

Request for Proposal (RFP)

For: Request for the development of a communications training package for Directors of Adult Social Services in England

Date: 12 August 2024

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(1) Overview of ADASS

ADASS is the Association of Directors of Adult Social Care. We are a membership organisation for those working in adult social care. As a charity we work with professionals, other organisations and people with lived experience to influence decision makers, policy and legislation – from the local to regional and national level.

We raise awareness of the benefits social care can bring to individuals and communities, and aim to ensure all of us who need care and support can live the lives we want regardless of age, ability and background.

(2) Introduction

A communications training programme is one of the key elements of ADASS's new communications and influencing strategy. It focuses our resources to build sustained cross-party, political backing for the long-term transformation of adult social care outlined in [Time to Act](#) – the roadmap for transforming care and support ADASS published in April 2023.

Key to the strategy is working with allies to build a movement that will work over the next five to 10 years to change public thinking and understanding of adult social care.

This is based on the hypothesis that politicians largely only provide sustained backing to significant change and investment that matters to voters, and which they're confident will succeed.

At the moment social care is viewed by the majority of the public either as something that doesn't directly matter to them or if it does, as a failing public service that nobody is willing to improve.

Our comms and influencing theory of change identifies two key assets with ADASS can use to help change this public mindset about social care: our members (their expertise, knowledge, networks and influence) and our allies in and beyond the social care sector.

This project focuses on developing a training programme and post-training alumni network that will empower ADASS members (Directors of Adult Social Services, Deputy Directors and Principal Social Workers) and their teams to share a common language to describe the impact and value they have every day on the people they support, and the wider impact that has in their community. It aims to empower them to become practitioner leaders within the movement we're building, helping to change the story of social care in their communities and across the country through their involvement in national campaigns.

The purpose of this RFP is to find a partner agency or consultant who is able to design the structure and content of a communications training programme and alumni network, for our members.

(3) Scope of work

Project requirements: We require the bidder to develop a lesson plan and content for a training series that we will take to and deliver in councils across England throughout 2024-2026. The training will be sandwiched between media skills training (written by ADASS) at the start of the session and a final section resourcing attendees on how to identify and capture human stories in their communities that illustrate social care at its best (also written by ADASS).

The attendees will be ADASS members (Directors, Deputies, PSWs). We will pilot the programme in the North West region in Autumn 2024, gather feedback and make any tweaks, and then roll it out across the country from January 2025.

We predict the structure will be as follows:

Hour 1: Media skills training (developed by ADASS)

Hour 2 & 3: Narrative and framing training (developed by bidder)

Hour 4: Case studies/human stories session (developed by ADASS)

After the training, we will require feedback from attendees to allow for improvements. We will also ask to keep in contact with the attendees to ensure that if they need advice, they can ask for it. And that if we get requests, such as speaking or media invites, we can put the opportunities to the group. We therefore are also requiring the bidder to recommend a set of activities or communications we can send to attendees once they have completed the training, to maintain momentum and ensure continued enthusiasm.

Deliverables:

3.1 A clear lesson plan for in-person training that lays out an approximately two hours training programme on how our members can use a shared narrative to talk about ASC in their communications.

The sequencing and structure of the training is to be proposed by the bidder, but could follow the following order: (a) what is framing and narrative and why does it matter; (b) what the current framing is of ASC in England; (c) what is the framing we want to get to and why; and (d) how do we get there. The final part should include an acknowledgement that Directors and their teams will be encouraged to find local, human-interest stories of success as this will segue into the third and final section of the training.

We believe our members' communications touchpoints, where they will use the shared narrative, are:

- their colleagues/teams
- their wider council colleagues/council leaders
- their local NHS colleagues and other stakeholders with whom they attend meetings locally
- speaking with people who draw on care, plus their families and carers
- speaking to their local communities, including public speaking at events
- local and regional media interviews (both broadcast and print).

We will not be training corporate council comms officers in this training, the training should be pitched at DASSs who are already experts in ASC. If anything, they will need the tools to simplify and de-jargon the way they speak about ASC, and make it more accessible for non-specialists.

3.2 The content of the training in a digital brochure or powerpoint format that a trainer can run through to deliver the training in person. This should be of a high enough standard that it could be taken and delivered as is.

