



HM Prison &
Probation Service

Probation
Service



Annex A1

Technical Questionnaire



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1. Introduction

1.1 This document allows us to evaluate the quality of your Service proposal for Circles of Support and Accountability (CoSA) for the region selected in the question before the Mandatory Declarations.

1.2 The document is split into 3 sections;

1.2.1 Region of this response

1.2.1.1 Please submit one copy of this template per lot you are bidding, this template is applicable the following Lots:

- East Midlands
- East of England
- London
- North East
- North West
- South Central
- South West
- Wales
- West Midlands
- Yorkshire and the Humber

1.2.1.2 Note: The Technical Questionnaire for Kent, Surrey and Sussex differs to this form. Please do not submit this form in response to Lot 3 – Kent, Surrey and Sussex.

1.2.2 Mandatory Declarations

1.2.2.1 Please populate the checkbox table selecting 'Yes/No' from the drop down in the end column, and entering any additional information in the bottom row;

1.2.2.2 If you state "No", you must provide an explanation, detailing which areas of the specification you cannot comply with, and how you propose to mitigate these failings to ensure there will be no gaps in service delivery. The Authority shall assess the mitigation provided and may, at its discretion, request additional information in relation to the submission where this requirement has not been substantially met and;

1.2.2.3 reserves the right to disqualify the Bidder from the Call-Off Competition, in accordance with 1.2.2.2.

1.2.3 Technical Criteria

1.2.3.1 Please provide a written response in the section marked 'Response' on each table

- 1.3 Bidders should complete all sections within this document if they wish to bid for Circles of Support and Accountability (CoSA) for any of the Lots.
- 1.4 The Methodology given within table 1 below will be used for the evaluation of the quality criteria unless otherwise specified within the response requirement.
- 1.5 Bidders should fully explain their answers and provide evidence backed up with examples to the question specifics. Bidders should aim to give the evaluator confidence that they can deliver the proposed service with features and benefits to MoJ. Unsubstantiated claims will not be given higher marks. Under no circumstances include any marketing information, materials and/or handbooks within your bid unless specifically requested to do so within the Limitation boxes.
- 1.6 Bidders should always provide their best possible proposal and answers for each individual question.
- 1.7 The Bidders Responses to each of the Award Criteria questions will be scored and weighted as shown in each individual question. These scores will determine the most economically advantageous Tender.
- 1.8 A statement that a particular requirement will be met is not in itself sufficient. Such Responses, or Responses that are ambiguous, may be taken as failing to meet the Requirement. Detailed information regarding how, when and to what extent a Requirement can be met must be provided where appropriate. Furthermore, if any requirement or part of a requirement cannot be met, this must be stated explicitly along with the reason why.
- 1.9 Bidders should be mindful that each criteria question may be evaluated in isolation. Where a bidder has already provided information that addresses a specific requirement in another question, this information should be re-stated, not simply referenced. Please note that any Response simply making reference to handbooks, marketing material or accreditations and not describing how this will be applied to the Requirement will not be accepted.
- 1.10 Please provide Responses clearly and concisely in a question answer format.
- 1.11 Word Count – All word counts stated for each specific question must be adhered to, if a response exceeds the relevant side limit, or the Authority determines a Supplier has included additional text as including but not limited to those identified in para 1.8, the additional text will not be considered by the Authority and will not be taken into account for the purposes of evaluation or moderation.
- 1.12 The technical evaluation will be split into a Mandatory Declaration checklist, and 4 Technical Criteria sections which have been weighted accordingly;
- 1.13 The Weightings of these sections will total 100% the weighting of each question is detailed below in the relevant section of the criteria, the response to each question will be evaluated and scored based on either;
 - (a) a pass/fail basis
 - (b) a weighted score with a minimum quality threshold; or

- 1.14 The Questions listed below will be evaluated against the criteria and scoring matrix detailed.
- 1.15 Technical Questionnaire responses should be uploaded as a word document to the appropriate question on the eSourcing portal. PDF documents will not be accepted unless explicitly stated as otherwise in the limitations.

2. Scoring Methodology

- 2.1 The methodology given in the table below will be used for the evaluation of the award criteria unless otherwise specified within the Response requirement.

QUALITY THRESHOLD SCORE (%)	ASSESSMENT	INTERPRETATION
100	Exceptional	The Supplier's response: (a) meets all of the minimum stated criteria in an exceptional manner with a robust proposal that provides full confidence of an overall extremely effective solution , including the relevant ability, understanding, expertise, skills and/or resources OR (b) meets all of the minimum stated criteria in an acceptable manner with a proposal that provides full confidence effective solution, including the relevant ability, understanding, expertise, skills and/or resources, AND provides evidence of factor(s) that will add exceptional value beyond what is described in the criteria.
86.6	Very Good	The Supplier's response: (a) meets all of the minimum stated criteria in a very good manner with a robust proposal that provides full confidence of an overall very effective solution , including the relevant ability, understanding, expertise, skills and/or resources OR (b) meets all of the minimum stated criteria in an acceptable manner with a proposal that provides full confidence effective solution, including the relevant ability, understanding, expertise, skills and/or resources, AND provides evidence of factor(s) that will add significant value beyond what is described in the criteria.
73.3	Good	The Supplier's response: (a) meets all of the minimum stated criteria in a good manner with a robust proposal that provides full confidence of an overall effective solution , including the relevant ability, understanding, expertise, skills and/or resources OR (b) meets all of the minimum stated criteria in an acceptable manner with a proposal that provides full confidence effective solution, including the relevant ability, understanding, expertise, skills and/or resources, AND provides evidence of factor(s) that will add some value beyond what is described in the criteria.
60	Acceptable	The Supplier's response: meets all of the minimum stated criteria in an acceptable manner with a proposal that provides full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources. There may be minor concerns which are easily resolvable and in any event which do not have a material impact on the overall acceptability of the proposal.
40	Minor Reservations	The Supplier's response: <u>does not</u> fully meet one or more of the minimum stated criteria in an acceptable manner and/or meets the minimum stated criteria in an acceptable manner but <u>does not</u> provide full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources causing some minor reservations in one or more areas which may be resolvable but, if not, may have a material impact on the overall acceptability of the proposal.
20	Major Reservations	The Supplier's response: <u>does not</u> fully meet one or more of the minimum stated criteria in an acceptable manner and/or meets the minimum stated criteria in an acceptable manner but <u>does not</u> provide full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources, causing one or more major reservations in one or more areas are unlikely to be resolvable but and may have a material impact on the overall acceptability of the proposal.
0	Unacceptable	The Supplier's response: <u>does not</u> meet one or more of the minimum stated criteria in an acceptable manner and/or contains insufficient information to provide full confidence in an acceptable solution, including the relevant ability, understanding, expertise, skills and/or resources, causing major reservations in one or more areas that are not resolvable and will have an impact on the overall acceptability of the proposal.

