

Setting out our **vision** for Brent's care market

Our commissioning priorities and opportunities for partnership with providers — 2026 to 2030.

6,255

Care Packages 2025/26

81%

Reablement Success Rate

£187.75m

Invested in Adult Care

22,000

Carers in Brent



Brent — one of England's most diverse boroughs

200+ languages spoken across our communities

Working with you to live your best life

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Foreword

Welcome to Brent Council's Adult Social Care Market Position Statement.

As Lead Member for Adult Social Care, I am pleased to introduce this statement which sets out our vision for the local care and support market, our commissioning priorities and opportunities for working in partnership with providers over the coming years.

Brent is one of London's most diverse and vibrant boroughs, with communities that enrich every aspect of life here. We are responding to increasing demand for adult social care, rising complexity of need and continued financial pressures across the health and care system.

Our ambition is to work alongside providers, residents, the NHS, the voluntary and community sector and other partners to develop a **sustainable, innovative and high-quality care market** that responds to the changing needs of our population.

Whether you are an established provider, a voluntary organisation, a social enterprise or a new entrant to the market — we look forward to working with you to build a resilient, diverse and sustainable care market for Brent.



Councillor Muhammed Butt

Leader of the Council & Cabinet Member
for Adults Social Care

**Brent is home to 200+ nationalities
living side by side**

**Providers are essential partners in
delivering great care**

**Together we build a better future for
Brent residents**

Our Values in Adult Social Care

In Brent we are committed to creating a shift in Adult Social Care service delivery so that the needs of residents are considered from a perspective of **preventing, reducing and delaying** the deterioration of health and wellbeing.

To deliver this commitment we will:

- Work in partnership with the wider system to prevent the deterioration of health and wellbeing, with a focus on reducing inequalities.
- Target cohorts of the Brent population to reduce deterioration and further needs developing.
- Enable residents with complex needs to live as independently as possible and delay the deterioration of health and wellbeing.

Our vision:

"Working with you to live your best life."



- We work with residents and carers as equal partners to live independent, safe and fulfilling lives.
- We enable and support staff and partners to meet community needs and deliver excellent outcomes.
- We create a culture of continuous improvement with inclusion, equity and equality at its heart.

Prevention, Reduction and Delay — our core approach

"Working with you to live your best life"

Inclusion and equity at the heart of everything we do

Population Summary for Brent

CENSUS POPULATION

339,000

In 2021, the Brent population was 339,000 vs 311,000 in 2011 – a 9% increase, above London (8%) and England (6%) averages.

AGE PROFILE

12%

Around 12% of Brent residents are aged over 65, compared with 19% nationally. Brent has a younger age profile than England & Wales.

AGEING POPULATION

+27%

The number of residents aged 50 and over has increased by 27% since 2011, reflecting wider national ageing trends.

DIVERSITY

149

One of England's most diverse communities. 33% Asian/Asian British, 35% White, 19% Black. Over 149 languages spoken.

HEALTHY LIFE EXPECTANCY

69 / 63

Average years in good health: 69 for women (above England average) and 63 for men (below London average).

DEPRIVATION

High

Brent is more deprived than in 2019 – comparatively low income, high benefit use and high housing costs.

339,000 Brent residents and growing

Most diverse borough in England – 200+ languages

50+ age group grew 27% since 2011

Health and Care Needs in Brent

Demand for Adult Social Care is closely linked to complex Health needs, including learning disabilities, serious mental illness, frailty, stroke, dementia, and hospital admissions

22,000

unpaid carers in Brent

Over 3,700 are aged 65+ and almost 6,400 provide 50+ hours of care per week — these carers are themselves at risk of poor health.

On average, **26% of people aged 65+ in Brent live alone**, rising to 40% in some parts of the borough — increasing their risk of residential care when health deteriorates.

