

Notice of KEY Executive Decision

Subject Heading:	Permission to award the Living Well Community Wellness and Empowerment Service
Decision Maker:	Barbara Nicholls, Strategic Director of People
Cabinet Member:	Cllr Gillian Ford, Cabinet Member for Adults and Health
ELT Lead:	Barbara Nicholls, Strategic Director of People
Report Author and contact details:	Faith Nare Email: faith.nare@havering.gov.uk
Policy context:	<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>
Financial summary:	<p>Total Cost for 3 years + 2 years Contract: £917,524.18</p> <p>The cost will be split funded with health as follows:</p> <p>Year 1 - £213,819.20 (£162,819.20 LBH / £51,000.00 ICB) Year 2 - £220,313.38 (£167,764.39 LBH / £52,548.99 ICB) Year 3 - £161,081.83 (£122,660.71 LBH / £38,421.12 ICB) Year 4 - £161,065.72 (£122,648.44 LBH / £38,417.28 ICB) Year 5 - £161,244.06 (£122,784.24 LBH / £38,459.82 ICB)</p> <p>The total spend for LBH for the entirety of the contract is £698,676.99. The total spend for NEL ICB for the entirety of the contract is £218,847.20</p>
Reason decision is Key	Expenditure of over £500,000

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Date notice given of intended decision:	19th February 2025
Relevant Overview & Scrutiny Sub Committee:	People's Overview and Scrutiny Sub Committee
Is it an urgent decision?	No
Is this decision exempt from being called-in?	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 Strategic Director of People to award the contract for Living Well Community Wellness and Empowerment Service to Tapestry Care UK Limited - Company number 03942243. 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 £917,524.18.

AUTHORITY UNDER WHICH DECISION IS MADE

The Havering Constitution:

Part 3.3 Scheme of Delegation

Scheme 3.3.3 Powers common to all Strategic Director

4. Contracts

4.2 To award all contracts with a total contract value of below £1,000,000.00 other than contracts cover by Contract Procedure Rule 16.3.

STATEMENT OF THE REASONS FOR THE DECISION

This paper is seeking permission to award the new Living Well Community Wellness and Empowerment Service to Tapestry Care UK Limited - Company number 03942243, following a successful procurement process for a period of 3 years plus an additional 2 year extension (3+2) from 1st February 2026 to 31st January 2031 at a total value of £917,524.18.

Background

The current prevention services in Havering include the Physical and Sensory Disabilities Prevention Service, Mental Health Prevention Service, All Age Autism Service, and Floating Support Service. These services provide targeted support fostering social inclusion and resilience to local residents by promoting independence and wellbeing for people with mental health needs, autism spectrum disorders, learning difficulties and physical and sensory disabilities.

In 2024, commissioned prevention services in Havering have made an impact by supporting over 1,000 adults. These preventative initiatives assisted 148 individuals in maintaining mental health stability, provided guidance with essential tasks like form filling to 1,141 people, enabled 64 individuals to better manage their autism-related challenges, and improved the day-to-day lives of 152 people with physical and sensory disabilities.

However, this preventative support is currently only reaching a minimum of 2% of our adult 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 18+ residents and for managing the increasing demand for social care and health services in the borough.

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To address these challenges, the Council proposes a shift towards a collaborative, community-based Living 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 Living Well Community Wellness and Empowerment Service in Havering has been designed to improve the wellbeing of adult residents through a collaborative, community-based approach. The service aims to provide a personalised, accountable, goal oriented and high-quality support to service users with all neurodivergent conditions and disabilities focusing on their unique needs and goals. Additionally, the service will enhance community resilience, provide educational and vocational training and support economic outcomes, thereby contributing to the overall development and empowerment of individuals and communities. Delivered across multiple community venues, the service ensures accessibility and inclusivity.

