Criteria	Weighting	Max. Score
Q1.5.1 Performance Management (of direct and sub-contracted delivery) Please include detail of your approach to managing performance of both directly employed staff and sub-contracted delivery. Your response should: Detail the percentage of delivery by the supply chain and by the bidding organisation Clearly describe how both internal and supply chain performance is managed to ensure the required Service Level volumes are met; Describe how you will analyse performance data to ensure the required volumes for Service Levels 1-4 are achieved; Explain how you will proactively identify and report on any actual or anticipated occurrences of reduced performance when compared to the standard required by the Contract; Explain how you will proactively engage with	Weighting X2	=
 Explain how you will proactively engage with HMPPS CFO to notify us of any issues and remedial actions rather than waiting for scheduled review meetings; 		
Your response must be limited to 750 words.		

Answer: Limited to 750 words

1. Percentage direct/subcontracted delivery

Shaw Trust, part of the Shaw Trust Group (including Ixion) has established performance management processes, drawing on our national performance track record for CFO3 (e.g. West Midlands More Developed cumulative: 148% enrolments target, 147% support measures target, Feb 2020). Drawing on this performance context, the split between direct and subcontracted delivery is:

• Shaw Trust: 67%

Subcontractors: 33%

2. Managing internal/supply chain performance

Shaw Trust's performance management approach is built on established practice, through a single Performance Management Framework (PMF) for direct/subcontracted delivery. The PMF will detail:

- Meeting targets: Recording, tracking and management of participant engagement/progress data to check performance against monthly profiles
- <u>Data integrity:</u> CATS+ will be the single source of auditable participant information, with Support Workers entering data directly. We understand CATS and already uses the platform to capture/process 7k+ records p.a. for CFO3
- <u>Reporting:</u> Scheduled monthly/weekly reports (including to HMPPS CFO) to help Managers monitor performance at various levels (e.g. provider/Hubs). Reports will show performance against profiled targets and predict future performance

The Regional Manager will have responsibility for contract performance and will be the single point of contact for the HMPPS Contract Performance Manager. They will conduct Monthly Hub Service Level Performance reviews and manage the Network Development Manager (NDM). The Regional Manager will report into the Head of Performance, who will oversee CFO3 and Activity Hub provision, ensuring consistency of performance, sharing best practice and continuous improvement.

To support the Regional Manager, the Quality Assurance and Data Integrity Manager (and Assistant) will work alongside Hub Managers, using CATS+ Management Information (MI), to provide additional data insight, reporting capability and analysis to highlight operational trends and/or risks (e.g. disengagement indicators).

Managing internal/direct delivery

The Hub Manager will have responsibility for Service Level performance. To achieve this, they will:

- Oversee/supervise all direct delivery, including SL1 engagement targets
- Hold weekly calls with Regional Manager and NDM to flag changes/risks, reviewing weekly forecasts
- Manage Support Workers to individual SMART targets (e.g. procedural justice behaviours)
- Work with Support Workers to carry out caseload reviews and ensure performance is appropriate and timely for participants
- Develop and implement Performance Improvement Plans where staff consistently underperform

Managing Supply Chain performance

Shaw Trust has extensive experience supportively managing supply chain partners to high performance. For Activity Hubs, we will apply our 'Excellent' (2020) Merlin accredited processes (scoring 91% for performance management practice), delivering in the Hub as a single team. We will establish a CFO Activity Hubs subcontract/ISPA with each provider, stating precise performance expectations, data-sharing and training standards, align with Market Stewardship principles and our management support/intervention, provided by the NDM. The NDM will be responsible for monitoring subcontractor performance via:

- Weekly calls to check progress/resolve issues
- Monthly performance meetings with subcontractors
- Proactive support to raise standards/achieve performance excellence (e.g. improving engagement/acting on feedback).
- Joint problem solving via forums across the supply chain/hub
- Delivering a Performance Improvement Plan process for any underperformance

3. Analysing data to ensure SL1-4 achievement

CATS+ will be the MI source for checking performance (regional, Hub and provider level) against profiles. The Hub Manager will use this MI to proactively manage the contract to meet the required SL volumes, analysis will include:

- *Daily tracking:* Daily performance reporting against profiled SL achievement provides a real-time view of activity
- Weekly/monthly forecasting: Applying our performance tracking/forecasting capability (driven by CATS+ analytics/real-time dashboard reporting) to pinpoint potential future performance failure and take remedial action
- Monthly/Quarterly/Annual trends: to inform continuous improvement activity and drive high performance

4. Identifying/reporting on actual/anticipated reduced performance

The Hub Manager will have MI to enable them to proactively identify SL variance to profile, cohort/group or Hub underperformance. Performance management will be proactive, identifying horizon issues and trend/threats to target, and implementing preventative measures, holding Performance Improvement Meetings (PIMs) to discuss and contribute to problem solving activity and share solutions or identify threats. Where we identify consistent underperformance, the Regional Manager will formulate SMART actions recorded in a Performance Improvement Plan (PIP). We have a staged process to address staff/subcontractor underperformance that the Hub Manager will deploy where necessary.

5. Engaging with HMPPS

We are committed to transparency and in addition to routine monthly meetings with the Contract Performance Manager, the Regional Manager will notify HMPPS CFO of issues/remedial actions by:

- Using our working relationships with HMPPS CFO to flag issues before performance reviews
- Presenting issues, remedies and progress reports (with subcontractors) to achieve consensus and a collaborative approach
- Immediately reporting any major breach (e.g. GDPR) and agree methods of contact and frequency for reporting remedial activity

Criteria	Weighting	Max. Score
Q1.6.1 Quality and Compliance		
Please provide a detailed description of how you will ensure the quality of service delivery throughout the contract including ensuring all delivery organisations will maintain a quality service.		
Your response should:		
 Provide a detailed explanation of how you will monitor and manage the quality of provision to ensure that the standards set within the specification and your tender will be met from the start and throughout the life of the contract. Your response should include but not be limited to: the quality of staff, frequency and appropriateness of participant engagement and the quality of Activities accessed by them; 		
 How will you ensure your Quality Assurance activity is viable and focused, so that delivery is evaluated and the results used to inform and support continuous improvement for the life of the Contract? 	X5	35
How will you ensure your staff acquire knowledge to comply with all ESF rules and regulations required for this contract?		
 Detail how you will ensure that CFO Activity Hubs is the primary branding for all external facing publicity and documentation? 		
Clearly describe how you will manage and ensure the quality of delivery by any subcontractors e.g. site visits, audits and observations of delivery;		
 Identify how you will continuously improve the quality of delivery of this provision and share best practice throughout your supply chain; 		
 Explain how you will obtain feedback from participants and proactively act upon this; 		
 Describe how you will handle complaints and act on any findings including details of procedures, 		

Criteria	Weighting	Max. Score
timescales, and escalation routes. As well, as how participants will be made aware of these procedures and how you will ensure the impartiality of any decision makers;		
Describe how will you ensure all required systems are updated in a timely manner;		
Describe how you will ensure that staff culture meets the requirements of Expected Standard 3;		
Describe how you will ensure adherence to the 6 Fixed Compliance Measures and management of any Variable Compliance Measures applied with particular emphasis on those relating to volumes or quality of specific activity detailed within your completed Participant Throughput and Activity Form against specific Activity Codes.		
Your response must be limited to 1000 words.		

Answer: Limited to 1000 words

1./11. Monitoring/managing quality, including Fixed Compliance Measures

Our approach is based on ISO9001 Quality Management System (QMS) processes, assessed as 'effective' (Ixion [Shaw Trust Group] Ofsted 2017); and tried/tested in CFO3 (100% ESF audit compliance record).

The Regional Manager will oversee Quality Assurance activity, supported by a specialist Quality and Data Integrity Manager (QDIM) and Assistant. Hub Managers will be accountable for the quality, culture and participant experience within the Hub. A Network Development Manager (NDM) will monitor and quality assure subcontractors.

A Quality Management Framework (QMF) will detail a practical, risk-based schedule of monitoring, audit and continuous improvement activities, including:

- Systematic weekly/monthly case audits and qualitative analysis (e.g. risk recording) via CATS+ sampling
- Delivery observations, checking the participant journey, identifying areas for improvement/development/training
- Monthly quality reports for HMPPS, Annual Self-assessment Reporting

QMF measures will include:

Quality of staff:

- All staff will complete an induction before working with participants, covering CATS+ training, compliance (e.g. ESF rules) and Expected Standards (e.g. procedural justice principles)
- Hub Managers review case management practice and reoccurring themes are identified, with training/best-practice guides
- Quality forms part of every employee's performance objectives, with monthly check-ins, quarterly reviews and annual appraisals

Frequency/appropriateness of engagement:

- Support Workers will record all activity on CATS+ (e.g. Action Plans capture frequency/appropriateness of engagement, planning objectives, contact checks and interventions)
- Hub Managers will review Action Plan sequencing/prioritisation to ensure Support Workers meet participant needs and progression targets. Spot checks and quality audits will be undertaken by the QDIM, assessing not just compliance with frequency and progression, but also appropriateness against participants needs

 Hub Managers and Support Workers will act on weekly CATS+ reports that highlight participants at risk of disengaging, to prompt intervention

Quality of activities:

Hub Managers will review activity documentation (e.g. materials/worksheet audits); directly observe activities/interventions (planned and 'no-notice'); and oversee the collection/review of participant feedback, with additional spot-checks undertaken by the QDIM.

Fixed Compliance Measures (FCMs):

Shaw Trust's QMF will also cover FCM adherence, with additional Quality Assurance (QA) activity triggered in the event that we are assigned a Variable Compliance Measure.

2./6. Continuous improvement (CI)/best practice

The QDIM will lead CI, drawing on lessons learnt from CFO3, including establishing best practice guidance for data entry and reporting and leading workshops and webinars for staff across Activity Hubs. Using these methods, our HMPPS QA acceptance rate improved from 92.02% (August-2019) to 96.36% (April-2020). The QDIM will support Hub Managers to implement QA/audit findings and recommendations.

Quality is a standing item at monthly team meetings. The Hub Manager will use participant, Support Worker and NPS/CRC Offender Manager feedback to improve business processes/services. The QDIM and NDM will:

- Hold workshops and meetings with participants, NPS/CRC Offender Managers and referral partners to share ideas to improve the service
- Send monthly QA news bulletins and regular QA reports with trends and case studies, responding to emerging issues quickly
- Provide tailored support to achieve improvements (e.g. training to increase performance)

3. Ensuring staff compliance (ESF)

All staff will receive training in ESF rules/regulations as part of their induction and before access to IT systems. Core training will cover ESF Regulatory Requirements, Marketing and Publicity; Equality and Diversity; and Document Retention. The Hub Manager will reinforce this through ongoing compliance workshops and refresher training (covering ESF rules) and ESF guidance updates/best-practice newsletters. ESF compliance is built into individual performance requirements and into QMF checks. The QDIM will be accountable for oversight of any ESF rules/regulations changes and implement actions where required.

4. Branding compliance

The Hub Manager will be accountable for branding/publicity in each Hub, supported and approved by our marketing team, applying experience from CFO3 and other ESF programmes. Compliance will be assessed on an ongoing basis by spot checks/visits from the QDIM.

