






ORDER FORM

	SECRETARY OF STATE FOR EDUCATION (Department for Education)
Service address:	Sanctuary Great Smith Buildings London SW1P 3BT Street
Invoice address:	finance.sendap@education.gov.uk
Authorised Representative:	
Order date:	22/09/2025

TO

Supplier:	National Children's Bureau
For the attention of:	
E-mail:	 
Telephone number:	
Address:	
1. SERVICE REQUIREMENTS: Annex 1: Service Requirements	
(1.2) Service Commencement Date: 21/09/2025	

<p>(1.3) Price payable by Authority and payment profile: [REDACTED]</p> <p>Payments to be made up completion of key milestones (milestones H & J)</p> <p>h) By end of December 2025</p> <p style="padding-left: 40px;">I. Interim draft guidance</p> <p>j) By mid-February 2026:</p> <p>Final guidance agreed with DfE</p> <p>Final guidance published</p> <p>The supplier is to provide an itemised invoice in line with the Pricing Schedule submitted in response to the ITT.</p>
<p>(1.4) Completion date:</p> <p>28/02/2026</p>
<p>Note: Schedule 2a - Processing, Personal Data and Data Subjects and Schedule 2b- Joint Controller Agreement of the Call-off Terms and Conditions do not apply for this contract.</p>
<p>2 MINI-COMPETITION ORDER: ADDITIONAL REQUIREMENTS</p>
<p>(2.1) Supplemental requirements in addition to Call-off Terms: N/A</p>
<p>(2.2) Variations to Call-off Terms: N/A</p>

3. PERFORMANCE OF THE SERVICES AND DELIVERABLES

(3.1) Name of the Professional who will deliver the Services:

National Children's Bureau

(3.2) Performance standards:

Key performance indicators (KPIs) for the Delivery Partner

To provide DfE the assurances that the successful applicant is on track to meet outputs, we expect the following KPIs to be met. We expect KPIs and associated metrics to address the following:

1. Identification and engagement of lead practitioners

Measured by a) and b):

Contract Performance Reporting		
Key Performance Indicator (KPI)	Rating	Threshold
A – Practitioners engaged (e.g. survey respondents) from different organisation types/regions and in relation to different forms of provision as set out in the detailed requirements	Good	More than 400
	Approaching Target	300 – 400
	Requires Improvement	100 – 300
	Inadequate	Less than 100

B - Agreed lead practitioner working group signed off by DfE in meeting minutes by end of October 2025

2. Identification and engagement of stakeholders

Measured by a) and b)

Contract Performance Reporting		
Key Performance Indicator (KPI)	Rating	Threshold
A – Stakeholder organisations engaged	Good	More than 20
	Approaching Target	15 – 20
	Requires Improvement	10 – 15
	Inadequate	Less than 10
Contract Performance Reporting		
Key Performance Indicator (KPI)	Rating	Threshold
B – Stakeholder workshops held	Good	More than 10
	Approaching Target	7- 10
	Requires Improvement	5 – 7
	Inadequate	Less than 5

3. High quality guidance

Measured by a) and b):

A - Interim guidance produced reflecting practitioner and stakeholder input by end of December 2025

B - Final guidance produced and agreed with DfE / ministers by end of February 2026

4. Social value – Advertising, promotional and outreach activities designed to raise awareness of the offer to reach the target cohort

Measured by a):

A - Minimum of 200 registrants and 5 events within one year and final guidance publication

5. Reporting and monitoring including effective programme management and governance and robust risk and issues management.

Measured by a):

A - Programme milestone sign off by DfE at fortnightly meetings between DfE and delivery partner (supplier) project team

Milestones

Estimated timescales for milestones and deliverables are set out below. The detailed milestone schedule will be agreed at contract start up.

By end of September 2025:

Review existing resources and agree programme of work with DfE. Agree approach to identifying and engaging lead practitioners.

