

Notice of KEY Executive Decision

Subject Heading:	Permission to award the Dementia Support Service
Decision Maker:	Cllr Gillian Ford, Cabinet Member for Adults and Health
Cabinet Member:	Cllr Gillian Ford, Cabinet Member for Adults and Health
ELT Lead:	Barbara Nicholls, Strategic Director of People
Report Author and contact details:	Sophie Barron Email: sophie.barron@havering.gov.uk
Policy context:	The Adult Social Care and Support Planning Policy states that Havering's vision is: 'Supporting excellent outcomes for the people of Havering by helping communities to help themselves and targeting resources and interventions to encourage independence'
Financial summary:	Total Cost for 3 years + 2 years Contract: £1,233,980.42 The cost will be split funded with health as follows: Year 1 - £232,351.39 (£24,351.39 LBH / £208,000 ICB) Year 2 - £239,398.90 (£25,090.00 LBH / £214,308.90 ICB) Year 3 - £246,659.44 (£25,850.93 LBH / £220,808.51 ICB) Year 4 - £254,137.74 (£26,634.69 LBH / £227,503.05 ICB) Year 5 - £261,432.95 (£27,399.26 LBH / £234,033.69 ICB) The total spend for LBH for the entirety of the contract is £129,326.27. The total spend for NEL ICB for the entirety of the contract is £1,104,654.15.

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Reason decision is Key	Indicate grounds for decision being Key: (a) Expenditure or saving (including anticipated income) of £500,000 or more
Date notice given of intended decision:	7 February 2025
Relevant Overview & Scrutiny 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

X People - Supporting our residents to stay safe and well

Place - A great place to live, work and enjoy

Resources - Enabling a resident-focused and resilient Council

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 Dementia Support Service to Alzheimer's Society UK Ltd (Company number 03086855). 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 £1,233,980.42

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 Dementia Support Service to Alzheimer's Society UK following a successful procurement process for a period of 3 years plus 2 years optional extension (3+2) from 1st February 2026 to 31st January 2031 at a total value of £1,233,980.42.

Background

The current dementia prevention and wellbeing service in Havering offers vital support to people living with dementia and their carers, featuring two core programmes that deliver practical advice, emotional support, and information to help individuals and carers manage daily life, plan for the future, and access both local and national resources. Dementia advisers play a central role, providing advocacy, guidance, and signposting through telephone, face-to-face, and group sessions.

This service has made a positive impact, with participants reporting improved wellbeing, greater social inclusion, and increased resilience. Service user feedback consistently highlights the benefits of personalised support, opportunities for peer networking, and regular follow-ups. Carers, in particular, value the dedicated carers programme, which has helped them feel more informed and empowered. However, recent contract reviews have revealed that the second

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programme has struggled to engage participants, indicating a need to explore alternative delivery methods.

A significant gap exists in the current offer: there is no pre-diagnosis support for individuals awaiting assessment, leaving many without help during a critical period. Havering's dementia diagnosis rate remains below the national target, resulting in longer waiting times and increased emotional distress for individuals and families. Without timely diagnosis, people risk missing out on essential support and interventions. Additionally, the current contract operates separately from the ICB's post-diagnostic service, which has led to duplication and fragmented support pathways.

To address these challenges, the Council proposes a transition to a collaborative, community-based Dementia Support Service, jointly funded by the ICB and the London Borough of Havering. This integrated approach will bring together health and social care outcomes, ensuring a holistic and coordinated response to dementia. Joint funding will enable the service to broaden its reach, strengthen collaboration with the Memory Clinic and other community initiatives, and provide comprehensive support both before and after diagnosis. By pooling resources and expertise, the service will be able to deliver more effective interventions, improve value for money, and ensure long-term sustainability.

