

# FRONTLINE

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## **Invitation to Tender for the accreditation of the Frontline programme**

February 2016

The Frontline Organisation is a registered charity with charity registration number  
1163194.

Company registration number: 09605966 (registered in England and Wales as a  
company limited by guarantee).

Registered Offices: 65 Kingsway, London, WC2B 6TD

## Contents

1	Background for Tenderers .....	2
2	Notes for Tenderers .....	4
3	Frontline’s roles and responsibilities.....	5
4	HEI’s roles and responsibilities .....	7
5	Financials.....	9
6	Intellectual property and use of brand .....	9
7	Basic information .....	10
8	Grounds for exclusion .....	13
9	Qualification questions .....	17
10	Evaluation Model .....	21
11	Evaluation process.....	23
12	Bidder response section.....	25
13	Further information for bidders .....	28
14	Conditions of tendering .....	29
	<i>Appendix 1</i> – Timeline for HEI provider QA and Awarding .....	30
	<i>Appendix 2</i> – Relevant Frontline delivery team structure, and links to HEI support .....	31
	<i>Appendix 3</i> – Proposed process flow for Admissions, based on current processes.....	32

## **1 Background for Tenderers**

- i. Frontline is a charity that transforms the lives of vulnerable children by recruiting and developing outstanding individuals to be leaders in social work and broader society. Our vision is of a country where a child's life chances are not determined by social or family circumstance.
- ii. Frontline delivers its mission through a two-year programme which develops high potential graduates and career changers into outstanding qualified social workers. As part of the two-year programme, programme participants (hereafter referred to as 'participants') complete a Master's degree in social work.
- iii. The Frontline programme spans 26 months, running from the Summer Institute (July of joining year) to programme graduation (September of year of graduation). During this 26 months, participants in 'year 1' of placement (September – August) undergo a Post-Graduate Diploma (PGDip) qualification worth 120 credits. In 'year 2' (September – August) they undertake a 60-credit course to achieve a Master's qualification. Leadership development elements are also built into the programme throughout the 26 months. For the purposes of this document, these programme elements across the 26 months, will be collectively referred to as 'the programme'.
- iv. To begin the programme, participants undergo a five week intensive residential Summer Institute, where they receive a comprehensive grounding in essential social work practice and theory. Participants are assessed through the Institute, in order to determine if they are 'ready to practice' in a local authority (LA) from September.
- v. During their first year, participants are placed in a partner LA within a 'participant unit'. In this unit of four, participants continue their learning 'on the job' through co-working a caseload with an experienced practitioner known as a 'Consultant Social Worker' (CSW). They also have further taught input via Recall Days. At the end of their first year, participants receive a PGDip qualification to practice social work.
- vi. During their second year, participants are deployed into existing children's services teams within their same placement LA. They have a programme requirement to complete a further 60 academic credits to achieve a Master's degree in social work during this period.
- vii. The Frontline programme has been running as a pilot programme for three cohorts. In 2014 c.100 participants started the programme, and in 2015 c.120 participants started the programme. We are planning on 180 participants starting in July 2016.
- viii. During this period, Frontline has partnered with the Tilda Goldberg Centre at the University of Bedfordshire, to provide programme design, delivery and accreditation.
- ix. Following successful delivery of the first two years of the pilot programme, the Department for Education (DfE) issued an invitation to tender for a fast-track graduate entry route for children and families social workers. Frontline was successful in bidding for this work, and will be expanding delivery of the Frontline programme through this contract. This has currently not been confirmed by contract, but Frontline is the preferred bidder. If successful, the DfE will contract Frontline for three years of funding initially, with the option to extend this for a further two years, subject to satisfactory performance.

- x. During these three years, Frontline itself will be delivering the academic programme. We will therefore require a Higher Education Institute (HEI) partner to provide the course admissions, academic accreditation, quality assurance (QA) of marking and student support services for the PGDip and Master's courses.

## 2 Notes for Tenderers

- i. Frontline is seeking an HEI provider to accredit our delivery of both PGDip and Master's in Social Work courses. The accreditation of these qualifications forms an integral part of our programme, and enables participants go on to create long-term impact for vulnerable children and their families. Additionally, the chosen HEI will provide student support services to our participants, to ensure they have the best possible support in completing a demanding programme.
- ii. Frontline will be the education provider for both courses, and is therefore seeking a mission-aligned HEI provider who is able to build a supportive, flexible and responsive relationship to help achieve this. We will maintain all elements of programme design and delivery, and require our HEI provider to support within accreditation and providing efficient administrative processes. This is a chance for an HEI to support the delivery of the Frontline programme and mission, and potentially form a long-standing relationship.
- iii. Therefore, for this contract, Frontline is seeking an HEI to provide the following for both the PGDip and Master's programme:
  - a. Student admissions
  - b. Academic assessment quality assurance (hereafter referred to as 'QA') and accreditation
  - c. Student support services
- iv. Consortia may not bid for this contract.
- v. Within this tender document, reference is made to the 'set-up phase' and the 'steady state phase'. Bidders will be required to provide information on how they will work with Frontline to establish the requirements for the first delivery year of the PGDip and Master's courses (Set-up phase), and also subsequent programme delivery (Steady state phase). Please see *Appendix 1* for a visual timeline.
- vi. Frontline will deliver academic provision to the following cohorts, across c. five regions of England (*South East, Greater Manchester, North East and two regions yet to be determined*). We will deliver academic provision to c. four regions for the 2017 Cohort, and c. five for the 2018 Cohort:

<b>Cohort name</b>	<b>Start date</b>	<b>Finish date</b>
2016 Cohort ( <i>Master's only</i> )	September 2017	September 2018
2017 Cohort ( <i>PGDip &amp; Master's</i> )	July 2017	September 2019
2018 Cohort ( <i>PGDip &amp; Master's</i> )	July 2018	September 2020

- vii. The participant delivery side of the Frontline programmes team will be structured as outlined in *Appendix 2*.
- viii. Frontline is seeking an HEI provider to award both the PGDip and Master's qualifications for 2017 and 2018 cohorts, as well as the Master's degree for 2016 cohort.

