

Cost Modelling Commission Brief

Project Specification

Background

Independent Care Review

The Care Review was a root and branch review of the whole landscape of systems and services that interact with children and families – and are currently referred to as a ‘care system’; its legal underpinning, its delivery, its context and its outcomes. Doing so needed a broad lens that took account of drivers and underlying causes, rather than just the symptoms and measurable impacts; looking across budget lines, service structures and organisational inputs to understand impacts from the perspective of the people experiencing those services, rather than from the perspective of the so-called system providing them.

On 5 February 2020, the Care Review published seven reports, with ‘The Promise’ narrating a vision for Scotland, built on five foundations and ‘Follow the Money’ demonstrating the current financial and human costs of the ‘care system’:

‘The work was undertaken to understand how Scotland can better allocate its resources to ensure the ‘care system’ does not harm those within its care, and the cost of care is no longer felt most by the person whom it is supposed to nurture. It was designed to provide the financial back up for the moral argument – financially Scotland can afford to transform the approach, and morally it cannot afford not to.’

(Follow the Money, p.3)

Plan 21-24, Scotland’s first plan for change, was published on the 31 March 2021. It is the first of three plans that will together set out how Scotland will #KeepThePromise by 2030 and covers key changes that must be made during the period from 1 April 2021 until 31 March 2024. It provides priorities and areas of focus for organisations to work to achieve the required change.

One such focus is the change needed to the investment that underpins Scotland’s approach to care:

“Investment in the lives of children and families will be considered strategically and holistically in the context of their experiences.

The Human and Economic Cost modelling that underpinned Follow the Money and The Money reports will be embedded into organisational and budgeting processes across Scotland. That process will have involved organisations working together to spread investment and align budgets.”
(p.17, Plan 21-24)

To understand the investment required, to ensure it is fully aligned to need and directed at improving experiences and outcomes, it is essential to have a robust understanding of how much money is required.

Purpose

The Promise Scotland is currently working across a number of areas which will require robust cost modelling to establish the amount of investment needed, and the impact it can be expected to have is made clear to Government and other partners. This work needs an experience and skillset capable of understanding the costs associated with a ‘solution’ or delivery model.

The first work area requiring this input is the Hearing System Working Group (HSWG). It is likely this support will also be needed in developing a national model for advocacy.

Work Area Context

The Independent Care Review proposed a number of challenges with the hearing system that had to be addressed. In order to progress this work, The Promise Scotland is facilitating and providing project management to the Hearing System Working Group. This working group is conducting a service design approach to consider how to best implement the promise with the Children’s Hearings System. Sheriff David Mackie is Chairing the group.

The Hearing System Working Group is considering one of the core issues identified as part of the Independent Care Review: the implications of a system that is reliant on volunteers making fundamentally important decisions about children and families lives. There are a number of additional issues that the group are working on and recently published an Emerging Themes Report that outlines current thinking and inquiry.

Is it important to note that this report does not seek to pre-empt the recommendations that will be made from the HSWG or any agreements from stakeholders that are made as a result. Rather it is intended to consider a number of future states that can be considered to assist in answering a part of the question of how the hearing system changes to keep the Promise.

Objectives and Outputs

This work will produce an accessible written output of no more than 10,000 words that will help Scottish Government and stakeholders to:

- Understand the cost implications of the conclusions of the Hearing System Working Group, including potential changes to the decision-making model
- Understand and incorporate the costs implications on the basis of the current system and the likely increase in referrals as a result of the forthcoming Care and Justice Bill

The working group is considering the likely recommendations in January 2023, with testing and stakeholder engagement in Spring 2023. The aim is that the final reports including the cost modelling work will be published in April 2023.

Approach

Models need to take into account both the estimated ongoing financial cost of their delivery and the likely impact (both negative and positive) they can be expected to have. Organisations that are part of the Hearing System Working Group are able to support work undertaken as part of this project, to understand current costs and financial impacts of likely changes.

Timings

The aim is to complete this initial phase of the work by March 2023. Exact timescales and necessary milestones will be agreed at the point of commissioning.

Appointments will be made week commencing 30th January 2023 with work commencing in February 2023.

Budget

Costed methodologies to achieve the above objectives and outcomes are invited as part of the tendering process. The final value of the contract will be discussed at the point of commissioning, and discussions should be sought with The Promise Scotland, but at present for the work for the Hearing System Working Group, it should likely not exceed £15,000.

