

ODELIA GROUP · PUBLICATION NO. 001

Local Authority Intelligence

London Borough of Hounslow

Evidence-led analysis of the adult social care provider market,
commissioning priorities and strategic direction.

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Strengthening Adult Social Care Provider Markets

ABOUT THIS PUBLICATION

This publication forms part of the **Odelia Local Authority Intelligence Series**.

The series provides evidence-led analysis of adult social care provider markets across England, translating publicly available information into practical intelligence for providers, commissioners, housing organisations, NHS partners and sector leaders.

Each publication draws upon publicly available sources, including Market Position Statements, Adult Social Care strategies, commissioning plans, procurement information, CQC assessments and other relevant publications.

The purpose of the series is to improve understanding of local provider markets and support informed discussion across the sector.

DISCLAIMER

This publication represents the independent analysis of Odelia Group Ltd.

It has been prepared using publicly available information believed to be accurate at the time of publication.

Nothing within this publication should be interpreted as procurement advice, legal advice or confirmation of future commissioning intentions.

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THE SERIES

Further editions of the **Local Authority Intelligence** series, covering additional local authorities, are published at www.odeliagroup.co.uk.

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PURPOSE

This publication translates Hounslow's published adult social care evidence into practical considerations for providers. It is not procurement advice and does not represent the council.

AT A GLANCE

Primary market theme	Integrated and specialist market readiness.
Key priorities	Homecare reform; integrated care; supported living; extra care; mental health accommodation; prevention; Direct Payments; workforce and outcomes.
Best read for	Homecare, supported living, mental health, autism, learning disability, extra care, community and personal-budget providers.
CQC position	Good local authority rating.

WHAT THE EVIDENCE TELLS US

Hounslow has established commissioning and provider-engagement systems, but demand and complexity continue to rise. The council is reforming homecare, learning-disability supported living and extra care while strengthening integrated health and care pathways. The main opportunity is therefore not generic provider growth. It is specialist, local and evidence-rich capability.

WHAT THIS MEANS FOR PROVIDERS

- Be specific about the Hounslow need your service addresses.
- Show readiness for integrated council and NHS pathways.
- Evidence mobilisation, out-of-hours resilience, medication and digital monitoring.

- For accommodation services, demonstrate housing, tenancy, staffing, progression and move-on capability.
- Connect costs and staffing models to independence and measurable outcomes.
- Prepare strong quality, safeguarding, workforce and financial-resilience evidence.

WHAT THE CQC ASSESSMENT MEANS FOR PROVIDERS

Hounslow's Good rating reflects strong partnership and market arrangements, but providers remain part of the council's assurance evidence. Commissioners are likely to expect consistent access, safety, continuity, equality, outcome and improvement data.

WHAT COMMISSIONERS MAY BE THINKING

Hounslow appears likely to value providers that can work reliably within a mature integrated system, support complex needs locally and demonstrate that support prevents escalation or increases independence. Availability alone may carry limited weight.

REFLECTION

A mature market still needs development. Strong brokerage and provider forums do not remove specialist gaps, accommodation constraints, workforce risk or the need for better readiness evidence.

EMERGING MARKET THEME

Across Hounslow's published strategies, a recurring theme is the need for providers that combine integration, specialist competence, local capacity and progression outcomes.

KEY MARKET INSIGHT

Hounslow's future market will be shaped less by how many providers exist and more by which providers can operate safely, sustainably and collaboratively across complex pathways.

COMMISSIONER'S LENS

From a commissioner's likely perspective, the priority is to maintain flow and quality while controlling long-term cost. Providers must help people remain at home, move toward independence, avoid unnecessary institutional care and work effectively with health, housing and community partners.

PROVIDER ACTION GUIDE

Homecare

Council challenge Major contract transition, rising demand and integrated requirements.

Providers should consider Show borough coverage, workforce continuity, medication, digital monitoring, out-of-hours resilience and financial strength.

Hospital discharge and reablement

Council challenge Need for timely discharge, bridging care and independence.

Providers should consider Evidence safe mobilisation, escalation, multidisciplinary working and reduced support needs.

Supported living

Council challenge Recommissioning focused on progression and local accommodation.

Providers should consider Show housing readiness, autism and learning-disability competence, positive risk and move-on outcomes.

Mental health and complex care

Council challenge Demand for high-support, step-down and dual-diagnosis provision.

Providers should consider Evidence recovery practice, clinical partnership, tenancy sustainment and crisis response.

Extra care

Council challenge Expansion as an alternative to residential care.

Providers should consider Show flexible staffing, community connection, tenancy practice and ability to support changing needs.

Direct Payments

Council challenge Choice and control alongside financial and workforce pressure.

Providers should consider Provide clear personal-assistant, payroll, safeguarding, contingency and outcome arrangements.

Prevention and community support

Council challenge Council focus on early support and independence.

Providers should consider Demonstrate community reach, referral links, safeguarding and measurable prevention outcomes.

Transitions

Council challenge All-age autism and learning-disability pathways.

Providers should consider Engage early, plan housing and workforce, and evidence progression into adult life.

PROVIDER READINESS SCORECARD

Use this checklist to test relevance and evidence before approaching Hounslow or entering procurement.

- | | | |
|------------------------------|-----------------------------|--|
| ☐ Yes | ☐ No | Can we explain the specific Hounslow need we address? |
| ☐ Yes | ☐ No | Can we work across council and NHS pathways? |
| ☐ Yes | ☐ No | Can we mobilise safely and maintain continuity? |
| ☐ Yes | ☐ No | Do we have specialist workforce competence? |
| ☐ Yes | ☐ No | Can we provide reliable digital and quality data? |
| ☐ Yes | ☐ No | Are our safeguarding and medication systems strong? |
| ☐ Yes | ☐ No | Can our financial model withstand London workforce costs? |
| ☐ Yes | ☐ No | For accommodation services, are housing and tenancy arrangements credible? |
| ☐ Yes | ☐ No | Can we demonstrate independence or progression outcomes? |
| ☐ Yes | ☐ No | Can we work with neighbourhood and multidisciplinary teams? |
| ☐ Yes | ☐ No | Are our services accessible and culturally responsive? |
| ☐ Yes | ☐ No | For Direct Payments or unregulated support, is governance proportionate and clear? |

READINESS REFLECTION

The scorecard helps providers test relevance and evidence before approaching Hounslow or entering procurement. It does not guarantee referrals or contract access.

QUESTIONS WORTH EXPLORING

1. Which specialist packages remain difficult despite strong mainstream brokerage?
2. How will contract consolidation affect smaller providers and market resilience?
3. What evidence best predicts successful integrated delivery?
4. Where is accommodation limiting local sufficiency?
5. How should progression and reduced dependency be measured?

SOURCES

- Hounslow Market Position Statement, 2024 and 2026 update.
- Hounslow Budget Report 2026/27.
- Hounslow homecare, supported-living and extra-care procurement reports, 2026.
- Hounslow corporate leadership structure, April 2026.
- CQC Hounslow Local Authority Assessment, May 2024.

All sources are publicly available at the time of publication.

DISCLAIMER

This publication is based on publicly available information and reflects the author's interpretation of published evidence. It does not represent the views of Hounslow Council, the Care Quality Commission or any other organisation, does not constitute procurement advice and does not guarantee access to contracts, referrals or commissioning opportunities.

ABOUT THIS SERIES

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