The service is framed around the following key areas:

Health Promotion and Wellbeing Activities

The service will deliver an extensive range of health promotion and wellbeing activities designed to enhance the physical health and emotional wellbeing of all residents aged 18 and over, with a particular emphasis on neurodiversity and disabilities. Regular fitness and exercise classes tailored to individual abilities and requirements, supporting improved mobility and overall vitality. Nutritional advice sessions will focus on strengthening immune function and reducing the risk of chronic health issues. The service will also offer health and wellness workshops to address both mental and physical health, enhance cognitive function, and foster emotional wellbeing. Collaborative working with health professionals will ensure residents are encouraged to participate in routine health screenings as a preventative approach. Collective therapy sessions will provide access to mental health support and professional guidance, while educational sessions held to raise awareness and promote acceptance of all neurodiverse conditions within the community, creating a more inclusive environment for everyone.

Community Engagement and Social Activities

To foster a strong sense of community and combat isolation, the service will provide a diverse programme of engagement and social activities. These will include regular social clubs and community groups offering frequent opportunities for meaningful interaction and participation. Residents will be encouraged to get involved in local events and take up volunteering opportunities, further promoting active citizenship and community cohesion. Additionally, a series of workshops and peer-led support groups, specifically tailored to address the unique needs of different neurodivergent conditions. These initiatives will support the development of social skills and help cultivate a deeper sense of belonging for each group, ensuring that all individuals feel valued and included within the wider community.

Support for Independence

The service will support residents in maintaining and strengthening their independence through targeted interventions and skill-building programmes. Group employment workshops, specifically designed for those with disabilities or neurodiverse profiles, will equip participants with essential skills necessary for entering or re-entering the workforce. Workshops focusing on life skills and personal development covering areas such as financial literacy, time management, and communication will further empower individuals in their day-to-day lives. In addition, the service will offer practical strategies and emotional guidance to both residents and the parents or carers of neurodivergent individuals, enabling them to better navigate daily challenges and foster a more harmonious and effective household environment.

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Empowerment

Empowerment will be at the heart of the service, with a variety of initiatives to ensure residents can maximise their potential and access the resources they need. The service will provide comprehensive income support, including guidance on benefits and maximising personal finances. Skills workshops available to address digital exclusion, enhancing residents' confidence and capability in navigating the digital world and accessing online services. In addition, proactive connections with relevant resources and health services, making certain that each resident receives thorough and appropriate support tailored to their individual circumstances.

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 20th of June to the 22nd of July 2025 in which a total of 9 bids were received. Out of these, 7 bids were disqualified at the PSQ stage as they did not meet the Technical Ability criteria.

Following PSQ, the method statements from the 2 bids were evaluated using the 0-5 scoring rationale, 4 evaluators, facilitated by the Council's Procurement team, independently evaluated the bids over a two-week period ending on the 8th of August 2025. The ITT stated that 'Bidders who do not achieve a 3 or above out of 5 for each Quality question and Social Value Question, will not have their Price evaluated.' A score of 3 would achieve a mark of Acceptable.

Moderation meetings were held thereafter to conclude the evaluation of the technical bids. The final scores for each bidder were agreed by all evaluators in moderated meetings held on 14th August, facilitated by the Council's procurement team. Only one bidder passed the quality stage and had their pricing schedule evaluated.

Tapestry UK Limited - Company number 03942243 scored a total of 94.00 out of 100, making them the most advantageous tender and therefore it is recommended that the contract is awarded to them.

Tender submission

Tapestry Limited - Company number 03942243 bid stood out for its community-driven approach, placing service users and their families at the heart of service planning and delivery. Their proposal promises accessible, inclusive support through a variety of channels - community hubs, outreach, and digital options ensuring no one is left behind. The model is strengths-based and co-produced, with users actively shaping services to suit their needs.

Tapestry Limited - Company number 03942243 partnership model is a key strength, working closely with organisations such as Mind (for mental health), HAD (disability), and the Sycamore Trust (autism and related needs). These collaborations mean that expertise from across the sector will inform all aspects of service delivery, ensuring specialist interventions are led by those with the relevant lived experience and knowledge. Formal Service Level Agreements between the parties will underpin clear expectations and accountability, with joint delivery guaranteeing that specialist input is embedded from the outset.

