

Slough Borough Council

Report To:	Cabinet
Date:	21 July 2025
Subject:	Recommissioning of Accommodation-Based Housing - Related Support Services for homelessness people with support needs
Lead Member:	Cllr Anna Wright, Lead Member for Adult Social Care
Chief Officer:	David Coleman-Groom, Executive Director for People (Adults)
Contact Officer:	Diana Balsom, Interim Commissioner Prevention and Carers Vicky Tutty Head of Service, Strategic Commissioning
Ward(s):	All
Key Decision:	YES
Exempt:	NO
Decision Subject To Call In:	YES
Appendices:	Appendix 1 – Contract Performance Information Appendix 2 - EQIA

1. Summary and Recommendations

1.1 This report seeks approval to recommission and procure two Housing-Related Support Services as part of the accommodation-based housing -related support services within Slough for a period of 2+1 years) funded through the Adult Social Care budget:

- Lot 1 Provision of 18 units for those with medium to high needs**
- Lot 2 Provision of 45 units for those with low to medium needs**

Funding for housing-related support services was originally part of the ring-fenced Supporting People Budget. Adult Social Care has retained reduced legacy funding from this programme to provide preventative support for this cohort, supporting the delay of eligible care and support needs as set out within the Care Act 2014

The provision supports the Council's Statutory Duty under the Housing Act 1996 (as amended) to ensure that suitable accommodation becomes available for eligible applicants who are homeless and have a priority need for accommodation.

Developed in collaboration with the Housing Demand Service the new service model needs to be flexible over the contract period to allow changes in approach to align with a planned future Housing and Homelessness Strategic Review. The contract therefore provides a break clause for any fundamental shifts in the preventative approach to tackling homelessness.

The new provision includes changes to the support specification following engagement with people facing or experiencing homelessness, service providers and statutory services.

This will support a number of additional key performance indicators relating to inclusion, health and wellbeing.

1.2 **Recommendations:**

Cabinet is recommended to:

1. Note the commencement of a preliminary market engagement procurement process for the delivery of accommodation-based housing related support services for Slough, with an intended contract start date of 1 May 2026.
2. Delegate authority to the Executive Director People Adults in consultation with the Lead Member for Adult Social Care and the Executive Director Corporate Resources (s151 Officer) to commence a competitive procurement process and to award any contract for the delivery of accommodation-based housing related support services.

1.3 **Reason:**

- The current block contracts for accommodation-based housing-related support services will expire on 30 April 2026.
- There are no further extensions to the current contracts. We will be in breach of the Council's own Contract Procedure Rules and the regulations laid out in the Procurement Act 2023 should we not have approval to procure.
- Existing services ensure that those at risk of homelessness are accommodated safely and appropriately and provided with the support and skills to move on into independent living.
- The financial implications of not recommissioning existing services and subsequently accommodating 63 people within alternative temporary accommodation is significant- with an indicative cost of c£21,000 per week. This figure does not include the wider impacts to the public purse through potential need for 'blue light' services, community safety, mental health provision and substance misuse services.
- It is proposed that services are recommissioned to enable a strategic commissioning review of homelessness prevention to take place whilst retaining important services.
- It should be noted that current services operate from two hostel type properties which are owned by the support provider. It is unlikely that the support provider will permit another provider to operate from these buildings. This is further considered under risks.

- A preliminary market engagement exercise will be undertaken prior to making a decision about the procurement options.

Commissioner Review

This report is outside the scope for pre-publication commissioner review; please check the [Commissioners' instruction 5 to CLT to sign off papers](#) for further details.

2. Report

2.1 Introductory paragraph

- 2.1.1 Accommodation-based housing - related support services in Slough work with people who are homeless, or at risk of homelessness, to develop the skills required to support themselves and maintain their own accommodation. They provide support to people for up to two years (often for a much shorter period than this) to develop stability and tenancy support skills, as well as linking in with other supporting agencies, such as substance misuse and mental health services.
- 2.1.2 These services form a key component of the Borough's homelessness provision and prevent the take up of more expensive Temporary Accommodation. The current contracts expire on 30th April 2026.
- 2.1.3 The decisions requested within this report will support the following Council Priorities for 2023 -26:

Outcome 2: A town where residents can live healthier, safer, and more independent lives.

