

Notice of KEY Executive Decision

Subject Heading:	Permission to award the Adult Commissioned Placement (ACP) Framework.
Decision Maker:	Councillor Graham Day, Cabinet Member for Adults and Health
Cabinet Member:	Councillor Graham Day, Cabinet Member for Adults and Health
ELT Lead:	Barbara Nicholls, Strategic Director of People
Report Author and contact details:	Laura Wheatley Laura.Wheatley@havering.gov.uk
Policy context:	At a local level, this contract supports Havering Council meet its priorities in its Corporate Plan 2025/26. This plan sets out how the Council intends to invest and transform the borough with an emphasis on improving the lives of vulnerable children, adults and families. In summary, this framework ensures the Council fulfils its aim of ensuring that the needs of the most vulnerable are met and that people are supported to be healthy and active.
Financial summary:	<p>The budget for this award will come from Adult Social Care budgets. Placements will be called off as required using the brokerage system, from the framework which will have no minimum or maximum value, nor will any commitment to expenditure by the Council be stipulated within the framework contracts. Expenditure will only be incurred when individual packages of care are purchased.</p> <p>The expected annual call off from the framework will be approx. £100 million. This is based on 2025/26 spend on ASC placements.</p> <p>To ensure that all placements can be made through the framework without limitations, £500 million has been established as the maximum</p>

Non Key Executive Decision

	value for the 4-year framework. This precaution avoids the risk of depleting funds, which would hinder the ability to call off from the framework.
Reason decision is Key	Expenditure of over £500,000
Date notice given of intended decision:	24 December 2024
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 Cabinet Member for Adults and Health to award the award the Adult Commissioned Placement (ACP) Framework Agreements across 3 Lots to a list of successful providers that are identified in this report. The framework will run from the 1st of July 2026 to 30th June 2030 at a maximum value of £500,000,000.00.

AUTHORITY UNDER WHICH DECISION IS MADE

At the Cabinet meeting of 11th June 2025, Cabinet Delegated to the Cabinet Member for Adults and Health authority to approve the award of the framework agreement.

STATEMENT OF THE REASONS FOR THE DECISION

This paper is seeking permission to award the Adult Commissioned Placement (ACP) Framework following a successful procurement process for a period of 4 years at a maximum value of £500,000,000.00.

Background

The provision of Adult Social Care, encompassing Residential & Nursing Care Homes, Homecare, and Supported Living Placements, is becoming increasingly complex due to the growing diversity of needs and service options. Managing care placements and contracts across multiple systems can result in administrative inefficiencies, increased workload, and difficulties in ensuring consistent and high-quality provision. There is a clear need for a unified approach that addresses these challenges and meets the rising expectations for person-centred, dignified care.

Overview of the Framework

A new framework has been procured to consolidate care placements and contract management into a single, streamlined structure. This unified approach simplifies administrative processes, enabling administrators to efficiently oversee and track care provision. It also standardises monitoring and evaluation, providing a consistent method to assess provider performance, identify areas for improvement, and maintain high standards of care.

Moreover, the structured framework supports effective market management by balancing supply and demand, preventing both over- and under-provision, and ensuring care services remain accessible to all who need them. Accountability among providers is reinforced through regular evaluation, and the framework promotes the continuous professional development of care staff by encouraging best practice and innovative methodologies.

Procurement

An open procurement process took place from the 29th August 2025 to the 30th September 2025. The Framework was tendered in three distinct lots: Lot 1 for Homecare Services with a maximum of 15 providers, Lot 2 for Supported Living Services with a maximum of 20 providers, and Lot 3 for Care Home Services with no maximum, however providers were required to be located in Havering or postcodes listed in ITT.

Responses to the participation questions in the PSQ were reviewed. All Bidders who met the participation criteria proceeded to the tender evaluation stage and had the remainder of their

Non Key Executive Decision

Bids assessed. Those Bidders who did not meet the selection criteria did not advance to the tender evaluation stage:

- LOT 1 - a total of 135 bids were received. 107 out of the 135 bids were compliant through the Procurement Specific Questionnaire (PSQ) stage.
- LOT 2 - a total of 63 bids were received. 42 out of the 63 bids were compliant through the Procurement Specific Questionnaire (PSQ) stage.
- LOT 3 - a total of 22 bids were received. 15 out of the 22 bids were compliant through the Procurement Specific Questionnaire (PSQ) stage.

