key strategic aims:
 1. Anyone at risk of homelessness is aware of and has access to the services they may need to prevent it.
 2. Provide suitable accommodation and support options for people who are, or who may become homeless.
 3. Reduce rates of repeat homelessness amongst single people.
 4. Provide the right support and services so that no person needs to sleep rough in Leicester.
- 2.3. In summary good progress has been made on all points, although some objectives have had to be placed on hold or changed in order to respond to more immediate needs of the national COVID-19 pandemic, and subsequent service recovery.

3. Recommendation

- 3.1. Members of the Overview Select Committee are recommended to note the report and provide any comments to the Director of Housing and/or the Executive as it considers necessary.

¹ [Homelessness and Rough Sleeping Strategy 2018-2023 \(leicester.gov.uk\)](https://www.leicester.gov.uk/homelessness-and-rough-sleeping-strategy-2018-2023/)

4. Background

Homelessness & Rough Sleeping Strategy

- 4.1. All housing authorities are required to complete a homelessness review for their district and formulate and publish a 5-year homelessness strategy based on the results of the review.
- 4.2. Leicester City Council's fourth Homelessness Strategy was formally agreed May 2018 and coincided closely with the commencement of the Homelessness Reduction Act, which came into force on 3rd April 2018.
- 4.3. The Strategy factored in new pressures, and an updated landscape, and makes it clear that this is not a council endeavour alone, as tackling homelessness requires significant partnership working to address the root causes of homelessness, and provide the level of support and advice needed to those affected.
- 4.4. As such, Leicester City Council and key partners are undertaking an ambitious programme of work to tackle homelessness locally. Work has been ongoing to implement the agreed actions / proposals and build on the extensive work already in place.
- 4.5. Leicester City Council will shortly be beginning a new homelessness review ahead of formulating a 2023-2028 Strategy. In doing this, we will take the opportunity to consult all relevant partners in developing a strategy that involves them in our aims and objectives as the challenge of homelessness cannot be met by the local authority alone.

Homelessness Reduction Act

- 4.6. The Homelessness Reduction Act² significantly increased the depth and breadth of local authorities' statutory homeless duties. Most notably it added two new duties; the 'Prevention Duty' and 'Relief (recovery from homelessness) Duty'.
- 4.7. As a result, the workload of our front-line officers and the Service increased significantly, and the government have provided temporary funding to acknowledge these increased burdens upon local authorities. It is important that this funding continues to be made available by central government if they expect local authorities to continue to achieve the level of prevention and support currently being delivered.

Covid-19 Pandemic

- 4.8. In addition to existing pressures, local authorities have been put under additional pressure as a result of the Government's 'Everyone In' directive, which began at the end of March 2020. The directive ensured that people who were rough sleeping or in shared sleeping arrangements (for example, night-shelters) at the time of the first lockdown were provided with self-contained temporary accommodation (TA) reducing the risk of COVID-19 infection and transmission. This was necessary to reduce the impact of COVID-19 on people sleeping rough and at risk of rough sleeping and ultimately to prevent deaths during this public health emergency. However, it resulted in very high levels of demand within a short period of time, and this pressure continued throughout the year, only easing up in March of this current year. During this 12-month period, LCC accommodated a

² [Homelessness code of guidance for local authorities - Guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/homelessness-code-of-guidance-for-local-authorities)

large number of individuals, ranking 11th of 314 LAs as at January 2021 (most recent benchmarking data available).

