	Officer Key Decision
	Report to the Director of Housing Need and Support
	Lead Cabinet Member for Housing, Homelessness and Renters – Cllr Robert Johnson

AUTHORITY TO AWARD CONTRACT TO GREENLIGHT HOUSING CONSULTANCY FOR TEMPORARY ACCOMMODATION COST REDUCTION AND HOUSING CONSULTANCY SERVICES

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 – Framework Providers (exempt)
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Fozia Ashraf Private Sector and Initiatives Team leader Fozia.Ashraf@brent.gov.uk

1.0 Executive Summary

1.1 This report concerns the proposed award of a contract to Greenlight Housing Consultancy for the continued delivery of the Council's temporary accommodation cost reduction programme. This report seeks authority to award the contract in accordance with Contract Standing Order 88, summarises the procurement process undertaken through the ESPO Framework, and recommends the award to Greenlight as the most economically advantageous provider.

2.0 Recommendation(s)

That the Director of Housing Needs and Support:

2.1 Approves the pre-tender considerations set out in paragraph 3.10 of this report.

2.2 Approves the award of a contract for Temporary Accommodation Cost Reduction and Housing Consultancy Services to Greenlight Housing

Consultancy for a period of one year in the sum of £196,000.

3.0 Detail

3.1 Contribution to Borough Plan Priorities & Strategic Context

(a) The Council currently spends approximately £38 million per annum on temporary accommodation and continues to face significant financial pressures associated with meeting its statutory homelessness duties. The proposed award to Greenlight Housing Consultancy will support the continued delivery of the Council's temporary accommodation cost reduction programme, which has already generated significant savings and identified further opportunities to reduce expenditure, improve operational efficiency and increase the supply of sustainable accommodation solutions. The proposal directly supports the Council's strategic objective of ensuring the effective use of public resources whilst maintaining services for vulnerable residents.

(b) The proposal aligns with the Brent Borough Plan 2023-2027, in particular the priority of Prosperity and Stability in Brent and the desired outcome of Safe, Secure and Decent Housing. The programme supports the Council's commitment to tackling homelessness, improving housing outcomes for residents, easing financial pressures arising from temporary accommodation expenditure and strengthening the long-term sustainability of housing services. By reducing temporary accommodation costs and supporting the development of lower-cost housing solutions, the proposed award will contribute to both improved service delivery and better value for money for residents of the borough.

Background

3.2 The Council requires the provision of specialist temporary accommodation consultancy services to support the continued delivery of its temporary accommodation cost reduction programme. The programme has been developed to reduce the Council's annual temporary accommodation expenditure, improve operational efficiency and identify sustainable housing solutions. Officers have considered whether these services could be delivered internally but have concluded that the specialist expertise, market knowledge and capacity required to deliver the programme are not currently available within the Council. Consequently, officers consider that the services are best provided by an external specialist contractor. Officers reviewed the available procurement options and determined that the use of the ESPO Consultancy Services Framework 664_25, Lot 8e (Housing and Housing Support), represented the most appropriate, compliant and cost-effective means of procuring the required services.

3.3 Officers undertook a procurement exercise through a call-off from the ESPO Consultancy Services Framework 664_25, Lot 8e (Housing and Housing Support) (the "Framework"). In accordance with the Framework provisions,

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officers assessed the available procurement routes and identified Greenlight Housing Consultancy as offering the most economically advantageous solution to meet the Council's requirements. In reaching this conclusion, officers considered Greenlight's specialist expertise in the housing sector, its established track record of supporting local authorities to reduce temporary accommodation expenditure, its detailed knowledge of the Council's systems and processes, its development of the Council's temporary accommodation cost reduction strategy, and its successful delivery of savings to date. Officers therefore recommend the award of a contract to Greenlight Housing Consultancy for the provision of temporary accommodation consultancy and cost reduction services.

The Procurement Process

3.4 The Framework allows the Council to award contracts either through a further competition or by direct award, provided that the selected supplier represents the most economically advantageous solution for the Council's requirements. Officers considered both options and concluded that a direct award to Greenlight Housing Consultancy is the most appropriate procurement route.

3.5 The proposed Contract has a value of £196,000 for a one-year term commencing in September 2026. While the value of the Contract itself is relatively modest and falls within officer decision-making thresholds, officers have considered the wider value and benefits arising from the appointment. The purpose of the Contract is to support the delivery of savings across the Council's temporary accommodation portfolio, where annual expenditure is approximately £38 million.

