

CRI (Crime Reduction Initiatives)



Attachment 2

Response to the ITT for a

Contract

for the provision of

Family Intervention Services

For the Think Family Support Service (TFSS)

CRI (Crime Reduction Initiatives)

March 2013

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GENERAL INSTRUCTIONS

This response is in three parts:

1. Technical Response
2. Commercial Response Price
3. Commercial Response Contractual Terms

Format of your response

This document must be completed and uploaded to the relevant section of the online form on the WSCC eSourcing Portal (<https://westsussex.bravosolution.co.uk/web/login.shtml>).

Instructions for completing your response

Complete your response to the ITT questions in this response document, using this format, and upload any additional attachments where indicated to the relevant section of the online form and make sure that you press submit.

When you insert your response you may delete the table that indicates the location for responding and page limit - there is no requirement to respond in a table or text box format.

Responses must be in Verdana font, point 10, A4 paper size (minimum page margins 2.5cm all round). All documents must be in MS Office 2003 or later.

Where there is a page limit this is indicated in the "Page Limit" box. This page limit applies only to the text that you insert - The WSCC text in the format of response template, including the cover page(s), if any, are excluded from your page count. Where there is no page limit specified you have no restriction except please keep images and pictures to a minimum.

Unasked for Appendices will not be evaluated

You should answer each question in the relevant place and not just cross reference to other sections, where you need to upload multiple documents ensure that you create a zipped folder to aid uploading to the Portal.

You must ensure that you have responded to all questions in this document, failure to do so may result in your submission not being evaluated further.

Maps, charts and tables do not count towards any given page count

You must insert your name at the top of each response.

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Invitation to Tender (ITT)
Written Response
Part 1 – Technical Response

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1. Technical Response

1.1 Service Delivery Model

Demonstrate how your service delivery model meets the requirements as set out in the specification.

- Your response must cover the following as a minimum:
 - Evidence demonstrating your organisation and proposed model will meet the requirements. For example, where you have carried out similar work, of a similar scale at a similar organisation;
 - How you will deliver the Think Family Outcomes as set out in Appendix 2d of the Specification?
 - How will you incorporate the Family Plan for engagement with families into your processes?
 - How you plan to work with all members of the family?
 - How you will ensure a low number of caseloads per key worker?
 - State the number of cases each key worker will be allocated;
 - If you are allocating more than 6 cases per key worker per annum state why and the support allocated to the key worker?
 - How continuity will be ensured to maintain a single Key Worker attached to a family for the full period of time?
 - Include your strategy for assertive outreach to engage with these families to ensure success;
 - Details of your discharge criteria and exit plan/protocol to ensure a sustainable Family Plan for the future.

Supplier Response can be found overleaf.	Page Limit 4 sides of A4 excluding tables/diagrams
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1.1 Service Delivery Model and Think Family Outcomes (maximum 4 pages)

CRI piloted the original national Intensive Family Intervention Project (IFIP) model in 2006, delivering Anti-Social Behaviour (ASB), Child Poverty and Housing Challenge FIPs in London Boroughs of Newham and Lewisham and across East Sussex. The East Sussex service was highly commended by the DCSF for its responsiveness and level of engagement. Despite pressure to increase caseloads and reduce service intensity/duration, CRI has remained committed to the IFIP model, as local and national research has shown that this approach has the most impact on sustained positive change within families with multiple problems.

Our East Sussex County Council (ESCC) IFIP is delivered to families on **Level 3 of the Continuum of Need** as part of the Early Help Offer. CRI has also successfully delivered Family Key Work (FKW) for ESCC as part of the Troubled Families Initiative (TFI) for the past six months. To our knowledge, to date, we are the only primary third sector provider involved in the delivery of this initiative in the southern region; the number of families engaged with our service is comparable with those of our statutory partners in Children's Social Care.

Across East Sussex, our IFIP and FKW Services currently provide:

- Intensive support to 52 families, comprising 66 adults and 100 children.
- 5 placements a year for Sussex University and Chichester University Social Workers.
- A DRR programme on parenting for women offenders for Surrey and Sussex Probation Trust.
- Delivery of Parenting Programmes in primary schools and for Amicus Horizon.
- Family Through Care Key Worker – providing parallel family key work to inmates in HMP Lewes and their families in the community.