- ix. At the time of issuing this tender, Frontline is the preferred bidder for the DfE tender to deliver a fast-track entry programme for children and families social workers. The awarding of this tender for an HEI partner is subject to Frontline signing a contract with DfE.
- x. Subject to contract signing and satisfactory programme delivery on this bid, Frontline may obtain DfE funding for two additional years of programme delivery to March 2021. Subject to satisfactory HEI performance, Frontline would therefore be in a position to extend our contract to cover the provision for the 2019 Cohort PGDip and Master's.
- xi. All programme requirements and contracts between Frontline and the HEI, will be dependent on funding from the DfE. If this is withdrawn at any point, contracts between Frontline and the HEI will be terminated and the arrangements for this will be covered in an exit plan agreed between the DfE and Frontline.
- xii. The **roles and responsibilities** of Frontline (delivery) and the HEI provider (accreditation) are set out below. In some areas, a proposed process or way of working has been outlined. Bidders should base their tender responses on this where possible, unless they wish to suggest an alternative process that better achieves our HEI requirement of achieving efficient administrative processes.

### **3 Frontline's roles and responsibilities**

#### **i. Participant recruitment, selection and programme on-boarding**

- a. Frontline will target specific markets of university students and career changers to recruit high quality graduates, who may otherwise not apply for social work. We will be responsible for the staffing, design and management of all recruitment work.
- b. We will be responsible for the design and management of the selection process and all eligibility criteria, competencies and activities used to assess applicants' intellectual ability, social work values and behaviours. We will be responsible for recruiting, selecting and training assessors.
- c. Frontline will be responsible for the programme on-boarding of all participants. Where feasible with HEI requirements, this will also include the document-checking of participants. Frontline will require HEI support with certain administrative on-boarding processes and any HEI admissions requirements (as outlined in *Section 4*).

#### **ii. Programme design**

- a. Frontline will seek approval from HCPC to be the 'education provider' for the PGDip.
- b. Frontline will design the curriculum for participants across all aspects of the programme. We may consult with external providers and industry experts in

order to ensure a programme design which generates maximum impact, but will maintain overall responsibility and approval for the final curriculum design.

### iii. **Programme Delivery**

- a. Frontline will be responsible for placing successful applicants within 'participant units' within our partner LAs. We will develop and manage these relationships with LAs and their staff (including senior staff and CSWs). This will include CSW recruitment, selection, monitoring and training, monitoring of practice learning and ensuring that the practice learning experience is quality assured to a high standard.
- b. Frontline will be responsible for delivering education to all participants. In year 1 this will include pre-Summer Institute shadowing days, the Summer Institute, ~20 Recall Days, Practice Tutor visits, assessments, and the Contrasting Learning Experience (CLE) where participants will work in an alternate adult social care setting. In year 2 this will include further study and assessment towards the Master's qualification and coaching sessions.
- c. We will recruit, select and train all staff required to deliver our programmes, except where we deem high quality third party suppliers to be more appropriate.
- d. Frontline will be responsible for all professional performance and personal conduct reviews of participants throughout the programme. This will include a 'Readiness to Practice' review at the Summer Institute, on-going observations and assessments. This will also include our 'Fitness to Practice' policies and procedures which assess and monitor participant personal conduct and behaviour. We will retain responsibility for all complaints, misconduct and poor performance procedures, including the decision where any participant may be exited from the programme.
- e. Frontline will design, administer and grade all academic assessments completed by participants on both the PGDip and Master's courses. We will be responsible for the first grading of assignments, as conducted by the Practice Tutors. We expect there to be a ratio of 16 participants per Practice Tutor. Frontline is *proposing* that an internal Frontline moderator be responsible for all second grading of assessments, with an external examiner to then present grading to the HEI examination board. If bidders feel they can propose a more efficient process, they should put this process forward in their bid.

### iv. **Programme Monitoring & Evaluation**

- a. On-going internal monitoring and evaluation (M&A) of all aspects of the programme delivery will be conducted. This will include evaluation of, and feedback from; participants, CSWs, Practice Tutors, Local Authorities, Frontline programme staff, third party providers and our HEI provider. Frontline will evaluate performance of all parties through the use of our own performance measurement systems to review Key Performance Indicators.
- b. The DfE will maintain responsibility for external programme evaluation.

#### **4 HEI's roles and responsibilities**

- i. The bidder will have to consider all 'set-up phase' activities required to establish delivery, as well as those required during 'steady state' delivery.

##### **ii. Student Admissions**

- a. The HEI will be required to support Frontline in designing and (where appropriate) delivering the administrative side of all admissions processes required to meet HCPC and HEI admissions requirements. These include, but are not limited to: right to study, online DBS clearance, Occupational Health check, HEI requirements for qualification checking, access to agreed student support services and obtaining student status. They will be required to conduct a process that minimizes the administrative burden on Frontline, the need for Frontline staff or participants to conduct tasks twice, and any unnecessary travel or posting of documents (see *Appendix 3* for Frontline process and timings<sup>1</sup>).
- b. The HEI will not be responsible for recruiting, selecting or on-boarding participants onto the programme, or providing an overview of the course content, assessment or awarding procedures.

