

Switchback

Invitation to Tender (ITT): Clinical Supervision and Reflective Practice Provision

Tender Issue Date: 5th May 2026

Tender Closing Date: 12th June 2026

Contract Term: 12 months

Contract Start (handover/scoping): w/c 21st September 2026

Service Commencement: w/c 5th October 2026

1. Introduction

Switchback is inviting submissions from suitably qualified and experienced providers to deliver a programme of clinical supervision and reflective practice facilitation for staff across the organisation.

This tender is being conducted as an open process in line with Switchback's Procurement Policy. As the contract value exceeds £10,000, a full tender process will be undertaken to ensure transparency, competition, and value for money.

Switchback seeks a provider who can deliver group reflective and individual clinical supervisory spaces that supports the work with our client group (who Switchback refers to as Trainees), staff wellbeing, professional development, constructive organisational learning and sustained high-quality practice.

2. About Switchback

Switchback works with men in touch with the Criminal Justice System across London boroughs by building impactful relationships between Mentors and Trainees.

Trainees are usually young men aged 18–30 returning to London following imprisonment or on a Community Order. Switchback Mentors provide intensive 1-to-1 support tailored to each Trainee's goals, supported by real work training and structured guidance.

Switchback's work spans ten key pathways including accommodation, employability, education, relationships and family, finance, criminal justice system navigation, attitude and behaviour, independent living skills, mental and physical health, and drugs and alcohol.

Switchback is committed to supporting staff who undertake complex and emotionally demanding work, ensuring they are equipped, supported, and able to sustain their practice.

3. Teams in Scope

3.1 Delivery Team

3.1.1 Mentors

Mentors provide intensive support to Trainees within prison and following release. Their work requires strong relational skills, flexibility, resilience, and the ability to hold and respond to complex emotional and systemic challenges.

3.1.2 Delivery Managers

Delivery Managers oversee and support Mentors, providing guidance, oversight and containment. They require reflective spaces to strengthen leadership practice, develop psychologically informed approaches, and support staff effectively.

3.2 Influencing Team (Communications and Policy)

The Influencing Team supports the sustainability and promotion of Switchback's work. Team members regularly have contact with Trainees and may be exposed to trauma and complex case material. They have expressed a need for reflective space to process the impact of this work and develop tools to sustain wellbeing and effective practice.

4. Background and Rationale

Switchback staff operate within a challenging context supporting young men leaving prison. Teams have highlighted the complexity of this work, including:

- Hearing and holding traumatic experiences shared by Trainees
- Working within prison environments where Trainees may experience harmful treatment
- Navigating multi-agency systems and systemic barriers
- Assessing and responding to static and dynamic risk
- Supporting Trainees facing injustice and structural inequality
- Sustaining motivation and recognising impact over time
- Managing emotional load, stress, and professional boundaries

Staff have valued existing reflective practice and supervision spaces and are keen for this support to continue in a structured and consistent way.

5. Objectives of the Provision

The overall objectives of this contract are to:

- Strengthen staff wellbeing and resilience
- Support psychologically informed and trauma-informed practice
- Develop reflective capacity and professional confidence
- Provide a safe and structured space for case discussion and emotional processing
- Support teams to develop practical tools and strategies for their work
- Capture organisational learning and contribute to service development
- Improve consistency of practice and support across teams

Switchback is seeking a provider who can facilitate reflective discussion based on the work with Trainees that is supportive and containing, while also encouraging curiosity, insight and constructive learning. The provider should support staff to reflect thoughtfully on challenges arising in their direct work with Trainees, with attention to how these challenges can be understood and addressed in ways that promote learning, development, and continuous improvement.

6. Service Requirements

6.1 Clinical Supervision

- Up to 11 one-to-one clinical supervision sessions per month
- 50 minutes per session
- Primarily for Mentors, with other staff included by agreement

Clinical supervision should include: check-in, structured case discussion, reflection using psychological frameworks, identification of learning points, agreed actions, and consideration of safeguarding/risk escalation.

6.2 Reflective Practice

- **3 group reflective practice sessions per month**
- Sessions of 60–90 minutes depending on group needs

Reflective practice should focus on staff's direct work with Trainees by providing a psychologically safe space to share and explore practice experiences, strengthening collaborative working, developing practical tools and approaches for day-to-day work, and identifying recurring themes and challenges arising in interactions with Trainees.

7. Location and Delivery Expectations

Sessions are face-to-face at a mutually agreed external location in London (this will be close to the Switchback office in E1).

Ideal delivery: Tuesday afternoons, with alternative scheduling explored by agreement.

8. Approach and Professional Expectations

8.1 Facilitation Style

Switchback seeks a provider who can balance warmth and containment with appropriate professional challenge. The provider should support staff to engage in meaningful reflection focused on their direct work with Trainees, deepening understanding of practice decisions and approaches and fostering insight, problem-solving, and constructive professional development arising from day-to-day interactions with Trainees.

8.2 Collaboration and Openness

The provider must work collaboratively with leadership, sharing learning from staff's direct work with Trainees openly and transparently (within professional and ethical boundaries) to support organisational improvement.