The service delivered **strong outcomes** in sustained positive change within families:

(this section has been redacted)

Service Model

(this section has been redacted)

Service Location

(this section has been redacted)

Incorporation of Family Plan for Engagement

(this section has been redacted)

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Diagram 2: Service User Quotes



(Service User FIP Tree 2012)

(this section has been redacted)

1.2 Implementation Plan

- Provide an outline implementation plan and show the key milestones for planning, mobilising and starting the contract. This should include resource recruitment, any training and mobilisation. At this stage we do not require a full project plan or Gantt charts.
 - Identify any milestones which are on the critical path and where your ability to deliver the service would be impacted by certain factors such as Council inputs.
 - Ensure that you demonstrate your ability to mobilise the service to complete all interventions to all 72 families by 31st March 2015.

Supplier Response can be found overleaf.	2 sides of A4 excluding tables/diagrams
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1.2 Implementation Plan (maximum 2 pages)

(this section has been redacted)

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1.3 Workforce

- Describe your Organisation Structure and how management support is provided to Key Workers. You should include in your response:
 - An organisation structure chart;
 - Details of supervision, training and development plans;
 - Hours of service delivery including cover for 'out of hours'.
 - How will you ensure that you can deliver the service with adequate cover in the event of sickness and absence?

Supplier Response can be found overleaf.	Page Limit 2 sides of A4 excluding tables/diagrams
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1.3 Workforce (maximum 2 pages)

(this section has been redacted)

Staff employed on this service will undergo enhanced CRB checks. Utilising value based interviews, and NOS compliant job descriptions all FKW's are expected to evidence:

- Social work or family work experience and competence.
- Experience of solution-focused/motivational interviewing approaches.
- Understanding of issues/services/legislation affecting families with multiple and complex problems.
- Ability to identify and manage risk to children and a sound understanding of safeguarding procedures.
- Recognition of the issues affecting urban, rural, LGBT, BME, Gypsy and Traveller communities, older and younger people.
- Understanding of the applications of the benefits system and housing policies.

Evidence of Induction Process: All new members of staff, undertake a comprehensive service induction including adult and child safeguarding, equality and diversity, assertive engagement, referral and assessment processes, health and safety and boundaries training alongside localised induction to ensure that the employee fully understands the requirements of their role (**Diagram 1**). This includes an experiential placement in one of our existing services and/or partnership organisations, local safeguarding training and attendance at local meetings.

CRI's dedicated learning and development team work closely with Operational Managers to develop evidence based training that is aligned with national occupational standards. Training records, Learning Needs Analysis and appraisal records are recorded/uploaded onto CRI's Snowdrop system, which assists with identifying development needs, supports with appraisal/assessment management and is a virtual platform in which staff can access training courses to support them in addressing their learning requirements.

Staff Supervision, Support & Training: We are committed to providing staff with the training, support and supervision necessary for them to provide the best service possible, as evidenced by our Investors in People 10 Year Award. Monthly (fortnightly in first six months) case management supervision ensures that standards are regularly discussed. Group supervision is also utilised to aid with peer support and ensures learning is disseminated. Safeguarding and case management is a mandatory discussion in all supervision – at all levels in the organisation and discussed in monthly Integrated Governance Team meetings.

CRI recognises that working in a resilience-orientated service requires our workforce to model good health and wellbeing in their own professional lives. People learn new behaviours by observing that behaviour being performed by others and the chances of a particular behaviour being adopted by a learner are increased when that behaviour is reinforced (through repeated exposure and rehearsal). Therefore TFSS staff will be expected to:

- Be mindful and aware of their behaviour and the impact it has on others
- Be able to identify behaviours that model resilience effectively (**Diagram 2**)
- Model positive behaviours in their practice (e.g. planning, goal setting, patience, taking responsibility, using positive language etc.)
- Look after their own emotional and physical health
- Be able to identify behaviours that are in conflict with resilience and be prepared to offer constructive challenge.