- Working with partners to target health inequalities and promote wellbeing.
- Supporting residents to be as independent as possible, whilst providing quality services for the most vulnerable adults
- Improving community safety and tackling anti-social behaviour – providing a safer town to grow up [in].

- 2.1.4 In addition, it aligns with key priorities within the

Homelessness Prevention Strategy 2019- 2024

- increase access to housing options for residents
- reducing numbers and length of stay in temporary accommodation
- Increase tenancy sustainment and prevent repeat homelessness

The Homelessness Prevention strategy is currently being reviewed.

2.2 Options considered

Option	Pros	Cons
<p>Option 1</p> <p>Do not procure new services to replace existing provision when contracts expire.</p>	<p>Not undertaking a procurement would reduce pressure placed upon teams engaged in procurement activity.</p> <p>Not replacing the services would introduce a cost saving of £388,000 per annum</p>	<p>2 emergency-beds that are currently provided for people who have no recourse to public funds and who are found rough sleeping - would be lost</p> <p>Accommodation-based housing-related support within Slough reduces both street homelessness and the need for expensive temporary accommodation. The removal of the provision would severely impact these areas, particularly at a time of increasing demand and would increase pressure on statutory services.</p> <p>Any savings from this contract would create an additional pressure to the Council's Housing budget through greater demand for more expensive temporary accommodation.</p> <p>SBC owns and manages a limited number of units for this purpose which does not currently meet demand.</p> <p>The decision would also impact on the Council's ability to meet Part 7, S.188 and S.193 of the Housing Act 1996:</p> <p>There is a legal requirement to go to the market to procure a service provider</p>
<p>Option 2</p> <p>Issue a contract extension for both services as they are currently arranged.</p>	<p>This would ensure continuity of service for current residents within the schemes at the end of the current contracts – both the accommodation and the support.</p>	<p>Legal advice has confirmed that there no further extensions that can be applied.</p>

	<p>An extension would ensure the Council's sole access to the 63 units of accommodation</p> <p>Less resource is required than going to a full market exercise</p>	<p>This approach therefore would not test the market, and the Council could not be certain that best value is being achieved.</p>
<p>Option 3</p> <p>Agree to procure or Direct Award for a new contract for two new services</p> <p>Recommended</p>	<p>The new service model takes account of performance information, stakeholder feedback and other data concerning demand and move-on.</p> <p>Allows the opportunity to implement a competitive process in order to potentially deliver best value for the Council.</p>	<p>This route places pressure upon teams engaged in procurement activity.</p> <p>There is a risk that prices could go up (see s 3,3 below risks).</p>

2.3 Background

- 2.3.1 Accommodation-based housing- related support services in Slough work with people who are homeless, or at risk of homelessness, including those with complex needs, to develop the skills required to support themselves and maintain their own accommodation. They provide support to people for up to two years to allow stability and the development of tenancy support skills, as well as linking in with other supporting agencies, such as substance misuse and mental health services.
- 2.3.2 The continuation of services is essential to ensuring that our most vulnerable individuals with complex needs are accommodated, stabilised, and supported to become less marginalised within their local community.
- 2.3.3 The services ensure that those with continued experience of homelessness and rough sleeping are accommodated safely and appropriately, supported away from life on the streets and the attendant anti-social behaviour that impacts the wellbeing of all.
- 2.3.4 Current commissioned services make up 47% of total supported housing provision for this cohort.

Total provision in Slough:

Provider	Service	Property owner	Total units
Look Ahead	Slough Hostel	Look Ahead	18
YMCA SPG	Slough YMCA	YMCA SPG	45
Council Rough Sleeping Team	St. Georges	Long-term lease to the council	6
	Victoria Street	Slough Borough Council	8
	Mallards	Slough Borough Council	11
Trinity	Trinity Homeless Projects	Various private landlords	44
Total:			132

2.4 Current Commissioned Provision

2.4.1 Provision for those with medium to high needs: Look Ahead Hostel

- Provision of 24 hour supported accommodation to single people aged 18-65 who are homeless or at risk of homelessness and have medium to high support needs, facing a range of co-occurring issues such as substance misuse, mental health, and previous offending behaviour. The current service is delivered from a property providing 18 units of accommodation. The service provider is also the landlord of the property. The length of stay is restricted to up to 2 years.
- Two of these bed spaces are current held for and funded by the Rough Sleeping team for emergency beds and are supported by a service level agreement. The current value of this SLA is approximately £33,613.84 pa. The Rough Sleeping Team have signalled their intention to continue with this arrangement within the new provision to be reviewed annually.
- This funding is additional to the contract value of £277,000 pa.