Contact and Communication

The main point of contact throughout this work will be The Promise Scotland's Head of Public Affairs, Fiona McFarlane.

Timetable for procurement

Set out below is the proposed procurement timetable:

DATE	TIMETABLE
6 th January 2023	Publication of tender
5pm- 25 th January 2023	Deadline for submissions
26 th -27 th January 2023	Shortlisting
w/c 30 th January 2023	Shortlisted applicants invited for interview (online if necessary) with The Promise Scotland team
w/c 6 th February 2023	Applicants informed of outcome Contract awarded
Friday 31 st March 2023	Deadline for final report

Milestones and indicative budget

The Promise Scotland will schedule regular meetings with the supplier(s) alongside setting interim milestones and agreeing deliverables as the project develops, partially dependent on the successful supplier's methodology and approach.

The budget for this project should not exceed £15,000 including all expenses and travelling costs but excluding VAT.

How to apply

Your proposal in response to this invitation to tender should be no more than 2,000 words (breakdown below), excluding supporting documentation, detailing your approach to addressing The Promise Scotland's aims and central purpose of this project. Relevant credentials should be summarised, and any supporting materials provided as an appendix. This should include the following information (which will be assessed according to the criteria outlined in [Annex 1](#)):

Overview (max. 250 words)

- A summary of your understanding of The Promise Scotland's aims and purposes for this tender

Methodology (max. 1,000 words)

- Proposed methodology for undertaking the project including (including, but not limited to):

Experience and capability of your organisation and individual team members

- Past work of a similar nature or in related fields
- Experience and capability of team members in producing high quality outputs of the type required, and any other relevant capabilities (e.g. networks/relationships with key stakeholders)
- Providing accessible analyses and reports for the potential use of a range of stakeholders.

Potential of you or your organisation to deliver the project to time and budget, and to manage contract arrangements (max. 500 words)

- Your approach to project management, quality assurance and risk management
- Plans and arrangements describing how you would work with The Promise Team
- A project plan showing key activities, milestones and deliverables

Value for money (max. 250 words)

- Budget: please provide a full breakdown of your proposed fees and pricing structure including the number of days likely to spend on the project, set-up and costs. Please also indicate which team member will lead on specific aspects of the work.

Your entire proposal including all supporting documentation should be emailed, as a single document in pdf form, to fi@thepromise.scot no later than 5pm on Wednesday 25th January 2022.

If you have a specific question not answered within this document, please email fi@thepromise.scot

Annex 1

How your proposal will be scored

Evaluation Process

The Promise Scotland will run this competitive procurement process in a manner which is open and transparent and ensures equal treatment of participants in the process. Decisions will be made on the basis of the stated criteria below.

Award Criteria

Your proposal and (where applicable) responses within subsequent conversations/interviews will be evaluated against the award criteria listed below. The tender that gets the most marks against the criteria below will be the preferred supplier.

Award Criteria	Weighting
<p><i>1. Experience and capability of organisation and individual team members</i> <i>Expertise based on past work in this or related public sector fields, methodological expertise, ability to produce high-quality, succinct and engaging outputs of the type required by this invitation to tender, other relevant capabilities (e.g. senior networks/relationships with key stakeholders).</i></p>	35%
<p><i>2. Quality and robustness of proposed methodology for undertaking the assignments set out in the invitation to tender, and overall soundness and credibility of proposal</i> <i>Including suggested approach to delivering this project and the more complex/less defined aspects of the research, and a description of the final output(s) of the work.</i></p>	25%
<p><i>3. Overall potential of the organisation to deliver the project to time and to budget, and to manage contract arrangements</i> <i>Team capacity, project management, quality assurance and risk management structures and processes, project plan showing key</i></p>	25%

<i>activities, milestones and deliverables, plans and arrangements describing how the supplier would work with The Promise Team.</i>	
<p><i>4. Value for money</i> <i>Including a full breakdown of proposed fees and pricing structure including the number of days, or estimated percentage of time, each team member is likely to spend on the project, set-up and future costs. Please also indicate which team member will lead on specific aspects of the work.</i></p>	15%

The extent to which your proposal and (where applicable) responses within subsequent conversations/interviews meet each award criterion will be assessed according to the scoring criteria listed below.

<u>Scoring Criteria</u>	
0	Totally fails to meet the requirement - information not available
1	Meets some of the requirements with limited supporting information
2	Meets some of the requirements with reasonable explanation
3	Fully meets the requirements with detailed explanation and evidence
4	Exceeds the requirements with extensive explanation and evidence