

Criteria	Weighting	Max. Score
<p>Q1.5.1 <u>Performance Management (of direct and sub-contracted delivery)</u></p> <p>Please include detail of your approach to managing performance of both directly employed staff and sub-contracted delivery.</p> <p>Your response should:</p> <ul style="list-style-type: none"> • 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 HMPPS CFO to notify us of any issues and remedial actions rather than waiting for scheduled review meetings; <p>Your response must be limited to 750 words.</p>	X2	14

Answer: Limited to 750 words

Seetec's robust Performance Management Framework (PMF) helps ensure successful service delivery to 120,000+ participants annually e.g. our ESF BBO programme for hard-to-help groups is at 120% of enrolment and 142% of employment/training targets. The PMF – which is embedded into our Supply Chain Management Framework (SCMF) – will be used to manage performance of:

Activity	Delivery By	Split
Hub services/core activities	Seetec	100%
Service Levels 2-4	Seetec	70%
	Subcontractors	30%

Managing performance

The Contract Manager (CM) is accountable for delivering contract performance reporting to the Operations Director (OD) and Seetec Board. Hub Managers (HMs) are responsible for day-to-day performance management (internal and subcontracted delivery).

The HM manages the Hub Team and subcontractors against agreed targets to ensure Service Level (SL) volumes are met. Internal team/individual level (role-dependant) targets include total/ priority group enrolments, activities delivered, drop-out/attrition rate, completions, ESF compliance/data accuracy.

Subcontractors agree targets within their contract (updated quarterly), reflecting services delivered e.g. interventions/courses, enrolments/completions – a nominated senior manager within each organisation reports to the HM as below.

Performance management activity across Seetec/subcontracted delivery includes:

- Daily/weekly CATS+ reports including data validation/accuracy, to
 - review current activity/performance,
 - identify potential reduced/over performance and emerging trends early,
 - implement immediate preventive action to return performance to target.
- Monthly Contract Management Report (CMR) summarising performance against SLs, outcomes of monitoring/analysis, quality assurance outcomes, in-month improvement activity.
- Monthly performance review (CM/HM, HM/Senior Support Workers (SSW), HM/subcontractors) exploring:
 - what has gone well
 - behaviours supporting/hindering performance
 - issues/remedial action
 - emerging risks to performance/mitigation actions
 - forecast/targets for following month
- Monthly caseload reviews between Support Workers (SW) and SSWs assessing progress of each caseload, identifying cases requiring additional support.

Subcontractors work closely with SWs/SSWs to monitor participant needs for current caseloads, identify why activities are over/under used, agree approaches

to improving accessibility, adapting activities to meet needs and required SL volumes.

A clear risk-based performance improvement process applies across all delivery:

- Initial informal improvement activity for minimal/irregular/easily addressed shortfalls.
- Formal action through staff capability procedures/SCMF for persistent underperformance.
- Root-cause analysis resulting in timebound Performance Improvement Plans agreed with the HM, including staff training/support, reviewed weekly.
- Escalation to CM then Operations Director.
- Potential disciplinary action for staff/ utilising contract remedies e.g. volume reduction, breach, termination for subcontractors, where there is no improvement.

Service User Council/stakeholder consultation will contribute to joint problem solving e.g. poor activity uptake, short-fall in priority group enrolment.

Analysing Performance Data

Seetec's Business Intelligence Unit (BIU) will support the management team to analyse data, providing a full understanding of current performance, trends, and projections. The BIU will produce a weekly Desktop Report from key CATS+ data, using a successful analytical model from our Work & Health Programme e.g. data analysis of programme starts identified inappropriate Jobcentre referrals; weekly caseload reviews resulted in starts increasing from 54% to 93% of profile. Analysis will include:

Frequency	Report	Purpose
Weekly	Cumulative volumes SL1-4	Analysis to inform improvement activity.
Monthly	Referral source distribution	Direct proactive engagement with stakeholders.
	Individual activities completed SL2-4 (caseload breakdown)	Identify under/over use of activities by different SWs to identify/share good practice/address anomalies.
Quarterly	Trend charts SL1-4	Graphical trends/projection with +/- triggers for remedial action.
	Participant postcode	Directing community engagement.
	Equality	Levels of interventions/activities identifying over/under use by demographics, informing equality impact measures.

All data analysis will be by overall numbers and priority group breakdowns.

Identifying and Reporting Reduced Performance

Weekly CATS+ and Desktop Reporting will provide real-time performance information ensuring proactive identification of reduced performance. Our risk-based approach will RAG-rate individual service levels as **Green**: on profile; **Amber**: early warning of potential under/over-performance; **Red**: reduced/over-performance. A weekly RAG report will trigger daily micro management of Amber/Red rated activities by the HM/SSWs, including engagement with subcontractors as required, to return Service Levels to Green at the earliest opportunity.

