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Specification:

Service Design for Embedding Positive Cultures in Residential Care across Wales

Lot 1: Co-design and Test Leadership Support Programme & tools for nurturing positive cultures Adult Social Care Providers across Wales

Lot 2: Programme evaluation and impact assessment of the co-design and testing of a new leadership programme and tools for nurturing positive cultures in adult social care services across Wales

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Contents

- 1 Project Outline**
 - 1.1 Introduction
 - 1.2 Background
 - 1.3 Project Phases
- 2 Lot 1**
 - 2.1 Aims and Objectives
 - 2.2 Summary of Phase 2 & 3
 - 2.3 What is Required / Requirements
 - 2.4 Method
 - 2.5 Outputs
- 3 Lot 2**
 - 3.1 Summary of work
 - 3.2 Aims and Objectives
 - 3.3 What is Required / Requirements
 - 3.4 Method
 - 3.5 Outputs

Section 1 – Project Outline

1.1 Introduction - Strategic Context

[Supporting Positive Cultures](#) in social care is a Social Care Wales and Care Inspectorate Wales joint strategic project designed to strengthen the sectors leadership, improve wellbeing and deliver high quality care that meets what matters to people that receive care and support.

It aligns with the ambitions of [Ymlaen: The research, innovation and improvement strategy 2024-2029](#)) vision of creating a culture “where people leading, developing and delivering social care feel confident, supported and inspired to use evidence and innovation to make a positive difference to care and support in Wales” This requires a whole system approach which sees people with lived experience, practitioners and policy leads working collaboratively in meeting the wellbeing needs of people and communities.

Supporting Leadership and Succession is a priority area within [Social care workforce delivery plan 2024 to 2027](#) which sets out the social care actions for [A Healthier Wales: Our Workforce Strategy for Health and Social Care](#) ' to 2027, and outlines our aims for the workforce over 10 years.

Our workforce delivery plan explains what we'll do to support direct care workers feel cared for, work in a compassionate and inclusive culture, and feel valued for their work. Ensuring care workers feel motivated, supported and encouraged to be their best and make a positive difference to people lives.

Leadership that is grounded in compassion, relational ways of working, values, and behaviours is crucial for creating the right work and caring environment. When leaders model the [Compassionate leadership principles](#) , it leads to improved quality of care a confident workforce and improved wellbeing outcomes for cared and supported people.

Social Care Wales, together with sector leaders want to build on existing learning and development opportunities including resources to support positive cultures. This involves introducing experimental approaches designed to support leaders, staff and cared for people create the right conditions for a learning and improvement ethos within their settings.

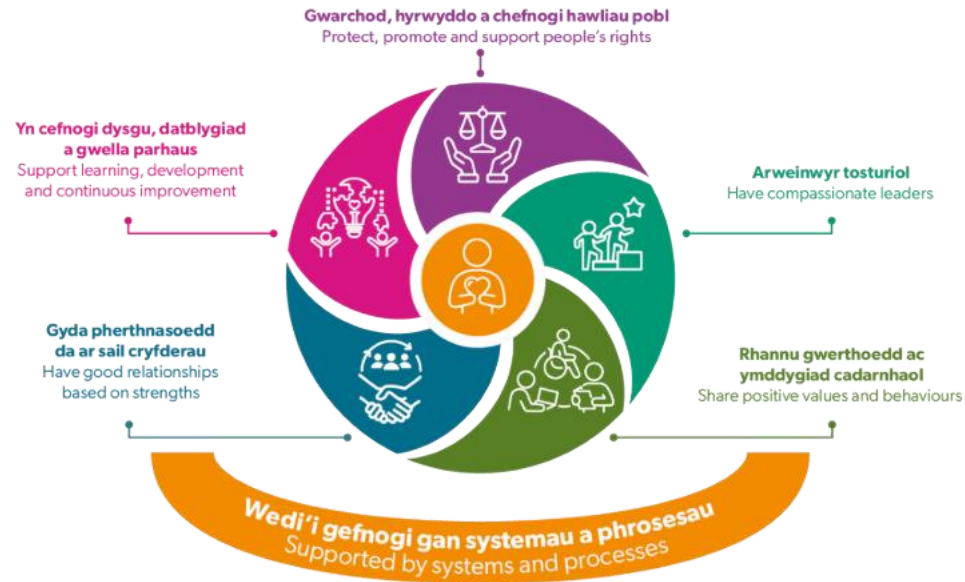
1.2 Background

The Supporting Positive Cultures project builds on earlier work undertaken jointly by Social Care Wales and CIW, which brought together a set of key principles and practical resources designed to enable and sustain positive cultures in social care. This work led to the launch of [The Supporting Positive Cultures Guide for Social Care](#).