3.3 A clear lesson plan for this training but to be delivered virtually. Please make clear what is different compared to the in-person training and why, and what digital platform and tools would be needed to make this work, for example, break out rooms.

3.4 The content of the training in a format for a trainer to deliver virtually. This should be of a high enough standard that it could be taken and delivered as is.

N.B. Please note, we will not run any hybrid sessions. All sessions will be either in person, or online. This is because we have found that hybrid sessions are not effective so we will prioritise in-person training, and then provide virtual training for any individuals who are unable to make the in-person training.

3.5 A plan for how to structure and maintain communication with attendees for 6-12 months after training, to ensure they feel included, engaged and enthused about putting their training into practice and continuing to use the shared narrative on ASC. There is no set structure for this piece allowing the bidder to draw on experience, best practice and creativity to recommend a way forward.

Timeline:

By arrangement – call with ADASS to run through any questions the bidder has

w/c 19 August – Q&A session on the brief if required

26 August – bids to be submitted by 12 noon

2 September – pitch and Q&A

6 September – decision, successful bidder notified.

9 September – deadline for contract negotiations/signing

11 September – kick off meeting

25 September – half way check-in meeting

9 October – all materials submitted to ADASS for review.

11 October – Completion of project and contract.

Budget: We would like the bidder to submit a fully costed proposal to deliver all five deliverables listed above. These should be detailed per item, with any external costs noted. We envisage this costing circa £7,500.00 but would like bidders to detail what they would propose for each deliverable and how much this would cost, even if this exceeds the budget envisioned.

(4) Proposal guidelines:

The bidder should submit a proposal document in their preferred format, at no more than 10 pages or 10 slides. Contents are not limited to but should include: your interpretation of the brief, any relevant insights, your approach to the work, an outline of the training structure/content you would recommend, specific detail on outputs (format, length, tools needed to deliver it), your proposed team for the project, and anything additional you think is relevant such as coproduction elements.

This should be submitted to the Director of Communications and Public Affairs alice.klein@adass.org.uk by 12 noon on Monday 26 August, 2024.

(5) Evaluation criteria:

While we have budget for this project overall, it must also cover ADASS own costs of facilitating in person training across the country. Therefore, value for money is a key evaluation criteria.

The evaluation criteria also includes the bidder's ability to understand and interpret the brief in the context of ADASS's membership and structure, and market position within the ASC sector. The bid should show explicitly how the training would work for our members (Directors, Deputies, PSWs) rather than be a generic training for the whole sector.

Please note that the training content, once used by ADASS, is likely to be offered to the LGA as council communications leads and/or elected local government politicians have a remit for communicating on ASC.

(6) Contract terms

We have inserted a kickoff meeting and mid-way check point in the timeline to ensure the work is on track to be delivered on time. However, ADASS staff will make themselves available to the successful bidder for weekly calls if needed, or ad-hoc calls if preferred. It's important the project outputs are relevant for our members specifically, and not simply a generic training and we can provide guidance on this.

If at any point the work is departing from this RFP, the ADASS team will communicate this with the bidder and seek to resolve the issues. If the issue is not resolved, ADASS will follow contracting terms accordingly.

The contracting terms and our contract and consulting policy will be supplied to the successful bidder. Key elements worth emphasizing in this RFP are:

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Intellection property (IP) ownership:

An agreement on IP will be part of the contract negotiations with the successful bidder. But our IP contract terms include the following:

All data and other materials generated by the charity and its members shall remain the property of ADASS. ADASS and the consultant will make arrangements for the consultants' access to such data so as to be able to deliver the contract, and to terminate this on completion.

Confidentiality: The copyright in all artwork, text, copy and any other work capable of being subject to copyright, produced or created by the consultant at the specific request of the charity shall vest in the charity. It is at the charity's discretion whether to acknowledge the name of the consultant/s in the production of the work.

The charity agrees with the consultant, and the consultant with the charity, to treat as secret and confidential and not at any time for any reason to disclose or permit to be disclosed to any person or persons or otherwise make use or permit to be made use of any information relating to the consultant of the charity's business affairs or finances (as the case may be) where knowledge or details of the information were received in the period of this Agreement.

