

<b>LONDON BOROUGH OF CAMDEN</b>		<b>WARDS:</b> All
<b>REPORT TITLE</b> Procurement strategy for the Camden rough sleeping outreach service (formerly Routes Off the Streets) (SC/2025/27)		
<b>REPORT OF</b> Cabinet Member for Safer Communities		
<b>FOR SUBMISSION TO</b> Housing Scrutiny Committee Cabinet		<b>DATE</b> 15 July 2025 16 July 2025
<b>STRATEGIC CONTEXT</b> <p>Rough sleeping is the most acute form of homelessness, exposing people to violence, exploitation, poor health outcomes, and early mortality. Camden regularly records the second highest level of rough sleeping in England and the impact on individuals and communities is considerable, requiring specialist services to help people remain safe on the streets and rapidly access sustainable housing options.</p> <p>Commissioning a street outreach service and multi-agency resource hub to support people rough sleeping in Camden will be crucial to achieving the strategic aims in our current Homelessness and Rough Sleeping Strategy (HRSS) and the draft priorities forming the basis of our new HRSS 2025-30 which is in public consultation. The service is key to and enables us to deliver priorities to prevent homelessness and rough sleeping and to join up housing, health and social care support to improve health and wellbeing.</p> <p>The commissioning of a new service supports and responds to recommendations made in the Review of Rough Sleeping Services submitted by the Executive Director of Adults and Health to the Housing Scrutiny Committee in July 2024. These include:</p> <ul style="list-style-type: none"> <li>- Developing a fully costed proposal for an optimum rough sleeping system to meet Camden's needs</li> <li>- Move away from language that reflects a binary understanding of support for people rough sleeping and enforcement approaches and develop a local framework that describes the right partnership interventions to tackle rough sleeping that correspond to the support needs of individuals and the circumstances of individual cases.</li> <li>- Ensure that current work to improve the health, care and support offer for people who are rough sleeping and recently off the streets is underpinned by a robust approach to evaluation</li> </ul> <p>Finally, the service supports the ambitions of We Make Camden, the borough's strategic delivery plan for 2025-30. These include the aims that:</p> <ul style="list-style-type: none"> <li>- Everyone in Camden should have a place they call home</li> </ul>		

- Camden actively tackles injustice and inequality, creating safe, strong and open communities where everyone can contribute

The Way We Work is the Council's response to We Make Camden. Camden Outreach Service will also contribute to the 4 Missions and 6 Challenges of We Make Camden, which include:

- Food: By 2030, everyone eats well every day with nutritious, affordable and sustainable food
- Estates and Neighbourhoods: By 2030, Camden's estates and their neighbourhoods and healthy, sustainable and unlock creativity
- Safety: Everyone is safe at home and safe in our communities
- Loneliness: No one in Camden is socially isolated without the means to connect to their community
- Housing: Camden has enough decent, safe, warm and family-friendly housing to support our communities

## **SUMMARY OF REPORT**

This report sets out a proposed approach to the recommissioning of the Camden Outreach Service currently known as Routes Off the Street (RTS) service. The outreach services are Camden's core delivery supporting people rough sleeping within the borough. The service is delivered through a multi-disciplinary hub and assertive outreach model and works to achieve the following outcomes:

1. Support people rough sleeping to rapidly access appropriate services and sustainable accommodation solutions
2. Increase the wellbeing of and minimise harms to people rough sleeping in Camden
3. Reduce rough sleeping across Camden
4. Coordinate an integrated response for people with multiple disadvantage that relieves their homelessness

The current contract is due to expire on 31<sup>st</sup> March 2026 with no provision to extend further. The strategy recommends recommissioning the current model with specific changes and additions from its current specification. The contract is proposed for a duration of 72 months at the sole discretion of the Council. The estimated total value of all contracts including extension is £10,416,000.

An Open procedure will be used to procure this service in accordance with the Procurement Act 2023 to procure contracts for these services. The process will incorporate responses to service specific scenarios, rota and staffing structures, the approach to equality, diversity and inclusion, and lived experience involvement.

The report is being submitted to the Cabinet in line with Contract Standing Orders, which stated that the Cabinet must agree procurement strategies for contracts over £5,000,000 (CSO C4.1).