##### **iii. Academic Assessment QA and Accreditation**

###### **a. Provide assessment grading training and QA**

- 4.iii.a.1. The HEI provider will be required to design a QA process to ensure grading meets HEI requirements for the awarding of the PGDip and Master's qualifications. This may include, but is not exclusive to: staff training for grading, review of grading criteria, review of moderator grading, assisting presentations to the HEI exam board and advising on assessment design criteria. The HEI provider will not be required to be first marker for any assessments.
- 4.iii.a.2. The HEI provider will be required to work with the Frontline programmes team to QA assessment questions, marking processes and assessment criteria.
- 4.iii.a.3. The HEI provider will be responsible for ensuring that all grading and awarding meet the QAA requirements for course accreditation.
- 4.iii.a.4. The HEI provider will be responsible for either providing the use of an online assignment-submission and plagiarism-checking system (e.g. 'Turnitin'), or providing Frontline access to commercial rates for the purchase of these for each participant.

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<sup>1</sup> In *Appendix 3*, Frontline has proposed an on-boarding process alongside an HEI, based on its current processes. This should not be viewed by bidder's as the 'perfect process', meaning bidder's should propose an alternative process if they feel they can better meet Frontline's requirements for achieving efficient administrative processes.

**b. Provide accreditation for the first year of education with a PGDip qualification**

- 4.iii.b.1. The HEI provider will accredit participants completing the first year of the programme with a PGDip in Social Work (worth 120 credits).
- 4.iii.b.2. The HEI provider will be responsible for the production of the awarding certificates for each participant. They will not be required to deliver a graduation ceremony.

**c. Provide accreditation for the second year of education with a Master's qualification**

- 4.iii.c.1. The HEI provider will accredit participants completing the second year of the programme with a Master's in Social Work (worth 60 credits).
- 4.iii.c.2. Where 2016 Cohort participants have completed the PGDip with the University of Bedfordshire, the HEI provider will be required to conduct a 'Recognition of Prior Learning' process to transfer the 120 credits obtained on the PGDip, to count towards the awarding of their Master's qualification through academic delivery from Frontline.
- 4.iii.c.3. The HEI provider will be responsible for the production of the awarding certificates for each participant.
- 4.iii.c.4. The HEI provider will be required to align their final awarding with Frontline's celebrations for the completion of the programme.

**iv. Student support services**

- a.** The HEI provider will be required to provide all participants with access to all academic materials required throughout the programme. These will be determined by the programme content, as outlined by Frontline. This may include, but is not exclusive to: access to an e-library, access to journal stores and access to the HEI campus library. They will also be required to make these available to Frontline staff involved in the programme delivery.
- b.** The HEI provider will be expected to offer each Frontline participant the non-academic student support services currently offered to full-time students, on HEI delivered courses. This will likely include, but is not exclusive to: additional learning support (e.g. dyslexia), student welfare services (e.g. counselling), disability support services, student legal services, student union services and student card provision. This will not require the use of an HEI e-mail address, access to grades or course overview documents.
- c.** The HEI provider will not be responsible for the management or review of student academic and professional behaviour or performance. Frontline will maintain the right to manage the policies and procedures for participant behaviour and professional conduct. This will likely include, but is not exclusive to: student appeals, issue resolution, participant performance management, grade disputes, participant behaviour and professional conduct.

## 5 Financials

- i. Priority 5 in the Bidder Response section asks all bidders to specify the funding required for each element of the proposition. We expect all bidders to provide full transparency on their cost model to deliver the contract.
- ii. The exact number of participants in each cohort is yet to be determined, but will be capped at the following targets:

Cohort start year	Participant number: PGDip	Participant number: Master's
2016 Cohort	180	171
2017 Cohort	300	285
2018 Cohort	352	334

- iii. We would therefore expect all bidders to provide a per participant cost for the admissions, QA and awarding and student support services of a PGDip Qualification to Year 1 participants, and the equivalent per participant cost for the Master's qualification to Year 2 participants. The per participant cost should be based on the number of participants in the table above. Bidders will also be required to provide all other costs in the set-up phase.
- iv. The per participant costs submitted should hold firm for a 10% variation in participant numbers. Should the actual numbers of participants deviate by more than 10%, we would expect to negotiate the per participant cost with the provider based on open book costing of the different elements.
- v. Information on how we will evaluate the 'cost' criteria is included in the 'Evaluation Model' section below. This section also includes information on the financial template bidders will be required to present their costings within.

## 6 Intellectual property and use of brand

- i. As a result of the contract with the DfE, any intellectual property rights in Frontline documents produced or developed in whole or in part by the successful bidder will belong to the Crown and will be licensed under the Open Government Licence and governed by the terms of that Licence.
- ii. Frontline is the owner of all intellectual property rights and copyrights in the 'Frontline' name, brand and sub-brands thereof. The HEI provider may not reproduce the Frontline logo or branding anywhere, without prior written consent from Frontline. This includes instances where co-branding of events or marketing collateral is required.

## 7 Basic information

All suppliers wishing to bid for this tender must fill out the questions below but this section will not be scored.