8.3 Experience of Context and Lived Experience

The provider should demonstrate:

- Significant experience of working within the Criminal Justice System or comparable settings, with an understanding of the challenges, structures, and constraints staff face.
- Experience of supporting staff and teams where some members have lived experience of the systems and contexts in which the organisation operates.
- Understanding of how lived experience can inform professional practice, enhance trauma-informed approaches, and contribute to reflective learning and organisational development.
- Ability to facilitate reflective practice and supervision that values lived experience, promotes psychological safety and encourages constructive learning for all staff.

9. Reporting, Organisational Learning and Feedback

- Monthly written and verbal feedback to leadership
- Non-identifying thematic insights, emerging issues, actionable suggestions
- Confirmation of safeguarding escalations where appropriate
- Immediate reporting of urgent concerns

10. Theoretical Framework and Practice Approach

Proposals should describe the provider's approach, which may include:

- Reflective cycle frameworks (e.g. Gibbs, Integrated Reflective Cycle)
- Formulation-based supervision
- Trauma-informed approaches
- Systemic thinking and organisational dynamics
- Motivational interviewing
- Mentalisation-based approaches

Providers must demonstrate ability to work sensitively with staff exposed to trauma and high-risk work.

11. Safeguarding, Confidentiality and Data Protection

The successful provider must demonstrate:

- Safeguarding procedures aligned with Switchback's policies
- Clarity on confidentiality and escalation limits
- Secure record-keeping and GDPR compliance
- Professional indemnity insurance

12. Equality, Diversity and Inclusion

Providers must demonstrate:

- Commitment to equality, diversity and inclusion
- Culturally competent, intersectional practice
- Awareness of discrimination, trauma and inequality
- Ability to facilitate inclusive reflective spaces

13. Cover Arrangements for Planned Leave and Illness

The successful provider must ensure continuous delivery of all supervision and reflective practice sessions, including during planned leave or illness.

Tenderers must provide a plan demonstrating:

- Qualified cover: appropriately qualified practitioner to deliver in place of the main facilitator
- Continuity and consistency: same quality, approach and adherence to agreed frameworks
- Notification: timely communication with Switchback of planned and unplanned absences
- No disruption: all scheduled sessions must be delivered, with rescheduling only in exceptional, mutually agreed circumstances
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14. Contract Term and Mobilisation

- 12-month contract
- Handover/scoping period: w/c 21 September 2026
- Service delivery begins: w/c 5 October 2026

Handover/scoping ensures smooth transition, relationship-building with teams, and agreement of reporting mechanisms.

15. Budget and Pricing Requirements

Tenderers must submit clear pricing including:

- Cost per one-to-one supervision session (50 mins)
- Cost per reflective practice session
- Any planning, reporting or coordination costs
- Confirmation that pricing is inclusive of all delivery costs

Switchback does not expect to pay travel expenses.

16. Value for Money

Supplier selection will be based on value for money (cost, quality, fit, and impact). Switchback is seeking the provider with the strongest overall offer, not simply the lowest cost.

17. Tender Submission Requirements

Submissions must include:

1. Provider overview and organisational background
2. Qualifications and professional registrations
3. Description of supervision model and structure
4. Description of reflective practice model and structure
5. Proposed schedule to meet monthly requirements
6. Safeguarding and escalation approach
7. Data protection and GDPR compliance
8. EDI and anti-discriminatory approach
9. Organisational learning and reporting approach
10. Pricing proposal (all-inclusive)
11. Evidence of professional indemnity insurance
12. Two references from relevant similar provision

18. Tender Process and Governance

18.1 Tender Committee

Evaluation by:

- **Charmaine Best**, Head of Delivery
- **Sian Williams**, CEO
- **Chris Anderson**, DFO
- **Jodie Beck**, Head of Influencing

18.2 Conflicts of Interest

Tenderers must disclose any actual or potential conflicts of interest. Switchback reserves the right to manage conflicts in line with procurement policy.

19. Evaluation Criteria and Scoring Method

Criteria	Weighting
Quality and suitability of clinical supervision and reflective practice approach	30%
Experience working in the Criminal Justice System and with lived-experience staff	20%
Facilitation of reflective practice and organisational learning, supporting constructive insight and critical thinking	25%
Safeguarding, confidentiality, and data protection	10%
Commitment to EDI and anti-discriminatory practice	5%
Delivery plan and capacity (including cover for absence)	5%
Cost and overall value for money	5%
Total	100%

Scoring will be moderated by the Tender Committee; shortlisted candidates may be invited to interview.

20. Interview Stage

Interview date: 21 July 2026

Focus: facilitation style, approach to trauma-exposed staff teams, reflective learning, reporting, and delivery planning.

21. Procurement Timetable

- Tender opens: 5th May 2026
- Q&A session: 18th May 2026
- Tender closes: 12th June 2026
- Shortlisting: Mid – Late June 2026
- Interviews and staff panel: 7th July 2026
- Appointment of preferred supplier: July/August 2026
- Contract start (handover/scoping): w/c 21st September 2026
- Delivery begins: w/c 5th October 2026

22. Submission Instructions

Send electronically to: Charmaine Best, Head of Delivery.

Charmaine@switchback.org.uk

Subject line: *Tender Submission – Clinical Supervision and Reflective Practice Provision*

Late submissions may not be accepted.

23. Additional Notes

Switchback may choose not to award a contract if no submission meets organisational needs. Tenderers must demonstrate how provision supports staff, learning, and organisational improvement.