

## Notice of KEY Executive Decision

<b>Subject Heading:</b>	Permission to award the Ageing Well Community Wellness and Empowerment Service
<b>Decision Maker:</b>	Cllr Gillian Ford, Cabinet Member for Adults and Health
<b>Cabinet Member:</b>	Cllr Gillian Ford, Cabinet Member for Adults and Health
<b>ELT Lead:</b>	Barbara Nicholls, Strategic Director of People
<b>Report Author and contact details:</b>	Sophie Barron Email: <a href="mailto:sophie.barron@havering.gov.uk">sophie.barron@havering.gov.uk</a>
<b>Policy context:</b>	<p>The Adult Social Care and Support Planning Policy states that Havering's vision is:</p> <p>'Supporting excellent outcomes for the people of Havering by helping communities to help themselves and targeting resources and interventions to encourage independence'</p>
<b>Financial summary:</b>	<p>Total Cost for 3 years + 2 years Contract: £1,329,060.66</p> <p>The cost will be split funded with health as follows:</p> <p>Year 1 - £255,008.63 (£118,149.63 LBH / £136,859.00 ICB)  Year 2 - £260,168.65 (£120,540.35 LBH / £139,628.30 ICB)  Year 3 - £265,637.61 (£123,074.21 LBH / £142,563.40 ICB)  Year 4 - £271,246.76 (£125,673.02 LBH / £145,573.74 ICB)  Year 5 - £276,999.01 (£128,338.13 LBH / £148,660.88 ICB)</p> <p>The total spend for LBH for the entirety of the contract is £615,775.34. The total spend for NEL ICB for the entirety of the contract is £713,285.32.</p>
<b>Reason decision is Key</b>	Expenditure of over £500,000

**Non Key Executive Decision**

<b>Date notice given of intended decision:</b>	07th February 2025
<b>Relevant Overview &amp; Scrutiny Sub Committee:</b>	People's Overview and Scrutiny Sub Committee
<b>Is it an urgent decision?</b>	No
<b>Is this decision exempt from being called-in?</b>	No

**The subject matter of this report deals with the following Council Objectives**

People - Supporting our residents to stay safe and well X

## Part A – Report seeking decision

### DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

This decision paper is seeking permission from the Cabinet Member for Adults and Wellbeing to award the Ageing Well Community Wellness and Empowerment Service to Age UK Redbridge, Barking and Havering LTD – Company Number 04246504. The contract will run from the 1st of February 2026 to 31st January 2029 with the option to extend for a further 2 years at a total value of £1,329,060.66.

### AUTHORITY UNDER WHICH DECISION IS MADE

The Havering Constitution:

Part 3: Responsibility for Functions, Section 2 – Executive Functions

The following functions may be delegated to individual cabinet members by the Leader.

Each Cabinet Member, as appropriate, may be delegated one or more of the following functions, within the portfolio allocated to him or her by the Leader. If a Cabinet Member is unable to act, the Leader may act on his or her behalf or may authorise another Cabinet Member to do so. Matters delegated to individual Cabinet Members under this section give them individual decision-making powers. Where any paragraph refers to 'in conjunction with' or 'in consultation with' the decision remains that of the Cabinet Member.

3.8 To approve the commencement of the tender process, to award contracts, agree extensions of contract terms where the value of such matter is between £1,000,000 and £2,000,000 subject to consultation with the Strategic Director of Resources. (Note: Pension Committee has powers to invite tenders and award contracts for investment matters within their terms of reference).

### STATEMENT OF THE REASONS FOR THE DECISION

This paper is seeking permission to award the new Ageing Well Community Wellness and Empowerment Service to Age UK Redbridge, Barking and Havering LTD – Company Number 04246504 following a successful procurement process for a period of 3 years plus 2 years optional extension (3+2) from 1<sup>st</sup> February 2026 to 31<sup>st</sup> January 2031 at a total value of £1,329,060.66.

#### Background

The current preventative services in Havering, which are specifically targeted at older adults, include the Older Frail Prevention Service, Home Settle and Support Service, and Havering Safe at Home. These services will come to a natural end on the 31<sup>st</sup> January 2026 and the funding from these has been reinvested into the new proposed service. These services have provided valuable support to older residents through personalised care navigation, social engagement initiatives, assistance following hospital discharge, and practical home adaptations to promote safety and independence.

In 2024, these services have made an impact by supporting over 1,000 older people. Specifically, 797 individuals received assistance transitioning from hospital to home, while 169 were helped to navigate care-related services and reconnect with their communities. Additionally, more than 450 people overcame social isolation and enhanced their physical and mental wellbeing through regular attendance at social groups. During the same period, nearly

## **Non Key Executive Decision**

3,500 older residents experienced falls, prompting the installation of over 300 grab rails and 150 stair handrails to support their independence at home.