5. Subcontractor quality

In each Hub, Shaw Trust and subcontractors will work as a single team, with integrated team meetings, shared training and joint communications. A NDM will apply our Merlin "Excellent" (2018) Accredited Supply Chain Management Framework (SCMF) to manage the quality of subcontractor delivery. SCMF processes cover:

- Qualitative data analysis, using information from CATS+ for comparative performance (e.g. between providers/locations)
- Monthly audits (e.g. for ESF compliance) with scope/scale dependant on previous results/risk
- Monthly reviews (e.g. audit reports and feedback from Hub observations)
- Annual Performance and Quality reviews

7. Participant feedback

Hub staff will proactively provide opportunities to embed participants in decision-making/development activity. We will obtain feedback from participants via:

- A Hub User Voice Forum, managed by the Hub Manager
- Targeted surveys (quarterly/annual/ad-hoc)
- Feedback cards at all delivery sites and online feedback form
- Focus groups, covering priority group-specific themes
- Co-designing/developing new activities

The Hub Manager will review/analyse feedback, highlighting issues requiring immediate attention, and identifying wider trends (e.g. service gaps) in line with CI processes above.

8. Handling/acting on complaints

Participants will be made aware of the complaints process during induction, via posters at Hubs and website. Complaints may be made face-to-face; in writing; by email or telephone to our Customer Care Team (CCT); and digitally via our website. There is a three-stage escalation process contingent on complaint nature/seriousness. Participants are given details of the Independent Case Examiner should they wish to pursue their complaint further. To ensure complaints data is built into feedback loops, the CCT provides a monthly complaints report identifying issues, risks and trends. We will share complaints data with HMPPS.

9. Updating systems

All staff will receive training in CATS+ data compliance, timeliness and contractual standards that flow down from the contract. Routine CATS+ file sampling carried

out by the Hub Manager and dip-checks by the QDIM ensures that issues e.g. complete records, accurate data entry, empty fields are picked-up for remedial action and training.

10. Ensuring staff culture meets Expected Standard 3 (ES3)

To establish ES3 behaviours we will implement/measure:

- Appropriate recruitment practice (e.g. values-based selection)
- Effective induction and training (e.g. Procedural Justice principles)
- A statement of Enabling Environment values, to promote cooperation and engaged, social behaviour

We will co-design Customer Service Standards with participants to support ES3 standards and embed Procedural Justice.

Criteria	Weighting	Max. Score
Q1.7.1 <u>Implementation Plan</u>		
Please provide an implementation plan in the form of a detailed Gantt Chart (to be attached) showing the critical path and interdependencies with a supporting narrative, which demonstrates ability to implement the project in a timely and effective manner.		
You should demonstrate how you will ensure that service delivery commences a maximum of 12 weeks after the contract commencement date and meets the required standards from the start.		
Your response should include:		
The date on which you propose to commence service delivery;		
 How you will mobilise the new service within the timescales and key milestones that relate to mobilisation; 		
 Assumptions/rationale for key milestones detailed with your Implementation Plan; 		
The timeline for staff recruitment and training;	X1	7
 Delivery of an organisational structure, including all management structures, roles, responsibilities and relationships; 		
 Strategy and timeline for engaging stakeholders to develop referral routes; 		
 The timeline and key activities to secure and set up your proposed delivery locations; 		
 Details of Sub-Contractors that will be used and relationship(s) with third parties that still need to be formed/finalised; 		
 A narrative to expand on the Implementation Plan which: identifies all key risks (e.g. delays to securing premises, recruiting staff, IT etc.); provides a RAG (Red, Amber, Green) rating for each of these; and explains how they will be mitigated and managed, including the timeframe for doing so to ensure that service delivery will still commence on your proposed date. 		

Criteria	Weighting	Max. Score
Your response must be limited to 900 words. This section will be scored with reference to your completed Implementation Plan at 1.7.2. Any text within the Implementation Plan is not included within the 900 word limit.		

Answer: Limited to 900 words

1. Commencement Date

Shaw Trust's (ST) service commencement date is 01/02/21, ensuring all service provisions are in place for the first participant referral, in compliance with Clause 7 Implementation Services. Our ability to deliver within the 12-week mobilisation period is based on our track record of effectively mobilising similar contracts in tight timescales, including for example five CFO3 contracts (in 12-weeks).

2. Mobilising the service and 3. Rationale for milestones

ST Head of Change (HoC) will lead the mobilisation and be accountable for delivery by the service commencement date, reporting into the Activity Hub Provision Programme Board (AHPPB), comprising of organisation/operational leaders e.g. Chief People Officer/Assistant Director (Justice).

The Change Office (CO) will provide the practical programme management resources to mobilise the Activity Hubs, using PRINCE2/Managing Successful Projects best practice/techniques to keep mobilisation on track/budget. Our approach to effective mobilisation within 12-weeks is as follows:

- <u>Dedicated mobilisation resource</u>, <u>distinct from day-to-day operational staff</u>:
 The HoC and CO are responsible for the management of the implementation plan and nine workstream leads
- <u>Structured reporting and governance process</u>: HoC will chair a weekly implementation meeting; produce a fortnightly progress report; report fortnightly to the AHPPB, with weekly status reports to HMPPS
- Risk management: HoC is accountable for maintaining a comprehensive RAID register, reporting to AHPPB

37 key milestones (by workstream) are detailed in the Implementation Plan, including:

Workstream	Key Milestone and Line Number (L)	Assumptions/Rationale
Staff Recruitment & Learning and Development	Implement recruitment plan/commence recruitment process (L298)	Provide sufficient time for recruitment/vetting/training of all roles
Supply Chain (SC) & Spot Purchase (SP)	ISPA issued to SC & SP (L169)	Provide sufficient time for negotiation, ISPA signing, and staff training
Estates and Facilities	Heads of Terms negotiated with the landlord (L192)	Allow sufficient time for refurbishment, configuration and fit out
ICT Activation	Activity Hub ICT set-up complete (L275)	Enable system testing and IT training for new staff

Stakeholder	Marketing material approved	Support timely	l
Engagement	(L100)	stakeholder engagement	

4. Timeline for staff recruitment/training

The HR Workstream Lead is accountable for staff recruitment/training. The recruitment and training timeline (and key milestones) are detailed in our Implementation Plan (L291-351), including:

Activity/Milestone	Date	Rationale
Agree staffing structures and finalise job descriptions	28/5/20 – 3/6/20	Analysis and understanding of roles and skills required to deliver the contract.
Implement recruitment plan and commence recruitment process	06/11/20	Allow sufficient time for roles to be recruited ahead of vetting/training schedule.
Assessment centres completed for all roles	7/12/20 – 10/12/20	Assessment centre/interviews including competency-based questions and skills tests relevant to each role
Vetting	11/12/20 - 13/1/20	Referencing and employment checks (BPSS/DBS completed in 5 weeks)
Essential role specific training	20/1/21 – 29/1/21	Equipping staff with training and Induction e.g. CATS+ to engage and support participants

5. Organisational structure, management structures, roles and responsibilities

The Implementation Team organisation structure (attached), details roles/reporting lines to ensure service commencement by 1/2/21. The Implementation Team will be established by 2/10/20.

The HoC will lead a team of nine workstream leads responsible for the activities and milestones as set out in the Implementation Plan reporting weekly on progress/risks, including:

- Marketing/Communications
- Estates/Facilities
- HR
- Learning/Development
- ICT
- Operational Processes/Procedures
- Quality/Compliance
- Finance
- Partnerships/Supply Chain.

The workstream leads will be supported by the CO project management support team, providing specialist project planning and reporting capacity.

6. Engaging stakeholders to develop referral routes

The Regional Manager will be responsible for delivering a structured stakeholder engagement strategy that will:

- Ensure stakeholders understand the Activity Hub's vision/approach
- Define and communicate service benefits
- Identify effective communications channels
- Report on the progress of all referrals routes

Key activities include (Implementation Plan L89 – L100):

Activity	Date	Description
Awareness raising	23/10/20 - 18/2/21	Stakeholder mapping; messaging workshops; marketing development; launch events/roadshows
Engagement with referral partners	23/10/20 - 18/2/21	Social media; website; face-to-face meetings; local media; leaflets at partner locations; define referral routes and eligibility criteria
Engagement with local CRC providers	23/10/20 - 18/2/21	Face-to-face meetings; workshops; open days

7. Premises

ST Head of Facilities will lead key activities (L186 – L228) and manage timelines with assigned owners for the premises workstream, which include:

Activity	Date	Description
Property search	30/4/20 – 20/5/20	Report on options; refine options; lease discussions; adaptability review; contingency planning
Landlord engagement	4/9/20 – 18/9/20	Refresh due diligence; agree heads of terms
Survey/design	2/10/20 - 14/10/20	Complete survey, design and drawings for contractor ahead of fit out
Fit out	18/12/20 – 22/1/21	Complete fit out; access; branding; snagging; handover

8. Sub-Contractors

We will work with the following subcontractors in the delivery of Activity Hubs in the East Midlands:

TKO

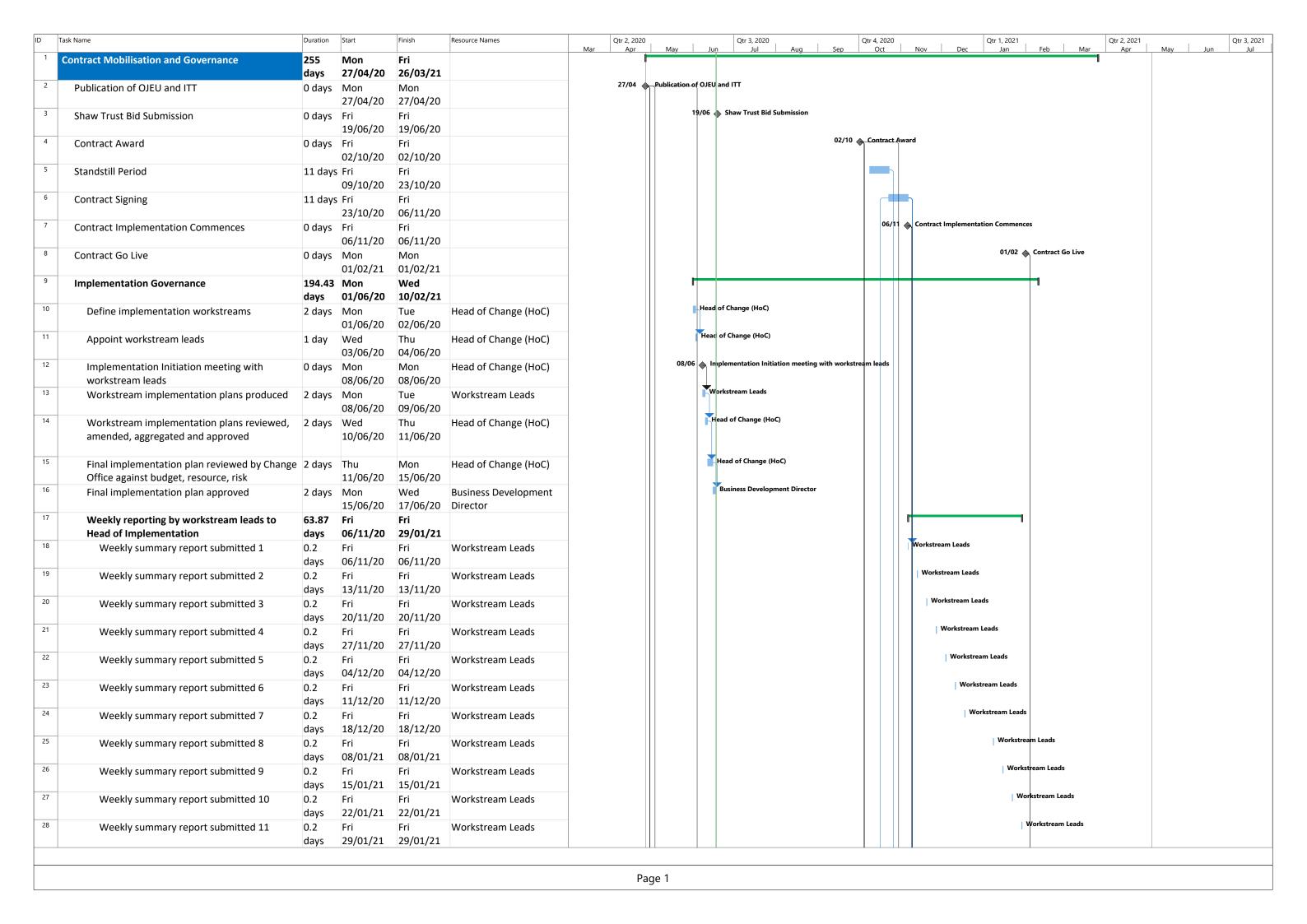
- Poets IN
- PACT
- Langley House
- Changing Lives
- And spot-purchase providers