3. Region of this response

Please select the region of this response:

Lot 11 – (CoSA) - Yath

Please rename this file with the same name convention described in the Annex B – Financial Model, but replacing FRT for TQ.

4. Mandatory Declarations

Question Area		Requirement – Select Yes/No		
MD-001	Service Description	1	Please can you confirm you have reviewed 'Schedule 2.1 – Services Description' and confirm that you understand and can deliver on the requirements and outcomes therein?	Yes
	Digital & Technology and Information Assurance	2	Please can you confirm that your organisation will comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018?	Yes
		3	Please can you confirm you have reviewed, understood and will be compliant with Schedule 2.3 (Standards) and Schedule and 2.4 (Information Security and Assurance) of the Framework Agreement?	Yes
		4	Please can you confirm your organisation will be compliant with the requirements of Security Level 1 (SL1)? To note; this includes Cyber Essentials (Basic) no later than two weeks prior to Call-off Commencement Date.	Yes
		5	Please can you confirm your organisation will upgrade to Cyber Essentials Plus, and comply with Service Level 2 (SL2), Service Level 3 (SL3) or Service Level 4 (SL4) of Schedule 2.4, if the Authority, at its sole discretion, determines additional Information Assurance is required of the Bidder of this contract at any stage during the contract term?	Yes
	Estates	6	Please confirm your compliance that services will be delivered in a way that supports environmental sustainability, in accordance with Schedule 2.3 of the Framework Agreement.	Yes
		7	The Bidder shall have a duty of care to provide a facility that meets basic H&S standards and is accessible to People on Probation and Bidder Personnel with protected characteristics (in the main but not limited to physical impairments), and takes into account the specific needs of users of the service in question. Please can you confirm that you will comply with this requirement?	Yes
		8	Please can you confirm your organisation will be compliant with the Legal and Regulatory Requirements as outlined in Appendix 1 – CoSA Supplier Own Site Suitability Review?	Yes
		9a	Please can you confirm your organisation will be compliant with the Best Practice Requirements as outlined in Appendix 1 – CoSA Supplier Own Site Suitability Review? (where this isn't possible please confirm you will comply with 4b to pass this mandatory question)	Yes
		9b	Where you can not comply with 4a please confirm you agree that adequate consideration has been applied and where necessary, mitigations are in place or are in development, and will be agreed by the Authority?	Yes
		10	Not applicable	Yes
		11	Please can you confirm that your estates solution will deliver an appropriate number of suitably geographically dispersed sites that reflect the needs of the service?	Yes
Workforce	12	Please confirm that you have appropriate processes in place to effectively carry out a relevant transfer under TUPE in the event of this being required, including accuracy and timeliness of payroll and pension payments with no disruption to transferring staff, and replication of contractual terms as necessary? Please note that all Providers must respond to this question in line with the documentation provided in this Tender process, and that no other consideration(s) should be taken into account.	Yes	
Enter any additional comments here N/A				

4. Technical Criteria Questions

- 5.1 The tables below sets' out the Award Criteria and weightings relating to the provision of the Circles of Support and Accountability (CoSA), please provide your responses to each requirement in the 'Response' box, and upload the completed document to ITT_6417 question 1.2.1 in the technical envelope on the Jaggaer esourcing portal.
- 5.2 In responding to the technical criteria questions, Bidders are required to provide detail on all the following areas (these are the Authority's "minimum requirements").
- 5.3 Bidders should have regard to the appropriate scoring Matrix and the Specification (Schedule 2.1 of the Draft Call-Off Contract) and the wider Draft Call-Off Contract Documentation where appropriate when responding to the question (and should note that since the requirements listed are expected to be covered as a minimum, it may be appropriate for Bidders to include additional information as part of the response to the question in order to achieve a higher score).

TC-001 – Approach to Service Delivery				
Weighting:	30%	Quality Threshold:	60	Limitations
Question:				<p>Up to 2,000 words;</p> <p>The response should be entered in this table in the cell below;</p> <p>Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count.</p> <p>Line spacing 1.5</p> <p>Arial font size 11</p>
<p>The Authority requires the Bidder to deliver, at a minimum, the requirements outlined in the Overview of Service Requirements of the specification (Schedule 2.1) throughout the duration of Call-Off delivery period.</p> <p>Part A</p> <p>A-1) Please describe your full approach to delivering the requirements stated in ‘Section 6 Overview of Service Requirements’ (Schedule 2.1 of the Call-off Contract), including how you will ensure that Supplier Personnel maintain the CoSA standards required in the Circles UK Code of Practice as volumes of referrals fluctuate.</p> <p>A-2) Please explain how your approach described in part A will be tailored to meet the needs of Person(s) on Probation with protected characteristics. You must demonstrate an understanding of the challenges faced by Person(s) on Probation with each of the protected characteristics as stated in G1, Schedule 2.1 of the Call-Off Contract and how you aim to mitigate these.</p> <p>PART B:</p> <p>B-1) Please explain how you will tailor service delivery across the local landscape to meet the needs of People on Probation, including those who are difficult to reach geographically and those who find it difficult to engage. You must evidence a clear understanding of the challenges across the region and illustrate how this understanding will shape your service delivery approach to ensure a responsive delivery model with no gaps in provision.</p> <p>B-2) Please outline how your service delivery will be responsive to changes within the landscape, e.g. in response to a pandemic for example COVID-19.</p>				
Response				

