



LONDON BOROUGH OF HARINGEY

INVITATION TO TENDER FOR “CYPS STRATEGIC PARTNER”

1. INTRODUCTION

- 1.1. Haringey Council is undertaking a competition process under the Government Procurement Service’s Consultancy ONE framework.
 - 1.2. Haringey Council is inviting bids from suitably skilled and experienced organisations to work with the local authority and its partners in transforming services to children, young people and families in the borough.
 - 1.3. The top scoring bidders will be invited for a short clarification meeting on the 20th December 2013. Bidders must ensure that all key resources featured in their proposals are available to attend these meetings.
 - 1.4. The transformation programme for Haringey’s services to children, young people and families is a key priority for the authority and our strategic partners. The programme has completed its conceptualisation phase and is envisaged to be complete by March 2017.
 - 1.5. The contract will run for 3.25 years (13 quarters) with an option to extend for a further period of up to 12 months (subject to quarterly review meetings), in accordance with the Terms and Conditions of the Contract. The proposed contract commencement date is the 13th January 2014.
 - 1.6. The work outlined in the Invitation to Tender will be formally reviewed in terms of effectiveness and value for money as part of a detailed planned and costed full business case, which is currently scheduled for Cabinet consideration in March 2015.
 - 1.7. Following approval of the full business case and any supporting documentation by Cabinet, the relevant work packages of this bid and any approved shared risk/rewards models will be called in to cover Phase 4 (April 2015 to March 2016) and Phase 5 (April 2016 to March 2017) of transformation.
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2. DEFINING THE NEED

- 2.1. Delivering our vision of ‘Haringey being a place where children and young people are known to thrive and achieve’ and our aspirations to become an ‘excellent’ service is predicated in achieving sustainable improvement in outcomes for children, young people and families.
- 2.2. Building on improvements over the last four years, Haringey’s Children and Young People’s Service has made considerable progress in recent months across the directorate in order to better meet the needs of children, young people and their families

in:

- Achieving educational excellence
 - Strengthened safeguarding
 - Improving support to the most vulnerable children and young people
 - Improved leadership and partnership.
- 2.3. However, the service recognises that, whilst this progress is positive, the affordability of the current model to continue this work is unsustainable and the need for transformation is essential. A number of national and local drivers have been identified which support the need for transformation and together these drivers provide a key opportunity for the directorate to build a new operating model which is both sustainable and continues to improve the service offer to residents.
- 2.4. Haringey 54,000 - a significant transformational change programme which is the enabling mechanism to deliver the required outcomes for our children, young people and families within the available programme - has developed a set of clear design principles which underpin the vision 'Haringey is known to be a place where children and young people thrive and achieve':
- Be local
 - Built around the family
 - Draw on the strengths of the community
 - Continuity of relationships
 - Inclusive
 - Sustainable.
- 2.5. The Haringey 54,000 programme was launched in the summer of 2012 and has undertaken significant work to consider how best to improve the outcomes for children, young people and their families and develop proposals for delivery.
- 2.6. **Phase Two (February 2013 to January 2014): preparing for transformation**
The programme has worked with CYPS business units in developing the case for change, identifying and delivering targeted improvement activity, as well as engaging with iMPower Consulting to evaluate options that could inform the future direction of the Children and Young People's Service.
- 2.7. Local authorities will have experienced a 43% reduction in central government funding by 2015 and the loss of many key grants that funded preventive services. This also has to be seen in the context of the increasing demand and expectations of our services from local residents and a new Ofsted inspection framework which raises the bar.
- 2.8. The current model of social care is unsustainable without getting up-stream on managing demand, and the Families First Programme in Haringey has begun to demonstrate the effectiveness of new ways of working. The range of early help support services within the Borough is limited and fragmented and these services need to be expanded to support a system that is less risk averse. Too much of our current expenditure goes into families at the point of break-down and we need to reverse this by spending much more on strengthening families and communities and supporting them to care for their children.
- 2.9. The whole system needs to be re-balanced to support families and communities to help themselves by putting in place the following service elements:
- Moving to a system which collaborates with families to help them find their own

