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| HM Prison & Probation Service | Probation Service |

Annex A -

**Technical Questionnaire**

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# Introduction

* 1. This document allows us to assess your quality of delivery for Neurodiversity Services.
	2. The document is split into two sections:
		1. Mandatory Declarations Questions
			1. For Mandatory Questions, please populate the checkbox table selecting ‘Yes/No’ from the drop-down list in the end column, and entering any additional information in the bottom row
		2. Technical Criteria Questions
			1. For Technical Criteria Questions, please provide a written response in the section marked ‘Response’ on each table
	3. Bidders should complete all sections within this document if they wish to bid for ITT\_6723.
	4. The Methodology given within table 1 below will be used for the evaluation of the quality criteria unless otherwise specified within the response requirement.
	5. Bidders should fully explain their answers and provide evidence backed up with examples to the question specifics. Bidders should aim to give the evaluator confidence that they can deliver the proposed service with features and benefits to MoJ. Unsubstantiated claims will not be given higher marks. Under no circumstances may you include any marketing information, materials and/or handbooks within your bid unless specifically requested to do so within the Limitation boxes.
	6. Bidder should always provide their best possible proposal and answers for each individual question.
	7. The Bidders Responses to each of the Award Criteria questions will be scored and weighted as shown in each individual question. These scores will determine the Most Economically Advantageous Tender (MEAT).
	8. A statement that a particular requirement will be met is not in itself sufficient. Such Responses, or Responses that are ambiguous, may be taken as failing to meet the Requirement. Detailed information regarding how, when and to what extent a Requirement can be met must be provided where appropriate. Furthermore, if any requirement or part of a requirement cannot be met, this must be stated explicitly along with the reason why.
	9. **Where a bidder has already provided information that addresses a specific requirement in another question, this information should be re-stated in their Bid, not simply referenced. Please note that any Response simply making reference to handbooks, marketing material or accreditations and not describing how this will be applied to the Requirement will not be accepted.**
		1. Please provide Responses clearly and concisely in a question answer format.
		2. Word Count: all word counts stated for each specific question must be adhered to, if not your response will be redacted in relation to the word count specified.
		3. The technical evaluation will be split into a Mandatory Declarations Checklist and five (5) Technical Criteria Questions which have been weighted in accordingly.
		4. The Weightings of each of the Technical Criteria Questions will total 100% and each Weighting has been stated in the relevant question.
	10. The Weightings of these sections will total 100% as outlined above and in Annex A, the response to each question will be evaluated and scored based on either;
		+ 1. a pass/fail basis; or
			2. A weighted score – the score given to each question shall be divided by the weighting for that question. The sum of the weighted scores will provide the Overall Technical Score.
	11. The Technical Criteria Questions listed below will be evaluated against the criteria and scoring matrix detailed in section 2.
	12. If a Bid does not achieve an overall Technical Score of 60%, the Authority reserves the right to exclude that Bidder from the Call-Off Competition.

# Scoring Methodology

The methodology given in the table below will be used for the evaluation of the award criteria unless otherwise specified within the Response requirement.

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| **SCORE (%)** | **ASSESSMENT** | **INTERPRETATION** |
| 100 | Exceptional | The Supplier's response:(a) meets all of the minimum stated criteria in an **exceptional manner** with a robust proposal that provides full confidence of an overall **extremely effective solution**, including the relevant ability, understanding, expertise, skills and/or resources*OR*(b) meets all of the minimum stated criteria in an **acceptable manner** with a proposal that provides full confidence effective solution, including the relevant ability, understanding, expertise, skills and/or resources, *AND* provides evidence of factor(s) that will add **exceptional value** beyond what is described in the criteria. |
| 86.6 | Very Good | The Supplier's response: (a) meets all of the minimum stated criteria in a **very good manner** with a robust proposal that provides full confidence of an overall **very** **effective solution**, including the relevant ability, understanding, expertise, skills and/or resources*OR*(b) meets all of the minimum stated criteria in an **acceptable manner** with a proposal that provides full confidence effective solution, including the relevant ability, understanding, expertise, skills and/or resources, *AND* provides evidence of factor(s) that will add **significant value** beyond what is described in the criteria.  |
| 73.3 | Good | The Supplier's response: (a) meets all of the minimum stated criteria in a **good manner** with a robust proposal that provides full confidence of an overall **effective solution**, including the relevant ability, understanding, expertise, skills and/or resources*OR*(b) meets all of the minimum stated criteria in an **acceptable manner** with a proposal that provides full confidence effective solution, including the relevant ability, understanding, expertise, skills and/or resources, *AND* provides evidence of factor(s) that will add **some value** beyond what is described in the criteria.  |
| 60 | Acceptable | The Supplier's response:meets all of the minimum stated criteria in an **acceptable manner** with a proposal that provides full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources. There may be **minor concerns** which are **easily resolvable** and in any event which **do not have a material impact** on the overall acceptability of the proposal. |
| 40 | Minor Reservations | The Supplier's response:does not fully meet one or more of the minimum stated criteria in an acceptable manner and/or meets the minimum stated criteria in an acceptable manner but does not provide full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources causing some **minor reservations** in one or more areas which **may be resolvable** but, if not, **may have a material impact** on the overall acceptability of the proposal. |
| 20 | Major Reservations | The Supplier's response:does not fully meet one or more of the minimum stated criteria in an acceptable manner and/or meets the minimum stated criteria in an acceptable manner but does not provide full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources, causing one or more **major reservations** in one or more areas are **unlikely to be resolvable** but and **may have a material impact** on the overall acceptability of the proposal. |
| 0 | Unacceptable | The Supplier's response:does not meet one or more of the minimum stated criteria in an acceptable manner and/or contains insufficient information to provide full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources, causing **major reservations** in one or more areas that are **not resolvable** and **will have an impact** on the overall acceptability of the proposal.  |