Service Summary

The Dementia Support Service in Havering provides comprehensive, non-clinical support for individuals with dementia and their carers, spanning pre-diagnosis, post-diagnosis, and ongoing care. The service offers advice, information, emotional support, and training, aiming to promote independence, prevent crises, and reduce hospital admissions. Support is delivered through a mix of one-to-one, group, and telephone sessions, tailored to individual needs and accessible across the borough. The service is integrated with local health, social care, and community organisations, ensuring coordinated care and timely interventions, while also prioritising equality, safeguarding, and continuous improvement to meet the diverse needs of Havering's population.

The service is framed around the following 3 key areas:

Waiting Well

The waiting well area will offer pre-diagnostic support service for individuals awaiting a dementia diagnosis and their carers. It offers both in-person and telephone support for those on the Memory Assessment Service waiting list, including group sessions to foster peer connection. The provider will deliver sessions on topics such as preparing for appointments, understanding the assessment process, post-assessment steps, immediate support options (like benefits and legal guidance), and memory strategies. These sessions aim to help participants manage their well-being, reduce crisis risk, and encourage proactive engagement, potentially increasing acceptance of referrals following a diagnosis.

Supporting Well

The supporting well area of the service will offer a training programme designed to empower carers of individuals either awaiting a diagnosis or diagnosed with dementia. Its aim is to enhance carers' understanding of dementia and equip them with the knowledge to access support services, financial benefits, and legal entitlements. The training covers topics such as the physical, psychological, and emotional aspects of dementia, practical care strategies, legal and financial matters, and coping mechanisms for daily life. It also provides a confidential space for carers to share experiences with peers. Additionally, the service will collaborate with existing preventative and local carers services to strengthen support for both carers and those they care for.

Living Well

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The living well area of the service will offer non-clinical support for individuals diagnosed with dementia and their carers, focusing on emotional well-being and access to services. Tailored to individual needs, support is offered through one-to-one contact, group sessions, or telephone, particularly for those not eligible for clinical care. The service works collaboratively with healthcare and community organisations to enhance access to resources and appointments. Emphasis is placed on promoting nutrition, hydration, exercise, and meaningful activities to reduce isolation and encourage independence. Support is person-centred, culturally sensitive, and adaptable over time, with users categorised by need (high, medium, or low) and able to move between levels as their circumstances change.

Across all three key areas of the service specification, the provider is expected to raise awareness and understanding of dementia, supporting early diagnosis and helping to foster dementia-friendly communities locally.

There is a requirement for the dementia support service to be accessible across all areas of Havering, ensuring equitable access through various community settings and formats. Operating hours are weekdays from 9am to 5pm, with an on-call option during evenings and weekends. The service must integrate with other local prevention services to enable coordinated care, seamless referrals, and early identification of at-risk individuals. Strong links with carers' services are also essential, providing carers with training, education, and access to financial entitlements. This integrated approach aims to enhance support for both individuals with dementia and their carers, improving outcomes and reducing the burden of care.

Procurement

An open procurement process took place from the 1st August to the 1st September 2025 in which a total of 4 bids were received. 3 out of the 4 bids were compliant and passed the Procurement Specific Questionnaire (PSQ) stage.

Following PSQ, the method statements from the three qualifying bids were evaluated using the 0-5 scoring. Four evaluators independently evaluated the bids over a two-week period ending on the 19th September 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, two bids scored a '2' 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.

Alzheimer's Society UK scored a total of 98.00 out of 100.00, making them the most advantageous tender and therefore it is recommended that the contract is awarded to them.

Alzheimer's Society UK

Alzheimer's Society UK is a dementia charity, dedicated to supporting people affected by dementia through a combination of expert advice, emotional support, and practical services. The organisation provides vital resources for individuals living with dementia and their carers, funds groundbreaking research to find a cure, and campaigns to make dementia a national priority. With a strong emphasis on collaboration and community, Alzheimer's Society UK empowers people to live well with dementia and works tirelessly to create a future where dementia no longer devastates lives.

Tender submission

Alzheimer's Society UK was awarded the contract for dementia support services due to their consistently strong, person-centred approach across all evaluation criteria. Their bid demonstrated tailored support plans, robust partnership working, and clear integration with local services, ensuring individuals and carers receive practical advice, emotional support, and access to community resources. They showed a commitment to quality assurance and

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continuous improvement, with effective feedback mechanisms and a clear complaints procedure.

