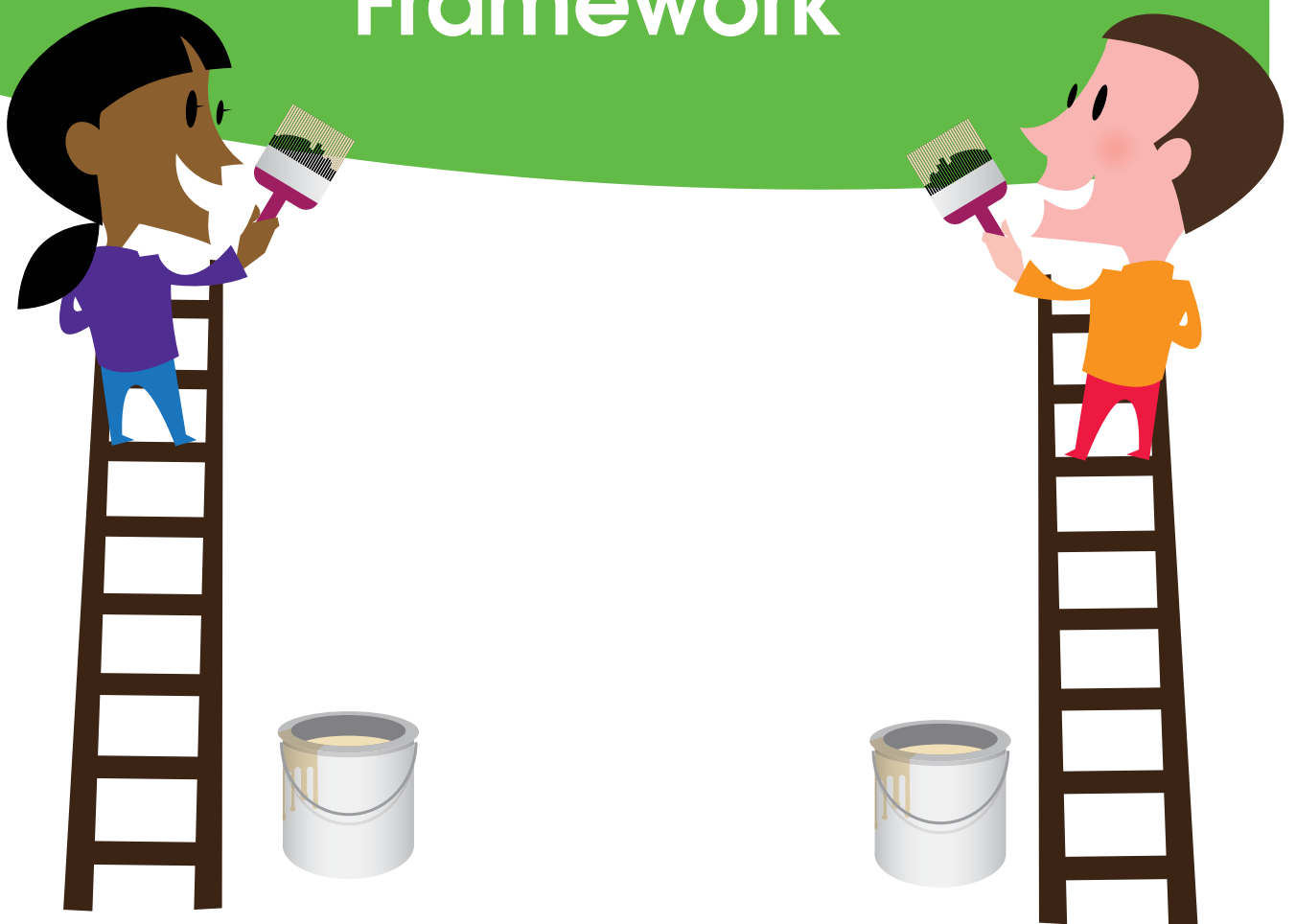


# Children's Services Improvement Framework





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# Introduction

*The Children's Plan: Building Brighter Futures* set out an ambition to make this the best place in the world for children and young people to grow up. Local authorities, working with their partners in Children's Trusts, have a vital role in ensuring there are measurable improvements in the lives of all children and young people.

The Department for Children, Schools and Families (DCSF) provides a comprehensive programme of support to help local authorities and Children's Trusts to deliver better outcomes for children and young people. Information on that support can be found in "*Children's Services Improvement support for local authorities and Children's Trusts: A National Prospectus 2009-10*" which is being published alongside this document.

The Children's Services Improvement Framework has been set up to support improvement by allowing local authorities to procure additional high quality tailored packages of activity across children's services.

Any local authority can use the framework using their own funding to procure the services of a framework supplier organisation to meet their own identified improvement needs. External consultants can contribute in a variety of different ways, by providing:

- Specialist skills, knowledge or expertise not available in house;
- Additional skilled resource on a temporary basis;
- Wider experience and a broader perspective drawn from work with other organisations; or.
- An independent view of current issues.

The framework provides a simple and quick means of procuring services and/or skilled individuals at relatively short notice. In setting up the framework a fully EU-compliant tendering process has been conducted and the terms of contract and rates for successful suppliers have been agreed as part of that process.

# The Framework

The Children's Services Improvement Framework is broken down into three "Lots". Each Lot covers a different broad area of improvement.

## Lot 1: Strategic Improvement

This lot is aimed at providing suppliers who can offer expertise in "top of the organisation" priorities, such as, improving joint commissioning, recruitment and retention and performance management. Suppliers will be able to support a local authority's children's services department to improve, further develop or refine performance in any of the high-level strategic areas listed below:

- leadership and strategic management;
- performance management (covering both service delivery and staff management);
- joint commissioning arrangements;
- strategic/business planning;
- recruitment and retention strategies/workforce development;
- change management;
- project and programme management;
- partnership arrangements/multi-agency working;
- organisational and operational/team structures;
- communication strategies;
- capacity building;
- financial management;
- ability to undertake short analysis of functions within a children's services department (may include for example – efficiency reviews/staff capability and capacity reviews/structure reviews).

## Lot 2: Operational Improvement

This lot is aimed at providing suppliers with the expertise in frontline aspects of children's services who would work directly with a local authority and its officers, to deliver a tailored support package to improve performance. This could entail working across a whole children's services department or within a specific service area:

- frontline social work practice – child protection, access and assessment, care planning, supervision, audit processes, fostering and adoption, Looked After Children – attainment and placement balance;
- vulnerable children – which may include issues around social exclusion, NEET, teenage pregnancy;
- special educational needs;
- pupil and parent support services;
- school improvement;
- behaviour and attendance;
- information handling/data management;
- any other service for children and young people, including early years, extended schools, youth service;
- providing consultancy support to include such activities as: assisting local authority officers with improving practice, implementing improvement plans, raising standards, increasing productivity, researching and devolving and embedding good practice;
- ability to undertake an analysis of the effectiveness of functions within a children's services department.