# Mandatory Questions

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| **MD-001** | **Question Area** | **Requirement – Select Yes/No** |
| Specification / Service Description | Please can you confirm you have reviewed ‘Schedule 2.1 – Services Description’ and confirm below that you understand and can deliver on all requirements and outcomes therein? | Yes |
| Please can you confirm you can meet the needs of the majority (i.e. more than 50%) of the conditions listed at 7.2(a)(i) of Schedule 2.1 – Services Description? If you cannot, please explain any relevant mitigation in the box below:  | Yes |
| Digital & Technology and Information Assurance | Please can you confirm reviewed and understood and shall be compliant with Schedule 2.3 (Standards) and Schedule 2.4 (Information Security and Assurance) of the Framework Agreement? | Yes |
| Please can you confirm your organisation will be compliant with the requirements of Service Level 1 (SL1) of Schedule 2.4, prior to service commencement (note: this includes accreditation to Cyber Essentials Basic)?  | Yes |
| Please can you confirm your organisation will upgrade to Cyber Essentials Plus, and comply with Service Level 2 (SL2) of Schedule 2.4, if the Authority, at its sole discretion, determines additional Information Assurance is required of the Provider of this contract at any stage during the contract term? | Yes |
| Please can you confirm your organisation will submit to the Authority for approval an Information Security Management Plan for the Service being delivered within [one month] of award of Call-off Effective Date. | Yes |
| Workforce | Please confirm compliance with regards to vetting requirements within [PI 2014/03](https://www.gov.uk/government/publications/security-vetting-psi-072014-pi-032014) | Yes |
| Please confirm compliance with regards to vetting requirements within [PI 2014/60](https://www.gov.uk/government/publications/vetting-function-exclusion-of-personnel-on-grounds-of-misconduct-pi-602014) | Yes |
| Please confirm compliance with regards to vetting requirements within [PI 2014/23](https://www.gov.uk/government/publications/security-vetting-additional-risk-criteria-for-ex-offenders-pi-232014) | Yes |
| Please confirm compliance with regards to vetting requirements within PI 2014/55 | Yes |
| Please confirm that you will appropriately engage and communicate the outcome and implications of this competition with your employees, and where relevant, Trade Unions. | Yes |
| Estates | The Provider shall have a duty of care to provide a facility that meets basic H&S standards and is accessible to People on Probation and Provider Personnel with protected characteristics (in the main, but not limited to, physical impairments) and takes into account the specific needs of users of the service in question. Please can you confirm that you will comply with this requirement?  | Yes |
| Please can you confirm your organisation will be compliant with the Legal and Regulatory Requirements as outlined in Appendix 1 – Supplier Own Site Suitability Review?  | Yes |
| Please can you confirm your organisation will be compliant with the Best Practice Requirements as outlined in Appendix 1 – Supplier Own Site Suitability Review? (where this isn't possible please confirm you will comply with the below question to pass this mandatory question)  | Yes |
| Where you can not comply with the above question, please confirm you agree that adequate consideration has been applied and where necessary, mitigations are in place or are in development, and will be agreed by the Authority?  | Yes |
| Social Value | Please confirm your compliance that services will be delivered in a way that supports environmental sustainability, in accordance with Schedule 2.3 of the Framework Agreement. | Yes. |
| Please provide a statement below to describe how your organisation will or does support health and wellbeing, including physical and mental health, in the workforce**Your response to this question should be a maximum of 500 words and IS FOR INFORMATION ONLY and shall not be scored in the evaluation**3SC values its employees and is committed to fostering a workplace culture that supports employee well-being. 3SC strongly believes that it is vital to provide employees with a choice of a range of different support options and benefits to meet their varied needs and interests. We are committed to the Wellbeing of Future Generations Act and the Good Work Plan ensuring equal/fair-pay, employment, training and progression opportunities and access to activities supporting employee health and well-being. The support options below form part of our health and well-being offer to our workforce, chosen by our employees through consultation and feedback via 1:1 performance meetings, weekly staff meetings, company away days: * 3SC employee benefits e.g. childcare vouchers, travel club offers, reduced gym membership, free on-site/online yoga/Pilates classes, cycle to work scheme and shopping discounts through *Perk box* scheme. Employees are also entitled to an extra day-off on their birthday.
* 3SC provides all its staff members with regular training in equal opportunities, neurodiversity awareness as well as Mental Health issues i.e. with the aim to both reduce the stigma attached to Mental Health and provide staff with the right tools to deal with it; this can range from awareness training initiatives to teaching frontline staff how to spot symptoms and how to deal with them (e.g. Mental Health First Aid).
* As part of our wider well-being approach, 3SC offers an Employee Assistance Programme, a key tool for the provision of Counselling and other support services to all employees when facing occupational stress, anxiety and other conditions.
* 3SC regularly encourages its staff to focus on their physical health. Initiatives include regular staff training on eating well, impact of diet on their well-being, designating a quiet room to allow down time in the working day, taking regular breaks throughout the day, ensuring everyone has a lunch break, promote not accessing work emails at night/weekends to delineate working hours from leisure hours.
* 3SC actively promotes employee recognition, this can be a simple *Thank you* and badge awardedand/or being nominated for *the Employee of the month* award.
* We provide positive working environments conducive to supporting health/well-being e.g. access to free food/drinks refreshments; showers for those running/cycling to work; separate/private prayer rooms; positive and inclusive imagery displayed on office walls
* We offer a shadowing/buddying system where employees support each other to build connections, including cross-team catch ups e.g. bowling to broaden workplace social activity.
* We offer flexible working-hours from day 1 of employment to fit childcare/care responsibilities; promote hybrid working; flexi-hours policy; job-sharing options.
* We require employees to complete minimum 30 hours of contract related CPD per year e.g. attending CDI events and we promote access to higher-level qualifications e.g. apprenticeships to aid career progression.
* We align training to specific needs of disadvantaged/minority groups in the workforce e.g. assertiveness/managing upwards training, and hold protected characteristic specific employee resource groups e.g. for women/BAME.