The analysis/forecasting reports and monthly forecasting through the management process detailed above enable us to anticipate reduced performance, reporting this as part of our monthly CMR.

The CM will report to the HMPPS Contract Performance Manager (CPM) following agreed reporting protocols to advise of actual/anticipated reduced performance, remedial actions being taken, timescales, ongoing reporting arrangements.

Working with HMPPS CFO

The CM will be the single-point of contact for the CPM, attending contract review meetings and fully supporting compliance audits, and will proactively engage through:

- Email updates
- Telephone calls
- Sharing weekly Desktop Report and RAG report
- Submitting Performance Improvement Plans/updates as they're produced
- Providing performance forecasts as part of the review meeting as early warning of potential issues
- Inviting the CPM to ad-hoc meetings and visit the Hubs.

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Criteria	Weighting	Max. Score
<p>Q1.6.1 <u>Quality and Compliance</u></p> <p>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.</p> <p>Your response should:</p> <ul style="list-style-type: none"> • 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? • 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, 	X5	35

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Criteria	Weighting	Max. Score
<p>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;</p> <ul style="list-style-type: none"> • 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. <p>Your response must be limited to 1000 words.</p>		

Answer: Limited to 1000 words

Through delivery of 40+ ESF programmes since 2010, Seetec has an excellent track record ensuring quality of ESF provision. Our quality commitment is further evidenced by “Good” grades in our last two Ofsted inspections.

Quality Assurance (QA) activity, led by our Effectiveness and Excellence (E&E) Team, is independent from local operations. A dedicated Quality Development Officer (QDO) provides consistent/robust assurance/**continuous improvement support** through our established Quality Management Framework, across Seetec/subcontractor delivery, **ensuring QA is viable and focused**. Annual scheduling by the E&E Manager will identify **the focus** for QDO activity against key drivers/contractual requirements/Enabling Environments standards; to routinely/systematically evaluate all aspects of delivery e.g. engagement, safeguarding, risk, language (respect, neutrality, voice), planning, quality of coaching/support/activity delivery, environment.

We will monitor quality through:

- Direct observation of all stages of delivery (engage, sustain, support and progress) including **quality of engagement, activities, staff**.
- Audit/case file reviews, assessing effectiveness of initial assessment, planning, progression, including **frequency/appropriateness of engagement**.
- Site inspections, assessing Hub culture/environment and Enabling Environment standards.
- Participant feedback (see below) to monitor **quality of staff, engagement, activities**, overall delivery.

QA outcomes/results **inform/support continuous improvement** (see Continuous Improvement below), and our annual Self-Assessment Report.

Audit/observation/feedback reports produced by the QDO/E&E team inform Quality Improvement Plans (QIPs) agreed by the Hub Manager, Senior Support Workers, and subcontractors to manage quality. QIPs are updated at monthly performance/contract reviews to reflect progress.

ESF Rules/Regulations

Seetec will use our experience of ESF delivery (above) to ensure staff acquire knowledge/comply with ESF requirements by:

- employing staff with existing ESF knowledge/experience.
- delivering training via induction/regular refresher e.g. eligibility checks, evidence requirements, document retention.
- providing written guidance/ESF compliant documentation covering all obligations.
- employing a Hub-based ESF Administrator with expert knowledge.
- undertaking regular ESF compliance audits to inform training.

Branding

Our central Marketing & Communications Manager will be responsible for ensuring ESF involvement is evident and CFO Activity Hub prominent as the primary branding across marketing collateral e.g. Hub appearance, websites/social media, display materials, learner documentation, press; following clear internal design/approval systems (engaging HMPPS for approval as required), and ESF Branding & Publicity Requirements. Quarterly ESF Compliance Audits by our ESF Administrator – with oversight from our central Compliance & Corporate Governance team – will include branding compliance across Seetec/subcontracted delivery.

Subcontractors

Seetec currently manage approximately £23m of subcontracted delivery, through 51 subcontractors, against our robust Supply Chain Framework. Quality is managed/ensured by the QDO and Hub Manager (HM) through:

- robust due diligence during onboarding including quality/compliance, ethics/values.
- clear contractual quality standards for each service.
- applying all QA activity above across Seetec/subcontractor delivery including scheduled and ad-hoc site visits (where delivery is not Hub-based), case file reviews, observation, participant feedback.
- agreed QIPs managed by the HM.