- 4.9. This is largely due to the humanitarian approach taken by LCC, opting to continue with the principles of 'Everyone In' to continue to protect individuals from COVID-19 for longer than the majority of other local authorities. Our focus is now on a combination of homelessness prevention to prevent people needing to enter temporary accommodation and moving those already in temporary accommodation on into settled accommodation.
- 4.10. Some of those accommodated had no recourse to public funds (NRPF), and as at the end of June 2021, 26 individuals with NRPF remain supported within the pathway. At the time of writing this report, this has now reduced to 22. Work is ongoing to ensure that support is maximised for these individuals within the constraints of the law, and where individuals cannot be assisted to get an eligible status, we are offering voluntary reconnection to their home state, where appropriate to do so. Individuals with support needs are signposted and referred to relevant supporting agencies where this is available.
- 4.11. In addition to the increased demand, supply was also affected when 45 bed-spaces were lost that were under the 'shared sleeping arrangements' category, namely the Outreach dormitory, the Safe Space, and our partner One Roof Leicester's Night Shelter.
- 4.12. LCC's homelessness services responded by extending the provision of TA to ensure we were able to respond to the crisis effectively, and that no one needed to rough sleep at this time.
- 4.13. This was achieved by the swift mass-procurement of safe, furnished accommodation - primarily additional self-contained flats and hotels - and working with charities, the NHS and public health in the provision of wraparound and specialist support.
- 4.14. The combined result of this is an overwhelmed Single Person & Childless Couple Homeless Pathway which the service continues to work hard to recover from.
- 4.15. LCC developed a 'Rough Sleepers Next Steps Strategy'³ to aid service recovery and ensure a uniform approach is taken to support individuals at risk of rough sleeping. Good progress is being made with this, with 470 'Everyone In' cases moved on into settled accommodation or supported pathways as at end of May 2021.

Family homelessness during the height of the pandemic

- 4.16. Conversely, family homelessness reduced during the period, in particular during the first and second spikes. This was due to a combination of factors but largely around the fact that our two most common reasons for families to present as threatened with homelessness were postponed - the moratorium on evictions meant that homelessness from the private rented sector reduced, and the limits on personal movement prevented family exclusions.
- 4.17. The risk presented to the service upon the relaxing of those measures is an upsurge in threats of homelessness for families as the bottleneck is released. The service is preparing for this by readjusting resources between the family and single homelessness teams.

³ [covid-19-everyone-in-rough-sleeping-move-on-plan.pdf \(leicester.gov.uk\)](#)

5. Progress on the Homelessness Strategy

5.1. Strategic Aim 1: Anyone at risk of homelessness is aware of and has access to the services they may need to prevent it

5.1.1. Homelessness Prevention is now part of the statutory duty. The duty requires an authority to provide help and advice to prevent homelessness for households in their district. Case officers work together with applicants to create and carry out a personalised housing plan. Applicants have a responsibility to carry out any reasonable action identified in the plan, and housing authorities can cease duties in cases where Applicants are non-cooperative.

Access and awareness

5.1.2. LCC Homelessness Prevention & Support services have made it a priority to ensure that; through effective comms, partners, information on the website, and referral processes; people at risk of homelessness are aware that services are available and are available to access when they need to. We believe this is the chief reason behind why historically we see more people presenting within the 'threat of homelessness' period rather than coming to us in crisis (60% and 40% of presentations respectively). Over the past 12 months this has differed as a result of the authority's part in protecting the homeless during the national pandemic response, and over the past 6 months is close to a 50/50 split, similar to the national average. Homelessness Prevention & Support is much more likely to find successful outcomes for customers when they present early in the process, as sustainment of current accommodation is more likely to be a possibility, so part of service recovery post-COVID-19 will be to seek a return to earlier customer approaches.

5.1.3. LCC go further by offering a self-serve Early Prevention tool called MyHOME (My Housing Options Made Easy). The MyHOME App and website allows customers to get tailored advice 24/7, and whilst it can be used by anyone in housing difficulties, it is primarily aimed at people who are just starting to have difficulties, where getting plugged into the right services can make a key difference and prevent the need for statutory homelessness support later down the line.

5.1.4. MyHOME use has increased from 500 users in 19/20, to 680 users in 20/21. 39% of users self-refer into the service in order to get further advice from an officer where the app identifies that this is the most appropriate next step.

5.1.5. Beyond this, there is sometimes a need to bring people into service who are entrenched in homeless lifestyles and may need encouragement and persuading to enter service. This can be for a number of reasons, for example trauma, mental health difficulties, or disillusionment. In cases like these, Leicester City Council uses an enhanced Outreach team that includes LCC staff, voluntary sector staff, specialist rough sleeper navigators, peer support, and medical staff (mental health nurses and prescriber nurses). Making use of the range of knowledge and experience in the team can ensure that we maximise engagement for this particularly vulnerable group of people. During 20/21, using funding that we bid for we have also been able to add a 12 bedded unit (Flora Lodge), to the range of accommodation based support offers available, which provides accommodation, wrap-around health and substance use support for those most entrenched in homeless lifestyles.