We train all HR staff/hiring managers in advanced diversity, inclusion, unconscious bias (refreshed annually), advertise job roles with diverse imagery/wording. |
| **Enter any additional comments here**  |

# Criteria Questions

The tables below sets’ out the Award Criteria and weightings relating to the provision of Neurodiversity Services

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| **TC-001 Service Continuity**  |
| **TC-001** | **Weighting** | 5% | **Limitations** |
| **Question** | **Up to 400 words;****The response should be entered in this table in the cell below;****Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count** |
| The Authority requires the Bidder to understand the requirements of and comply with the entirety of the Neurodiversity Services specification throughout the duration of Call-Off Contract period.Please describe what considerations you will make to ensure service continuity in the event of disruption and changing landscapes, in particular the following staffing events: 1. **Annual leave;**
2. **Staff sickness;**
3. **Attrition.**

 (NB: You may wish to use examples and/or case studies of how you have previously handled similar situations). |
| **Response** |
| 3SC fully understand the Service requirements and our existing robust Business Continuity Plans, based upon our recent successful MoJ West Midlands implementation, complies with all contractual requirements to ensure service continuity in the event of disruption/changing landscapes. We consulted with subcontractors prior to bid-submission to map resource/staff availability/levels to support service continuity e.g. Coach caseloads are ‘low’, taking into consideration annual leave/staff sickness/attrition rates and support fluctuating volumes of 10% higher/lower than expected. Our bank of Coaches, available at short notice, ensure service continuity in the event of additional disruption. For example, during Covid-19, we continued our Neurodiversity provision, despite higher than planned levels of staff sickness, our robust approach achieved 98% of appointments being held at the client’s convenience and only a 2% participant drop-out rate.3SCs Contract Performance Manager (8 years’ experience in running similar contracts) will review contract wide annual leave/staff sickness daily via our real-time MI system, discuss trends/issues at ongoing weekly internal/subcontractor performance meetings to ensure any challenges can be identified/responded to swiftly. We share annual leave and staff sickness policies at staff induction, staff sign to confirm their understanding. Additional activities include:1. **Annual leave:** Line managers check staff leave entitlement regularly; raise unused leave at weekly performance meetings; encourage holiday taking to mitigate end-of-year disruption; assign additional staff at times when leave rates are high e.g. Christmas/Easter, Eid/Diwali etc.
2. **Staff sickness**: Our clear absenteeism policy results in an average of 2.5 days sickness absence per year. Policy documents acceptable reasons for absence/support, outlining consequences for policy violation; data analysis to identify absence patterns, shared with line managers; we review company culture & implement flexible working/training/support; Line managers map staffing skills/responsibilities & agree contingency plans e.g. immediate staff replacements to mitigate impact.
3. **90% staff retention rates are achieved** via robust recruitment processes, competitive market rate salaries, and ongoing/scheduled/varied feedback mechanisms ensure we’re best placed responding to current and future staffing issues including weekly 1:1 reviews; weekly staff standardisation meetings; comments boxes; monthly staff-survey; company away day feedback; staff-turnover analysis etc. Robust induction meetings encourage retention early on, supported by 1:1/group meetings with our Head of HR; 1:1 performance reviews provide clear/transparent KPIs and milestones; access to deserved praise and training/development to aid career paths and promotions, better paid roles; promote recognition & reward schemes; additional motivation/confidence support; encourage healthy work/life balance; flexible working options to mitigate potential attrition.
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| **Total Word Count – (Providers to self-populate)** | 396 |