Source: Fingertips and LGINform. Latest available data (2023–2025)

Brent health statistics vs London

Health Condition	Rate	London Rank
Flu and pneumonia mortality (age 65+)	161 per 100k	12 of 32
Dementia mortality (age 65+)	354 per 100k	28 of 32
Under-75 mortality: circulatory disease	80.35	11 of 32
Emergency hospital admissions due to falls (65+)	2,344 per 100k	8 of 32
Deaths taking place in hospital	52%	7 of 32
Serious mental illness estimated prevalence	1.24%	58 of 150 (England)

22,000 unpaid carers need our support

1 in 4 adults aged 65+ in Brent lives alone

Health inequalities demand targeted, community action

6,255

care packages
in 2025/26

During 2025/26, Brent Adult Social Care commissioned services for **6,255 care packages** across a wide range of care and support services, reflecting continued growth in demand and increasing complexity of need.

The largest groups supported were those accessing **home care, direct payments, supported living, extra care housing, residential and nursing care services.**

The Council works with individuals and families to ensure support is delivered in the **least restrictive environment**, promoting independence, choice and control.



Brent Care Charter

Commitment to Quality



Coproduction Leader

Nothing About Us Without Us

Facts and Figures 2025–2026

Major adaptations carried out	604
People in extra care and supported living	872
Homecare services delivered	3,319
Reviews undertaken	7,075
Mental health assessments undertaken	682
Direct payments issued	1,227

6,255 care packages commissioned in 2025/26

1,227 people managing their own care through direct payments

Over 870 in extra care and supported living across Brent

Adult Social Care Spend in Brent

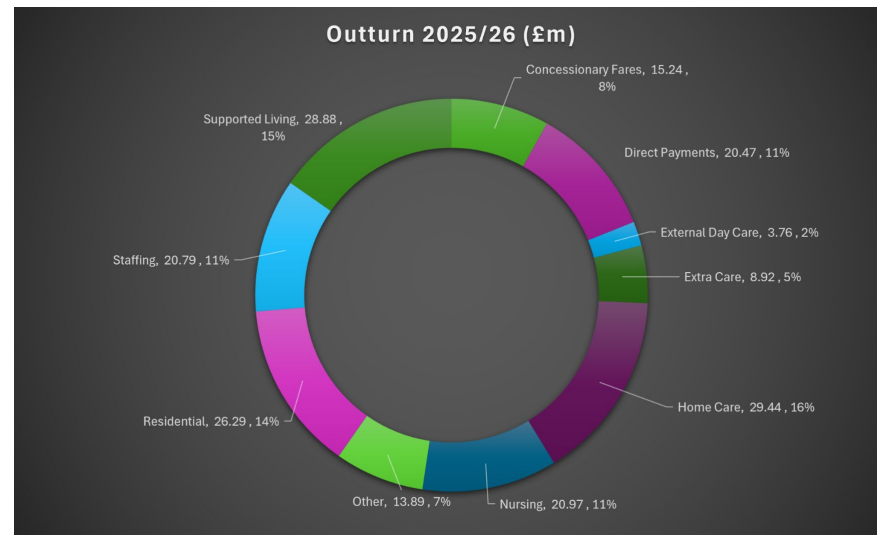
£187.75m

Total ASC outturn 2025/26

The 2025/26 outturn is primarily driven by Home Care (£29.44m), Supported Living (£28.88m) and Residential Care (£26.29m), together accounting for **45% of total spend**.

	Home Care	£29.44m	16%
	Supported Living	£28.88m	15%
	Residential Care	£26.29m	14%
	Nursing Care	£20.97m	11%
	Staffing	£20.79m	11%
	Direct Payments	£20.47m	11%

ASC Spend by Service Area (2025/26)



£187.75m invested in Brent residents' care

Home Care: our biggest investment at £29.44m

16p in every £1 supports people to stay at home

"Nothing About Us Without Us"

Brent Adult Social Care is committed to working alongside residents, carers, providers and community partners to shape services. Our approach recognises people with lived experience as **equal partners** in designing, commissioning, delivering and improving services.

We engage through co-design workshops, lived experience advisory groups, provider forums and public consultations. Our ambition is to develop services that promote independence, wellbeing, inclusion and prevention.



