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**SOFT MARKET TEST**

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| **REQUEST FOR INFORMATION** |
| **Commissioning of a Prevention Review across Leicestershire County Council** |

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| **Reference Number:** | DN729804 |
| **Deadline for Responses:** | **12:00 noon 16th July 2024** |

**THIS IS NOT A CALL FOR COMPETITION**

# Purpose and Process

### The purpose of this Soft Market Test (SMT) is to gather interest from the market and to investigate potential options for the contract described under 2. Background.

### This will enable the Council to examine the key issues that relate to the opportunities available and refine our approach which will inform the decision-making process that needs to be undertaken prior to any possible future procurement.

### This is not an invitation to bid, this is solely a Request for Information (RFI) and no direct business will be awarded as a result of completing this RFI. Responding to this document does not advantage or disadvantage any Provider in any possible future procurement process. **No Provider selection or Provider preference is implied.**

### To respond to this RFI, please read Section 2carefully and respond to the questions detailed in Section 3 below.

### The timetable for this SMT exercise is as follows:

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| **Date of issue of RFI document** | 25th July 2024 |
| **Deadline for clarifications** | 12:00 noon on 9th July 2024 |
| **Deadline for responses** | **12:00 noon 16th July 2024** |
| **Assessment Period and follow up discussions** | 17th – 28th July 2024 |

### Please note that the Council reserves the right to amend the above timetable. In submitting a response to this RFI, parties do so on the conditions set out in this RFI. All documents comprising the RFI return must be completed and uploaded to the East Midlands Tenders portal ([www.eastmidstenders.org](http://www.eastmidstenders.org)) by the submission date/time.

### In order to submit your RFI response, you are required to upload it onto the portal and ensure you click the ‘**submit response**’, prior to the closing date and time. **Any amendments to the submission date/time will be communicated through the portal** and where practical, appropriate adverts updated.

## **Terms of Engagement**

1.8 Please note that requesting this information does not bind the Council to enter into any formal obligation or commitment to future business with any Provider. All costs and expenses incurred by or on behalf of Providers in respect of this RFI, including preparing and submitting the RFI response are wholly the responsibility of the Provider. The Council accepts no liability for these costs, including costs which may arise out of, or result from, any variation or amendment of terms and conditions of the RFI or termination of this process.

1.9 This document is provided for information and discussion purposes only and does not represent an offer capable of legal acceptance. This document is not intended to be exhaustive and the Council reserves the right to add to or amend the document as more information becomes known. The Councils may withdraw this RFI at any time without incurring any liability.

1.10 The information contained herein is the property of the Council and whilst every effort is made to ensure the accuracy of such information, it is supplied without liability for errors or omissions.

**Confidentiality**

1.11 The information contained in this RFI and any communications connected to this RFI are confidential and only for the recipient’s knowledge. As such, no information included in this RFI or any communication connected to it may be disclosed to any other party without the written consent of the Council’s named contact person.

1.12 Interested Parties should note that any responses received during this exercise will be treated as confidential information and it is the intention of the Council not to share this information with any third parties. However, please be aware that we are subject to the disclosure requirements of the Freedom of Information Act (FoIA) and that potentially any information we hold is liable to disclosure under that Act. For this reason, we would strongly advise that any information you consider to be confidential is labelled as such. In the event that a request is subsequently made for disclosure under the FoIA that request will be dealt with in accordance with the legislation.

# Background

Leicestershire County Council (LCC) is seeking to define and develop the most efficient and cost-effective target operating for preventative services and activity that is fit for purpose for the authority through the Prevention Review.

The Prevention review was commissioned in 2023 targeted with securing medium-term financial savings for the council to be included in future revisions of the Medium-Term Financial Strategy. A previous review of Early Help and Prevention which set up the existing operating model was carried out in 2016. This is aligned to the tiered model for health promotion and disease prevention described here.

“Prevention is about the care and support system actively promoting independence and wellbeing. This means intervening early to support individuals, helping people retain their skills and confidence, and preventing need or delaying deterioration wherever possible”.

The review is sponsored by the Director of Adults and Communities with delivery supported through LCC’s Transformation Unit and wider cross departmental stakeholders – primarily Children and Family Services and Public Health.

Potential savings are anticipated through:

• A reduction in prevention-based activity that is unable to evidence future cost and/or demand reduction, particularly impacting on demand for highest cost services.

• The substitution of existing funding for prevention activity through other income streams

• The transfer of Council activity to other parties

• Increasing efficiency and/or productivity to enable activity to continue at a lower cost.

• Possible further investment using savings secured from elsewhere in prevention-based activity that can evidence a reduction in medium-term future spend on top of the investment (i.e., invest to save)

**Objectives of the review**

The objectives of the procurement are:

• A review of high spend/agreed priority services across the authority that undertake preventative activity – primarily focusing on activities that reduce spend in Social Care and Health.

• Recommendations to be developed around opportunities to deliver savings as outlined above

• Potential piloting/testing of outline recommendations to provide evidence to confirm approaches and assumptions.

• Using evidence-based decision making, trend analysis and comparison to the wider market to make sufficient recommendations on an agreed structure for Preventative activity across these services.

• Be clear on responsibilities, right people in the right roles.

• Remain compliant with any statutory duties.

• Deliver cost efficiencies, to ensure we secure value for money services.

**Progress to Date**

• Service Information collected and collated across 58 service areas identified with a value of > £40m in 2024/25 – these areas have been self-identified by departments and may not cover the entirety of prevention activity

• Diagnostic activity - Baseline departmental analysis of activity, spend, evidence of outcomes, duplication, alternative funding.

