

21st February 2025

By Email.

Dear Sir / Madam,

Invitation to Tender for Supported Living Framework 2025

I am pleased to inform you that Essex County Council has made the provisional decision to accept your tender for the Supported Living Framework 2025.

In accordance with Regulation 87 of the Public Contract Regulations 2015 contracting authorities are obliged to introduce a “standstill” period of 10 days between selecting a winning bidder and entering into a binding agreement. The standstill period for this requirement will commence on 21/02/2025 and will finish at midnight at the end of 03/03/2024.

You should also note that this decision is potentially subject to the Council’s internal call-in process which can delay the implementation of a decision if a Councillor calls the decision in to a Scrutiny Committee. The call in period ends at 5pm on 26/02/2025.

Assuming the provisional decision remains unaltered as a result of any representations made during the standstill period or the call-in process, it is our intention to enter into a contract for this requirement by 04/03/2025 however this date may change if a call-in process is invoked.

You are strongly advised not to incur any expenses or enter into any binding arrangements until such time as the contract has been executed by both parties. The Authority will not be liable for any expenses incurred in connection with the anticipated contract before execution of the contract.

This letter is sent without prejudice to the right of Essex County Council to abandon the procurement, cancel the award procedure or suspend award of the contract for any reason.

We are also obliged to supply you with the following information:

Award Criteria: As you are aware, the previously published outlined the Award Criteria used for the evaluation of the bids.

Your Total Score: Your total score was 49% (out of 100%). The highest score achieved 80% .

Ranking: As per the procurement documents, your score for the purposes of RAG Rating will be calculated based on your scores for question 1, 2, 3 and 4 on the Mandatory Questions. This will account for 70% of your RAG Rating in year one of the contract, with the remaining

30% being made up based on CQC rating. Final RAG Ratings will be communicated per scheme when calculated.

Name of successful providers: The full list of providers to be awarded a place is included within this letter at Appendix 1

We would like to take this opportunity to thank you for the time and effort you have dedicated to this tender process, and we look forward to working with you.

Yours sincerely,

Justin Butler
Procurement Manager
Essex County Council

Mandatory Questions

Question	Evaluation Criteria	Score	Comments
<p>1. Service Delivery Model</p> <p>Please provide a detailed proposal for the delivery of the requirements described in the specification.</p> <p>Scoring Methodology</p> <p>Bidders are required to score a minimum of 2 on this question. Failure to achieve a score of 2 will be deemed to demonstrate an inability to deliver a satisfactory service and will result in exclusion from the tender process.</p> <p>Weighting</p> <p>This question will have a weighting of 35% of the total quality score to be awarded to the bidder.</p>	<p>The Bidder must cover the following points within their answer:</p> <ul style="list-style-type: none"> • Home <ul style="list-style-type: none"> • How will you ensure that the property feels like home for the adults and not a place of work for staff? • Describe the process you would follow if you became aware that a property, where you are providing support, does not meet the Council's Supported Living Accommodation Standards. • Enablement and independence <ul style="list-style-type: none"> • How will you support adults towards greater independence to minimise their reliance on formal services, by using innovative practice and community resources? • Technology <ul style="list-style-type: none"> • How do you appropriately promote the use of care technology to support adults' independence? Can you provide examples of where care technology is used to enhance independence and manage risk? • Positive Risk Taking <ul style="list-style-type: none"> • How will you appropriately balance safeguarding responsibilities against adults' right to make their own choices, taking into consideration positive risk-taking? Can you provide examples of where you have demonstrated this? • Staffing recruitment and ethos <ul style="list-style-type: none"> • Describe your recruitment process in employing suitable staff who hold the right ethos and ensuring they have appropriate training. 	<p style="text-align: center;">2 (Pass)</p> <p style="text-align: center;">14%</p>	<p>Response feedback:</p> <p>Evaluators awarded a score of 2 for your response and felt that you had covered most of the question well but some areas had limited information.</p> <p>Relative advantages and characteristics of the winning tender(s):</p> <p>The highest scoring bidders for this question ensured that they thoroughly addressed all criteria points. They provided comprehensive details of staff adherence to best practices, a diverse range of approaches to enhancing independence for adults living in the schemes, and considerations for sensory needs, plants, and pets, along with explanations of their benefits for adults.</p> <p>In comparison, your response was liked for the example about the adult personalising her home, The evaluator thought you could have looked at how you would support adults living together, staff not having a key any knocking before entering their rooms. Along with there being a need to link risk with the safeguarding framework.</p>