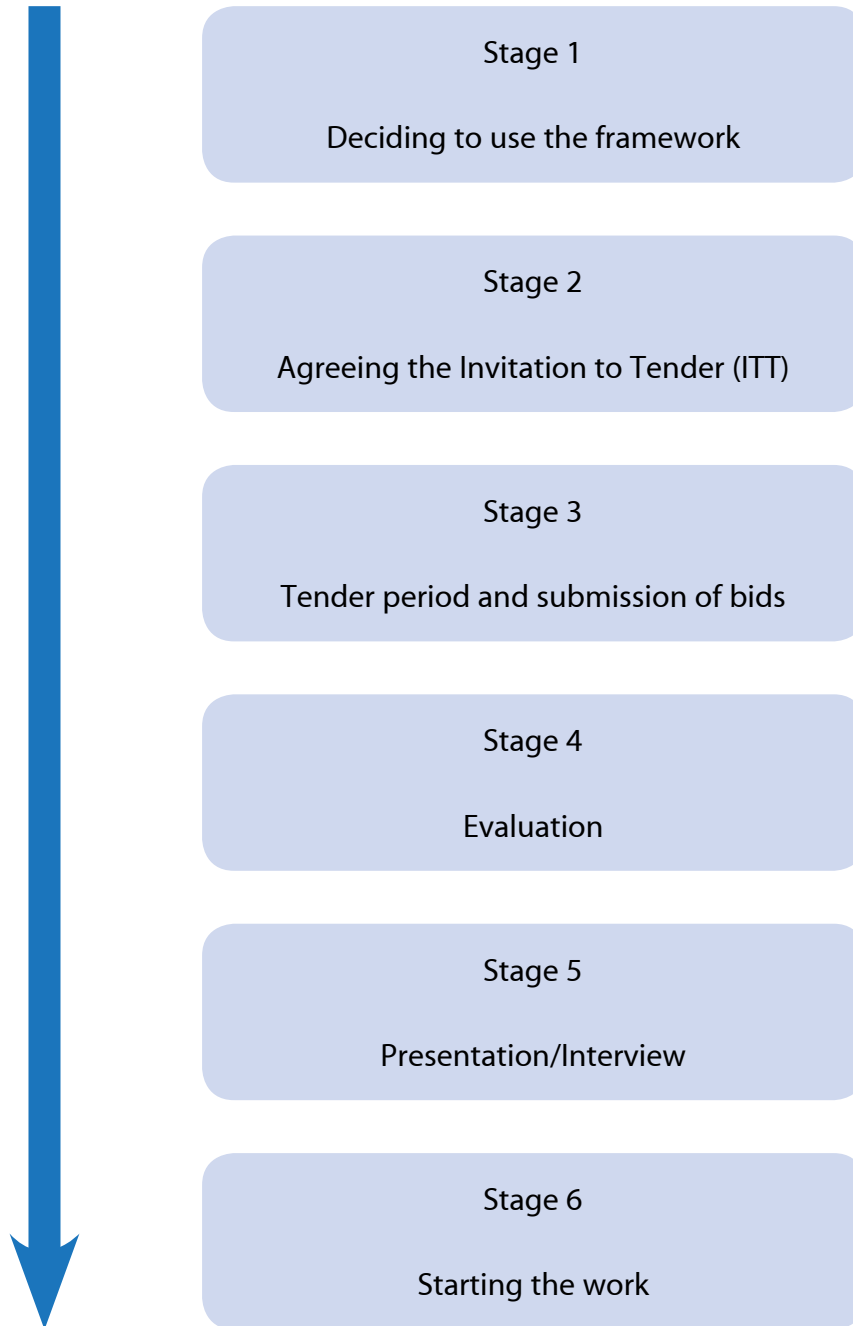
### Lot 3: Interim Management

This lot is aimed at providing suppliers who can source individuals able to act as short term interims, independent 'Chairs' of partnership/ improvement/ stakeholder boards and also to facilitate, manage and monitor support from outside/third party bodies.

- Depending on the individual circumstances, this may include:
- providing interim management in critical posts (for example Director of Children's Services, Assistant Directors, Service Managers, Team Managers in social care, members of senior/ middle management team)
- sourcing independent Chairs of partnership/ improvement/stakeholder boards.
- providing a brokerage service, and procurement advice, to support a local authority in setting up and/or managing a contract, arrangement or agreement with a third party;
- providing project and programme management to challenge and support the successful delivery of an identified improvement package.



# The Procurement Process



## Stage 1 – deciding to use the framework

- Identify the areas that would benefit from external support and decide which lot most closely meets your needs.

## Stage 2 – agreeing the ITT

- Ensure the ITT is concise, focused and explicit about requirements.
- Clearly state the evaluation criteria and weightings, including any sub-evaluation criteria, that will be used to evaluate the submitted bids – which should be under the broad categories of experience, capability and value for money.
- Make sure the ITT is sent to all suppliers on your chosen lot.
- Make sure that you are clear about what suppliers need to submit in terms of bid format and length.
- Include a clear timeline including proposed dates for interviews.

## Stage 3 – tender period and submission of bids

- Give suppliers long enough to respond. Make sure they understand what your requirement is and are capable of delivering it.
- Allow time for suppliers to contact you to clarify any queries about the content of your ITT. This will mean that they have a clearer idea of what you want, resulting in the bid being stronger and more relevant.
- Anonymise any questions and provide the answers to all suppliers, ensuring any one supplier is not given an unfair advantage by receiving more information.
- Make sure all bids are received by the deadline and are completed as per requirements.

## Stage 4 – Evaluation stage

- Make sure evaluation criteria are appropriate. For example, the team proposed and their relevant experience; the proposal and approach to the work; the project management arrangements; how the supplier will deliver the requirements; and value for money. Ensure that the criteria remain unchanged throughout the process as this could lead to challenge or criticism from bidders.
- Hold a moderation meeting to discuss the scoring of the bids to decide which organisations to invite to presentations/interviews.

- Provide comments about the bid/proposed team on the evaluation sheet as you work your way through each bid. This will allow you to provide constructive feed-back to unsuccessful suppliers when you inform them of the outcome of their bid.
- Check references for key individuals involved in bids that are short-listed for presentation/interview.

### **Stage 5 – presentation/interview stage**

- Invite the top 2 or 3 suppliers to a short presentation/interview. These can be very useful to discuss the bids in more detail and to gauge the people proposed for the work. No new evaluation criteria should be introduced at this stage.
- Prior to the presentations, provide each supplier invited to attend with a series of 4 or 5 focused questions you want them to address. These questions should probe for more information about the content of their bid.
- During presentations ask about the proposed team and contingency plans to replace any member in the event of them having to drop out.
- The presentations/interviews should be evaluated as well, with positive comments and examples of where things could have been done better being noted.

### **Stage 6 – Starting the work**

- Before agreeing the final project documentation with a successful supplier, think carefully about the order in which things need to be done to get most benefit from the work the supplier will be doing.
- Request the successful supplier develop SMART project management documentation. Ensure the documentation produced is robust in meeting the requirements of the specification and lends itself to being effectively monitored with clear milestones.
- Ensure arrangements for regular communication between project managers are made clear in the communication plan within the project documentation.
- Agree how progress will be monitored and how the supplier will report back at various key points during the life of the project.
- Agree the process for recommending and making alterations to the planned work.
- Finally, the instructions should make it clear that the work is being commissioned against the terms and conditions that govern the Children's Services Improvement Framework.

# Case Studies

## Case Study: Hertfordshire County Council

### What was needed

External support was required for performance management arrangements for the whole of the Children's Services directorate and to improve priority areas around safeguarding and looked after children. Key areas included:

- front line assessment services;
- ensuring safe staffing procedures and checks; and
- statutory requirements for allocation of cases and timely visits.