Continuous Improvement

To continuously improve delivery/share best practice (including throughout our supply chain), we will:

- Develop/implement clear QIPs across Seetec/subcontractor delivery.
- Hold quarterly contract-wide Improvement Forums, involving Service User Council (SUC) representatives.
- Share trends/best practice reports e.g. Prevent Practice Guidance published by our Research Unit 2019.
- Deliver targeted training based on QA findings e.g. SMART Goal Setting training delivered to appropriate staff to address ineffective action planning.
- Offer job shadowing/secondment opportunities to share practice/learning.

Participant Feedback

As per our Service User Engagement & Participation Strategy, we obtain feedback via:

- Monthly SUC meetings identifying/implementing improvements e.g. in KSS CRC 80% of SUC suggestions were adopted.
- QDOs interviewing participants during audit/QA.
- Hub Feedback Box.

- Targeted activity surveys informing QA/improvements.
- Quarterly satisfaction surveys capturing feedback re culture, design, services, staff engagement etc.

The E&E Team collate/analyse feedback, ensuring a systematic proactive response. Feedback, shared with the Authority, will inform: risk-based auditing, QIP actions, staff training, new systems/processes, activities/partnerships (including SUC-led Local Innovation Fund projects). Engagement Officer support roles resulted from participant feedback. "You Said, We Did" display and reports to the SUC publicise our actions.

Complaints

Our robust Compliments & Complaints Policy covering Seetec/subcontractor delivery, will be clearly publicised in Hubs, on our website/social media, and during Hub induction:

- Participants should initially raise concerns with Support Workers (SW)/HM to quickly resolve issues.
- Complaints made face-to-face, in writing/email/online, or telephone to SW/HM.
- Logged by E&E team who manage investigation/response process, ensuring impartiality.
- Acknowledgement: 3 working days; full response 10 working days.
- Escalation if unresolved: Hub Manager – Contract Manager – Operations Director – Board.

Individual findings/trends inform QIP actions e.g. staff training, service review/design, systems development, participant awareness/education, and may result in disciplinary action.

Updating Systems

SWs are responsible for timely/accurate CATS+ data entry e.g. assessments, contacts, reviews, achievements, inputting in real-time or within 24 hours. Hub Administrators will support recording evidence of activities e.g. activity attendance based on completed Activity Templates. Our dedicated ESF Administrator, undertaking daily/weekly validation checks using CATS+ reports and sampling, will ensure timeliness and accuracy of data.

Staff Culture

Our Enabling Environments model underpins Expected Standard 3 in creating an environment/culture supporting participant progress towards mainstream provision, reducing the likelihood of reoffending. To ensure ES3 is met we will:

- Recruit qualified/experienced staff, including with lived-experience of criminal justice.
- Follow robust staff supervision processes supporting this culture.

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- Undertake monthly audit of general cleanliness, normalised materials, design/layout promoting interaction.
- Conduct observation/gain feedback re embedding procedural justice.
- Consult SUC in developing processes/communication, embedding respect, neutrality, voice, trustworthiness.
- Agree protocols to engage Offender Managers, promoting effective scheduling around statutory provision.

The QDO will assess performance against ES3 at least quarterly within QA audits.

Compliance Measures

Standards relating to Fixed/Variable Compliance Measures (F/VCMs) are embedded in our QMF. Through the activity above, the HM will ensure adherence to FCMs through agreed QIPs based on:

- data analysis of enrolment/activity/achievement of priority groups, drop-out/retention trends of each Service Level/Activity Code.
- quarterly review of activity against sustainable development/equality plans.
- quarterly summary of VCM-related performance.
- QDO case file audits monitoring records of risk consideration.
- caseload reviews with SWs supporting challenging cases.

In relation to VCMs, focused QIPs agreed with the CPM will promptly manage identified Measures back to "green" status. This may include:

- increasing stakeholder/community engagement.
- analysing caseloads to forecast activity needs.
- identifying/removing accessibility barriers.
- increasing observation/feedback to improve activity delivery.
- consulting the SUC to support activity/process development.

