

Pre-Procurement Market Engagement

Enfield Children's Home Service

London Tenders Portal Reference Number: DN562751

Terms of Reference and Instructions for participants

June 2022

Contents

1. Introduction	3
2. Instructions.....	3
3. Market Engagement.....	3
4. Background.....	4
5. Current Position and Scope.....	5
6. Current Aims and Outcomes	6
7. Market Engagement Event	7
8. Indicative Timescales.....	8
9. Summary.....	8
10. Disclaimer	8
11. Soft Market Testing Questionnaire	9

1. Introduction

This document is for the purposes of collecting pre-market information to support Enfield Council (the Council) with understanding the market for this sector relative to the subject matter.

2. Instructions

Please read the document and if you feel that your organisation can contribute to this pre-procurement market engagement, you can complete the Soft Market Testing (SMT) Questionnaire (**Appendix 1**) and return via the London Tenders Portal (LTP) in accordance with the timetable in Section 7.

Please Note: This is pre-procurement market engagement and not a call for competition.

The following aspects are pertinent to this pre-procurement market engagement:

- An understanding of what the Council is aiming to deliver
- To understand market capability and capacity in delivering residential children's care services aged 11-17
- To understand market's ability to innovate and add value through management efficiencies, modern technologies, and implementation of social value imperatives

For the avoidance of doubt, this pre-market engagement is for the purpose of conducting soft market testing and will not formally begin a procurement or constitute any commitment by the Council to undertake any procurement exercise. Furthermore, this phase does not form part of any pre-qualification or ranking exercise.

3. Market Engagement

Currently the Council is at an early stage in developing its business proposals. This is prior to formulating or commencing any formal procurement. We are therefore seeking input from the market as to what might be the most attractive and feasible way of scoping a future procurement opportunity.

This pre-procurement phase provides an opportunity for the Council to obtain insight into how potentially interested organisations might approach the delivery of the current requirements. Therefore, the Council has provided very early draft Service Specifications with this market engagement documentation, **Appendix 2A and 2B** refer. It also gives useful early insight into the likely level of interest from the supply market.

Organisations will not be prejudiced by any response or failure to respond to the pre-procurement market engagement or failure to attend any follow up meetings that may be arranged at the absolute discretion of the Council.

Organisations must also note that a response to this pre-procurement market engagement does not guarantee an invitation to participate in this or any future procurement that the Council may conduct, nor that the Council will procure any such

supply and services or accepts any proposals offered. Any procurement of the supply and services by the Council will be carried out strictly in accordance with The Public Contracts Regulations 2015.

The Council has developed a SMT Questionnaire (**Appendix 1**) and are asking potentially interested organisations to complete it. At the absolute discretion of the Council, respondents may then be invited to meet with the project team to discuss in more detail their responses and key areas of interest for the Council.

As stated above, the outcome of this pre-procurement market engagement phase may inform an outline business case, with recommendations as deemed appropriate by the Council. These would be prepared in accordance with the Council's governance and approval procedures as required.

4. Background

In Enfield, over the last 3 years there has been an 8% increase in children coming into care. In the same period there has been a 25% increase in children requiring residential placements. Of those children placed in a residential children's home, there has been a rise in children presenting complex and challenging behaviours.

The below chart shows the constant increase in Enfield for Looked After Children requiring residential care:

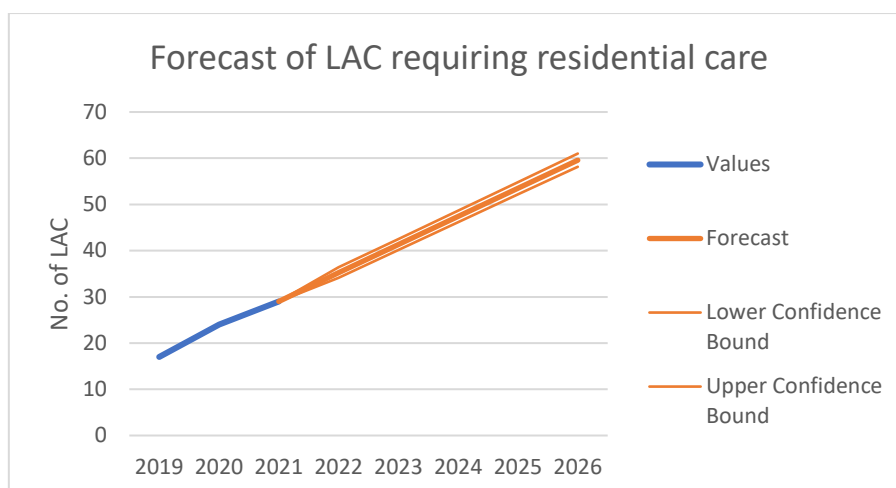
Years	No. in residential
2020-21	29
2019-20	24
2018-19	17