Coproduction Excellence

Brent ASC Award 2024



What We Expect from Providers

- Involve residents, carers and families in service design and continuous improvement.
- Embed lived experience in decision-making at all levels.
- Deliver culturally competent services that reflect the diversity of Brent's communities.
- Work in partnership with the voluntary and community sector.
- Co-produce quality and improvement plans with people who use services.

"Nothing About Us Without Us" — our guiding principle

Lived experience shapes every Brent service

Coproduction is not optional — it is essential

Community and VCSE

We will explore options with the VCSE sector to create networks of care and support, promoting a community coordinated and community-led approach for people with emerging adult social care needs.



Carers in Brent

Brent's Carers Strategy 2024–2027 defines a carer as anyone who provides unpaid care to a family member, partner or friend who could not manage without their help.

22,000adult & young
carers**6,400**provide 50+
hrs/wk

Commissioning Intentions

- Maintain and develop carer assessment and support services to sustain caring roles.
- Commission respite, short breaks and emergency sitting services to reduce carer burnout.
- Develop peer support and wellbeing services specifically for carers.
- Strengthen information, advice and advocacy so carers can access their rights.
- Support carers to maintain employment, education and community life.

22,000 Brent residents provide unpaid care every day

6,400 carers give 50+ hours of care every week

Every carer deserves recognition and support

"A community-based offer that enables people to have a choice of provision which is flexible and enables people to be as independent as possible, healthy, resilient, and having meaningful relationships in their community."

Our Six Commitments:

- 1 Leisure, recreation, education and employment opportunities
- 2 Friendships, relationships and social connections
- 3 Independence — healthier, more resilient lives
- 4 Local support within Brent via community networks
- 5 Good information and advice for all
- 6 The right support at the right time, for everyone

Commissioning Intentions

- Commission a new community-based day opportunities framework offering flexible, person-centred provision.
- Develop micro-enterprise and community capacity building to create innovative local options.
- Move away from building-based, group care models toward community-integrated activities.
- Increase access for people with complex needs including dementia and mental health conditions.
- Partner with providers who share all six commitments for Brent residents.

Choice and flexibility are fundamental to independence

Community connections make Brent stronger

6 commitments to transform day opportunities in Brent

Technology Enabled Care

2,500

people use community alarms

**TECH
FIRST**

People always

Our "Tech First" Approach

Brent ASC is committed to embedding a **"technology first"** approach across all care pathways — exploring whether technology can enhance, supplement or replace traditional care packages before commissioning additional support.

We are seeking a partner to support the cultural change required to embed technology across our workforce and the care market, and to identify the most effective technologies for our diverse population.

Technologies include telecare, digital assistants, sensor-based monitoring, remote health monitoring and app-based care coordination tools.

What We Are Looking For

- Partners to support cultural change — embedding "tech first" thinking across the care market.
- Technology solutions that enhance or replace traditional care, promoting independence.
- Partners to upgrade community alarm infrastructure with next-generation assistive technology.
- Innovation in monitoring, response and communication to keep people safe and connected at home.
- Evidence-based approaches with measurable outcomes through technology-enabled care.
- Flexible models tailored to the diverse cultural and language needs of Brent communities.

Tech first — people always at the centre of care

2,500 community alarms already improving safety in Brent

Innovation enhances human care — it never replaces it

"Stability precedes progression."

The guiding principle for Brent's autism and neurodiversity pathway

Brent is developing a **Neurodivergent Employment and Stabilisation Pathway** to support autistic adults and those with other neurodivergent conditions to achieve stability, independence and meaningful employment.

Three Core Priorities:

- 1 Diagnostic Support**
Improving access to timely autism and ADHD assessments and post-diagnostic support.
- 2 Employment Pathways**
Developing supported employment, volunteering and skills programmes tailored to neurodivergent adults.
- 3 Coproduction**
Involving autistic people and their families in designing services and commissioning decisions.

Commissioning Intentions

- Commission post-diagnostic support helping autistic adults and families understand and navigate available support.
- Develop a supported employment offer recognising the skills and abilities of neurodivergent adults.
- Commission stability and crisis prevention services to reduce the risk of placement breakdown.
- Build provider capacity to deliver autism-informed and sensory-aware care environments.
- Increase access to social skills, independent living skills and community participation programmes.

