

	Cabinet 22 June 2026
	Report from the Corporate Director, Resident & Housing Services
	Lead Member – Cabinet Member for Housing, Homelessness & Renters (Councillor Robert Johnson)
Authority to Tender Contract for the Appointment of a Social Investment Backed Design & Delivery Partner to source suitable providers for Housing Related Support Services	
Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
List of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Fozia Ashraf, Private Sector Initiatives and Projects Team Leader Fozia.Ashraf@brent.gov.uk

1.0 Purpose of Report

- 1.1 This report seeks Cabinet’s approval to procure and appoint a design and delivery partner to work with Brent Council to design and develop, and where viable, deliver an outcomes-based Housing Related Support service through a Social Outcomes Contract, whereby payments are linked to the achievement of agreed outcomes. This report requests approval to invite tenders in respect of the above as required by Contract Standing Orders 88 and 89.

2.0 Recommendation(s)

- 2.1 To approve the procurement of a design and delivery partner to co-design an outcomes-based Housing Related Support service, in accordance with the approach set out in this report.
- 2.2 To approve officers evaluating the tenders referred to in 2.1 above on the basis of the evaluation criteria.
- 2.3 To delegate authority to the Corporate Director, Resident Services in consultation with the Cabinet Member for Housing, Homelessness and Renters

to award the contract to the design and delivery partner for a term of 4 years with an option to extend for a further 2 years to co-design the service model with the Council and procure suitable delivery partners to deliver outcomes-based Housing Related Support service through a Social Outcomes Contract.

3.0 Detail

3.1 Cabinet Member Foreword

3.1.1 The proposals in this report directly support the Borough Plan priorities of supporting residents at risk of homelessness, promoting independence and resilience, and reducing inequality for those experiencing the greatest disadvantage. By focusing on early intervention and prevention, the service contributes to improved housing stability and reduces pressure on statutory services.

3.1.2 The approach identified also supports the Council's commitment to preventing homelessness, improving housing stability and supporting vulnerable residents to live independently. By exploring an outcomes-based commissioning approach for Housing Related Support, the Council is seeking to strengthen service effectiveness, improve value for money and attract social investment to support delivery of better outcomes for residents. This work aligns with the Council's wider ambition to deliver innovative, partnership-based solutions that respond to local need and make the best use of available resources.

3.2 Background

3.2.1 Housing Related Support provides non-statutory, time-limited support of up to two years to vulnerable residents to enable them to live independently and sustain their tenancies. The service supports homeless people, individuals with mental health support needs, ex-offenders, women fleeing domestic abuse and complex needs. Support is delivered either through floating support in a person's own home or within supported accommodation, where the support is linked to the accommodation. The service provides low-level practical and emotional support, including help with managing rent and utility payments, access employment, training or education, developing daily living skills and building connections within the community. In doing so, Housing Related Support helps prevent homelessness and tenancy breakdown for residents whose support needs do not meet the statutory eligibility criteria for Adult Social Care services.

3.2.2 To further strengthen outcomes and performance, the Council is seeking to explore an outcomes-based commissioning approach through a Social Outcomes Contract. This approach supports the Borough Plan objective of delivering effective, financially sustainable services that demonstrate impact and value for money.

3.2.3 The proposed model outlined above allows the Council to work collaboratively with a partner to assess the viability of the Housing Related Support workstream before making any commitment to delivery. Together, the Council

and the partner would co-design a service model and outcomes framework and develop a robust financial model. This staged approach ensures that delivery arrangements are informed by local needs, aligned with strategic priorities, and financially sustainable. If the workstream is confirmed as viable, the appointed partner would then act as the design, delivery and investment partner for the Social Outcomes Contract. The partner would work alongside the Council to engage local stakeholders, establish a baseline of current performance, identify opportunities for improvement and co-design an intervention model that supports the achievement of agreed outcomes.