## **Local Government Act 1972 – Access to Information**

No documents that require listing were used in the preparation of this report.

**Contact Officer:**

SERVICE CONTACT	PROCUREMENT CONTACT
Name: Mike Fill Single Homelessness Strategic Commissioner	Name: Michael Sargeant Category Manager
Address: 5 Pancras Square, NC1 4AG	Address: 5 Pancras Square, NC1 4AG
Tel: 020 7974 7617	Tel: 020 7974 6605
Email: <a href="mailto:Michael.fill@camden.org.uk">Michael.fill@camden.org.uk</a>	Email: <a href="mailto:Michael.sargeant@camden.gov.uk">Michael.sargeant@camden.gov.uk</a>

**RECOMMENDATIONS**

The Housing Scrutiny Committee is recommended to consider the report and make any recommendations to Cabinet.

That, having considered the results of the equalities impact assessment (Appendix C), and having due regard to the obligations set out in section 149 of the Equality Act 2010, the Cabinet agrees:

1. the procurement strategy, which includes a price/quality split of 30/70 and contract term of 72 months, at the sole discretion of the Council, for an estimated aggregate value (including extensions) of £10,416,000.
2. to delegate authority to award the contract to the Executive Director Supporting Communities following consultation with the Cabinet Member for Safer Communities.
3. to delegate authority to the Executive Director Supporting Communities to request the sealing of the contract.

Signed:  Glendine Shepherd

Date: 04/07/2025

## **1 CONTEXT AND BACKGROUND**

- 1.1 This report seeks approval for the commissioning of Camden's Outreach Service (currently known as Routes Off the Street). The service supports people rough sleeping in Camden to access housing and support. It is currently provided by Change Grow Live (CGL) and the contract is due to expire on March 31<sup>st</sup> 2026, with all possible contract extensions having been utilised. Therefore, the procurement of a new service is required by 1<sup>st</sup> April 2026.
- 1.2 The commissioning strategy will establish an integrated hub and assertive street outreach model, which has trauma, gender, and culturally informed practices embedded within its design and delivery. The hub will provide both a base for multi-agency work and the provision of food and other essential services. The outreach service will work compassionately, assertively, and flexibly to support people rough sleeping to minimise harm while on the street, coordinate multi-disciplinary teamwork, and rapidly access accommodation and support services. The proposed budget for the service will be £1,736,000 per annum. It is proposed that the contract term will be 72 months.
- 1.3 The proposal includes increasing overall resources and ensures the contract is fit-for-purpose to address increased and unprecedented challenges. This includes increased resourcing to provide additional support roles, provision of essential services such as food, and alternative hub opening times to best meet the needs of people rough sleeping, with an increased focus on person-centred, psychologically informed and strength-based models of support. The proposed service specification reflects a continuing development of a close working relationship between homelessness outreach, health, care, advice and welfare support and housing services.
- 1.4 Through partner engagement, including our rough sleeping forum, service user focus groups and surveys to residents and frontline teams of services, key themes were considered and incorporated into the procurement strategy and new specification including increased responsibility to achieve positive outcomes for the Target Priority Group of people who have been sleeping rough and are considered to be most vulnerable and have complex needs, often with a long history of rough sleeping, support with rough sleeping prevention for those with accommodation provision that they are not occupying (eg. in adult pathway services) and dedicated women only provision at the hub. The service specification has also been developed in line with the current draft Homelessness and Rough Sleeping Strategy which is currently out to public consultation.
- 1.5 The service will also build on the work of the Rough Sleeping Review in 2024 led by the Executive Director Adults and Health which set out a number of priorities for Camden services including ensuring verification is not a pre-

requisite for accessing services, continuing to develop integration of homelessness services with adult social care, mental health and substance use services, and moving away from language that reflects a binary distinction between support and enforcement.