Our approach to supply chain mobilisation and management for Activity Hub provision (L133 - L181) is as follows:

- Due Diligence Refresh– finance; governance; validation; risk assessment (L155-159)
- Joint planning agreed objectives; stakeholder engagement; defined participant journey (L161-174)
- Readiness checks premises; staff profile; health and safety (L175)

9. Initial Risk Log (full RAID to be developed during mobilisation)

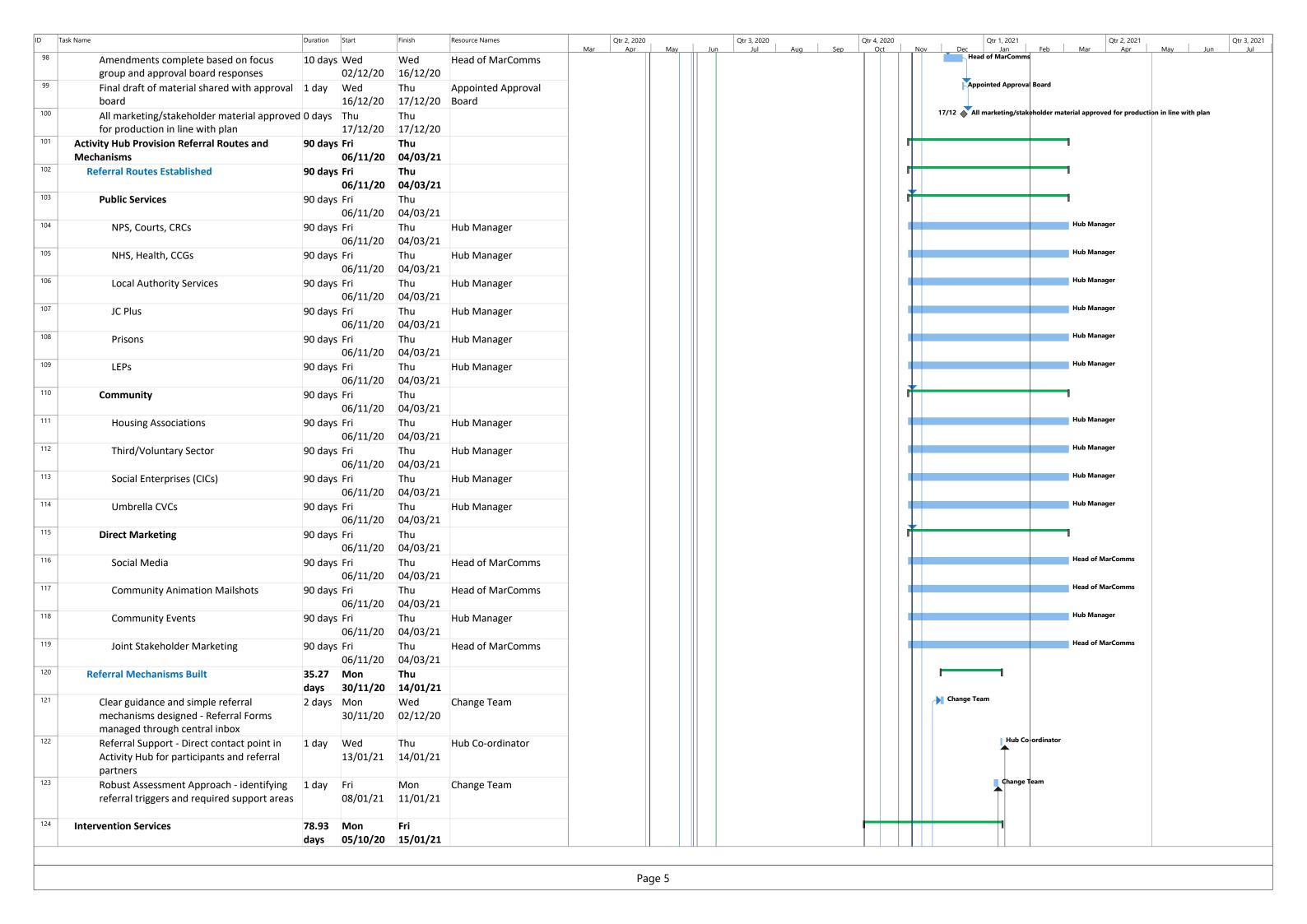
Risk	RAG	Mitigation	Timeline
Low referrals due to poor stakeholder engagement		Engagement strategy; existing relationships in place; dedicated marketing resources; contingency engagement event planning	23/10/20 - 18/2/21
Heads of Terms not agreed		Early engagement with landlords prior to contract award; contingency premises identified; co-location within appropriate ST estate.	31/8/20 – 04/9/20
Incomplete recruitment ahead of service commencement		Identify secondees from across ST group; engage with recruitment partner/agencies to access vetted staff	03/6/20 – 30/11/20
Subcontractor readiness/drop-out		Identified contingency subcontractors from approved ST supplier list; ST direct delivery where appropriate	27/4/20 – 18/9/20