The bid also excels in quality assurance, performance monitoring, and continuous improvement. Tapestry Limited - Company number 03942243 will coordinate robust processes across all partner organisations, guided by clear outcomes and ongoing engagement with stakeholders

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and service users. Feedback mechanisms are varied and accessible, creating a genuinely responsive and evolving service. Innovative tools like unified digital platforms and real-time evaluation frameworks will streamline service delivery and self-assessment.

A further highlight is Tapestry Limited - Company number 03942243 commitment to workforce development and sustainability. Their approach includes sector-wide training, accessible recruitment, and clear career pathways, supporting both paid staff and volunteers. The mobilisation plan is comprehensive, with user-friendly marketing, structured timelines, and a clear focus on risk management to ensure a smooth and effective launch.

In summary, Tapestry Limited - Company number 03942243 strengths-based, collaborative, and innovative approach was the reason for awarding them the contract. Their partnership with Mind, HAD, the Sycamore Trust, and others ensures the highest standards and most relevant expertise are brought together to provide high-quality, user-centred support for the community.

Funding

The total contract value is £917,524.18 and is joint funded by the Local Authority and NEL ICB as follows:

Year 1	Year 2	Year 3	Year 4	Year 5	Totals
£213,819.20	£220,313.38	£161,081.83	£161,065.72	£161,244.06	£917,524.18
LA					
£162,819.20	£167,764.39	£122,660.71	£122,648.44	£122,784.24	£698,676.99
NEL ICB					
£51,000.00	£52,548.99	£38,421.12	£38,417.28	£38,459.82	£218,847.20

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 31st 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: Faith Nare

Designation: Commissioner - Live Well

Signature: *F Nare*

Date: 05/09/2025

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

This report seeks authority to award a contract to Tapestry Care UK for a living 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 £917k, 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 a permission to award the Living Well Community Wellness & Empowerment Service to Tapestry. The contract will run from the 1st February 2026 to 31st January 2029 with the option to extend for a further 2 years at a total estimated value of £917,524.18.

The annual estimated costs of the service are detailed below:

Year 1 - £213,819.20 (£162,819.20 LBH / £51,000.00 ICB)
Year 2 - £220,313.38 (£167,764.39 LBH / £52,548.99 ICB)
Year 3 - £161,081.83 (£122,660.71 LBH / £38,421.12 ICB)
Year 4 - £161,065.72 (£122,648.44 LBH / £38,417.28 ICB)
Year 5 - £161,244.06 (£122,784.24 LBH / £38,459.82 ICB)

LBH currently commission a range of prevention services for adults with learning disabilities including Mental Health Prevention Service, delivered by MIND in Havering, The Physical and Sensory Disabilities Prevention Service delivered by the Havering Association of People with Disabilities (HAD) and Peabody's Floating Support Service. 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 £698,676.99.

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

- Mental Health Prevention Service - £89,092
- The Physical and Sensory Disabilities Prevention Service is provided by the Havering Association of People with Disabilities (HAD) - £80,000
- Peabody Floating Support contract - £302,952

From the termination of the existing contracts above there is sufficient funding to fund Havering's contribution to the new contract.

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

The contracts are currently funded from a mix of BCF funding and LBH general fund. Savings will materialise as a result of this decision and these will be quantified once a review is undertaken of the BCF and following sign off with the Health and Wellbeing Board, at this point the savings may be offered up as part of the MTFS.

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

The contract went out to tender with a budget envelope of £1,061,826, however the winning bid came in at £917,524.18 which is £144,301.82 less, the provider has said that they can deliver the service for less than the maximum budget.

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 are 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 contract value reduces from year 3 onwards, 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

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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 Physical and Sensory Disabilities Prevention Service, Mental Health Prevention Service, All Age Autism Service, and Floating Support Service will support adults with care needs to be able to stay well 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 is not infinite and the service provision is proportionate to need. In addition, the provider should continue working closely with partners such as carers, other voluntary care sector partners, the 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.

BACKGROUND PAPERS

None

APPENDICES

N/A

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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



Name: Barbara Nicholls

Other manager title: Strategic Director of People

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 _____