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Criteria	Weighting	Max. Score
<p>Q1.7.1 <u>Implementation Plan</u></p> <p>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.</p> <p>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.</p> <p>Your response should include:</p> <ul style="list-style-type: none"> • 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; • 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 	<p>X1</p>	<p>7</p>

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Criteria	Weighting	Max. Score
<p>ensure that service delivery will still commence on your proposed date.</p> <p>Your response must be limited to 900 words.</p> <p>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.</p>		

Answer: Limited to 900 words		
<p>Seetec's proven mobilisation/transformation methodology has successfully implemented 23 large/complex contracts since 2011, including MoJ and ESF, delivering services to 600,000+ people. In 2019 we mobilised/stabilised three Community Rehabilitation Companies (CRCs) covering 19,000 service users in three months.</p> <p>This approach will ensure effective, timely mobilisation in the North West for service commencement on 1 February 2021. A dedicated Project Manager (PM) will lead implementation following our approved Implementation Plan, using PRINCE2 project management techniques. Seven identified workstreams, with clear milestones and timescales, are each led by an experienced subject-matter expert, with authority to take forward activity, ensuring milestones are achieved as planned, reporting weekly to the PM. The PM reports progress weekly to the Mobilisation Steering Group who are responsible for decision-making, risk management, with overall accountability for successful implementation and mobilisation. Accountability for delivery is handed to the Seetec Justice Board from go-live. Preparatory activity undertaken at no cost/risk to the Authority in advance of contract signature provides a springboard for mobilisation.</p> <p>Key milestones/supporting rationale include:</p>		
Key milestone	Date	Assumption/Rationale
Resource Plan finalised	23/10/20	Meeting initial projections
Delivery targets/compliance measures agreed	06/11/20	Agreed with MoJ during contract negotiation
Hub premises secured	13/11/20	Pre-award negotiations confirmed
ESF compliance audit developed	20/11/20	CATS+ standards provided, full/ immediate compliance

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SLAs in place with subcontractors	04/12/20	Due diligence checks completed, all still committed
Activity content, tools, delivery instruction tested/finalised	04/12/20	Required for staff training
Operational handbook developed	23/12/20	Consistent admin, management, delivery
Initial staff in post	04/01/21 onwards	Transfer/secondment and external recruitment
Finalise/implement Marketing & Engagement Plan	08/01/21	Key staff in post to promote early engagement
Premises fit-out completed	15/01/21	Required premises secured
Secure ICT solution tested/in place	15/01/21	Security requirements communicated/met
Staff security cleared	15/01/21	Assume 4 week turnaround
Contract-specific ESF-compliant finance systems in place	15/01/21	All requirements notified by Authority, subcontractor details received
Quality and Performance Frameworks refined	15/01/21	Consistent management from the outset
Initial staff induction and training completed	22/01/21	Initial staff in post as planned
Initial CATS+ training completed	22/01/21	MoJ available to deliver Train-the-Trainer training, security clearances received

Staff recruitment commences pre-contract award, confirming transfer for existing staff, working with agencies to pre-vet potential applicants, finalising job adverts and preparatory work. Vacant positions will be advertised at the point of award, enabling key staff to be in post by the beginning of January 2021, security checks completed, and role/contract-specific training/induction delivery against our robust Learning & Development Plan. CATS+ training arranged with the Authority at the earliest opportunity will ensure sufficient staff are trained by go-live.

The **organisational structure** to deliver implementation is already in place through Seetec's Project Management team and wider shared services/central functions as detailed above. Workstream leads have been assigned, with clear ownership at senior management level. The dedicated PM will be assigned at the point of contract award from our existing PM team with roles, responsibilities and reporting structures as detailed above.

Seetec are using our well-established local relationships with potential referral partners to **establish referral routes** e.g. CRC/NPS, Liverpool City Council Community Team, Greater Manchester Women's Support Network. The strategy within our Marketing & Engagement Plan includes formalising referral protocols with key agencies e.g. CRC/NPS, Local Authorities through existing relationships in advance of go-live; and arranging targeted meetings, Hub open days, offer of

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shared space, developing effective referral routes for wider community partners working with priority groups e.g. RFEA, GPs, VCSEs.

Our Estates team will take immediate action with agents of **Hub premises** following 'notification of intent to award' (anticipated eight-week turnaround). Our facilities partner Tempus, who have supported us in establishing locations for 30 major projects in the last decade, are primed to support site fit-out by mid-January 2021. Key activities include finalising leases, finalising designs/layout, confirming ICT/facilities, order of furniture/equipment, fit-out; site audits and sign-off.

All subcontractors (see Supply Chain Matrix) are delivering specific activities/targeted interventions via spot purchase and agreed volumes arrangements. All relationships are established and service outlines agreed. During implementation subcontractors will finalise their offer, resources, delivery schedules/arrangements, co-location and delivery targets, and enter into Service Level Agreements in preparation for go-live.

Seetec's five-stage Risk Management Framework includes identification; assessment of risk/index score; risk-handling (Avoid, Control, Accept, Transfer) contingency identification; RAID log; Risk Management Plan. The Operations Director will manage/update the RAID log throughout mobilisation/live running supported by our Risk & Business Continuity and Group Risk & Assurance teams.