Prevention solutions

- 5.1.6. Despite the COVID-19 pandemic and additional service pressures, prevention solutions remain high for households who approach us with a threat of homelessness. LCC compare well against the National average, achieving solutions for 76% of applicants since the new Act was introduced. The National average is 67%.
- 5.1.7. Over the past 6 months this has reduced to 72%, largely as a result of much increased demand for relief support during the pandemic, and limited resources. While 72% is still above the national average, service recovery plans include increasing this back to prior levels as a priority. This will be especially important as private sector evictions resume following a pandemic moratorium.
- 5.1.8. The Service achieves high prevention rates by offering a multitude of interventions, and putting the focus initially into exhausting every possibility of sustaining the current accommodation. If that fails, we work with the customer to identify a new accommodation solution before homelessness occurs. Interventions include:
- Negotiation with family and friends, lenders, and landlords;
 - Affordability assessments, and maximising income;
 - Referrals and signposting to partner agencies and specialist advice;
 - Private Rented Sector solutions through financial help and incentive schemes;
 - Housing Register priority; and,
 - Advice about other housing solutions such as Shared Ownership, where appropriate.

5.2. Strategic Aim 2: Provide suitable accommodation and support options for people who are, or who may become homeless

Relief / Recovery support

- 5.2.1. If prevention does not work, or if applicants seek help when they are already homeless, there is a range of support available to work with the customer to help them recover as quickly as possible.
- 5.2.2. The success levels for applicants can depend on the applicant's flexibility in terms of willingness to explore all elements set out in the personalised plan. Applicants who explore all elements in full, rather than limiting themselves to preferences, have a high chance of getting a successful outcome.
- 5.2.3. The Service offers a variety of housing options to applicants, including the housing register, sign-posting to separate RP housing lists, Private Rented Sector solutions through financial help and incentive schemes, advice about other housing solutions such as Shared Ownership, where appropriate, and ensuring any support required to sustain solutions is made available. The applicant must then undertake the actions in their personalised housing plan in order to ensure that they make full advantage of the options and schemes available.
- 5.2.4. LCC compare well against the National average, achieving solutions for 56% of applicants since the new Act was introduced. The National average is 44%.

5.2.5. Over the past 6 months this has reduced to 53%, largely as a result of much increased demand during the pandemic, and limited resources. While 53% is still above the national average, service recovery plans include increasing this back to prior levels as a priority.

Increasing supply - stock

5.2.6. In addition to advice and support, the city council intends to deliver 1,500 new affordable homes over the next four years, including developing sites to provide the estimated 640 additional Extra Care supported living spaces needed over the next 10 years. For the first year, 340 new units were purchased from the private sector housing market with another 382 planned by 2023. This complements the new build properties additionally planned to meet the manifesto commitment. All units are going in to the HRA as Council properties.

5.2.7. Further to this, LCC were successful in achieving revenue funding for development of settled homes for the single homeless community.

Increasing supply - Private Rented Sector

5.2.8. With regard to the private rented sector solutions, we are now set to formally launch some recently piloted changes to landlord incentive schemes. The changes resulted in a significant increase in PRS tenancies available for let to homeless households. Including HomeCome, we created 131 tenancies through schemes in 2018/2019, which increased to 201 tenancies in 2019/2020, and successes continued throughout 2020/2021.

5.2.9. The scheme offer has been formalised and the new offer is now presented in a booklet, which was formally launched on 2nd July. A press release in June preceded the launch event, and a marketing campaign is currently underway to generate new landlord interest and encourage those landlords that may have overlooked us in the past to take a second look.

5.2.10. LCC plans to roll out licensing schemes across Leicester's private rented sector, as part of an overall Private Sector Strategy that is being developed. The strategy aims at improving the overall quality of accommodation. Options are being considered alongside other initiatives such as Landlord Accreditation which may be able to partially achieve similar goals. This will ensure that once licensing schemes are launched, it is proportionate to the needs of the city, and fair to local Landlords.