Our proposal for the Circles service in Yorkshire and the Humber brings together two well-respected members of the Circles UK family, both experienced in supporting high-risk offenders and each with an excellent track-record in building and maintaining strong relationships with criminal justice colleagues. Our partnership benefits from the local knowledge and expertise of Humbercare, an existing provider of Circles services in the area. It also benefits from the extensive criminal justice expertise of Nepacs, a North-East charity with 140 years' experience working with offenders and their families in both prison and community environments. Over the years, both organisations have grown an extensive network of Volunteers and Partners, enabling delivery of highly-effective, compliant COSAs, supplemented by practical, wraparound support to maximise the chances of successful rehabilitation and desistance.

Our combined infrastructures, mean this service will benefit from the sharing of resources and best practice across both providers and their networks, further underpinned by our excellent relationships with the Circles UK team.

Our approach to the new service will be a natural evolution of what we already deliver. We've spent recent years fine-tuning our policies, procedures, and communications to ensure delivery of safe and effective COSAs and criminal justice services; our CJ colleagues know what we can deliver and we have become trusted partners to them. So we are not starting from scratch and will adopt a sensible, phased approach to the expansion of delivery beyond the current geographies to ensure full regional coverage without impacting quality or safety.

Part A

A1 Delivering the requirements of the specification

We already meet all the current operational requirements outlined in the MOJ COSA overview of the service requirements, accredited by Circles UK to provide these services. This means mobilisation will be more straightforward than for a new provider.

Development of the service will be in the context of our Project Implementation Plan and RAID Log, in place for the lifetime of the contract. We surpass the specification in that we already have established and embedded Volunteer Coordinators, trained Volunteers, established networks and possess a 10-year history of delivering 41 completed Circles building our relevant technical ability, understanding, and expertise.

Our established partnerships and relationships with Circles UK and other COSA national providers, NPS Humber Director and Probation Practitioners, MAPPA Chairs and Leads, MOSOVO risk management, Police, ASC, Health, Housing, and the wider voluntary sector are established.

We will duplicate what works across the wider Yorkshire region and make new contacts supporting the aspirations of the MOJ, COSA model and Circles UK by meeting the needs of POP. Humbercare have co-developed successful working and steering groups within the Humber region, including East Yorkshire.

Our reporting mechanisms are already compliant with the specification. However, ours also contain more detail for MAPPA and PP colleagues, e.g. progress narrative and progress to work, training, or learning and suitable Volunteer opportunities for the positive use of time.

We have always adhered to Circles UK Code of Practice; Humbercare has been an accredited provider for the last three years and Nepacs joined last year. Humbercare's latest Circles CK audit scored 97% out of 100 % in 2021. Nepacs is currently awaiting its first audit, and has received praise from Circles UK for its work to date and was approved membership at its first attempt.

We currently deliver eight circles across the region and have 28 Circles UK trained Volunteers meeting all specification requirements. Nepacs has a wider pool of 150 Volunteers including individuals interested in, and able to, support Circles delivery, particular in the North and West of the Region.

We are experienced at managing Circles caseloads and POP, ensuring that we maintain the COSA standards required in the Circles UK Code of Practice, significantly when volumes of referrals fluctuate.

A2 Supporting People with Protected Characteristics

Our services can already evidence compliance to the Public Sector Equality Duty. From the PP referral, we will ensure that our assessment will be tailored to meet all of the needs of POP with protected characteristics. Our evaluation and ongoing analysis and changes of need demonstrate that we understand, address, and assist with challenges, including social isolation, faced by POP.

We use community locations as close to POP as practically and safely as possible to increase community accessibility and ongoing attendance with the Circle.

We amend any in-house COSA POP materials to meet POP needs, easily accessible and in different formats. Each assessment identifies if we need to amend the delivery of Services to respond to a specific change in POP requirements throughout a COSA lifetime, and they detail what action needs to happen, when and by whom. We aim to mitigate these accordingly with PP, POP, and other specialist agency input.

We are already embedded across faith, disability, and multicultural groups, and we will continue to acquire any new agencies to work with across the wider area.

Our COSA assessment already highlights the nine protected characteristics:

- age – 18 plus Service
- disability.
- gender reassignment.
- marriage and civil partnership.
- pregnancy and maternity.
- race.
- religion or belief.
- sex.

All our personnel are trained to be EDI Culturally Competent to reduce discrimination and stereotyping. Our Volunteers and staff already share aspects of the POP's identity. We also recognise and respect the need for Black, Asian, and Minority Ethnic persons (s) on Probation to express their cultural identity. All staff or Volunteers delivering the Service will have unconscious bias training.

Concerning Black, Asian, and Minority Ethnic (including Gypsy, Roma, and Travellers), we already deliver the COSA service. We do this in a way which meets the additional and specific needs of Black, Asian, and Minority Ethnic (BAME) Person(s) on Probation and assists them in reducing social isolation, securing, and maintaining engagement with other relevant community services.

Concerning Transgender or Gender Identity, we will always communicate with POP based on the gender they consistently identify to help maintain community integration.

We already work with COSA POP signposting referrals to specialist services. Any additional needs of those being released from secure step-down hospitals and those with Learning Difficulties and Learning Disabilities, Mental Health or Physical Health Difficulties and Neurodiversity, e.g., Matthews Hub based in Hull and Northeast Lincolnshire.

We also have Volunteers who are autism and neurodiversity practitioners.

From our experience delivering Circles for the last ten years, we recognise the challenges of other potentially disadvantaged POP not listed in PSED. Including those POP living with military service, poverty, homelessness, geographical isolation, long-term unemployment, stigmatised occupations, drug or alcohol misuse, dual diagnosis, complex health needs and other limited family or social networks due to offending. Both organisations have played a key role in their respective localities, advocating for the rights of high-risk and vulnerable people and therefore have developed links with many organisations, both local and national.