<p>2. Case Study</p> <p>Case study of one scheme with 3 adults living there.</p> <p>Please note if you would like to see the full details of the case study, please open the original ITT Pack document.</p> <p>Scoring Methodology</p> <p>Bidders are required to score a minimum of 2 on this question. Failure to achieve a score of 2 will be deemed to demonstrate an inability to deliver a satisfactory service and will result in exclusion from the tender process.</p> <p>Weighting</p> <p>This question will have a weighting of 35% of the total quality score to be awarded to the bidder.</p>	<p>The Bidder must cover the following points within their answer:</p> <ul style="list-style-type: none"> • How you will effectively assess that Z is compatible with the other tenants that are already living in the supported living scheme, including a plan to ensure a smooth transition. You should take into consideration of the Z's wellbeing when settling into the scheme. • Using strength-based approach, how will you identify and Z's hobbies and interests? How will you support him to pursue these to increase independence? You should take into consideration on how you will manage risks and positive risk-taking. • What suitable and robust approach will you take to identify, progress and review Z's immediate, medium-term and long-term co-produced outcomes? How will you evidence progression to meet the outcomes? • How will you appropriately ensure Z meet his goals such as gaining paid employment and building/maintaining relationships with family and seeking a partner? <p>Describe how you will appropriately manage all the tenant's compatibility on a long-term basis so they enjoy living together and to minimise conflict. You should take into consideration any resources and other organisations to help tenants manage their resilience and emotions.</p>	<p>2 (Pass)</p> <p>14%</p>	<p>Response feedback:</p> <p>Evaluators awarded a score of 2 for your response and felt that you had covered most of the question well but some areas had limited information.</p> <p>Relative advantages and characteristics of the winning tender(s):</p> <p>The highest scoring bidders for this question ensured that they thoroughly addressed all criteria points. They provided comprehensive examples of how to assess compatibility and manage transitions for adults. Additionally, they offered strong examples of how to develop hobbies and interests, identify and progress outcomes, and presented a detailed plan to support the adult in question and achieve their goals. Furthermore, they included well-thought-out examples of conflict management strategies.</p> <p>In comparison, your response covered good detail on how to plan a robust transition but limited detail on how to assess compatibility based on the information in the case study. Along with what is in place to minimise conflict and what strategy is used for when conflict does arise. Lastly the evaluators also raised what specific tools and resources can be utilised to ensure Z to gain employment and build new relationships? Specific examples should be linked to each goal to provide a better picture of what the provider will do for Z.</p>
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<p>3. Safeguarding Policies</p> <p>Describe how you will implement your safeguarding and safe recruitment policies in delivering this requirement.</p> <p>Scoring Methodology</p> <p>Bidders are required to score a minimum of 2 on this question. Failure to achieve a score of 2 will be deemed to demonstrate an inability to deliver a satisfactory service and will result in exclusion from the tender process.</p> <p>Weighting</p> <p>This question will have a weighting of 15% of the total quality score to be awarded to the bidder.</p>	<p>The Bidder must cover the following points within their answer:</p> <ul style="list-style-type: none"> • The Bidder demonstrates that they will ensure that Safeguarding and Safe recruitment policies are actually embedded in to the organisation and working practices. • Bidders should provide details of how they will ensure all staff working on this contract will have access to policies and other relevant information and how this will be continuously promoted throughout the organisation. • The Bidder should detail how it will be ensured that staff understand the whistleblowing policy and how to raise a safeguard. 	<p>3 (Pass)</p> <p>9%</p>	<p>Response feedback:</p> <p>Evaluators awarded a score of 3 for your response and felt that you had covered most of the question well but some areas had limited information.</p> <p>Relative advantages and characteristics of the winning tender(s):</p> <p>The highest scoring bidders for this question ensured that they thoroughly addressed all criteria points.</p> <p>Evaluators noted that their responses demonstrated that safeguarding is embedded throughout their organisation, evident in daily practice and through managerial oversight. There was clear evidence of a safe recruitment process, including a probationary period.</p> <p>Policies were accessible in various formats, and safeguarding awareness was integrated in multiple ways.</p> <p>Robust whistleblowing procedures were in place, and staff were trained to escalate concerns and utilise the ECC safeguarding portal.</p> <p>Additionally, they provided evidence that staff are supported and encouraged to raise concerns, share information about safeguarding outcomes, and embed lessons learned.</p> <p>In comparison, your response showed safeguarding is embedded through training, safeguarding leads at each service, bi-monthly supervision and safeguarding workshops. A robust recruitment process is in place. Policies are accessible on the intranet, and in the offices. Policies are promoted through communication channels, including email bulletins, team meetings, and one-on-one check-ins. Monthly reminders are sent for policy updates. Additional policy promotion could be through visual signage. Staff have training and reminders regarding how to raise a concern/whistleblow, and there is the option to escalate to the manager or anonymously. The answer could have been expanded with information regarding external partners, and also visual signage for quick reference.</p>
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<p>4. Safeguarding Practice and Procedures</p> <p>Describe how you will ensure that safeguarding practice and procedures are reviewed and updated in line with legislative and contractual requirements.</p> <p>Scoring Methodology</p> <p>Bidders are required to score a minimum of 2 on this question. Failure to achieve a score of 2 will be deemed to demonstrate an inability to deliver a satisfactory service and will result in exclusion from the tender process.</p> <p>Weighting</p> <p>This question will have a weighting of 15% of the total quality score to be awarded to the bidder.</p>	<p>The Bidder must cover the following points within their answer:</p> <ul style="list-style-type: none"> • The Bidder demonstrates that they have a process of continuous review in place for Safeguarding procedures. • Bidders should provide details as to the processes they have in place for reviewing complains and concerns to identify improvements for the future. • The procedures in place ensure that lessons are learnt and actions taken to improve working practices. • Bidders should also provide details of the self-assessment processes they will have in place for this service to continuously review and improve practice. 	<p>4 (Pass)</p> <p>12%</p>	<p>Response feedback:</p> <p>Evaluators awarded a score of 4 for your response, and felt that you had covered all of the question and successfully met all of the criteria.</p> <p>Relative advantages and characteristics of the winning tender(s):</p> <p>Your response was one of the highest scoring bids for this question.</p>
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Enhanced Questions