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Feedback from providers across both children's and adults' services highlighted a strong appetite for more practical, hands-on support to help them nurture, embed, and evaluate positive organisational cultures and their underpinning principles.

The Supporting Positive Cultures framework is underpinned by five core principles, supported by effective systems and processes that are relationship-centred and people-focused.



Engagement with providers, Responsible Individuals (RIs), and wider system partners has highlighted a number of persistent challenges, including:

- A need for deeper support around leading change and innovation
- Fear of trialling new approaches due to perceived regulatory risk
- Limited access to research, learning, and improvement expertise
- A lack of “critical friend” support, particularly for smaller providers
- Variation in how positive culture is understood, measured, and evaluated

To help address these challenges, Social Care Wales has secured funding through The **Rayne Foundation's Better Carers, Better Careers Programme**, which aims to support improvement and workforce development within adult social care.

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This funding will support research to better understand the development and support needs of leaders within adult care provider organisations. It provides an opportunity to co-design, test and evaluate a new support service and tool that can help embed, measure and evaluate positive culture in a meaningful and proportionate way.

1.3 Project Phases

The Supporting Positive Cultures Programme will be delivered across three distinct phases. Phase 1 has already been commissioned and is underway. Phases 2 and 3 will be delivered through the two Lots commissioned as part of this tender.

1.3(a) Phase 1: User Research (completed separately)

Phase 1 is currently underway and is due to complete in June 2026. This phase focuses on developing a robust understanding of the needs of leaders in adult care provider organisations, particularly in relation to embedding, assessing and sustaining positive organisational cultures and their underpinning principles.

The research explores:

- What enables and what hinders the development of positive culture
- What existing support, tools and approaches providers find useful or unhelpful
- Where gaps exist in current leadership development and culture support

The outputs from Phase 1 will include a set of evidence-based proposals setting out what an effective future support service for nurturing positive cultures could look like.

Phase 1 is **not included** within the scope of this tender. Its findings will be shared with the successful supplier/s upon contract award and will directly inform the work commissioned through Lots 1 and 2.

1.3(b) Phases 2 and 3: Design, Testing and Evaluation (commissioned through this tender)

The Phases will be delivered through the two Lots described below.

Lot 1: Co-design and Testing of Leadership Support (Phase 2) & Positive Culture Tools (Phase 3) for Adult Social Care

Lot 1 will be responsible for the design, co-production, testing and refinement of the programme's practical components, informed by the evidence generated through Phase 1.

This includes:

- Co-designing and testing a leadership support offer for adult social care providers, and

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- Co-designing and testing a positive cultures tools to support providers embed, assess, measure, and improve organisational positive culture in a meaningful and proportionate way.

The focus of Lot 1 is on practical development and testing with providers.

Lot 2: Programme Evaluation and Impact Assessment for Supporting Positive Culture (Phase 4)

Lot 2 will focus on the independent evaluation of Phases 2 and 3. This includes the development and delivery of an evaluation and impact framework to assess the design and testing activity undertaken through Lot 1.

Lot 2 will:

- Evaluate the leadership support offer and tool(s) developed under Lot 1
- Assess outcomes, learning and early impact
- Synthesise findings and generate evidence to inform future policy development, practice improvement and potential wider roll-out.

Lot 2 will not be involved in the delivery of design of the support being evaluated.

1.3(c) Project Phase Timeline

Suppliers appointed to Lots 1 and 2 will be expected to work in close partnership through the contract period. Effective collaboration, timely sharing of insights, and alignment of activity will be critical to the successful delivery of the programme's Theory of Change, while maintaining appropriate independence between delivery and evaluation.

The timetable below shows how the programme will be delivered across the three project phases. Both Lots will commence in July 2026.