This service will also benefit from support for the wider family network, who play a key role in desistance and successful rehabilitation. Nepacs is renowned for its Family Support Work, and this expertise will be available to families of POPs, as well as professional colleagues within the Outer

Circle. Other expertise upon which the service can draw includes offender-focused peri-natal work, Family Courts and McKenzie Friend support and staff trained in supporting care experienced people through our HMPPS approved programmes.

Nepacs also offer the benefit of working across the prison estate, at all categories; our staff and many of our Volunteers are prison cleared, enabling us to undertake preparation work in the custody environment as appropriate.

PART B

B1 Local landscape including meeting key challenges

Each referral for a COSA will have a person-centred assessment that will be recorded. We will then source support within the person's geographical area, accessing other supporting agencies when required, community venues for meetings, and other specialist providers dependent upon location and needs.

We already possess the understanding and knowledge of Making Every Adult Matter approaches and trauma-informed work in shaping the Service and delivering COSA.

We understand that the complex challenges and gaps in provision can impact POP engagement and re-offend. We are also aware of how levels of deprivation and poverty fuel poverty across rural, smaller, dispersed villages with limited amenities, towns, and cities.

The size of the local geography and large urban areas that make up the Y&H region, meaning that management of Volunteers will be more of a challenge than in urban areas; however we have similar experience in the North-East, although our partnerships with other organisations including Citizens' Advice Bureau and Universities and local businesses, with a dedicated Volunteer Coordinator, means that we have always been able to find local Volunteers to support a broad range of services.

Other challenges include:

- Poor transport links which create problems and difficulties for POP having to travel to access services within their local community, including repeat homelessness levels and limited broadband access.
- Unemployment in certain areas is high across the region, and individuals with complex needs, including associated health conditions, often find engagement with professionals difficult. Our COSA Coordinators are also trained in engagement and trauma-informed approaches. They know how to maximise engagement on COSA and with Volunteers, e.g., the proper matching process and taking time to establish trust and safety via our professional approaches.

We will ensure a responsive delivery model with no gaps in the provision due to our proven approaches in Humber and East Yorkshire.

Understanding services within an area helps us deliver effective outcomes for POP COSA. Also, our Head of services, regularly in conjunction with Circles UK, undertakes audits across staff supervision and appraisal and the supervision of Volunteers to ensure the quality of our delivery.

Three experienced Coordinators have already been trained via Circles UK in the region. We already possess the technical ability and expertise to ensure effective case management of new referrals in line with the new specification and the revised Code of Practice. We already know what this will mean for staff and Volunteers. Planning, preparation, and coordination help us deliver case management of the throughput of new referrals in line with the expected length of a circle. We also know when to communicate the need for more referrals in a timely manner.

B2 Responsiveness to changes within the landscape, e.g. in response to a pandemic, for example COVID-19.

Both providers have a proven track-record in maintaining delivery in the most difficult of circumstances. In the North-East, throughout the pandemic, Nepacs kept all services at all stages of the criminal justice pathway open in some form, despite the enforced closure of courts and prison visits. We did this through use of new digital support mechanisms and by working with prison regimes to adapt group work into socially-distanced one-to-one programmes. In terms of COSAs, Humercare was the only Circles provider nationally not to furlough staff. We ensured that all Circles continued to receive support. We adopted our safe delivery using technology and changed our approaches to supporting COSA POP to

fit in with the changes so that no COSA member remained unsupported. Both organisations are adept at managing and delivering digital meetings while ensuring compliance with HMPPS and other requirements.

We have a current and up-to-date continuity of service COSA plan compliant with the Code of Practice ensuring that we always maintain continuity of Service in the case of disaster. Our COSA Service Continuity Plan is already prepared, meeting the MOJ specification requirements, Service Continuity Plan, Corporate Resolution Planning, and Circles UK accreditation. Our COSA critical function list detail how we maintain a COSA and operational Service in the event of sickness or staff shortages, ensuring we have an equivalent replacement member of the team to backfill should this be needed.

Our COSA personnel already assigned to a POP will remain consistent throughout the duration of the Intervention as applicable during any business disruption. We have consistently delivered an effective provision using the code of practice and our internal critical function list to ensure a responsive service.

Total Word Count – (Bidders to self-populate)	1971 words
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TC-002 – Supplier Personnel Skills and Continuity				
Weighting:	25%	Quality Threshold:	60	Limitations
Question: The Authority requires the Bidder to advertise, recruit, train, support and retain Supplier Personnel (including Volunteers) across the region to be able to deliver the Circles of Support and Accountability Service in a way that, reflects the diversity of the local community as outlined in the Overview of Service Requirements of the Specification (Schedule 2.1 of the Call-Off Contract). PART A: A-1) Please provide detail on how you will recruit Volunteers and prior to the Call-Off Commencement Date, including examples specific to the Geographical Location, and detailing the specific advertising methods you will utilise to promote role attraction. Please outline how you will continue to build the pool of Volunteers thereafter to maintain delivery of the service. If you have an existing pool of Volunteers, please detail how you intend to use these Volunteers. A-2) Please explain how your approach to A-1 will maximise opportunities for attracting people from diverse backgrounds, including those with protected characteristics, to build a pool of Volunteers that represent the diverse characteristics of communities in the local geographies. A-3) Please explain how you will manage your Supplier Personnel (including Volunteers) in the events of fluctuating referral volumes (both increasing and decreasing). PART B: B-1) Please describe how you will ensure that all Supplier Personnel (including Volunteers) who deliver or support to deliver the services will have the appropriate skills and knowledge. B-2) Please explain how you will ensure training is up to date throughout the duration of the contract, including in response to any key changes in legislation, policy or best practice (specifically updates to Circles UK Code of Practice). Part C: Please describe what considerations you will make to ensure service continuity in the event of disruption and changing landscapes, in particular the following staffing events: a) Annual leave; b) Staff sickness; c) Attrition.				Up to 1,500 words; The response should be entered in this table in the cell below; Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count. Line spacing 1.5 Arial font size 11