- 1.6 Levels of rough sleeping have continued to rise nationally for several consecutive years. Data collected by the Ministry for Housing Communities and Local Government (MHCLG) via the Autumn Snapshot Street Count shows the number of people estimated to be rough sleeping on a single night in England has risen nationally by 164% since 2010. 2024 saw an increase of 20% on 2023. In Camden, the single night figure increased by 9% from 121 to 131 between 2023 and 2024 – this is the second highest figure in the country after Westminster.
- 1.7 London experiences high levels of rough sleeping. Data from the Combined Homelessness and Information Network (CHAIN), a pan-London case management system used by outreach services and day centres, shows an increase of 19% between 2022/23 and 2023/24. A total of 11,993 people were recorded as rough sleeping in London in 2023/24 (10,053 in 2022/23). In June 2025, the Mayor of London launched a Plan of Action to end rough sleeping in London by 2030.
- 1.8 Camden persistently experiences significantly high levels of rough sleeping. CHAIN reports show 903 people slept rough in Camden last year. This was an increase from 719 in 2022/23. This included an increase in people new to rough sleeping in London (491 up from 325) and those returning to rough sleeping after a period of not being seen (152 up from 117). Data from the Women's Rough Sleeping Census 2024 indicates CHAIN data under-represents the extent of women's rough sleeping in the borough, meaning the overall figure is likely to be higher.
- 1.9 When the current contract for Routes Off the Streets (RTS) commenced in 2019, 639 were recorded as rough sleeping in Camden. This represented a decrease from 815 in 2018/19 and demonstrated the impact of targeted provision for people rough sleeping. In 2020/21, the figure was 630, reflecting the context of the Covid-19 pandemic and the additional resources made available during the "Everyone In" initiative. As reflected in the increase in rough sleeping figures since 2021, many of these gains have since been lost and additional pressures have resulted in currently record levels of rough sleeping.
- 1.10 Demographic information regarding people who rough slept in Camden in 2023/24 (as taken from CHAIN) is as follows:
  - 35.9% of people were aged between 18 and 25. 43.6% were aged between 36 and 55 years.
  - 82.1% were men, 17.8% were female, and 0.1% were non-binary
  - 23.8% were Black or Black British-African, 26.8% were white British, 13.8% were White-Other and 12.0% were White-Roma

- 1.11 Data from CHAIN shows that of those who rough slept in Camden in 2023/24, 32% reported having more than one support need of alcohol drugs and mental health (40% in Q4 2024/25). 8% had been in Care and 23% in prison at some point in their lives. Many people experience additional barriers due to immigration status, domestic abuse, violence against women and girls (VAWG), and physical health needs. Serious, multiple and compound traumas are known or suspected to have occurred in the lives in of many people who rough sleep
- 1.12 Rough sleeping in Camden is driven by a complex set of factors including the national housing crisis, which makes it harder to source and maintain suitable accommodation to relieve rough sleeping. The increase in demand for mental health provision and other factors including domestic abuse, substance use, and loss of private tenancy all contribute to increased rough sleeping. Many of these factors have increased in severity or become concerns since the RTS contract was designed in 2018.
- 1.13 Additionally specific national policies can contribute considerably to rough sleeping, including rapid move on from National Asylum Seeker Support (NASS) accommodation through the Streamlined Asylum Process in 2023/24. Camden's 2023/24 CHAIN report indicated that 24% of people seen for the first time rough sleeping had most recently left asylum accommodation – the most common last settled base for new rough sleepers. We have seen a three-fold increase in people leaving national asylum support (NASS) accommodation resulting in high levels of homelessness and rough sleeping demand in Camden. For the year 2023/24, only 41% of rough sleepers seen in Camden were UK nationals, with 27% of people seen rough sleeping being from Europe, and the next largest group being from Africa (22.1%).
- 1.14 Camden faces unique challenges in large part due to location, as a central London borough with three major train stations terminating within the local authority boundary. Additionally, Camden borders Westminster, the only local authority area in England consistently reporting higher levels of rough sleeping than Camden. Many people who rough sleep in Camden need assistance to reconnect to areas where they established links and will be entitled to support.
- 1.15 The borough's substantial and variable geographic area encompasses transport hubs, UCLH and highstreets in the central areas, parks and gardens in residential areas, and the northern areas of the borough including Finchley Road and Hampstead Heath. The variety and breadth of rough sleeping locations present challenges to outreach teams regarding suitable coverage and responses, which will be considered as part of the new service design.
- 1.16 Camden has invested in providing rough sleeping services to meet the scale of the local need. The specialist provision of an integrated hub and street

outreach model and the borough's high rough sleeping numbers means direct comparison with other boroughs is challenging. Camden commits close to £30 million per year to reducing homelessness in the Borough – this includes £10 million on delivering our adult pathway, and now over £12 million on temporary accommodation. Current investment sees RTS provide 24/7 referral coverage, a staff team of 27 people, and specialist provision for more marginalised groups including women.