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| **TC-002 Understanding of Neurodiverse Individuals**  |
| **TC-002** | **Weighting** | 25% | **Limitations** |
| **Question** | **Up to 1000 words;****The response should be entered in this table in the cell below;****Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count** |
| The Authority requires the Bidder to have a thorough understanding and appreciation of the needs and challenges facing neurodiverse individuals. Please detail **how** you will use your expertise to deliver an inclusive service which is responsive to the specific needs and experiences of neurodiverse individuals in the criminal justice system.  |
| **Response** |
| 3SC & our subcontractors (Autistic Minds; Better Health Generation Ltd; Whitehead-Ross Education and Consulting; Hafan Cymru; and Genius Within) have extensive experience of working with people with neurodiversity (ND) needs/challenges. Our understanding of needs/challenges of neurodiverse individuals has been formed by supporting 3000+ people living with ND over 3 years through programmes e.g. Neurodiverse Coaching Programmes pilot delivered pan Wales/England (ERSA Award Shortlisted), Autism Service for People on Probation, DWP Access to Work and 1,000+ People on Probation (PoP) e.g. Neurodiverse PoPs via Neurodiversity Call-off contract in West Midlands; Autistic Spectrum Conditions (ASC): MOJ Hampshire and Isle of Wight (HIOW), CRC (Community Rehabilitation Company), National Probation Service (NPS).People with ND have diverse needs, including learning difficulties and disabilities (e.g. dyslexia, dyscalculia, and dyspraxia); attention deficit hyperactivity disorder (ADHD, ADD), autism spectrum conditions, developmental language disorder, tic disorders; and cognitive impairments due to acquired brain injury. Our service tailors provision to address these needs, takes into account past trauma, adverse childhood experiences, co-occurring needs (e.g., substance misuse/gambling), common challenges e.g. trouble communicating, reading social cues, inability to identify well-being triggers, preference for rigid schedules, and anxiety/sensory sensitivities. These challenges hinder PoPs ability to comply with sentencing/supervision requirements e.g. co-operating effectively with Probation Practitioner (PP), address offending behaviour, integrate within community. We address challenges through personalised Action Plans e.g. 1:1 Coaching and support to improve self-efficacy/resilience, ability to recognise/manage triggers to worsening well-being, access suitable resettlement support to prevent reoffending (i.e., substance misuse, accommodation, mental and physical health, social support/networks; and access specialist services.) Common needs include:**Diagnosis & Assessment:**Many PoP with ND don’t have a formal diagnosis, or reach statutory service threshold, yet have significant support needs. We work with PoP and PP to understand identified needs, contact family (with consent) to gain further insight, identify and build on existing skills to increase confidence/self-esteem, and identify functional difficulties to be addressed through tailored support. **Potential for exploitation**PoP with ND are more vulnerable to exploitation/manipulation in their community and online. 1:1 Coaching will focus on supporting PoP to develop coping strategies, make own informed decisions based on understanding of likely consequences and work with families/positive networks/volunteers to further social support.**Resettlement needs**People with ND often have higher levels of need across core criminogenic needs and resettlement areas, and difficulties accessing these services e.g. substance misuse/education and employment/accommodation, mental and physical health, and social support/networks.Our practice-based solutions are designed to build improved coping skills, resilience and interaction with others; ‘our soft skills’ provision e.g. time management, conflict resolution helps PoP access education/training/employment, whilst wider support via our established network of specialist providers helps with specific needs e.g. Recovery Cymru in Cardiff.**Engaging/complying with supervision/sentence**Individuals may struggle with following/completing the sentence/license stipulations due to memory/communication deficits. We provide access to microlearning tools/apps that provide reminders for appointments, supporting improved time management & behavioural change. This support improves emotion management. **Limited support from probation staff**As part of our MoJ West Midlands implementation we developed a training plan to support Probation staff with knowledge/skills/tools to support people and improve outcomes. The plan includes group and individual sessions including Awareness, Strategic Workshops to explore prevalence/impact of neurodivergence within the area; coaching; Consultancy, advice and support for ND conditions or individual; process and material audits e.g. Review POP journey/documentation for neurominority access; access to neurodiversity qualifications e.g. ‘Understanding Autism’; Level 3 Neurodiversity and Inclusion etc; advising on ND adaptations (e.g. clarity when providing instructions);Case consultation advising on supporting caseload management, adaptations, sentence planning; reflective group/best practice/lessons learnt/common issue sessions led by current Probation staff. Following the training and 1:1 support PP’s have access to a ‘toolkit’ of resources and strategies to better support ND PoP, for example, access to phycological strategies such as ‘the Chimp Paradox’ which helps to simplify the conscious mind by splitting it into three clear components, explains how these areas work together and their direct effect on our emotions.**Requirement for predictability/reliability**PoPs have dedicated Coach for each 1:1 session to build trust/confidence, understanding of needs and ensure continuity e.g. using same time/venue throughout. **Appropriate environments**PoP can choose from flexible meeting environments e.g. virtual (Teams/Zoom), 1:1, or blended support. Our tailored delivery recognises that environment is key to successful engagement e.g. PoP with autism may dislike stimulated environments (loud noises/light/smells) and be better suited to virtual support in quiet settings. Conversely, some PoP experience under-sensitivity to stimulants and would benefit from 1:1 support. We use local/accessible venues e.g. Merthyr Tydfil Central Library, Barry Island Community Centre, Cardiff Business Centre. Layouts are planned/consistent to establish predictability. Furniture placement/floorplans/materials minimises distractions focusing instead on probation support activities. Our coaching spaces recognise that people with ND often need space to stand and move around; have natural light, be neutrally decorated; and have direct routes to reaching appointment room. **Clear Communication**Coaches tailor communication methods to meet PoP needs/learning style, recognising PoP with ND may take longer to learn or need particular styles of communication/communication aids to succeed. Where appropriate, PoP will collaborate in production of Communications Passports. Support may be via telephone, Authority approved video, online communications, or online resources. During Covid restrictions we developed methods to ensure highly effective ND programme delivery using Videocalls. We will assess appropriateness of these methods for each PoP prior to use, for example, availability of suitable software, secure connection/location and offending history.**Specialist support needs**To prevent duplication, we work with partner organisations to map provision, identify existing gaps/best practice, shape delivery to meet identified needs with existing services. Coaches draw on extensive links to 200+ local support and advocacy services in South Wales to secure additional, long term support for individuals/family members e.g. local GPs (for formal ND diagnosis/medication), mental health/wellbeing (Mind Cymru), suicide prevention (Zero Suicide Alliance), accommodation (Wallich), finance services (Citizens Advice), wider ND services e.g. reading (ReaderPen Secure), speech/language therapists, cultural/faith-based services which impact on how well PoP engages with support. For PoPs with poor language/communication skills we prioritise 1:1 support. |
| **Total Word Count – (Providers to self-populate)** | 1000 |

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| **TC-003 Service Delivery: Delivery Model** |
| **TC-003** | **Weighting** | 35% | **Limitations** |
| **Question** | **Up to 2000 words;****The response should be entered in this table in the cell below;****Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count** |
| The Authority requires the bidder to demonstrate its approach to service delivery and its delivery model. Please set out your delivery model below. This should include (but is not limited to): 1. In light of the requirements in Schedule 2.1 (Services Description), **how** you intend to deliver the engagement services to people on probation?
2. In light of the requirements in Schedule 2.1 (Services Description), **how** you intend to deliver the engagement services to probation staff, including probation practitioners and leaders?

You may also want to consider if there is there anything **above and beyond what is described in the criteria**  that you could offer as part of your service.  |
| **Response** |
| **Delivering to PoP**3SC and our subcontractors draw upon our extensive experience/expertise gained from delivering similar services, including the Swansea, Neath and Port Talbot Probation Autism Service; and mobilising MoJ West Midlands Neurodiversity (ND) Call-off contract, to deliver a robust, proven engagement service to PoP. The service will: ***improve PoP coping skills/self-efficacy/resilience;*** communication skills to improve healthy relationships; ***engage with mental health services; comply with treatment*** (recognising/managing triggers to worsening well-being); and ***interact more confidently with others,*** building and maintaining appropriate social interactions. Fundamentally, our service will provide ***person centred, asset-based support*** for PoP to:* Engage and comply with supervision/sentence
* Address their higher levels of resettlement needs and difficulties accessing services
* Engage and receive support for ND and specialist services.

