SPECIFICATIONS: LEADERSHIP PROGRAMME SOCIAL CARE WORKERS

1. INTRODUCTION

1.1. The Department of Health and Social Care (DHSC) is seeking to appoint a competent contractor to deliver a leadership training programme for Principal Social Workers (PSWs); Principal Occupational Therapists (POTs); Approved Mental Health Professionals Leads (AHMPS) who are new in post or looking to further develop their influencing and leadership skills; and aspirant or new PSW/POTS/AHMPs from a Global Majority Background. In addition, the appointed contractor will be required to undertake an evaluation of the programme and present a report with key findings and conclusions.

2. DEFINITIONS

Expression or Acronym	Description
Principal Social Workers (PSWs)	Those holding the role of Principal Social Worker/Aspiring to this role
Principal Occupational Therapists (POTs)	Those holding the role of Principal Occupational Therapist/Aspiring to this role
Principal Approved Mental Health Professionals (AHMPs)	Those holding the role of Principal Approved Mental Health professional/Aspiring to this role
Chief Social Worker/Occupational Therapist for Adults (CSW)	The Chief Social Worker for Adult Social Care
The Association of Directors of Adult Social Services (ADASS)	A membership charity, a leading, independent voice of adult social care.

3. BACKGROUND AND PURPOSE

3.1. The Social Care Leadership and Management programme has been running since 2018. Prior to the 23/24 financial year, the Skills for Care Grant has held an addendum allowing

the CSW to deliver training for PSWs through this grant. Moving forward, this route to source the Social Care Leadership and Management is no longer available.

3.2. The DHSC has secure funding of £100,000 including VAT to deliver this leadership programme.an expanded and improved programme, which encompasses all the CSW's areas of responsibilities (PSWs/POTs/AHMPs).

3.3. While PSWs/POTs/AHMPs typically possess extensive experience as operational/team leaders, feedback collected over the years indicates that transitioning to the role of PSW/POT/AHMP necessitates a distinct skill set that enables them to exert strategic influence within their organisations and at a national level.

3.4. The 2022 update on the 'Putting People at the Heart of Care' white paper emphasised the responsibility of CSW-ASCs to offer leadership support, enhance leadership visibility, and strengthen leadership capabilities across the professions.

3.5. The recommendations of the messenger review also require the delivery of enhanced leadership and management training across social care, as well as a specific duty to support Global Majority Leaders.

3.6. All emerging evidence shows that leadership makes the biggest difference in improving social care and delivering better outcomes for people in need of care and support. It is critical that we deepen and strengthen the leadership capabilities of the PSWs/POTs/AHMPs.

3.7. This programme aim to satisfies these requirements and will also involve a requirement for an evaluation which will support the next iteration of this programme – allowing it to evolve to ensure it meets the needs of this cohort of leaders, who are vital to the delivery of front-line services.

3.8. The leadership programme must address 3 main elements for each of the professions:
- Support for those new in post
- Support for those looking at progressing to the next stage of their leadership career
- Support for Black/Global Majority members of the above professions

4. PERSONEL SKILLS AND KNOWLEDGE
4.1. The contractor shall ensure that all staff assigned to the delivery of the training are suitably experienced, skilled and/or qualified to deliver the services in the context of Social Care, specifically they should have knowledge and/or experience on:

- The strategic and policy context of Principal Social Workers and ADASS
- A practical understanding of how to operate within the strategic and policy context within a Local authority, including knowledge of the relevant funding arrangements and operational guidance and legislation, such as the care act, and how they apply to social work

- Detailed knowledge of the role of Principal Social Workers and ADASS, and how to adapt leadership and management training to that context to ensure value for money in delivery, and the highest possible impact
- An understanding of the wider political and strategic context within which social workers operate
- An understanding of the principles guiding social work, and how to manage social workers as well as manage the strategic relationships vital to the long-term success of the role

5.   OUTCOMES

5.1.   The main outcomes of the program are aimed at supporting individuals who are new in their roles, those seeking to progress in their leadership careers, and black/global majority members. The program aims to equip them with the necessary skills and tools to develop, improve, or enhance:
- Strong leadership skills
- Change management abilities
- Strategic thinking and planning, including goal setting, strategy development, and team alignment towards a shared vision at local and national level.
- Effective communication and relationship-building skills
- Opportunities for personal and professional growth
- The ability to inspire, motivate, and empower their teams.

5.2.   By participating in this programme, individuals will be able to utilise their leadership and management skills in health and social care environments and support them to carry out their job more effectively or help them progress in their career.