A.	BASIC DETAILS OF YOUR ORGANISATION		
A.1	Name of the organisation:		
A.2	Contact name:		
A.3	Job title:		
A.4	Company address:  Post code:		
A.5	Telephone number:		
A.6	Fax number:		
A.7	E-mail address:		
A.8	Website address (if any):		
A.9	Company Registration number (if this applies):		
A.10	Charities or Housing Association or other Registration number (if this applies). Please specify registering body:		
A.11	Date of Registration: (if this applies)		
A.12	Registered address if different from the above:  Post code:		
A.13	Are you registered for VAT? If so, please provide Registration number:		
A.14 a	Is your organisation:	i) a public limited company?	
		ii) a limited company?	
		iii) a partnership	

		iv) other (please specify)	
A.14 b	Are you acting as the lead organisation for a consortium?  (Please note that consortia may not bid for this tender)	Yes / No	
A.15	If sub-contractors are likely to deliver a significant (over 25%) proportion of the contract, give their company name(s) and address(es). Please provide this information in a separate Annex.		
A.16	Name of (ultimate) parent company (if this applies):		
A.17	Companies House Registration number of parent company (if this applies):		

<b>B.</b>	<b>INSURANCE</b>	
B.1	Please confirm that you will have all appropriate insurance policies in place required to deliver this contract:	Yes / No

<b>C.</b>	<b>BUSINESS ACTIVITIES</b>	
C.1	What are the main business activities of your organisation? ( <i>max 100 words</i> )	
C.2	How many staff does your organisation employ in total and how many work in areas relevant to delivery of this contract?	

D.	<p>I declare that to the best of my knowledge the answers submitted in these qualification questions are correct. I understand that the information will be used in the process to assess my organisation's suitability to be invited to tender for Frontline's requirements. I understand that Frontline may reject any bidder who fails to answer all relevant questions fully, or if a bidder provides false/misleading information.</p>	
<b>FORM COMPLETED BY</b>		
D.1	Name:	
D.2	Job title:	
D.3	Date:	
D.4	Telephone number:	
D.5	Signature:	

## 8 Grounds for exclusion

- i. All suppliers wishing to bid for this tender must complete the questions below. A positive answer to any of the questions below will result in exclusion from the tender, unless Frontline concludes in its discretion that there are over-riding requirements in the general interest which justify not doing so (in relation to the particular economic operator concerned).

E.	<b>MANDATORY EXCLUSION CRITERIA</b>	
	Has your organisation, or (any of) the director(s) or other persons with powers of representation, decision or control of the organisation(s) ever been convicted of any of the following offences:	
E.1	conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977 or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983 where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA;	Yes / No
E.2	corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906;	Yes / No
E.3	the offence of bribery, where the offence relates to active corruption;	Yes / No
E.4	Bribery within the meaning of section 1 or 6 of the Bribery Act 2010;	Yes / No

E.5	<p>fraud, where the offence relates to fraud affecting the European Communities as defined by Article 1 of the Convention on the protection of the financial interests of the European Union, within the meaning of:</p> <p>(i) the offence of cheating the Revenue;</p> <p>(ii) the offence of conspiracy to defraud;</p> <p>(iii) fraud or theft within the meaning of the Theft Act 1968, the Theft Act (Northern Ireland) 1969, the Theft Act 1978 or the Theft (Northern Ireland) Order 1978;</p> <p>(iv) fraudulent trading within the meaning of section 458 of the Companies Act 1985, article 451 of the Companies (Northern Ireland) Order 1986 or section 993 of the Companies Act 2006;</p> <p>(v) fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994;</p> <p>(vi) an offence in connection with taxation in the European Community within the meaning of section 71 of the Criminal Justice Act 1993;</p> <p>(vii) destroying, defacing or concealing of documents or procuring the extension of a valuable security within the meaning of section 20 of the Theft Act 1968 or section 19 of the Theft Act (Northern Ireland) 1969;</p> <p>(viii) fraud within the meaning of section 2, 3 or 4 of the Fraud Act 2006; or</p> <p>(ix) making, adapting, supplying or offering to supply articles for use in frauds within the meaning of section 7 of the Fraud Act 2006;</p>	Yes / No
E.6	money laundering within the meaning of section 340(11) of the Proceeds of Crime Act 2002;	Yes / No
E.7	an offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988 or article 45, 46 or 47 of the Proceeds of Crime (Northern Ireland) Order 1996;	Yes / No
E.8	an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994;	Yes / No
E.9	participation in a criminal organisation, as defined in Article 2(1) of Council Joint Action 98/733/JHA;	Yes / No
E.10	corruption, as defined in Article 3 of the Council Act of 26 May 1997 and Article 3(1) of Council Joint Action 98/742/JHA respectively;	Yes / No
E.11	fraud within the meaning of Article 1 of the Convention relating to the protection of the financial interests of the European Communities;	Yes / No

E.12	money laundering, as defined in Article 1 of Council Directive 91/308/EEC of 10 June 1991 on prevention of the use of the financial system for the purpose of money laundering.	Yes / No
E.13	If the answer to any of these is “ <b>Yes</b> ” please give brief details below, including any reasons why Frontline should consider not excluding your organisation.	

- ii. All suppliers wishing to bid for this tender must complete the questions below. Frontline may choose to exclude any operator that answers "Yes" to any of the questions below.