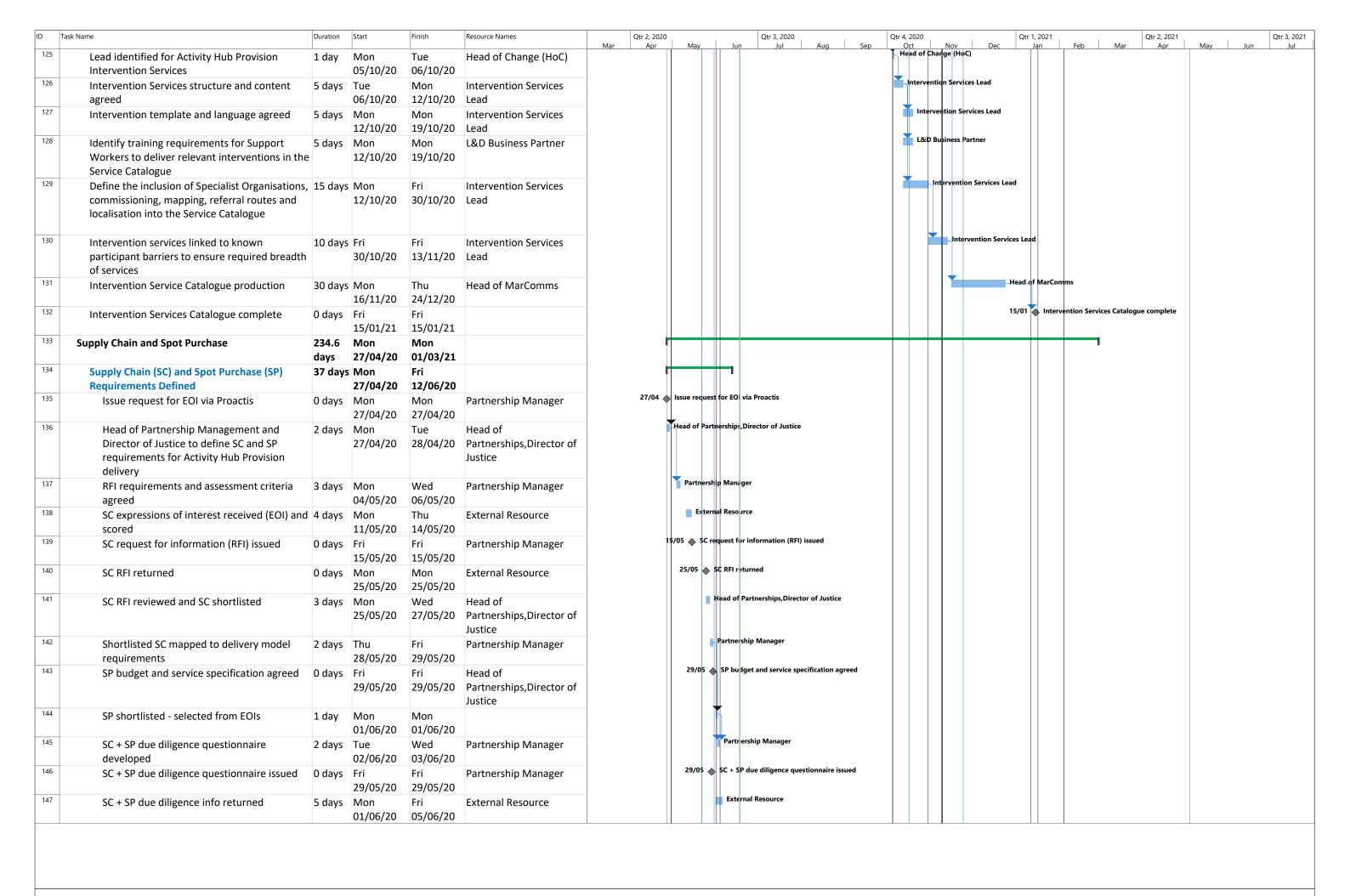


						Mar Apr May J	ın Jul Aug	Sep Oct	Ш	Nov Dec Jan	Feb Mar Apr May Jun
	Fortnightly reporting by Head of Implementation to Activity Hub Provision Programme Board	53.73 days	Mon 16/11/20	Mon 25/01/21							
	Fortnightly PB reports 1	0.4 days	Mon 16/11/20	Mon 16/11/20	Head of Change (HoC)					Head of Change (HoC)	
	Fortnightly PB reports 2	0.4 days	Mon 30/11/20	Mon 30/11/20	Head of Change (HoC)					Head of Change (HoC)	
	Fortnightly PB reports 3	0.4	Mon	Mon	Head of Change (HoC)					Head of Change (Ho	
	Fortnightly PB reports 4	days 0.4	14/12/20 Mon	14/12/20 Mon	Head of Change (HoC)					Head of	Change (HoC)
	Fortnightly PB reports 5	days 0.4	11/01/21 Mon	11/01/21 Mon	Head of Change (HoC)					He	ad of Change (HoC)
	Fortnightly All Workstream Leads Team	days 74.97	25/01/21 Tue	25/01/21 Tue					-		-
	Meeting	days	03/11/20	09/02/21							
	Implementation Team Meetings 1	1 day	Tue 03/11/20	Wed 04/11/20	Workstream Leads, HoC				1	Workstream Leads,HoC	
	Implementation Team Meetings 2	0.3 days	Tue 17/11/20	Tue 17/11/20	Workstream Leads, HoC					Workstream Leads,HoC	
	Implementation Team Meetings 3	0.3	Tue	Tue	Workstream Leads,HoC					Workstream Leads,HoC	
+	Implementation Team Meetings 4	days 0.3	01/12/20 Tue	01/12/20 Tue	Workstream Leads,HoC					Workstream Leads,F	оС
	Implementation Team Meetings 5	days 0.3	15/12/20 Tue	15/12/20 Tue	Workstream Leads, HoC					Workstream L	eads,HoC
+	Implementation Team Meetings 6	days 0.3	29/12/20 Tue	29/12/20 Tue	Workstream Leads, HoC					Worksti	eam Leads,HoC
	Implementation Team Meetings 7	days 0.3	12/01/21 Tue	12/01/21 Tue	Workstream Leads,HoC					ı v	orkstream Leads,HoC
		days	26/01/21	26/01/21							Workstream Leads,HoC
	Implementation Team Meetings 8	0.3 days	Tue 09/02/21	Tue 09/02/21	Workstream Leads, HoC						Workstream Leaus, noc
	Fortnightly Activity Hub Provision Programme Board Meeting	74.97 days	Wed 04/11/20	Wed 10/02/21							
	Activity Hub Provision Programme Board Meetings 1	0.3 days	Wed 04/11/20	Wed 04/11/20	HoC,Appointed Programme Board				1	HoC,Appointed Programme Board	
	Activity Hub Provision Programme Board Meetings 2	0.2 days	Wed 18/11/20	Wed	HoC,Appointed Programme Board					HoC,Appointed Programme Boa	rd
	Activity Hub Provision Programme Board	0.2	Wed	Wed	HoC,Appointed					HoC,Appointed Programn	e Board
	Meetings 3 Activity Hub Provision Programme Board	days 0.2	02/12/20 Wed	02/12/20 Wed	Programme Board HoC,Appointed					HoC,Appointed Pro	ramme Board
+	Meetings 4	days	16/12/20		Programme Board					I Hac An	pointed Programme Board
	Activity Hub Provision Programme Board Meetings 5	0.2 days	Wed 13/01/21	Wed 13/01/21	HoC,Appointed Programme Board					'	
	Activity Hub Provision Programme Board Meetings 6	0.2 days	Wed 27/01/21	Wed 27/01/21	HoC,Appointed Programme Board					H	oC,Appointed Programme Board
	Activity Hub Provision Programme Board Meetings 7	0.3 days	Wed 10/02/21	Wed	HoC,Appointed Programme Board						HoC,Appointed Programme Board
	BAU Transition Planning	221.93 days		Fri							
	Determine work breakdown, key milestones, dependencies and risks during go live and transition	6 days		Tue 16/06/20	Head of Change (HoC)	-	Head of Change (HoC)				
	Contingency plans and work-around(s) to address potential risks	6 days	Tue 09/06/20	Tue 16/06/20	Head of Change (HoC)		Head of Change (HoC)				
	Establish test and verification activities, including testing of related/impacted projects, software, and hardware across Shaw Trust	3 days		Wed	Head of Change (HoC)				Hea	ead of Change (HoC)	

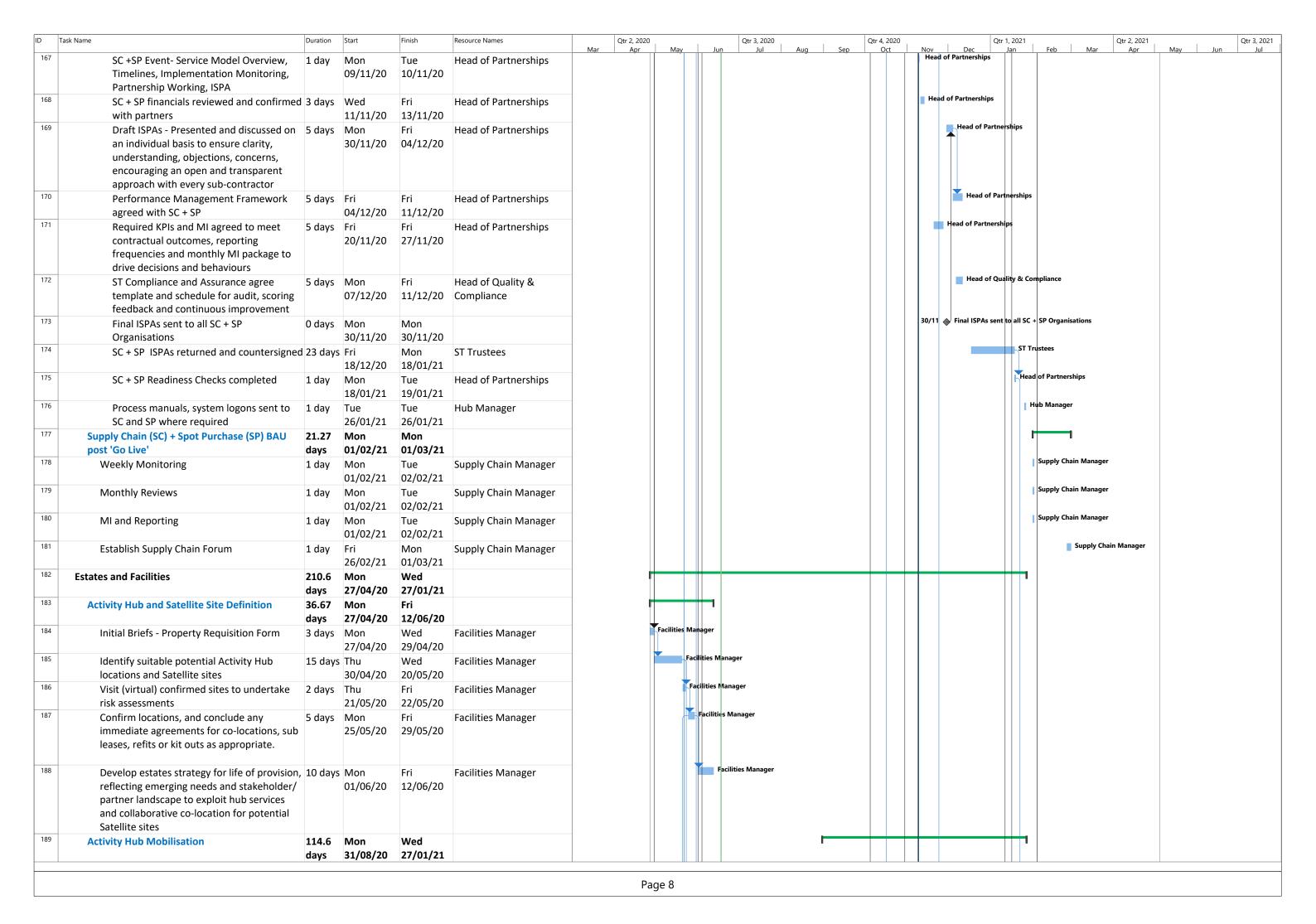
	sk Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr	May	Jun	Qtr 3, 2020 Jul	Aug	Sep	tr 4, 2020 Oct	Nov Dec Jan	Feb	Qtr 2,	
6	Agreed approach to management of new and/or existing, services, equipment, software, hardware, including roles and responsibilities of external suppliers	4 days	Mon 23/11/20	Thu 26/11/20	Head of Change (HoC)						·	·		Head of Change (HoC)			
7	Scheduled handovers between implementation team, external suppliers, operational staff etc	5 days	Mon 22/02/21	Fri 26/02/21	Head of Change (HoC)										•	Head of Change (Ho	C)
58	Communication(s) to key stakeholders and Shaw Trust boards during transition, updating on performance against target, risks, issues etc	90 days	Mon 09/11/20	Fri 05/03/21	Head of Change (HoC)											Head of Change ((HoC)
9	Transition review to assess and document results of the implementation and transition - lessons learnt, correction actions to be taken, programme closure reports	15 days	Mon 08/03/21	Fri 26/03/21	Head of Change (HoC)											Head of	Change (HoC)
60		0 days	Fri 26/03/21	Fri 26/03/21												26/03 BAU H	andover complete
i1 9	Service Design	21 days		Fri 29/05/20				I									
52	High Level Design	16 days		Mon 25/05/20													
53	Service Vision defined	4 days	Mon 04/05/20	Thu	Business Development Team			Business De	evelop mei	nt Team							
64	Participant Case Studies defined	2 days	Mon 11/05/20	Tue 12/05/20	Business Development Team			Business I	Developn	nent Team							
5	Delivery Model defined	5 days	Wed 13/05/20	Tue 19/05/20	Business Development Team					opment Team							
6	Participant Journey defined	3 days	Wed 20/05/20	Fri 22/05/20	Business Development Team			1		lopment Team							
57	High Level Service Design complete	0 days	Mon 25/05/20	Mon 25/05/20			2!	5/05 🙀 Hig	gh Level S	Service Design co	mplete						
8	3	8.2 days	Wed 20/05/20	Fri 29/05/20													
9	Develop detailed Delivery Model to inform Service Offer, Activity Hubs and Satellite sites, ICT infrastructure and Operating Model	5 days			Business Development Team			Bus	siness Dev	velopment Team							
70	Directory of local skills provision established to support core activity and intervention services - Active, Social, Skills		Mon 25/05/20	Fri 29/05/20	Business Development Team			Bu	usiness De	evelopment Tear	n						
71	Develop detailed Participant Journey to inform staffing profiles, supply chain and L&D needs	3 days	Mon 25/05/20	Wed 27/05/20	Business Development Team			Bus	siness De	velopment Team	ı						
2	Design outline Tools and Processes required for contract delivery	3 days	Mon 25/05/20	Wed 27/05/20	Business Development Team			Bus	siness De	velopment Team	ı						
'3	· · · · · · · · · · · · · · · · · · ·	0 days		Fri 29/05/20				29/05 🔷 L	ow Level	Service Design c	omplete						
'4	Contract Delivery Model Requirements	284.67 days	Mon 27/04/20	Tue 04/05/21			•										
75		122.07 days		Fri 12/03/21													
6	Collateral			Fri 12/03/21													
7	Establish MarComms Implementation Team and responsibilities (Shaw Trust & Delivery Partners)		Mon 05/10/20	Mon 05/10/20	Head of MarComms							ŀ	Head of MarC				
78	Confirm marketing budget and set marketing metrics	1 day	Tue 06/10/20	Tue 06/10/20	Head of MarComms								Head of Mar	omms			