- Develop and agree approach to capture wide range of practitioner views

By end of October 2025:

- I. Identification and engagement of lead practitioners, list agreed by DfE
- II. Processed responses to wider practitioner ideas
- III. First working group sessions with lead practitioners
- IV. Evidence and information gathering for first draft of guidance
- V. Agree approach for identify and engaging stakeholders

By end of November 2025:

- VI. Identification and engagement of stakeholders, list agreed by DfE
- VII. First draft of guidance informed by lead practitioners
- VIII. First working group sessions with stakeholders

By end of December 2025

IX. Interim draft guidance

X. Follow up working group sessions with stakeholders to review guidance

By end of January 2025

XI. Follow up working group sessions with lead practitioners

XII. Draft final guidance circulated to all participants

By mid-February 2026:

XIII. Final guidance agreed with DfE

XIV. Final guidance published

Throughout the programme – regular fortnightly meetings between DfE and delivery partner project team to check progress against milestones.

(3.3) Location(s) at which the Services are to be provided:

Where your delivery approach will incur travel and subsistence costs you should set out how these costs relate to your delivery approach in your bid. DfE will not reimburse any additional travel and subsistence incurred in the delivery of this requirement.

The successful organisation will be required to work from their own home/office base, using their own equipment (which must be fit for purpose, safe, secure, and virus-protected). DfE will not provide any equipment for the delivery of this requirement.

(3.4) Quality standards:

The success of the programme will be measured through regular review meetings with the DP.

We will award a contract to a single supplier for the delivery of these services – this could also be a consortium led by a single lead supplier. Suppliers must be able to demonstrate bidding agreement documentation signed between the lead entity within the consortium and other member suppliers before bidding closes.

Suppliers are permitted to subcontract elements of the requirement.

However, oversight and overall project responsibility for the delivery of this contract including KPIs, budget, quality, risk reporting, and contractual arrangements will lie with the lead supplier.

(3.5) Contract monitoring arrangements:

Estimated timescales for milestones and deliverables are set out below. The detailed milestone schedule will be agreed at contract start up.

By end of September 2025:

Review existing resources and agree programme of work with DfE. Agree approach to identifying and engaging lead practitioners.

- Develop and agree approach to capture wide range of practitioner views

By end of October 2025:

- I. Identification and engagement of lead practitioners, list agreed by DfE
- II. Processed responses to wider practitioner ideas
- III. First working group sessions with lead practitioners
- IV. Evidence and information gathering for first draft of guidance
- V. Agree approach for identify and engaging stakeholders

By end of November 2025:

- VI. Identification and engagement of stakeholders, list agreed by DfE
- VII. First draft of guidance informed by lead practitioners
- VIII. First working group sessions with stakeholders

By end of December 2025

- IX. Interim draft guidance
- X. Follow up working group sessions with stakeholders to review guidance

By end of January 2025

- XI. Follow up working group sessions with lead practitioners
- XII. Draft final guidance circulated to all participants

By mid-February 2026:

XIII. Final guidance agreed with DfE

XIV. Final guidance published

Throughout the programme – regular fortnightly meetings between DfE and delivery partner project team to check progress against milestones.

(3.6) Management information and meetings

The success of the programme will be measured through fortnightly meetings between the DP project team and DfE.

These meetings will:

- Track progress against programme KPIs and timescale (monthly formal tracking)
- Updates on deliverables and sharing of key information
- Agree next steps and responsibilities

4. CONFIDENTIAL INFORMATION

(4.1) The following information shall be deemed Confidential Information:

- As per Clause 8. CONFIDENTIALITY- of the DPS Agreement and
- As per Clause 19. CONFIDENTIALIT –of the Call –Off Terms and Conditions

(4.2) Duration that the information shall be deemed Confidential Information:

As per Clause 25 RECORDS AND AUDIT ACCESS

25.1 The Supplier shall keep and maintain until 6 years after the end of the Contract Period (or as long a period as may be agreed between the Parties), full and accurate records and accounts of the operation of the Contract including the Services provided under it, the Contracts entered into with the Authority and the amounts paid by the Authority.

BY ACCEPTING THIS ORDER IN JAGGAER THE SUPPLIER AGREES to enter a legally binding contract with the Authority to provide to the Authority the

Services specified in this Order Form incorporating the rights and obligations in the Call-off Terms set entered by the Supplier and the Authority.

