

CFSW Leadership CPD Programme Q&As

Question	Channel raised	Answer
<p>What will the primary delivery mechanism be - will it be delivered digitally?</p>	<p>Leadership Market Engagement event</p>	<p>There is an element of us being outcome focussed and trying to give providers the creativity and flexibility to design a programme that they feel best meets the outcomes and needs that we identify in any ITT.</p> <p>DfE is not tied to one or the other. Through our current contracts and delivery and in the Covid context, a lot of our current delivery was pivoted to online and blended delivery. We have learnt that you can blend the two and still have positive impacts and outcomes and we would want to build on that but we accept there might be elements of programmes, or particular models, where it might vary on scale or where being face to face would help with delivery.</p>
<p>Is there going to be a particular deliverable to measure retention and progression?</p>	<p>Leadership Market Engagement event</p>	<p>We will identify those in the KPI section of any ITT.</p>

Can you say more about the rationale from moving from the current way of delivery to a single supplier model?

Leadership Market
Engagement event

The element of having a cohesive career pathway and framework from PS to senior positions is one advantage of it, another is existing contracts and grants coming to an end for our current suite of leadership programmes provides that opportunity to have a strategic rethink about how we can build upon the successes of those programmes and try and make that more cohesive overarching career framework for child and family social workers.

Commercial – We wanted to come out to the market as we didn't have a very clear picture as to whether we could procure the service in this way. We knew that there were some relationships that exist in the market place but we weren't aware of whether this was something that could be used to deliver the programme. Obviously the advantageous of the approach is that we could look to easily implement and manage consistency by having one point of contact and it also didn't mean that we were limiting it and we could include SME's and charity organisations, and that we could get additional skills and expertise into the programme but really at this stage it is very much an idea of this is how we think we could deliver and was very much one of the reasons why we wanted to come out to market and speak to people and ascertain if we were to go down that route, what were the challenges and opportunities for suppliers, both for us and the market and suppliers

You have referred to local authorities several times, are these programmes available for social workers in other employment settings?

Leadership Market
Engagement event

We have not made a decision on this yet so we would need to take away and come back to you. UPDATED post ME event - the leadership offer is for local authorities only.

<p>Has any thought been given to how participants of the current programmes/alumni will be supported in the event there is a change of supplier?</p>	<p>Leadership Market Engagement event</p>	<p>In the event there is a changeover of supplier, that will be part of the planning process and how we plan around ensuring those considerations are thought through.</p>
<p>Are we proposing a blanket offer to all participants, or are there plans to add bespoke elements?</p>	<p>Leadership Market Engagement event</p>	<p>We would want to be reflective particularly to place based issues and where appreciate where the greatest impact can be made but that doesn't mean that there won't be a generic nationwide offer but just an additional bespoke element where there is additional value in having that.</p>
<p>Will there be an element of evaluation involved in the programme? Or will DfE run an evaluation separately?</p>	<p>Leadership Market Engagement event</p>	<p>There will be an element of evaluation. Measuring impact is a key part of it and we are still working through what that evaluation would look like. Details of that will be included in any spec or ITT documentation.</p>
<p>On the organisational questionnaire that has been requested (pre-market engagement questionnaire) is this for DfE or for sharing with other potential bidders?</p>	<p>Leadership Market Engagement event</p>	<p>For both, we want to understand a little bit more about the market and its for our market intelligence but also equally for sharing amongst other people who are here today and if people are happy with that to be shared with other organisations that might be willing to look at consortia or something similar. One of the messages we have heard today is how we can assist with that and I would like to think we can use that information to be able to share very much like if you were going to a face to face meeting as opposed to virtual, where there is a delegate list for people to be able to do a little bit of reading up on who has been here and whether they would be a good fit for their organisation to work with, not just on this proposal but potential future opportunities.</p>