The conditions of confidence referred to in this clause shall not apply to any confidential information which:

- is in the possession of and is at the free disposal of the charity or the consultant, or is published or is otherwise in the public domain prior to receipt of such information by the charity or consultant, or
- is or becomes publicly available on a non-confidential basis through no fault of the charity or the consultant, or
- is received in good faith by the charity or the consultant from a third party who on reasonable enquiry by the charity or consultant claims to have no obligations or confidence to the charity or the consultant (in respect of it and imposes no obligations of confidence upon the charity or the consultant).

The consultant will not disclose that they are working for the charity without the explicit consent of ADASS.

EDI: The successful bidder will be required to complete the ADASS EDI monitoring form, which will be supplied when the bid is awarded.

(7) Appendices

Appendix 1: Changing the story project plan



Project Brief

Changing the story about social care - a training programme for ADASS members and their teams

May 2024 v5

Project Brief

Project Name:	Changing the story about social care training programme
Project Sponsor:	ADASS Director of Communications and Public Affairs
Project Manager:	ADASS Engagement Officer ¹
Project Timeframe:	June 2024 – June 2027 ²

Background

This training programme is one of the key elements of ADASS's new communications and influencing strategy, approved by ADASS trustees on 28 November 2023.

The strategy focuses our resources to build sustained cross-party, political backing for the long-term transformation of adult social care outlined in [Time to Act](#) – the roadmap for transforming care and support ADASS published in April 2023.

Key to the strategy is on working with allies to build a movement that will work over the next five to ten years to change public thinking and understanding of adult social care. This is based the hypothesis and evidence that politicians largely only provide sustained backing to significant change and investment that matters to voters, and which they're confident will succeed. At the moment social care is viewed by the majority of the public either as something that doesn't directly matter to them, or if it does as a failing public service that nobody can or is willing to improve.

Our comms and influencing theory of change identifies two key assets with ADASS can use to help change this public mindset about social care: our members (their expertise, knowledge, networks and influence) and our allies in and beyond the social care sector.

This project focuses on developing a training programme and networks that will empower ADASS members (Directors of Adult Social Services, Deputy Directors and Principal Social Workers) and their teams to share a common language to describe the impact and value they have every day on the people they support, and the wider impact that has in their community. It aims to empower them to become practitioner leaders within the

¹ The ADASS Comms and Public Affairs Officer will project manage until the new Engagement Officer is appointed

² This project brief sets out what we'll deliver if successful in our bid for match funding from the Rayne Foundation, if not successful the project would end at October 2025 and we'd reduce the numbers and scope of participants benefiting from the programme.

movement we're building, helping to change the story of social care in their communities and across the country through their involvement in national campaigns.

The project also aims to work with allies to extend its reach to other leaders working within or supporting adult social care, to empower a whole diversity of leaders to become involved in changing the story of social care.

Outcomes

- A. An empowered group of long-term ambassadors and movement leaders in the social care workforce who continue to shift perceptions of the value of social care in local communities beyond the programme delivery period.
- B. A group of active local leaders contributing to national campaigns to shift perceptions of the value of social care (campaigns led by ADASS and our allies), therefore improving those campaigns' impact.
- C. Contribute to raising awareness of the value and impact of adult social care with the public and decision makers.

Deliverables

1. Content and lesson-plan for a training module for social care staff
2. "This is social care" communications pack for social care leaders and council comms teams.
3. At least 9 training sessions (online and in-person) with people who work in social care, training 130 to become movement leaders in their area.
4. A follow-up plan developed and implemented for programme alumni that helps to develop a network of leaders actively leading changing the story of social care locally and taking part in national campaigns.

More details on the scope of each deliverable:

1. Content and lesson-plan

Content will include:

- The rationale for changing the story about social care, how it will build support for investment and transformation.
- A common language and story to share to adapt to each participants' role and experience of adult social care, including two or three key messages and what to avoid.
- Why people who work in care are important tellers of this story.
- Who to share this story with and ways to engage with them, including tools/templates.
- Some example stories to use as a template.
- Developing an action plan and setting up an active learning set.

The lesson-plan will set out how the module will be facilitated in-person and how its delivered online. Our working assumption is in-person this will be a half-day course, and online it will consist of two 90-minute modules.

For information about development of content see approach below.

2. “This is social care” pack

Tools and templates derived from the content for the training module above. Likely to include key message sheet, “what to say about...” guides, how to make a story engaging, how to connect with different audiences and some real-life story examples to use and base local stories on.