Most of these children are placed outside of the borough as there are not many specialist residential placements in Enfield. Currently only 12% of the children placed in residential care are placed within Enfield and only 24% are placed within 20 miles from Enfield.

Feedback from young people through surveys and other forms, have shown that the young people want to be much closer to their support network, be it friends, family or school.

There is a clear identified need for more residential placements than in previous years.

It is evident with the historic figures and the constant increase of children with complex needs and challenging behaviour, that the children/young people needing residential care will continue to increase.



From the chart above it shows that if the current trajectory of the historical figures are followed then by 2026, the number of LAC requiring residential care in the borough would be around 60.

5. Current Position and Scope

The Council would like to find out about the solutions that the market currently or potentially offers, along with the types of innovation or areas of best practice that are being developed and could meet the Council's current requirements and/or make improvements to current ways of working and business processes.

Please note that information provided is purely for information only, and to inform the Council of solutions that it may not already be aware of. It may also inform and shape any future requirements, whilst reflecting common traits across the marketplace, where appropriate.

There are two main areas whereby an in-borough children's home will help Enfield's "Looked After Children. The first one is to have a suitable home that can provide complex care for some of our most vulnerable and challenging young people and the second one is to meet the local needs.

These two areas go hand in hand as the more local the provision, the better the outcomes for the children as they can be better monitored and have access to local services much quicker and in a proactive way. Placements local to Enfield have a better placement stability rate.

The care within the provision will be tendered out to organisations that provide good and outstanding children's homes, with experience in dealing with children needing complex care. The locality of the home means that the young people can maintain their current education provision, especially if this is positive for them and has been stable so far. Enfield currently has five special needs schools within the borough and one more opening in 2022, so having a residential placement in borough where the young person can maintain their current school or education provision will give them the stability that is required.

The provision being in Enfield also means that the young people will be able to access local support services i.e., CAMHS, drug and alcohol services and our own integrated care pathway, which includes the virtual school, health professionals and educational psychologists, which will offer additionality if required.

The locality will also mean that the social worker will be able visit more often and respond to any incidents or crisis situations much more rapidly without having to travel to the placement, if the young person was placed at a distance.

The young people placed at these homes will have their cases reviewed regularly and due to the home being in borough and the Enfield's exclusivity of this children's home, it would enable us to deliver 'wrap-around' services from all three agencies (social care, education and health), in a targeted way to deal with any complex situations.

This would also mean that matching can be undertaken much more robustly. The home will have two beds that accommodates two children needing long term care and one bed which deals with any emergency situations, where a child or young person needs to come into care for a short period of time and targeted work will be able to be undertaken to return them back to family if possible.

At present, the Council estimates that the maximum budget for the challenging behaviour element (Lot 1) would be approximately up to £470k per year and for the complex need element (Lot 2) would be approximately up to £780k per year. Potential providers will be expected to submit innovative and competitive bids taking best value principles into account.

6. Current Aims and Outcomes

The primary aim of the service is to meet all the child's social, emotional, health and education needs within the home and the community. A local provision will help sustain positive contact with family and friends and reduce isolation.

In order to achieve the aim, our objective is to secure an external care provider(s) to work with Enfield to provide support, care and complete Ofsted registration in addition to managing, operating and maintaining the provisions.

Given the complex needs and behaviours of children and young people requiring care, Enfield Council understands that better outcomes are achieved for children and young people when they are placed in smaller numbers.

It is envisaged, that any forthcoming procurement could divide the 2 elements of care into separate contract opportunities as follows:

- Lot 1 – Care for young people with challenging behaviour
- Lot 2 – Care for young people with complex needs

The initial term of the contracts is likely to be for five years with optional extensions for a further two years, including appropriate break clauses for various situations.

