



ROYAL COLLEGE OF SPEECH AND LANGUAGE THERAPISTS

INVITATION TO TENDER

EVALUATION OF RCSLT CRIMINAL JUSTICE TRAINING PACKAGE AND SCREENING TOOL

1. Introduction

REASON FOR TENDER

The Royal College of Speech and Language Therapists (RCSLT) wishes to appoint an external evaluation provider, as a contract for services, to plan and deliver an evaluation programme that will provide short term data on the impact of the newly developed RCSLT Criminal Justice resources (e-learning, face-to-face course & screening tool).

This document provides a briefing for an organisation/individual to tender for funding from the Royal College of Speech & Language Therapists for the evaluation of the RCSLT resources set out in Appendix 2.

BACKGROUND TO THE RCSLT AND THE PROJECT

The RCSLT is the professional body representing the interests of approximately 15,000 Speech and Language Therapists (SLTs) and an estimated 2.5 million people who have communication support needs. The profession needs to be able to respond quickly to the demands of commissioners when they are assessing the needs of people with a communication difficulty for SLT services.

The RCSLT has recently developed a number of resources aimed at frontline justice sector professionals who previously have little or no knowledge of speech, language and communication needs or the role of Speech and Language Therapists in the justice pathway.

These resources need to be evaluated to assess the level of impact they have for example on enhancing participation in offending behaviour programmes, levels of recidivism and 'incidents' in day-to-day interactions with professionals.

Bidders will be expected to demonstrate an understanding of the type of data required by commissioners, the complexities of the justice sector (pre-custody, custody & community) and have expertise in evaluating projects of a similar scope.

2. Scope of the Contract and objectives

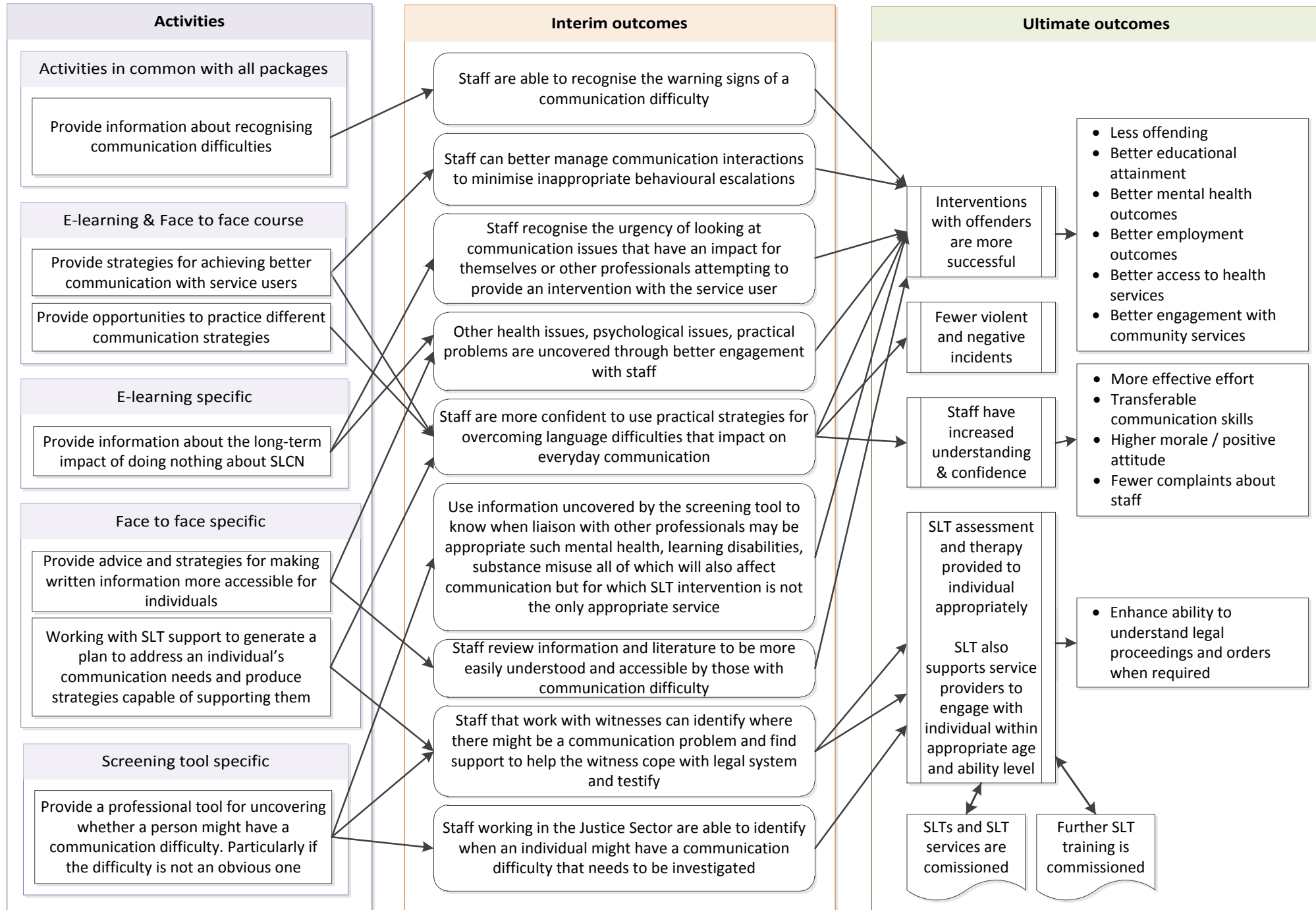
- a. The RCSLT wishes to contract for evaluation work to start in October 2011, with the evaluation project to be completed by Mid-February 2012.

