

Call-Off Schedule 4 (Call Off Tender)

Technical Question 1 – Overall Experience

Maximum word count: 2000 words

Weighting: 22.7%

Minimum Acceptable Score: 3 – if the final score for the response to this question is lower than 3, the Tender will be excluded from the procurement.

Question:

With reference to the **Knowledge and Skills Requirements** (Paragraph 11) set out in Attachment 3 - Statement of Requirements, please articulate how your organisation has a demonstrable record of leading a significant culture change in a children's social care setting.

Your response must:

- Demonstrate an in-depth understanding of the children's social care sector, evidenced by examples of previous work undertaken in this area.
- Demonstrate your organisations credibility to work and influence at a senior strategic level in children's social care to deliver system-wide reforms.
- Demonstrate your organisations expertise in delivering transformation programmes in complex delivery environments, including examples of programmes that have embedded sustainable change across complex organisations and systems.
- Identify the key and risks and issues linked to influencing at a senior strategic level in children's social care and outline how these can be effectively managed.

Response and Attachment Requirements:

You may embed diagrams/charts to support your response. Please note that any text included in diagrams/charts will be included in the word count for this question.



Technical Question 2 – Regional Project Design

Maximum word count: 1200 words

Weighting: 12%

Minimum Acceptable Score: 3 – if the final score for the response to this question is lower than 3, the Tender will be excluded from the procurement.

Question:

With reference to **Requirement 1: Central and strategic oversight of the programme** (Paragraphs 13 and 14) set out in Attachment 3 – Statement of requirements, please provide details of your proposed approach to working with the selected regional cluster groups to support them in articulating a vision for the regional delivery of their fostering services.

Your response must:

- Provide a targeted approach for how you can provide support for fostering services on a regional level.
- Identify how you will work with the regional clusters to prepare bids, including testing regional boundaries and partnerships against the criteria set by DfE.
- Identify how you will support the regional clusters to broker new and strengthen existing relationships to ensure policy is supported locally.
- Evidence an understanding of potential implementation challenges and how you would overcome them, including what approach you will take to secure buy-in from the sector at all levels.

Response and Attachment Requirements:

You may embed diagrams/charts to support your response. Please note that any text included in diagrams/charts will be included in the word count for this question.



Technical Question 3 – Sharing Learning and Best Practice

Maximum word count: 1500 words

Weighting: 16%

Minimum Acceptable Score: 3 – if the final score for the response to this question is lower than 3, the Tender will be excluded from the procurement.

Question:

With reference to **Requirement 1: Central and strategic oversight of the programme** (Paragraphs 13 and 14) set out in Attachment 3 – Statement of requirements, please provide details of how you will ensure that learning and feedback from the programme is captured and effectively recorded to provide real-time feedback of emerging evidence to the fostering delivery team and share examples of best practice across the sector.

Your response must:

- Demonstrate how you will use your expertise in capturing learning to facilitate the effective sharing of emerging evidence from the regional clusters.
- Provide an example of a monthly progress report that will collate insights, challenges and successes across projects that will be delivered to DfE.
- Provide examples of the types of learning materials you intend to use and how you propose to maximise their usage.

Response and Attachment Requirements:

You may embed diagrams/charts to support your response. Your response should also include an example progress report. Any text included in diagrams/charts and the progress report will be included in the word count for this question.



[Technical Question 4 – Managing a Complex Change Programme]

Maximum word count: 1500 words

Weighting: 17.3%

Minimum Acceptable Score: 3 – if the final score for the response to this question is lower than 3, the Tender will be excluded from the procurement.

Question:

With reference to **Requirement 2: Coaching and change management** (Paragraphs 15 and 16) set out in Attachment 3 – Statement of requirements, please provide details of your proposed delivery model to ensure the principles of reform are delivered successfully and on time.

Your response must:

- Demonstrate how you will apply your expertise in managing complex change projects to create the optimal culture and infrastructure to build successful and sustainable working relationships.
- Demonstrate how you will draw on your own applied knowledge and experience to empathetically support leaders in guiding their organisation through significant culture and practice change, and to maintain momentum of change.
- Set out how you will provide high-quality, impartial advice and support to facilitate collaboration between LAs in the regional cluster groups.
- Detail how you will ensure that high quality, tailored implementation and delivery plans, which are responsive to local contexts but also respond to the DfE's requirements are put in place.
- Demonstrate how you will use your understanding of recruitment, training and continued professional development to support areas in ensuring the right staff are in post and have the right skills and expertise to do their jobs.