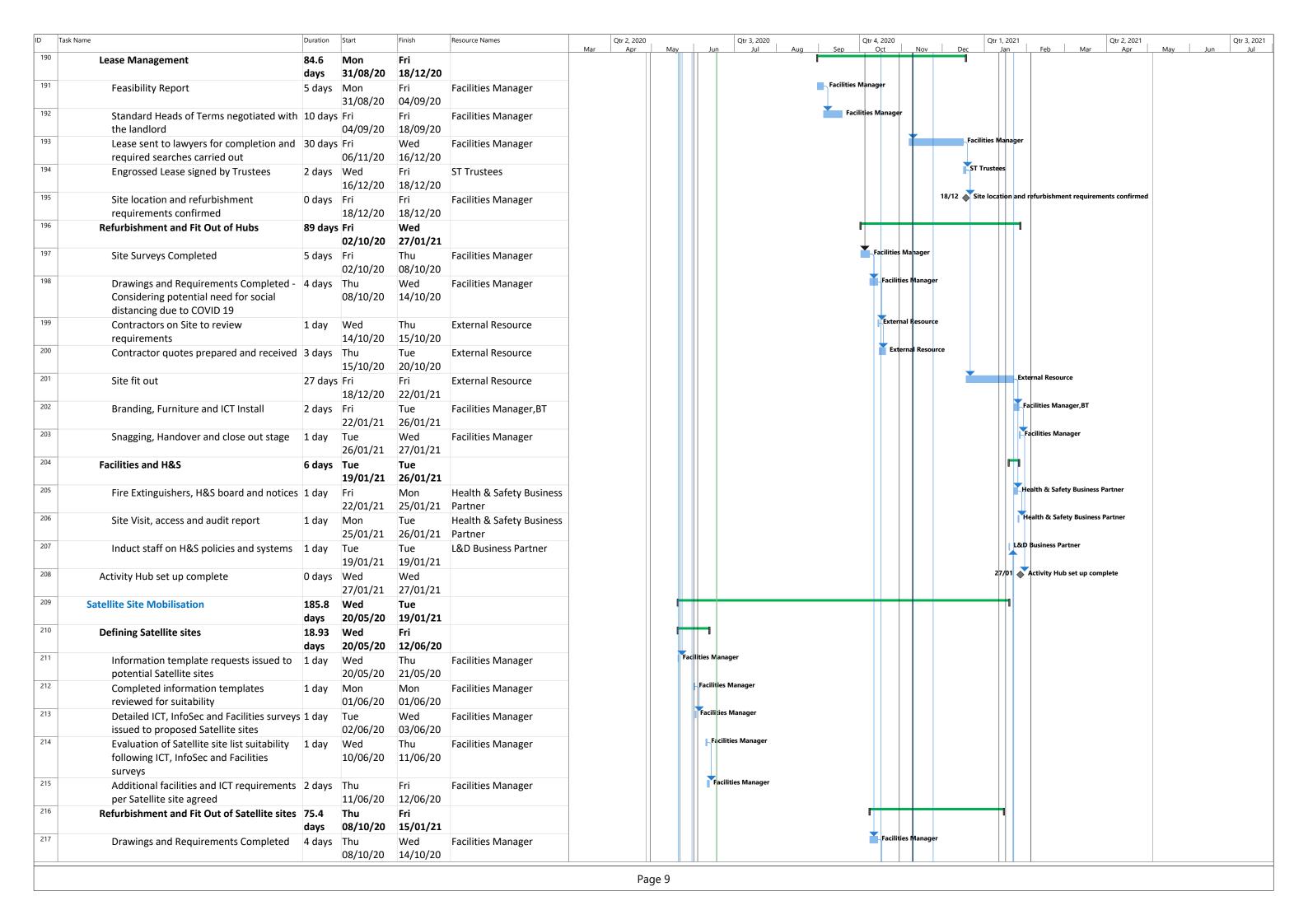
Task Name		Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr May	Jui	Qtr 3, 2020 1 Jul	Aug Ser	n (, 2020 Oct	Nov Dec Ja		Qtr 2, 202 Mar Apr
79	Identify responsibility for the copywriting, design, accessibility, approval, production and distribution	1 day	Tue 06/10/20	Tue 06/10/20	Head of MarComms					H	ead of Mar	Comms		
30	Tactical Marketing Plan - Identify full list of requirements for marketing toolkit by audience, channel, messaging etc.	2 days	Wed 07/10/20	Thu 08/10/20	Head of MarComms						lead of Mar	Comms		
81	Launch Plan - Promotional activities to cover first 3 months of the service	2 days	Fri 09/10/20	Mon 12/10/20	Head of MarComms						Head of M	arComms		
2		2 days		Wed 14/10/20	Head of MarComms						Head of N	larComms		
83		0 days	Wed 14/10/20	Wed 14/10/20						14/10	Marketir	g planning complete		
	Content Strategy - Regular flow of information in varied formats published across all suitable channels; mail shots, community events, social media and stakeholder partnership marketing, promoting the service	90 days		Fri 12/03/21	Head of MarComms							+		Head of MarComn
5	Brand Guidelines - Develop for use of logos, colours, etc. in partnership with Commissioners guidelines to ensure consistency, quality and visual identity	2 days	Thu 08/10/20	Mon 12/10/20	Head of MarComms						Head of M	arComms		
5		48 days	Mon 12/10/20	Mon 14/12/20	Head of MarComms							Head of MarC	omms	
37	Participant Collateral - Intervention Services Guide and Customer Service Standards for use in hubs	30 days	Fri 13/11/20	Wed 23/12/20	Head of MarComms							Head of M	larComms	
9	Stakeholder Engagement	0 days 105.27 days	23/12/20	Wed 23/12/20 Thu 18/02/21								23/12 Marketin	g collateral productio	n complete
90	Define Activity Hub Provision key messages and required impact for use in stakeholder engagement			Tue 06/10/20	Head of MarComms					H	ead of Mar(Comms		
1		10 days	Thu 08/10/20	Thu 22/10/20	Head of MarComms						Head o	of MarComms		
92	Direct engagement with local key stakeholders and CRC providers	90 days	Fri 23/10/20	Thu 18/02/21	Hub Manager,Partnership Manager								Hub M	anager,Partnership N
3	Website - Create dedicated section on ST corporate site giving full details of service, linking to ST vision, mission values and other services	2 days	Mon 18/01/21	Tue 19/01/21	Head of MarComms								Head of MarComms	
94	Approval of Marketing & Stakeholder Material		Tue 06/10/20	Thu 17/12/20										
		1 day	Tue 06/10/20	Tue 06/10/20	Head of MarComms					H	ead of MarC	omms		
5	Agree final timelines for production and distribution	1 day	Tue 13/10/20	Tue 13/10/20	Head of MarComms					ì	Head of M	arComms		
97		3 days		Wed 02/12/20	Head of MarComms							Head of MarComm	s	





Task Na		Duration	Start	Finish	Resource Names	Qtr 2, 2020 Qtr 3, 2020 Qtr 4, 2020 Qtr 1, 2021 Qtr 2, 2021 Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May	Jun
148	EOIs and DD Questionnaires scrutinised and aligned to Shaw Trust delivery capacity, customer groups, geography and demographics to assess gaps and requirements	1 day	Fri 05/06/20	Mon 08/06/20	Head of Partnerships,Director of Justice	He ad of Partnerships, Director of Justice	
149	SP gap analysis completed to allow further sourcing ahead of contractual dialogue	1 day	Fri 05/06/20	Mon 08/06/20	Head of Partnerships,Director of Justice	Head of Partnerships, Director of Justice	
150	Sourcing: Dialogue with potential SC + SP to assess capacity, capability, specialism, service and commercial awareness to ensure correct fit for the contract and client (inc. Financials and ISPA)		Mon 08/06/20	Fri 12/06/20	Partnership Manager	Fartnership Manager	
151	Final selection completed for SC + SP	0 days	Fri 12/06/20	Fri 12/06/20		12/06 Final selection completed for SC + SP	
152	Supply Chain (SC) + Spot Purchase (SP) Selection through to Award	108.67 days		Tue 26/01/21			
153	Pre Contract Award	_	Mon 07/09/20	Fri 18/09/20			
154	SC + SP Detailed Due Diligence Refresh:	10.53 days	Mon 07/09/20	Fri 18/09/20			
155	Finance: Shaw Trust Finance team to confirm financial viability, to ensure alignment of payment terms and agreements to requirements and do not unduly discriminate	10 days		Fri 18/09/20	Finance Business Partner	Finance Business Parther	
156	Referrals and Business Capacity: Confirm capacity of potential SC + SP based on track record, infrastructure, financial diligence, H&S, staff training to ensure right level of business	10 days	Mon 07/09/20	Fri 18/09/20	Head of Partnerships	Head of Partnerships	
157	Health and Safety: H&S checklist completed, gaps identified and risk mitigated	10 days	Mon 07/09/20	Fri 18/09/20	Health & Safety Business Partner	Health & Safety Business Partner	
158	Quality: Shaw Trust central Quality Team to assess quality practices and procedures that are in place to ensure quality of participant experience	10 days	Mon 07/09/20	Fri 18/09/20	Head of Quality & Compliance	Head of Quality & Compliance	
159	Equality and Diversity: Assess processes and practices to ensure all legislative and contractual requirements can be met. Risks identified and mitigations in place	10 days	Mon 07/09/20	Fri 18/09/20	EDI Business Partner	EDI Business Partner	
160	Full Due Diligence Refresh complete for selected SC + SP	r 0 days	Mon 07/09/20	Mon 07/09/20		07/09 🌑 Full Due Diligence Refresh complete for selected SC + SP	
161	Post Contract Award	88.4 days	Fri 02/10/20	Tue 26/01/21			
162	SC + SP draft implementation plans submitted to HoC	-	Fri 06/11/20	Mon 09/11/20	External Resource	External Resource	
163	SC + SP implementation plans reviewed and agreed by HoC	3 days	Mon 09/11/20	Thu 12/11/20	Head of Change (HoC)	Head of Change (HoC)	
164	SC + SP information events planned - covering the ISPA, service obligations and operational implications to ensure successful implementation period		Fri 02/10/20	Mon 05/10/20	Partnership Manager	Partnership Manager	
165	SC + SP event agenda, attendees and documentation prepared	5 days	Tue 06/10/20	Mon 12/10/20	Partnership Manager	Partnership Manager	
166	SC + SP event invitations issued	1 day	Mon	Tue 27/10/20	Partnership Manager	Parthership Manager	





