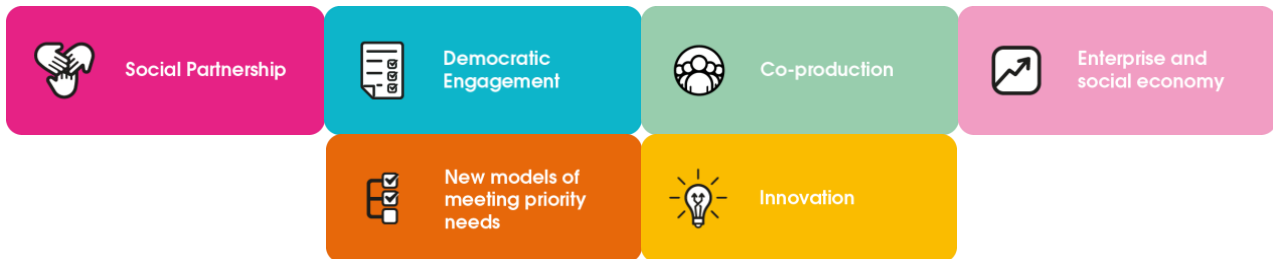


## FINANCE



## E3M working with the Royal Borough of Greenwich

### People Focused Services in Greenwich – Moving from Procurement to Partnership

Building upon insights from the E3M Bold Commissioners Club and from leading challenge groups at the E3M Imagine events in 2024 and 2025, Greenwich Commissioners are putting residents, workers and human-centred partnership models at the heart of their commissioning practice.

Greenwich is working to grow a more co-operative local economy. In keeping with the commitments outlined in *Together for Greenwich* (2025), commissioners are working to re-imagine social care in the context of employee ownership, neighbourhoods and community partnerships. Recognising that commissioning complex People Focused Services requires a very different approach to the market purchasing of standardised commercial goods and services, in September 2025, the Royal Borough of Greenwich and the Healthier Greenwich Partnership formally engaged E3M Partner Stone King as a transformation advisory partner to accelerate the design and delivery of a number of collaborative commissioning demonstration projects.

This has started with a demonstration project on supported accommodation. In Greenwich, accessible properties for people with disabilities are challenging to secure. Preventing public assets from being permanently lost to the private sector is important to the council. In 2024, the Royal Borough of Greenwich concluded negotiations to purchase several NHS properties that had previously been used as residential homes. To refurbish the buildings to a standard required to deliver high-quality supported accommodation and care, significant investment is needed. As part

of the purchase, the council has committed s106 investments secured from developments to fund a near term set of required works to the buildings.



Developing and testing ideas at E3M Imagine

With current support contracts ending, the council is working with Stone King's advice and procurement colleagues to explore ways to maximise the flexibilities and collaborative ways of working permitted for commissioning People Focused Services.

Greenwich is at the point of considering the options for its future commissioning of this service, including further inward investment and a Community Partnership with a values-aligned care and support partner. This approach will enable some of the most vulnerable residents to move from surviving to thriving, in places they can call home and with community connections and relationships that matter most to them. Commissioners are also working to secure supported employment opportunities and more ethical practices for the care-workers who spend their lives in the service of our most vulnerable residents. Greenwich continues to do this by placing cooperative values and principles of self-help, self-responsibility, democracy, equality, equity and solidarity at the centre of its work together locally.

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