- 1.17 The service is currently delivered through 3 core components:
- Assertive Street Outreach – shifts are delivered 7 days a week to locate and engage people rough sleeping across the borough. This includes a 24/7 response line where reports of people rough sleeping can be made.
  - Assessment Hub – located in Camden Town, a building-based service open 5 days a week where people who rough sleep can engage in ongoing assessment and support. The hub allows for co-location of other specialist services including nurse practitioners, clinical psychologists, and substance use workers.
  - Hotspot Team – a team providing additional shift coverage during the day, following up from early outreach shifts and working closely with key partner agencies.
- 1.18 The outreach team complements our wider statutory homelessness prevention services which are delivered in-house
- 1.19 There could be several challenges and certain “unknowns” which could affect future service delivery, including:
- A new national rough sleeping strategy due for publication in 2025. This could include changes to grant funding opportunities and overall strategic direction with a focus on preventative work. It should be noted that as many of the people rough sleeping in Camden are not connected to Camden, it is not possible for Camden to engage in effective preventive work.
  - Changes to the Integrated Commissioning Boards due to required savings targets issued by national government. This could impact on wider provision across the homelessness system, particularly physical and mental health based clinical roles. This could limit opportunities for integration with outreach services and access to essential services for clients.
- 1.20 As has been demonstrated in this report, rough sleeping levels remain high in Camden, and services need to be designed to maximise engagement opportunities, adapt flexibly to changing rough sleeping patterns/demographics, and to work in psychologically informed and multi-disciplinary ways.

## **2 PROPOSAL AND REASONS**

- 2.1 This report seeks approval of a commissioning strategy for the new Camden outreach services for people rough sleeping. The current contract for the Routes Off the Streets service is due to expire on 31 March 2026 and has no provision for further extension. The current Routes Off the Streets service was designed by Community Safety whereas the Camden Outreach Service has been designed by the Single Homelessness Commissioning Team within the Housing service.
- 2.2 A significant principle of the service will be to ensure the approach of the service is always support led. Developing the need to move away from a binary understanding of enforcement, the service will continue to work closely with community safety and the police to ensure people who rough sleep can live free of abuse, violence and exploitation and that communities are minimally affected by the anti-social behaviour which can accompany some instances of rough sleeping. The service will operate from the principle that creating sustainable housing solutions is the best solution to rough sleeping. The proposed outreach team therefore complements our wider statutory homelessness prevention services which are delivered in-house and also work closely with the Council Community Safety Enforcement Officers if there is risk of safety, criminal exploitation and anti-social behaviour.
- 2.3 The commissioning options have been informed through a series of stakeholder engagement surveys and workshops, a well-attended market engagement exercise, benchmarking with other London Boroughs, and consideration of potential changes to central government strategy and funding (Appendix A details the influence of stakeholder engagement upon the commissioning strategy).
- 2.4 The provisional outcomes for the proposed service are to:
- Support people rough sleeping to rapidly access appropriate services and sustainable accommodation solutions
  - Promote the welfare of and minimise harm to people rough sleeping
  - Reduce rough sleeping across Camden
  - Coordinate integrated responses for people with multiple disadvantage to relieve their homelessness
- 2.5 A full set of refreshed key performance indicators will be developed as part of the service specification to support the delivery of these outcomes through the council's contract management processes.
- 2.6 The service will be delivered through the provision of an integrated multi-agency hub and assertive street outreach model. Through the procurement process, providers will be asked to demonstrate how their models will ensure the service specification is delivered in line with the following core principles:



- Psychologically informed approaches to client and team support, including flexibility, trust building and reflective practice
- Trauma, gender and culturally informed approaches to ensure support is always person-centred and person-led wherever possible
- Multi-Disciplinary Team coordination to facilitate holistic support across statutory and third-sector agencies
- Operational integration with relevant services / agencies including co-location and joint delivery
- Coproduction of services with those with experience of rough sleeping
- A model routed in assertive case management approaches, including appropriate and rapid assessment and referral processes