At present, it is envisaged the properties will be provided by the Council for both care elements. Proposals for the properties are currently going through the Council's

internal governance and decision-making process. Therefore, there will need to be a period of time before the properties are ready for use.

It is anticipated that a care providers may bid for either one or both Lots.
Between the two provisions the children and young people who will be supported include:

- Aged 11 years and upwards, **and**
- Currently in an out of area placement, and
- Presenting with significant difficulties like Mental Health and Emotional Behavioural Difficulty, **and**
- Experienced multiple placement breakdowns.

Some other features may include:

- Threats and/or attempts to self-harm and/or suicide leading to hospital stay
- Autistic Spectrum Disorder (ASD), Attention Deficient Hyperactivity Disorder (ADHD), Neuro Developmental (ND) Disorder traits or diagnoses
- Experienced Trauma
- Experiencing severe emotional distress or disruption and breakdowns of relationship
- Accessing CAMHs and/or hospital stay for either physical or mental health
- Additional need to keep young person safe i.e. Children at risk of Sexual Exploitation (CSE/CRE)
- 2:1 support and waking nights being requested

The above are broad definitions and is not an exhaustive list that the provider(s) may be required to support.

7. Market Engagement Event

The Council invites organisations to attend an early market engagement event to be held virtually on **Wednesday 29 June 2022 from 10:00 to 12:00 hours via MS Teams**. This will be an opportunity for organisations to view a presentation by the Council staff outlining the expected service and ask any questions on the intended service.

Please confirm your organisation's availability to attend this Market Engagement Event by **Wednesday 22 June 2022** via the LTP messaging facility as per the below:

If you wish to attend, please forward:

- Delegate name and position
- Delegate e-mail address and telephone number
- Note: Up to 3 delegates are permitted per organisation

Further details concerning the event will be sent to organisations who have confirmed attendance to the Council via the LTP's messaging facility by Wednesday 22 June 2022.

Please note that if you are unable to attend the early market engagement event, you can still complete the SMT Questionnaire back by the return deadline as set out below.

8. Indicative Timescales

An indicative timetable is summarised below:

Key Actions	Date
Council publishes a Prior Information Notice on Find a Tender service portal	01 June 2022
Council publishes an Early Engagement Notice on the Contracts Finder portal, along with the LTP	01 June 2022
Receipt of SMT Questionnaires (12:00 Noon)	24 June 2022
Market Engagement Event	29 June 2022
Follow-Up Meetings (if requested by the Council)	July/August 2022
Market Engagement phase concludes	September 2022
Proposed procurement process commences	Autumn/late 2022

Please Note: This timetable is indicative only. Whilst the Council does not intend to depart from the timetable, it reserves the right to do so at any time.

9. Summary

In this instance, the pre-procurement market engagement phase comprises:

- Seeking initial interest from the market, with submission of the SMT Questionnaire (*Appendix 1*) - your questionnaire must be received via the LTP by **24 June 2022**
- The option for organisations to attend the virtual Market Engagement Event on **29 June 2022**

Note: attendance requests for the Market Engagement Event (which should be no more than 3 representatives from each organisation) received by Wednesday 22 June 2022

- Any follow-up meetings (if requested by the Council) will be based on the questions and responses to the key areas of interest contained within the SMT Questionnaire

10. Disclaimer

The information in this document and the related appendices is solely for the purpose of the Council's pre-procurement market engagement and SMT, and no representation, warranty, or undertaking is given by the Council as to its accuracy or completeness, and the Council accepts no liability in relation to this.

No information contained in the documents or in any communication made between the Council and any organisation in connection with its pre-procurement market engagement phase and SMT shall be relied upon as constituting a contract, agreement or representation that any contract shall be awarded.

The Council reserves the right, at its discretion to:

- a) Change this document and/or the procedure for the pre-procurement market engagement; and
- b) Proceed, or not, with a subsequent procurement.

The Council will not treat as confidential, any information submitted in response to this process, and respondents should note that the Council is subject to the requirements under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and may be obliged to disclose responses.

11. Soft Market Testing Questionnaire

Please refer to **Appendix 1** of this market engagement documentation (separate MS Word document).