F.	<b>PROFESSIONAL AND BUSINESS STANDING</b>	
	Do any of the following apply to your organisation, or to (any of) the director(s) / partners / proprietor(s) of the organisation(s)?	
F.1	Bankruptcy, insolvency, compulsory winding up, receivership, composition with creditors, or subject to relevant proceedings;	Yes / No
F.2	A conviction (or convictions ) for a criminal offence related to business or professional conduct;	Yes / No
F.3	Legal or administrative finding of commission of an act of grave misconduct in the course of business;	Yes / No
F.4	Failure to fulfil obligations related to payment of social security contributions;	Yes / No
F.5	Failure to fulfil obligations related to the payment of taxes;	Yes / No
F.6	Failure to provide information required or providing inaccurate/misleading information when participating in a procurement exercise;	Yes / No
F.7	Failure to obtain and maintain relevant licences or membership of an appropriate trading or professional organisation where required by law.	Yes / No

F.8	In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?	Yes / No
F.9	In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds of alleged unlawful discrimination?	Yes / No
F.10	Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)?	Yes / No
F.11	Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.	Yes / No
F.12	<p>If the answer to any of these is “Yes” please give brief details below, including what has been done to address failings.</p> <p>If you have answered “Yes” to <b>F8</b> or <b>F9</b>, please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date. If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.</p> <p>If you have answered “Yes” to <b>F10</b>, please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.</p>	

## 9 Qualification questions

- i. All suppliers wishing to bid for this tender must fill out the ‘qualification’ questions below. Bidders may be eliminated if they are unable or unwilling to provide satisfactory answers to any of the qualification questions (without giving a valid reason).
- ii. The panel reserves the right to eliminate bidders unable to provide sufficient evidence of financial standing.

<b>G.</b>	<b>FINANCIAL INFORMATION</b>		
G.1	What was your turnover in each of the last two financial years?	£..... for year ended --/--/--	£..... for year ended --/--/----
G.2	Please provide a copy of the following. Should you be unable to provide a copy of the following, please explain why, and what alternative supplementary evidence you could provide:		
	A copy of your audited accounts for the most recent two years (if this applies)	<i>Reason if unable</i>	
	A statement of your turnover, profit & loss account and cash flow for the most recent year of trading	<i>Reason if unable</i>	
G.3	If requested, would you be able to provide a banker’s reference?	Yes / No	

- iii. Responses to the qualification questions below will be assessed on the basis of a pass or fail for the whole section. Qualification questions in this section will be marked using the following criteria:

<b>Score</b>	<b>Description</b>
<b>5</b>	An excellent answer, indicating a response to this question that fully demonstrates considerable breadth and depth of experience - bidder seen as leader in field.
<b>4</b>	A good answer, indicating a response to this question that generally demonstrates strong breadth and depth of experience – bidder seen as capable in field.
<b>3</b>	A satisfactory answer, indicating a response to this question that demonstrates reasonable breadth and depth of experience but also indicates some shortcomings or lack of relevant experience.
<b>2</b>	A poor answer, indicating a response to this question that fails to fully demonstrate breadth and depth of experience or indicates serious shortcomings in relevant experience.
<b>1</b>	A very poor answer, indicating a response to the question that fails to demonstrate adequate breadth and depth of bidders’ experience.

<b>0</b>	No answer or totally irrelevant response.
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- iv. Only bidders receiving a total score of **8 or above** in this qualification section will have their full responses in Section 12 (Bidder Response section) reviewed. If more than six proposals score 8 or more, then the six highest scoring proposals will be taken forward to full evaluation of section 12. To support the above marking of qualification questions, relevant evidence from the Experience and References (Section I) may also be used, though this will not be independently marked.
- v. All bidders whose responses are fully evaluated will also be invited for interview, further details of which are set out below.

H.	REQUIREMENT SPECIFIC QUESTIONS	
H.1	Please demonstrate your relevant experience in providing a student admissions process. Please give at least one example.  <i>Ideally this will be for students from an external organisation, but this is not essential.</i>	(max 300 words)
H.2	Please demonstrate your relevant experience in delivering QA and accreditation for an external organisation. Please give at least one example.	(max 300 words)
H.3	Please demonstrate your relevant experience in delivering student support services for students on a Social Work course. Please give at least one example.  <i>Ideally this will be for students from an external organization, but this is not essential.</i>	(max 300 words)

I.	EXPERIENCE AND REFERENCES		
	Please provide details of two contracts or projects (public or private) in the last five years that are relevant to the Frontline requirement, particularly in relation to the assessed Section H above. The panel will use evidence from this section to support their evaluation of the answers to Section H. The customer contact should be prepared to speak to Frontline if we wish to contact them.		
		Contract/Project 1	Contract/Project 2
I.1	Customer Organisation (name):  Website (if available):		

I.2	Customer contact name, phone number and email:		
I.3	Date contract awarded:		
I.4	Date contract completed:		
I.5	Brief description of contract (max 200 words):		
I.6	Value:		
<p>If you cannot provide at least one reference, please briefly explain why. (<i>max 100 words</i>)</p>			

## 10 Evaluation Model

- i. This section explains the model we will use for evaluating the responses from the bidders who are selected following our evaluation of the qualification section. Our evaluation process will be based on the structure shown in the table below, which sets out the questions we will ask, our high level evaluation criteria, our scorings and corresponding multipliers/weightings.
- ii. The Evaluation Panel reserves the right to eliminate any bidder scoring a mark of 0 (zero) or 1 (one) in any single question – financial or otherwise – if they believe this renders the overall proposal unacceptable.

Description	Scoring	Multiplier	Weighting (%)
1. <b>Student Admissions</b>	.../5	X 4	20
2. <b>Quality Assurance &amp; Awarding</b>	.../5	X 5	25
3. <b>Student Support Services</b>	.../5	X 2	10
4. <b>Modus Operandi with Frontline</b>	.../5	X 3	15
5. <b>Cost</b>	.../100	X 0.25	25
6. <b>Areas of additional offering</b>	.../5	X 1	5
			<b>100</b>

- i. For all the questions **except** the cost criterion, your response will be marked as follows:

Score	Description
<b>5</b>	An excellent answer, indicating a response to this question that fully meets Frontline's needs and requirements with no weaknesses or issues.
<b>4</b>	A good answer, indicating a response to this question that generally meets Frontline's needs and requirements, with only very minor weaknesses or issues.
<b>3</b>	A satisfactory answer, indicating a response to this question that meets Frontline's basic needs and requirements but which demonstrates tangible weaknesses or requires some minor compromises from Frontline.
<b>2</b>	A poor answer, indicating a response to this question that fails to meet some of Frontline's basic needs and requirements, and which demonstrates significant weaknesses or requires major compromises from Frontline.