Question	Evaluation Criteria	Score	Comments
<p>1. Enhanced Supported Living – Staff</p> <p>Please provide a detailed proposal for the delivery of the requirements described in the specification in relation to your staffing.</p> <p>Scoring Methodology</p> <p>Bidders are required to score a minimum of 3 on this question. Failure to achieve a score of 3 will be deemed to demonstrate an inability to deliver a satisfactory service and will result in exclusion from the enhanced complex provision.</p> <p>Weighting</p> <p>This question will be assessed on a Pass/Fail basis.</p>	<p>The Bidder must cover the following points within their answer:</p> <ul style="list-style-type: none"> • Staff Training and Qualifications: <ul style="list-style-type: none"> ○ Can you describe the training process that is specific to support adults with complex needs, including induction around Positive Behaviour Support (PBS) and physical intervention or breakaway training? ○ What relevant qualifications do the staff who deliver PBS training hold (e.g., Tizard trained or equivalent)? • Leadership, Supervision and Support: <ul style="list-style-type: none"> ○ How do you ensure there are sufficient management staff for leadership and supervision of your support staff? ○ Describe how your organisation provide and embed effective debriefing and reflection times for staff due to the complex needs of the adults. • Staff Resilience and Competence: <p>What measures are in place to support the mental and physical wellbeing of staff working within the enhanced supported living setting? How do you determine whether this support positively impacts staff retention?</p>	<p>4 (Pass)</p>	<p>Response feedback:</p> <p>Evaluators awarded a score of 4 for your response, and felt that you had covered most of the question well but some areas had limited information.</p> <p>Relative advantages and characteristics of the winning tender(s):</p> <p>The highest scoring bidders for this question ensured that they thoroughly addressed all criteria points.</p> <p>Evaluators felt that these bidders provided comprehensive answers, detailing relevant courses and training. They also evidenced an appropriately trained and very strong PBS lead team. Examples were provided of debriefing sessions, monthly meetings, crisis response, and on-call availability, all supported by a CQC report. Additionally, these bids demonstrated a robust support system for mental and physical wellbeing, with retention rates tracked and turnover percentages provided, which exceeded the national average.</p> <p>In comparison, your response covered a planned out complex needs training approach with qualifications listed and a suitable staffing structure for complex needs</p>

