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| **ECSC Dynamic Purchasing System – Invitation to Tender (ITT)** |
| ***Supplier notice*****Please note that responses to this ITT need to be made electronically through Jaggaer by completing the ‘My Response’ section. Further guidance on this process can be found on** [**Jaggaer**](https://www.screencast.com/t/o6NHgMNjnf?_ncp=1608711866229.1070391-1)**.** |
| **Title**  | Bradford Children’s Services Trust Chair |
| **Contract Manager** | Beverley Wilson |
| **Requirements** |
| **Background** |
| For clarity, this document makes reference to the “authority” which means the Local Authority (LA), and the Department, which refers to the Department for Education (DfE) and its agencies.Children’s services in Bradford were judged to be inadequate, by Ofsted, in September 2018. The Department responded by appointing an improvement adviser to oversee and drive improvements to Bradford’s Children’s Services. In September 2021, due to concerns about pace of progress and concerns raised by Ofsted, the Department escalated its intervention in Bradford by replacing the Improvement Notice with a Statutory Direction and appointing a commissioner. The Commissioner undertook a 3-month review, which concluded at the end of January 2022, to assess whether Bradford has the capability and capacity to continue to deliver children’s social care services. His recommendation was for services to be removed from council control and a Trust be put in place. The Council has agreed to establishing a wholly-owned, not for profit company (children’s services trust), which will discharge the Council’s children’s social care functions on its behalf. To establish the Trust, it will be necessary to appoint an independent chair. The Chair is a Secretary of State appointment, whilst the Council’s children’s social care services are subject to Government intervention.**Following the evaluation of all received bids, successful tenderers (those who scored above a 2 on all technical questions) will be required to attend a final interview selection process on Friday the 11th of March from which the supplier will be selected.** |
| **Mandatory Requirements** |
| As part of this ITT, there are a number of specific requirements which must be met. These can be found within the ‘My Response’ section of the Jaggaer ITT. Please note that the Department may at its absolute discretion refuse to consider your quotation depending on your response to these requirements. |
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| **Detailed Requirements** |
| **Quality** |
| Service Requirement**Essential Knowledge and skills**The Trust Chair will be able to:* Demonstrate a strong empathy and passion for improving and delivering excellent outcomes for children and young people
* Understand the role of a Chair in ensuring the **effective functioning of a trust**
* Lead a capable and experienced board and take strategic decisions of long-term significance and with legal and financial consequences
* Demonstrate excellent stakeholder management and communication skills, in particular the ability to engage and build effective relationships quickly with other board members, senior local government officers and elected members, senior civil servants and other key players in the children’s services landscape
* Display strategic thinking with a proven track record of demonstrating business acumen and leadership, and able to clearly express their view verbally and in writing
* Effectively communicate publicly, having engaged diverse audiences on high profile and sensitive issues
* Show their strong financial and commercial acumen and knowledge of corporate governance, strategic planning and risk management
* Demonstrate a good understanding of statutory children’s services

**Desirable knowledge and skills**Ideally the Trust Chair will have:* An understanding of the complexities of chairing a private company and ensuring it remains visible and successful
* The ability to identify and share lessons, learning and opportunities, to improve performance of the organisation
* Knowledge of Bradford and its diverse communities

**Essential Experience** The Trust Chair will have:* Experience of being a Chair, or a non-executive director, of a public or private sector organisation
* Experience of successfully operating in a senior role, for an organisation, and developing and implementing a vision and strategic plan
* Strong track record of Board development, with experience of holding senior leaders and executive teams to account

**Desirable Experience** Ideally the Trust Chair will have:* A background in statutory children’s services
* Experience of successfully working at a senior level within a public service context and/or relevant senior level experience and transferable skills from other sectors
* Experience of encouraging diversity and inclusion and working with diverse communities.