<b>1</b>	A very poor answer, indicating a response to the question that fails to meet the very basic needs and requirements of Frontline, or requires an unacceptable compromise.
<b>0</b>	No answer or totally irrelevant response.

- ii. The scoring system for the cost criterion will be different, as follows.

**Cost criterion**

- i. Priority 5 in the Bidder Response section asks all bidders to specify the funding required for each element of the proposition. We require all bidders to provide a cost for admissions, QA and accreditation and student support services.
- ii. Bidders should complete the attached financial template to summarise the structure of their proposed costs, as well as giving a detailed breakdown of all costs as an Annex. Bidders will be scored on the Total Expected Cost calculated in *Table 1*.
- iii. The capped participant numbers for each cohort have been provided (see Section 5 Financials). We expect all bidders to provide a per participant cost based on these numbers for the admissions, QA and accreditation and student support services of a PGDip qualification to year 1 participants, and the equivalent per participant cost for the Master’s qualification to year 2 participants. They are also expected to provide all other costs as per the attached financial template.
- iv. The per participant costs submitted should hold firm for a 10% variation in participant numbers. Should the actual numbers of participants deviate by more than 10%, we would expect to negotiate the per participant cost with the provider based on open book costing of the different elements.
- v. To evaluate bidders’ responses, the lowest cost bidder will receive the maximum score of 100. We will then take the ratio of the lowest bidder against the bidder being scored, and multiply the result by 100. For example, if the lowest bidder has an expected value of ‘x’ and another bidder has a value of ‘2x’, the former will receive a score of 100, and the latter will receive a score of 50 (equal to  $(x/2x)*100$ ).
- vi. The successful bidder will be expected to invoice monthly in arrears. Payment terms will be within 30 days of receipt of a valid invoice.

## 11 Evaluation process

- i. Our timetable for evaluation is as follows:

12 <sup>th</sup> February 2016	Publication of contract notice
26 <sup>th</sup> February 2016	Bidder's day
29 <sup>th</sup> Feb 2016	Deadline for submission of any question from bidders
7 <sup>th</sup> March 2016	Publication of responses to questions by Frontline
18 <sup>th</sup> March 2016, 12:00 midday	Submission of tender bids
22 <sup>nd</sup> March 2016	Frontline Evaluation Panel
23 <sup>rd</sup> March 2016	Notification of bidders invited to interview
30 <sup>th</sup> March 2016	Bidder interviews
1 <sup>st</sup> April 2016	Notification of successful bidder
11 <sup>th</sup> April 2016	Conclusion of standstill period – proceed to contract signature
12 <sup>th</sup> – 15 <sup>th</sup> April 2016	Scoping and 'kick-off' day between Frontline and successful bidder

- ii. The Bidder's day, on Friday 26<sup>th</sup> February 2016, will provide an opportunity for all bidders to find out more about the Frontline programme, and ask any relevant questions concerning the tender process. Any relevant material, and the results of any question and answer session, will be shared with all bidders on a non-attributable basis, regardless of whether they are able to attend the Bidder's day.
- iii. Proposals should be submitted to Simon Burgess, both by email ([simon.burgess@thefrontline.org.uk](mailto:simon.burgess@thefrontline.org.uk)) and in hard copy (Simon Burgess, Frontline, 65 Kingsway, WC2B 6TD) by 12:00 hours (midday) on 18<sup>th</sup> March 2016. Frontline reserves the right to reject any bids received after this deadline.
- iv. Proposals submitted by bidders will be assessed individually and independently by each member of the Evaluation Panel. The team will then come together at an Evaluation Panel meeting (consisting of members of the Frontline Executive and the Frontline Board), and moderated by an independent and non-voting chair. A single score for each bidder's response to each question will be agreed.
- v. Word limits are mandatory – any content provided which exceeds the word limit will not be considered as part of the evaluation.
- vi. The Evaluation Panel will invite all bidders whose tenders receive full evaluation (i.e. those who have passed the qualification section and been ranked amongst the leading bidders) to interview. The interview will not be scored as a separate process. However, the team may choose to use the interview to clarify bidders' responses to the questions laid out in this document; scores may be adjusted based on this clarification. Any adjustments at this stage are unlikely to be major, and bidders

should not treat the interview as an alternative to including relevant information in their written responses.