Activity	Timeline	Lot(s)	Lead
Phase 1: User Research	January 2026 – June 2026	N/A - Complete	Social Care Wales
Contract Mobilisation and Collaborative Start-Up	July 2026	Lots 1 & 2	Social Care Wales, Lot 1 & Lot 2 Suppliers
Establish joint working arrangements, evaluation alignment and governance for Phases 2 & 3			Joint
Phase 2: Co-design and Testing of Leadership Support Offer	July 2026 - October 2027	Lot 1	Social Care Wales and Lot 1 Supplier
Ongoing collaboration with Lot 2 on evaluation design and Theory of Change		Lots 1 & 2	Joint

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Service design outputs and interim learning		Lot 1	Lot 1 Supplier
Phase 3: Co-design and Testing of Positive Culture tools	July 2026 - October 2027	Lot 1	Social Care Wales and Lot 1 Supplier
Ongoing collaboration with Lot 2 on evaluation design and data capture		Lots 1 & 2	Joint
Service design outputs and interim learning		Lot 1	Lot 1 Supplier
Evaluation and Impact Planning for Phase 2 and 3	July 2026 - October 2027	Lot 2	Lot 2 Supplier
Development of evaluation and impact framework and methods		Lot 2	Lot 2 Supplier
Analysis and Synthesis of Learning from Co-design and Testing	October 2027 – December 2027	Lot 1	Social Care Wales and Lot 1 Supplier
Draft Co-design Report and Refined Tools	January 2028	Lot 1	Social Care Wales and Lot 1 Supplier
Final Co-Design Programme Report and Refined Tools	March 2028	Lot 1	Social Care Wales and Lot 1 Supplier
Share Learning from Co-Design and Testing Phase	March 2028 – June 2028	N/A	Social Care Wales
Evaluation Data Analysis and Synthesis (support offer and tool)	February 2028 - April 2028	Lot 2	Lot 2 Supplier
Draft Evaluation Report	May 2028	Lot 2	Lot 2 Supplier
Final Evaluation Report	June 2028	Lot 2	Lot 2 Supplier
Share Evaluation Learning	July 2028	N/A	Social Care Wales
Presentation of Final Report to Rayne Foundation	By 15 September 2028	N/A	Social Care Wales

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Section 2 – Lot 1: Co-design and Test Leadership Support Programme & Tools for Adult Social Care Providers

2.1 Aims and Objectives

The aim of this contract is to build on the findings from Phase 1 User Research and work collaboratively with leaders of adult social care providers, Social Care Wales, Care Inspectorate Wales and key stakeholders to codesign, test and refine:

1. A new leadership support service that strengthens the growth, embedding and measurement of positive cultures in adult social care settings across Wales.
2. A tool that helps organisations understand their current culture position, identify areas for improvement and track progress over time.

The Positive Cultures work can draw on Social Care Wales's existing services and resources that help leaders nurture positive cultures within their settings. This support may make use of, but is not limited to:

- The work of the **Social Care Fair Work Forum** and its subgroups, including worker voice, the pay and progression framework, and health and safety in the workplace.
- The **Compassionate Leadership training programme**, aimed at senior leaders in local authorities and third sector organisations.
- The **Workforce well-being programme**, including the *Your Well-being Matters* framework, which helps staff feel safe, supported and valued at work.
- The **Strengths-based practice programme**, which supports organisations to change culture, practice and systems.
- **Attraction and recruitment support**, helping the sector recruit people with the right values, supported by the *WeCare Wales* programme, which raises awareness and understanding of social care, early years and childcare careers.
- Information, products and services supporting research, innovation and improvement, available through the **Insight Collective** website.
- Social Care Wales' **Innovation Coaching service** will also be available to support users throughout Phase 1 and Phase 2 of the testing programme.

This work contributes to the [Rayne Foundation Better Carers Better Careers outcomes and Impact Framework](#), ensuring that:

Care workers have:

- A meaningful voice and role in nurturing positive, relationship centred cultures.
- Increased confidence, skills and support that lead to better wellbeing outcomes.
- Improved job satisfaction, wellbeing and a stronger sense of being valued.