2.4.2 Provision for those with low to medium needs: YMCA Chalvey Hostel

- Provision of 24 hour supported accommodation to single people aged 18 to 35 with low needs who are at risk of homelessness but lack the skills to live independently at time of entry. The current service is delivered from a property providing 45 units of accommodation. The service provider is also the landlord of the property. The length of stay is restricted to up to 2 years.
- Two of these bed spaces are currently funded via the Rough Sleeping team for emergency beds and are supported by a service level agreement. The current value of this SLA is approximately £36,400 pa. The Rough Sleeping Team have signalled their intention to continue with this arrangement within the new provision to be reviewed annually.
- This funding is additional to the contract value of £111,000 pa.

2.4.3 Both services include the following elements:

Help in setting up and maintaining home or tenancy
Developing independent living skills
Developing social skills / behaviour management
Advice, advocacy, and liaison
Help in managing finances and benefit claims including budget planning
Help in gaining access to community / universal services
Help in establishing social contacts and meaningful daytime activity
Help in establishing personal safety and security
Help in accessing services to support in finding alternative accommodation.
Provision of information and advice regarding options for independent accommodation.
Provision of clear action plans agreed to facilitate timely move on
Help maintaining the safety and security of the dwelling
Liaison with partner agencies
Regular support planning and risk assessment
Supporting move on into the Private Rental Sector

Performance Information is outlined within Appendix One.

2.5 Definition of Homelessness

2.5.1 The following housing circumstances listed below illustrate the breadth of the legal definition of homelessness as ‘

‘a household that has no home in the UK, or anywhere else in the world available and reasonable to occupy’:

- Rooflessness – without a shelter of any kind, sleeping rough
- Houselessness – with a place to sleep, but temporary, in institutions, or a shelter
- Living in insecure housing – threatened with severe exclusion, due to insecure, tenancies, eviction, domestic violence, or staying with family and friends, known as ‘sofa surfing’
- Living in inadequate housing – in caravans on illegal campsites, in unfit housing, in extreme overcrowding

2.6 The National Picture

2.6.1 The number of people affected by homelessness and rough sleeping is difficult to quantify. Official homelessness statistics do not present the complete picture and often reflect only those households that seek assistance from their local housing authority. This underestimates, the level of homelessness for more hidden populations, such as young people aged 16 to 24. Rough sleeping figures only reflect the number of people identified as sleeping rough on the night of the national count.

2.6.2 National data that is available does indicate that there was a substantial increase in all forms of homelessness in the decade, leading up to the pandemic, peaking in 2019 (Public Health, England, 2019). Crisis (2023) explains that households in the most extreme form of homelessness (rough sleeping, living in unconventional,

buildings, sofa, surfing, and unsuitable, temporary accommodation) will continue to increase due to the impact of the cost of living in crisis.

2.6.3 Health Inequalities

People experiencing homelessness experience significant health inequalities and poor health outcomes in the general population. The longer the person experiences homelessness, particularly from young adulthood, the more likely, the health and well-being will be at risk.

Mortality	Mortality among people experiencing homelessness is around 10 times higher than the rest of the population and life expectancy is around 30 years less. In 2021, the average age at death amongst homeless people in England and Wales was 45.4 years for men and 43.2 years for women (Office for National Statistics, 2022)
Ill-health and Morbidity	Chronic homelessness has a higher risk of tri-morbidity (a combination of physical ill-health, mental ill-health, and drug and/or alcohol misuse). This is often associated with advanced illness at presentation (Pathway 2018) and leads to people facing early onset of frailty, and in health, compared to the general population, (Pathway 2020).

2.7 Demand in Slough

2.7.1 In Qtr. 3 2023/24, 252 households in Slough were assessed as being owed a duty under the Homelessness Reduction Act. 137 of these households were assessed as homeless and a further 115 were threatened with homelessness
(*Department for Levelling Up, Housing and Communities, 2024*).

2.7.2 The rate of households assessed as homeless (owed a relief duty) in Slough was significantly higher than the national picture. Shelter have used MHCLG data to calculate that one in 51 people in Slough are homeless - the highest figure outside of London boroughs.