**Delivery model for working with PoP*****A referral*** is sent to 3SCs by the PP. 3SC confirm acceptance within 5 days (normally the same working day) and allocate an appropriate Coach (for the PoP’s location, matched by ethnicity/gender/faith/ND type i.e. ADHD/Autism or Learning Difficulty specialist if requested.). The Coach will offer a ***‘warm handover’*** with the PP, beginning process of relationship building. During handover, Coach will also identify any CPD that can be offered to the PP. Along with contact details and any Welsh Language requirements, PoP characteristics (such as the impact of TBI on maturity/understanding, communication needs etc) and risk information, the referral form will include an overview of their offending behaviour and the outcomes the PP is expecting. The Coach contacts the PoP to agree initial appointment, introduce programme, start building rapport. The coach then drafts a full risk assessment. Initial appointments take place within 10 working days from receipt of referral and are face-to-face. This allows us time to arrange any support (e.g. Welsh Language) or modify environment to assessed needs. We hold the first meeting in either probation offices (if available) or at an alternative local venue (we have 12 town centre locations across South Wales, for example Trallwn Community Centre (Pontypridd), Cathays Community Centre (Cardiff), Bridgend Library, various sites in Swansea) that meet the Supplier Site Suitability Checklist. Subsequent appointments can be face-to-face or virtual depending on PoP’s preference/suitability. At 1st session we complete several steps:* Provide welcome/introduction to the programme
* Begin to build rapport with the individual
* Complete distance travelled tool (DTT)
* Draft an initial action plan (AP)

Support is tailored to individual need to maximise engagement/effectiveness e.g., individuals may prefer learning through pictures/auditory/kinaesthetic techniques or have a range of other needs relating to their characteristics. At initial assessment session we assess PoP’s preferences as tailoring input to the individual’s learning style can greatly increase the likelihood of engaging with support. For example, on our Autism Coaching Programme in South Wales an individual preferred all information/discussions to be centred around pictures. One of the most effective resources we developed and used related to understanding if a behaviour was okay or not okay. A simple chart with a tick (okay/not okay) helped PoP with a visual representation they could apply to situations that led to their offending behaviour. 95% of PoP provided feedback to our staff that this technique had improved their ability to engage.An asset-based approach using positive reinforcement recognising PoP’s strengths is key part of AP development, produced within ten working days of initial engagement. These elements form bespoke AP agreed between coach and PoP sent to PP for their input. Specific/measurable/attainable/relevant/timely (SMART) goals with clear timescales/responsibilities are agreed between Coach/PoP, each broken down into individual SMART actions to be completed during and between each session. All activities/tasks include:* Well-defined description of the goal.
* Tasks/steps to be conducted and person responsible.
* Deadlines/milestones.
* Resources needed.
* Measures/evidence to evaluate progress.

The AP is reviewed, continually developed throughout sessions to adapt to emerging needs/goals. Commitment and buy in from PoP is essential to success. Coaches ensure the PoP is engaged and takes ownership of their AP by securing their input, marking milestones, successes, celebrating achievements along the way. The Coach may ***contact family members***, where consent is given, to gain further ***understanding of the individual and offer family support*** if needed. We secure specialist support using existing relationships from other organisations e.g. to aid diagnosis, therapy, speech and language services (including ESOL), medication etc.The chart outlined below shows the PoP’s journey from the beginning to the end of the intervention.A picture containing diagram  Description automatically generatedThe pattern of support will vary according to individual needs - each session will last 1 hour, for typically six sessions. During each session as well as using traditional coaching methodologies (OSCAR and GROW model) Coaches introduce resources tailored to learning style for that PoP including visual activities/discussion/video clips, ***signposting to advocacy and specialist services*** (GPs, mental health support, Speech, and Language Therapy) plus practical advice to help them to meet their specified AP goals. The Coach encourages them to ***connect with longer term support services*** in the community as part of ***preparation for discharge***, with a view to reducing recidivism in the longer term. *For example, in 2020 we worked with a female PoP with Autistic Spectrum Condition as part of our Hampshire and Isle of Wight Autism Coaching programme. She suffered from acute needs arising from ASC. Although she had engaged with mental health services for years, no one had identified her Asperger’s. The Coach agreed a range of SMART targets/agreed outcomes with her such as learning coping strategies and mechanisms to help her to avoid re-offending, managing herself more effectively in social situations and understanding how to manage a range of emotions. SMART Actions were progresses at regular weekly meetings with various interventions, for example, a sensory assessment to help her progress. Our Coach made a referral to her GP to receive a formal diagnosis of autism. This helped to stabilise her condition and bring self-understanding. Following completion, the PoP did not re-offend in the following 2 years.* During each session, the Coach reviews progress and plans through a ladder of micro-steps to move from their current to next stage of completion. Our current neurodiverse coaching programme, tells us that reviewing progress from session to session and from the initial session, helps PoP to understand the impact the support is having, how it helps them to improve their behaviours and achieve their desired outcomes. The final session includes 4 activities to evidence service outcomes, and progress made:* A final review, sign-off of AP: providing opportunity to discuss PoP’s progress and measure/evidence what goals/outcomes have been achieved.
* The Distance Travelled Toolkit: measuring/evidencing quantitatively the outcomes/progress made.
* Discussion/agreement of ‘Move on Steps’ to support End of Sentence planning ensuring progression is sustained.
* The PoP’s evaluation of their support.