- solutions so that problems and difficulties do not escalate;
 - Developing an offer of effective early help and support for vulnerable families, coordinating the support of the voluntary private and public sectors and ensuring that they deliver joined up services;
 - Where additional support is required, engaging with other agencies and organisations to commission and secure this help locally;
 - Adopting an approach that sees prevention and intervention as a continuum so that it is never deemed too late to positively intervene and prevent the deterioration in an individual child or young person's circumstances;
 - With key partners continuing to strengthen safeguarding services, reducing risks to children and young people wherever possible. This will be achieved most effectively by working alongside families building on their strengths and enabling them to make the changes that are required;
 - Where children are suffering significant harm, and the changes need to safeguard their welfare cannot be made within the family, continuing to act decisively in order to protect them; and
 - When children and young people cannot live with their birth or extended families, ensuring that there is a sufficient supply of a range of alternative carers that can help enable these children and young people to lead successful lives, as close to their home communities as possible.
- 2.10. In addition to the strong focus on children's social care, early help and intervention services for vulnerable children and their families, the CYPS Transformation agenda will also drive the next phase in a programme of developments across a range of related service areas including:
- Special Educational Needs and Disabilities (SEND)
 - Early Years
 - Children's Centres
 - Targeted Youth support
 - Alternative Education for excluded pupils, those at risk of exclusion and behaviour support.
- 2.11. It is the intention that the Strategic Partnership will generate improved outcomes for children and young people in Haringey by:
- Creating greater capacity within these service areas for early intervention and prevention and achieve a consequent reduction in demand for high-need/high cost services
 - Addressing changes to delivery models in line with national reform agendas and statutory requirements
 - Strengthened commissioning frameworks.
- 2.12. Schools are pivotal to these agendas and to improving outcomes for children and young people. Within the rapidly changing educational landscape and increasing autonomy of schools, the Local Authority will continue to hold statutory accountability for a range of educational functions. Whilst, these key statutory service accountabilities will sit outside the direct scope of the new Strategic Partnership service transformation arrangements, consideration will need to be given to sustaining robust and effective LA/School relationships, so that school-based aspects of these agendas can be realised. Head Teachers and Governors will have opportunities to engage with this Strategic Partnership transformational programme through the established framework of partnership forum within the borough, together with the development of improved LA/School commissioning frameworks.
- 2.13. The Programme has been driven by six design principles: built around the family; local; draws on the strengths of the community; inclusive; provides for continuity of relationship; and is sustainable. For each of these design principles corresponding

design objectives and evaluation criteria have been used to model options for transforming services. As a result of this analysis, a significant programme of change activity has been developed. In order to meet the joint objectives of building resilience in the service, and in the longer term achieving more transformational service improvements, it is recommended that the Council pursue a staged transformation strategy as outlined in Phases Three and Four.

2.14. Phase Three (January 2014 to March 2015): transformation through commissioning

CYPS believes this will deliver major transformation within the shortest timescale and prepare the way for future service improvement and change. This phase will lay down the essential building blocks of a commissioning organisation (*commissioning model*), putting in place the internal structures, re-aligning budgets and commissioning a spectrum of services from early help to intensive family support. This will be supported by strengthened leadership to drive the cultural change and approach required. Alongside this, work will be done to strengthen partnership arrangements and build up links with local communities. This will include investing in capacity to grow community support and supporting schools to respond to vulnerable families more effectively. Finally, this phase will deliver £5.017m of savings, as projected by the Council's medium-term financial plan (MTFP), and develop a full business case for the next phase of transformation.

2.15. Checkpoint (September 2014)

Non-key decision report to Cabinet on:

- evaluation of the progress made and check-point to understand how far the programme objectives have been met.
- re-planning the next steps of the programme based on any revised requirements and outline framework for developing a full business case.

2.16. Gateway (March 2014)

Key decision report to Cabinet on:

- outcomes of Phase 3 delivery and impact on agreed KPIs.
- full business case and delivery plan for Phase 4.

2.17. Phase Four (April 2015 - March 2016): implementation of new operating model

With the service operating at optimum levels, the Council will have built sufficient resilience to move forward to an innovative operating model for services to children, young people and families. The models that have been considered at this stage are a *Local Model* delivering early help and social care services on a locality basis and a *Family Model*, a scaled-up Families First model where all services are delivered through a Families First structure and services commissioned by a family worker.

2.18. At the March 2015 gateway, a full business case would provide a detailed review and implementation plan for the above models and would offer Cabinet cost/benefit analysis against Programme's objectives as well as expected longer-term impact on outcomes for children, young people and families.

2.19. For the purposes of scoping options for the programme, both models have been evaluated against the design objectives but also on cost and the time to implement. The summary of that analysis is:

- The *Local Model* – independently of the *Commissioning Model* does not meet the objectives at this point in time, provides greater implementation risk than other models and meets the lowest rate of re-investment potential. Potential gross re-investment potential over five years £8.1- £8.9 million; and
- The *Family Model* - independently of the *Commissioning Model*, does not meet

the objectives at this point in time, provides some implementation risk and meets a medium rate of re-investment potential compared to the other models. Potential gross re-investment potential over five years £9.6- £13.7 million.

2.20. Gateway (March 2016)

Key decision report to Cabinet on:

- outcomes of Phase 4 delivery and impact on agreed KPIs.
- benefit realisation plan and revised targets for 2016-17.