5.3.   Additionally, there is a need to evaluate the impact of the programme on attendees.

6.   THE REQUIREMENTS

6.1.   The service must include as a minimum:

- Providing a 12-month rolling programme that train minimum of 45 PSWs/POTs/AHMPs.
- Proactively engage with PSWs/POTs/AHMPs to encourage participation onto the programme. The Office of the Chief Social Worker currently holds contracts with Research in Practice to manage and operate networks for PSWs/POTs/PAHMPS. The selected provider will collaborate with Research in Practice to gain access to this network for the purpose of recruiting program participants.
- Provide a version of the programme specifically aimed at equipping/supporting aspirant Black/Global Majority PSWs/POTs/AHMPs
- Additional elements of the programme should include
  - Support on self-reflection and an understanding of self (e.g., self-assessment or 360 feedback)
  - Programme/Project Management

- Workshops, ideally co-designed with the PSW/POT/AHMPs Networks and the CSW where participants will have the opportunity to analyse, discuss and develop their knowledge and enhance their skills in practice.
- Offering at least 1 coaching session.

The programme must provide training considering the specific challenges affecting leaders in the social care environment.

- Provide a mid-point and final comprehensive evaluation of the programme and its impact, including detail on:
  - Participant feedback
  - Assessing the extent to which participants have acquired new knowledge, skills or competencies as a result of the training.
  - Examining whether participants have implemented their learned skills and knowledge in their work.
  - What impact the training has had on participants' job performance, such as improved quality of work or higher 360 feedback rating.
  - Recommendations for further enhancing the training in the future, e.g. considering the inclusion of additional elements or areas of focus.

- Service User Survey - The Supplier will conduct anonymised survey with programme participants. The survey will assess participants' satisfaction with the programme and any other aspect that can help to evaluate the impact the programme.

7. PERFORMANCE MONITORING AND MANAGEMENT INFORMATION

7.1. Frequency of contract management meetings: quarterly review meetings will take place between the appointed Contractor representative and the authority's contract representatives. Location of contract management meetings: online

7.2. The meetings will be an opportunity to check performance and discuss any arising matters concerning the delivery of the service. Two weeks prior to each quarterly meeting the Contractor will issue reports that reflect KPIs achievement.

7.3. Management information:

- Number of participants breakdown by profession
- Number of participants that completed training
- Number of participants that abandoned the training and reasons
- Number of person requesting and attending coaching sessions.
- Number of cancellations
- Survey satisfaction
- Number and details of complaints raised by participants

8. SLA AND KPIS
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No.	KPI Description	Target	Inadequate	Requires Improvement	Approaching target	Good

1	Percentage of participants completing the programme	50	≤35	>35-40	>40-45	>45-50
4	Performance management reports provided on time	Quarterly reports	25%	50%	75%	100%
2	Mid-point evaluation	6 months after programme start date (1st training delivered)	>15 days delays	10 to 15 days delay	5 to 10 days delay	On time
3	Final evaluation	12 months after programme start date (1st training delivered)	>15 days delays	10 to 15 days delay	5 to 10 days delay	On time
4	Survey satisfaction	Participants rate the service good	<80%	<90-80%	95-90%	>95%

9. BUDGET/PAYMENT SCHEDULE

Budget is of £100,000 inclusive of VAT for a 12-month programme

Payments will be made on quarterly basis in arrears for the elements of the costing delivered within that period.

Elements that have been cancelled passed the cancellation period will be payable to the supplier.

10. CONTRACT TERM

The Contract will be for a period of 12 months with an option to extend for a further period or periods up to a maximum of 24 months. Extension will be contingent on the available budget and internal approvals. Any extension is expected to be for the same value £100,000 inclusive of VAT.

8. DATA

8.1. Security

The Supplier shall deliver the service in accordance with the HMG Security Policy Framework.

https://www.gov.uk/government/publications/security-policy-framework

The Supplier shall have a Cyber Essentials Scheme Basic Certificate or equivalent within the initial 6 months of the contract. Cyber Essential Scheme requirements can be located at: https://www.ncsc.gov.uk/cyberessentials/overview.

The Supplier shall ensure that participants information and Data is secured in a manner that complies with the Government Security Classification Policy rating of OFFICIAL.

May-2018_Government-Security-Classifications-2.pdf (publishing.service.gov.uk)

The Supplier shall ensure that the Government Security Classification Policy rating is also applied when information and Data is transmitted across all applicable networks and/or in line with the Authority's requirements.
The Supplier shall, where required, have the capability to employ encryption to information / Data which shall be sent across a network or extracted by electronic means. The Supplier shall ensure that the level of encryption complies in full with the Government Security Classification Policy rating of OFFICIAL-SENSITIVE and/or in line with the Authority' requirements.

The Supplier shall ensure that any suspected or actual security breaches are reported to the Customer's representative immediately and depending on the impact of the breach, shall be included in monthly/quarterly performance reporting to the Authority.
The Contractor shall comply with all relevant legislation, organisational and cross Government policy and guidelines in relation to Data and asset security.
Standards
The Contractor shall provide secure solutions that comply with any restrictions or requirements arising out of Authority's security policies. This shall include, but not be limited to:

- Cyber Essentials Scheme Basic Certificate; or
- NHS Data Security and Protection Toolkit; or
- ISO 27001 Information Security Management as agreed;

The Contractor shall not charge a premium to Buyers for any additional standards and/or security compliance applicable to a Call Off contract, unless otherwise agreed in advance by Buyers.