(NB: You may wish to use examples and/or case studies of how you have previously handled similar situations).	
Response	
<p>Response</p> <p>A1</p> <p>Humbercare is a current COSA accredited and experienced provider, delivered 41 COSA POP over ten years, while Nepacs is a recent member of the Circles UK accredited family, but nonetheless with 140 years' experience delivering Volunteer-led criminal justice services and a current pool of 150+ Volunteers. We're therefore well-placed to recruit/match Volunteers in the new service.</p> <p>Before call-off commencement date, existing skilled Coordinators will recruit additional Volunteers, while our Communications Officer will amend our Volunteer Communications Strategy. This will focus recruitment across the entire YatH Region, targeting new audiences and maximising Volunteer interest. Prior to the call-off period, we'll continue recruitment of Volunteers in existing areas- Hull, ERYC, North and North-East Lincolnshire- while expanding advertising and inter-charity recruitment in the 'new' areas of West, North & South Yorkshire.</p> <p>Successful advertising methods already used by both organisations will be amended to include the wider geographical regions. This will utilise and promote role attraction, including:</p> <ul style="list-style-type: none"> • recruitment leaflets/flyers; • Nepacs, Humbercare & Circles UK websites; • holding and attending recruitment events at community Volunteer agencies, Universities and Faith Groups. <p>We'll continue to build our existing pool of Volunteers, ensuring service delivery throughout the contract's lifetime. This will reflect contract referral numbers, case management numbers, capacity requirements, annual leave, attrition, and sickness, ensuring delivery.</p> <p>Recruitment of Volunteers will remain an ongoing priority for the Coordinators. They will develop new links with local charities/providers/employers, providing the continuous provision of Volunteers.</p>	

Our existing Volunteers will continue working to support the current 8 COSA core members until the start of the new service.

COSA's existing Volunteers will attend recruitment events speaking with potential Volunteers, enabling Volunteers to hear first-hand what Volunteering is like.

A2

We have delivered 41 circles to date, so we know how to maximise opportunities for Volunteers from diverse backgrounds.

When putting together a Circle, we always match with the POP in mind, including any specific needs or circumstances they may have, and reflecting the diverse needs of those on Probation. Our EDI approaches are already embedded within our Volunteer recruitment events, ensuring we can support people from any background.

We'll recruit Volunteers with protected characteristics, as we already do; this will include attending relevant agency meetings and support from our MAPPA, Probation Police and MOSOVO colleagues. We will continue to build on our existing pool of Volunteers representing the diverse characteristics of POP, recognising the needs of different ethnic backgrounds, faith groups, disabilities, gender reassignment, sexuality, and age.

We also work with neuro-diverse Volunteers.

Our leaflets and websites are available in different formats and languages and are easily accessible for Volunteers from diverse backgrounds. Our Coordinators and Volunteers will attend in-person at local community venues to actively seek Volunteer interest from anyone eligible to be a COSA Volunteer. When take-up from a particular group has been low, e.g., male Volunteers, we work with our SMB and others to target our Volunteer recruitment in areas where we think we can make inroads. This has been successful in the past, and we'll apply the same approach to this contract.

A3

We are an experienced COSA accredited provider. We currently have three trained Coordinators in the Region, all of whom are used to working with Probation colleagues to manage instances of fluctuating capacity and increases and decreases in referrals.

The Head of Services will oversee the COSA service, and staff and Volunteers are supervised, ensuring that resources reflect the needs of POP. Effective case management is actively discussed daily with colleagues. We communicate effectively with partners concerning referrals on a waiting list, jointly prioritising access.

We already supply formal reports, other referral information and Volunteer and service capacity information to our local Probation Director, MAPPA Lead, SMB and working group.

We know that not providing Volunteer opportunities working with POP means Volunteers can leave and go elsewhere. Hence, we don't over-recruit COSA, and recruitment is modified or intensified dependent on the needs of the service. Alternatively, we can also offer other opportunities through Nepacs' wider portfolio of services.

We'll keep PP, SMB, and Probation Directors informed of any capacity or low referral issues, managing the flow of referrals while we adjust Volunteer capacity accordingly. We are used to sharing case management referral issues with Probation colleagues, through named contacts and healthy contract monitoring outside of formal key performance indicators. For us, it's about relationships with colleagues and partnership working that makes the service work.

Before the call-off contract, we'll make new links with probation colleagues, as we did in the Humber and North-east regions, ensuring that PP and Directors have the information concerning the service and named contacts.

B1

We currently have 3 COSA-trained Coordinators, along with a trained Circles trainer in Nepacs. This means we can ensure that our support personnel have the necessary skills and knowledge. New recruitment of the posts will be fully compliant with the latest specification and COSA code of practice. All new staff will undertake COSA 2-day Coordinator training before delivering any Circle, and complete all training as detailed within the specification, including trauma-informed care approaches, and working with vicarious trauma and unconscious bias training.

They will be expected to shadow existing Coordinators as part of the training. Staff have designated responsibilities per the COSA Code of Practice and national guidance.

All existing staff have been recruited, inducted, completed their probationary period, trained in line with the Code of practice and undertaken the COSA Coordinator training. Our new team will do the same.

All staff have a DBS check. Monthly supervision and annual appraisal occur for personnel, including Volunteers. All our refresher training is already in line with the specification. Volunteers are sourced in line with COSA standards.

All applications to become Volunteers on COSA must complete a recruitment form and undergo an interview with a minimum of 2 Coordinators. They must be able to evidence that they possess the values and beliefs in the COSA model.

All Volunteers have DBS checks and attend the Humercare COSA 2-day training delivered by Coordinators. New Volunteers, once trained, will begin shadowing other Volunteers. No Volunteer is allowed to participate in COSA until all prior listed requirements have been met.