All staff will be trained in:

- **Accredited Parenting Programmes**, inc. **STOP, Speakeasy, Strengthening Families, Strengthening Communities, Incredible Years** and **Triple P**

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- Resilience-based approaches
- Advocating for the family while helping them find their own voice (delicate balance)
- Enabling individual family members to address behavioural issues, including considering the impact of their actions/triggers/alternative responses/self esteem
- Enabling the whole family to function effectively as a group addressing family rules, roles and communication
- Facilitating families to have aspirations for training, education and employment and achieve their goals of contributing to the local community.

The service will be provided every week-day of the year, except Bank Holidays, with an expectation that staff work flexibly in evenings and over weekends as required. Each family is allocated a Key Worker who will remain with them for the duration of the intervention. This means that there will be periods when the key worker is on annual leave (although leave of over two weeks will only be agreed by exception) or off work through sickness. In this event, senior staff and (experienced) social work student placements will cover emergency appointments and sustain contact with families. Longer-term absences will be covered with experienced and vetted sessional staff.

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Diagram 1: Overview of CRI Training Courses

(this section has been redacted)

Diagram 2: Staff Tools – Behaviour Modelling

(this section has been redacted)

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1.4 Ability to Expand the Service

- What capacity do you have to expand the service across West Sussex, if required?
- What capability do you have to deliver the service at Neighbourhood and Intermediate intervention levels?

Supplier Response can be found overleaf.	Page Limit 1 side of A4 excluding tables/diagrams
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1.4 Ability to Expand the Service (maximum 1 page)

As a voluntary sector organisation, in which local managers operate within a context of devolved responsibility, CRI can implement decisions much more quickly than statutory providers. With a turnover of almost £100million a year, we are also financially robust enough to hold the level of risk inherent in Payment by Results contracts, holding several such contracts, inc. a large (£1.2m) 100% Payment by Output contract in HMP Lewes.

Given both our **regional management and local infrastructure**, CRI has the capacity to significantly expand the TFSS in West Sussex at short notice. Our central Implementation Team (based in our Head Office in Brighton – **Diagram 1**) can meet quickly to mobilise planning for any new or expanded services, inviting local service user representatives, key stakeholders and Commissioners into these discussions, alongside relevant staff and managers. In addition, having an experienced Account Manager who has managed CRI Families and Parenting Services for the last five years, developed innovative training/programmes ('Effective Home Visits' training, 'Positive Family Relationship Specified Activity Requirement') and delivers workshops to our partner agencies in relation to effective family key work delivery, we are in a strong position to develop the service in line with best practice and commissioner requirements.

In having an existing presence in West Sussex and neighbouring areas we can **mobilise** *(this section has been redacted)*

CRI's management team and regional HR Manager are skilled at managing all aspects of the change process to include **mobilisation of staff**; particularly TUPE processes, having transferred over 500 staff into CRI from statutory/voluntary bodies during the last two years. Conversely, if the recruitment of staff was needed to support an expanding caseload, we would instil immediate/longer term recruitment solutions (**Diagram 2**).

We can also confirm that we have the **capacity to deliver services** at an intermediate and neighbourhood level, either as stand-alone services, or as part of the step-down/step-up continuum. We already deliver a mix between intensive and enhanced key working in East Sussex, and we are in partnership discussions with CSV around sub-contracting them to deliver Child Protection volunteering as a step-down from the more intensive interventions provided by CRI.

(this section has been redacted)

1.5 Identifying Challenges

- Identify any challenges that you foresee in engaging with Troubled Families and how you plan to overcome these to meet the requirements of the service?

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1.5 Identify Challenges (maximum 1 page)

CRI works in a constantly changing performance and commissioning environment where contracts, specifications and the operational delivery of our services need constant adjustment. Our success and growth therefore has been built on our ability to successfully manage these challenges and transitions. Key challenges may include:

(this section has been redacted)

Staff Retention

Continuity of care throughout a family's journey is integral to ensuring consistent support and minimising the risk of families disengaging from the service, as such we employ robust and supportive frameworks for our staff, evidenced through our Investors in People 10yr award. In addition, we have a number of support and welfare initiatives to ensure staff turnover is kept to a minimum (**Diagram 2**).