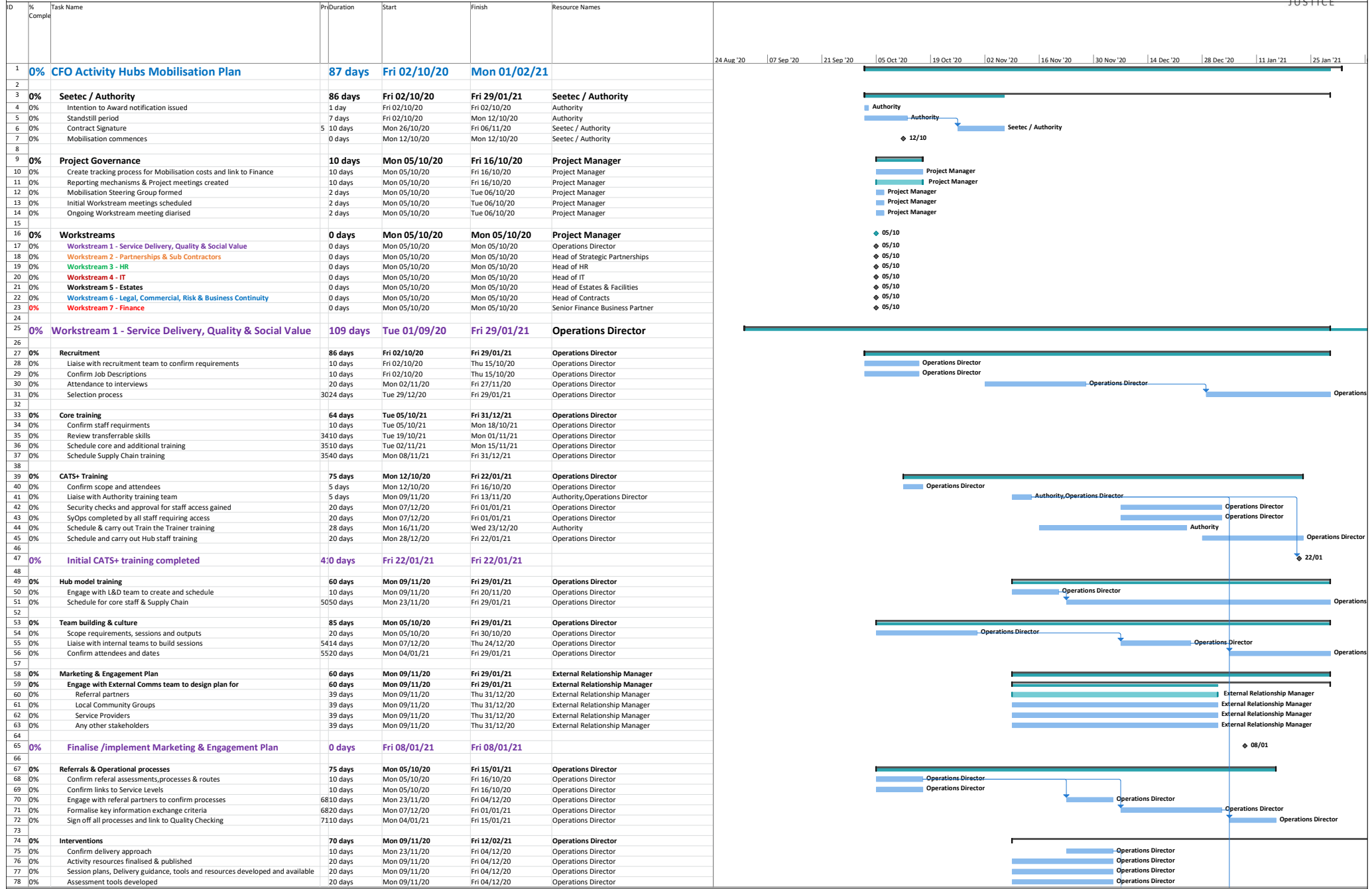
Key risks include:

Risk	RAG	Mitigation	Timeframe
Premises not secured/ready	Amber	Alternative/interim short-term sites identified	Immediately risk is realised
Initial staffing not in place for go-live	Green	Transfer/secondment opportunities agreed, early recruitment plans in place	Weekly review
Staff security clearances not in place to allow for delivery	Amber	Early recruitment accommodates four-week turnaround; pre-existing checks in place for transferred/seconded staff	Weekly during implementation
Subcontractor withdraws before/during go-live	Green	No critical service subcontracted, self-delivery, well-established partner relationships	Weekly subcontractor engagement
Information Security Plan fails to meet requirements	Green	ISO27001 accredited, current CRC/DWP/ESF Security Plans reflect similar requirements, Head of IT experienced meeting commissioner requirements	Immediate action following Authority notification