Annex 1: Service Requirements

2. Background

The Department for Education (DfE) referred to as ‘the Authority’ hereafter are looking for an experienced Delivery Partner (DP) to develop best practice guidance (‘the guidance’), in partnership with DfE, to operate (and set up) SEN units, resourced provision, and pupil support units within mainstream schools. The guidance will be DfE guidance hosted on gov.uk.

The Delivery Partner **must**:

1. Have access to lead practitioners with an excellent understanding and proven track record of setting up and operating SEN units, resourced provision, and pupil support units (sometimes referred to as Internal AP) (collectively hereafter referred to as ‘bases’).
2. Understand the needs of mainstream schools and local authorities, so that the guidance helps senior leaders and staff to deliver high quality practice.
3. Have a track record of producing evidence-led high quality and impactful sector facing resources, including guidance.
4. Have experienced facilitators able to engage and coordinate a wide range of stakeholders.
5. Have capacity to arrange and deliver facilitated working group sessions, work in partnership with the Department for Education (DfE) to develop interim and final guidance, over a 6-month period.

Responsibilities for the Delivery Partner are described further in the Section 3: Detailed Requirements; in summary, the requirements include:

- **Identify and engage a working group of lead practitioners with experience of operating a high-quality base** to develop a practical ‘how to’ guide to establish best practice for the operation and set up of bases.
 - a) **Run a process to offer a wide range of practitioners with experience of bases the opportunity to input** by sharing their contributions on what should be included in the best practice guidance.
 - b) **Engage a wide range of stakeholders** through a series of working group sessions to build consensus around the guidance, ensuring the guidance is evidence led.
 - c) **Work in partnership with DfE** to coordinate the programme of work and develop the final guidance.
 - d) **Create a programme of work and develop best practice guidance for the operation and set up of bases** and help disseminate the guidance.
- DfE will work with the DP to agree the final structure of the guidance, as this will be government guidance and subject to ministerial clearance, but we would invite bidders to set out their initial plans in their bid. For example, guidance might be structured:
 - i. Principles – Overarching principles to effective base provision e.g. under the headings... high quality education and support / inclusion and belonging / highly skilled workforce / physical environment / working with local authorities (LAs)

<ul style="list-style-type: none"> ii. Strategies – Practical strategies, teaching approaches, and resource banks by need type e.g. communication & interaction, cognition & learning, SEMH, sensory and/or physical needs, pupils at risk of exclusion and low attendance iii. Examples - Case studies – best practice from schools and LAs that demonstrate quantifiable impact e.g. outcomes, attendance, pupil / parent voice etc. <ul style="list-style-type: none"> • We suggest you look at existing resources, for example link 1 and link 2, so that this new guidance builds on them. The guidance will be hosted on gov.uk and will be the intellectual property of the DfE. <p><u>Aims of the programme of work</u></p> <p>From September 2025 to February 2026, this programme of work aims to:</p> <ul style="list-style-type: none"> a) Use lead practitioners to establish best practice guidance for operating and setting up bases, seeking ideas/input from a wide range of practitioners. b) Engage a wide range of stakeholders in the development of the guidance and build consensus, ensuring the guidance is evidence led c) Produce high-quality guidance, in collaboration with DfE, that will support schools and LAs to develop high-quality provision.
<p>2. Mandatory Requirements</p> <p>As part of this ITT, there are specific requirements which must be met. These can be found within the ‘My Response’ section of the Jaggaer ITT. Please note that the Authority may at its absolute discretion refuse to consider your quotation depending on your response to these requirements.</p> <p>Bidders must be able to meet the following mandatory requirements for their bid be considered:</p> <ul style="list-style-type: none"> • Have the capacity to meet all the requirements set out in this ITT document, undertaking the work as described, commencing 15th September 2025 through to 28th February 2026. The successful applicant will need to have the capacity to manage the programme of work and help produce the guidance. • Hold a Public Liability Insurance Policy with a value of at least £1,000,000 or commit to obtaining one, because of being appointed as the winning bidder of this tender. Failure to provide this evidence will lead to the bidder’s exclusion from this opportunity. This amount is requested to reflect the amount of funding involved. • Comply with all the Department’s terms and conditions of contract, and any special clauses outlined in this ITT. • Be able to engage stakeholders in any region of England. • Be fully registered on the Supplier Registration Service (Supplier Registration Service (cabinetoffice.gov.uk)) before the deadline for submission of bids for this opportunity. DfE will undertake financial standing checks as part of our evaluation process (using financial information you have uploaded to SRS), any organisation ranking as a significant level of risk may be excluded from the process if the bidder does not comply with directions aimed at mitigating the financial risk to the DfE. • Complete the DfE’s provided Conflict of Interest form.
<p>3. Detailed Requirements</p> <p><u>Role of the Delivery Partner</u></p> <p>The Delivery Partner (DP) will be expected to develop best practice guidance in partnership with DfE, to operate and set up SEN units, resourced provision, and pupil support units within mainstream schools. Your bid must set out how the following requirements will be addressed.</p> <p>The DfE team will support the DP to deliver these workstreams.</p> <ul style="list-style-type: none"> a) Identify and engage a working group of lead practitioners with experience of operating a