3.6 As part of a previous engagement, Greenlight undertook a detailed review of the Council's temporary accommodation service and developed a strategy which has delivered a cost reduction of £1.3 million. Greenlight has also identified further opportunities to reduce expenditure through supplier negotiations, portfolio optimisation and the development of additional accommodation supply. Through this work, Greenlight has developed a detailed understanding of the Council's systems, processes, governance arrangements and operational requirements.

3.7 In assessing the most economically advantageous provider under the Framework, officers considered Greenlight's specialist expertise in homelessness and temporary accommodation services, proven track record of supporting local authorities, demonstrated delivery of savings for the Council, and ability to continue implementation immediately without a mobilisation period. Officers also note that Greenlight has agreed a 10% reduction in its fees to support the continuation of the programme and maximise value for money for the Council.

3.8 Officers considered that appointing an alternative provider through a further competition would require significant familiarisation with the Council's systems,

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temporary accommodation portfolio and operational arrangements before meaningful delivery could commence. Any new provider would also need time to identify and establish relationships with accommodation suppliers capable of meeting the Council's requirements, work that has already been undertaken by Greenlight. This would create delay; duplicate work already completed and potentially postpone the delivery of further savings opportunities.

3.9 For these reasons, officers are satisfied that Greenlight represents the most economically advantageous provider available through the Framework and that a direct award delivers best value for the Council by enabling the immediate continuation of a programme that has already demonstrated measurable financial benefits and identified further opportunities to reduce temporary accommodation expenditure.

Pre-tender Considerations

3.10 The pre-tender considerations relevant to the Contract are as follows:

<table>
<tr><th>Ref.</th><th>Requirement</th><th colspan="2">Response</th></tr>
<tr><td>(i)</td><td>The nature of the Goods / Services / Works.</td><td colspan="2">As detailed above</td></tr>
<tr><td>(ii)</td><td>The value.</td><td colspan="2">£196,000 plus VAT</td></tr>
<tr><td>(iii)</td><td>The contract term.</td><td colspan="2">One year from September 2026</td></tr>
<tr><td>(iv)</td><td>The tender procedure to be adopted.</td><td colspan="2">Direct Award from a Framework</td></tr>
<tr><td rowspan="4">(v)</td><td rowspan="4">The procurement timetable.</td><td>Stage in Procurement</td><td>Indicative dates</td></tr>
<tr><td>Invited Bid</td><td>N/A</td></tr>
<tr><td>Checking Bid</td><td>N/A</td></tr>
<tr><td>Contract start date</td><td>September 2026</td></tr>
<tr><td>(vi)</td><td>The evaluation criteria and process.</td><td colspan="2">N/A – Direct Award</td></tr>
<tr><td>(vii)</td><td>Any business risks associated with entering the contract.</td><td colspan="2">No specific business risks are considered to be associated with entering into the Contract.</td></tr>
<tr><td>(viii)</td><td>The Council’s Best Value duties.</td><td colspan="2">For the reasons set out in Section 3, it is considered that Direct Award will result in the Council achieving best value.</td></tr>
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Ref.	Requirement	Response
(ix)	Consideration of Public Services (Social Value) Act 2012	Officers have had regard to the Public Services (Social Value) Act 2012.
(x)	Any staffing implications, including TUPE and pensions.	There are no implications for Council staff arising from the procurement.
(xi)	The relevant financial, legal and other considerations.	Financial – See Financial Considerations at Section 5.
		Legal – See Legal Consideration at Section 6.
		Other – N/A
(xii)	Sustainability	Given the nature and value of the Contract, it is not possible to include specific sustainability requirements.
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators will be included in the Contract.
(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 Contract will require the payment of the London Living Wage.
(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	Officers have considered whether any steps can be taken to remove or reduce barriers for SME participation in the procurement. It is considered that the procurement process recommended is appropriate

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Ref.	Requirement	Response
	in the procurement	for Services required and upholds the principles of equal treatment, transparency, and non-discrimination.
(xvii)	Contract Management	A contract manager will be appointed, and appropriate contract management provisions will be included in the Contract.

4.0 Stakeholder and ward member consultation and engagement

4.1 No consultation required.

5.0 Financial Considerations

5.1 Part 3 of the Council's Constitution provides delegated authority to the Director of Housing Needs and Support to approve the award of contracts for goods and services valued at less than £2 million. The estimated value of the Contract is below this threshold.