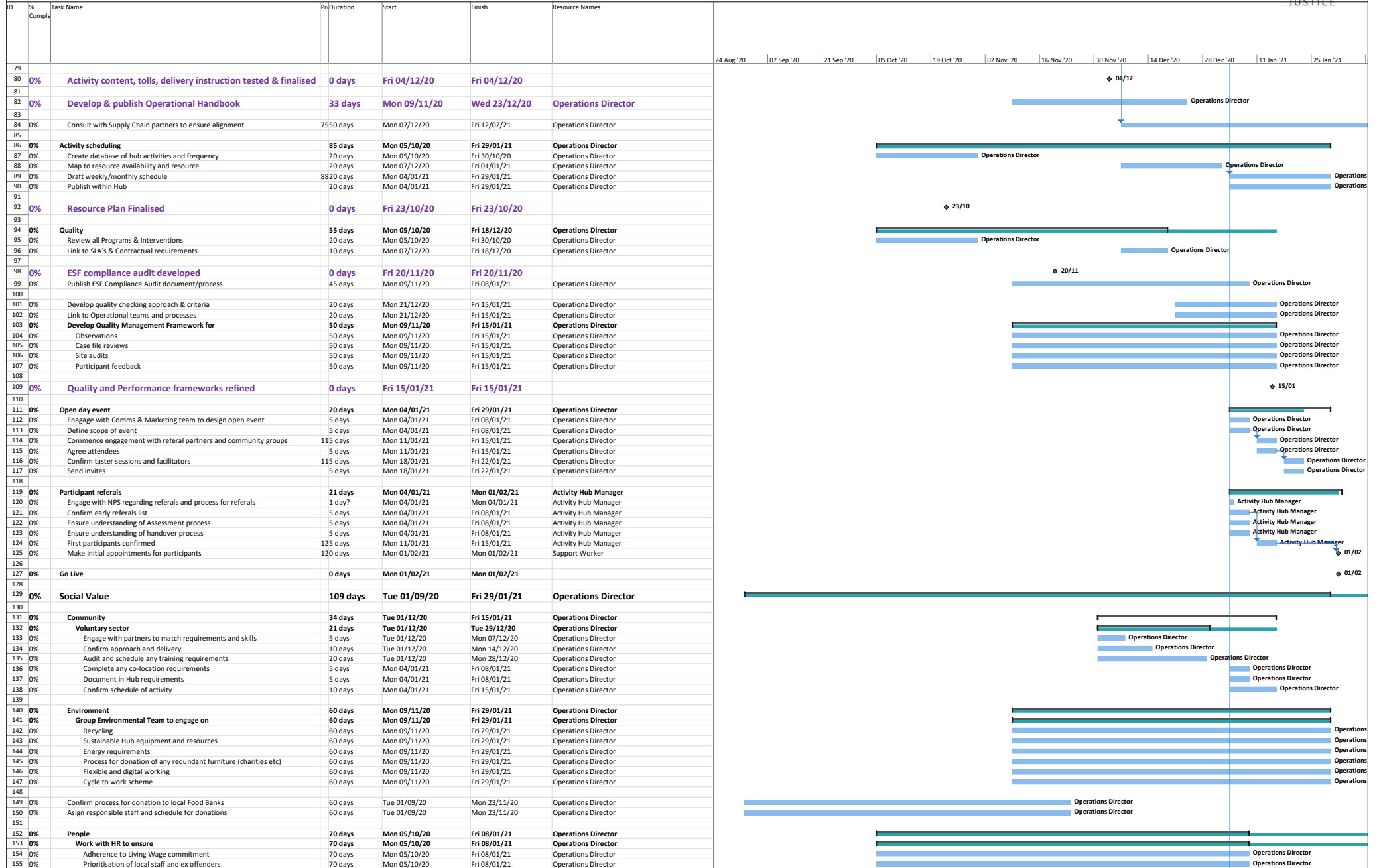
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CATS+ training not delivered before go-live	Amber	Authority dependent, clerical systems employed as appropriate	Plan with Authority at contract award
<p>No identified risk will impact our ability to commence delivery as planned, due to the breadth/volume of Seetec's existing operation which can support this contract if required.</p> <p>Seetec is confident we can mobilise on time/to budget to ensure successful delivery from Day One.</p>			