Leaders and managers of adult social care providers have:

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- A deeper understanding of the principles of positive cultures, their importance and their impact on care workers and people who receive care and support.
- Improved knowledge and skills to embed and measure positive cultures and practice.
- Greater confidence to lead change and improvement that strengthens culture, practice, service quality and wellbeing.

At a systems level, this work will provide:

- A clearer understanding of what types of support nurture positive cultures and better wellbeing.
- Insight into the system level barriers and enablers that influence positive cultures.
- A better understanding of how relationships between commissioners, regulators and providers can support more positive organisational cultures.

The work should empower leaders and teams to develop the relational practices, behaviours and organisational conditions that create compassionate, inclusive and learning focused workplaces, leading to improved workforce wellbeing and better outcomes for people who receive care and support.

2.2 Summary of Phase 2 & 3

The successful Supplier will:

2.2 (a) Phase 2 codesign and test a new support service anticipated activities:

- Recruit partners and identify adult care providers and key stakeholders in collaboration with Social Care Wales and Care Inspectorate Wales on the work.
- Design and run workshops aimed at co-designing a new support offer and approaches to support positive cultures.
- Collaboratively develop a theory of change for guiding the design and testing of a new support service.
- Recruit 6 adult social care providers testing sites across Wales; based on agreed criteria, in consultation with Social Care Wales and partners. Ensure ethical research practices are upheld including informed consent, safeguarding, and data protection.
- Develop site specific action plans to support six care settings to test ways new support service that nurtures positive cultures, gather feedback, and iterate solutions for support. This will involve working with the Responsible Individual, Registered Manager and up to 3 front-line staff at each pilot site.
- Gathering data to support the evaluation on the 'positive culture' position of each test site at the start, re-measure at the mid-way and end point.
- Undertake site visits or virtual consultations to observe Responsible Individual and Registered Manager in their own care settings to understand how they support positive cultures and behaviours. Also gain insights into the challenges they face, how they are overcome and what difficulties remain.
- Develop practical resources, guidance and learning materials.
- Produce a service design report explaining what was designed, how it was tested and what was learned from the design and testing process. The report

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should also feature information about the experience of the 6 testing sites and their results. The report should also include recommendations for Social Care Wales to consider as next steps towards a scaled implementation of the work.

2.2 (b) Phase 3 Codesign and test tools for anticipated activity:

- Engage stakeholders in co-design workshops to define success criteria and design principles for the tool.
- Develop a tool that measures indicators against the positive culture principles and aligns with strengths-based and compassionate leadership models.
- Test the tool with 6 providers across Wales.
- Validate usability and clarity through iterative feedback from the six pilot sites and test with care providers
- Produce a service design report explaining what tool(s) was designed, how it was tested and what was learnt from the design and testing process. The report should also feature information about the experience of the 6 testing sites and their results. The report should also include recommendations for Social Care Wales to consider as next steps towards a scaled implementation of the work.

2.2 (c) Phase 2 & 3: Support service and tool

Collaborate with a separate commissioned supplier to gather evidence that will feed into an Evaluation report for Phase 2 and 3 which will contribute towards the Rayne Foundation Better Carers Better Careers programme evaluation. The independent evaluation explains whether it worked, why it worked (or didn't), what difference it made, and how the programme contributed to wider system outcomes.”

2.3 What is required / 'The Requirements'

We are seeking a supplier with the expertise and experience to undertake the following requirements:

2.3(a) Co-design and Testing of a New Support Service (Phase 2)

The supplier must:

- Work collaboratively with Social Care Wales, Care Inspectorate Wales and sector partners to identify and recruit six adult social care providers to act as pilot sites, using agreed selection criteria and ethical engagement processes.
- Design and facilitate co-design workshops with leaders, managers, frontline staff and stakeholders to develop success criteria and design principles for the support service. Including a shared understanding of the behaviours, conditions and practices that enable positive cultures.
- Develop a Theory of Change that will guide the design and testing of the support service.