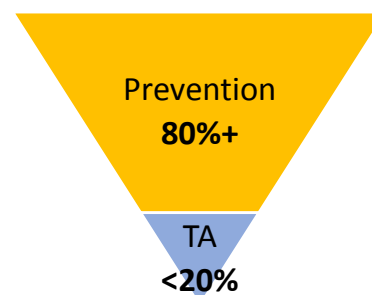
Temporary Accommodation (TA)

5.2.11. Importantly, the Council's duties at this stage also includes providing TA to families and vulnerable single-person households.

5.2.12. Broadly, Leicester City Council are committed to ensuring that people do not need to enter TA, but that when they do, they get all the support needed to spend as little time as possible in that situation, and move-on to settled accommodation.

Temporary accommodation for families

5.2.13. Generally speaking, less than 20% of families presenting as homeless or at risk of homelessness go on to need TA. As such, **in most cases where families seek assistance from the council when they are at risk of homelessness, they do not actually become homeless.**



5.2.14. On average, each quarter there are 55 new families requiring TA. In the last quarter, this increased to 62 families as a result of the resumption of evictions and lifting of COVID-19 restrictions resulting in family exclusions. This balances against the previous update where the influx was 31 as a result of factors relating to the COVID-19 pandemic at that time, primarily the amnesty on evictions.

5.2.15. We have been able to maintain a 100% record of ensuring all families placed in B&B do not exceed 6-weeks' occupancy, which is a legal requirement upon LAs. Furthermore, most families have been moved on from B&B within a very short period of time – days not weeks.

5.2.16. During the period, progress has been made on developing a new model of family TA to support the “Homes not Hostels” vision, and this is now out for expressions of interest. All the families that need to enter TA are now offered self-contained accommodation. This allows families to live as normal a family life as possible, whilst they find suitable settled accommodation for their family.

5.2.17. One key principle of this new model will be to have the accommodation as dispersed as possible across the City, to allow families to remain closer to support networks and educational infrastructure, where possible, and therefore reduce the impact of homelessness on the family and on the welfare and educational attainment of the children.

Temporary accommodation for singles

5.2.18. In the most recent HCS Strategy update we informed Members that we were looking to launch a new temporary accommodation Eligibility Criteria for singles which puts the focus on ‘best fit’ rather than circumstances alone, to make better use of the range of temporary accommodation LCC have available, and to ensure that the customer has the best pathway possible. We informed Members that this would be launched around April 2020.

5.2.19. Due to responding to the immediate needs of the COVID-19 pandemic, this development has been put on hold in favour of the ‘Rough Sleepers Next Steps Strategy’ and service recovery. The intention is now to launch the new eligibility criteria alongside the final stages of service recovery – initial predictions are April 2022.

5.2.20. As highlighted in previous updates, we have now embarked on an exciting piece of work to improve and reconfigure the Dawn Centre to increase the number of rooms that we have available. From a feasibility study, we believe that we can add an additional 8 rooms giving us a potential uplift from 44 to 52 bedspaces. These beds will support the multi-agency assessment approach with swift move-on within the single homeless

pathway to support the strategy objective that no one needs to sleep rough in our city. There will be a number of these rooms that will also be classed as medium-long-term for the most entrenched and complex cases that require intensive support. We are also looking, as part of our provisional 'Ending Rough Sleeping Plan' to develop a Hub at the Dawn Centre where anyone who is at risk of rough sleeping can access advice and support to prevent 'a first night out'.