On completion, the deliverables for this project will provide evidence for or against the impact of the RCSLT resources and will include recommendations where appropriate. It is expected that this evaluation will include comparative analysis using control groups.

- b. The objectives for the project are as follows:

The aim of the evaluation is to assess the effectiveness of each resource against the interim outcomes shown in the diagram below. Please also see [Appendix 2: Description & Aims for Each Element of the Package](#)

THEORY OF CHANGE DRAFT MAP: This is provided as starting point for discussion not as a finished map



In addition following the short term evaluation work is there any evidence to support:

- i. beneficial impact on services, staff and service-users who use the RCSLT resources?
- ii. need for services to commission face-to-face training for staff?
- iii. the development of a rapid response SLT service for professionals seeking SLT advice at short notice?
- iv. funding of additional Speech & Language Therapists in the justice sector?
- v. any reduction in recidivism (reduction in reoffending) or evidence of diversion from the justice sector pathway?
- vi. improved effectiveness of offender rehabilitation programmes?
- vii. Enhancement to existing diversion services?

In addition we hope the evaluation work will inform:

- viii. how SLT services should be designed to support the CJ sector
- ix. future 'public-facing' projects the RCSLT might develop
- x. future policy developments in this area

c. The RCSLT will undertake to source suitable pilot sites, install the e-learning package on site and support some aspects of the administration of the project but only where its actions could not be interpreted in any way as interfering with the independent evaluation process. The RCSLT expects to work in partnership with the successful bidder in order support the development of the project plan and objectives.

d. Pilot sites

The target audience for the RCSLT package is for staff working with individuals anywhere along the justice pathway and with those at risk of offending. The target areas can be grouped into the following categories:

- Community
- Custody/Secure
- 3rd Sector
- 'General'

The RCSLT anticipates that tenderers will not be able to evaluate all potential settings within the timeframe and have therefore prioritised

specific areas based on where the RCSLT believes we could show the greatest impact and conduct the evaluation most robustly. Tenderers are welcome to use their experience to comment on these choices.

The pilots should focus on following settings:

- children with short to medium term custodial sentences
- adults with short to medium term custodial sentences
- the police force
- at least one third sector agency
- at least one community offending/probation/rehabilitation service
- key projects in N. Ireland, Scotland and Wales.

Additional factors to consider to inform selection of the pilot sites:

- i. Location e.g. pilot sites in each devolved countries
- ii. Existing awareness that may compromise evaluation results
 - Some youth offending teams have already had 'communication awareness 1 day face to face training' from a private sector organisation
 - Some community settings have SLTs already working with staff & individuals
- iii. Children
 - age ranges:
 - e.g. England and Wales: 10-21 and 21 plus
 - e.g. Northern Ireland: Under 16, 16-24, 21+
 - e.g. Scotland: Under 16, 16-25, 25+
 - settings:
 - For 10-15 year olds in England, secure training centres, secure children's homes.
 - For over 14s: Young offending institutes (excluding remand centres and any with previous SLT input)
 - Child and Adolescent Mental Health Services (CAMHS)
- iv. Adult settings
 - Category B and C prisons (not Remand)
 - Medium Secure Mental Health settings
- v. Police force
 - We have existing interest from West Midlands police force (Walsall)
- vi. Third sector
 - We have existing interest from Penrose (an ex-offender rehabilitation service) as well as others.
- vii. Key projects in Northern Ireland
 - Restorative justice: An example of alternative disposal such as Youth Conferencing (possibly in Northern Ireland)
 - Vulnerable witnesses: An example of how a pilot might support the vulnerable witnesses scheme
- viii. Key projects in Scotland and Wales
 - There will potentially be project(s), exact details yet to be identified, but similar to Northern Ireland.