Successful candidates will be expected to be able to demonstrate a strong record across the range of criteria listed. These responses will be further developed and discussed with those candidates invited for interview. |
| **Place** |
| The successful bidder will be expected to travel to Bradford on a regular basis (subject to national and local Covid-19 restrictions). Bidders should note that their quoted rates are **inclusive** of all anticipated expenses including travel. The Department reserves the right to require successful bidders to travel outside of their specified local authorities for meetings at locations across England if required. There is an expectation that bidders will attend meetings with the DfE Contract Manager and other officials as required. In addition, bidders may be asked to attend/input to occasional development activities with other commissioners and advisers working in children’s social care improvement.The successful bidder can work from their home/office base using their own equipment and their own internet connectivity, ensuring Government and local authority information and data security rules are adhered to. |
| **Quantity** |
| The cost of the chair is £800 per day for up to 5 days per month between the start of the chair’s contract in March 2022 and the end March 2024. Please note that the contract can be ended early at the absolute discretion of the Department.The Department reserves the right to extend the contract by up to 24 months, and will give one month’s prior notice of our intention to do so. The 24 month extension may be in full or in multiples of one month up to the full 24 month potential. This may include a negotiated reduction or increase in the number of call off days per month. Any negotiated extension offered by the Department would be without prejudice. DfE strives to achieve the best value for money through our competitions and contracting. This includes reviewing rates to improve cost efficiencies, and bidders should be mindful of this when providing their quote for this work. |
| **IT, Publicity and media enquiries** |
| Successful bidders are required to use their own IT equipment. In certain instances, essential IT equipment will be provided on a case by case basis. The ICT acceptable use policy will be provided at the time IT equipment is issued and a copy is available on request. The supplier shall not make any press announcements without the Department’s prior written approval. Any such press announcements shall remain subject to the rights relating to Confidential Information.The supplier shall not publicise the Contract in any way unless required to do so by law. The supplier shall not do anything or permit to cause anything to be done, which may damage the reputation of the Department or bring the Department into disrepute. |
| **Attachments** |
| The following attachments should be read in conjunction with this ITT:* Bradford’s last ILACS letter and subsequent monitoring visit letters which can all be found at <https://reports.ofsted.gov.uk/provider/44/80449>
* The Commissioner’s report can be found at: [Bradford children's services: commissioner's report - GOV.UK (www.gov.uk)](https://www.gov.uk/government/publications/bradford-childrens-services-commissioners-report)
* The existing Statutory Direction for Bradford Council can be found here: <https://www.gov.uk/government/publications/revised-direction-issued-to-bradford-council>
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| **Evaluation Process and criteria** |
| All quotations received will be evaluated against the evaluation criteria and scoring methodology as stated within this ITT and Jaggaer. |
| The evaluation criteria for each of the questions, within each evaluation section, are detailed below along with the weighting to be applied.Item Prices are evaluated using the following equation: (1-(Price Quoted-Lowest Price Quoted)/Lowest Price Quoted)\*100. Please note that Item Prices are weighted at 10% of the overall score, Technical Requirements are weighted as 90% of the Overall Score.In the case of more than one bidder achieving the same score following evaluation, we will use the price to make a value for money judgement based on the applicant’s proposed day rate. Should the scores remain the same at this point we will use the response to question 2.2.1, with the bidder scoring highest for this response being awarded the contract. If the scores remain the same subsequently, we will then repeat this process comparing scores for the question responses in turn, in the following order, 2.2.2, 2.2.3 until a bidder is identified as scoring higher.For a bidder to be successful they will need to achieve a minimum score of 3 or higher for each question. Bidders who score 2 or less for any question shall be automatically discounted. Only upload the information requested and where directed to do so. Any additional documentation will not be evaluated. This contract shall be awarded based on the scores achieved against the scored questions in this document ONLY. Bidder’s scores will be ranked using scores and weighting detailed within this document, with the highest scoring bidder being awarded the contract.NOTE: We work to ensure a fair open and transparent processes. In order to support this the following actions will be taken:* C.V.s will not be reviewed until the due diligence stage and therefore do not count towards the scoring criteria.
* All responses will be redacted, removing detail which reveal who the bidder is, this may include but is not limited to: names of companies and/or Local Authorities referred to, name of individuals, locations referred to, name of bidder.
* Bidder’s response to questions in this ITT will be scored against the detailed requirements listed under the section marked ‘A satisfactory bid will include evidence of’ and assigned a score from the evaluation scoring matrix.
* Evaluators scoring the bidder’s response will only be able to take into account what has been written within the bidder’s response, no assumptions or external knowledge will be taken into account.
* Words above the maximum word count stated for each question will be redacted and not scored.