2.21. Phase Five (April 2016 - March 2017): embedding transformation

This allows Haringey a year to fine-tune the new operating model once it has become operational. Any minor changes can then be implemented as part of a continuous improvement process. Longer-term impact on outcomes and KPIs will be assessed and inform future planning, while achievement of programme objectives (as well as assigned KPI targets) will trigger final payments for this contract.

2.22. A strategic partner for Haringey CYPS

The implementation of the programme will require a fundamental shift in the way services are delivered or commissioned and on the way professionals work together to meet local needs. Everything that we deliver or commission will be explicitly linked to outcomes and agreed priorities. Work that cannot evidence measurable, positive contributions to priorities and positive outcomes for children, young people and families will be reviewed with resources realigned. By introducing a continuous improvement planning and commissioning cycle, Haringey will use best practice service design approach: clarifying outcomes, defining standards of evidence, systematic commissioning & review of services and their impact on outcomes.

2.23. In order to achieve a solid grounding for that work, additional capability and specialist support is required in order to explore:

- The development of systems and processes that support intelligent analysis of need in order to inform service design, commissioning, delivery and evaluation.
- Options for improved service efficiency, integration and localisation, both within the directorate and across partner agencies, which would allow resources to refocus on enabling an Early Help approach.
- Mechanisms to support the cultural shift to proactive services, focused on Early Help, while maintaining high confidence in our corporate parenting and safeguarding roles.
- The development of the workforce to enable the delivery of services at high standards of care and customer service, increasing the levels of skills and support to staff while maintaining our commitment to effectively managing risk.

2.24. Haringey Council is looking for an established partner with significant experience of large-scale transformation programmes, who can ‘hit the ground running’. The partner will work with Haringey in delivering confident leadership and management across children’s services by supplying the Council with an experienced programme management team with a proven track record of improving children’s services. However, Haringey is seeking for a genuine partnership rather than just an implementation mechanism for the programme. As such, potential partners will need to explicitly showcase their proposal for discharging such partnership arrangements, including but not limited to:

- Knowledge and skills transfer at every step of the process
- Collaborative working style – with the partner getting involved in doing, not just telling the local authority what to do.
- Focused on improving outcomes, with clear accountabilities on both sides.

2.25. The partner will be responsible for delivering the required improvements laid out in the

relevant specification and in the programme plan. Moreover, the partner will contribute in the development of leadership capacity within the Directorate by supporting an intensive programme of mentoring, coaching, training and professional development to support the senior and middle managers within the Directorate as well as by actively managing knowledge transfer and capability development of staff within CYPS.

- 2.26. It is expected that the partnership will be based on a **shared risk/reward model**, with the investment elements of the model expected to be front-loaded, while rewards and payments would be closely linked to achievement of specific performance improvements, as those will be defined by the Invitation to Tender and cover the period April 2014 to March 2017.
- 2.27. Haringey is estimating the overall cost for the **3.25 year** contract period (13 quarters, beginning in January 2014 and completing in April 2017) to be approximately **£2.5m**. It is proposed that the partnership allows for a formal **interim review point** in spring 2015. The continuation of the contract, including any linked schedules, payments and other arrangements will be conditional on successfully meeting requirements up to that point; as well as, to the successful representation to Cabinet of the next steps as part of detailed planning and costing of the full business case for transforming CYPS.
- 2.28. The existing CYPS Sector-Led Improvement Board (chaired by the Leader of the Council) will revise their terms of reference and membership to allow for greater sharing of best practice from other local authorities and to ensure it oversees the strategic partnership arrangements for CYPS as well as provide arbitration for the strategic partnership.
- 2.29. Furthermore, the CYPS Overview & Scrutiny Panel will provide an additional oversight mechanism reviewing programme objective implementation, allowing for further testing of transformation proposals as part of formal governance arrangements for the programme. Moreover, the Council's Intelligent Client Function will ensure proactive performance and contract management, as well as, critically assess the quality of programme deliverables and provide Members with additional assurance on quality and sustainability of transformation.
- 2.30. It is proposed that the membership of the existing programme board for Haringey 54,000 are revised to ensure they include the named responsible individual from the strategic partner, who will be required to meet the board on a monthly basis to discuss progress and requirements. In addition it is proposed that the terms of reference are amended to allow the board to direct the CYPS base budget to better meet the outcomes outlined in the each of the remaining phases of transformation.
- 2.31. Finally, in terms of the overall governance arrangements, in progressing the transformation of children and young people services through a Strategic Partnership, the Council will continue to have full regard to the statutory framework governing Children's Services. The Council will continue to discharge the education and children's social services statutory functions through the roles of the Director of Children's Services (DCS) and the Lead Member for Children's Services (LMCS) as set out in section 18 (2) of the Children's Act 2004. In addition, the DCS and LMCS will have " an integrated children's services brief " and "provide a clear and unambiguous line of local accountability" in line with the DfE 'Statutory Guidance for Children's Services Chiefs' (updated 5 August 2013).