## 12 Bidder response section

<p><b>Priority 1: Student Admissions</b></p>	<p><b>Q1: How would you approach the admissions of students onto the Frontline programme?</b>  <i>Frontline will be responsible for recruiting, selecting and on-boarding participants onto the programme. The HEI provider will be responsible for enrolling all selected participants onto their PGDip and Master’s courses, meeting all academic and legal requirements.</i></p> <p><i>You should include the full process you would devise and conduct alongside Frontline, to ensure all HEI and HCPC admissions requirements are met. This should include, but is not exclusive to: right to study, online DBS clearance, Occupational Health check, HEI requirements for qualification checking, access to agreed student support services and obtaining student status. You should outline which are HEI requirements, and which are proposed processes. You should outline how you will co-ordinate your processes and flow of information with Frontline, to ensure both participants and staff experience efficient administrative processes. You should also include how you will resolve any issues with admissions, and how you will inform Frontline and work together for any decision-making required.</i></p> <p><i>(In Appendix 3, Frontline has proposed an on-boarding process alongside an HEI, based on its current processes. This should not be viewed by bidders as the ‘perfect process’, meaning bidders are open to propose an alternative process if they feel they can better meet Frontline’s requirements for efficient administrative processes).</i></p>
<p>Scoring: .../ 5</p>	<p><b>A1 (word limit 600):</b></p> <p>...</p>
<p><b>Priority 2: Quality Assurance &amp; Awarding</b></p>	<p><b>Q2: What Quality Assurance (QA) procedures will you put in place for the Frontline course delivery and content, to ensure it receives the required approval from required for HEI awarding and other relevant bodies?</b>  <i>Frontline will be the HCPC approved education provider, responsible for determining and delivering all course content to participants, as well as the first grading of assessments. The HEI provider will be required to QA course content, and academic grading through a process that meets QAA and exam board requirements. They will also be required to provide final certification to students for the PGDip and Master’s qualifications. The HEI provider will be required to align their final awarding with Frontline’s celebrations for the completion of the programme.</i></p> <p><i>You should include details of internal HEI requirements for QA and awarding, as well as those of the QAA. This should include any online assignment-submission, plagiarism-checking and marking programmes. This should also include information on HEI data collection &amp; sharing requirements, on-going M&amp;E and feedback/staff training from the overall grading process. You should also consider the additional demands of the ‘set-up phase’.</i></p>
<p>Scoring: .../ 5</p>	<p><b>A2 (word limit 800):</b></p> <p>...</p>

<p><b>Priority 3: Student support services</b></p>	<p><b>Q3: How do you propose to ensure students are best supported during their time on the programme?</b>  <i>Frontline will be responsible for providing academic support through Practice Tutors and CSWs. The HEI will be responsible for providing access to academic materials, extending all student support services to participants and dealing with technical queries.</i></p> <p><i>You should include details on offerings for: additional learning support (e.g. dyslexia), student welfare services (e.g. counselling), disability support services, student legal services, student union services and student card provision. You should also outline your requirements for adherence with university policies and procedures from Frontline participants, and how we can best align these between our organisations. This should include if there are any HEI policy &amp; procedure requirements for dealing with misconduct, poor academic performance and grade disputes. You should also consider how you will communicate any information or changes with Frontline, and how we would work together to resolve any issues or disputes.</i></p>
<p>Scoring: ... / 5</p>	<p><b>A3 (word limit 500):</b></p> <p>...</p>
<p><b>Priority 4: Modus Operandi with Frontline</b></p>	<p><b>Q4: Based on Frontline's initial proposals, how would you structure the relationship between Frontline and your organisation to ensure that the programme is a success?</b>  <i>Frontline will operate across up to five regions, with up to 352 participants. The Frontline team will be based both centrally in HQ, and within these regions (see Appendix 2). The HEI provider will be required to operate and support Frontline participants in each of these regions.</i></p> <p><i>You should include: envisaged synergies between Frontline and staff (both in the 'set-up' and 'steady state' phases), how you will operate over multiple regions, and what facilities and resources you can provide on an on-going basis. You should specifically include which data and information systems will be used, how these will link with existing Frontline systems and how you will communicate all information on a timely basis. You should also outline your mission, core values or ethos as an organisation, and how you feel you can form a strong relationship with Frontline to help deliver our mission.</i></p>
<p>Scoring: ... / 5</p>	<p><b>A4 (word limit 300):</b></p> <p>...</p>
<p><b>Priority 5: Cost</b></p>	<p><b>Q5: What is your proposed cost model for the funding required to meet all priorities around Student Admissions, QA and awarding and Student Support Services, as well as systematic information sharing and co-ordination with Frontline?</b>  <i>More details on this question, and how it will be evaluated, are set out in the sections above.</i></p>
<p>Scoring: ... / 100</p>	<p><b>A5:</b></p> <p>...</p>
<p><b>Priority 6: Additional</b></p>	<p><b>Q6: What additional benefits (outside of the three main areas of requirement), would you be able to offer to the Frontline programme or</b></p>

<b>benefits offered</b>	<p><b>organisation?</b>  <i>Frontline conducts processes of graduate recruitment, staff training and professional development, leadership development training, event hosting, fundraising and external relations. As we will be delivering academic courses, we will also have staff who are highly-skilled and academically accomplished within social work. In future, these staff may wish to complete further study, gain academic credits for received training or deliver lectureships.</i></p> <p><i>You should consider areas of additional benefit your institution would be able offer that may include, but are not exclusive to: access to careers service and promotions, access to recruitment channels (e.g. students' union), event hosting provisions, commercial rates for courses (e.g. PhDs), staff training courses or secondment opportunities, the use of office space/resources, opportunities for guest lectureships or staff accreditation opportunities within social work (e.g. 'Practice educator' or other social work post-qualifying awards).</i></p>
Scoring: ... / 5	<p><b><u>A6 (word limit 300):</u></b></p> <p>---</p>

## **13 Further information for bidders**

### **Requests for further information**

- i. If you require any further information, please contact Simon Burgess by e-mail ([simon.burgess@thefrontline.org.uk](mailto:simon.burgess@thefrontline.org.uk)). Questions and Frontline's responses will normally be circulated to all bidders. Consequently, where a bidder believes that release of a question to bidders would prejudice its commercial interests or result in disclosure of a trade secret, it should: (i) identify which question is sensitive; and (ii) give reasons for this sensitivity. Frontline may, at its discretion, elect not to share the question and response with other bidders. If Frontline does not accept the bidder's request for confidentiality it will offer the bidder the opportunity to withdraw the question rather than have it be answered and shared with all bidders.