high-quality base

- The DP will need to identify and engage lead practitioners, for example lead teachers within a base, relevant members of school / MAT senior leadership teams, local authority staff who have experience of setting up and operating a SEN unit, resourced, provision, pupil support unit (often referred to as ‘Internal (or in-school) Alternative Provision’), or a school or MAT’s own resource base. This might also include staff from special, or AP schools involved in supporting bases. As much as practitioners involve should demonstrate regional variation and be a representative sample e.g. LA maintained and MAT schools.
 - The DP will need to engage these practitioners to develop a view of best practice (to inform the guidance). We suggest this combines an overarching view of the principles of good practice that apply to all provisions, more detailed strategies, and links to resources relevant to subgroups of provision, and case studies of high-quality practice.
- b) **Run a process to offer a wide range of practitioners with experience of bases the opportunity to input their ideas**
- The DP will run a ‘grassroots’ process to give a wide range of practitioners the opportunity to input their ideas into the process.
 - For example, this might be via a survey that asks schools with SU/RPs to recommend principles of good practice, describe strategies they use in their bases / schools, examples of resources they use e.g. links to websites, examples of external curriculum resources etc.
 - It might also involve engaging special and AP schools on how mainstream schools might set up and run SU/RPs.
- c) **Engage a wide range of stakeholders**
- The DP will need to engage a wide range of stakeholders to reflect their views in the guidance. DfE will help to convene stakeholders. Examples include Schools groups and their representative bodies (including special and AP), unions, parent/carers groups, local authorities and their representative bodies, children and young people and their representative bodies, charities and third-party organisations, academics, and other evidence organisations
 - I. The DP, working with DfE, will need to coordinate and facilitate an appropriate programme to engage these organisations in the development of the guidance. For example, the DP might organise a series of working groups to review and finalise the guidance.
 - II. It is important the DP engages with recognised organisations focussed on evidence generation so that the guidance is evidence led
- d) **Work in partnership with DfE**
- I. The DP will need to work closely with DfE teams to develop the programme of work and guidance. The DP should reflect both the views of stakeholders and the aims of DfE in development of the final guidance, which will be government guidance.
- e) **Create a programme of work and develop best practice guidance**
- I. The DP will need to create and share with DfE a programme of work that sets out how the aims of the programme will be delivered.
 - II. The DP will work with DfE to draft, iterate, and finalise the best practice guidance for operation and set up of bases, reflecting input from stakeholders.
 - DfE will work with the DP to agree the final structure of the guidance, whilst this will be government guidance and subject to ministerial clearance, we would still invite bidders to set out their initial plans in their bid. For example, guidance might be structured:

1. Principles – Overarching principles for effective base provision e.g. sections on high-quality education and support / inclusion and belonging / highly skilled workforce / physical environment / working with local authorities (LAs)
 2. Strategies – Practical strategies, teaching approaches, and resource banks by need type e.g. communication & interaction, cognition & learning, SEMH, sensory and/or physical needs, pupils at risk of exclusion and low attendance
 3. Examples - Case studies – best practice from schools and LAs that demonstrate quantifiable impact e.g. outcomes, attendance, pupil / parent voice etc.
- III. We suggest you look at existing resources, for example [link 1](#) and [link 2](#), so that this new guidance builds on them.
- IV. The guidance will be DfE guidance hosted on gov.uk. The guidance will need to meet the requirements of gov.uk.
- The guidance will be the intellectual property of the DfE.
 - The DP must agree with DfE the use of any artificial intelligence used in delivery of the programme of work and must be prepared to demonstrate how related risks have been mitigated.
- f) **Financial management and data handling**
- I. The DP must handle any data securely in line with GDPR protocols.
- g) **Promoting the programme of work and the guidance**
- I. We expect there will be opportunities for the DP to raise awareness through events and third-party marketing opportunities to publicise the programme of work to stakeholders.
- II. Post completion of the guidance we would expect the DP to continue to raise awareness of the guidance and look to disseminate this widely.
- III. Any additional costs for representatives of the DP to attend and contribute to events and marketing opportunities should be included in the Pricing Schedule.

Outputs

Deliverables during the programme will include:

- a) Agreed programme of work
- b) Survey and collated responses (or other mechanism) to capture views of wide range of practitioners
- c) List of lead practitioners to be engaged in development of the guidance
- d) Working group sessions with lead practitioners to develop initial guidance and agree finalised guidance
- e) List of stakeholders to be engaged in development of the guidance
- f) Working group sessions for groups of stakeholders, at least 2 per subgroup
- g) Regular check ins with DfE teams
- h) Interim guidance drafted with DfE teams
- i) Final guidance drafted with DfE

Key performance indicators (KPIs) for the Delivery Partner

To provide DfE the assurances that the successful applicant is on track to meet outputs, we expect the following KPIs to be met. Detailed KPI measures will be agreed with the DP at contract start up. We expect KPIs and associated metrics to address the following:

- b) Identification and engagement of lead practitioners

- c) Identification and engagement of stakeholders
- d) Quality of guidance
- e) Reporting and monitoring including effective programme management and governance and robust risk and issues management.

Milestones

Estimated timescales for milestones and deliverables are set out below. The detailed milestone schedule will be agreed at contract start up.

By end of September 2025:

Review existing resources and agree programme of work with DfE. Agree approach to identifying and engaging lead practitioners.

- Develop and agree approach to capture wide range of practitioner views

f) By end of October 2025:

- I. Identification and engagement of lead practitioners, list agreed by DfE
- II. Processed responses to wider practitioner ideas
- III. First working group sessions with lead practitioners
- IV. Evidence and information gathering for first draft of guidance
- V. Agree approach for identify and engaging stakeholders

g) By end of November 2025:

- I. Identification and engagement of stakeholders, list agreed by DfE
- II. First draft of guidance informed by lead practitioners
- III. First working group sessions with stakeholders

h) By end of December 2025

- I. Interim draft guidance
- II. Follow up working group sessions with stakeholders to review guidance

i) By end of January 2025

- I. Follow up working group sessions with lead practitioners
- II. Draft final guidance circulated to all participants

j) By mid-February 2026:

- I. Final guidance agreed with DfE
- II. Final guidance published

- k) **Throughout the programme** – regular meetings with the DfE and evaluating partner to check progress against milestones

Promoting the work being done through the programme

At this point there are no events planned to publicise the programme, however, attendance at conferences, shows and or meetings should be considered a possibility and factored into any bid.

Quality Assurance

The success of the programme will be measured through regular review meetings with the DP.

We will award a contract to a single supplier for the delivery of these services – this could also be a consortium led by a single lead supplier. Suppliers must be able to demonstrate bidding agreement documentation signed between the lead entity within the consortium and other member suppliers before bidding closes.

Suppliers are permitted to subcontract elements of the requirement. However, oversight and overall project responsibility for the delivery of this contract including KPIs, budget, quality, risk reporting, and contractual arrangements will lie with the lead supplier.

Not 4. Timescales

The contract will run from 15th September 2025 to 28th February 2026.

In planning, the Delivery Partner should be mindful of school holiday periods.