• Filtered activity by purpose (removed 10 services) e.g., country parks,

• Some service areas unable to identify outcomes against expenditure/ investment, e.g., carers one off payments, household support funding, anti-bullying, physical activity etc. This may be due to the nature of activity or due to activities set up for purposes other than meeting the review definition.

• Some potential duplication in services identified such as First Contact Plus, Carer support, mental health, and duplication of process e.g., with departmental financial planning.

• Areas identified for further review outside of prevention review – e.g., in house short breaks service

• Areas for alternative investment/ delivery models to be identified such as grant funding, partner contributions

**Current Forward Plan of Activity**

Phase 1: Define, review and rationalise existing social care focused prevention activity.

Deep Dives focussing on:

• Is existing activity/service offer effective in preventing spend on high-cost areas?

• Is there any duplication within or between departments?

• Can we do more/improve offer in these areas to make them more efficient?

• Can we better target our service offer to make it more effective?

Current Planned Deep Dives Areas include:

• Offer to Carers incorporating Short Breaks

• Information and Advice

• Community Capacity

• Domestic Abuse

• Mental Health Offer

These are primarily being supported by internal Transformation Resource and Subject Matter Experts in these areas as well as key operational staff.

The outcome of the deep dives will then inform recommendations for service redesign, reduction or removal (including risk analysis), quantifying size and timelines for savings and opportunities for better ways of working/structure and function.

Phase 2: Edge of care/other activity

A second phase is proposed with 2 potential focusses:

1. Edge of Care Activity

Focus on development of future initiatives around edge of care space.

Identify key drivers of need for social care and cohorts below eligibility (using existing/known

evidence of key drivers that additional intervention could reduce the likelihood of requiring.

care or delaying need (children and adults).

2. Reviewing the balance of spend across different tiers of prevention

This second phase has not yet started nor been agreed – primarily due to lack of resource, capacity and experience in this complex subject matter. It is here that external support has been deemed would be more suitable to support however as noted below, a wider review of work underway would also be of benefit to ensure we are delivering best value for money and approaching the correct priorities.

**Specification**

It is anticipated that the review will be delivered in 3 stages aligned to the councils Change Management Framework, however it is up to the service provider to provide a proposal for the best way to deliver the project.



Outputs required are:

1. Preliminary Diagnostic

* The provider will take into account current prevention activities and services across LCC and provide a proposal detailing how they would approach a diagnostic exercise - this will include areas currently undertaking deep dives.
* The provider will review the existing scope of phase 1 work.
* The provider will agree the services and activities in scope with the authority, based on their recommendations from previous reviews completed and horizon scanning.

2. Diagnostic

* It is anticipated that this would cover all areas agreed within the scope, potentially including services provided by partners but primarily focused on activities that reduce spend in Social Care and Health.
* Analysis will be undertaken to identify key drivers of demand and evidence what is driving costs.
* Set out what the opportunities are for joint working with partners, including when appropriate to engage in an implementation roadmap and an indication of the potential benefits.
* A comprehensive analysis of the activities and service areas agreed in the scope.
* Analysis of current activities provided by the authority, assessing their impact and providing strong evidence to support continuation.

3. Recommendations

* Recommendations of areas of opportunity to best target activities and services to reach populations of concern at an early intervention stage - preventing future demand on services and reducing the likelihood of requiring care and/or delaying need.
* Recommendations on areas of ineffective expenditure and how to reduce this.
* Outline of an implementation programme to deliver the above

# Request for Information

# General Information

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| **A1 Full name, address and website:** |
| Organisation name |  |
| Address |  |
| Website |  |

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| **A2 Main contact for correspondence about this questionnaire:** |
| Name |  |
| Position |  |
| Telephone number |  |
| Mobile phone number |  |
| Email address |  |

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| **A3 Nature of Business**  |
| Please describe your general business and include detail of any examples where you have identified and supported delivery of optimisation of preventative activity and approaches across authorities.  |  |

# Key Questions for Consideration

The Soft Market Test is intended to allow interested organisations with relevant experience to outline their views and provide information with no commitment to themselves or the Council.

Interested suppliers are required to complete the following short questionnaire. Suppliers who complete and return the questionnaire may be invited to meet with Council representatives to discuss its requirements. No information provided in response to this soft market testing exercise will be used in any evaluation of any subsequent response to a procurement exercise.

**Questionnaire**

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| Q1 | Would you be interested in bidding for this opportunity?  |
| Yes [ ]  No [ ]  |
| Please provide the reasons for your answer |
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| Q2 | What would be your preferred tender process for a procurement of this service?  |
| Open Market [ ]  Framework call-off [ ]  Other [ ]  |
| Please provide the reasons for your answer including details of any frameworks you are awarded on |
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| Q3 | The council is keen to use an approach based on research of best practice on a national level. Please detail any areas of best practice as well as key trends and drivers across the population that may shape this requirement. |
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| Q4 | If the Council go to tender following the soft market test, is there anything in addition to the information in this brief that suppliers would need to be advised of to aid in their response? |
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| Q5 | The Council would like to understand the indicative costs and time associated with the delivery of this requirement. Please detail estimated timescales, costs and resources required for: |
| 1. the Preliminary Diagnostic, Diagnostic and Recommendations phases.
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| 1. The implementation programme outlined in the recommendations section).
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Thank you for completing this questionnaire.

Please submit via the portal before the deadline stated on the cover page of this document.