- 3.2.4 The information outlined in this paper reflects initial discussions and input from operational leads regarding current service needs. It should be noted that the details of the services are indicative and subject to change, including potential adjustments to support hours, the naming of lots, the configuration of services for example, separating the Women's Domestic Abuse service and Complex Needs provision into two distinct contracts and the regulatory requirements, such as a potential change from CQC approval to Ofsted approval for young people's services. No final decisions on the services have been made at this stage. The purpose of this procurement is to appoint a design and delivery partner who will work closely with the Council and operational colleagues to co-design and refine the service model, update specifications where required, and ensure that provision is structured to achieve the agreed outcomes effectively. Any refinements made through the co-design phase will remain within the overall scope and objectives of the procurement.
- 3.2.6 Delivery will be undertaken through selected frontline providers, subcontracted by the design and deliver partner acting as Partnership Coordinator. The delivery contract with the design partner will be entered into on draft terms to be agreed following the co-design phase. It is not anticipated that there will be material changes to these terms and conditions; however, where agreement cannot be reached, the Council reserves the right not to proceed to the delivery phase and to consider alternative commissioning options. This approach ensures service continuity while allowing the Council to test the viability of an outcomes-based model prior to entering into full delivery arrangements.
- 3.2.7 The Council does not expect to pay the appointed partner for the co-design and development activities. Any costs incurred during this phase will be borne by the partner at its own risk. The co-design phase will be undertaken in accordance with the terms and conditions.
- 3.2.8 The total spend on this service is £3.2m. The largest proportion of spend is on Homelessness provision which has an annual contract value of £1.3m followed by the generic floating support service at £0.9m.
- 3.2.9 At this stage, the descriptions below are intended to provide a high-level overview of the proposed service areas and commissioning intentions. Detailed service specifications, delivery models and operational requirements will be developed following the appointment of a specialist design partner to support the Council in co-designing the future service model.

- 3.2.10 **Homelessness and Ex-Offenders** - The Council recognises homelessness and support for ex-offenders as a key strategic priority. The future service model will seek to ensure that appropriate accommodation-based and support services are available for individuals with a range of needs, including those with more complex circumstances. The Council intends to commission services that promote independence, improve outcomes and support individuals to move towards longer-term settled accommodation. Consideration will also be given to the most appropriate accommodation models and service configurations to ensure services are flexible, effective and responsive to local need.
- 3.2.11 **Young People's Homelessness Service** - The Council recognises the continued need for dedicated homelessness support services for young people. Future provision will seek to ensure that vulnerable young people are able to access appropriate accommodation and support services that promote stability, wellbeing and independence. As part of the future design process, consideration will be given to how services can better respond to the needs of young people experiencing mental health challenges and other complex support needs.
- 3.2.12 **Mental Health Supported Accommodation** - The Council intends to continue commissioning supported accommodation and related support services for individuals with mental health needs. Future service delivery models will seek to provide flexible and person-centred support that can respond to varying levels of need and support individuals to maintain independence and achieve positive move-on outcomes where appropriate.
- 3.2.13 **Domestic Abuse Refuge and Complex Needs Service** - The Council recognises domestic abuse and support for vulnerable women with complex needs as a continuing priority area. Future commissioned services will seek to provide safe accommodation, specialist support and community-based interventions for individuals experiencing domestic abuse and related vulnerabilities. Consideration will also be given to ensuring that support pathways are accessible and responsive to differing levels of risk and need.
- 3.2.14 **Generic Floating Support** - The Council intends to continue commissioning floating support services to assist vulnerable residents to maintain independence and sustain accommodation within the community. Future service models will seek to ensure that support is flexible, responsive and targeted towards individuals with identified housing-related support needs, whilst enabling services to respond effectively to changing demand.
- 3.2.15 The proposed contract duration will be 4 years, with the option to extend for a further two years.
- 3.2.16 A market engagement event will be held in August to encourage and alert the market to the proposed tender opportunity, seek their feedback on the proposed commissioning arrangements, and gain an understanding of supplier market capabilities.

3.2.17 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response	
(i)	The nature of the Goods / Services / Works.	<p>To strengthen outcomes and performance, the Council is seeking to explore an outcomes-based commissioning approach through a Social Outcomes Contract.</p> <p>Housing Related Support service contracts relating to support needs relating to:</p> <ul style="list-style-type: none"> • Homelessness and Ex offenders; • Young People’s Homelessness Service; • Mental Health Supported Accommodation; • Domestic Abuse Refuge and Complex Needs Service; and • Generic floating support. 	
(ii)	The estimated value.	£12.8m over a 4 year contract term with the option to extend for a further two years.	
(iii)	The contract term.	Initial contract term of 4 years with the option to extend for a further two years.	
(iv)	The tender procedure to be adopted.	<p>Competitive Flexible procedure</p> <p>It is envisaged Conditions of Participation will be included in the Procurement Specific Questionnaire and Bidders will simultaneously be required to submit a Tender response.</p> <p>Bidders which meet the conditions of participation will have their Tender response assessed against the Award Criteria.</p> <p>The Council will undertake a period of post-tender negotiation with the Preferred Bidder before proceeding with the award stage of the process.</p>	
v)	The procurement timetable.		Indicative dates are:
		Publish Preliminary Market Engagement Notice	By 12/06/2026
		Cabinet Approval seeking Authority to Tender	22/06/2026
		Market Engagement event	w/c 08/07/2026
		Publish Tender Notice	27/07/2026