Prison releases, and accommodation for offenders

- 5.2.21. Contracts remain in place with Adullam Housing Association who are a long-standing provider of accommodation support services for offenders locally. Specialist services help us support criminal justice agencies locally by ensuring the safety of the public and reduce reoffending rates.
- 5.2.22. The number of specialist accommodation units available for offenders is now 30 units. This accommodation includes a range of support levels and licence agreement terms, including 'step down' accommodation to assist Offenders to move on into independent accommodation.
- 5.2.23. We work very closely with Probation services and are currently embarking on the Accommodation for Ex-Offenders programme together, which involves getting recent ex-offenders into private sector accommodation with appropriate support.
- 5.2.24. Housing Advice surgeries at Leicester Prison are on hold due to the pandemic but are intended to resume in a COVID-safe manner as soon as possible. This may involve video-link rather than physical visits.
- 5.2.25. We have been working with all key organisations who provide support to Offenders / Ex-Offenders in order to develop an improved Prison Release Pathway. The new Pathway aims to plug gaps that have been collectively identified, and provide a smoother, more pro-active process. The Pathway is now due to launch in October 2021, following senior-officer sign-off.

Hospital Discharges

- 5.2.26. The referral and pathway set up with the NHS's Housing Enablement Team is continuously reviewed in partnership, and further improvements have been made to ensure LCC are alerted earlier and can take action more swiftly.

Accommodation for young people

- 5.2.27. The Joint working group established with children's services to develop a joint commissioning exercise continues to make progress and moves closer to completion. This will consider the supported accommodation needs of 16-25-year olds in the city. The driver behind the joint commissioning exercise is to allow LCC to provide a better range of options for young people from April 2022.
- 5.2.28. Strategy actions relating to younger persons will be aligned with the ongoing placement sufficiency work.
- 5.2.29. Pathways in place are now regularly monitored to ensure they continue to provide successful routes.

Housing-related Floating support

- 5.2.30. A range of support is available that can be used flexibly and effectively by the service to ensure that accommodation is sustained, whether that is existing accommodation or new accommodation arranged as a solution out of homelessness.
- 5.2.31. The majority of homeless applicants can move on into tenancies with no support requirement, but a minority have a much better chance of sustainment with pre-planning, and post-sign-up support.
- 5.2.32. In terms of pre-planning, Leicester City Council have a sensitive lettings policy that is invoked where special consideration needs to be given to placing an individual within a community, in order to both ensure that the arrangement is sustainable. We have seen huge successes with this approach, which is completed in partnership with Housing Management.
- 5.2.33. In terms of post-sign-up support, housing related floating support is commissioned by LCC in order to assist with sustainment of accommodation in the private rented sector, both existing and new. Where individuals enter into LCC Tenancies, the STAR Team will complete the same support. Referrals are made by case workers where it is deemed appropriate and needed.
- 5.2.34. In addition to this, the recently successful Changing Futures bid will seek to drive lasting change and long-term intensive support with regard to the most vulnerable people in our society. The Housing Division are not leading on the Changing Futures programme but will ensure it plays a key part. Successful delivery will be dependent on strong governance and partnership working.

5.3. Strategic Aims 3 and 4: Reduce rates of repeat homelessness amongst single people & provide the right support and services so that no person needs to sleep rough in Leicester

- 5.3.1. During the period, work has continued with local partners and charities, and we continue to fund and support various initiatives in the community, including day centres and specialist case workers (navigators).
- 5.3.2. Donation points across the city continue to raise money for One Roof Leicester, to support their work with homeless persons and rough sleepers.
- 5.3.3. Housing Scrutiny Members were previously advised that we have achieved an exciting partnership with St. Mungo's to open a recovery college for homeless clients within the Dawn Centre. This has now been launched and is in place at the Dawn Centre where specialist employment support workers are helping people to access training and employment opportunities.
- 5.3.4. We are also now working in partnership with an organisation (BEAM) who were introduced to LCC by MHCLG, citing us as an innovative and forward-thinking authority. We are now embarking on a pilot project together to create more employment, education, and training opportunities for those who are homeless or at risk of homelessness.

5.3.5. Together, this is an important part of recovery and ending homelessness due to the intrinsic links between unemployment and homelessness.

5.3.6. In 4.11, it was stated that 45 units were lost as part of the pandemic response. The Safe Space at Andover Street in particular was an enormously important part of our offer to this cohort but had to be closed due to the nature of the accommodation, and the current pandemic. The offer included 16 bed spaces for rough sleepers. Individuals who did not want to access accommodation-based support services could access this service nightly for a safe space to sleep overnight and leave in the morning. This was attractive to some and improved engagement in the long run as they became aware of the support that was available and became more confident in accessing it. Currently individuals seeking this type of service are being encouraged to enter other forms of TA.