e. Reporting:

The contractor will be required to

- Complete objectives set out within *Appendix 1: Schedule*
- Produce products to the quality expected in line with the guidance and aspirations set out in *Appendix 1: Schedule*.
- Meet the RCSLT project manager within one week of the contract being awarded and then fortnightly to report progress on objectives.

3. Response required from Tenderers

a. The service you have to offer

- i. evaluation experience in relation to multi-stakeholder partnerships
- ii. evidenced experience of evaluating short term and longitudinal projects situated within the justice sector across different settings
- iii. understanding of the political and financial pressures facing the justice sector and not-for profit organisations working therein
- iv. experience of evaluation work in Northern Ireland, Scotland, Wales and England.
- v. understanding of the SLT role in the justice pathway
- vi. relationship with decision makers and influencers
- vii. good research and analysis skills
- viii. excellent communication skills
- ix. capacity to deliver a quality piece of work within a tight timescale
- x. ability to draft reports in plain English and in a succinct way.

We would like to hear about how you would propose to take on this work for the RCSLT. If possible, provide examples of the way you have added value by undertaking similar projects. This is an opportunity to tell us what else you have to offer the RCSLT.

b. Your business – We recognise there are advantages and disadvantages with all business models and have no preconceived ideas about the organisation we wish to work with. Please supply an overview of your business and its objectives, ethos, experience and any similar published work.

c. Your team - We believe that a good working relationship is absolutely at the core of any successful business arrangement and we will wish to meet the people involved in the day-to-day work on this contract. Please provide short biographies for the team members who would be working with us on the specification, management and implementation of this project.

d. Testimonials from similar organisations with which you have carried out similar work would be most useful.

e. Specimen timetables of working/How you will work - Please add sufficient narrative to show how you would be able to set key milestones and adhere to these and the deliverables in Schedule 1.

The successful bidder will be required to show;

f. Risk Analysis - Please identify the key risks to delivering this contract and the measures you will take to mitigate these risks.

g. Costs – please supply a full breakdown of the costs (excluding VAT) of delivering the project.

h. Draft Contract – please supply either a draft contract or your standard terms and conditions, or both, as available.

i. Contact Details – the key contact details of the bidder must appear on the cover of the bid document.

4. Tendering timetable

The tendering and project timetable is outlined below:

ITT issued on:	30 August 2011
Bidders' queries due with RCSLT by:	12.00 on 7 September 2011
Replies sent to all bidders on:	13 September 2011
Bids due with RCSLT:	16.00 on 27 September 2011
Short-listed bidders to be told if they have been short-listed, whether they need to supply more information and if they will need to attend formal tender panel by:	4 October 2011
Tender panel sits:	11 October 2011
Decision communicated to successful and unsuccessful bidders week commencing:	17 October 2011
On completion, due diligence, contract negotiation and signature.	17 October 2011
Project commences:	31 October 2011

5. Tendering Arrangements

The RCSLT welcomes bids from organisations working in partnerships on the basis that one organisation is nominated as the principal contractor and accepts full responsibility for the timely delivery and quality of the work delegated to the nominated sub-contractor(s).

Please read all the following paragraphs carefully.

- a. Proposals should be set out according to the following sections, with no more than 5,000 words in total
- b. A discussion of the issues raised in the specification and possible ways to address them, including any other issues suggested by tenderers. The issues to address in the work should also be prioritised;
- c. The bid document should cover all the points at paragraphs 3.a. – i. above.

6. Evaluation

Tenders will be evaluated according to the following criteria:

- The knowledge and experience of the tenderer;
- The extent to which the tender meets the objectives of the project, detailed in the specification
- The ability to meet the timescale outlined in this specification;
- Due consideration of the risks involved in the work and the measures proposed to reduce these risks; and
- Value for money.