- 2.7 The service specification will detail the requirement for tailored approaches regarding:
- The Target Priority Group,
  - Hotspots and Encampment reduction
  - Transport hubs,
  - Reconnection work,
  - Women,
  - People with neurodiversity,
  - People from the Roma community,
  - People with no recourse to public funds,
  - People multiply excluded from existing accommodation pathways
  - People under 35
  - Safeguarding
- 2.8 The staff model should allow for integration across the Hub and Outreach elements i.e. workers should both fulfil outreach and hub-based roles. This should have the benefit of maintaining consistent lead workers across street outreach to hub work, placing the importance of professional relationship at the heart of support.
- 2.9 Outreach will need to be delivered in a shift pattern that allows for sufficient coverage across the borough but with capacity to be flexible based on changing demands. The service will be required to process referrals for people rough sleeping in Camden.
- 2.10 The Hub will be required to open at earlier times to allow for better access for people currently rough sleeping following contact on early shifts. A breakfast offer will need to be provided alongside food and other essential services. These essential services are needed to offer dignified service provision and a link into assessment and support.
- 2.11 The outreach service will perform essential functions within Camden's homelessness system. These include referrals into off-the-streets accommodation such as the 165 Project, Grays Inn Road service, and No

Second Night Out, specialist provision such as Housing First schemes and the Adult Pathway, and Severe Weather Emergency Protocol (SWEPP) delivery when temperatures are zero degrees or below. The service also supports people without a local connection to Camden to safely return to areas where they do, undertakes delivery of bi-monthly street counts, and provides data on rough sleeping patterns within Camden.

- 2.12 The outreach service will work in close partnership with other services to provide holistic support and take joint action where required to maintain individual and community safety. This will include opportunities for co-location at the hub and Services will include:
- Camden's Substance Use and Alcohol Treatment services (including scripting opportunities within the Hub)
  - Community Safety, Police and British Transport Police
  - Focus Mental Health Outreach Service
  - Specialist homelessness GP Primary Care service
  - Adult Pathway accommodation services
  - Health services including hospitals
  - North and Central London ICS Homeless Outreach Service
  - Camden's wider rough sleeping services including Housing First and other specialist accommodation models

#### Procurement Approach Business Case

- 2.13 The proposed procurement approach is to undertake an Open Procedure under the Procurement Act 2023, to procure an appropriate contract would be used as officers will be able to design a process that best suits the services being procured and the market.
- 2.14 This approach involves a competitive process where the opportunity will be publicly advertised to allow various suppliers to submit bids. The approach will involve:
- Development of detailed service specifications and evaluation criteria
  - Public advertisement of the process to invite bids from potential suppliers
  - Evaluation of bids against predefined key criteria to select the most suitable supplier
- 2.15 A preliminary market engagement notice was published through Find a Tender and a market engagement session was held on 10<sup>th</sup> April 2025.
- 2.16 Following the initial market engagement, there were 15 expression of interest received, with 8 providers attending the engagement session.
- 2.17 Most of the providers that attended the market engagement session were small and medium sized enterprises (SMEs) and/or local charities. An open procurement process ensures that all potential suppliers have an equal

opportunity to bid, promoting transparency and fairness. Given the nature of the providers that will be participating, officers do not want to impose any unnecessary barriers to participation. The Open procedure will also allow providers that may offer diverse and innovative solutions to participate in the process.

- 2.18 Potential Tender award criteria, subject to further development and refinement, are set out below:

<b>Tender award criteria</b>	<b>Weighting (%)</b>
<b>Price</b>	<b>30</b>
<b>Quality</b>	<b>70</b>
Service Outcomes, including meeting referral management and securing accommodation	20
Working in partnership to deliver outcomes	15
Equality, Diversity, and Inclusion	5
Continuous improvement to develop the model	5
Workforce	5
Social Value	10
Service user involvement, e.g., presentation	5
Building environment / suitability	5