3. Training sessions

We’ll develop a schedule of training sessions starting with a pilot in July 2024 that will be evaluated first for development of a final version for roll-out from Autumn 2024. We’ll also develop a marketing plan for these sessions focusing on ADASS members and aiming to secure a group of participants that match the diversity of social care teams and communities.

4. Alumni network plan

To be developed as part of the project but it’s likely to include these key elements:

- Follow-up check-in meetings for each group at one, three and six months after the course to see how they are doing implementing their action plans
- Encouragement for each training group to set up an action learning set to support and learn from each other as they try out actions in their action plans
- An online community so that participants from all groups can ask questions of each other, share stories and learnings from what they try out
- Invitations to all participants to take part in ADASS national campaigns and events (to report back on what they’ve been doing), as well as invitations to take part in allies’ campaigns.

Scope and target audiences

In the first 18 months the programme will target:

- ADASS members – social care leaders: directors of adult social services, assistant directors and principal social workers (PSWs)
- Council employed adult social care team members.

In the second half of the programme following review of impact, gaps in participation from those audiences and the progress made with parts of the social care workforce by similar projects (see the links with other project section below), we will consider widening the scope to enable leaders and practitioners from providers working with council social care teams.

Links with other projects

We have agreed to co-develop content with several other well-aligned projects so far:

1. North West ADASS Strategic Communications project

This project aims to develop a strategic communications manual and communications resources for social care leaders and practitioners in the North West of England.

It is responding to the same proposal in the ADASS Roadmap that to build political will we need to change the way the public think about and support social care.

Its methodology focuses on a series of structured interviews with directors and PSWs in the North West to establish a core story they'd like to tell about the value and impact of social care, and then using #SocialCareFuture research on language/messaging to convert that into a set of key messages, a comms manual and resources. The resulting messages and story will be tested with people who draw on care and support in the North West.

We plan to use the outputs from this project to help develop the content for this training module.

2. #SocialCareFuture and TLAP plan to develop a training programme for leaders of voluntary, community and social enterprise organisations working in social care to empower them to help change the story of social care.

The Local Government Association (LGA) plan to develop a series of webinars and/or training modules for council political leaders and council communications teams to empower them to help change the story of social care.

We are co-investing in some research (see approach below) with all three organisations and the Social Care Institute for Excellence (SCIE) to be conducted by the Frameworks Institute which will test the story, messages and language use to describe social care in #SocialCareFuture's [research on how to build public support to transform social care](#) with key public audiences including people who draw on care and support and their families.

We plan to use the outputs from this research to help develop the content for this training module.

We also plan to make the content for our training programme coherent and aligned with the programmes above so that together we're building a group of people telling a consistent and compelling story about the impact of adult social care.

3. Expanding reach to private sector and other leaders

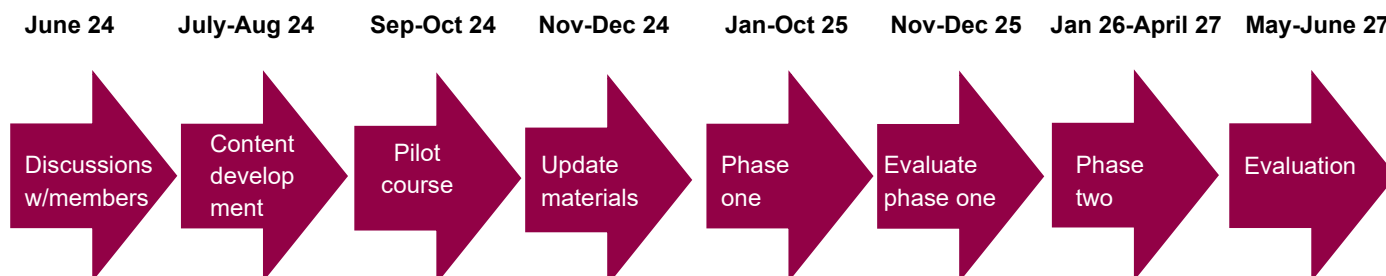
During 2024/25 as part of our overall movement building work with allies, we'll open discussion with key organisations who could have the credibility and resources to extend this training to other social care leaders and practitioners. There's a particular gap in supporting leaders and practitioners working in the private provider sector, who'll not be covered by either ADASS, #SocialCareFuture or LGA's planned training, so we'll explore with the Care Provider Alliance, Care England and other key organisations whether they would like to work with us to extend the programme to leaders and practitioners in the private sector. We'll build the results of those discussions into the evaluation of phase one and decision making on the target audience groups for phase two of our programme and alignment with any new strands of training planned by partners.