We will track Emotional Well-Being Outcomes 1 to 3 for this programme asking each PoP to rank themselves on scale of 1-5 against statements such as:• I know how to access help with my mental health and well-being.• I can recognise and manage triggers that might make my wellbeing worse.• I know how to access help with my mental health and well-being.• My coping skills are good.• I can recognise and manage triggers that might make my wellbeing worse.• My social interactions are positive.The partnership will embrace a digital approach to the DTT whereby questions are received directly by the PoP or Coach’s smart device (phone, tablet, computer, etc). The answers are recorded into our secure, online case/contract management system. The DTT is repeated at stages during the intervention allowing PoP to visually see progress they have made, a powerful motivator for continued engagement. It will also be securely sent to the PP to easily track progress. Progress against individual outcomes/goals on the AP are updated and sent to PP and PoP following every session. Progress and accompanying evidence is clearly identified on at least a weekly basis.A final report and document pack evidencing PoP achievements is sent to the PP within 15 working days of the final session. This includes full ***discharge planning and signposting*** to appropriate services. **Delivering Engagement services to Probation staff and leaders**Our intended service has been co-designed by Probation leaders and staff from Swansea, Neath and Port Talbot, Thames Valley and from the planning activities of our current West Midlands MoJ implementation. Our provision aims to support PPs to gain confidence in engaging with/supervising PoP with ND, improving their knowledge, understanding and awareness of ND, and reviewing services to improve the journey for ND PoPs. Four weeks before contract start, we will meet Probation leaders and staff to design a local training plan with content priorities for staff and leaders and agree delivery methods/timings. Engagement services will be led by 3SC staff with minimum Level 5 coaching/training qualification/minimum 5 years’ experience working with ND participants, 3 years with Probation staff. Sessions will be designed to benefit Probation Practitioners, Probation Managers, Staff administrating referrals, Executive Team and Neuro-diversity Champions. * Deliver **initial awareness workshop** (Online Awareness Session that will be recorded for future use) to promote programme benefits - these will be available for all staff
* Presentations at **Bi-monthly Team Meetings** highlighting impact/best practice/improvement solutions available for all staff
* One-to-one coaching to gain experience and confidence in working with neuro-difference available for all staff
* **Quarterly Strategic Workshops** to explore the prevalence and impact of neurodivergence within the probation area for Probation Leaders and ND Champions
* **Professional Discussions offering** Consultancy, advice and support for a particular ND condition or an ND individual for PPs.
* **Audit of processes/materials:** Review POP journey and documentation to ensure that they are accessible for all neurominorities on request
* **Written Reports** to support PPs with their own knowledge and development and support for specific PoPs for all PPs
* Discussion topics include: Practical advice through ***case consultation*** including advice on supporting people on their caseload, making communication/environment adaptations, sentence planning; Advising on communication and/or environment adaptations at strategic and/or office level; ***Reflective group practice*** sessions for staff; ***Awareness training*** through CPD opportunities (identified in discussions with Coaches, or by senior leaders) for PPs; ***advising on specialist tools and interventions*** to improve PoP’s experience of probation and ensure right support is delivered at right time; **map** ***specialist services available locally; create pathways to obtaining neurodiverse accreditations e.g. Advanced Autism.***

**Above & beyond:*** Kitemarks/accreditations: 3SC is developing our own ND Coaching qualification, accredited up to Level 5 & can offer these to PPs/leaders for free.
* Provide free microlearning Apps to PoP/PP providing reminders for appointments, aiding time management
* Unlimited CPD for PPs including additional confidence/motivation support; access to workshops led by Probation staff we have worked with who will communicate best practice/lessons learned from support we provided.
* Access to SFEDI qualified staff to provide Information, Advice & Guidance on self-employment options.
* Free CV writing; interview advice to improve access to local/regional employment opportunities.
* Access to College open days to further training/education attainment, qualifications in local growth sectors i.e. digital/health & social care/cultural & creative (including apprenticeships) through existing relationships with 100+ training Providers.
* Provide access to Genius Within ‘Memory Genius’ course typically delivered through 6 x 3-hour sessions, or over 3 days. It brings participants together to share strategies for managing internal challenges and provide peer support, with self-efficacy as primary outcome. The programme can be accompanied by an Institute of Leadership and Management (ILM) course focused on regulating external factors impacting on working memory, e.g. managing your environment, planning and organisation, communication, and the social tank theory. For many participants, this is often the first qualification that they have achieved, which further improves confidence.
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| **Total Word Count – (Providers to self-populate)** | 1982 |

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| **TC-004 Service Delivery: Collaboration**  |
| **TC-004** | **Weighting** | 25% | **Limitations** |
| **Question** | **Up to 750 words;****The response should be entered in this table in the cell below;****Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count** |
| The Authority requires the bidder to utilise other organisations with specialist knowledge, where appropriate. Please set out: 1. **Evidence** of your understanding of other specialist organisations with neurodiverse expertise and **how** you will collaborate with them or use their services.