(this next section has been redacted)

Meeting the Diverse Needs of Families **(this section has been redacted)**

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1.6 Partnership Working

- Demonstrate how you will work with partner organisations in delivering the service.
 - Partner organisations e.g. the Council, voluntary organisations, schools, health services, probation services, police, housing, etc.

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1.6 Partnership Working (maximum 2 pages)

The TFSS Key Worker will seek to co-ordinate the interventions and expectations of the other agencies that are involved with the family at the beginning of the intervention and embed a 'Team Around the Family' approach.

(the rest of this section has been redacted)

1.7 Management Information and KPIs

- What other management information are you able to provide to demonstrate the success of the service.
 - For example: community impact assessment;
 - How do you propose to measure KPI 8 'Distance Travelled' and what target would you recommend?
 - How do you propose to measure KPI 9 'Economic Impact' and what target would you recommend?

Supplier Response can be found overleaf.	Page Limit 1 side of A 4 excluding tables/diagrams
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1.7 Management Information & KPIs (maximum 1 page)

(this section has been redacted)

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Invitation to Tender (ITT)
Written Response
Part 2 – Commercial Response Price

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2. Commercial Response Price

2.1 Price for delivering the service to 72 families

The total price per family for of the service will be based on the 'Attachment fee' plus the 'Reward Payment'.

Bidders are to complete the table below, yellow boxes, setting the total price to deliver the service to the 72 families requiring the Intensive Intervention:

- The prices shall be shown exclusive of VAT.
- The prices submitted will be fixed for the duration of the contract and therefore need to include inflation and efficiencies.
- Prices must remain open for acceptance for 180 days after tender closure date.
- For details regarding payment refer to clause 8 of the Contract.
- For details regarding Reward Payment criteria refer to appendix 2d of the Specification.

(this section has been redacted)		

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2.2 Spot Purchase Charges – Intensive Intervention

It is considered that as the number of families receiving the service increases the overall cost to deliver the service will decrease.

Bidders are complete the table below setting the total charge per family to deliver the service to additional families requiring the Intensive Intervention:

- The prices shall be shown exclusive of VAT.
- The prices submitted will be fixed for the duration of the contract and therefore need to include inflation and efficiencies.
- The prices must remain open for acceptance for 180 days after tender closure date.
- For details regarding payment refer to clause 8 of the Contract.
- For details regarding Reward Payment criteria refer to appendix 2d of the Specification.

	(this section has been redacted)				

There is no commitment by the Council to spot purchase at any time during the contract period. In the event the Council does decide to spot purchase, all spot purchasing, regardless of levels and frequency would be in accordance with the terms and conditions of the contract as set out in attachment 3.

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**Part 3 – Commercial Response
Contractual Terms**

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3. Commercial Response Contractual Terms

Either confirm that you accept the proposed terms as drafted

Or,

Upload a full mark-up of all the proposed amendments you propose in relation to the contract terms. All amendments must be submitted in a format which compares your proposed amendments to the Council's published documents using tracked changes and which clearly highlights additions, deletions and movements.

Your amendments must take the form of Clause proposals rather than comments therefore providing a final form of contract that can be considered by the Council.

You must also submit a complete [clean and marked up] copy of its proposed amendments [final contract] in Microsoft Word format.

You should name your response [Your Organisation Name] Contractual Response

If the qualification of a clause is unclear or the bidder's position is reserved, it will be assumed that the clause has been rejected and the bid will be scored accordingly.

If a clause has been rejected then the reasons for rejection must be made clear.

Please note the Council will not negotiate contract terms post submission of bids since this may affect the original score provided at ITT and therefore the overall ranking of Bidders. But the Council accepts that some fine tuning to reflect the successful Bidder's actual proposal and to insert information relating to the bid will be required.

CRI confirms that it accepts the proposed terms offered – please find our Freedom of Information statement attached.

-End of Document-