Approach

There will be seven phases of activity to develop, deliver and embed the impact of the training programme.

- Content development including research with members
- Pilot training course
- Tweaking training materials
- Phase one training programme

- Evaluation of phase one
- Phase two training programme
- Evaluation of phase two



The initial stage of this Project will focus upon the core strategic messages for adult social care and focus upon the Initial Report. At the end of the Project the Steering Group will consider subsequent shorter briefings for key audiences.

Project phase	Activities
Survey members	Simple survey with DASSs and their senior staff to stress test what content would be most appropriate and useful, to ensure we maximise sign ups. Feed this into and develop content brief for agency/consultant.
Content development	Support/feed into content development of NW ADASS project Commission agency to use our survey and the NW ADASS outputs to develop training programme course content, lesson plan and resources. We will need to commission external support to develop this.
Pilot course	Market course to ADASS members in North West. Secure venue for course via NW Regional Lead. Confirm pilot participants and send joining instructions. Deliver course. Conduct pilot evaluation based on course content usefulness, confidence of participants before/after. Review content as necessary before implementation of the programme. Gather insight from those trained on how to shape the alumni network/offer.
Update materials	Frameworks Institute has been commissioned to run a series of message testing style workshops, which will take place during September and October with outputs in November. This will develop a common language that engages the public on social care, formulated into a set of messages. Update our training materials with any significant additions from the research. Reach out to those trained in pilot with updated messages if necessary.
Phase one programme	Develop programme plan Market programme last quarter of 2024 Secure venues for in-person courses Develop process for supporting participants before programme Develop plan for alumni network and resources Deliver courses (10 courses with 12 participants each, totalling 120 participants) Deliver Alumni network plan including follow-up sessions with participants
Evaluate phase one	Evaluate impact based on phase one programme (both course content, effectiveness of alumni network and post-course impact by participants).

	<p>Make any necessary tweaks to programme structure or content.</p> <p>Review progress of aligned programmes by allies and any gaps in participation by groups of leaders working in social care.</p> <p>Evaluate whether to extend phase two to new groups of leaders.</p> <p>Plan phase two programme.</p>
Phase two programme	<p>Market programme in last quarter of 2025.</p> <p>Secure venues for in-person courses.</p> <p>Develop process for supporting participants before programme.</p> <p>Develop plan for alumni network and resources.</p> <p>Deliver courses (10 courses with 12 participants each, totalling 120 participants)</p> <p>Deliver Alumni network plan including follow-up sessions with participants.</p> <p>Start offering opportunities for case study collection, commentary, thought leadership, public speaking and media interviews with alumni regularly.</p>
Evaluation	Evaluate overall impact of the programme.

See the project plan (in development) for a break-down of activities within each phase.

Coproduction and engagement

The content for the training course will be based on the outputs of the Frameworks Institute project which will involve people who draw on care and support and their families.

We'll also build co-production with people who draw on care and support into the evaluation of phase one and evaluation of the full programme.

Equality, Diversity & Inclusion

We will build into the marketing plan for the programme an emphasis on including social care staff with different protected characteristics, to ensure that participation is inclusive and reflects the communities we work in. We will monitor sign-ups and participation throughout and make changes to our marketing programme if there is underrepresentation of any group.

Each evaluation (pilot course, phase one and full programme) will address whether there is any disparity between the experience of people with different protected characteristics, and the ability to explore reasons for this through qualitative research (structured interviews) to establish what needs to change in course content or approach to ensure every participant can gain benefits from the course.

Project team and governance

Name	Organisation / Role	Project Role
Vicky Smith	ADASS Communications and Public Affairs Officer	Temporary Project Manager (until Engagement Officer appointed)
Engagement Officer	To be appointed in June-July 24	Project Manager
Alice Klein	ADASS Director of Communications and Public Affairs	Project Sponsor
CEO & Directors	ADASS Leadership Team	Steering Group