### What was done

The Children's Services Improvement Framework was used to recruit external support for the areas of improvement identified.

The external support team was asked to assist Hertfordshire in the following areas:

- to provide interim management of fieldwork services,
- to review performance management in Children's Services
- to review the effectiveness of Local Safeguarding Children Board and Children Trust Partnership arrangements
- to review existing to rectify identified failings in the safe staffing processes.

The project team consisted of six consultants and an Interim Head of Fieldwork Services who, between them, provided the range of experience, expertise and proven track record necessary to ensure the most appropriate support to the Council.

### Outcome

Support was concluded in April 2008. There was a structured handover from the Interim Head of Fieldwork Service to the new post holder in June 2008. As a result there were rapid improvements in children's social care and more focus on performance management and commitment to ensuring greater consistency in management practice. The 2008 APA now rates Hertfordshire as adequate on safeguarding and good overall.

## Case study: Nottinghamshire County Council

### What was needed

As part of its self-assessment for its first joint area review and related inspections of its youth support service and youth offending service, Nottinghamshire County Council identified that it required specialist consultancy support in certain service areas to help it prepare effectively for the inspections.

### What was done

The Council decided that it required external consultancy input in order to:


- provide high level support at a strategic management level within the children and young people's services department to help prepare for the JAR and also to support the development of a post-JAR improvement plan
- provide additional strategic capacity to develop the Council's work in integrating youth service provision in Nottinghamshire
- help improve the Council's children's social care services, with a particular focus on analysing performance information, relating this to practice issues and working with middle managers to improve consistency of practice and outcomes for children and young people
- carry out an audit of children's social care client case files, with a focus on issues such as thresholds – for new referrals and initiating legal proceedings – and practice standards
- provide intensive managerial support to the youth offending service, ahead of its inspection.


### Outcome


The tendering process proved successful in that consultants were engaged for each of the required areas and assisted the Council to prepare thoroughly for its inspections. The inspection outcomes proved to be very successful, with 'good' ratings for the JAR and youth support service inspections, and a broadly satisfactory outcome for the youth offending service inspection.

# Suppliers by lot


	Lot 1: Strategic Improvement	Lot 2: Operational Improvement	Lot 3: Interim Management
Alan Simpson Ltd		✓	
Cambridge Education	✓	✓	✓
Capita	✓	✓	✓
Cocentra		✓	
Concord Associates		✓	
Deloitte		✓	
Effective Training and Consultancy Limited		✓	
Grant Thornton	✓		
Mouchel	✓	✓	✓
Nord Anglia	✓	✓	✓
OLM	✓		
OPM	✓	✓	
Outcomes UK	✓	✓	
PricewaterhouseCoopers	✓	✓	✓
Serco	✓	✓	✓
Tribal	✓	✓	
VT Education and Skills		✓	✓

<p><b>Alan Simpson Consultant Ltd in partnership with PIPC (UK) Ltd</b>  <b>12 Appold Street,</b>  <b>London</b>  <b>EC2A 2AW</b></p>	<p><b>Alan Simpson Consultant Ltd</b></p>  <p><b>www.pipc.com</b></p>
<p>Alan Simpson Consultant Ltd is a niche company comprising a number of associates with extensive knowledge and expertise in Children's and Young People's services. The associates have completed successful careers at Director/Assistant Director level in local authorities or as specialised Inspectors and subsequently have undertaken high profile consultancy work. Alan Simpson Consultant Ltd work in partnership with PIPC, a global company delivering business transformation, change, project and programme management to the public and private sectors. PIPC operates with a strong experienced team of permanent staff and a wide network of associates. The partnership allows us to tackle small and large assignments at competitive rates; our particular strengths lie in the following areas:</p> <ul style="list-style-type: none"> <li>● Implementation of policy and strategy</li> <li>● Service transformation (including improving front line practice)</li> <li>● Commissioning development</li> <li>● Project and programme management</li> <li>● Diagnostic reviews and intervention</li> <li>● Interim management, coaching and mentoring</li> <li>● Pre and post inspection support</li> <li>● Performance management.</li> </ul> <p>Our more recent work includes:</p> <ul style="list-style-type: none"> <li>● Undertaking diagnostic reviews in a County Council and a Unitary Authority where JAR inspections had rated performance as inadequate. This work involved writing reports for the minister on the root causes of the problems identified and making recommendations for action to improve services</li> <li>● Working in business support teams with poorly performing local authorities to improve performance in specified areas (e.g. front line practice, performance management, reducing the number of children in care, developing integrated working)</li> <li>● Project managing the establishment of a multi-agency service for disabled children.</li> </ul>	
<p><b>Contact:</b> <a href="mailto:alansimpson@supanet.com">alansimpson@supanet.com</a> or <a href="mailto:Palvinder.Kudhail@pipc.com">Palvinder.Kudhail@pipc.com</a></p>	

<p><b>Cambridge Education Ltd</b>  <b>Demeter House,</b>  <b>Station Road,</b>  <b>Cambridge,</b>  <b>CB1 2RS</b></p>	 <p><b>www.camb-ed.com</b></p>
<p>Cambridge Education has been providing a wide variety education services for more than 20 years to both central and local Government. Well known for providing all education services for the London Borough of Islington, we are also a major contractor for OFSTED in school inspection and we run the Diploma Gateway for the DCSF. The General Teaching Council has awarded us the contract to develop their Teaching and Learning Academy.</p> <p>For Local Authorities, we have helped with preparation for BSF and we also advise building consortia on BSF schemes, with considerable success. Our project management team has successfully opened 15 Academies. We have worked with over 100 Local Authorities in England on a wide range of projects, including:</p> <ul style="list-style-type: none"> <li>● LMS and funding reviews</li> <li>● Admissions</li> <li>● School organisation and numbers on roll</li> <li>● Special educational needs</li> <li>● 14-19 funding and accommodation</li> <li>● Music services</li> </ul> <p>We provide consultancy and training to thousands of schools each year and produce a wide variety of training materials.</p> <p>Our ICT team is much in demand and works with schools and Academies as well as at Local Authority level.</p> <p>More recently we have moved into children's social care, working with Plymouth City Council over two years to turn round its service and providing interim managers and consultants. We are also working with the Children's Workforce Development Council to evaluate the support given to newly-qualified social workers by Local Authorities.</p> <p>We employ many outstanding professionals in children's services and their skills and experience are augmented by a large base of associates.</p>	
<p><b>Contact:</b> <a href="mailto:tracy.brown@camb-ed.com">tracy.brown@camb-ed.com</a></p>	