"Stability precedes progression" — our pathway principle

Neurodiversity is a strength in Brent's communities

Employment unlocks independence and wellbeing

Other Early Intervention Services

Healthwatch Brent

- Independent champion for people who use health and social care services in Brent.
- Facing significant national policy changes, including potential transfer of functions to Integrated Care Boards (ICBs) by July 2025.
- Brent will work closely with Healthwatch during this transition to ensure continued resident advocacy.
- Providers are encouraged to engage proactively with Healthwatch to strengthen feedback loops and quality improvement.

Handyperson Service

- Provides minor adaptations, small repairs and safety checks in the homes of older and disabled Brent residents.
- A key falls prevention service, supporting people to remain safe and independent in their own homes.
- Works alongside occupational therapy, reablement and housing services to ensure safe home environments.
- Brent is exploring ways to expand the service reach to prevent unnecessary hospital admissions.

Joy Community Directory

- Brent's digital directory of community services, voluntary organisations and social prescribing resources.
- Enables professionals and residents to find local activities, support groups, social clubs and community assets.
- Providers and voluntary organisations are strongly encouraged to register their services on the Joy directory.
- Keeping listings up to date helps residents and practitioners connect with the right support at the right time.

Healthwatch — your independent voice in Brent care

Handyperson: minor repairs, major difference to lives

Joy directory — find your community support today

81%

did not require long-term care within 7 days of completing reablement (2025/26)



Brent Outstanding Achievement

"Think Reablement First"

Brent's reablement approach embeds a **"Think Reablement First"** principle across all adult social care referrals. Before commissioning ongoing care, the Council explores whether intensive, goal-focused reablement could enable the person to regain independence.

Procurement timeline: A reablement procurement exercise is anticipated in **2028**.

Commissioning Intentions

- Maintain and strengthen in-house reablement capacity alongside commissioned external provision.
- Develop specialist reablement pathways for people with complex or dual diagnoses.
- Embed occupational therapy within reablement services to maximise functional outcomes.
- Integrate reablement with technology enabled care to support independence after the reablement period.
- Strengthen reablement pathways from hospital discharge to prevent delayed transfers of care.
- Develop outcome frameworks that capture quality of life improvements, not just care package avoidance.

★ 81% Reablement Success — a Brent outstanding achievement

"Think Reablement First" — strength-based practice changes lives

Independence is always the goal in Brent's care approach

~1,700residents receive commissioned
homecare**20.8**average hours per person/week
2025/26

Homecare is the largest single area of ASC expenditure. The Council is committed to a shift towards a **neighbourhood-based model (Radical Place Leadership)** enabling workers to develop strong relationships with the individuals and communities they support.

Average weekly hours per person are **increasing**, reflecting growing complexity of need. The Council is seeking flexible, culturally competent providers capable of meeting this demand.

What We Are Looking For

- Providers able to deliver locality-based homecare within defined Brent neighbourhoods.
- Culturally competent services with language-matched workers reflecting Brent's diverse communities
- Minimum zero-hours contracts for care workers, supporting workforce stability and continuity of care.
- Providers who embed assistive technology and digital tools within homecare packages.
- Strong workforce development, fair pay and career progression for every care worker.
- Providers committed to the Brent Care Charter values and quality improvement frameworks.

**1,700 Brent residents supported safely
at home****Average 20.8 hours of care per person
each week****Neighbourhood-based care builds
community and connection**

Homecare — Commissioning Intentions

Procurement Timeline

Brent intends to procure a new **Lead Provider contract and Framework Agreement for homecare** in **2027**. Providers are encouraged to begin preparation now.

Intentions for the New Model

- Move to a locality-based model aligned with Radical Place Leadership, enabling stronger community connections.
- Introduce minimum guaranteed-hours contracts for care workers to promote workforce stability.
- Embed assistive technology and digital monitoring within all homecare packages.
- Develop outcome-based commissioning frameworks that reward quality and independence outcomes.