You may also want to consider if there is there anything **above and beyond what is described in the criteria**  that you could offer as part of your service.  |
| **Response** |
| 3SC is a social enterprise with proven success/expertise in building/managing supply chains of SMEs (EXCELLENT Merlin accreditation 2021). We will deliver 60% of the proposed coaching service, using our established subcontractors, all with specialist knowledge of neurodiversity issues, for 40% to ensure regional coverage (face to face or remotely):The Better Health Generation Ltd (TBHG) (10% delivery): supported 2,000+ individuals with neurodiverse conditions, including 250 on Probation and 50+ Probation staff, into positive outcomes 2021/22. Worked with 500+ local employers in growth sectors e.g. warehousing (Wholsalehub Ltd), enabling individuals to access work tasters/placements/part-time/full-time jobs/apprenticeships. Services: Accessing regional SFEDI Trainers- providing self-employment support advice services in person and remotely. A strategic health partner across UK organisations, TBHG has links with 120+ South Wales charities, support organisations, local authorities, and employers. Autistic minds (10%): Supports Autistic and Neurodiverse people through their development, offering diagnostic/post diagnostic support. Helpline and buddy programme includes signposting. They run virtual and in-person social and peer support groups as well as art, DND, craft and film groups from Caerphilly hub. Autistic Minds are involved with 3SC’s Swansea contract, working with neurodiverse people with experience of the criminal justice service. Whitehead-Ross Education and Consulting Ltd (WREC) (10%): Delivered a Welsh Government Employability Skills Programme – aimed at supporting 1,153 ex-offenders (395 under probation) to re-enter the labour market 9/18 until 3/22. WREC worked closely with the Probation Service and Jobcentres to generate referrals and supported 244 participants in Swansea in final year. 227 individuals entered employment via Mainstream strand (30% outcome) and 108 via probation strand (27% outcome).Hafan Cymru (10%): Operates 50+ contracts across all Welsh Local Authorities, including specialist neurodiverse contracts: 3 x DWP DPS2 contracts in Carmarthenshire, RCT and Cardiff for 85 unemployed people- 12 months, value £ 67k & 7 in Swansea, Gorseinon, Ceredigion and Cardiff supporting 435 unemployed people- 12 months, value £307k. Performance at 100% engagement with expected 96% completion rate. Hafan working with ex-offenders and probation services 15 years+ to help integrate back into communities. Particularly strong regional face to face presence in Carmarthen, Ammanford and Llanelli.Genius Within (MOJ Staff development): To build Probation Staff confidence, they provide consultation and training. Sessions include recognising Dyslexia, Dyspraxia, Dyscalculia, ADHD and Autism; Individual impact of Neurodiversity; Neurodiverse strengths; Difference between cognitive deficit and an attitude problem; Managing sensory overwhelm based meltdowns; Trauma and the brain; Making reasonable neurodiversity adjustments; Mental health conditions, stress, and anxietyWe have/will collaborate with them/use their services to maximise performance via:* Pre-contract subcontractor and neurodiverse focused stakeholders in workshops to co-design delivery model, integrating best practice from current/previous programmes; identified delivery locations avoiding duplication; map existing provision/identify gaps. Workshop will continue monthly.
* Established co-location/data sharing agreements maximising performance.
* Map existing relationships with local specialist support organisations e.g. addiction/debt/family support and share contacts
* Monthly performance meetings communicating best practice/lessons learned; how barriers overcome; identify new specialist organisations; update local socio-economic opportunities/challenges e.g. job growth sectors, impact of cost-of-living crisis.
* Share innovative/added value tools to maximise performance e.g. 3SC’s micro learning App aiding memory retention.

Ongoing relationships with local specialist advocacy/specialist statutory organisations with extensive knowledge of challenges facing neurodiverse individuals in South Wales through sub-contracting network e.g. links in Swansea, Cardiff, Bridgend. Examples include: Probation Service, Communities for Work, Remploy, Swansea Working (part of Swansea Council), Careers Wales, Families First (Bridgend and Neath Port Talbot), 158 employers across South Wales, Federation for Small Businesses (FSB), Bridgend Association of Community Organisations, Swansea CVS, Neath and Port Talbot CVS, ITEC Skills and Employment & Various third sector organisations – such as Relate Cymru for counsellingWe’ll collaborate to maximise benefits via:* Quarterly Stakeholder Steering Group workshops reviewing programme progress/best practice; identifies current labour market information e.g. socio-economic factors, Covid-19/Brexit effects enabling us to respond with appropriate provision; co-design improved route ways accessing higher-level qualifications/apprenticeships, improve understanding of target group need. Disseminate programme marketing collateral: traditional e.g. fliers/banners/posters/digital.
* Case studies via websites/social media channels, maximising proven working methods.
* Agree co-location arrangements to widen availability of support and improve access.
* Access stakeholder wider services e.g. Hafan’s Personal development workshops including; handling set-backs, mindfulness, anxiety, depression, CBT, resilience and motivation

Above and beyond:* Current weekly workshops local JCP offices across Neath Port Talbot, Bridgend, Swansea, Cardiff.
* Integrate PoP support with housing payments/budgeting/sourcing grants and furniture/warm homes discount/water assure tariffs (saving up to 90% on water bills) council tax rebates/discounts.
* Deliver resilience training to Probation staff mitigating increased Covid-19 related lockdowns/cost of living crisis anxiety.
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| **Total Word Count – (Providers to self-populate)** | 749 |