<p><b>CAPITA Strategic Children's Services</b>  <b>17 Rochester Row</b>  <b>Westminster</b>  <b>SW1P 1JB</b></p>	 <p><b>www.capita.co.uk</b></p>
<p>The Capita Group is the UK's leading professional and support service organisation, providing an integrated range of services across the public and private sectors. <b>Capita SCS</b> is a business unit within the Capita Group. It is one of the leading providers of children's service consultancy and transitional management. We have a wide portfolio of expertise and services and have gained a national reputation for the <b>effectiveness</b> of our work, the <b>value</b> we bring and the <b>improvement</b> we make to outcomes for children, young people and their families.</p> <p>Capita SCS combines a high level of knowledge, experience and skills related to vulnerable children, early years, school improvement and the Children's Services agenda. We currently employ over 50 permanent consultants and we are able to draw on the services of over 100 Associates. We have a broad range of experience within the Team – from Directors, Assistant Directors and service/school improvement leads, covering all aspects of children's services. We can offer our clients the highest quality transitional management, consultancy and support infrastructure. Supporting change, improvement and transformation is central to our work and we have a strong record of bringing about sustained service improvement in local authorities ranging from those that are underperforming to those performing well. Capita SCS has developed a range of innovative partnerships with national bodies and third sector organisations: we are also able to draw on the broader range of capabilities, systems and strategic support that exists across the Capita Group.</p> <p>The consultancy and management support we provide falls within 3 broad themes:</p> <ul style="list-style-type: none"> <li>● <b>Learning Transformation (0-19)</b> supporting local authorities in strategic development including of effective practice in schools. We provide expertise in working across the full spectrum of school /provider focused services ranging from early years, statutory schooling, SEN and vulnerable children and 14-19 strategic partnerships, including the delivery of the transformational areas of BSF, Primary Capital Programme and Academies.</li> <li>● <b>Preventative and Targeted Services</b> through supporting local authorities and other agencies to develop effective early identification and intervention strategies and practice. We provide expertise and knowledge in the development of preventative and targeted services, Safeguarding, Information Sharing, work on service thresholds, assessment models, commissioning, and financial remodelling to ensure resources are controlled and directed to support high quality interventions and outcomes.</li> <li>● <b>Infrastructure and Developing Capacity</b> through supporting authorities in self-evaluation, performance management, workforce remodelling, stakeholder engagement and innovative approaches to the development of Children's Trusts.</li> </ul>	
<p><b>Contact:</b> caroline.deacon@capita.co.uk</p>	


<p><b>Cocentra Ltd</b>  <b>Kenilworth: Business Resource Network,</b>  <b>Whateley's Drive,</b>  <b>Kenilworth,</b>  <b>Warwickshire,</b>  <b>CV8 2GY</b></p>	<p style="text-align: center;"><b>cocentra</b>★</p> <hr/> <p style="text-align: center;"><b>www.cocentra.com</b></p>
<p>Cocentra is an independent company which specialises in providing high quality consultancy services to the private and public sectors. Since 2002, we have delivered support on Children's Services to the DCSF, over 140 LAs and more than 4,000 schools on a one to one basis and in clusters across England. During the last year we have provided structured support on major projects and interim management in over 20 Local Authorities. Cocentra has also provided consultancy services in Europe, China and the Middle East.</p> <p>We provide tailored support packages to enhance LA performance and add value to the work of senior officers. This involves us in working across whole Children's Services departments as well as within specific service areas. Often this is in advance of a Joint Areas Review or as a consequence of internal or external service reviews.</p> <p>The Cocentra team of over 50 advisers has been recruited through a rigorous selection process which ensures those who engage with LA staff fully understand the context within which they operate, the challenges they face and the need for total quality in all of their work. The importance of quality permeates every aspect of Cocentra's services and products.</p> <p>Our team of professional staff are able to provide services in the following areas:</p> <ul style="list-style-type: none"> <li>● frontline social work practice – child protection. access and assessment, care planning, supervision, audit processes. fostering and adoption, Looked After Children – attainment and placement balance;</li> <li>● vulnerable children – which may include issues around social exclusion,</li> <li>● NEET, teenage pregnancy;</li> <li>● special educational needs;</li> <li>● pupil and parent support services;</li> <li>● school improvement;</li> <li>● behaviour and attendance;</li> <li>● information handling/data management;</li> <li>● early years, extended schools, youth service.</li> </ul>	
<p><b>Contact:</b> <a href="mailto:steve.davies@cocentra.com">steve.davies@cocentra.com</a></p>	

<p><b>Concord Associates Ltd</b>  <b>34 The Avenue</b>  <b>Cirencester</b>  <b>Gloucester</b>  <b>GL7 1EJ</b></p>	 <a href="http://www.concordassociates.co.uk">www.concordassociates.co.uk</a>
<p>Concord Associates is an independent management consultancy established in 1996 becoming a limited company in 2004. We offer over 20 years of hands on practice and management experience in statutory, private and voluntary settings and across the UK. We provide a quality assured service at every level with a strong customer focus and client relationship management. We have an excellent track record in successful service improvement and improved outcomes for children and families.</p> <p>We are outcome focused placing children and families at the centre of what we do. We concentrate on what works and whilst operating at the leading edge of performance improvement we never arrive with a ready made formula; we provide bespoke solutions worked through with clients and aim to leave having transferred skills and knowledge to sustain improvements achieved.</p> <p>We have an extensive knowledge base of the legislative and policy framework and because of hands on experience in management and practice we are adept at translating policy and guidance into practical local application. We are experienced in anticipating next steps and work with organisations approaching particular challenge.</p> <p>We are an organisation with two experienced Directors and a network of experienced and specialist associates. There is no-one in our network who has not worked at senior or assistant director level in statutory organisations and we also have associates who have worked at senior levels in the voluntary sector. We put together teams for each particular job, or offer our most experienced associate in relation to the task. We are particularly strong on safeguarding and risk management. Our most senior consultants also work as inspectors for CSCI, OFSTED or the Audit Commission and we offer excellent support before and after inspections, or external reviews.</p> <p>Concord Associates has worked within the Children's Services Intervention Framework for some years and we are familiar with the approach required and move in swiftly without preamble, listening and engaging staff, rather than preplanning our approach. We are enthusiastic and we are proud of our many repeat assignments.</p>	
<p><b>Contact:</b> <a href="mailto:christa.wiggin@concordassociates.co.uk">christa.wiggin@concordassociates.co.uk</a></p>	

<p><b>Deloitte &amp; Touche LLP</b>  <b>Stonecutter Court</b>  <b>1 Stonecutter Street</b>  <b>London</b>  <b>United Kingdom</b>  <b>EC4A 4TR</b></p>	<p><b>Deloitte.</b></p> <p><b><a href="http://www.deloitte.co.uk">www.deloitte.co.uk</a></b></p>
<p>Deloitte has a dedicated team of professionals focussed on helping local authorities meet the full range of diverse issues and challenges faced by children's services directorates today. Our core team has direct experience of delivering 14 children's services performance improvement projects.</p> <p>Our team have deep front line experience of assessing, reshaping, improving and evaluating children, young people and families' services working in local authorities as diverse as Cornwall, Herefordshire, Sandwell and Lewisham. We have a deep understanding of the broader <i>Every Child Matters</i> policy context and an unrivalled insight into the challenges faced by local authorities and their Children's Trust partners to deliver better outcomes for children and young people – particularly in an environment where resources are increasingly scarce.</p> <p>In our work with children's services directorates, we are able to apply and make use of a wide range of methods and tools to support our operational experience. We have helped Departments and the wider Social Care Community design and implement new operating models (e.g. Cornwall, Herefordshire) to improve integrated working, redesign processes to exploit new technology and to help cut costs. We have undertaken efficiency reviews (in Hammersmith and Fulham, Dorset, Wigan) to help analyse the financial baseline and develop opportunities to relieve budgets. We use our deep professional experience of the services delivered to release resources for the front line using tools such as our staff baselining tool.</p> <p>We have supported the development of joint commissioning functions and helped to review and implement procurement and market management best practice (Tower Hamlets, Surrey). We have undertaken service reviews and diagnostic analysis in pre and post JAR/APA scenarios to help deliver performance improvement.</p> <p>We recognise the importance of having the right team in place with the right skills. We are able to deploy cross functional teams with extensive experience from working directly in local authorities within children, young people and family services and in health who have a proven track record in delivering results. We are able to compliment this by providing experienced industry consultants who provide a disciplined project management approach. In addition, in required, we are able to leverage the breadth of knowledge in our other service lines including Audit, Tax and Corporate Finance colleagues if a level of specialist expertise is required in a given area.</p>	
<p><b>Contact:</b> <a href="mailto:johbaker@deloitte.co.uk">johbaker@deloitte.co.uk</a></p>	