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- Support assessments of each pilot site's positive culture position at the start of testing, mid-point and end-point.
- Deliver a programme of testing activities with the sites, which may include coaching, mentoring, team learning sessions, mini-sprints and other supportive interventions tailored to local needs.
- Carry out site visits or virtual consultations to understand day-to-day practice, challenges and opportunities for improvement.
- Produce site-specific action plans in collaboration with Responsible Individuals, Registered Managers and staff.
- Refine the support service iteratively based on feedback and learning from pilot sites.
- Produce a service design report summarising:
 - What was designed and why
 - How it was tested
 - Lessons learned
 - Recommendations for scaling and sustainability.

2.3(b) Co-design and Testing of a Tool (Phase 3)

The supplier must:

- Facilitate co-design workshops with stakeholders to agree success criteria, functions and design principles for the tool.
- Contribute to a measurement framework aligned with:
 - The Positive Cultures principles
 - Strengths-based practice
 - Compassionate leadership models
- Design a bilingual, accessible tool, capable of:
 - Helping organisations understand their current culture position
 - Producing tailored action plans
 - Supporting organisations to manage and sustain improvement over time
 - Enabling practical reporting on culture indicators
- Test and refine the tool with the same six pilot sites from phase 2 through iterative cycles of feedback and adaptation.
- Produce a tool design and testing report with recommendations for future development and scale-up.

2.3(c) Collaboration and Learning

The supplier must:

- Work sensitively alongside leaders and managers with different levels of knowledge and confidence.
- Maintain regular communication with the Social Care Wales project team to ensure alignment with project aims and emerging insights.
- Work constructively with a separately commissioned evaluation partner, providing agreed data, access and evidence throughout the project.
- Draw on and integrate Social Care Wales' existing offers (e.g., compassionate leadership training, wellbeing resources, strengths-based practice, workforce support and research, innovation) where relevant.
- Deliver a programme of co-design engagement activities, including workshops, interviews and focus groups. We anticipate a minimum 20

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engagement sessions in total across the project. This figure is indicative and may be refined collaboratively during project initiation and informed by stakeholder and user research to ensure the most effective approach.

- Work openly and share learning in real time, along with reporting at key milestones.

2.3(d) Shared Requirements (Applicable to both Lots)

Suppliers appointed to either Lot must:

- Start delivery in July 2026.
- Work in close partnership with Social Care Wales, while respecting the distinct roles of delivery and evaluation.
- Collaborate effectively with the supplier appointed to the other Lot to support the Programme's Theory of Change and share data with one another to inform both lots.
- Engage constructively with adult social care providers, leaders and frontline staff with varying levels of confidence and capacity.
- Draw on and integrate Social Care Wales's existing services and resources where relevant, including:
 - Compassionate Leadership training programme
 - Social Care Fair Work Forum
 - Workforce wellbeing programme
 - Strengths-based practice programme
 - Attraction and recruitment support
 - Insight collective website
 - Innovation Coaching service
- Share learning openly, participate in governance and reporting arrangements, and contribute to dissemination of findings.

2.3(e) Digital Requirements

Digital inclusion is an essential principle underpinning the delivery of this programme. The social care workforce in Wales is diverse, and participants will have varying levels of digital confidence and access to technology. Therefore, all aspects of the programme must be designed and delivered in a way that ensures equitable access and participation for everyone.

The supplier must ensure:

- Use of appropriate and secure use of digital platforms (MS Team / Zoom) for virtual delivery, collaboration and communication.
- Use digital tools to support real-time data collection and analysis (e.g. surveys, feedback forms, reflective tools).
- Consider diverse digital capabilities and environments of participants.
- Ensure robust processes for handling personal and organisational data gathered through coaching, evaluation and feedback.
- That they avoid options about digital skills and offer support or guidance where needed to help participants engage confidently.
- That all facilitators and coaches are trained in inclusive digital facilitation and able to adapt materials or delivery methods accordingly.

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2.3(f) Bilingual Requirements

All approved outputs, including external communications and engagement tools, and final reports, must be made available in both Welsh and English at the Suppliers expense

Requirements include:

- Ensuring equal status for Welsh and English
- Facilitating sessions, engagement activities bilingually (in both Welsh and English)
- Ensuring all digital tools and platforms are fully accessible in Welsh.
- Using professional translation to maintain accuracy and cultural relevance.
- Translation costs included in the financial proposal (Appendix 3)
- Demonstrating that Welsh language capability is essential to delivering the full breadth of the contract, including written outputs, stakeholder engagement, facilitation, and ongoing communication

Suppliers must:

- Either have in-house Welsh language capability
- Or outsource a qualified translator/facilitator in accordance with the standards outlined in section 4.1, and declare their use of sub-contractor within their WSPQ submission (Appendix 1)

These requirements reflect Social Care Wales's commitment to the Welsh Language Standards. The supplier will be responsible for ensuring that translations meet Social Care Wales expectations and standards.