B2

All Coordinators and Volunteers receive ongoing supervision, appraisal, and support to ensure that the Code of Practice is being adhered to and that delivery is in line with the contract specification being delivered. This also ensures we are meeting the changing needs of POP.

Our approaches are audited by Circles UK and in-house by our Head of service, as they will be throughout the duration of the contract. The COSA Volunteers and Coordinators are involved with our Investors in People and Matrix, who provide us with independent feedback concerning improvements and access to advice, guidance, and information, as well as training and learning working with our personnel and Volunteers.

We are a full member and accredited by Circles UK, which means we know how to access, share, and network with other professionals working alongside COSA. We already receive and share key changes to legislation across our workforce as we work with POP. Each Coordinator gets a personal development plan which is updated regularly to record new training undertaken and any additional training that has been identified by staff or through other needs identified when working with COSA POP.

We also keep our own training up to date by attending quality visits as peer assessors for other COSA providers, which are mutual learning experiences.

We are a NOTA member and attend conferences and research events in line with the COSA specification. We are currently providing feedback on the revised Code of Practice, and our Coordinators attend other COSA services, sharing policies/procedures/best practice.

C

A COSA critical function list is already in operation for the existing Humber COSA service and Nepacs HMPPS services in the North-east. This will be updated for the new service and will detail contingencies for annual leave, staff sickness, attrition, business disruption and continuity. The amended list will reflect new aspects of the new contract and all geographical locations.

Each part of service delivery will have a backup staff member and planned response in terms of providing service continuity and having the personnel to effectively deliver COSA in any event of a disruption. This was tested recently during the Pandemic, when we did not furlough any staff and commenced new ways providing COSA, including digital delivery.

The following staffing events will be covered within the COSA critical function list:

- a) Annual leave: We employ part-full staff, making it easier to manage leave to ensure that we can operate short-term, ensuring no business disruption. Handover of current circles is always shared with a team member providing cover due to leave;

<p>b)</p> <p>c)</p>	<p>Staff sickness: We employ part- and full-time staff, making it easier to manage leave, ensuring that we can operate short-term, and guaranteeing no business disruption;</p> <p>Attrition: While we ask for long-term commitment, we have a succession plan and critical function list, covering all activities listed in the specification, ensuring we can deploy other COSA-trained staff or Volunteers internally to fill any position arising part-way through delivery.</p>
<p>Total Word Count – (Bidders to self-populate)</p>	<p>1500 words (including 16 in staff structure)</p>

TC-003 – Risk Management and Information Sharing				
Weighting:	25%	Quality Threshold:	60	Limitations
Question: The Authority requires the Bidder to have clear procedures for responding to changes in the behaviour of People on Probation that may indicate an increased risk or concern. 1) Please explain how you will ensure that all Supplier Personnel will recognise and respond to both subtle and overt changes in behaviour or relapse that may indicate an increase in risk to themselves, to victims, to other People on Probation, Staff Personnel (including Volunteers), Probation Practitioners or members of the public? 2) Please explain how you will deliver CoSA to People on Probation where concerns around safeguarding, risk of serious harm or public protection have been identified by the Probation Practitioner, or that have changed, in a way that takes full account of identifying, recording and informing the Probation Practitioner to a change in these risks? 3) Please describe what information sharing processes will be established amongst Staff Personnel to ensure all reporting requirements outlined in section 7 of the specification are met. You should include an explanation of how personal data will be stored and securely shared with parties (including the probation practitioner) as and when requested.				Up to 1,500 words; The response should be entered in this table in the cell below; Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count. Line spacing 1.5 Arial font size 11
Response				
1) Behaviour changes As accredited Circles providers, both organisations already have in-house safeguarding and risk management procedures for responding to changes in POP behaviours. This includes: <ul style="list-style-type: none"> • risk assessment tools; • risk identification; • escalation procedures; • named contacts with CJ, MAPPA and MOSOVO colleagues; and • reporting procedures for dealing with and sharing new information. 				

Any 'red' concerns are detailed and reported immediately to all professionals assigned to the POP and group asap.

We have a risk escalation flowchart, which is shared with Volunteers. Detailed information in the COSA Volunteer Handbook explains what to do when an increased risk or concern surpasses MOJ COSA specification requirements, including recording on the CAS and alerting the PP at the end of the same working day.

We'll update any occurrences of unacceptable POP behaviour; or that they are at increased risk concerning self-harm, human trafficking, modern-day slavery, gangs, extremism, radicalisation, or county lines or threat from others. Circles UK trains our Humber and ERYC COSA Coordinators to recognise increased risk or safeguarding concerns. All Volunteers undertake safeguarding training and risk management overview on their 2-day training. We'll roll out the same approach across all Yorkshire areas to ensure that named contacts and referral pathways are fully-understood and shared.

Our staff and Volunteers have access to a detailed COSA Risk Identification Tool Plan, formally identifying areas including:

- access to victims;
- sexual preoccupation;
- offences related to sexual interests; and
- emotional congruences with children.

Any hostile orientation, social influence, commitment to not re-offend, intimate relationships, positive use of time, social investments, and core members risk aggression and hostility to Volunteers or professionals. All this is shared and discussed with Volunteers and Coordinators, formally reviewed after each session by Volunteers and Coordinators, including extra information from PP and Police colleagues. The plans detail relapse prevention triggers, which indicate an increase in risk to themselves, previous or new victims, other POPs, or the public.

The plan contains information from NPS, and the core member concerning trigger information and contact details for Coordinators and out-of-hours emergency SMT contact details a Circles UK escalation process, including NPS Director and senior management of Humbercare. It explains whom to contact, and when, with any concerns. It includes a health and safety checklist when working with COSA POP.

Our internal dynamic risk/relapse management plans detail:

- licence conditions,
- restrictions, e.g., prohibited places,
- informing PP of any new relationships,
- background information which helps PP and Police colleagues assess increased risk.

This assists Coordinators and Volunteers to observe and feedback any general observations and overt changes in attendance, attitude, mood, behaviour, mental health, substance misuse and changes in communication. Internal risk/relapse management plans are shared and updated with relevant professionals.