<p><b>Effective Training and Consultancy Limited</b>  <b>Court Farm,</b>  <b>Overstone</b>  <b>Northampton</b>  <b>NN6 0AP</b></p>	<div data-bbox="769 277 954 454" data-label="Image"> </div> <div data-bbox="769 479 1182 533" data-label="Text"> <p><a href="http://www.effectivetraining.co.uk">www.effectivetraining.co.uk</a></p> </div>
<p>An independent company established 1996 by the two current directors, Brian Atkins and Sue Brunton-Reed, building on practice and senior management experience in child care social work, youth justice and partnership working. We work with associate consultants and trainers with a range of specialist knowledge and expertise.</p> <p>Over the past 12 years we have worked with many Children's Services organisations and partnerships at both strategic and operational levels to improve services and outcomes for service users. We aim to develop strong working relationships with our customers, and work with them to develop creative ways to achieve their goals. We work with service users, practitioners, partners, managers and politicians to identify key issues for change, securing ownership within the organisation. We have a reputation for producing clear, concise project reports, with recommendations which are both challenging and capable of being implemented. We can assist in the implementation of change, and in meeting government review requirements.</p> <p>We specialise in support for single and joint agency commissioning of services. We have led on the development of the National Contract for Independent Fostering Agencies (commissioned by DCSF) and have assisted local authorities and regional groups to jointly commission children's services.</p> <p>We have worked extensively with Local Criminal Justice Boards and Local Authority Partnerships to develop joint approaches to improving community safety, including work with victims (leading to a national award from the Home Office), Safeguarding in Children's and Adult Services, implementing authority wide Domestic Abuse Strategies and developing comprehensive Anti-Bullying Strategies.</p> <p>We provide training on a single and multi-agency basis in a wide range of areas including:</p> <ul style="list-style-type: none"> <li>● Multi-agency Common Assessment Framework training</li> <li>● Child Care Social Work, including Safeguarding</li> <li>● Staff Safety for professionals, including lone working</li> <li>● Managing Challenging Behaviour for Residential and Day Care Services (BILD Accredited)</li> </ul> <p><b>Contact:</b> <a href="mailto:info@effectivetraining.co.uk">info@effectivetraining.co.uk</a></p>	


<p><b>Grant Thornton</b>  <b>Grant Thornton House</b>  <b>22 Melton Street</b>  <b>London</b>  <b>NW1 2EP</b></p>	<div data-bbox="774 286 1241 376" data-label="Image"> </div> <p data-bbox="767 456 1149 492"><a href="http://www.grantthornton.co.uk">www.grantthornton.co.uk</a></p>
<p>Grant Thornton UK LLP is the UK's fifth largest accounting and business advisory group based on fee income (approximately £387m) with over 318 partners, 4,400 staff (including partners) based in 33 locations nationwide. We are the UK member of Grant Thornton International, one of the world's leading international organisations of independently owned and managed accounting and consulting firms.</p> <p>Grant Thornton's Government Infrastructure and Advisory unit has extensive knowledge, sound experience and a first class track record in providing professional services across the public sector. We have delivered a wide range of consulting services to central government, local government and agencies. These vary from major change programmes within Local Authority or Government Agencies to specific support for strategy, performance improvement and programme management.</p> <p>Education is a well-established key market sector for Grant Thornton. We have a national team of experienced sector specialists from a range of disciplines. We have recruited staff directly from the sector, enabling us to maintain and develop our knowledge and expertise and to provide the growing range of services our clients demand.</p> <p>Our team is one of the top four providers of services to the sector. We have worked with over 160 education clients including DCSF and its agencies, school's, children's services, higher education institutions, further education colleges, local authorities and private sector organisations. Examples of our recent experience include:</p> <ul style="list-style-type: none"> <li>● Building Schools for the Future (BSF) – we are the leading financial advisor in the BSF programme and are currently advising 23 local authorities.</li> <li>● Benchmarking reviews – we have reviewed benchmarking regimes at numerous local authorities undertaken as part of value for money studies.</li> <li>● London Borough of Islington – we reviewed adult care and children's services to develop an options appraisal and 3 year service financial strategy.</li> <li>● Surrey County Council – we reviewed children's and early years services to develop measures to reduce costs and improve the Council's CPA rating.</li> <li>● London Boroughs of Newham and Lambeth – we developed a business case and value for money appraisal for one of four ICT Pathfinder projects.</li> <li>● Department for Education and Skills (DfES) – we provided a financial critique of the policies contained in the draft Skills Strategy White Paper.</li> <li>● Learning and Skills Council (LSC) – we conducted a review of policy and procedures of the Council's capital investment appraisal methodology.</li> <li>● Sector Skills Development Agency (SSDA) – we evaluated the establishment of a Skills for Business Network.</li> </ul>	
<p><b>Contact:</b> david.shaw@gtuk.com</p>	


<p><b>Mouchel Management Consulting</b>  <b>9 Regan Way</b>  <b>Chetwyn Business Park</b>  <b>Chilwell,</b>  <b>Nottingham,</b>  <b>NG9 6RZ</b></p>	 <a href="http://www.mouchel.com">www.mouchel.com</a>
<p>Mouchel is a rapidly growing company with 13,000 staff, committed to helping the public sector deliver excellent outcomes for local communities. We specialise in supporting local authorities and schools achieve successful change and transformation in complex and challenging circumstances. We have a proven track record of success throughout the country.</p> <p>Mouchel's team is composed of some of the most experienced people in children's services. Drawn from a wide range of disciplines (education, social care, health) they offer specialist expertise, additional capacity and practical knowledge of best practice nationally and internationally. Our aim is always to build sustainable solutions. Our focus on outcomes, rather than process, guarantees lasting value for money.</p> <p><b>What we offer</b></p> <ul style="list-style-type: none"> <li>● A proven track record working with teams and individuals, helping them transform services to meet changing demands, requirements and challenges</li> <li>● Working with schools to raise achievement for children and young people</li> <li>● Working with children's social care to improve outcomes for vulnerable children and young people.</li> </ul> <p><b>What our offer includes</b></p> <ul style="list-style-type: none"> <li>● Making the Children's Plan a reality</li> <li>● Integrating children's services and strengthening multi-agency working</li> <li>● Improving performance management and workforce planning in social care, learning services and schools</li> <li>● Audit of provision (schools, social care departments) to sharpen focus for improvement</li> <li>● Strategic programmes to support and challenge work in early years settings, schools and colleges</li> <li>● Coaching and consultancy to improve leadership capacity</li> <li>● Design and implementation of preventive services</li> <li>● Review and challenge safeguarding procedures for vulnerable children</li> <li>● Improving quality of data</li> <li>● Preparing for CAA inspection, and post-JAR/CAA development.</li> </ul>	
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>● Raised achievement for children and young people, including those 'at risk'</li> <li>● Safer children</li> <li>● Local authorities and schools that are 'fit for purpose' and effective in anticipating and responding to changing agendas and demands</li> <li>● Better and more secure systems, stronger leadership, improved capacity.</li> </ul>	
<p><b>Contact:</b> ken.bore@mouchel.com</p>	