2.3(g) Accessibility Requirements

Suppliers must also consider the Welsh social care workforce's potential accessibility needs ensuring that:

- All digital content and tools conform to Web Content Accessibility Guidelines (WCAG) 2.2 AA as a minimum.
- Any online platforms used are compatible with assistive technologies such as screen readers, speech-to-text, and captioning tools.
- Documents and resources are provided in accessible formats (e.g. properly tagged PDFs, alt text for images, high-contrast visuals, plain English versions). Programme activities are co-designed or adapted with consideration for participants with additional learning needs, neurodivergence, or disabilities.
- Language used across all materials is clear, jargon-free, and culturally inclusive.
- They build in clear, proactive mechanisms to identify and respond to accessibility needs early in the programme

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2.4 Method

Potential suppliers will propose a methodology. They should outline the reasons for selecting their chosen methodology and how this fulfils the requirements of this specification within their response.

Suppliers must adopt the following elements into their chosen methodology:

- Co-design and co-production with each participating social care organisation
- Flexibility to meet the needs of each organisation, within the limits of the contract and agreed approach
- Draw on Social Care Wales' existing support offer
- Use evidence such as the Phase 1 user research (which will be provided on contract award) to inform the approach, and tools such as The Supporting Positive Cultures Guide, Care Inspection Wales Inspection Framework to help measure progress.
- Ongoing Learning and Evaluation
- Hybrid Delivery Model (Online and in-person)

2.5 Outputs

- Insights from the co-designed workshops, success criteria and design principles for a new support service and tool.
- A codesigned theory of change for guiding the design and testing of a new support service and tool
- Assessment of each testing site's starting point and progress towards growing positive culture using the measures taken throughout the phase
- A fully designed support service for providers to test
- A tested, refined and fully developed bilingual tool for implementing, measuring and evaluating positive cultures in organisations (digital and printable)
- Six site specific action plans detailing the approach to improve and measure positive cultures.
- Service design reports outlining the learning and changes from engagement with the new support service and tool across the six sites.
- Provide pre- agreed evidence to a supplier leading on the Evaluation report for Phase 2 and 3 which will form part of (a) the Rayne Foundation Better Carers Better Careers programme evaluation(b) recommendations for upscaling the support service.
- A final bilingual report including insights report, evaluation findings and recommendations on what supports positive culture change and refined approaches or tools.
- Bilingual slide deck presentation of findings for stakeholders.

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Section 3 – Lot 2: Programme evaluation and impact assessment of the co-design and testing of a new leadership programme and tool for nurturing positive cultures in adult social care services across Wales

3.1 Summary of work

The aim of this work is to establish leaders of adult care providers support needs. It's an opportunity for care providers to co-design, test and evaluate a new support service to help embed, measure and evaluate positive relationship focused culture.

This work is an evaluation of:

- Phase 2: Co-design and testing of a leadership support offer
- Phase 3: Co-design and testing of a tool

The Supplier will:

- Develop an evaluation framework
- Collect and synthesise data across all phases
- Work closely with the co-design supplier for phase 2 and 3
- Produce a bilingual evaluation report

The work builds on Social Care Wales (SCW) and Care Inspectorate Wales (CIW) previous work which brought together a set of key principles and resources to enable a good culture which led to the launch of The Supporting Positive Cultures Guide in social care. Whereby Providers across children and adults' services highlighted the need for practical, hands-on support to help nurture and measure positive cultures and its principles.

The project learning and evidence will benefit a range of social care providers, policy commissioners, regulators. It will inform the Supporting Positive Cultures Steering Group vision on how the system can better collaborate to enable positive relationship centred culture, improve quality services and better wellbeing outcomes for people.