However, with a predicted 46,200 older adults in Havering, this preventative support is currently only reaching a minimum of 2% of our older population. These services are delivered by separate organisations and operate as fixed location offers, resulting in fragmented support, duplication of resources, and barriers to access for vulnerable populations. Residents often face confusion navigating multiple providers, leading to delays and inconsistent care. The development of these services is crucial for ensuring the long-term wellbeing and independence of our older residents and for managing the increasing demand for social care and health services in the borough.

To address these challenges, the Council proposes a shift towards a collaborative, community-based Ageing Well Community Wellness & Empowerment Service. This integrated model aims to improve accessibility, equity, and coordination by delivering holistic support across the borough, fostering stronger community ties, and ensuring services are responsive to local needs. By consolidating efforts and engaging community providers, the new approach promises better outcomes, cost-efficiency, and enhanced resident empowerment.

### **Service Summary**

The Ageing Well Community Wellness and Empowerment Service in Havering has been designed to enhance the quality of life for older residents through a collaborative, community-based approach. The service aims to address physical, social, and emotional needs by offering tailored health promotion activities, falls prevention, nutritional advice, social engagement opportunities, and support for independent living. Delivered across multiple community venues, the service ensures accessibility and inclusivity, particularly for vulnerable and isolated individuals.

The service is framed around the following key areas:

#### **Health Promotion and Wellbeing Activities**

The service will offer a range of health promotion and wellbeing activities tailored to improve the physical health and emotional well-being of senior residents. These include regular fitness and exercise classes to improve mobility and reduce the risk of falls, nutritional advice sessions to support immune health and prevent chronic conditions, and wellness workshops aimed at boosting cognitive function and emotional resilience. In addition, the service will collaborate with health professionals to encourage routine health screenings, ensuring early intervention and proactive care.

#### **Community Engagement and Social Activities**

The service will foster a strong sense of community and help reduce isolation among older adults by offering regular social clubs and community groups that encourage interaction and engagement. It will also provide a dedicated community connection service for housebound residents, helping to alleviate loneliness and link individuals with local support. Additionally, the service will promote active involvement through participation in local events and volunteering opportunities, strengthening community ties and enhancing overall wellbeing.

#### **Support for Independence**

The service will support older adults in maintaining their independence through a range of targeted interventions. These include home assessments to reduce fall risks, the provision of small equipment to aid daily living, and personalised guidance to help individuals remain self-sufficient. Emotional support services will be available to build resilience and wellbeing, while discharge support—delivered through home visits—will ensure safe transitions from hospital to home, helping to prevent re-admissions and promote continued independence.

## **Non Key Executive Decision**

### **Empowerment**

The service will help older adults maximise their potential and access essential resources through a range of empowering initiatives. These include support to increase income through benefits guidance, skills workshops aimed at reducing digital exclusion and improving confidence in navigating online services, and proactive connections to relevant health and community resources.

A key feature is its collaborative delivery model, where a lead provider coordinates with specialist organisations to offer integrated support, backed by service-level agreements to ensure transparency and accountability. The service also incorporates a robust performance monitoring framework and a “Test & Learn” approach to drive continuous improvement, ensuring that interventions remain responsive to the evolving needs of Havering’s ageing population.

### **Procurement**

An open procurement process took place from the 27<sup>th</sup> of June to the 29<sup>th</sup> of July 2025 in which a total of 6 bids were received. 4 out of the 6 bids were compliant through the Procurement Specific Questionnaire (PSQ) stage.

Following PSQ, the method statements from the four qualifying bids were evaluated using the 0-5 scoring. Four evaluators independently evaluated the bids over a two-week period ending on the 20<sup>th</sup> August 2025.

Bidders were made aware in the ITT they must score a minimum of ‘3’ in each of the quality and social value questions in order for their price to be evaluated. Following moderation of the bids, there bids scored a ‘3’ or below on at least one question. Therefore, as stated in the ITT their price was not evaluated. Only one bidder had its pricing schedule evaluated.

Age UK Redbridge, Barking and Havering LTD – Company Number 04246504 scored a total of 94.60 out of 100, making them the most advantageous tender and therefore it is recommended that the contract is awarded to them.

### **Age UK BHR**

Age UK Redbridge, Barking and Havering LTD – Company Number 04246504 is a local charity that supports older people across Redbridge, Barking & Dagenham, and Havering. They offer a wide range of services including free advice, care navigation, falls prevention exercise classes, digital support, and social activities, all aimed at improving wellbeing, independence, and reducing isolation.