## **14 Conditions of tendering**

- i. Frontline reserves the right to withdraw this tender at any time and may choose not to award a contract as a result of this process. In any event, Frontline will not be liable for any costs incurred by bidders in the preparation or submission of tenders, nor those which arise from attending Bidder's day or interviews as part of the process.

### **Modification**

- ii. Frontline may modify this ITT at any time prior to the deadline for receipt of tenders. To allow time for such an amendment to be taken into account, Frontline may, at its discretion, extend the deadline for receipt of tenders.

### **Confidentiality**

- iii. This ITT is made available on condition that its contents (including the fact that a bidder has received the ITT) are kept confidential by the bidder, and that it is not copied, reproduced, distributed or passed on to any other person at any time except for the purpose of enabling the bidder to submit a proposal.
- iv. The bidders will ensure that all third parties to whom disclosure is made shall keep any information, materials, specifications or other documents confidential and not disclose them to any other third party except as set out above.
- v. Frontline will treat all bidders' responses as confidential to it and its advisors during the procurement process. Frontline may use any information within a bidder's response to tender for any reasonable purpose connected with this ITT.
- vi. Bidders are not being permitted to disclose or communicate their bid content or cost with competitors prior to submission of the tender documents.

### **Publicity**

- vii. No publicity regarding the award of any contract will be permitted unless and until Frontline has given express written consent to the successful bidder.

**Appendix 1 – Timeline for HEI provider QA and Awarding**

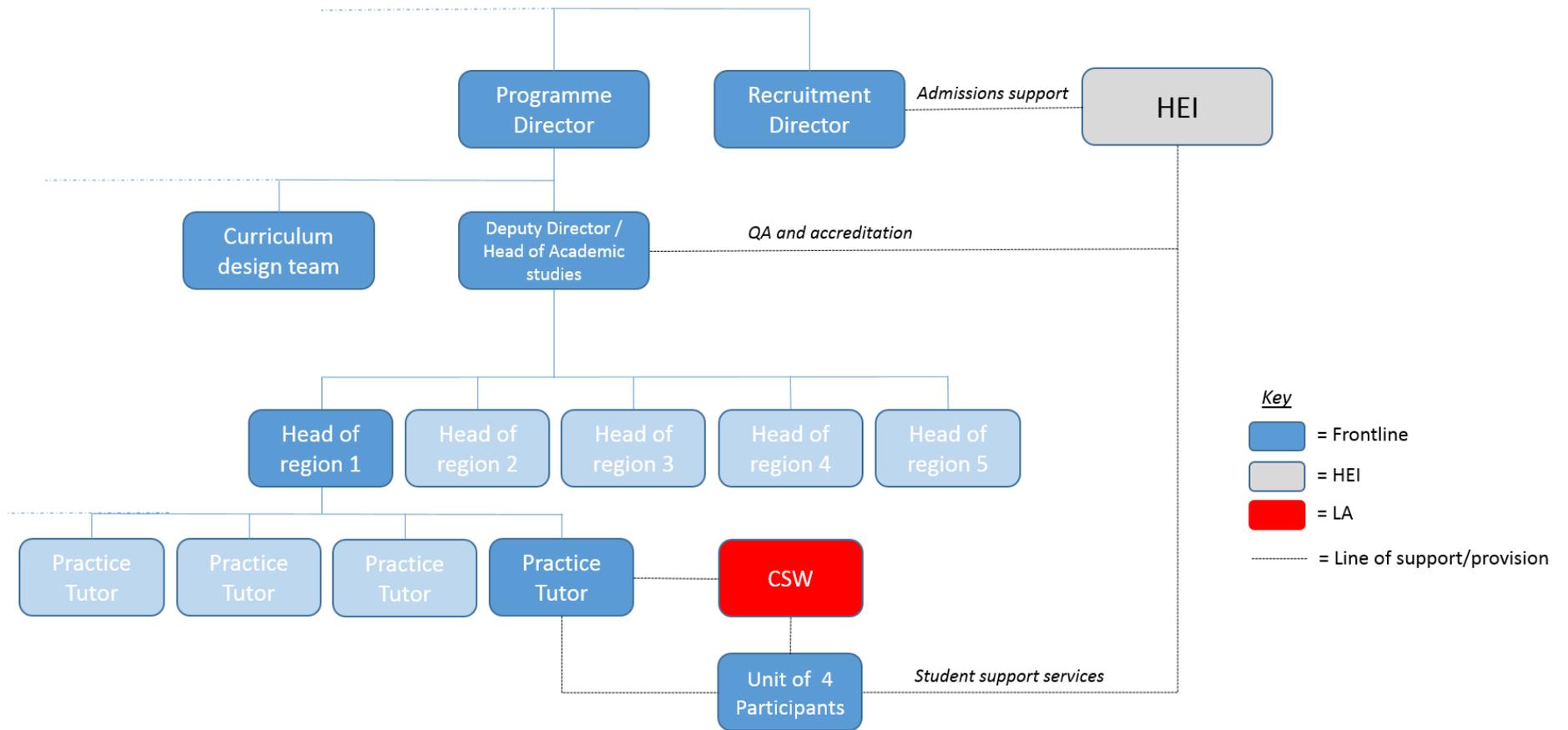


Key:

 = HEI required to provide admissions, QA and accreditation and student support services

**Appendix 2 – Relevant Frontline delivery team structure, and links to HEI support**

*Please note: This is not accurate in numbers of staff or participants at each level, it is purely to demonstrate lines of communication.*



### Appendix 3 – Proposed process flow for Admissions, based on current processes