<p><b>Nord Anglia Education Plc</b>  <b>Anglia House,</b>  <b>Carrs Road</b>  <b>Cheadle,</b>  <b>Cheshire</b>  <b>SK8 2LA</b></p>	<p><b>NORD ANGLIA  EDUCATION PLC</b></p> <p><b><a href="http://www.nordanglia.com">www.nordanglia.com</a></b></p>
<p>Nord Anglia Education PLC is an international market leader in the provision of front line public and private services in education, with a turnover of around £114m a year.</p> <p>Consisting of two divisions, Learning Services and International Schools, Nord Anglia delivers a range of education projects to improve achievement, create opportunities and deliver major education change initiatives. These include strategic partnerships with local authorities, schools, and government departments and public sector organisations such as the DCSF, Training and Development Agency for Schools (TDA) and the Learning Skills and Improvement Service (LSIS).</p> <p>Our established partnership with Barnados offers an unrivalled combination of complimentary expertise in the delivery of educational social care improvement.</p> <p>We have also developed successful strategic partnerships with many local authorities, implementing programmes of school improvement, providing support for vulnerable children, e-learning, staff recruitment, student careers advice, and leadership development. For example, in Barnsley Nord Anglia is working intensively with the local authority to reduce the number of people who are NEET and has succeeded in reducing the percentage of people classified as NEET by just under half over a two year period.</p> <p>Nord Anglia's reputation as a leading inspection provider for Ofsted school inspections and as the only national provider for all college inspections is built upon our proven ability to deliver high quality evaluation against challenging KPIs. We are recognised nationally and internationally as an organisation able to provide innovative solutions to complex local problems. This ability to innovate and respond to local circumstances underpins our success both in the UK and the Middle East, where we deliver a successful range of educational improvement programmes.</p>	
<p>As experts in continuous professional development for practitioners, we are experienced in providing targeted support and training. Our resources include 2000 staff and UK regional offices in the North West, Midlands and London. We have the capability to provide support for strategic planning, leadership and teacher training, school and college inspections, administration, project management, legal and recruitment services. We have an extensive register of high calibre inspectors and consultants with expertise across all phases from early years to further education – many are practitioners in outstanding schools or leading edge local authorities.</p>	
<p><b>Contact:</b> <a href="mailto:paul.wagstaff@nordanglia.com">paul.wagstaff@nordanglia.com</a></p>	


<p><b>OLM Professional Services Ltd</b>  <b>Cairns House</b>  <b>10 Station Road</b>  <b>Teddington</b>  <b>Middlesex</b>  <b>TW11 9AA</b></p>	<div data-bbox="788 286 1078 427" data-label="Image"> </div> <p data-bbox="770 501 1062 533"><a href="http://www.olmgroup.com">www.olmgroup.com</a></p>
<p>OLM's Professional Services is the consultancy division of OLM Group; the UK's largest independent company dedicated to meeting the needs of a diverse and modern social care industry. With over 200 social care organisations harnessing OLM's leading information solutions and services, OLM has a solid knowledge base coupled with a track record for innovation in addressing the unique challenges faced by social care organisations.</p> <p>OLM's Professional Services division is committed to helping improve the quality and cost-effectiveness of social care. The range of staff experience comes direct from the breadth of positions formerly held in local authorities, from senior management to grass-roots practitioner. Many have a record of success in social work and social care management, whilst others have specialisms in finance, IT implementation, health, education and business process re-alignment. We offer a range of consultancy services which enable local authorities to address</p> <ol style="list-style-type: none"> <li>a) government initiatives on performance management and strategic planning within Social Care and associated fields</li> <li>b) joint working and the wider modernisation agenda across all services</li> <li>c) project and programme management across all services</li> <li>d) financial management, especially relating to efficiency savings in Social Care</li> <li>e) workforce development through training programmes, needs analysis and efficiency reviews within Social Care</li> <li>f) IT implementation reviews and case management systems implementations</li> </ol> <p>With experience of working with hundreds of authorities, our understanding of organisational dynamics in social care helps us build on what is already good and working well in order to improve efficiency, effectiveness and, most importantly, the outcomes for children.</p> <p>Improvement requires engagement from everybody involved in the provision and delivery of services. It is important to stress that OLM consultants work effectively with all stakeholders. We offer a number of already proven work packages along with bespoke packages tailored to specific requirements. The following have already been deployed in a variety of circumstances:</p> <ul style="list-style-type: none"> <li>● Programme/project management – delivered as support packages or a full “interim” managed service.</li> <li>● Consultancy packages.</li> <li>● Training packages</li> </ul>	
<p><b>Contact:</b> <a href="mailto:info@olmgroup.com">info@olmgroup.com</a></p>	


<p><b>OPM</b>  <b>252b Gray's Inn Road</b>  <b>London</b>  <b>WC1X 8XG</b></p>	 <p><b>www.opm.co.uk</b></p>
<p>OPM works to create a positive impact on public services and to achieve improved social result. OPM is an independent, not-for-profit centre, founded in 1989. We became the UK's first public interest company in August 2002 and in March 2006 we completed the process of becoming an employee share-ownership trust. The value that underlies all our work is 'social result'. We see our role as being to support managers and organisations to achieve their own definition of 'social result' and to develop the appropriate capacities and competencies.</p> <p>We are based in London, although our business is conducted throughout the UK and our consultants are themselves based all over England and Wales. We strongly believe in the need to understand local and regional context in order to better support our clients to apply national priorities to their circumstances. Our corporate understanding of communities, policy development, and the way that statutory and voluntary sector bodies work gives us a unique ability to help managers at all levels operationalise policy, while empowering them to develop their own leadership style and confidence in appropriately challenging the status quo.</p> <p>Our work includes organisational change and development, leadership and management development, coaching and strategic counselling, community engagement, communication, public interest research and analytical studies. We run a wide range of long-term leadership and management development programmes, in-house management development, and many open programmes at our London centre and at regional venues. Many of our programmes are accredited by the Institute of Leadership and Management (ILM). We ground all our management and leadership development activity in the policy within which our individual clients work. We have found that our experience and current knowledge of managing in public services enables us to challenge our clients in a way that they find stimulating and highly relevant to their personal and career development.</p>	
<p><b>Contact:</b> rpeacock@opm.co.uk</p>	