D Ta	sk Name	Duration	Start	Finish	Resource Names
218	Contractors on Site to review requirements	1 day	Wed 14/10/20	Thu 15/10/20	External Resource
219	Contractor quotes prepared and received	3 days	Thu	Tue 20/10/20	External Resource
220	Required fit out at Satellite starts - ensuring Activity Hub model is retained and does not become diluted	10 days		Fri 15/01/21	External Resource
221	Facilities and H&S	2 days		Tue 19/01/21	
222	Furniture install or move (if required)	1 day	Fri 15/01/21	Mon	Facilities Manager
223	Site Visit, access and audit report	1 day	Mon 18/01/21	Tue 19/01/21	Facilities Manager
224	Satellite Sites set up complete	0 days		Tue 19/01/21	
225	Social Value Commitments	120 days	Fri 06/11/20	Tue 13/04/21	
226	Community	120 days	Fri 06/11/20	Tue	
227	Implement agreed Social Value Commitment community activities - ongoing through life of project	-		Thu 04/03/21	Partnership Manager
228		30 days	Thu 04/03/21	Tue 13/04/21	Regional Manager
229	People	120 days	Fri 06/11/20	Tue 13/04/21	
230	Implement agreed Social Value Commitment people activities - ongoing through life of project	_		Thu	HR Business Partner
231	Initiate Impact Measurement of agreed Social Value Commitments - ongoing through life of project	30 days	Thu 04/03/21	Tue 13/04/21	Regional Manager
232	Environment	120 days	Fri 06/11/20	Tue 13/04/21	
233	Implement agreed Social Value Commitment environment activities - ongoing through life of project	90 days		Thu	Facilities Manager
234	Initiate Impact Measurement of agreed Social Value Commitments - ongoing through life of project	30 days	Thu 04/03/21	Tue 13/04/21	Regional Manager
235	ICT Hardware, Infrastructure and Activation	113 days	Mon 07/09/20	Tue 02/02/21	
236	Work Package Proposal and Agreement	38.33 days	Mon 07/09/20	Tue 27/10/20	
37	BT and Shaw Trust to nominate their project teams for successful delivery of the overall work package	-	Mon 07/09/20	Tue 08/09/20	Head of Change (HoC),BT
38	BT Professional Services Design requirements agreed	2 days	Tue 08/09/20	Wed 09/09/20	Head of Change (HoC),BT
39		2 days		Wed 09/09/20	Head of Change (HoC),BT
40	Detailed costs defined	5 days	Thu	Wed	ВТ
41	ICT Proposal Issued	0 days	Wed	Wed 16/09/20	ВТ
242	Check hardware availability	1 day	Wed	Thu 17/09/20	ВТ

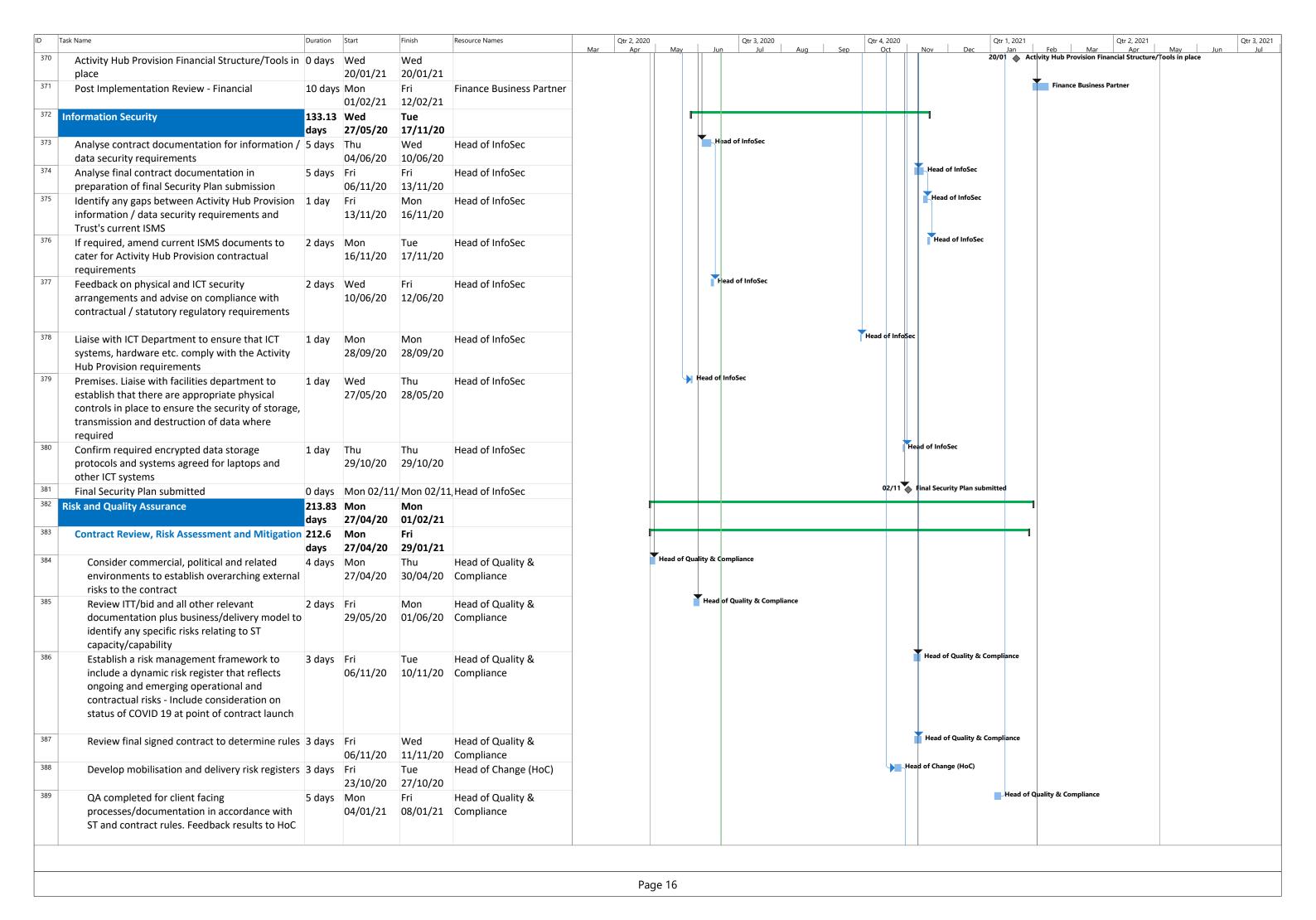
Task Na	ame	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr May Jun	Qtr 3, 2020 Qtr 4, 2020 Qtr 1, 2021 Qtr 2, 2021 Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May
	Project Plan submitted to HoC	1 day	Mon 21/09/20	Tue 22/09/20	ВТ		ВТ
	ST/BT Collective Project Plan Review	2 days		Fri 25/09/20	Head of Change (HoC),BT		Head of Change (HoC),BT
	Revise Proposal	3 days		Wed 30/09/20	ВТ		BT
	Issue revised proposal	1 day		Thu 01/10/20	ВТ		ВТ
	Review	1 day	Thu 01/10/20	Fri 02/10/20	Head of Change (HoC),BT		Head of Change (HoC),BT
+	Signoff	1 day	Fri 02/10/20	Mon	Head of Change (HoC),Head of ICT		Head of Change (HoC), Head of ICT
1	ICT Proposal Complete and Agreed	0 days		Mon 05/10/20			05/10 ICT Proposal Complete and Agreed
)	Purchase Orders Generated	1 day		Tue 27/10/20	ВТ		
	Detailed Planning	6 days		Tue 03/11/20			
!	PO received and loaded	1 day		Tue 27/10/20	ВТ		ВТ
;	PM & PCO assigned	1 day	Tue	Tue 27/10/20	ВТ		ВТ
	Hardware requirements agreed	1 day	Wed 28/10/20	Wed 28/10/20	ВТ		ВТ
;	Circuits ordered	1 day	Wed 28/10/20	Wed 28/10/20	ВТ		ВТ
j	Lines request submitted to OpenReach	1 day	Wed 28/10/20	Wed 28/10/20	ВТ		ВТ
,	PID & RAID created and plan revised	4 days		Mon 02/11/20	ВТ		BIT
1	Resources booked	1 day		Tue 03/11/20	ВТ		
1	Detailed ICT Planning Complete	0 days	Tue	Tue 03/11/20	ВТ		03/11 Detailed ICT Planning Complete
1	ICT Hardware	17 days	Mon	Tue			
	Shaw Trust to place hardware order with BT/Lenovo and order delivery date confirmed with Supply Configuration Centre	1 day	Mon	Tue 12/01/21	ICT Workstream Lead		ICT Workstream Lead
!	Lenovo to deliver the new equipment to BT's Configuration Centre	1 day	Mon 18/01/21	Tue 19/01/21	External Resource		External Resource
		4 days	Tue	Fri 22/01/21	ВТ		ВТ
	BT Configuration Centre ship equipment to the designated Shaw Trust site	1 day	Mon 25/01/21	Tue 26/01/21	ВТ		ВТ
i		1 day	Mon 01/02/21	Tue 02/02/21	ВТ		
i	ICT Infrastructure	4.67 days	Tue 03/11/20	Tue 10/11/20			
	Shaw Trust to formally deliver the end point delivery site list to BT including the name and contact information for the Designated site lead	-	Tue 03/11/20	Wed 04/11/20	Facilities Manager		Tacilities Manager
1	Dates scheduled for BT Engineer to attend site(s) and complete the on-project site work		Mon 09/11/20	Tue 10/11/20	ВТ		BT

Tas	Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr May Jun		Oct Nov	Qtr 1, 2021 Dec Jan	Qtr 2, 2021 Feb Mar Apr May
	ICT Activation			Thu						
-	Activity Hub and Satellite Sites	days 3.2	03/11/20 Mon	28/01/21 Thu						
	Activity hub and Satellite Sites	days	25/01/21	28/01/21						
	Delivery to site(s)	1 day	Mon	Tue	BT				B1	
	, , ,	,	25/01/21	26/01/21						
	Network Installation Day	1 day	Tue	Tue	BT				ВТ	
			26/01/21	26/01/21						
ı	Printers installed	1 day	Wed	Wed	BT				B1	
			27/01/21	27/01/21					N. P.	
	Deploy desk and conference phones	1 day	Wed	Wed	BT				Ы	
-	A stirituri I I de ICT set um sementete	0 45.45		27/01/21					28/01 🛦	Activity Hub ICT set up complete
	Activity Hub ICT set up complete	0 days	1nu 28/01/21	Thu 28/01/21						
	Users - Staggered in line with recruitment	60.07	7ue	Wed						
	plan	days	03/11/20							
	Agree all user requirements based on role		Tue	Wed	ICT Workstream Lead			TICT W	orkstream Lead	
	3		03/11/20	04/11/20						
	HR to provide user details following	45 days		Wed	HR Business Partner				HR B	usiness Partner
	receipt of agreed vetting checks		23/11/20	20/01/21						
1	CJSM email accounts requested following	45 days		Wed	HR Business Partner				HRB	usiness Partner
-	receipt of agreed vetting checks		23/11/20	20/01/21						Morketroom Lood
	- · · · · · · · · · · · · · · · · · · ·	45 days		Wed	ICT Workstream Lead				ICIV	Vorkstream Lead
+	receipt of agreed vetting checks	45 -1		20/01/21	DT				вт	
	Create user accounts with RES ID as username	45 days	23/11/20	Wed 20/01/21	ВТ					
		45 days		20/01/21 Wed	BT				вт	
	policies	45 days	23/11/20	20/01/21	D1					
	•	45 days		Wed	BT				ВТ	
		,	23/11/20	20/01/21						
	Assign users to applications	45 days	Mon	Wed	BT				ВТ	
			23/11/20	20/01/21						
	· · · · · · · · · · · · · · · · · · ·	45 days		Wed	BT				ВТ	
-	Extranet access		23/11/20						20/01	r ICT set up complete
	User ICT set up complete	0 days		Wed					20,01	i let set up complete
-	Accordance into Comice	65.53		20/01/21 Thu						
	Acceptance into Service	days	03/11/20							
	BT Transition Manager assigned	-	Tue	Wed	BT			E T		
		1	03/11/20	04/11/20						
	AIS process agreed	1 day		Wed	BT,Head of ICT			ВТ,Не	ad of ICT	
			03/11/20	04/11/20						
		0 days		Thu					28/01	Activity Hubs and Satellite Sites accepted into ser
-	into service		28/01/21	28/01/21						
	<u> </u>	260.13		Tue						
	Development Recruitment		28/05/20 Thu	04/05/21 Wed						
		5 days		Wed	Business Development	Busin	ess Development Team,Operational SMEs			
	Sites and Central Services		28/05/20		Team,Operational SMEs					
		5 days		Wed	Business Development	Busin	ess Development Team,Operational SMEs			
	recruitment commencing - BPSS and DBS	,	28/05/20	03/06/20						
		5 days		Wed	HR Business Partner	HR Bu	usiness Partner			
	benchmark salaries		28/05/20				Late Constant Character			
	Final staffing profiles approved	0 days		Thu		04/06 Final	staffing profiles approved			
			04/06/20	04/06/20						