- 2.19 A split of 30% (price) and 70% (quality) is recommended to balance the essential quality requirements of a specialist provider being able to deliver in a complex and challenging environment, whilst introducing a sufficient price incentive to achieve best value.
- 2.20 Price will be scored using the tender award criteria and weighting.
- 2.21 For the Social Value tender award criteria, consistent with the Social Value Act 2012, the Council is legally obliged to consider how the proposed contract might improve economic, social and environmental wellbeing. Officers have looked at the Council's Social Value Matrix and consider the priorities for the purpose of this commissioning are as follows (please note these are minimum requirements and provider organisations can offer to deliver in excess of the below as part of their bid submission):

<b>SV Commitment</b>	<b>Minimum Requirement (agreed at SV Panel)</b>
Support 1 placement per year for 2nd year Social Work students advertised to local Camden residents or students.	Minimum of 1 per year.

Support 1 x Level 2 apprenticeship (1 every 3 years – up to 2 in total), ringfenced for those with lived experience of homelessness per year, advertised to local Camden residents	<p>Minimum of 1 every 3 years – up to 2 in total</p> <ul style="list-style-type: none"> <li>• Prioritise for Camden residents with lived experience of homelessness where possible</li> </ul>
Provide a minimum of 2 x volunteer opportunities and/or work experience Work experience with a view towards paid employment /apprenticeship opportunities engaged with the service per annum, advertised to local Camden residents (minimum duration -	<p>Minimum of 2 days per year</p> <ul style="list-style-type: none"> <li>• Work experience with a view towards paid employment /apprenticeship opportunities</li> </ul>
A minimum of 2 volunteering days per year with a local community project in Camden (staff must be from the contracted provider)	Minimum of 2 days per year
Participation/Lead on diversity & awareness events per year promoting awareness and support of key issues affecting any minority group.	Minimum of 2 events per year

### 3 OPTIONS APPRAISAL

3.1 The following options were considered in relation to this project:

- I. Do nothing – allow contract to expire
- II. Insource services and deliver in-house
- III. Direct award to current provider to continue delivery
- IV. Re-commission services with relevant updates to existing model via open procurement
- V. Tender lots for the Hub and Outreach service delivery elements

3.2 Option IV was selected as the preferred option. This presents the best opportunity for the Council to meet its strategic needs, legal requirements, and desire for high quality service provision. Appendix A details the options appraisal undertaken by officers.

3.3 As a key strategic consideration, insourcing is viewed as a financially unviable strategy and would place considerable strain on current in-house services, requiring substantial investment in workforce expertise and back-office functions. Considering the challenging financial environment, this is unlikely to deliver the quality of provision needed.

- 3.4 Outsourcing the provision to specialist providers also has advantages, especially organisations delivering outreach-based support are often in the voluntary and community sector, which provides alternative expertise, experience of delivering these service models and, often, a flexible, strength-based ethos.
- 3.5 The Council additionally funds internal roles to support the delivery of both the outreach service and the wider rough sleeping pathway. Notably, a Rough Sleeping Manager who coordinates operations, contract manage services and builds integration with key internal partners such as Community Safety and Adult Social Care. The council also utilises grant funding opportunities to recruit additional internal and external posts to further strengthen overall delivery through more targeted approaches.

#### 4 WHAT ARE THE KEY IMPACTS / RISKS? HOW WILL THEY BE ADDRESSED?

- 4.1 Project specific impacts / risks, and the associated mitigation strategy are set out below.

Risk	Impact	Mitigation strategy
<b>Market Interest</b> Providers may not apply for the tender opportunity	Providers may not find new opportunity financially attractive, therefore no or fewer bidders leading to less provider choice	Commissioners have held a market engagement event and no concerns were raised regarding contract value. The proposed contract length will also make this more attractive to providers.
<b>Significant transformation</b> Changes in services may attract negative press/political interest	Risk of council reputation and undermining of overall commissioning model and aims of transformation	Commissioners to ensure all stakeholders are kept up to date with procurement process. Ensure regular briefings/communications to Lead Members and other relevant partners.
<b>Impact on final year performance</b> Possible staff vacancies and concentration of effort/resources on preparing for the procurement.	Staff vacancies and diverted resources could affect service delivery and end of contract performance.	Commissioners will work with and support current providers to maintain service delivery as consistently as possible leading up to final months of contract.