We already have:

- Incident reporting procedures,
- oversight from senior management, clear action plans,
- outcome monitoring and follow-up plans,
- named contacts with Adult and Children safeguarding teams, and
- sharing with Probation and Prison professionals, safeguarding, Police, and public protection.

When we identify changes to existing or new risks, we promptly share information and update professionals in line with the specification.

2) Risks and recording

Any risk of serious harm to self, previous or new victims, or public protection, or harm to other professionals will be notified immediately to the PP, the Police and other Safeguarding, MAPPA and Public Protection Teams. If the PP were unavailable, we would escalate the matter higher within the Probation team. This will ensure that everyone is up to date with current risk information, as soon as any change is identified by Volunteers,

Coordinators. We will continue to support and deliver COSA to POP where concerns have been identified around alleged and actual Children or Adult safeguarding concerns (make referrals to safeguarding teams, in line with Local Authority requirements).

When changes have been identified via the PP, we will ensure that all the information detailing concerns is shared with Volunteers and Coordinators informing them as and when updates are received. If urgent, this will be done immediately in line with MOJ specification and Circles UK Code of Practice (latest version).

Both our organisations are used to working with offenders, including those who re-offend. (not necessarily a sexual offence). This means we are able to work with both CJ colleagues and the offender to help them navigate the CJ system and also ensure they receive any support necessary. We also have experienced supporting vulnerable POPs who have been 'outed' by local press and other community groups, working with CJ colleagues to ensure their safety within the local community. This includes working as part of an MDT to ensure that COSA POP was moved to a new location, with appropriate support and multi-agency involvement to manage the associated risks.

All Volunteers and Coordinators have access to the risk identification, escalation, and reporting procedure. Training is provided in-house to all COSA Volunteers, including scenario planning to work through a process of considering the identification of potential risks; how to handle the information; and how to escalate the issue. This means we can ensure that all Volunteers understand their responsibilities when dealing with potential and actual risk, through effective supervision and case management. All risk information - and changes to the risk management of a POP - are formally recorded. Any reports are shared immediately by phone, and any email follow-up with PP are updated as a priority.

When risk management concerns have been raised due to changes in mood, communication, attitude, attendance at meetings or risk-taking behaviours, these will be shared with PP and other relevant agencies involved with the COSA support. There will also be regular briefing meetings with Coordinators to share updates and ongoing/new concerns about risks.

Professional reports are shared monthly (or earlier if any potential or identified risks have changed).

Any issues or concerns from COSA Volunteer minutes will be actioned and immediately transferred securely in line with the specification and the latest version of the Circles UK Code of Practice.

Staff and Volunteers will have access to 'Safeshores' lone working software which allows them to send real-time 'safety updates' using personal devices, effectively turning their phone into a 'SOS' device.

3) Information sharing

Given our experience of delivering COSAs, along with our range of other services to high-risk offenders and their families, we are used to developing and agreeing SLAs and ISAs with CJ and other providers, which have risk-management and effective communication at their heart. We will continue using local and Circles UK approved templates as a basis for development of the SLAs and ISAs with Probation and other stakeholders involved in the Outer Circle and wider support for the individual and their family.

These will be discussed in detail during the implementation period, to ensure we are agreed on areas including for example:

- referral criteria;
- referral information requirements;
- processes for addressing unsuitable referrals;
- responsibilities for updating the Probation Action Plan;
- response timescales for all parties, including reporting requirements;
- responsibilities of Outer Circle members;
- safeguarding escalation protocols;
- schedule of Outer Circle meetings and formal reviews;
- criteria for terminating a COSA; and
- exit strategies as a COSA finishes.

We are used to sharing information regarding individuals as part of our work in-custody, for example as part of a high-risk individual's ACCT processes, in which we play an active part. All staff and Volunteers are trained on their 'duty to cooperate' responsibilities for reporting information, along with their role in maintaining confidentiality and data protection, and the impact of safeguarding concerns on these. These responsibilities will also be covered in the Circles UK approved training and safeguarding training received, and updated annually.

We have Cyber Essentials accreditation and we are used to receiving and managing information from OASys and NOMIS and exchanging confidential information via HMPPS approved email/systems. Many of our staff and Volunteers have prison security clearance, including at Category A, so are well-versed in security protocols and the need for secure information management.

As part of our membership application to Circles UK, we have committed to the sharing with them high-level anonymised information on a 'legitimate interest' basis, with our policies updated accordingly. This is a criterion of membership. As with our communication with Probation, this involves use of pseudonymised/coded data (including demographic information, strength development reviews and half-yearly returns) and is in accordance with the 'Privacy Notice' given to all Core Members.

Our Coordinator will of course attend local Multi Agency Public Protection Agency (MAPPA/MOSOVO) meetings, or other relevant forum, as required, as well as providing reports to inform such meetings. This will be in addition to monthly progress reports provided to the Probation Practitioner; if appropriate these will have additional input from our DSLs.

All staff and Volunteers involved in a COSA will also receive training in safe working practices and how to report any breach of those as a result of their participation in the COSA (for example, relating to any inappropriate sexual conduct, harassment or aggression).