2.7.3 Households in temporary accommodation are those living in accommodation secured by the Local Housing Authority and the Homeless Reduction Act statutory duties. As of 23 01 25, Housing is estimating 1,400-1,500 in TA, based on current rates of about 10 extra placements per week, with differing prices demanded by a diverse group of landlord providers. This has seen the cost of Temporary Accommodation rise to a projected £30M in 2024/25.

2.7.4 Single people are a subset of this wider cohort and those with support needs are assessed for vulnerability. Those requiring an element of supported accommodation (not care) are referred via the Single Homelessness Panel. This allows referrals to be made into a range of appropriate supported housing services. 159 people were referred by the panel in the previous 12 months and a snapshot survey of services in November 2024 indicated the following:

Reason for needing supported housing	% of individuals
Their health is such that they needed close supervision/monitoring	17%
They had recently moved from an intensive care or institutional setting and needed some time in a protected environment prior to living independently	4%
They were considered vulnerable to exploitation/abuse, and they needed the protection of a safe and secure environment	13%
They could not access other accommodation at the time as landlords would feel that they were too great a risk	19%
They needed time to understand and choose their housing options	26%
They would benefit from the mutual support of other people living in supported housing	34%
They felt that they lacked the skills or the confidence to live independently at the time	46%

The most significant reason for needing supported accommodation was that people lacked the skills or confidence to live independently at the time.

2.8 Stakeholder Engagement

2.8.1 In 2024, Housing and Adult Social care undertook some research with Homeless Link into the homeless population in Slough and spoke with the following stakeholders:

- People with current or previous lived experience
- Co-production network
- DWP
- Public Health – Drug and Alcohol Commissioner
- Commissioned supported housing providers
- Voluntary sector housing and homelessness charities
- Mental Health service
- Slough Children First
- Frimley ICB
- Slough Adult Social Care

Whilst key messages are included below, this work will inform a broader piece of cross council work concerning homelessness prevention.

2.8.2 Key findings from services:

Type of assistance provided	The main area of assistance provided relate to substance misuse, developing independent living skills, including managing finances and Assistance to access appropriate health and/or social care services or enhance their capacity to manage their health.
working with other agencies	Mental Health services, substance use services, Job Centre Plus along with other NHS professionals are the main agencies working with this cohort A lack of engagement linked to the inaccessibility of the service as opposed to the individual themselves not being willing to engage is most noticeably with Mental Health provision.

2.8.3 Engagement with people who use services currently or in the past

Key messages to improve support provision include:

- The need for trauma informed support
- Need for improved training for staff within supported accommodation projects
- Listen to the views of people in services

2.8.4 Key messages from **providers, council staff, and stakeholders** include:

- Limited supported housing provision for single people experiencing homelessness with support needs in Slough, and particularly for those with high support needs
- Move on from supported housing is a major issue because of limited access to private rented sector accommodation and social housing
- Limited information and advice for single people experiencing homelessness with support needs
- Non-commissioned voluntary sector plays active role in provision of support to single people experiencing homelessness within Slough

2.9 the model of delivery for the proposed procurement

2.9.1 A recommissioning project group comprising of key partners has developed the approach to reprocurring services. The initial meeting included representatives of the following Council teams:

- People Strategy and Commissioning Team,
- People (Adults) Finance Team,
- Rought Sleepers Team
- Homeless and Housing Demand Team,
- Procurement and
- HB Law

2.9.2 The group considered a number of elements relating to the proposed delivery of services, to sustain the amount of supported accommodation for single homeless people. whilst a proposed cross-council strategic review of homelessness prevention is undertaken.

2.9.3 Whilst the clear outcome required of services is the successful move from support to independent living, affordability is the principal issue impacting on successful and timely flow through supported housing. Providers will be expected to support move on by developing stronger relationships with the private rental sector as this has been identified as a key area for development.

2.9.4 Feedback indicates a range of improvements that can be introduced within the new service provision that would greatly support the people who use services to maintain health and wellbeing, tackle health inequalities and support the ability to live a good life beyond homelessness.