Response and Attachment Requirements:

You may embed diagrams/charts to support your response. Any text included in diagrams/charts will be included in the word count for this question.



Technical Question 5 – Project Plan

Maximum word count: 1200 words

Weighting: 10.7%

Minimum Acceptable Score: 3 – if the final score for the response to this question is lower than 3, the Tender will be excluded from the procurement.

Question:

With reference to the **Key Milestones** (Paragraph 24) in Attachment 3 - Statement of Requirements, please provide a detailed project and implementation plan outlining key activities, including associated timescales, milestones, key tasks and the roles of those responsible for key activity.

Your response should:

- Demonstrate the approach is justified and logical, timescales being reasonable and realistic. This should include a clear articulation of the resources and staff needed to manage and deliver implementation, all of which and whom are sufficiently qualified and have capacity to deliver.
- Set out clear, proportionate communication plans to ensure the Department is aware of implementation progress and management of issues and risk.

You should also include a risk register highlighting key risks, barriers, and challenges associated with the programme and how these will be mitigated.

Response and Attachment Requirements:

You may embed diagrams/charts to support your response. Any text included in diagrams/charts will be included in the word count for this question.

Your risk register can be provided as a single separate attachment in either Excel or PDF format and will not count towards the word limit for this question



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Technical Question 6 – Resource Plan

Maximum word count: 1000 words

Weighting: 8%

Minimum Acceptable Score: 3 – if the final score for the response to this question is lower than 3, the Tender will be excluded from the procurement.

Question:

Please provide details of what resource you will dedicate to the programme and at what level. Specifically, the resource plan should include named senior individual(s) with a demonstrable record of leading significant culture and practice change in a children's social care setting.

Your response should include but not be limited to:

- How you will determine what resource is required for each regional cluster.
- A management structure chart.
- CVs of key individuals you have already identified to deliver the programme.
- Your ability to deliver specialist skills and resources to support the programme as referenced in **Requirement 3: Technical expertise** (Paragraphs 15 and 16) of Attachment 3 – Statement of requirements.

Response and Attachment Requirements:

You may embed diagrams/charts to support your response (including a management structure chart). Any text included in diagrams/charts and the management structure will be included in the word count for this question.

CVs can be provided as a single separate attachment in either Word or PDF format and will not count towards the word limit for this question.

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Technical Question 7 – Social Value

Maximum word count: 1200 words

Weighting: 13.3%

Minimum Acceptable Score: 3 – if the final score for the response to this question is lower than 3, the Tender will be excluded from the procurement.

Using a maximum of 1200 words, describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria.

The chosen criteria is MAC 2.3: Education and training within Theme 2 Tackling Economic Inequality.

The criteria concerns activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of employment and skills issues, and of the education and training issues relating to the contract.
- Illustrative examples: demographics, skills shortages, new opportunities in high growth sectors, groups underrepresented in the workforce (e.g. prison leavers, disabled people), geographic/local community and skills/employment challenges.
- Support for educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications. Activities to support relevant sector related skills growth and sustainability in the contract workforce. Illustrative examples: careers talks, curriculum support, literacy support, safety talks and volunteering.
- Delivery of apprenticeships, traineeships and T Level industry placement opportunities (Level 2, 3 and 4+) in relation to the contract.

Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria; and
- a timed project plan and process, including how you will implement your commitment and by when, as well as how you will monitor, measure and report on your commitments/the impact of your proposals. Within this plan, you should include, but not be limited to:
 - i. a timed action plan
 - ii. use of metrics
 - iii. tools/processes used to gather data
 - iv. reporting
 - v. feedback and improvement
 - vi. transparency

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vii. how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g., engagement, co-design/creation, training and education, partnering/collaborating, volunteering.

Response and Attachment Requirements:

You may embed diagrams/charts to support your response. Any text included in diagrams/charts will be included in the word count for this question.