	Davalan a phaced recruitment plan based on	2 days	Wod	Mon	UP Pusinoss Partner	Mar	Apr	May	Jun Jul HIR Business Partne	Aug r	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
	Develop a phased recruitment plan based on referral numbers - determining appropriate networks and platforms through which to promote the new vacancy opportunities	3 days	Wed 03/06/20	Mon 08/06/20	HR Business Partner															
	Implement recruitment plan and commence recruitment process			Fri 06/11/20	HR Business Partner							06/11	Implemen	t recruitment pla	n and co	ommence recruit	tment process			
	Develop Selection Criteria and Assessment Centres - including 'ban the box'	1 day	Fri	Mon 09/11/20	HR Business Partner								HR Busine	ss Partner						
	Advertising Internally for Management Roles		Mon 09/11/20	Fri 20/11/20	HR Business Partner								HR B	usiness Partner						
	Advertising Internally for all other roles	10 days		Fri 20/11/20	HR Business Partner								HR E	usiness Partner						
	Prepare external adverts for all remaining roles	3 days		Fri 13/11/20	HR Business Partner								HR Busi	ness Partner						
	Advertising Externally for Management Roles - mix of traditional and digital media			Fri 27/11/20	HR Business Partner								н	R Business Partn	er					
	Advertising Externally for all other roles - mix of traditional and digital media			Fri 27/11/20	HR Business Partner									R Business Partn						
	Complete candidate shortlisting for all roles		Mon 30/11/20	Tue 01/12/20	HR Business Partner									HR Business Part						
	Interview invitations issued		Mon 30/11/20	Tue 01/12/20	HR Business Partner									HR Business Part						
	Interviews/assessment for Management Roles (internal)	2 days	Mon 07/12/20	Tue 08/12/20	HR Business Partner,Operational									HR Business I	Partner,C	perational SME	s			
	Interviews/assessment for all other Roles (internal)	2 days	Wed 09/12/20	Thu 10/12/20	HR Business Partner,Operational									HR Business	Partner,	Operational SMI	Es			
	All required roles offered	0 days		Fri 11/12/20									11/12	All required	roles of	fered				
	BPSS, DBS, Right to Work, Criminal Record and Employment History checks complete for all applicants prior to starting in post	25 days		Wed 13/01/21	HR Business Partner									•	HF Bu	siness Partner				
	All Activity Hub provision roles filled and required vetting complete	0 days	Wed 13/01/21	Wed 13/01/21	HR Business Partner									13/01	All A	ctivity Hub prov	ision roles fille	ed and require	ed vetting com	plete
L	8		Mon 14/09/20	Tue 04/05/21														1		
	5	_	Mon 14/09/20	Fri 06/11/20									7							
	Identify the specific Activity Hub Provision needs that L&D activity must address		Mon 14/09/20	Fri 18/09/20	L&D Business Partner						L&D E	Business Par	ner							
	New ST staff: review job descriptions and person specifications			Fri 18/09/20	L&D Business Partner						L&D E	Business Pari	ner							
	Identify organisational development needs (culture, leadership, values/beliefs)	5 days	Mon 14/09/20	Fri 18/09/20	L&D Business Partner						L&D E	Business Par	ner							
	Identify resource requirements (delivery, budget, infrastructure)			Fri 18/09/20	L&D Business Partner						L&D E	Business Pari	ner							
		0.2	Fri 06/11/20	Fri 06/11/20	Hub Manager								Hub Mana	er						
	Design and Development	10.13 days		Fri 20/11/20																
	Translate programme and learning needs into solutions that meet these needs		Fri	Thu 19/11/20	L&D Business Partner								L&D	Business Partner						
		10 days		Thu	L&D Business Partner								L&D	Business Partner						

22 22 23 23 24 24 25 25 26 27 28 29 29	learning solutions Develop and agree detailed staff on-boarding and induction programme Test learning solution designs with target audience (where possible/appropriate) Measures identified; evaluation framework in place; evaluation tools identified Identify approaches for reinforcement and transfer of learning Finalise employee onboarding logistics and arrangements Training Delivery Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	10 days 10 days 10 days 10 days 10 days 82.07 days 1 day	06/11/20 5 Fri 06/11/20 5 Fri 06/11/20 5 Fri 06/11/20 5 Fri 06/11/20 Fri 20/11/20 Mon 18/01/21	19/11/20 Thu 19/11/20 Thu 19/11/20 Thu 19/11/20 Thu 19/11/20 Thu 20/11/20 Tri 20/11/20 Tue	L&D Business Partner	Mar Apr May Jun	H H	L&D Business Partner L&D Business Partner L&D Business Partner L&D Business Partner L&D Business Partner	Mar Apr
25 26 27 29	Develop and agree detailed staff on-boarding and induction programme Test learning solution designs with target audience (where possible/appropriate) Measures identified; evaluation framework in place; evaluation tools identified Identify approaches for reinforcement and transfer of learning Finalise employee onboarding logistics and arrangements Training Delivery Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	10 days 10 days 0 days 82.07 days	5 Fri 06/11/20 5 Fri 06/11/20 5 Fri 06/11/20 6 Fri 06/11/20 Fri 20/11/20 Mon 18/01/21	Thu 19/11/20 Thu 19/11/20 Thu 19/11/20 Thu 19/11/20 Fri 20/11/20 Tue	L&D Business Partner L&D Business Partner		H H	L&D Business Partner L&D Business Partner	
	Test learning solution designs with target audience (where possible/appropriate) Measures identified; evaluation framework in place; evaluation tools identified Identify approaches for reinforcement and transfer of learning Finalise employee onboarding logistics and arrangements Training Delivery Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	10 days 10 days 0 days 82.07 days	Fri 06/11/20 Fri 06/11/20 Fri 06/11/20 Fri 20/11/20 Mon 18/01/21	Thu 19/11/20 Thu 19/11/20 Thu 19/11/20 Fri 20/11/20 Tue	L&D Business Partner			L&D Business Partner	
	Measures identified; evaluation framework in place; evaluation tools identified Identify approaches for reinforcement and transfer of learning Finalise employee onboarding logistics and arrangements Training Delivery Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	10 days 0 days 82.07 days	Fri 06/11/20 Fri 06/11/20 Fri 20/11/20 Mon 18/01/21	Thu 19/11/20 Thu 19/11/20 Fri 20/11/20 Tue					
	Identify approaches for reinforcement and transfer of learning Finalise employee onboarding logistics and arrangements Training Delivery Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	0 days 82.07 days	06/11/20 Fri 20/11/20 Mon 18/01/21	19/11/20 Fri 20/11/20 Tue	L&D Business Partner			L&D Business Partner	
	Finalise employee onboarding logistics and arrangements Training Delivery Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	82.07 days	Fri 20/11/20 Mon 18/01/21	Fri 20/11/20 Tue					
9	Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	days	Mon 18/01/21	Tue			2	0/11 Finalise employee onboarding logistics and ar	rangements
	Shaw Trust Induction delivered for all contract roles, including SC and SP employees Mandatory e-learning training, e.g.	-							
)	Mandatory e-learning training, e.g.		Mon 18/01/21	04/05/21 Mon 18/01/21	L&D Business Partner			L&D Business Partne	r
	Safeguarding, Equality & Diversity etc. completed by all contract roles	1 day	Tue 19/01/21	Tue 19/01/21					
1	Essential role specific training for go-live	8.4 days	Wed 20/01/21	Fri 29/01/21					
2		2 days	Wed	Thu 21/01/21	Change Team			Change Team	
1		1 day	Fri		Intervention Services			Intervention Servic	es Lead
	CATS+ End User Course	1 day	Mon 25/01/21		External Resource			External Resource	;
5	•	0.5 days	Tue 26/01/21	Tue 26/01/21	L&D Business Partner			L&D Business Par	tner
5	Conflict Management for Personal	0.5 days	Tue 26/01/21		L&D Business Partner			L&D Business Par	tner
,	Overview of Mental Health Awareness		Wed		L&D Business Partner			L&D Business Pa	rtner
3	Unconscious Bias	0.5 days	Wed 27/01/21		L&D Business Partner			L&D Business Pa	rtner
9	One Page Profile and Person-Centred	0.5 days	Thu 28/01/21	Thu 28/01/21	L&D Business Partner			L&D Business Pa	ırtner
0	Motivational Interviewing Techniques	0.5 days	Thu 28/01/21		L&D Business Partner			L&D Business Pa	ırtner
1	Performance cycle for employees -	0.5 days	Fri 29/01/21		Hub Manager			Hub Manager	
2	Activity Hub Provision processes and	0.5 days	Fri 29/01/21	Fri 29/01/21	Change Team			Change Team	
	All role specific go live training	0 days	Fri	Fri				29/01 📦 All role specific	go live training compl
1	complete Role specific development training	50 days		29/01/21 Tue					
5	Leadership and Team Building	50 days	Mon	Tue	L&D Business Partner			-	
6	Make Every Contact Count (MECC)	50 days			L&D Business Partner				
17	Mental Health First Aid	50 days	Mon	Tue	L&D Business Partner			-	

	Task Name	Duration	Start	Finish	Resource Names
8	Mentoring	50 days	Mon 01/03/21	Tue 04/05/21	L&D Business Partner
)	Employer Engagement	50 days	Mon 01/03/21	Tue 04/05/21	L&D Business Partner
0	Refresher training where required	50 days	Mon 01/03/21	Tue 04/05/21	Change Team
51	Evaluation and measurement of learning solutions - delegate surveys/feedback	5 days	Fri 29/01/21	Thu 04/02/21	L&D Business Partner
52	Operating Processes - Design and Development	50.67 days	Mon 09/11/20	Wed	
53	Analysis of Requirements - Review bid documentation, contract and commissioner guidelines	5 days		Fri	Change Team
354	Detailed process design of Participant Journey	5 days		Fri 20/11/20	Change Team
355	Define library of tools and resources required for Activity Hub Provision contract delivery	3 days	Fri 20/11/20	Wed 25/11/20	Change Team
356	Identify, review and update existing Policies and Procedures to accommodate Activity Hub Provision delivery. Create new policies and procedures where these are required	2 days		Tue 24/11/20	Hub Manager
157	Design structure of Operations Manuals and other relevant documents	3 days	Wed 25/11/20	Mon 30/11/20	Change Team
58	Produce content for operations manuals, forms and documentation	18 days		Wed 23/12/20	Change Team
159	Production and QA complete for all contract delivery documentation	0 days		Fri	
60	Create Shaw Trust Extranet section adapted for Activity Hub Provision with all required delivery documentation stored within		Fri 08/01/21	Wed 13/01/21	ICT Workstream Lead
361	Finance	80 day		Fri 19/02/21	
362	Provide financial assistance and support to all implementation groups as per budget templates submitted (HR, Information Security, IT, Estates, operations)	80 days		Fri 19/02/21	Finance Business Partner
363	Set up Business World (Shaw Trust Enterprise Resource Planning system) for the Contract including coding structure, new partner organisations and budgets	3 days		Fri 22/01/21	Finance Business Partner
364	Initiate the onboarding process to raise purchase orders to SC + SP	1 day	Wed 06/01/21	Thu 07/01/21	Finance Business Partner
365	Create all workflows as necessary, identify budget owners and leads	1 day	Fri 22/01/21	Mon 25/01/21	Finance Business Partner
366	Identify Management Account lead for Activity Hub Provision to manage financial reporting and provide ongoing Finance support once live	1 day	Mon 04/01/21	Mon 04/01/21	Finance Business Partner
367	Set up robust system of internal controls including appropriate checks, monitoring arrangements and adequate records to support the validation of claims	-		Thu 19/11/20	Finance Business Partner
368	Monitor staff recruitment budget	51 days	s Fri 06/11/20	Wed 13/01/21	Finance Business Partner
369	Establish participants expenses reimbursement process through petty cash management	2 days	Mon 18/01/21	Tue	Finance Business Partner