2.9.5 The introduction of these changes - supported by robust key performance indicators – can be summarised as follows:

Improvement	Value that will be added
Greater partnership working with non-housing support provision,	<p>A range of other services, networks, and agencies have a vital contribution to make to the delivery of effective support.</p> <p>Strengthens health inclusion agenda</p> <p>Ensures people within services are receiving appropriate support</p>
Work with Berkshire Health Foundation Trust provision to increase access to mental health services through including within the remit of the Council’s Mental Health Steering Group.	Ensures people within services are receiving appropriate support
Developing KPIs linked to Health, Wellbeing and Skills development	Ensures accountability of providers for outcomes in addition to move-on
Strengthened co-production within services to be included as a KPI.	<p>Provides additional agency to those using services</p> <p>Additional level of accountability for providers’ approach</p>
Introduce and/or strengthen provider commitment to Trauma-informed practice-providing evidence of training	Trauma-informed practice aims to increase practitioners’ awareness of how trauma can impact on individuals and communities, and their ability to feel safe or develop trusting relationships with health and care services and their staff.
Strengthen the KPIs linked to the development of landlord liaison with the private rental sector	Increase numbers moving-on into independent accommodation

3. Implications of the Recommendation

3.1 Financial implications

3.1.1. This report is the commencement of a preliminary market engagement procurement process for the delivery of accommodation-based housing related support services for Slough The proposed contracts would run for a period of 2 + 1years This is funded through Adult Social Care.

3.1.2 The contract will be a cost avoidance of providing temporary accommodation as an alternative to commissioned, although the actual cost is difficult to quantify.

3.2 *Legal implications*

- 3.2.1 Slough Borough Council has Statutory Duty under the Housing Act 1996 (as amended) to provide advice and assistance to all eligible homeless applicants and to ensure that suitable accommodation becomes available for eligible applicants who are homeless and have a priority need for accommodation. The temporary accommodation team provides accommodation under Part 7, S.188 and S.193 of the Housing Act 1996.
- 3.2.2 Section 188 of the Housing Act 1996 requires a local authority to provide emergency accommodation where it has reason to believe that a person is eligible for assistance, homeless and in priority need.
- 3.2.3 Under section 193 of the Housing Act 1996 the Council has a duty to provide accommodation to persons with priority need who are not intentionally homeless.
- 3.2.4 The Council also has duties to provide advice and assistance to prevent homelessness. The provision of accommodation for a short period of time with intensive support services can assist with this duty by supporting individuals to manage their housing needs in the future.
- 3.2.5 The current contract for the provision of the housing related support services for homeless people expires on the 30th of April 2026.
- 3.2.6 The procurement for the new services will be conducted in line with the Procurement Act 2023, the Procurement Regulations 2024, and the council's Contract Procedure Rules with assistance from Procurement and HB Public Law. This contract comes within the Light Touch Regime under the Procurement Act 2023 as it is above the £663,540.00 threshold.
- 3.2.7 The Council's constitution defines a Key Decision in Article 13 as;
- “an Executive decision which: (a) is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates.”
- and
- “A decision is significant for these purposes if it involves expenditure or the making of savings/receipt of income of an amount in excess of £1 million for capital expenditure or £500,000 for revenue expenditure or, where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question. . .”
- 3.2.8 The Council's Contract Procedure Rules require Cabinet approval to authorise procurements over £500,000.

3.3 *Risk management implications*

- 3.3.1 Overall, the risks associated with contracting as per the new model can be themed as follows.

Risk	Assessment of Risk	Mitigation	Residual Risk
There is insufficient interest in new services and the potential pool of suppliers is small.	Very High	The People Strategy and Commissioning team will undertake a preliminary market engagement event(s). This will have the benefit of enabling the market to have input into the development of the detailed specifications for service. It will also convey the need for bidders to be able to secure up to 63 units of accommodation across which support can be provided.	High
The market fails to respond and alternative arrangements will need to be made for existing residents.	Very High	Delegated Authority will provide an additional time to: <ul style="list-style-type: none"> allow extension negotiation with current providers Source appropriate accommodation for current residents but will only partially mitigate the risks	Very High
The market fails to respond and alternative arrangements will cost more to secure.	Very High	Work with Housing Department to seek to secure additional temporary accommodation – although this has the potential to be more expensive.	Very High.
New contracts underperform in terms of move on to independent accommodation	High	Build requirements for successful move on and relationship building with private sector landlords into the service specification. Shared working with the Housing Demand Team will support appropriate referrals, Ongoing Housing teamwork with private rental landlords will aims to extend the pool of available accommodation	Medium/High
Some areas of the new contracts underperform – health Inclusion, Co-production, application of trauma informed practice	Medium	Tendering for the contract provides an opportunity for bidders to set out how they will deliver against the contracts. The new contracts will be carefully managed by the	Low