<p>Is there scope for aspiring practice supervisors to access the programmes? Instead of waiting until they are already managing/leading staff before getting the training and development?</p>	<p>Leadership Market Engagement event</p>	<p>This is out of scope for this potential procurement.</p>
<p>Will the programme be flexible? I am thinking about the consideration that certain groups are more likely to work part time and may not have as much access to intense training</p>	<p>Leadership Market Engagement event</p>	<p>An element of that is down to providers in terms of how they deliver on the outcomes and how they can input that into their bids. We would not be prescriptive around how those programmes are delivered as long as providers can outline how they will do that in the most effective way. Flexibility is a good thing to have and taking into account social workers needs and making sure the programmes meets the needs of those social workers and a part of that is their capacity to take part in those programmes. We are hoping to be more prescriptive on the outcomes and less upon the process for meeting those.</p>
<p>Are we looking for academic credits for the training programme? Why are you doing the new approach/consortium if you have existing things that are working i.e. are there things from current programmes you want improving that we should bare in mind for bids?</p>	<p>Leadership Market Engagement event 1 to 1</p>	<p>Current programmes are well received, this is about ensuring a coherent pathway and to plug gaps in provision at certain levels (middle manager / heads of service) rather than addressing 'problems' in current delivery. Evaluations inc Firstline and PDSP are available and it is hoped that PLDP will be published on gov.uk later this month (July 2021). https://www.gov.uk/government/publications/practice-leader-development-programme-pldp-evaluation</p>
<p>Can there be an extension to the deadline for submitting the organisation questionnaire?</p>	<p>1 to 1</p>	<p>Yes, extension to close of play Thursday (08/07). It should be written in the understanding it will be shared with others as part of helping to facilitate consortia.</p>

What are the numbers you want to reach?	1 to 1	<p>Can't confirm at the moment as dependent on HMT approval, which may mean revisiting. We will include expected participant numbers in the specification, and we will look to share a link to DfE data on numbers in sector</p> <p>https://www.gov.uk/government/collections/statistics-childrens-social-care-workforce</p>
If upon is out of scope how do you see that working/could it be in scope in future?	1 to 1	<p>The Upon contract is in place until March 2023 so within the delivery timetable of this contract. Considerations and decisions would need to be made by the DfE about if/how we would procure any potential offer for ADCSs/New DCS's. However, as part of this contract we would expect engagement with Staff College, the Upon provider, to some extent to look for join up as far as possible from a leadership pathway perspective.</p>
Who will the programme be open to (reference global offer) and how will applicant assessment feature?	1 to 1	<p>We want it to be available to all local authorities. We wouldn't expect there to be an assessment for those in post but there would be some form of application/assessment for those joining the pipeline strands. We would also expect close working with the Department and sector to distribute places in support of the governments levelling up agenda, and to test/pilot delivery at all leadership levels in a couple of LAs. However, in all cases we would expect checks and balances to ensure that one local authority does not get a disproportionate amount of places.</p>
Can you share a vague idea around numbers/scale at this stage?	1 to 1	<p>See Question above regarding numbers</p>
Do Dfe have an idea about how many years DfE would want to take to reach all leaders in scope?	1 to 1	<p>No, we haven't. Some groups we might reach more quickly than others. Turnover is a factor here too.</p>

<p>Will the methodology remain the same through all levels, and do DfE anticipate the model being aligned to the current PSDP, PLDP, or Firstline approaches?</p>	<p>1 to 1</p>	<p>Neither. We will provide the principles to cover. We recognise that there might be a requirement for different methodologies at different levels such as increased networking at senior levels. We do not want to constrain creativity or differences by being too prescriptive.</p>
<p>Can you provide more details on the timing of DfE decisions on the commercial route you will take?</p>	<p>1 to 1</p>	<p>We hope to go out to market during the Summer, we will be working on those decisions up to that point.</p>
<p>How will the new provider interact with existing Upon provider and how will that transition work?</p>		<p>Upon has more years to run and running alongside leadership. Whilst not formally joining up we would like them to join up and SC would be open to working with any successful supplier(s) so there is some sense of coherence. Decisions re if Upon is a single supplier or rolled into the broader programme to be taken closer to the time.</p>
<p>Single tender for those 3 elements. The process and timeframes exploring for it? Will go through traditional process of bid, or considering a more staged approach i.e. outline, then negotiated approach after that so can invest energies at right point in right way? (Due to development time)</p>	<p>1 to 1</p>	<p>There are different options to take in negotiated approach. At present we are proposing the open procurement route.</p>
<p>Outcome based approach - harnessing the expertise of those bidding re how it's measured.</p>	<p>1 to 1</p>	<p>Detail will come in specification. Some KPIs that we would like to propose. We would be open to suggestions for amends to those KPIs. We would need to balance with setting some expectations.</p>