Workforce and Quality

- Providers expected to pay at least the London Living Wage and demonstrate fair employment practices.
- Brent will support providers to improve CQC ratings through quality improvement programmes and peer learning.
- Training in dementia care, mental health and learning disability will be core contract requirements.
- Providers must demonstrate plans for workforce continuity and staff retention.
- Regular provider forums to share intelligence, co-design approaches and address market challenges.
- Brent will work with the NHS and ICB to align homecare commissioning with integrated care priorities.

New homecare model launching in Brent in 2027

Fair pay and stable contracts for every care worker

Quality, dignity and compassion — non-negotiable in Brent

Residential and Nursing Care

52

care homes in Brent

~50%

 placed
out-of-borough

2026–27

 block purchasing
begins

There are currently **52 registered care homes** in Brent. The Council is committed to strengthening the local market for residential and nursing care, particularly for people with complex needs, dementia and dual diagnoses.

Approximately **50% of Brent residents requiring residential placement are currently placed out-of-borough** — disrupting community connections and increasing costs. A key priority is to develop more local provision so people remain close to families and communities.

Procurement: Developing block purchasing arrangements for residential and nursing care in 2026–27.

Commissioning Intentions

- Strengthen the local market for complex needs, dementia, mental health and dual-diagnosis residential care.
- Develop block purchasing arrangements to provide market certainty and improve value for money (2026–27).
- Reduce the proportion of residents placed out-of-borough by developing more local specialist provision.
- Commission specialist residential units for people with dementia including enhanced dementia-care environments.
- Work with providers to develop nursing-led units for people with complex health and care needs.
- Explore development opportunities with registered social landlords and developers for new care home provision.

52 care homes across Brent serving our communities

Block purchasing from 2026–27 — market certainty for providers

Keeping Brent residents close to their families and communities

Our Quality Ambition



Support all Brent residential and nursing care providers to achieve **CQC Outstanding** ratings.

Quality Improvement Programmes

- Introducing peer review programmes where care homes visit and learn from one another.
- Establishing a mentoring scheme pairing higher-rated homes with those seeking improvement.
- Developing a Quality Improvement Network for residential and nursing care providers in Brent.
- Embedding coproduction into quality assurance — involving residents and families in quality reviews.

Fee and Workforce

- Annual fee uplifts reviewed against the National Living Wage and inflation indices.
- The Council will maintain an open-book dialogue with providers on financial sustainability.
- Providers expected to demonstrate workforce planning, staff retention and training investment.
- Enhanced rates available for specialist placements including dementia, nursing-level and complex needs care.

What Brent Expects

Person-centred care, dignified environments, strong leadership, culturally competent practice and continuous learning.

★ Our ambition: Outstanding CQC ratings for every Brent home

Peer learning and mentoring drive continuous quality improvement

Quality and dignity are non-negotiable for Brent residents

8

extra care schemes

248

residents supported

12

"step down" units

Extra care housing provides older people and disabled adults with their own self-contained accommodation alongside on-site care and support services – an important alternative to residential care, enabling people to live independently within a supportive community.

Brent operates eight extra care schemes with 248 residents. Twelve **"step down" units** are available to support people returning home from hospital, preventing unnecessary long-term placements.

Procurement: Tendering for support services across extra care schemes planned for **2027**.

Commissioning Intentions

- Tender support services across all eight extra care schemes in 2027, seeking high-quality flexible providers.
- Develop specialist extra care provision for people with dementia, learning disabilities and mental health needs.
- Explore opportunities to develop new extra care schemes with registered social landlords and housing providers.
- Improve integration between extra care housing and NHS community nursing and GP services.
- Embed technology enabled care across all schemes to promote independence and safety.
- Develop step-down units as a key component of Brent's hospital discharge pathway.

248 Brent residents thriving in extra care communities

12 step-down beds support faster, safer hospital discharge

New tender for services across all 8 schemes in 2027

Supported Living

~532

people in supported living

Autism

Mental Health

Learning Disability

Supported living enables people to live in their own tenancy with the care and support they need. Brent supports approximately **532 people** in supported living arrangements, primarily those with Autism, Mental Health conditions and Learning Disabilities.

A strategic review of supported living is planned for **2026/27**. New tendering exercises for mental health and learning disability supported living are planned for **2026** and **2027** respectively.