7. Tenderer presentation

If you are short-listed for this contract, the RCSLT will invite you to give a face-to-face presentation of your proposal. You will be informed as soon as possible after the bid deadline if the RCSLT would like you to give a presentation. Tenderers' presentations normally last 15 minutes and there will then be approximately 45 minutes allowed for questions and answers. The presentation should illustrate the service you propose to offer to the RCSLT. During your presentation please describe your company's/department's ways of working, including details of your operational processes, management of workflow, methods of prioritisation, and the way you handle staff issues. Also, provide examples of the way you add value to similar existing clients. This is an opportunity to tell us what else you have to offer the RCSLT.

8. Costs

Please be prepared to give full explanations of costs at the presentation. All prices should exclude VAT.

9. DISCLAIMER

By issuing this ITT, RCSLT is not bound in any way and does not have to award a contract to any Bidder.

10. Costs incurred

Tenderers will not be entitled to claim any costs or expenses incurred in preparing, submitting or presenting their bid regardless of whether their submission is successful.

11. Period of validity

Tenders shall remain valid for a period of at least 90 (ninety) days from the closing date for receipt of bids.

12. Form of contract

The successful Tenderer shall be required to execute a formal binding agreement to supply the services as stated in the ITT and the Tender Bid. **The party with whom it is intended that the RCSLT will enter into contract must be clearly stated in the Tender Bid.**

13. Terms of submission and authorities

The Tenderer undertakes that in respect of submitting a tender bid to RCSLT:

- All information in the responses to this ITT, the presentation and any other communication regarding this bid are true, complete, and accurate in all respects.
- The person submitting the Tender Bid has full power and authority to enter into the contract on behalf of the company (and any partners) to carry out the project.
- The Tenderer is of sound financial standing and has sufficient working capital available to carry out the work.

14. Due diligence

The RCSLT will carry out legal, financial and business due diligence on any Tenderer, at its discretion.

15. Expressions of interest, enquiries and bids

Enquiries on the ITT should be made to: Dominique Lowenthal (0207 378 3027) or at Dominique.lowenthal@rcslt.org . Final queries must be received **by 1200 on 7 September 2011**. All queries received, and the RCSLT reply, will be sent to all bidders.

The final tender bid documents should be sent to: Brian Gopsill, Director of Performance and Contracts: (0207 378 3018)

Completed tenders must be received **by 16.00 on 27 September 2011**

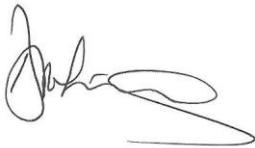
and should be emailed (see below) and sent by hard copy (five copies) to:

Brian Gopsill
Director of Performance and Contracts
RCSLT
2 White Hart Yard
London SE1 1NX

Tenders **should be emailed** to Brian.Gopsill@rcslt.org as a read-only Word document or in PDF format, with **TENDER – Criminal Justice Evaluation** in the title line and marked CONFIDENTIAL. **Tenders arriving after the closing time will not be considered.**

Please ensure that your main preferred contact details are clearly displayed on the front of the bid.

Issued for and on behalf of RCSLT



Brian Gopsill ACIS; MCIL

Director of Performance and Contracts

020 7378 3018

30 August 2011

Patron: Her Royal Highness The Countess of Wessex
Registered Office: **2 White Hart Yard, London SE1 1NX**
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Email: postmaster@rcslt.org

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KEY RESULTS AREAS	ACTIVITIES AND OUTPUT
Delivery of project plan and methodology	<ol style="list-style-type: none">1. Work with the RCSLT to ensure that evaluation objectives are robust and will meet the requirements of RCSLT.2. Create a theory of change map to ensure clarity at the outset and that the evaluation will be able to measure the outcomes necessary for the RCSLT's needs.3. Develop a full project plan and have this agreed by the RCSLT project board. Bidders invited to interview will be asked to present an outline project plan as part of the interview process. If successful, the project plan discussed at interview will form the basis for the full project plan which is to be agreed by the Project Board within 2 weeks of the start of the contract.4. Deliver a project brief for RCSLT that clearly explains the role that RCSLT officers will need to play in: sourcing suitable pilot sites; sourcing suitable control sites; setting up pilot sites (the RCSLT will be responsible for installing the e-learning package at sites); communication between RCSLT and the evaluation tenderers; communication between pilot sites and the evaluation tenderers; risks and mitigation strategies for preventing contamination of pilot site data.5. Deliver a clear package of information/contract for pilot sites, which clearly explains the methodology of the evaluation and what staff, time, data provision or other commitments are necessary. It should also explain how the data the pilot sites provide will be used and what support RCSLT and the Evaluation Organisation will need to provide to support them (such as referral pathways to local SLT services?).6. Establish a system for evaluating the effectiveness of the evaluation and for this to be agreed by the RCSLT.7. Report progress every 2 weeks to the Project Board and to be in weekly contact with the Professional Development Services Manager at the RCSLT.8. Deliver the evaluation schedule by an agreed date.9. Deliver the project within agreed timescales and to