### **Tender submission**

Age UK Redbridge, Barking and Havering LTD – Company Number 04246504 (AUKRBH), in collaboration with British Red Cross (BRC) and Age UK East London (AUKEL), will jointly deliver the Ageing Well Community Wellness and Empowerment service across the borough of Havering. This partnership brings over a decade of experience in wellbeing and prevention, ensuring seamless service provision through established infrastructure and specialist expertise. The service will be delivered from a wide range of accessible community venues including Havering Museum, Harold Wood Hub, Rainham Libraries, Queen’s Theatre, Langton Gardens, Mercury Mall, and St George’s Hub, demonstrating a strong commitment to borough-wide reach and community integration.

The tender submission showcased dedication to enhancing prevention services for older adults. Their response fully meets the service specification, offering targeted support in falls prevention, hospital discharge support, equipment provision, tackling social isolation and connecting residents to health and community services. Their service model is built around co-produced support plans and guided conversations that prioritise independence, dignity and wellbeing. It

## **Non Key Executive Decision**

includes tailored intervention and inclusive delivery for diverse communities including BSL trained staff and multilingual materials. Their delivery model reflects Havering's Integrated Neighbourhood approach and strength-based principles.

Age UK Redbridge, Barking and Havering LTD – Company Number 04246504 demonstrated robust quality assurance and monitoring of the service including the use of validated tools, quarterly reviews, feedback loops and strong safeguarding and complaints procedures. The response included a dedicated volunteer programme with structured training and supervision as well as several social value commitments, such as employment opportunities for underrepresented groups, support to local SME's and environmental sustainability practice. The response had a detailed mobilisation plan complete with named leads, clear timelines and risk mitigation.

### **Funding**

The total contract value is £1,329,060.66 and is joint funded by the Local Authority and NEL ICB as follows:

Year 1	Year 2	Year 3	Year 4	Year 5	Totals
£255,008.63	£260,168.65	£265,637.61	£271,246.76	£276,999.01	<b>£1,329,060.66</b>
<b>LA</b>					
£118,149.63	£120,540.35	£123,074.21	£125,673.02	£128,338.13	<b>£615,775.34</b>
<b>NEL ICB</b>					
£136,859.00	£139,628.30	£142,563.40	£145,573.74	£148,660.88	<b>£713,285.32</b>

## **OTHER OPTIONS CONSIDERED AND REJECTED**

### **Option 1 - Do nothing**

There is the option to do nothing and stop providing preventative services when the contracts end on the 31<sup>st</sup> of January 2026. This option is not advised as preventative services in social care are essential for promoting the well-being and quality of life of residents and social benefits include improved quality of life, greater health equity, and stronger community bonds.

## **PRE-DECISION CONSULTATION**

N/A

## **NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER**

Name: Sophie Barron

Designation: Senior Commissioner Ageing Well

Signature:



Date: 05/09/2025

## **Part B - Assessment of implications and risks**

### **LEGAL IMPLICATIONS AND RISKS**

This report seeks authority to award a contract to Age UK Redbridge, Barking and Havering LTD – Company Number 04246504 for an ageing well community wellness and empowerment service.

The Care Act 2014 requires the Council to provide or arrange services aimed at preventing or delaying the need for care and support. This service is aimed at fulfilling this requirement.

The Council has the power to award the contract through section 111 of the Local Government Act 1972, which allows the Council to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions, or through its general power of competence in section 1 of the Localism Act 2011 to do anything that individuals generally may do. There are limitations on the general power of competence, but the limitations do not apply to this decision.

The total value of the contract over 5 years is in excess of £1.3 million, which is above the threshold for light touch services under the Procurement Act 2023 (PA23). In compliance with PA23 and the Council's Contract Procedure Rules an open procurement was undertaken. Following evaluation and moderation of the bids officers now seek to award the contract to the most advantageous tender for the reasons set out in the body of the report.

### **FINANCIAL IMPLICATIONS AND RISKS**

This paper is seeking to award the Ageing Well Community Wellness & Empowerment Service to Age UK Redbridge, Barking and Havering LTD – Company Number 04246504. The contract will run from the 1st of February 2026 to 31st January 2029 with the option to extend for a further 2 years with an estimated total value of £1,329,060.66.

The total contract value has increased from the decision to procure by £267,234.66 as a result of increased contribution from the Integrated Care Board. The additional funding allowed the service scope to be expanded and to set higher minimum targets.