Total Word Count – (Bidders to self-populate)

1467 words

TC-004 – Implementation

Weighting:	20%	Quality Threshold:	40	Limitations
Question:				Part A & B Combined – up to 1000 words

<p>The Authority requires evidence and assurance from the Bidder that their implementation plans are robust, credible and achievable.</p> <p>A) Please explain how you will ensure the implementation plan is successfully achieved by the Call-Off Commencement Date. This should include how critical activities will be completed to ensure the delivery of services, supported by digital and technology, information security, workforce and estates.</p> <p>B) Explain how you will ensure that the appropriate accreditation to deliver this service is obtained by the Call-Off Commencement Date.</p> <p>C) Please provide an Implementation Plan (in any format) to detail planned timescales and responsibilities to meet the Implementation milestones as per Call-Off Order Form, clause 26A Implementation and Schedule 2.1 Section 10, in the Call-off Contract. This section requires explicit reference to the milestones and requires bidders to provide a confident plan of how each milestone shall be met on time.</p> <p>D) Please complete a RAID log outlining all Risks, Assumptions, Issues or Dependencies that you foresee in implementing this Service and how these shall be mitigated to ensure Service delivery is not impacted.</p>	<p>Part C – up to 3 A4 Pages</p> <p>Part D – up to 3 A4 Pages</p> <p>The response should be entered in this table in the cell below;</p> <p>Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count.</p> <p>Line spacing 1.5</p> <p>Arial font size 11</p>
<p>Response</p>	
<p>The implementation across the Region will be led by staff already experienced in establishing the Humber service, overseen by an experienced Project Implementation Manager from Nepacs, Dawn Simpson, who is a former Probation Practitioner.</p> <p>Locally, Humercare has 10 years knowledge, skills, and technical experience of delivering COSA to 41 completed Circles.</p> <p>We have held our Circles UK accreditation for the last 3 years, our last audit we scored 97% out of 100%.</p> <p>We currently operate across East Yorkshire, Hull, North and Northeast Lincolnshire and know that our implementation plan is credible, achievable, and robust based on the specification and from our own strategic and operational experiences of delivering the COSA NPS Humber service.</p> <p>Nepacs adds a further 140 years' worth of criminal justice experience, and recent implementations of several large HMPPS contracts with short timescales, all managed by Dawn.</p> <p>The following COSA critical activities will be completed to ensure the delivery of services and if not already completed all activities will be completed by the call off commencement date.</p>	

Digital and technology activities:

- Website already operational for COSA Volunteer opportunities, via Nepacs, Humbercare and Circles UK websites;
- Facebook, indeed, Instagram and Twitter already operational to advertise for Volunteers;
- Local memberships of online digital Volunteer platforms opportunities for Hull and ERYC, we will look to expand the offer for the wider Yorkshire area;
- All COSA Coordinators and Volunteers will have access to lone working technology, and will have access to portable IT to work with POP within our local communities.

Information security activities:

- Cyber Essentials already in place, and expected to achieve Cyber Essential plus in the next 18-24 months or sooner if required;
- CJSN email accounts in place for all staff, new personnel will have access during the call of period;
- NHS Data Protection Toolkit compliant since 2020;
- Caldicott Guardian due POP having health and social care input;
- SORI due POP having health and social care input;
- ICO registration already in place.

Workforce including Volunteer activities:

- 3 full time Coordinators already employed, inducted, trained, and delivering the new COSA service;

- 28 COSA Volunteers already in place locally, trained and inducted that will continue to deliver Humbercare's current NPS COSA service up until the commencement of the new contract in April 2023. We envisage we will need a pool of 54 Volunteers to cover the full region, with both organisations jointly-supporting recruitment;
- In-house training in line with the new specification training package in place to be used with existing and new COSA Volunteers;
- Advert to be circulated internally and externally for 2 part time Coordinators who will be trained, DBS check and will have had the opportunity to shadow existing COSA Coordinators during December 2022 before call-off commencement date.

Estates:

- Humbercare office location in Hull and separate office for operational activities related to the contract;
- Community venues are already risk assessed and operational across Hull, East Riding of Yorkshire, North and Northeast Lincolnshire;
- Coordinators will identify similar venues, using approved checklists, across North, West and South Yorkshire;
- Access to community premises through Nepacs partners including Humankind and Ingeus.

The organisations have all the appropriate accreditations to deliver this service have already been obtained and will therefore be in place by the Call-Off Commencement Date. This includes **Circles UK COSA membership and accreditation for 3 years in the region.**

Prior to this Humbercare worked in consortia with YCOSA. We have been externally audited twice by Circles UK 97% pass rate out of 100%. Our next accreditation is due in 2023 and we have no areas for concern.

We are also working to develop SUI in line with Circles UK and Circles Southwest.

C MOBILISATION

The Mobilisation period, inclusive of the Mobilisation Activities outlined at 1.3, shall take up to three (3) months.

Both organisations have developed our own credible and timebound plan based on our current operational experience of delivering the current COSA service with NPS Hull, East Riding of Yorkshire and North and Northeast Lincolnshire Service and wider service implementation in the North-east.

We have included how we will go live with clear milestones that describe how we would deliver the COSA service commencement against (three months lead up time during call of contract period) implementation.

We have also set out a timed approach to mobilisation, referencing the activities mentioned in the specification and from our own experience of CoSA mobilisation.

We always ensure that we keep commissioners and local key stakeholders in the loop with regards to any barriers to achieving out intended outcomes associated with specification or service.

Prince Management project management techniques will be used by experienced key personnel involved in the mobilisation. Leaders in our organisation will create a joint Project Management team and will identify, assess and rectify any issues related to mobilisation.

We are highly experienced at successfully mobilising complex new services on behalf of the NPS, Local Authority for POP services or NHS POP commissioning services; to date we have 100% success of achieving this on time and have never had any occasion where we have been deemed as not contract compliant.

We will always ensure that we keep commissioners/ stakeholders updated with regard to progress with the plan, including weekly progress updates.

D RAID LOG

We have developed our own RAID Log based on our in-house operational experience of delivering the current COSA service with NPS Hull, East Riding of Yorkshire, North and Northeast Lincolnshire Service and other key stakeholders over the last 10 years. All the main points within the specification have been assessed against a RAID log based on our skills, knowledge, and technical experience of delivering a like for like service.

Attached is a condensed RAID Log covering the period of contract mobilisation and the initial stages of delivery.

The RAID Log will then remain a dynamic document which will be constantly maintained, monitored, and updated throughout the lifetime of the contract.

Again, it will be overseen using Prince Management project management techniques and used by experienced staff and leaders in our organisations and reviewed in weekly meeting with Probation colleagues.

Total Word Count – (Bidders to self-populate)	1000 words plus separate attachments for C& D (3 pages x A4 each)
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