		Contract Management function sitting within the People Strategy and Commissioning Team.	
Buildings used for the delivery of housing related support are owned by the current providers. Access to buildings likely to be lost if current providers are not successful at tender or do not bid.	Very High	Build a requirement for any bidding provider to have secured or be able to secure buildings for the necessary number of units for the purpose of delivering services to single homeless people.	Very High.
Buildings used for the delivery of housing related support are owned by the incumbent provider. Buildings could be used for alternative purposes if current providers are not successful at tender or not bid eg Temporary Accommodation for non- Slough residents - which could increase the burden placed upon the Council and local resources.	Very High	Seek to secure units for purpose which would be beneficial to Slough residents.	Very High
There is difficulty recruiting suitably trained support staff – particularly at the proposed contract value.	Very High	A three-month implementation period will enable reasonable recruitment timescales	High
Current support provision is provided by the owners of the accommodation. In the event of an incoming provider being successful at tender stage significant lead time will need to be	Very High	Delegated Authority to award will provide additional time to support a smooth transition of those being supported at that time	High

made available for mobilisation of the contract and transfer of residents to new accommodation..			
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3.4 *Environmental implications*

3.4.1 Not applicable

3.5 *Equality implications*

3.5.1 Homelessness can affect everyone and people at risk of homelessness can be so due to the impact of poverty, increased rents and no fault evictions, but there are particular groups who are former rough sleepers and/or at risk of homelessness that this service seeks to support, who will have additional and often complex support needs (more than one co-occurring issue)– often exacerbated by repeat periods of repeat homelessness. These include:

- People experiencing mental ill health – both short term and long term, with or without a diagnosis
- People with substance use issues
- Ex offenders or those at risk of offending
- Care leavers
- Veterans
- People escaping domestic abuse
- Adults who have experienced adverse childhood experiences.

A full Equalities Impact Assessment is set out at appendix 2.

3.6 *Corporate Parenting Implications*

3.6.1 Not applicable

3.7 *Procurement implications*

As this is an above threshold for Light Touch procurement, we will conduct an Open Procedure tender in accordance with the regulations in the Procurement Act 2023. It is recommended to carry out preliminary market engagement to obtain views from the market on the scope and to help shape the specification.

The evaluation criteria will be based on MAT – Most Advantageous Tender to include Social Value with a minimum weighting of 5%.

The tender notice will be published on the Central Digital Platform (the new procurement one-stop platform for all contract notices and future procurement opportunities) to ensure that we receive the best response from the market.

3.7.1 The procurement will be undertaken by open tender as advised by the central Commercial Team.

The indicative timetable is listed below:

Action	By whom / which entity	Date
Approval to proceed with recommendations	Cabinet	21 July 25
PPN (Planned Procurement Notice) issued	Procurement	28 July 25
Market engagement submission date	Procurement	21 Aug 25
Market engagement analysis report	People Strategy and Commissioning	22 August to 3 Sept 25
Recommendations for procurement to DLT approval	People Strategy and Commissioning	10 Sept 25
Recommendations for procurement to PRB for approval	People Strategy and Commissioning and Procurement	15 Sept 25
Issue Tender Notice - Tender documents issued	Procurement	21 Oct 25
Tender Submissions deadline	Procurement	3 Dec 25
Evaluations Complete	Evaluation Team	17 Dec 25
Moderation Meeting	All	18/19 Dec 25
Tender Evaluation Report - Internal approval process	People Strategy and Commissioning	5 Jan 26
Delegated approval to award	Procurement Review Board/ Executive Director of People (Adults)	19 Jan 26 / 26Jan 26
Mobilisation	People Strategy and Commissioning	01 Feb 26
Contracts go live date		01-May-26

As highlighted at 3.3.1, delegated authority to award is requested to mitigate against the impact of market failure requiring the sourcing of alternative accommodation for 63 vulnerable people.

This risk mitigation for this would be greatly supported by a longer lead in time enabled by delegated authority

3.8 *Workforce implications*

3.8.1 None

3.9 *Property implications*

3.9.1 None

4. **Background Papers**

None