Following PSQ, the method statements from the qualifying bids were evaluated using the 0-5 scoring.

- LOT 1 – Three evaluators independently evaluated the bids over a four-week period ending on the 6th February 2026.
- LOT 2 – Three evaluators independently evaluated the bids over a four-week period ending on the 19th December 2025.
- LOT 3 – Three evaluators independently evaluated the bids over a four-week period ending on the 21st November 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 bid to be considered compliant. Bidders that did not achieve the Minimum Quality Scoring Threshold in their quality submission were rejected from this procurement at that question and were not be evaluated further.

The final overall quality and social value score for each Bidder was obtained by adding the final weighted quality score for that Bidder to the final social value weighted score for that Bidder to give an overall combined final score out of 100.

Where a tie break occurred the below process was followed:

- Step 1: Quality Question 1 will be reviewed if a winner cannot be determined;
- Step 2: Quality Question 2 will be reviewed if a winner cannot be determined;
- Step 3: Quality Question 3 will be reviewed if a winner cannot be determined;

If there was a tie break after Step 3, the Council undertook interviews and bidders were provided with full information about the interviews including the assessment and evaluation criteria.

The highest scoring bidders for each of the LOTs were then be approved to join the Framework.

The most advantageous tenders for each LOT are outlined below and therefore it is recommended that a framework contract is awarded to these providers.

LOT 1 - Homecare	LOT 2 – Supported Living	LOT 3 – Care Homes
Anytime Care 2020_a	Chosen Care Group Ltd	Ashbrook Nursing Home
Home Support Services (Havering & Essex)	Green Arrow Care Providers Ltd	Havering Care Homes
Morepower Ltd / AQS Homecare	Teebollz Consulting Ltd	HC One No1 Ltd

Non Key Executive Decision

Sebott Sollutions Limited T/A Global Social	Lodge Group Care UK Ltd	Healthcare Homes Ltd
Lodge Group Care UK Ltd	Raynet Recruitment Agency Ltd	Liaise London Ltd
Kasecare Ltd	Outlook Care	Lodge Group Care UK Ltd
Loyal Companion Care Limited	Affinia Healthcare Ltd	Lodge Lane Care Home Ltd
Unique Personnel (UK) Limited	Axcelence Limited	Masumin Ltd
Enterprise Care Support Ltd	Fari Care Ltd	May Residential Homes Ltd
Cera Care Operations Ltd	Ebony Health Care Services Limited	Moreland House Care Home Ltd
Homestead Care Service	Gims Care Solution Ltd	North London Care Ltd
Caring Hands East London Ltd	Crystalize Care Services Ltd	Outlook Care
Haven Care Ltd	Havering Care Services Ltd	Parcs Healthcare Ltd
Infinite Healthcare Services Ltd	Infinite Healthcare Services Ltd	The Avenues Trust Group
Rhythmic Care UK Ltd	Beto Solutions Ltd	The Oaks Residential Care Home
	Independent Community Support	
	Pearl Residence Ltd	
	Inna Care Ltd	
	Maxxicare Ltd	
	Shalom Community Support Services	

Funding

The budget for this award will come from Adult Social Care budgets. Placements will be called off as required using the brokerage system, from the framework which will have no minimum or maximum value, nor will any commitment to expenditure by the Council be stipulated within the framework agreements. Expenditure will only be incurred when individual packages of care are purchased.

The expected annual call off from the framework will be approx. £100 million. This is based on 2025/26 spend on ASC placements.

To ensure that all placements can be made through the framework without limitations, £500 million has been established as the maximum value for the 4-year framework. This precaution avoids the risk of depleting funds, which would hinder the ability to call off from the framework.