Ref.	Requirement	Response	
		Opportunity published on London Tenders Portal	27/07/2026
		Deadline for tender submissions	28/08/2026
		Panel evaluation and shortlist	Between 01/09/2026-15/09/2026
		Post-tender negotiation (if required)	By 29/09/2026
		Report recommending Contracts award circulated internally for comment	By 09/10/2026
		Corporate Director approval	15/10/2026
		Publish Contract Award Notice	16/10/2026
		Voluntary 8 working days standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers	19/10/2026 to 28/10/2026
		Publish Contract Details Notice	29/10/2026
		Contract Mobilisation and contract finalisation	By 31/10/2026
		Contract start date	01/11/2026
(vi)	The evaluation criteria and process.	<p>At selection stage shortlists are to be drawn up in accordance with the Council's Contract Procurement and Management Guidelines by the use of a Procurement Specification Questionnaire to identify organisations meeting the Council's financial standing requirements, technical capacity and technical expertise.</p> <ul style="list-style-type: none"> • At tender evaluation stage, the panel will evaluate the tenders against the following 	

Ref.	Requirement	Response
		criteria: 50% Quality, 10% Social Value and 40% Price
(vii)	Any business risks associated with entering the Contracts.	The following business risks are considered associated with entering into the proposed contract. Financial Services and Legal Services have been consulted concerning this contract and have identified the risks associated with entering into this contract set out Section 8.0 Human Resources implications: TUPE, The transfer of support provision from old providers to new if different from incumbent provider after tender
(viii)	The Council's Best Value duties.	The Council will be awarding the Contract to the provider that have the Most Advantageous Tender (MAT)
(ix)	Consideration of Public Services (Social Value) Act 2012	It is the intention within this tender that 10% of the total evaluation criteria will be reserved for social value considerations.
(x)	Any staffing implications, including TUPE and pensions.	As all services have been in operation between 1 and 10 years, there will be TUPE implications which have been taken into consideration with the time scales
(xi)	The relevant financial, legal and other considerations.	See sections 5 and 6 below.
(xii)	Sustainability	This has been assessed in line with the Procurement Sustainability Policy and determined that a quality measure for sustainability is not required.
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the Contracts.
(xiv)	Policy requirements including the National Procurement Policy Statement; prompt payment; London Living Wage; modern slavery; and carbon reduction	The potential supplier will be required to provide Services in accordance with all relevant policy requirements, to include those detailed in the National Procurement Policy Statement, to comply with a 30 day payment requirement, to provide evidence of wage compliance, evidence due diligence in supply chain (including modern slavery) and provide report on carbon emission and sustainability initiatives during contract delivery. The Contracts will require the payment of the London Living Wage.

Ref.	Requirement	Response
(xv)	Sharing information to allow understanding of the Council's procurement policies and decisions	All relevant policies and information will be shared with the potential supplier during the procurement process.
(xvi)	Steps undertaken to remove or reduce barriers for SME participation in the procurement	Officers have considered whether any steps can be taken to remove or reduce barriers for SME participation in the procurement. We will facilitate market warming events which will include SME, VSCE as well as the wider market. It is considered that the procurement process recommended is appropriate for Services required and upholds the principles of equal treatment, transparency, and non-discrimination.
(xvii)	Contract Management	A Contract Manager will be appointed for the Contracts and appropriate contract management provisions will be included in the Contracts.

4.0 Stakeholder and ward member consultation and engagement

4.1 Relevant internal stakeholders have been consulted, and wider engagement will take place during the co-design phase.

5.0 Financial Considerations

5.1 The current annual spend for housing-related services is £3.2m, of which £1.5m is funded through the Public Health Fund and £1.7m from the General Fund budget. Unlike in previous years, this contract will be transitioned to an outcomes-based model. The number of outcomes will be determined once the delivery scheme has been finalised; however, it will be capped in line with the allocated budget.

5.2 The contracted services stipulate that providers must pay the London Living Wage. Therefore, any annual uplift will align with the London Living Wage and will need to be funded from existing budgets, as well as the savings anticipated from transitioning this service to an outcomes-based contract.

5.3 There are no direct financial commitments arising from the co-design phase, and any future delivery will be subject to Cabinet approval.

6.0 Legal Considerations

6.1 The services that officers are proposing to procure fall under the Light Touch Regime under Section 9 of the Procurement Act 2023 and Schedule 1 of the

Procurement Regulations 2004. The estimated value of the proposed Contract is above the threshold for the light touch services under the Procurement Act 2023 (“PA 23”) and the procurement is therefore governed by the PA 23.