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| **Evaluation Scoring Matrix**Responses will be scored on a 5 point scale and evaluators will use this to assign a score to each evaluation question response. |
| **Score** | **Guidance** |
| **1** | **Does not meet the requirement or has not answered the question.** Does not comply and/or insufficient information provided to demonstrate that the Bidder has the understanding and skills required to provide the services, with little or no evidence to support the response |
| **2** | **Major reservations.** Considerable reservations of the Bidder’s understanding and skills required to provide the core services, with little or no evidence to support the response.  |
| **3** | **Satisfies the requirement.** Demonstration in the Bid of the understanding and skills required to provide the services, with adequate evidence to support the response |
| **4** | **Satisfies the requirement with minor additional benefits.**Above average demonstration in the Bid of the understanding and skills required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response. |
| **5** | **Exceeds the requirement.** Exceptional demonstration in the Bid of the understanding and skills required to provide the services. Response identifies factors that will offer potential added value, with substantial evidence to support the response.  |
| The Department expressly reserves the right to: • clarify costing models and assumptions for prices quoted• clarify information provided in a response and may seek independent advice to validate information declared or to assist in the evaluation• cancel the ITT process and reject all quotations at any time prior to award of a contract without incurring any liability• at its absolute discretion, refuse to consider a quotation depending on the answers given to the mandatory requirements. |
| **Evaluation Section 1.1: Mandatory Requirements** | **Section Weighting: 0%** |
| **Ref** | **Question(s)** |
| 1.14.1 | This section is scored as pass/fail. Any fail score will result in your bid being disqualified from the process and not evaluated further. |
| 1.14.2 | Please confirm you have read and accept the Terms and Conditions set out in Document 4 – Draft Terms and Conditions |
| 1.14.3 | Please confirm you have declared all your interests? Bidders must declare any interest(s), specifically, any links, roles, or positions held with any local authority or organisations operating in the children’s services sector within the past 10 years (this should include voluntary as well as contractual roles). Providing this information does not preclude bidders from the bidding process but allows the Department to check that bidders will not present a conflict of interest. Due diligence checks will be undertaken prior to appointment. We will take into account the following:* involvement in financial irregularity.
* a pay-off from a previous period of public sector employment;
* direct criticism within a Serious Case Review;
* holding a senior leadership role in a local authority at a time when Ofsted judged any aspect of its children’s services provision to be inadequate.

Bidders are asked to describe any such associations. The Department reserves the right to exclude bidders based on the information provided or identified through our due diligence checks. You must provide this information as part of your tender. |
| 1.14.4 | Do you have the capacity to meet the requirement set out in the ITT (Document 3)? You will be asked to provide details of how many spare working day’s capacity you have each month. Please note that the DfE and its executive agencies will check your capacity to undertake further live contracts, and may at its absolute discretion refuse to consider your response further if it is deemed that you do not have the required capacity. |
| 1.14.5 | Do you have an understanding of children’s services in relation to the Ofsted Inspection of Local Authority Children's Services (ILACS) Framework? |
| 1.14.6 | Please attach a full CV detailing employment history including details of 2 referees for each named individual wishing to undertake this role. The Department reserves the right to contact these referees and obtain references in undertaking previously mentioned due diligence checks. |
| 1.14.7 | Have you disclosed all live contracts currently engaged with (or those about to commence)? This should include whether it is a public or private sector contract, the organisation the contract is with, how much of your time is spent on the contract each month, and when the contract started and is due to end.  |
| 1.14.8 | Do you hold vetting and barring requirement (DBS)? If not would you be willing to undertake a DBS check? If you currently hold this information you should upload it to your profile. |
| **Evaluation Section 2.1: Technical Requirements** | **Section Weighting: 90%** |
| **Ref** | **Note(s)** |
| 2.1.1 | The Authority may at its absolute discretion refuse to consider a quotation if a score of 2 or less is achieved for any question within the Technical Requirements section of this ITT document. |
| **Ref** | **Question** |  **A satisfactory bid will include evidence of;** | **Question Weighting:** |
| 2.2.1 | Chair Skills Bidders must demonstrate experience at a strategic level of delivering change in large and complex organisations, including holding others to account for delivering sustainable improvements. Bidders must show an understanding of the role of a Chair, with a track record of strong leadership, and effective public communicationsPlease limit your response to a max 1000 words | The evaluation will look for evidence and examples of:* delivering excellent outcomes for children and young people;
* leading a capable and experienced board, taking strategic decisions of long-term significance and with legal and financial consequences;
* excellent stakeholder management and communication skills; establishing positive relationships which gain confidence and respect;
* strategic thinking and a proven track record of business, financial and commercial acumen;
* engaging with diverse audiences on high profile and sensitive issues and communicating publicly
* understanding the complexities of chairing a private company and ensuring it remains visible and successful
* understanding of statutory children’s services
 | 50% |
| 2.2.2 | Chair experienceBidders must demonstrate experience of working in chair or non-executive director role Please limit your response to a max 800 words | The evaluation will look for evidence and examples of:* Chair or non-executive director experience
* Experience of successfully playing a senior role in an organisation
* Experience of successfully developing and implementing a purposeful vision and successful strategic plan
* Supporting and challenging the Board and holding executive teams to account
* Strong understanding of statutory children’s services
* Successfully working at a senior level within a public service context and/or relevant senior level experience and transferable skills from other sectors
 | 30% |
| 2.2.3 | Chair behavioursPlease limit your response to a max 800 words | The evaluation will look for evidence and examples of:* Promoting a culture that emphasises high performance, high expectations, inclusivity and continuous improvement
* Strong communication and persuasion skills that can be adapted to meet specific audiences and differing situations
* Promoting the importance of delivering positive outcomes for children and young people, from diverse communities.