OTHER OPTIONS CONSIDERED AND REJECTED

Option 1 - Spot Purchase ASC Placements

The option to spot purchase adult social care placements has been rejected for several reasons. Framework agreements ensure a consistent standard of care, whereas spot purchasing can lead to varying levels of quality due to the ad hoc nature of these arrangements. Additionally, frameworks offer predictable costs and service levels, which help to reduce the uncertainty and variability often associated with spot purchasing. They also foster long-term partnerships with care providers, thereby enhancing trust and reliability factors that are essential for delivering high-quality care. Furthermore, frameworks streamline procurement processes and reduce

Non Key Executive Decision

administrative burdens, whereas spot purchasing may necessitate repeated negotiations and contract management for each individual placement.


PRE-DECISION CONSULTATION

N/A

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

Name: Laura Wheatley

Designation: Portfolio Manager Live Well & Age Well

Signature: 

Date: 08/05/2026

Non Key Executive Decision

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The Council has a general power of competence under section 1 of the Localism Act 2011 to do anything an individual may generally do subject to any statutory limitations.

The Council has the power under this section to agree to the proposals in the recommendations.

The value of the proposed framework agreement across the 3 lots is advertised to be £500 million over 4 years.

The subject matter of the proposed framework agreement falls within the light touch regime (LTR) under Schedule 1 of the Procurement Act 2023 (PA). The proposed value of the contract exceeds the current threshold for LTR services of £663,540 (inclusive of VAT) and therefore is subject to the PA regime, however the PA allows for increased flexibility for this nature of services in terms of the procedure applied in the procurement. The key principles of Equal Treatment, Transparency and non-discrimination still apply for the procurement.

The proposed open tender appears to have been carried out in compliance with the requirements of both the PA and the Council's Contract Procedure Rules for contracts of this nature.

As with any procurements of this nature, value and complexity, there is a risk of challenge from unsuccessful bidders and it must be noted that the audit trail should be able to stand up to any scrutiny.

FINANCIAL IMPLICATIONS AND RISKS

The budget for this procurement of placements will come from current Adult Social Care budgets. Placements will be called off as required using the brokerage system, from the framework which will have no minimum or maximum value, nor will any commitment to expenditure by the Council be stipulated within the framework contracts. Expenditure will only be incurred when individual packages of care are purchased. There are no additional costs as a result of implementing the framework, any additional costs would have materialised due to client growth and client needs.

The annual expected spend for the framework system will be approx. £100 million. This is based on 2025/26 spend on ASC placements. Therefore, to ensure that all placements can be made through the framework without limitations, £500 million has been established as the maximum value for the 4-year framework. This precaution avoids the risk of depleting funds, which would hinder the ability to call off from the framework.

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.

Non Key Executive Decision

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.

A diverse range of providers has been engaged to deliver personalised services that meet the unique needs of the population. The service is accessible to all individuals, regardless of their disability, condition, or illness.

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

Non Key Executive Decision

HEALTH AND WELLBEING IMPLICATIONS AND RISKS

There are no direct health and wellbeing impacts or risks.

This framework will have a potential to have a positive impact on the quality of life and health and well-being of people with complex needs in supported living, residential, nursing, live in, and domiciliary care services. By allowing choice and competition to meet a service user's requirements, it will improve access to high-quality health and social care services and reduce health inequalities related to these vulnerable groups:

- Adults with a learning disability
- Adults with mental health needs
- Adults with needs resulting from physical and/or sensory disabilities
- Older people with complex needs
- Other vulnerable adults who meet Care Act eligibility criteria

Improving health and well-being is seen to be an essential aspect of each care plan, and suppliers are required to report to the Council on each service user's health and well-being outcomes, including;

- Promoting the independence of individuals to lead the life they wish
- Behaviour and lifestyle such as diet, exercise or self-care
- Mental health and wellbeing
- Access to and quality of education or other training opportunities
- Employment, income, opportunities for economic development
- Access to green space, sports facilities and opportunities to be active
- Opportunity to interact socially with other people, social isolation,
- community support networks and being able to live independently
- Ability to access health and social care services
- Transport, and connections to places within or between the Borough

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

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



Name: GRAHAM DAY

Cabinet Portfolio held: Cabinet Member for Adults & Health

Date: 11 June 2026

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 _____