The Supporting Positive Culture Project will contribute towards the Rayne Foundation Better Carers Better Careers outcomes and Impact Framework

Care workers: (Better Careers, Changing Lives)

- Having a voice and role in nurturing positive relationship centred cultures
- Better equipped with skills and support that lead to better wellbeing outcomes.
- Feel valued and report improved job satisfaction and wellbeing

Employers/providers (Better Care Providers, Changing Practice)

- Better understanding of the principles of positive cultures, their importance and impact on people accessing care and support and employees

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- Improved knowledge and skills to embed positive cultures within their organisations
- Leaders and managers feeling more confident to lead change and improvement that results in positive cultures and improved quality service and wellbeing outcomes for people.

On a systems level (Better Care Sector, Changed Thinking and Care Eco-system):

- An understanding of what support is required to nurture positive cultures to deliver better care and support which in turn result in better well-being outcomes for supported people and the workforce
- Better understanding of how the relationships between commissioners, regulators and employers can be designed to influence positive cultures.
- Insight into some of the system barriers and enablers for positive cultures.
- Better collaboration and understanding of one another's working processes and systems.

3.2 Aims and Objectives

The aim of this Evaluation and Impact Assessment is to provide robust evidence of programme outcomes and impact to inform future work programmes, policy and practice.

3.2 (a) The aim is to:

- Assess whether the new support offer helps providers develop and sustain positive cultures—and how this leads to better outcomes for people and staff.
- Demonstrate how the project will contribute towards the Rayne Foundation Better Carers Better Careers outcomes and Impact Framework.
- Capture project learning, evidence and present the Rayne Foundation with a mid-report and final evaluation report.

3.1(b) The objectives include:

- Develop and implement an evaluation framework for the programme (working closely with the co design supplier and Social Care Wales).
- Measure progress against agreed success criteria and positive culture principles.
- Capture qualitative and quantitative data across all programme phases and test sites.
- Assess the impact of leadership and support programme on care providers and workforce wellbeing
- Explore whether there have been an additional impacts on regulators, commissioners, and people who draw on care
- Provide recommendations for policy, practice and scaling including sustainability of the support and tool.
- Produce actionable insights for continuous improvement and future scaling.

3.3 What is required / 'The Requirements'

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3.3 (a) Evaluation Requirements (Phases 2 & 3)

This phase will develop an evaluation and impact framework which forms part of a wider programme to support positive cultures in adult care services

Lot 2 is for undertaking an independent, mixed methods evaluation of the User research and codesign and testing of:

- a leadership support service to nurturing positive cultures; and
- a tool for implementing, measuring and evaluating positive cultures.

The evaluation will synthesise data from Phase 2 & 3 to assess outcomes, identify lessons learned, and inform future policy and practice. It will ensure accountability and support continuous improvement across the sector.

The evaluation will:

- Assess the extent to which the support offer and tool were delivered as intended and detail any adaptations
- Explore:
 - whether the programme achieved its desired aims,
 - the factors that influenced the impact of the programme and whether these varied across test sites,
 - what difference the programme made to staff, management, the organisation and people accessing care and support, and
 - the influence of wider systemic factors had on the impact of the programme.
- Explore the outcomes from the programme including:
 - Any positive or negative outcomes and impacts from the programme,
 - The factors that contributed to those outcomes
 - whether any systemic barriers need to be addressed to improve outcomes from the work.
- Develop theory of change alongside the programme provider (building on the Rayne Foundation expected outcomes) using contribution analysis to:
 - Map intended outcomes,
 - explore contribution towards outcomes,
 - monitor ongoing outputs and explore changes to workforce and provider behaviour and;
 - Explore any systemic barriers impacting on the programme.
- Assess positive cultures at the test sites at the start, mid-point and end of testing
- Involve lived experience and workforce voices wherever possible
- Measure changes in behaviours, leadership, wellbeing, culture, practice and collaboration

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- Assess how, where and why positive cultures emerge
- Highlight barriers and enablers to positive cultures
- Explore implications for policy, commissioning and regulation
- Outline considerations and recommendations for upscaling the programme going forward.

The Supplier will need to work in close collaboration with Social Care Wales, providing regular updates to ensure the work remains aligned with the project's aims and adheres to the contract deadline.