Additionally, Alzheimer's Society UK excelled in promoting independence, dignity, and wellbeing, offering accessible support in multiple formats and languages, and collaborating with health and community partners. Their mobilisation plan was comprehensive, covering staff training, stakeholder engagement, and borough-wide service delivery. Their social value commitments—such as local recruitment, apprenticeships, volunteering, and environmental initiatives—further strengthened their offer. Overall, their responses met or exceeded the specification requirements, providing confidence in their ability to deliver high-quality, impactful dementia support for Havering.

Funding

The total contract value is £1,233,980.42 and is joint funded by the Local Authority and NEL ICB as follows:

Year 1	Year 2	Year 3	Year 4	Year 5	Totals
£232,351.39	£239,398.90	£246,659.44	£254,137.74	£261,432.95	£1,233,980.42
LA					
£24,351.39	£25,090.00	£25,850.93	£26,634.69	£27,399.26	£129,326.27
NEL ICB					
£208,000.00	£214,308.90	£220,808.51	£227,503.05	£234,033.69	£1,104,654.15

OTHER OPTIONS CONSIDERED AND REJECTED

Option 1 - *Do nothing*

There is the option to do nothing and stop providing dementia support services when the contracts end on the 31st of January 2026. This option is not advised as support services are essential for promoting the well-being and quality of life of residents with dementia, including their carers and families.

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: 02/10/2025

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

This report seeks authority to award a contract to Alzheimer's Society UK for a dementia support service.

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 £1.2 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 Dementia Support Service to Alzheimer's Society UK. 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 value of £1,233,980.42.

This is £16,019.58 lower than the original budget envelope for this procurement.

LBH currently commission a dementia service and the ICB also commission a separate dementia service. 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 dementia 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 annual estimated costs of the service are detailed below detailing the split between the LBH funding and the ICB funding:

Year 1 - £232,351.39 (£24,351.39 LBH / £208,000 ICB)
Year 2 - £239,398.90 (£25,090.00 LBH / £214,308.90 ICB)
Year 3 - £246,659.44 (£25,850.93 LBH / £220,808.51 ICB)
Year 4 - £254,137.74 (£26,634.69 LBH / £227,503.05 ICB)
Year 5 - £261,432.95 (£27,399.26 LBH / £234,033.69 ICB)

The total commitment over the life of the contract for LBH is estimated to be £129,326.27. The contribution from the ICB has increased since the decision paper to go out to tender and as a result the LBH contribution has reduced by £189,220.70.

The ICB contributions have been agreed as part of the section 75 variation agreement. The current dementia prevention service that LBH commissions has a contract value of £82,989 and this is funded from the Better Care Fund. There is sufficient resource available to fund LBH's

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contribution to the service. A review of the better care funding will be undertaken in agreement with the ICB to redistribute the BCF funding that has previously been used to fund the Dementia prevention service.

The contract has clear KPIs to ensure accountability and measurable outcomes to ensure effectiveness of the contract. Investing in dementia prevention delivers value for money by reducing long-term care costs and improving quality of life.

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.

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

Although there is not direct implication or risk through the award of the contract, the service through its three key areas (Waiting Well, Supporting Well and Living Well) has a high potential to result in positive population health and wellbeing.

The service is designed to support and empower both the individuals and carers by:

- preparing for appointments, understanding the assessment process, post-assessment steps, immediate support options (like benefits and legal guidance), and memory strategies;
- Improving the understanding of dementia and equipping with the knowledge to access support services, financial benefits, and legal entitlements;
- By placing an emphasis on promoting nutrition, hydration, exercise, and meaningful activities to reduce isolation and encourage independence, among many others deliverables.

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: Councillor Gillian Ford

Cabinet Portfolio held:

CMT Member title:

Head of Service title

Other manager title:

Date: 30 October 2025

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 _____