T-	ask Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr	May	Jun	Qtr 3, 2020	Δυσ	Sep	Qtr 4, 2020 Oct	Nov	Dec	Qtr 1, 2021	Feb Mar	Qtr 2, 2021 Apr	May	Jun	Qtr 3, 2
)	Ongoing evaluation of risk and control effectiveness throughout mobilisation	72 days	Tue 27/10/20	Fri 29/01/21	Head of Quality & Compliance	ividi	Api	iviay	Juli	Jul	Aug	_ зер		1404	Dec	He	ead of Quality & Co		Iviay	Juli	
1	Establish Quality Management Framework	65.57 days	Fri 06/11/20	Mon 01/02/21																	
2	Establish a Quality Assurance and Quality auditing framework to ensure compliance to identified quality standards and ensure consistency of service provision	5 days	Fri 06/11/20	Thu 12/11/20	Head of Quality & Compliance										of Quality & (
3	Establish risk based Compliance Audit regime to provide assurance to stakeholders of compliance with ESF, contractual/internal standards and identifying areas of weakness and best practice	3 days	Thu 12/11/20	Tue 17/11/20	Head of Quality & Compliance										ad of Quality 8						
4	Create testing processes and regime to enable regular/routine testing/self assessment and reporting on compliance, quality and performance		Tue 17/11/20	Tue 24/11/20	Head of Quality & Compliance										Head of Qualit	y & Compliance					
5	Extend existing Stakeholder feedback and complaints monitoring process to support service delivery evaluation		Mon 01/02/21	Mon 01/02/21	Head of Quality & Compliance											ľ	ead of Quality & Co	ompliance			
5	Create participant feedback mechanisms - survey's, comment cards etc. to support service delivery evaluation	2 days	Mon 11/01/21	Tue 12/01/21	Head of Quality & Compliance											■ Head of Q	uality & Complianc	ce			
7	Design and implement Business Continuity Plans (overall contract and site-based in line with agreed requirements)	8 days	Mon 11/01/21	Wed 20/01/21	Head of Quality & Compliance												of Quality & Compli	iance			
3	Prepare for implementation of formal continuous improvement cycle based on the results of risk management, compliance auditing and quality auditing activity	2 days	Tue 24/11/20	Thu 26/11/20	Head of Quality & Compliance										Head of Quali	ity & Compliance					
9	Quality Management & Assurance Framework in place		Fri 29/01/21	Fri 29/01/21												29/01 🔷 Q	uality Management	t & Assurance Fra	mework in pla	ace	

Criteria	Weighting	Max. Score
 Q1.8.2 Social Value – Community Provide details and evidence of how your organisation will build capacity and sustainability of the Voluntary and Community Sector. Examples could include: Contribute a number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme Provide facilities for use by community and voluntary organisations for a number of hours per year Work with community and voluntary organisations to create a number of new volunteering opportunities in the local area Support local third sector organisations through the supply chain by spending a percentage of total expenditure with community and voluntary sector providers based in the local area Your response must be limited to 250 words. 	X2	14

Answer: Limited to 250 words

Shaw Trust is a national charity dedicated to using contracted services to deliver wider community benefits/social value. For example, we operate 6 community social enterprises and 47 charitable retail shops providing supported employment opportunities to people with disabilities.

We will support other voluntary and community sector (VCS) organisations in East Midlands through Activity Hub delivery, leveraging their expertise to meet participant needs, as well as invest in the development of the sector. The following Social Value Commitments (SVCs) formalise our commitment.

SVC: Invest £430k of total revenue in local VCS organisations for day one/spot purchasing of services. <u>Measuring impact:</u> Subcontractor reporting requirements.

SVC: Deliver business-capability sessions (e.g. finance/HR/business development) to VSC organisations, totalling 350 hours. Measuring impact: evaluation of session feedback with measurable impact e.g. HR support to reduce staff turnover.

SVC: Provide £100k of levy funding to support VCS subcontractors to upskill staff via apprenticeships. <u>Measuring impact:</u> Apprenticeships completed.

SVC: Provide our Hubs free-of-charge for use by VCS organisations for up to 2,500 hours. <u>Measuring impact</u>: record usage premises by VCS organisations (Hub sign-in form).

SVC: Provide 50 hours of CPD opportunities to local VCS organisations and subcontractor staff. Measuring impact: record CPD modules completed/training sessions attended (HR system).

SVC: Provide 600 hours paid volunteering time to CFO Hub delivery staff to support local VCS organisations. <u>Measuring impact</u>: number of volunteering days tracked via HR system.

Our Regional Manager will be accountable for SVCs, collecting data on all outcomes, informing an annual report on our progress for the Authority.

Provide details and evidence of how your organisation will improve the living standards of local residents during the contract period: Examples could include: a) Improving wages/salaries • Providing a local workforce which is fairly paid and positively supported by employers. An example could include paying staff the Living Wage Foundation Living Wage • Employing ex-offenders within this contract (direct and supply chain) and within your wider organisation • Use of ex-offenders as voluntary support • Creating traineeships (including apprenticeships) b) Improving prospects	Criteria	Weighting	Max. Score
 Improving the skills levels of existing staff by training of the workforce to Level 2/3/4 (for example) Provide work experience for ex-offenders across organisation Reduce average sickness absence by an improved health, wellbeing and education and support package for staff Identify staff who are carers and ensure flexible working practices are implemented to support these responsibilities Your response must be limited to 250 words. 	Provide details and evidence of how your organisation will improve the living standards of local residents during the contract period: Examples could include: a) Improving wages/salaries • Providing a local workforce which is fairly paid and positively supported by employers. An example could include paying staff the Living Wage Foundation Living Wage • Employing ex-offenders within this contract (direct and supply chain) and within your wider organisation • Use of ex-offenders as voluntary support • Creating traineeships (including apprenticeships) b) Improving prospects • Improving the skills levels of existing staff by training of the workforce to Level 2/3/4 (for example) • Provide work experience for ex-offenders across organisation • Reduce average sickness absence by an improved health, wellbeing and education and support package for staff • Identify staff who are carers and ensure flexible working practices are implemented to support these responsibilities	X2	14

Answer: Limited to 250 words

Shaw Trust's commitment to improving the living standards of East Midlands residents through Activity Hubs delivery is set out in the following social value commitments (SVCs):

a) Improving wages/salaries

SVC: All directly-employed staff will benefit from market-leading terms/conditions, enhancing their living standards. 100% of Activity Hub staff will have:

- Salaries above Real Living Wage
- Values-based performance-related pay
- Pay progression/promotion opportunities
- Season-ticket loans/bike-to-work scheme

SVC: Deliver apprenticeships for minimum 6 Hub staff members, building on Ixion's (part of Shaw Trust) experience as Ofsted Grade 1 apprenticeship provider. Measuring impact: Number of apprenticeships completed (HR system).

SVC: Employ minimum 10 current/former participants as volunteer peer mentors, providing work experience to improve job prospects.

Measuring impact: number of mentors recruited (HR system).

b) Improving prospects

SVC: Deliver 900+hrs annual Continuous Professional Development (CPD) support for Activity Hub staff to increase skills levels/facilitate wage progression. Measuring impact: CPD modules completed via Shaw Trust Learning Academy.

SVC: Achieve sickness absence levels 0.5% below regional average (2.2%) by actively supporting the health/wellbeing of Activity Hub staff through:

- Monitoring absenteeism
- Return-to-work interviews/phased returns
- Flexible working
- Employee Assistance Programme e.g. counselling
- Occupational Health Services
- Internal Health & Wellbeing Service

Measuring impact: sickness absence report via HR system.

SVC: Identify all carers via our Live Personnel System, providing additional support including implementing flexible working practices (e.g. home working). <u>Measuring impact:</u> job retention level for employed carers.

Our Regional Manager will be accountable for SVCs, collecting data on all outcomes, informing an annual report on our progress for the Authority.

Criteria	Weighting	Max. Score
Provide details and evidence of how your organisation promotes and will increase environmental sustainability during the contract period meeting the following outcome(s). Please consider how the physical environment of the hub will support these priorities: Protecting our physical environment and contributing to climate change reduction - examples of this could be, but not exhaustive to – • Reducing waste generated compared to previous years • Reducing waste sent to landfill compared to previous years • Reducing carbon emissions by per year • Reducing overall energy consumption / water consumption per year • Increasing the use of renewable energy / community generated renewable energy as a proportion of total energy consumption Monitoring and training subcontractors to achieve improved environmental objectives Your response must be limited to 250 words.	X2	14

Answer: Limited to 250 words

Shaw Trust has longstanding policies and procedures to balance economic, social and environmental values as part of our corporate social responsibility. This is in line with the government's 25-year environmental plan/UN Sustainability Goals. Our Environmental Policy Statement sets out how we will continuously improve our sustainability practices. We have our own Carbon Energy Manager through our utilities broker, who collates information and reports on our behalf as part of Streamlined Energy and Carbon Reporting regulations.

Our commitment to improving the environmental sustainability through the delivery of Activity Hubs is set out in the following social value commitments (SVCs):

SVC: Ensure all 2 Activity Hubs have recycling facilities, with 100% of paper recycled to reduce waste to landfill. Measuring impact: 'Shred It' monthly environmental report.

SVC: Encourage participants/staff/partners to recycle items, with collection boxes for clothes/books/shoes/toys in all 2 Hubs to donate at Shaw Trust charity shops, reducing landfill waste. Measuring impact: number of donations collected in kg.

SVC: Procure goods/services from contracted suppliers with strong environmental credentials (e.g. 100% recycled, FCS-approved paper). <u>Measuring impact</u>: Number of suppliers rated Good/Exceeding for environmental sustainability during evaluation.

SVC: 10% reduction in business-related travel annually through policy of virtual meetings/flexible-working/cycle-to-work scheme/carpooling. Outlined as part of induction training for 100% of staff. Measuring impact: Reporting of staff travel (Click Travel System).

Accountability for SVCs will sit with the Regional Manager who, in conjunction with the Carbon Energy Manager, will collect data on all outcomes, informing an annual report on our progress for the Authority.