 | 10% |
| **Evaluation Section 3.1: Price** | **Section Weighting: 10%** |
| **Ref** | **Question**  |
| 3.1.2 | Please quote your daily rate **inclusive of all anticipated expenses\*** but exclusive of any applicable VAT. **Daily rates over £800 will be excluded as noncompliant bids;** in line with the Operational Associates rates policy.  Where bidders feel that they can deliver this contract at a rate below the daily rate of £800 inclusive of expenses, exclusive of VAT, they should indicate this clearly in the bid response. The Department will seek to select the bid, which represents the best value for money. During the bid evaluation process the Department reserves the right to confirm best and final offers in terms of item price (daily rate).Item Prices are evaluated by the system using the following equation: (1-(Price Quoted-Lowest Price Quoted)/Lowest Price Quoted)\*100. Please note that Technical Requirements are weighted as 90%, Item Prices are weighted at 10% of the overall score of the Overall Score. **\*Expenses include any travel and subsistence expenses and any other general expenses necessary to deliver this requirement.** |
| **Evaluation Section 3.2: VAT** | **Section Weighting: 0%** |
| **Ref** | **Question** |
| 3.2.1 | Is VAT to be charged in addition to your net price? |
| **Indicative Timelines – (Subject to change)** |
| Deadline for submitting your ITT response | **Monday 7th March at 12 noon** |
| Notification to bidders of result | **14th of March 2022** |
| Contract start date | **25th of March 2022** |
| Contract expiry date | **25th of March 2022** |
| **Special Conditions** |
| The Call-Off Terms will form part of the contract with the successful Supplier. A copy of these can be found in Jaggaer *(go to the ‘Buyer Attachments’ area of the ITT).* A final version will be issued to the successful associate upon acceptance of their quotation. |
| **Contract Management** |
| The procurement process and any contracts will be managed by the Department of Education, Children’s Services Improvement, and Interventions Unit. The impact of the Commissioner role and performance will be monitored on an ongoing basis and will take into account progress against the key deliverable activity outlined in the service requirements on page 3 and, to some extent, milestones in the LA’s Improvement Plan (where there is one) as well as any key deliverables specific to a particular requirement as specified in any contract. Regular progress meetings by phone/video call, and in person, where necessary and COVID19 permitting, between the Commissioner and the DfE Contract Manager will be required. |
| **Queries and Guidance** |
| **Queries**Any queries and dialogues in respect of the ITT should be raised via Jaggaer through the ‘Messages’ tab |
| **Technical**Responses to the ITT need to be made electronically through Jaggaer by completing the ‘My Responses’ sections and questions. Further guidance on this process can be found on [Jaggaer](https://www.screencast.com/t/o6NHgMNjnf?_ncp=1608711866229.1070391-1).**Please note**: This ITT is open to suppliers registered on the DPS at the time of publishing **and** any supplier that registers after this date who chooses to apply prior to the closing date.Bidders experiencing technical difficulties should contact the Jaggaer Helpdesk by calling 0800 069 8630 / +44 203 608 4013 or emailing [help\_UK@jaggaer.com](file:///C%3A/Users/cwoodruff/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/E6UHGYD3/help_UK%40jaggaer.com) |