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| **TC-005 Implementation**  |
| **TC-005** | **Weighting** | 10% | **Limitations** |
| **Question** | **For parts A) and B), no more than 1000 words in total.** **The Implementation Plan for part C) should be submitted as an additional attachment and must be no longer than 2 A4 pages. The content of this Implementation Plan shall not form part of the word limit above; however, the font must be Arial and size 11. Please submit as a PDF.** **For part D), the RAID log should be no longer than 3 A4 pages. The content of the RAID log shall not form part of the word limit above; however, the font must be Arial and size 11. Please submit as a PDF.****The response should be entered in this table in the cell below, save for the plan and log.** **Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count** |
| Providers are required to provide detail on how they will implement this contract across the region. **A)** Explain **how** you will plan to ensure that the implementation of the Call-Off Contract will be successfully achieved without interruption to services. Account may be had of any challenges that are unique to the region and its geography.   **B)** Outline the approach you will take to working with the Authority to make the implementation successful within the required timeframes as outlined in ITT. **C)** Please provide an Implementation Plan (in any format) to detail planned timescales and responsibilities to meet the Implementation milestones as per Schedule 6.1 – Implementation, in the Call-off Contract. This section requires explicit reference to the milestones and requires bidders to provide a confident plan of **how** each milestone shall be met on time. D) Please complete a RAID (Risks, Assumptions, Issued and Dependencies) log outlining the key challenges you expect to encounter while implementing the services and how you intend to mitigate these risks and challenges. |
| **Response** |
| A). 3SC is a social enterprise that has successfully implemented 28 major Government contracts, with 11 across Wales worth over £100,000,000. This experience results in strong understanding of successfully launching new services and detailed understanding of the challenges unique to Wales and its geography e.g. ongoing weekly review of contractual premises with back up sites sourced to mitigate risk of cost of living related impact on any of these closing. We successfully implemented and delivered 80 resettlement/rehabilitation/probation services involving 70 subcontractors benefiting 165,000 People on Probation (PoP) worth £47,000,000 for 5 Community Rehabilitation Companies (CRCs) and National Probation Service (MPS). We are currently in the Implementation Phase for our West Midlands MoJ contract – lessons learnt from this process will be used to inform planning for this service in Wales. In planning implementation 3SC utilise our proven expertise, robust internal processes set in our Contract Management Manual to meet required implementation milestones without any interruption to services including:1. 02/01/2023: establish Contract Mobilisation Group with key 3SC personnel, subcontractors and MOJ. Meet weekly to oversee successful service mobilisation (See Implementation Plan attached) (led by Kathryn Jellings, 3SC Director)
2. 01/02/2023 Identifying key implementation risks with actions identified to mitigate Risks. (See RAID plan attached) (led by Sharon Lynas, 3SC Contract Manager)
3. Service delivery subcontractors were carefully selected for appropriate experience and knowledge, and ability to deliver service requirements. We scored programme specific Expression of Interest Forms evaluating track record/experience; current infrastructure; staffing capacity and qualifications; examples of innovation and added value activity. Our documented processes and templates for onboarding efficiently include undertaking subcontractor due diligence - checking insurances, policies etc. so due diligence can be completed quickly, robustly and effectively. By delivering this service alongside 5 subcontractors provides cover ensuring deadlines will be met.
4. 3SC will draft Contract Operations Manual (led by Sharon Lynas, Contract Manager 20/02/2023-20/03/2023) detailing delivery processes, templates (referral forms) etc ensuring subcontractors are ready/clear on responsibilities from service commencement.
5. Our service delivery model includes our secure, online case/contract management portal to manage all aspects of provision including referral allocation, action plans, distance travelled assessments, automatic invoicing, live management reporting etc. This portal is used successfully to manage all aspects of our current neurodiverse coaching programme and has contributed to recent 0% error rate on funder’s audit of our provision. Our IT Manager will only need 1 week to adapt this portal to be able to manage this ND service easily meeting implementation deadlines.
6. The implementation of this service is based on lessons learnt from the successful implementation of our Neurodiverse Strategy Coaching Programme delivered nationally through 28 subcontractors; current implementation of MoJ ND Coaching in West Midlands; implementing/managing an autism service for PoPs for HIOW CRC/NPS and Swansea Neath and Port Talbot Autism Coaching Service. This ensure we have, for example, tried and tested paperwork such as the PP referral form to use. We have used intelligence gained from ongoing workshops with local stakeholders e.g. JCP teams, Local Authority Economic Development Teams, VCS organisations e.g. National Autistic Society Bridgend, St Mungos (Swansea), TAITH Cardiff; West Wales Chamber Of Commerce, GPs to map current/future regional challenges that may impact the successful delivery of this contract. For example, we identified Swansea Women’s Centre who run a Women’s Pathfinder Service and who will help us engage women with undiagnosed neurodiversity needs; we will use ReaderPen Secure, the world’s first portable GDPR compliant reading tool, to support PoPs with learning difficulties be more productive. We will hold ongoing local stakeholder engagement with VCS organisations to understand impact of cost-of-living crisis, increased levels of anxiety/depression on both PoP and PP, ramping-up motivation, confidence and resilience support, sourcing additional specialist support organisations in wards where local challenges are especially prevalent. We will review transport strikes and route closures to ensure PoP are provided with clear, accessible alternatives to reach both our delivery venues and also places they frequent on a regular basis e.g. places of worship, shopping centres, family homes etc.

Our service delivery model for this contract, procedures and processes are already tried and tested. We are currently implementing this service in the West Midlands area in line with implementation timescales. As we already deliver services for neurodiverse individuals we can adapt and deliver this service to ensure the service starts on time.B) To ensure the implementation plan is successful we will use our approach gained from previous highly successful contract mobilisation. 3SC will, prior to formal contract mobilisation start date, identify/allocate personnel to key roles and started pre-mobilisation activities. These personnel are all full-time staff, currently in place and have extensive experience of mobilising/delivering similar contracts. To ensure the MoJ team are involved our Contract Mobilisation Group will include MOJ Mobilisation Team. The Group will meet weekly but 3SC Team will hold daily update calls to proactively identify any issues with resolutions and milestones as early as possible. Issues will be reported to MOJ Mobilisation Team if required. Our RAID Plan will detail mitigating actions to ensure the implementation plan is delivered, with a focus on those actions that carry the highest risk. 3SC request that during implementation, the MOJ identify a PP and a PoP who can be consulted on their aspects of service, so this does not delay achievement of key implementation milestones. In preparation for service commencement, 3SC’s role and responsibilities will be to:* Provide a 3SC key point of contact to MoJ and suggest scheduled, regular meetings throughout the duration of programme.
* Proactively co-ordinate delivery, management, and monitoring of implementation of milestones to ensure service starts on commencement date, collaborating with all stakeholders transparently, reporting to the customer at all times as detailed above.

The MOJ Mobilisation Team’s role and responsibilities are to:* Provide key point of contact to 3SC to answer implementation queries and give access to other stakeholders e.g. a PoP/PP.
* Provide prompt input to support completion of milestones identified in Implementation Plan e.g. providing/signing contract, attending Contract Mobilisation group etc.

C – implementation plan attachedD – RAID attached |
| **Total Word Count – (Providers to self-populate)** | 998 |



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