2. Enhanced Supported Living – Practice

Please provide a detailed proposal for the delivery of the requirements described in the specification in relation to your practice.

Scoring Methodology

Bidders are required to score a minimum of 3 on this question. Failure to achieve a score of 3 will be deemed to demonstrate an inability to deliver a satisfactory service and will result in exclusion from the enhanced complex provision.

Weighting

This question will be assessed on a Pass/Fail basis.

The Bidder must cover the following points within their answer:

- **Robust Recording:**
 - How do you record care and support planning, and risk assessments? How are they accessible to the adults you support?
 - Can your records easily be shared with the multi-disciplinary team?
 - How do you analyse behaviours and appropriately adjust support strategies based on this information?
 - What measures are implemented to foster and sustain adults' independence? What robust strategies are employed to assist the adults in realising their personal goals?
- **Total Communication Approach:**
 - How is a total communication approach integrated into daily practice for the individuals you support?
- **Joint Working with MDT:**
 - How do you ensure effective and consistent collaboration with all key members of the adult's Multidisciplinary Team (MDT)?

3
(Pass)

Response feedback:

Evaluators awarded a score of 3 for your response, and felt that you had covered all of the question and successfully met all of the criteria.

Relative advantages and characteristics of the winning tender(s):

Your response was one of the highest scoring bids for this question.

<p>3. Enhanced Supported Living – Case Study</p> <p>Please note if you would like to see the full details of the case study, please open the original ITT Pack document.</p> <p>Scoring Methodology</p> <p>Bidders are required to score a minimum of 3 on this question. Failure to achieve a score of 3 will be deemed to demonstrate an inability to deliver a satisfactory service and will result in exclusion from the enhanced complex provision.</p> <p>Weighting</p> <p>This question will be assessed on a Pass/Fail basis.</p>	<p>The Bidder must cover the following points within their answer:</p> <ul style="list-style-type: none"> • What past information is required to assess Liam’s needs, behaviours, likes, and dislikes to appropriately understand him? • How will you involve Liam in the development and ongoing updates of his support plan? • How will you manage contact with family considering the needs of Liam and key family members? • What effective steps will you take to ensure proactive joint working with all key members of Liam’s MDT, including appropriate referrals to community teams and other specialist provision? • How would you plan appropriately for Liam’s transition from hospital to Supported Living • Describe an effective plan on how you will meet and support Liam’s communication needs? • How will you link with the local community to identify appropriate facilities and services that are available that could support Liam to engage in activities and interests. • Provide an effective PBS plan for Liam that considers learnt understanding of how to avoid incidents and how to manage them when they do take place. When considering how to maintain his routines, what environmental and other adaptations would you implement? 	<p>3 (Pass)</p>	<p>Response feedback:</p> <p>Evaluators awarded a score of 3 for your response, and felt that you had covered most of the question well but some areas had limited information.</p> <p>Relative advantages and characteristics of the winning tender(s):</p> <p>The highest scoring bidders for this question ensured that they thoroughly addressed all criteria points.</p> <p>Evaluators felt that these bidders demonstrated a good understanding of engaging adults, using various and appropriate communication approaches such as mood and choice boards. They showed that consideration has been given to ensuring minimal disruption to the adults’ routines and providing comfortable environments and activities when promoting family visits. There was strong evidence of awareness of transitions and references to environmental needs. Finally, these bids provided sufficient evidence throughout, highlighting awareness of Positive Behaviour Support (PBS), routines, as well as environmental communication and sensory needs.</p> <p>In comparison, your response addresses most of question and criteria but some areas contain limited relevant evidence regarding competence, capacity and ability. Lists again but some areas missing and Liam’s involvement. The evaluators were looking for more detail with regards to the transition from hospital to SL section and felt although a large amount of the word count was used it minimised the opportunity to have more detail in certain areas.</p>
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Appendix 1 – Successful Providers