<b>Procurement timeframe</b> The timeframe has little flexibility to progress all required stages of an open procurement	Any significant delays would impact the planned contract start date, which could have financial, reputational and operational delivery impacts	Commissioners are working closely with procurement colleagues, including weekly project management meetings. Key milestones have been scoped and capacity/workload planning undertaken to ensure targets are met.

### Equality Impact Analysis (EIA)

- 4.2 A full EIA has been completed prior to the report being submitted to the Cabinet and appended to this report as Appendix C.

### Modern Slavery

- 4.3 The proposed contract is not in a sector at high risk of exploitation, based on Government guidance PPN 02/23. However to ensure relevant safeguards are in place, all providers will be required to achieve a 'Pass' for the Modern Slavery question as part of the Selection Questionnaire.
- 4.4 There is likelihood that the service will support victims of Modern Day Slavery, who may rough sleep due to the instability related to their abuse. The service will be assessed and contract monitored to ensure effective support is delivered to victims of modern day slavery who may sleep rough in Camden.

### The Living Wage

- 4.5 The successful tenderer will be contractually obliged to pay London Living Wage throughout the duration of the contract.

## **5 CONSULTATION / ENGAGEMENT**

- 5.1 There has been no formal consultation in relation to this project. However, there has been wider engagement with sector professionals, Councillors, and people with lived experience of homelessness and rough sleeping to inform key elements of the service design. This engagement took place through an anonymous online survey and in person feedback sessions across multiple settings.

## **6 LEGAL IMPLICATIONS**

- 6.1 The Council is required to carry out its procurement activities in accordance with the Council's Contract Standing Orders.
- 6.2 Legal Services has reviewed this report in light of the Council's Contract Standing Orders (CSOs) and the Procurement Act 2023 (PA23).
- 6.3 The report relates to a procurement strategy to commission a contract for the Camden Outreach Service. The strategy recommends the use of the Open procedure to procure a contract based on a price/quality split of 30%/70% leading to an award of contract for an initial term of 72 months. The total value of the contract, including extensions, is estimated to be £10,416,000.
- 6.4 Legal Services have assessed the strategy set out in this report and believe the recommendations are in compliance with CSOs and PA23.
- 6.5 In line with Contract Standing Order C4, given the estimated contract value the decision to approve the procurement strategy is to be approved by Cabinet.

## **7 RESOURCE IMPLICATIONS**

- 7.1 The report requests approval of the procurement strategy for the Camden Outreach Service, for a contract term of four (4) years plus one (1) further extensions of up to two-years each for an estimated aggregate value, including extensions of £10,416,000 or £1,736,000 per annum.
- 7.2 This proposal will be funded from the Council's Rough Sleeping budget and the Health and Wellbeing Public Health Team's Adults Alcohol Misuse in Adult budget.
- 7.3 Currently the rough sleeping budget is supported by the Rough Sleeping Prevention and Recovery Grant from central government but levels of funding are not known after March 2026. Any shortfall in funding will therefore be addressed as part of the wider medium term financial strategy (MTFS) for the Council and so it is recommended that the contract contains a break clause should savings be required during the latter part of the contract.

## **8 ENVIRONMENTAL IMPLICATIONS**

- 8.1 The environmental impact from this procurement is primarily linked to the use of premises by the service providers, and includes energy and water use, consumption of materials, and the generation of waste, all of which have potential carbon emissions.

## **9 TIMETABLE FOR IMPLEMENTATION**

9.1 An indicative timeframe for implementation is set out below.

Key milestones	Indicative Date (or range)
Procurement strategy report – Cabinet	16 July 2025
Tender advert	28 July 2025
Invitations to tender issued	28 July 2025
Deadline for submission of tenders	12 September 2025
Tender evaluation and clarification period	13 September – 3 October 2025
Contract Award Report – Executive Director	12 November 2025
Standstill Period – 8 working days	21 November – 03 December 2025
Contract signature / sealing	w/c 08 December 2025
Winning Tenderer's Social Value Delivery Plan logged	w/c 08 December 2025
Transition to the new arrangements	08 December 2025 – 31 March 2026
Contract start date	01 April 2026

## 10 APPENDICES

Appendix A: Stakeholder influence on service design

Appendix B: Options Appraisal

Appendix C: Equalities Impact Assessment

**REPORT ENDS**