3. **SERVICE SPECIFICATION**

- 3.1. Please see CYPS Strategic Partner Specification (Schedule 1)

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4. **EVALUATION CRITERIA**

- 4.1. Please submit completed Method Statement (Schedule 2), Pricing Schedule (Schedule 3) and Partnership Proposal (Schedule 4) along with any additional supporting documents.
- 4.2. The successful Provider shall commit to complying with all the requirements listed in the specification. Failure to do so will result in exclusion from the evaluation process.
- 4.3. Bidders should ensure that they understand the evaluation criteria fully, as the submitted documentation will be assessed against pre-determined scores and weightings to ascertain the most economically advantageous tender (MEAT).
- 4.4. All bids will be evaluated against Quality and Price as follows:
- Quality (Method Statement) – 60% weighting (600 points)
 - Price (Pricing Schedule) – 40% weighting (400 points)
- 4.5. The Quality and Price scores will be added together to determine a total score per bid. The highest scoring bidders (those that have achieved a score of 70% and over on Quality) will be asked to participate in a ‘Finalists presentation & clarification session’, which will also be scored and contribute to the final overall score for each bidder.
- 4.6. Cabinet will make the decision on awarding this contact. The highest overall score bid will then form the basis for the service’s award recommendation to Cabinet.
- 4.7. **Quality**
- 4.7.1. Quality will be assessed based on the bidders’ responses to the method statement requirement.
- 4.7.2. Each quality criterion will be evaluated as contained in the Method Statement documents attached.
- 4.8. **Price**
- 4.8.1. Bidders shall submit the completed and signed Pricing Schedule along with their Method Statements.
- 4.8.2. The total bid price will be scored as follows: each quote price will be divided by the lowest priced bid and the resulting ratio will be multiplied by the price weighting (400 points) to give a price score for each Bidder.

For example:

Organisation	Price	Evaluation Method	Scores
A	£100,000	$(100000/100000) = 1 \times 400 = 400$	400 points
B	£125,000	$(100000/125000) = 0.8 \times 400 = 320$	320 points
C	£160,000	$(100000/160000) = 0.625 \times 400 = 250$	250 points

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5. **TIMETABLE AND ADMINISTRATION ARRANGEMENTS**

- 5.1. Set out below is the proposed procurement timetable. This is intended as a guide and whilst the Council does not intend to depart from the timetable it reserves the right to do so at any stage.

DATE	STAGE
16 th October 2013	Invitation to pre-procurement briefings
25 th October 2013	Pre-procurement briefings with suppliers
12 th November 2013	Cabinet decision to procure
20 th November 2013	Call-in period on Cabinet decision ends
22 nd November 2013	Invitation to Tender issued
29 th November 2013	14:00 GMT deadline for bidders' clarification questions
03 rd December 2013	Response to clarification questions published
13 th December 2013	14:00 GMT deadline for submission of bids
16 th December 2013	Selection panel
20 th December 2013	Finalists presentation & clarification session
30 th December 2013	Award recommendation report (draft)
07 th January 2014	Award report signed
20 th January 2014	Call-in period on Cabinet decision ends
27 th January 2014	Strategic partnership in place

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6. **QUERIES RELATING TO BIDS**

- 6.1. All requests for clarification about the requirements or the process of this procurement exercise shall be made in accordance with the above timetable.
- 6.2. The Council will answer all requests for clarification as quickly as possible, but cannot guarantee a minimum response time. The Council has designated a specific window of time to deal with clarification requests from the potential Bidders.
- 6.3. Clarification requests should be submitted via email to the mailbox at the email address cputenders@haringey.gov.uk. **The closing date for requests is 14:00, Friday 29th November 2013.**
- 6.4. Please use "ITT – CYPS Strategic Partner" as your subject title when requesting clarification(s).

- 6.5. In order to ensure equality of treatment of Bidders, the Council intends to publish the questions for clarification raised by Bidders together with the Council's responses (but not the source of the questions) to all Bidders.

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Please return your bids and all supporting documentation along with all supporting documents via email at cputenders@haringey.gov.uk, by 14:00 GMT, Friday 13th December 2013. Please use "ITT – CYPS Strategic Partner" as your subject title.

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- ▶ Schedule 1 Specification
- ▶ Schedule 2 Method statement
- ▶ Schedule 3 Pricing schedule
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- ▶ Appendix 2 H54k Transformation programme outline
- ▶ Appendix 3 Haringey CYPS performance monitor
- ▶ Appendix 4 Haringey CYPS 2013-14 budget & 2014-15 MTFP savings
- ▶ Appendix 5 Haringey CYPS establishment overview & HR metrics