Commissioning Intentions

- Conduct a strategic review of supported living provision in 2026/27 aligned with the personalisation agenda.
- Tender mental health supported living services in 2026, seeking flexible and recovery-focused provision.
- Tender learning disability supported living services in 2027, with a focus on community integration.
- Develop new supported living provision for people with autism and complex needs within Brent.
- Strengthen housing partnerships to secure more stable and appropriate tenancies for supported living.
- Move towards person-centred, outcome-focused contracts with flexible support models that scale with need.

532 people living their best lives in supported living

Strategic review of supported living in 2026–27

New MH and LD tenders coming in 2026 and 2027

What is Shared Lives?

A trained and approved Shared Lives carer shares their home and family life with an adult who needs support — offering a genuinely homely, inclusive and relationship-based environment.

Shared Lives is highly valued by people who use the service, offering stability, meaningful relationships and the opportunity to be fully included in community and family life.

Brent is committed to expanding its Shared Lives programme by **recruiting more carers from Brent's diverse communities** and extending the offer to new groups, including people living with dementia.

Shared Lives can support people on a **long-term, short break** or **day support** basis.

Commissioning Intentions

- Expand Shared Lives by actively recruiting carers from Brent's diverse ethnic communities.
- Develop Shared Lives provision for people living with dementia, extending the programme's reach.
- Explore Shared Lives as an option for people transitioning from supported living or residential care.
- Develop a Shared Lives short breaks offer providing respite for carers and day opportunities for adults.
- Strengthen support for Shared Lives carers through training, peer support networks and regular review.
- Work with the regional Shared Lives network to share learning and develop innovative practice.

Family life at the heart of Brent's Shared Lives programme

Recruiting from Brent's wonderfully diverse communities

Expanding Shared Lives to include dementia support

1,227

direct payments in 2025/26

Direct payments give people **greater choice and control** over how their care and support needs are met, enabling them to purchase their own support tailored to their individual preferences and lifestyle.

Brent is committed to promoting direct payments as a core feature of its personalisation strategy. We want all eligible residents to be aware of the option and supported to manage it effectively.

Opportunity for Providers

Direct payments represent a growth opportunity for providers who are responsive to individual needs, flexible in their approach and able to offer person-centred support on terms agreed directly with the individual.



Direct Payments Champion

Brent ASC Recognition



Personalisation Leader

Your life, your way

Commissioning Intentions

- Increase uptake of direct payments by improving information, advice and support to eligible people.
- Develop a Direct Payment Support Service to assist people with managing their personal budgets.
- Promote direct payments to underrepresented groups including those from Brent's diverse communities.
- Develop a register of quality-assured independent providers for direct payment recipients to access.
- Work with the voluntary sector to develop peer support networks for direct payment holders.
- Strengthen the managed accounts service for people who need support with administration.

1,227 Brent residents in control of their own care

Choice and control drive better outcomes for everyone

Your life, your way — direct payments make it possible

How to Get Involved

Brent Council values open dialogue with the care market. Join our provider forums, respond to tenders and help shape services for Brent's communities.

Home Care Provider Forum

Quarterly meetings for commissioned homecare providers to share market intelligence and co-design commissioning approaches.

Residential and Nursing Care Forum

Regular engagement with care home providers on quality, commissioning intentions, fee setting and market development.

Supported Living Provider Forum

Working group for supported living providers to shape commissioning for mental health, learning disability and autism services.

6,255

Care Packages
2025/26

81%

Reablement
Success

1,227

Direct Payments

22,000

Carers Supported



Your voice shapes our services — join our forums

Brent: building the most inclusive care market in London

All tenders published on Brent Council Procurement Portal

Commissioning pipeline

Contract name	Expiry date
Carer Support Services	August 2027
Learning Disability Supported Living	November 2026
Extra Care	March 2027
Homecare Lead Provider and Framework	November 2027
Reablement	February 2028
Mental Health Supported Living	2026/2027

These are our anticipated commissioning activities. However, for more information and further tendering opportunities, please see the [London Tenders Portal](#).