5.2 The continuation of the Greenlight project supports the procurement of suitable accommodation for households currently placed in high-cost temporary accommodation through negotiations with large accommodation providers. This will enable households to move into more appropriate accommodation, reduce temporary accommodation costs and capacity pressures, and support the Council's management of homelessness demand.

5.3 To date, working with Greenlight:

- 108 household placements have been supported/moved.
- Approximately 98 distinct properties/units have been procured and utilised.
- Properties secured range from one to five bedrooms, including accessible accommodation and larger family homes.
- A significant number of placements have been completed, including moves from illegal B&B accommodation that the Council will no longer use, in line with MHCLG requirements.

5.4 The programme with Greenlight has already delivered direct financial benefits by replacing higher-cost temporary accommodation with lower-cost alternatives. These include:

- Approximately £1.5 million or more in cost reductions recorded to date, with ongoing cost reductions of approximately £1 million.

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- Substantial reductions in nightly accommodation costs through individual placements.

- Wider benefits through reduced reliance on expensive nightly paid accommodation and the release of temporary accommodation capacity for households who need it.

5.5 In its proposal, Greenlight has provided indicative projected annual savings of between £6.6 million and £7.1 million across all four workstreams and has expressed a high level of confidence in its ability to deliver these figures. Greenlight's current work for the Council is demonstrating financial value by moving households into lower-cost accommodation while reducing capacity pressures within temporary accommodation. The priority is now to strengthen resources, accommodation supply and data infrastructure so that this model can be scaled up and its savings evidenced more robustly. Continuation of the arrangements with Greenlight will maintain momentum and support the delivery of further savings.

6.0 Legal Considerations

6.1 Officers recommend the use of the Framework to procure the Services. This Framework was procured prior to 24 February 2025 in accordance with the Public Contracts Regulations 2015 ("PCR 2015"). As a result, the PCR 2015 will govern a call off under the Framework.

6.2 The PCR 2015 allow the use of framework agreements and prescribe rules and controls for their procurement. Contracts may then be called off under such framework agreements without the need for them to be separately advertised and procured through a full procurement process. Call offs under the framework agreement need to be carried out in accordance with the framework rules, to include using evaluation criteria specified in the framework agreement and utilising the terms and conditions set out in the framework agreement.

6.3 The Council's Contract Standing Orders state that no formal tendering procedures apply where contracts are called off under a framework agreement established by another contracting authority, where call off under the framework agreement is approved by the relevant Corporate Director or Director and provided that the Corporate Director, Governance has advised that participation in the framework is legally permissible. The Corporate Director, Governance has confirmed that participation in the Framework is legally permissible.

6.4 The proposed Contract has a total value of £196,000 plus VAT for an initial term of one year commencing in September 2026. As a Medium Value Contract, authority to award the Contract rests with the Director in accordance with paragraph 9.5 of Part 3 of the Constitution.

7.0 Equity, Diversity & Inclusion (EDI) Considerations

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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 an adequate evidence base for its decision is necessary.

7.5 The proposals in this report have been subject to screening and officers consider that there are no adverse equality implications arising from the award of the Contract. The purpose of the Contract is to support the Council's temporary accommodation cost reduction programme, improve operational efficiency and identify sustainable housing solutions. The proposed award does not alter eligibility for services or access to housing assistance and is therefore not considered to adversely impact any group with a protected characteristic under the Equality Act 2010.

7.6 Officers do not consider that there are any specific health inequalities implications arising directly from the award of the Contract. However, the Services are intended to support improvements in the management and provision of temporary accommodation, which may contribute to improved housing outcomes and stability for vulnerable households accessing the Council's housing and homelessness services.

8.0 Climate Change and Environmental Considerations

8.1 N/A

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9.0 Human Resources/Property Considerations (if appropriate)

9.1 The Contract relates to the provision of consultancy services and does not itself authorise the acquisition, leasing or disposal of any property interests. However, one of the objectives of the commission is to identify and develop opportunities to increase the supply of suitable temporary accommodation and other housing solutions available to the Council. Any recommendations relating to the acquisition, leasing, licensing or procurement of properties arising from the Services will be subject to separate consideration and approval in accordance with the Council's Constitution, financial regulations and applicable delegated authorities. No property transactions will be entered into as a result of this Contract without the necessary approvals being obtained.

10.0 Communication Considerations

10.1 N/A

Report sign-off:
Laurence Coaker
Director of Housing Need and Support

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