<p><b>Outcomes UK</b>  <b>Heath House</b>  <b>3 Brickhouse Lane</b>  <b>Bromsgrove</b>  <b>B60 4LX</b></p>	 <p><a href="http://www.outcomesuk.com">www.outcomesuk.com</a>  <a href="http://www.childrenfirst.info">www.childrenfirst.info</a></p>
<p>Outcomes UK's core business is supporting change in services to deliver improved outcomes for children, families and communities. We are an independent organisation, established in 2003 through the separation of FCA Ltd's training and NVQ services, which has grown to offer clients a complementary portfolio of services to support them implement the range of policy, modernisation and partnership agendas, initially in children's services and increasingly across the whole of health and social care.</p> <p>Our portfolio of services range from consultancy and recruitment and resourcing to workforce development and bespoke education programmes. In addition to our expertise in cross cutting themes such as:</p> <ul style="list-style-type: none"> <li>● Children's Trust and Joint Commissioning arrangements and governance;</li> <li>● Effective multi agency partnership development;</li> <li>● Lead Professional &amp; Common Assessment framework implementation; children's workforce development; and</li> <li>● Pre and post inspection support;</li> </ul> <p>we have significant credentials in the fields of:</p> <ul style="list-style-type: none"> <li>● Safeguarding;</li> <li>● Looked After children's services;</li> <li>● Social care performance management;</li> <li>● Outcomes Based Accountability (OBA); and</li> <li>● Children and Adolescent Mental Health Services (CAMHS).</li> </ul> <p>Our people are a strong mix of professionals from a variety of social care, health and education backgrounds who can bring a range of skills, underpinned by a strong knowledge base and practice and management experience, and a commitment to the delivery of high quality services that improve outcomes.</p> <p>Our philosophy is one of working in partnership with our clients to develop bespoke solutions that meet their needs utilising tools and techniques we have successfully developed but without imposing ready made formula, and aim to leave them with the skills and the knowledge that will sustain any improvements made into the future. We work both directly and in partnership with other peer organisations to provide joined up solutions for clients, an example of this is our successful ChildrenFirst partnership.</p> <p>The combination of our people and our philosophy enables us to offer fresh ideas, a flexible and responsive approach, and value for money to our customers.</p>	
<p><b>Contact:</b> paul.riley@outcomesuk.com and childrenfirst@outcomesuk.com</p>	

<b>PricewaterhouseCoopers LLP</b> <b>80 Strand</b> <b>London</b> <b>WC2R 0AF</b>	  <a href="http://www.pwc.co.uk">www.pwc.co.uk</a>
<p>PricewaterhouseCoopers LLP (PwC) have a long track record of working with Children's Services Directorates in Local Authorities, Primary Care Trusts, acute and mental health trusts and other areas of devolved government. We have a dedicated Children and Families team and our expertise and experience covers cross-cutting issues which are relevant to all partners providing services to children, young people and families.</p> <p>We have a flexible approach to assisting local, regional and national agencies to deliver against the Children's agenda, based on working with clients and involving them in the work that we do to deliver sustainable change. The services we provide under the Children's Services Intervention Framework include support in areas such as capacity building, performance management and commissioning.</p> <p>We can work in a variety of ways to assist with <b>capacity building</b>. Sometimes this takes the form of providing people with the skills and experience to support particular areas, such as project management or procurement advice. At other times it is focused on enabling the organisation to achieve and sustain improved internal capacity by looking at areas such as structures and organisation, the skills and capacity of middle managers, and the effectiveness of strategic boards. We also undertake service reviews, provide advice and support on the operational implications of change.</p> <p>We recognise that a robust <b>performance management</b> framework enables an organisation to undertake regular monitoring of key performance indicators and to use the data to take appropriate actions. We can provide support by reviewing the effectiveness of existing performance management frameworks and by providing assistance to develop new or more robust frameworks. We also provide training for managers and teams to enable staff to understand performance management information and use it to inform and improve their operational responsibilities.</p>	
<p><b>Commissioning and contracting</b> functions are fundamental to the provision of effective, value for money services. We work with clients to add value to their commissioning practices by supporting organisations in developing and implementing commissioning frameworks that reflect the challenging environment and market changes to all sectors. We can help commissioners to improve their understanding of the local markets for children's services by providing guidance and tools for developing robust commissioning strategies. We are also working to develop commissioning skills at both a strategic and operational level.</p>	
<p><b>Contact:</b> john.w.lakin@uk.pwc.com</p>	

<p><b>Serco</b>  <b>Pelsall Lane,</b>  <b>Rushall,</b>  <b>Walsall,</b>  <b>West Midlands,</b>  <b>WS4 1NG</b></p>	 <a href="http://www.serco.com">www.serco.com</a>
<p>We are one of the leading providers of solutions that support the provision of high quality, integrated services and opportunities for children and their families.</p> <p>Serco works in partnership with Children's Services Authorities across the country to provide strategic support, increase organisational capacity and enhance capability, enabling them to move ahead with this exciting agenda for change. Whether on a large scale within a service provision contract or on a much smaller scale with strategic consultancy work, we consistently bring our unrivalled experience across the sector to the partnership.</p> <p>Currently, we are providing the full range of children's services across three local authorities, employing 1500 who are experts in the Every Child Matters agenda.</p> <p>We also provide strategic management, service delivery and front line capacity in various ways to very different local authorities – county and unitary, city and rural, large and small – all of them at very different stages in their development.</p> <p>Serco Education and Children's Services is in the unrivalled position of being able to draw on resources that currently:</p> <ul style="list-style-type: none"> <li>● Number over 1500 professional staff, providing the full range of children's services support functions in three local authorities to schools, children and their families;</li> <li>● Provide all Education and Support Services to over 500 schools serving the needs of some 200,000 children and their families;</li> <li>● Manages annual schools' revenue in excess of £500 million;</li> <li>● Work with all 150 local authorities with children's services responsibilities through our DCSF national contracts to support Children's Centres and Aiming High for Disabled Children;</li> <li>● Work with thousands of teachers, support staff and governors on a daily basis;</li> <li>● Provide a range of Strategic Consultancy and Interim Management work to local authorities; and</li> <li>● Are responsible for the management, delivery and direction of the full range of children's social care services.</li> </ul>	
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<p><b>Tribal Group</b>  <b>Tribal Education and Technology,</b>  <b>87-91 Newman Street,</b>  <b>London,</b>  <b>W1T 3EY</b></p>	 <a href="http://www.tribalgroup.co.uk">www.tribalgroup.co.uk</a>
<p>Tribal provides consultancy, support and delivery services focused on improving the delivery of public services. We employ over 2,200 staff and work with 2,500 public sector organisations operating from a nationwide network of 46 offices.</p> <p>Our broad offering combines professional and technical expertise with an in-depth understanding of children's services. We work in partnership with our clients to make a positive difference to the people and communities they serve and to ensure the best possible use of public funds.</p> <p>We have a wide range of tools, products and services which enables us to offer integrated and end-to-end solutions to the needs of busy and complex children's services providers in local authorities.</p> <p>We also have very experienced senior staff who have managed integrated children's services departments, have led children's trusts and who understand the challenges and pressures children's services providers and commissioners operate within.</p> <p>Tribal has the capacity to support all of the wider partners operating within a children's trust: PCTs, social care providers, third sector specialists and police authorities. Tribal is experienced in working with elected members and senior officers in taking forward major change programmes.</p> <p>Because of the breadth of Tribal's services, we are also able to offer class-leading support in executive search and recruitment, in communications and public relations, in ICT strategy and support, e-learning infrastructure and information management solutions. We are also a supplier of BSF services in planning, strategy and educational transformation, are the DCSF provider of school improvement support to the Greater Manchester Challenge, the leading supplier of strategic and MIS support services to the FE sector and we carry out approximately a third of all Ofsted inspections.</p>	
<p>As a company, Tribal recognises that every change situation is unique and that every solution must be equally unique. Because Tribal has the capacity to draw upon a very wide range of talent, energy and experience in supporting children's services through improvement programmes, we are confident that our services can be tailored to deliver each client's exacting demands.</p>	
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<p><b>VT Education &amp; Skills</b>  <b>Bay Tree Avenue</b>  <b>Kingston Road</b>  <b>Leatherhead</b>  <b>Surrey</b>  <b>KT22 7UE</b></p>	 <a href="http://www.vtplc.com">www.vtplc.com</a>
<p>VT Education and Skills is a division of the VT Group plc, a £1.2 billion turnover, FTSE 250 organisation, bringing world class performance to our partnerships. With an annual turnover of £260 million, VTE&amp;S is one of the UK's largest providers of services for children and young people. We are the UK's largest provider of careers information, advice and guidance, the largest provider of work based vocational training and assessment, employing more than 4,000 people and with more than 500 quality assured associates. Taking an outcomes-based approach that places the learner at the heart of what we do, we provide a fully integrated support service in education, training and project management through key partnerships with national and local government, Learning and Skills Councils and individual education institutions. We are committed to long term relationships and believe in working in partnership with our customers to make a real difference to people's lives.</p> <p>We have a large capacity and breadth of experience in providing services for children and young people. This is enhanced through our network of partner organisations who are leaders in their specialist fields. We have national and international coverage, with offices and centres for young people across the UK. We work with more than 50 local authorities, thousands of schools and central government departments.</p> <p>Our support services for education/children's services include:</p> <ul style="list-style-type: none"> <li>● Services for Children and Young People</li> <li>● School improvement and regeneration</li> <li>● Learning and teaching – National Agency for Advanced Skills Teachers and Excellent Teachers Scheme, Vocational education, training and assessment, inclusion, 14-19 provision, behaviour</li> <li>● Curriculum – all subjects and aspects of the curriculum across all age groups and abilities</li> <li>● ICT – Becta Frameworks, fully managed services, data management, MIS training and support, programme management</li> <li>● Facilities management, governance and related school support services</li> </ul> <ul style="list-style-type: none"> <li>● Building Schools for the Future and Academies – we understand both sides of the client/contractor relationship</li> <li>● School planning and re-organisation. School Diversity.</li> <li>● Connexions, careers advice and guidance, resources, publications, software, psychometric assessment</li> <li>● Workforce and organisational development, training and development</li> <li>● Research and evaluation, with specialist capability of engaging young people including hard to reach groups.</li> </ul>	
<p><b>Contact:</b> <a href="mailto:steve.dengate@vtplc.com">steve.dengate@vtplc.com</a></p>	