5.3.7. LCC continue to use funding secured under the Short-Term Next Steps Accommodation Programme (NSAP), and longer-term Rough Sleeper Accommodation Programme (RSAP) to financially support the other forms of accommodation and support required to move people on into sustainable longer-term solutions.

5.3.8. LCC have developed a new 'Rough Sleepers Next Steps Strategy' which will help in monitoring and driving this work forward to enable to service to recovery effectively from the pandemic crisis.

5.3.9. The principles are set out as follows.

1. No-one who has been placed in emergency accommodation in response to the COVID-19 public health crisis is asked to leave that emergency accommodation without an offer of support into alternative accommodation options based upon individual needs.
2. Resources will be developed, including additional move-on accommodation to ensure as far as possible there is capacity and capability to deliver and implement offers of support
3. Continued protection from COVID-19 is provided for those who need it.
4. There is an integrated housing approach with health and care to secure access to services and continuity of care
5. The roll out is gradual, to avoid a 'cliff edge' and overload of services as lockdown is lifted.

5.3.10. This is also in the process of being worked into an 'Ending Rough Sleeping Strategy' as a coproduction process with the Ministry of Housing. Once this has been produced it can be shared and will act as a strategic basis for funding opportunities through the Rough Sleeping Initiative Round 5.

Locality Matters

5.3.11. As a result of decentralised shopping behaviours (resulting from the public's pandemic response), we have seen a dispersal of rough sleepers who engage in begging activity and of non-homeless beggars *from* the city centre and *into* outlying hubs of the city.

- 5.3.12. Narborough Road and Belgrave have had a noticeable impact, and to a lesser degree; Queens Road.
- 5.3.13. Special working groups have been set up in affected areas. LCC engage regularly with the Police, local Councillors, and local businesses.
- 5.3.14. This has resulted in the matters improving significantly, but they continue to be carefully managed to ensure that support and enforcement are appropriately balanced.
- 5.3.15. The service now continues to monitor on their daily outreach work, for emerging hot-spots and responds quickly when they are identified.

Funding Opportunities

- 5.3.16. Jointly Working with other divisions and partners, we have seized every opportunity over the past year to bid for available funding made available through MHCLG to further support and enhance services and have been hugely successful. We have achieved additional funding streams through the following bids: -

Funding stream	Amt secured	Period of funding
Next Steps Accommodation Programme ⁴	£320,000	20/21
Rough Sleeping Accommodation Programme ⁵	£1,000,000	21/22-23/24
Rough Sleeping Initiative year 3 (rescoped in light of the pandemic)	£627,529	20/21
The Protect Programme ⁶	£299,915	20/21
Rough Sleeping Initiative year 4 (which incorporates continuation of Protect objectives)	£1,000,000	21/22
Cold Weather Fund	£140,000	20/21
Emergency Accommodation uplift	£200,000	21/22
Total:	£3,587,444	

- 5.3.17. Homelessness services have also played a key part in the Community Safety bids for 'Respite Room' (domestic violence support) and 'Changing Futures'⁷, as well as the Public Health bid for 'Drug and Alcohol Support for Rough Sleepers'⁸.
- 5.3.18. Feedback from a recent visit in July, by MHCLG to Leicester was that they were hugely impressed with the range of services that we offer and were reassured that we are committed to the objective of ending rough sleeping with the initiatives we have developed. Leicester's rough sleeping figures are at an all-time low and MHCLG spent time on the streets and reported that there was little evidence of rough sleeping / begging at the time that they were out.

⁴ [Next Steps Accommodation Programme - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

⁵ [Rough Sleeping Accommodation Programme 2021-24 - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

⁶ ['Protect Programme': the next step in winter rough sleeping plan - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

⁷ [Changing Futures: prospectus - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

⁸ [Extra help for rough sleepers with drug and alcohol dependency - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

6. Summary of appendices: None.

7. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)? No

8. Is this a “key decision”? If so, why? No – update only.