What are thinking around penalty clauses?	1 to 1	Service credit clauses are used as standard in contracts, but we will give careful consideration on how they are applied and conditions. No definitive answer but can also review during the contract i.e. given what we have seen with covid. There will be a mature discussion and relationship with the contractor.
What is the role of employers in this?	1 to 1	The specification will include communications; this will include communicating the programme with employers to secure participants etc. Programme design with the sector to ensure meets needs.
DfE question- how can DfE help the consortia?	1 to 1	It isn't a natural (collaboration vs competition). Dont believe a single org could provide the solution so want a secure set of relationships, don't want people to rush getting together. Need to work through how going to work together. So make clear the expectation for collaboration. Main thing is timeframe and stages. 6-8 weeks not long enough for bid or suss out new partnerships over main and extended holiday period.
In terms of the procurement timeline, given it's the height of the summer season, will that be taken into account?	1 to 1	We are revisiting the timeline with commercial colleagues Once we have some final details, we will communicate this with potential suppliers.
Is there a preference for consortia or partnership bids?	1 to 1	Through a single contract whether that is by a single supplier either delivering themselves or including sub contracting, or whether that is a consortia of businesses coming together or through a Limited Liability Partnership.
Do we know what the tendering process will look like?	1 to 1	
Has funding been agreed yet for this proposal?	1 to 1	We are awaiting approval of funding from HMT.

For consortia bids, would the consortium need to be finalised in order for a bid to be accepted or would we accept a Memorandum of Understanding?	1 to 1	The consortium does not need to be fully formed at the time the bid is submitted but there will need to be an agreement to work together in place should the bid be successful. The consortium would need to be fully formed before the contract is signed.
Can we have an understanding of what the budget will be, even if it is only indicative?	1 to 1	We are awaiting approval of funding from HMT.
Hub and spoke model?	1 to 1	Yes main supplier who is the main point of contact for DfE.
Commercial approach - Consortia or consider doing lots with a framework contract? And would you want a lead supplier?	1 to 1	No final decision yet made on the commercial approach. One purpose of Early Market Engagement is to test response to our proposed commercial approach with the sector. Consortia and lead supplier is preferred route. We will listen to the market to understand if we need to adopt a different approach. Key is to ensure we have a solution that provides a coherent joined up delivery.
Do we know when the tender is likely to come out - said 'summer' at the ME session.	1 to 1	Dependent on funding decisions, hoping to be able to issue the tender in the summer
Can an organisation be part of more than one consortium bid	1 to 1	Yes an organisation can be part of more than one consortium bid. (Refer to question above on when consortium needs to be fully formed).
Have we done any assessment of current programmes?	Breakout Groups	We definitely have some information and we can look to share it with you as part of the tender.
The specifications, do we have details of participants per year that we're expecting to see per programme. Will there be any assessment/qualification that is required as part of the programme	Breakout Groups	



How is the impact of the programme being assessed? Are we including assessment within the procurement?

Breakout Groups

: Is there a team that's responsible for explaining what the offer is to people out in the LAs? Will they be sharing a menu of programmes to say you should do x? To what degree would the provider be promoting programmes?

Breakout Groups

Is the pathway for leadership development too narrow? Does it work on the assumption that everyone wants to become a director? Children's services is currently provided in a multi-agency setting. Leadership skills are required by frontline workers to lead families etc. We should also ask people currently on courses how the offer resonates with what they need for their job?

Breakout Groups

Is there something about us bringing LAs/providers together to ensure that we meet the end users needs? Are we just doing blanket offers or bespoke offers? LAs don't always know what's out there. Need some sort of showcase from DfE about what's coming up/what's on offer.

Breakout Groups