The successful Supplier must work closely with both the co-design supplier and Rayne Foundation evaluators (Bean Consultancy) to ensure reporting requirements and outcomes measures are addressed.

The successful Supplier will need to work closely with the co design supplier in the design of the evaluation framework to ensure effective monitoring data is collected throughout the delivery process to measure the impact of the support offer. The Successful supplier should therefore have experience of working in partnership to design and collect relevant data to ensure the most effective use of time and resources for all parties involved.

The successful Supplier must demonstrate:

- Expertise in mixed-method evaluation in social care contexts.
- Ability to design and apply evaluation frameworks that measure positive culture changes, wellbeing outcomes and systemic change.
- Experience in working with suppliers and partners in capturing agreed data as well as synthesising data from multiple workstreams.
- Ability to produce clear, bilingual reports and presentations.

3.3 (b) Shared Requirements (Applicable to both Lots)

Suppliers appointed to either Lot must:

- Start delivery in July 2026.
- Work in close partnership with Social Care Wales, while respecting the distinct roles of delivery and evaluation.
- Collaborate effectively with the supplier appointed to the other Lot to support the Programme's Theory of Change and share data with one another to inform both lots.
- Engage constructively with adult social care providers, leaders and frontline staff with varying levels of confidence and capacity.
- Draw on and integrate Social Care Wales's existing services and resources where relevant, including:
 - Compassionate Leadership training programme
 - Social Care Fair Work Forum
 - Workforce wellbeing programme
 - Strengths-based practice programme
 - Attraction and recruitment support

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- Insight collective website
- Innovation Coaching service
- Share learning openly, participate in governance and reporting arrangements, and contribute to dissemination of findings.

3.3 (c) Digital Requirements

The supplier must ensure that all digital materials meet the following requirements:

- Be compatible with our Microsoft SharePoint-based intranet.
- Be accessible across multiple platforms and devices, including desktops and mobiles.
- Use responsive design to ensure smooth navigation and performance on all screen sizes.
- Be simple to navigate, quick to load, and intuitive for users.

3.3 (d) Bilingual Requirement

All approved outputs, including external communications and engagement tools, and reports, must be made available in both Welsh and English at the Supplier's expense.

Requirements include:

- Ensuring equal status for Welsh and English
- Facilitating sessions in Welsh, where preferred, with Welsh-speaking staff available.
- Ensuring all digital tools and platforms are fully accessible in Welsh.
- Using professional translation to maintain accuracy and cultural relevance.
- Translation costs included in the financial proposal (Appendix 3)
- Demonstrating that Welsh language capability is essential to delivering the full breadth of the contract, including written outputs, stakeholder engagement, facilitation, and ongoing communication

Suppliers must:

- Either have in-house Welsh language capability
- Or outsource a qualified translator/facilitator in accordance with the standards outlined in section 5.1, and declare their use of sub-contractor within their WPSQ submission

3.3 (e) Accessibility Requirements

All digital materials produced must:

- Be compatible with screen readers -using structured HTML or accessible PDFs.
- Include descriptive alt text for images, proper colour contrast and use readable fonts.
- Ensure keyboard-only navigation is fully supported.
- Use clear, concise language and avoid long blocks of text.
- Meet WCAG 2.2 accessibility standards.

Responses may be submitted in either Welsh or English

3.4 Method

We invite suppliers to propose a methodology for delivering this project within their quote submission.

The methodology for this evaluation must take account of and align with:

- Our funders the [Rayne Foundation's evaluation framework](#)
- The programme timetable for delivery as outlined in section 1.3
- The potential successful suppliers programme and schedule for codesigning, testing and evaluating new leadership support offer and tool for nurturing and measuring positive culture in adult care settings

3.5 Outputs

The supplier will produce the following outputs within the noted timescales which have been agreed with the funder.

- Evaluation framework, data collection plan and risk register finalised (September 2026)
- Provide insight briefings when required and agreed at outset of tender confirmation.
- Progress reports aligned with BEANs milestone reporting framework, tbc at start of tender.
- Final bilingual evaluation report (June 2028) including:
 - outcomes of the work (positive and negative),
 - 6 site case studies
 - lessons learned; and
 - recommendations (June 2028)
- Bilingual slide deck presentation of findings for stakeholders. (June 2028)