	budget.
Evaluation data collection	<ol style="list-style-type: none"> 1. Communicate with pilot sites as necessary 2. Collect and compile appropriate qualitative and quantitative data relating to the agreed 'theory of change' diagram and objectives.
Reporting	<ol style="list-style-type: none"> 1. Produce a final report with an analysis of the impact of the different elements of the package which may include comparative data from control groups. 2. Provide a face to face presentation of the report findings to the RCSLT. 3. Provide suggestions given by pilot sites for improvement of existing RCSLT resources and suggestions for further support/resources/services from the RCSLT in the future. 4. As the RCSLT intends to allow a Higher Educational Institute to undertake a longitudinal study of the impact of the resources and SLT intervention (SLT intervention is not part of this short-term evaluation project) suggestions on how to capture similar data in non-pilot sites for the longitudinal study.

Appendix 2: DESCRIPTION & OBJECTIVES FOR EACH ELEMENT OF THE PACKAGE

KEY RESULT AREAS	ACTIVITIES AND OUTPUT
E-learning	<p>This is a high-level promotional tool designed to win 'hearts and minds'. Its primary aim is to help people realise what it is they don't know about communication needs and that it is worth investing their time in finding out more about this area.</p> <p>The e-learning is aimed at frontline professionals who previously have little or no knowledge of SLCN and the role of SLTs.</p> <p>The e-learning incorporates the screening tool and is a signpost to the face-to-face course and more information.</p> <p>We hope that the e-learning will:</p> <ul style="list-style-type: none"> • Develop an individual's knowledge and understanding of communication difficulties and the way they impact

- Enable individuals to better manage communication interactions to minimise inappropriate behavioural escalations
- Encourage professionals to look out for 'red flags' and seek further support for themselves and the person with a possible SLCN
- Enable professionals to make appropriate timely onward referral for SLT support
- Show why thinking about communication difficulties is worth doing and can help to make a tangible difference to longer term life outcomes
- Demonstrate how SLTs can help, and that SLT intervention should be considered as essential and not just a 'nice to have' in the justice sector

(Link to e-learning available on request)

Face to face course

This highly-interactive package has been developed by expert speech and language therapists working in the justice sector.

It is a two day course, run two weeks apart by a minimum of two Speech & Language Therapists with a minimum experience of 100 hours working in the justice sector or with 'hard to reach' individuals. The maximum number of learners is 22 per class. The content is approximately 85% generic and 15% tailored to each individual course cohort.

This training has been developed in response to feedback from Criminal Justice staff. It will provide participants with the tools to help:

- Reduce violent episodes and aggressive behaviour
- Enhance ability to understand legal proceedings and orders when required
- Enable meaningful participation with support and diversion services, such as:
 - pupil referral units
 - drug rehabilitation services
 - education programmes
 - employment schemes
 - housing opportunities

This will be achieved by

- Recognising the implications of poor comprehension and communication breakdown within the Criminal Justice System.
- Learning practical strategies for overcoming language difficulties that impact on everyday communication.
- Having the ability to implement useful strategies to aid effective communication in various working environments.
- Developing strategies to make information more accessible to people within the Criminal Justice System.
- Working with SLT support to generate a plan to address an individual's communication needs and produce strategies capable of supporting them.
- Identify the communication needs which would suggest referral to a SLT, referral information and know when liaison with other professionals may be appropriate.

(More detailed objectives available on request)

Screening tool

This is a series of questions and guidance on two sheets of A4 to help people working in the Justice Sector to identify where there might be a communication difficulty. The RCSLT, with expert SLTs have developed a set of screening questions which can be used to recognise whether a person might have a communication difficulty that needs to be investigated. This could be particularly relevant where the communication difficulty is not an obvious one.

This person could be an adult, young person, an offender, 'at risk of' offending, a witness or a victim. Additionally they may have previously identified learning difficulties.

The questions will give an indication of what speech, language, communication needs (SLCN) a person might have.

(Screening tool available on request)