# Frequently Asked Questions

## What is a framework?

Most simply, a framework is an approved list of suppliers. Suppliers listed under Framework Agreements provide access to a wide range of skills and expertise which can be called on relatively quickly. The buyer issues its requirement to all suppliers on the framework who are capable of carrying out the service. The buyer must select the contractor most able to deliver the requirements from this group in a fair and equitable way. This must be through a "mini-tendering" competition.

## What are the benefits of using this framework to appoint suppliers?

The benefits of using this framework are: it provides a simple and quick means of procuring services or skilled individuals at relatively short notice; it has undergone a fully EU-compliant tendering process; it consists of a wide range of organisations able to provide high quality services and individuals; and DCSF terms and conditions and competitive individual consultant day rates have been agreed with the suppliers for the term of the framework.

## How are suppliers ensuring Value For Money for those using this framework?

All suppliers on this framework have signed up to specified day-rates, for all grades of consultant available, for the four year duration of the framework. In addition to this, when "calling-off" from this framework via a mini-tendering competition, users may find that some suppliers will offer discounted costs for individual assignments. These discounts may be based on the total number of days of an assignment or on the overall cost of the work. It would be advisable to explicitly ask suppliers in any Invitation to Tender/specification document issued at the beginning of each mini-tendering process whether discounts would be applied.

## Is there any funding available to local authorities wishing to use the framework?

No. There is no additional funding/resource available for a local authority who decides that they want to use the framework. The local authority would be responsible for paying for all costs involved in appointing a provider, paying for any work undertaken by the successful provider, for managing the contract and for all associated risks.

## Can we use this framework to outsource any of our services to a third party provider?

No. This framework has been set up as an improvement framework, with the intention being that suppliers called-off from the framework will undertake relatively short term pieces of work clearly focussed on improving performance in certain areas. The framework was not designed to be used by local authorities as a way of outsourcing any of their functions. That would be beyond the scope of this framework, contravene EU regulations and make the authority vulnerable to risk of legal action from the EU Commission.

**Could a local authority wishing to use the framework just pick one supplier from the list and contract with them?**

No. In setting up this framework, we made a commitment to all suppliers through our agreements with them that work will be procured via a "mini-tendering" competition amongst all the framework suppliers who are capable of delivering the particular requirement.

**Is there any input/advice available to those local authorities wanting to use the framework?**

There is the potential, on a case by case basis, for advice and/or input from either the CSA or from DCSF for local authorities intending to use the framework. This could be anything from advice/ input into strategic planning and wider service improvement, to advice on using the framework appropriately.

**In instances where a local authority makes use of the framework, would any information about the local authority be handed to the DCSF by the supplier and used to judge performance?**

No. When the Children's Services Improvement Framework is used independently of DCSF, suppliers will be contracting directly with a local authority. DCSF will respect that contract and will not expect any information about what work is being undertaken, and how it is progressing, by the supplier. All that DCSF would ask is that the local authority provides feedback on the performance of the suppliers (in confidence) at the end of the contract.

**For more details please contact:**

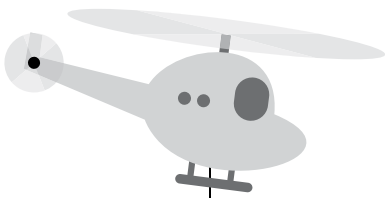
[enquiries.csif@dcsf.gsi.gov.uk](mailto:enquiries.csif@dcsf.gsi.gov.uk)

**IMPORTANT DISCLAIMER**

The DCSF's role is to award and manage the framework agreements with the listed suppliers and to provide guidance to end users. DCSF is not responsible for any calling-off from the Framework undertaken by any local authority. When a local authority procures and ultimately places an order with one of the Framework suppliers, a contract is formed between the local authority and the supplier. The DCSF is not a party to this contract. Each contract will be based on the standard Terms and Conditions contained in the Framework Agreement. The local authority calls-off from the framework at their own risk.

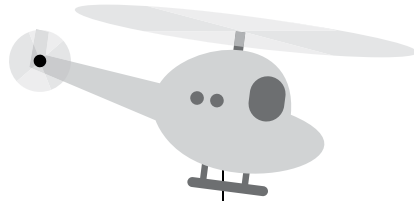






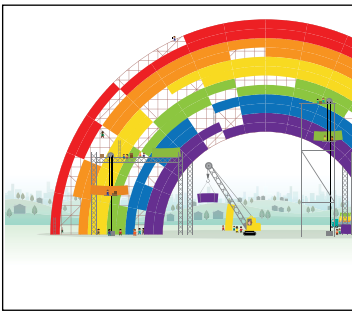
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