Provider Name	Mandatory	Enhanced Complex
Ace 24 Healthcare	X	X
Achieve Together	X	X
Acorn Villages	X	
Agincare Enable	X	X
AHE Care Services	X	
Akaba Social	X	
Aldanat Care	X	
Alina Homecare	X	
Angel Care staffing	X	
Anytime Care 2020	X	
Aspirations Care Limited	X	
Autism Anglia	X	X
Avenues Group	X	X
AZILE LIMITED	X	
Butterflys Care	X	
Calm Futures	X	X
Canley	X	
Capital care resources	X	
Care By Us Ltd	X	
Care Givers Ltd	X	X
Care247 Solutions	X	
Careaid Ltd	X	X
CareTech Ltd	X	
Caronne Care Ltd	X	
Cera Care Opertions Ltd	X	
Chinte Limited	X	
Choice Support	X	
Chosen Care Group	X	X
Clover Support	X	
Consensus	X	
Creative Support	X	X
Crosspath Care	X	
Dimensions	X	X
Divine Care	X	
Dynamic People Ltd	X	
Eden Housing	X	
Efficiency for Care	X	
Ekklesia	X	
Eleven Sisters	X	
Emergency Personnel	X	
Enwind Ltd	X	
Exceptional	X	

Ezze Healthcare Ltd	X	
Favour Care Limited	X	
FitzRoy Support	X	X
Fona Godema	X	
Forget Me Not	X	
Fountain of Health Ltd	X	
Fresh Tree	X	
Guardian Homecare	X	
Hearts at Home	X	
HFT	X	
Highland Care	X	
Hilton	X	
Home from Home	X	
Homesdale Supported Living Ltd	X	
Infinite Healthcare	X	
Infinitelife Group	X	
Integrated Support Services	X	
Intrigue Homecare Ltd	X	
J.C MICHAEL GROUPS LTD	X	
Jamesons	X	
Jankan	X	
JS Consult Limited	X	
KB Solutionz	X	
Keys PCE	X	X
Kind Solutions Ltd	X	
Kingswood Care	X	X
Leonard Cheshire Disability	X	
LIAC Care	X	
Lifecome Care	X	
Lily Healthcare	X	
Livability	X	
Living Ambitions	X	X
Look Ahead Housing and Care	X	X
lordgraceltd	X	
Magic Helping Hands	X	
Mecrews Healthcare Ltd	X	
Meraki Unique Care Ltd	X	
Mercury Care Services Ltd	X	X
Mercylink Care Services Ltd	X	
MEVTEC360 LOCUM LTD	X	
Michael RGIS Care Ltd	X	
MidCo Care Limited	X	
Morah Services Limited	X	
My Home Choice (Essex)	X	
Nexus Support	X	

Nomase Care Ltd	X	
North London Homecare	X	
Oasis Group (London)	X	
Oasis group (London)	X	
Onecare-Uk	X	X
P.G.S Healthcare Ltd	X	
Pai Healthcare	X	
Premald Care Ltd	X	
Provide Care Solutions Ltd	X	
Ready Care Services	X	
Rescare Limited	X	
Royal Mencap Society	X	
Samorem Care	X	X
Shine Partnership Ltd	X	
Sled Healthcare Ltd	X	
The Care Advantage	X	
Thera Trust	X	
TLC Care Homes	X	X
Transform	X	
Trends Healthcare	X	
Verity Group	X	
Vibrance	X	
Voyage Care	X	X