The annual estimated costs of the service are detailed below:

Year 1 - £255,008.63 (£118,149.63 LBH / £136,859.00 ICB)

Year 2 - £260,168.65 (£120,540.35 LBH / £139,628.30 ICB)

Year 3 - £265,637.61 (£123,074.21 LBH / £142,563.40 ICB)

Year 4 - £271,246.76 (£125,673.02 LBH / £145,573.74 ICB)

Year 5 - £276,999.01 (£128,338.13 LBH / £148,660.88 ICB)

LBH currently commission a range of prevention services for older adults including The Older Frail Prevention Service, Home Settle and Support and Havering Safe at Home. These contracts are due to end on 31<sup>st</sup> March 2025. The ICB also commission prevention services. Under the place-based working, a more joined up approach to commissioning services is now being identified. There will be a pooling of resources from LBH and from the ICB to commission one service which will be more efficient and effective. The contract will be funded from LBH resources and from ICB resources, the breakdown of the split is shown above.

The total commitment over the life of the contract for LBH is estimated to be £615,775.30.

## **Non Key Executive Decision**

The ICB funding has been agreed through a S75 agreement and is currently in the final stage of governance.

The LBH funding for the above will come from the following contracts not being continued beyond 31<sup>st</sup> January 2026.

- Havering Safe at Home £40,765
- Home, Settle and Support £64,711
- Older Frail Prevention £78,490

The Havering Safe at Home and Home, Settle Support contracts have been recently extended and varied to reduce the contract values, the values above are the new varied contract amounts and for the 25-26 financial year.

The total annual amount available from these three contracts is £183,966, this is sufficient to meet the annual LBH contributions for the new service and will even make a small saving each year. This will give rise to a saving of £65,816 in year one of the contract.

This is funded from a mix of Better Care Funding and LBH general Fund.

The annual increases in costs proposed under the new contract will need to be covered by annual inflationary growth bids.

This is a prevention-focused contract designed to reduce and prevent escalation to formal care packages. The referral process of clients is from several routes, the Local authority, GPs, hospitals and self-referral through the Joy App. The referral routes will ensure targeted prevention to specific client cohorts with the expectation that cost avoidance will be achieved from clients not needing formal care packages or reduced formal care packages being required. During mobilisation of the new contract, marketing will be undertaken to all existing clients using the current prevention contracts to ensure full utilisation of the new service.

The service specification includes clear Key Performance Indicators and outcomes, and quarterly monitoring and reporting is required. A new dashboard is being implemented to robustly track client outcomes and ensure the service is delivering value for money, there will also be case studies reviews to establish the cost avoidance generated as a result of this service. At this point, finance is unable to quantify the actual value for money of the contract, however the assumption is that this contract will reduce formal care packages and regular contract monitoring will collect qualitative data to review this.

The specification states that the provider needs to be self-sufficient by the end of the contract by being funded from other external bodies after the contract ends there will be no further financial support from LBH for the provision of the service. The contract is a 3-year contract plus a 2-year extension and if the provider is fully self-sufficient by year 3 then the extension will not be enacted. Robust engagement will be necessary to ensure that this is deliverable without an impact on the outcomes being delivered. If that does not materialise there is a risk that further spend will need to be incurred by the Council.

## **HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)**

The recommendations made in this report do not give rise to any identifiable Human Resources implications or risks.

### **EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS**

Havering has a diverse community made up of many different groups and individuals. The council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to:

- I. the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- II. the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- III. Foster good relations between those who have protected characteristics and those who do not.

Note: 'protected characteristics' are: age, gender, race and disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

An EqHIA (Equality and Health Impact Assessment) has been completed.

The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

There are no equalities and social inclusion implications and risks associated with this decision.

### **HEALTH AND WELLBEING IMPLICATIONS AND RISKS**

The recommendations made in this report do not give rise to direct identifiable Health and Wellbeing implications or risks. Nonetheless, the suite of community wellness and empowerment services within the contract such as Older Frail Prevention Service, Home Settle and Support Service, and Havering Safe at Home will support older people to be able to stay well and independent for longer and more connected socially. It is crucial that residents who would benefit most are identified using population health management methods and prioritised for the suite of interventions so that the whole programme is effective and efficient when the capacity of the service will not cover the whole of the older people population locally. In addition, the provider should continue working closely with partners such as carers, other voluntary care sector partners, NHS and council services to be most effective.

### **ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

The recommendations made in this report do not give rise to any identifiable environmental implications or risks.

**Non Key Executive Decision**

**BACKGROUND PAPERS**

None

**APPENDICES**

N/A

**Non Key Executive Decision**

**Part C – Record of decision**

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

**Decision**

Proposal agreed

**Details of decision maker**

Signed

A handwritten signature in purple ink, appearing to be 'Gillian Ford', written over a faint circular stamp.

Name: Councillor Gillian Ford

Cabinet Portfolio held: Cabinet Member for Adults & Health

Date:

**Lodging this notice**

The signed decision notice must be delivered to Committee Services, in the Town Hall.

**For use by Committee Administration**

This notice was lodged with me on \_\_\_\_\_

Signed \_\_\_\_\_