- 6.2 In accordance with the Council’s Contract Standing Orders, the Contracts are defined as a High Value Contracts pursuant to Contract Standing Order 82 and shall be entered into and procured pursuant to Contract Standing Order 84. As such the Contract shall be procured in accordance with the tendering procedures set out in Contract Standing Order 95(c).
- 6.3 The procurement of the Design, Delivery and Partner is subject to the Council’s own Standing Orders and Financial Regulations in respect of High Value Contracts given the procurement is valued at £12,800.000. For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 3.2.19 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 6.4 In accordance with Recommendation 2.3, once the tendering process is undertaken, officers will report to the Corporate Director, Housing & Resident Services explaining the process undertaken in tendering the Contract and recommending award.
- 6.5 The Council will observe a voluntary 8 working day standstill period before the Contract can be awarded. This will include notifying all tenderers in writing of the Council’s decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council’s award decision if such challenge is justifiable. However, if no challenge or successful challenge is brought during the period, at the end of the standstill period the Council will issue a letter of acceptance to the successful tenderers and the Contracts may commence.
- 6.6 As the decision that is being sought here is a Key Decision, the decision is subject to a 5 clear day call-in period and the Council will undertake standstill period concurrently. The decision to award the Contracts may not be implemented until after expiry of the call-in period provided that no call in has been made.
- 6.7 As the decision that is being sought here is a Key Decision, the decision may not be taken by Cabinet unless this matter has been published on the Forward Plan. The Key Decision must be published on the Forward Plan (Paragraph 30 of the Access to Information Rules) and must be included on the Forward Plan not less than 28 days before the decision is to be made. (Paragraph 34 of the Access to Information Rules). Cabinet decisions are to be recorded and published along with the report.
- 6.8 Officers have set out in section 9.1 that the proposed services will be provided by external contractors. As such, the proposed procurement process is unlikely to have a direct impact on Council staff. There are likely to be TUPE implications as a result of the procurement process due to a continuation of services from

the current contracts and the new Contracts being procured. In this respect, Officers have set out in section 9.2 how it would manage any TUPE issues that might arise as a result of the procurement process

6.9 The Council has the power to enter into the proposed arrangements under the Local Government Act 1972. The Council also has the power to enter into contracts with third parties pursuant to its functions as provided under section 1 of the Local Government (Contracts) Act 1997. The Council has the power to do anything that individuals may generally do pursuant to section 1 of the Localism Act 2011.

6.10 The Council has a general Duty of Best Value to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness pursuant to Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007).

7.0 Equity, Diversity & Inclusion (EDI) Considerations

7.1 Pursuant to s149 Equality Act 2010 (the “Public Sector Equality Duty”), the Council must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.3 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.

7.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having adequate evidence base for its decision is necessary.

7.5 The proposals in this report have been subject to screening and Officers believe there are no adverse equality implications.

8.0 Climate Change and Environmental Considerations

- 8.1 The proposals set out in this report are not expected to have a direct adverse impact on the Council's climate emergency commitments. The appointment of a design, delivery and investment partner relates to service design and commissioning rather than the development of new physical infrastructure.
- 8.2 The proposed outcomes-based approach supports the Council's environmental objectives in a number of ways. Housing Related Support services help residents to sustain tenancies and prevent homelessness, which in turn reduces the environmental impact associated with emergency accommodation, temporary accommodation moves and repeat housing transitions.
- 8.3 Through the co-design process, the Council will work with the appointed partner to encourage delivery models that minimise environmental impact, including the use of digital systems for case management and reporting, reduced reliance on paper-based processes, and proportionate use of remote engagement where appropriate.
- 8.4 Where support is delivered in supported accommodation, the partner and subcontracted providers will be expected to have regard to the Council's climate emergency strategy and to operate in a way that promotes energy efficiency, waste reduction and responsible use of resources, in line with existing contractual requirements. The proposals are aligned with the Council's wider commitment to sustainable service delivery and to embedding environmental considerations into commissioning and partnership arrangements.

9.0 Human Resources/Property Considerations (if appropriate)

- 9.1 The services are currently provided by external providers and will be provided by an external provider and there are no direct staffing implications for the Council arising from the tender process.
- 9.2 As part of the procurement process, employee liability information will be sought from current contractors and provided to the tenderers. The TUPE process and any issues that may arise from it will be managed during the mobilisation phase, which will be at least two months between contract award and commencement.

10.0 Communication Considerations

- 10.1 N/A

Report sign off:

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Legal considerations provided by:

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