CFO Activity Hubs North West Mobilisation Plan

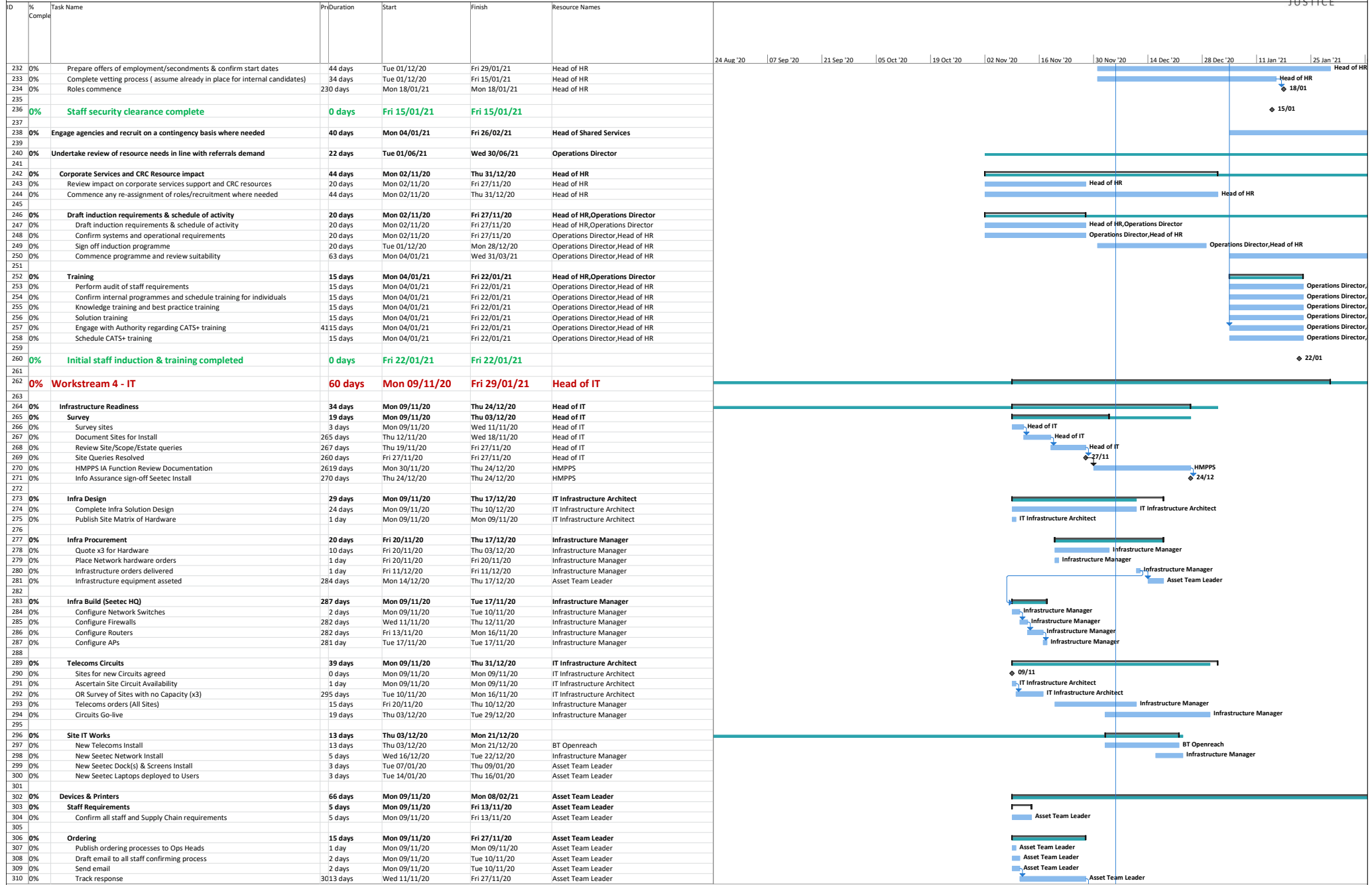


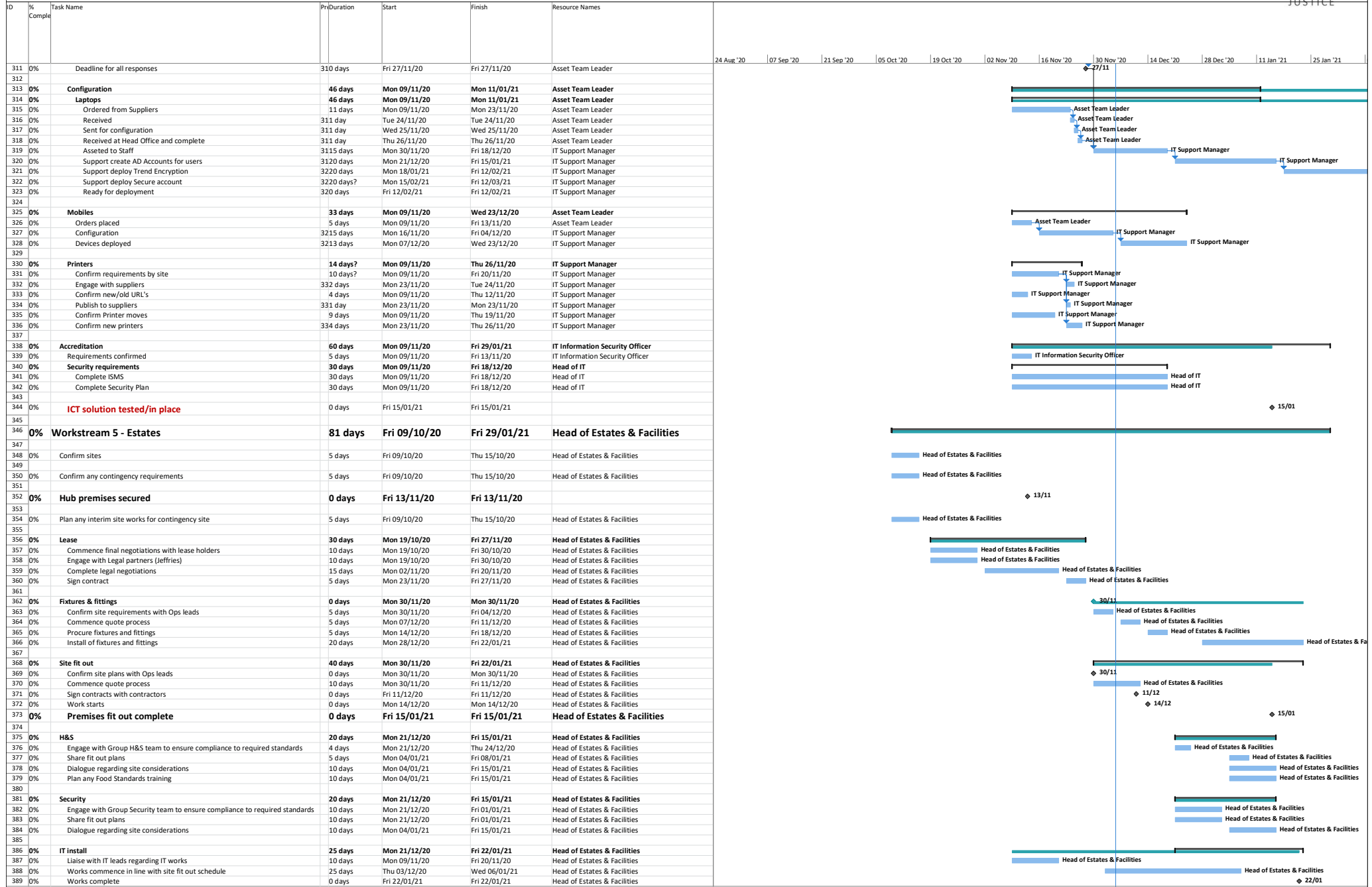
CFO Activity Hubs North West Mobilisation Plan



ID	% Complete	Task Name	Duration	Start	Finish	Resource Names	
156	0%	Flexible working considerations taking into account (core hours for staff during School hours etc)	70 days	Mon 05/10/20	Fri 08/01/21	Operations Director	24 Aug '20 07 Sep '20 21 Sep '20 05 Oct '20 19 Oct '20 02 Nov '20 16 Nov '20 30 Nov '20 14 Dec '20 28 Dec '20 11 Jan '21 25 Jan '21
157	0%	Disability confident recruitment	70 days	Mon 05/10/20	Fri 08/01/21	Operations Director	
158	0%	Recruitment of ex Offenders as Volunteers	70 days	Mon 05/10/20	Fri 08/01/21	Operations Director	
159	0%	Enrol frontline staff on MHFA Training	70 days	Mon 05/10/20	Fri 08/01/21	Operations Director	
160	0%	Establish Level 2 Qualifications	60 days	Mon 04/01/21	Fri 26/03/21	Operations Director	
161							
162	0%	Workstream 2 - Partnerships & Sub Contractors	60 days	Mon 26/10/20	Fri 15/01/21	Head of Strategic Partnerships	
163							
164	0%	Contractual	33 days	Mon 26/10/20	Wed 09/12/20	Head of Strategic Partnerships	
165	0%	Confirm Partners & Subcontractors	20 days	Mon 26/10/20	Fri 20/11/20	Head of Strategic Partnerships	
166	0%	Confirm delivery requirements	20 days	Mon 26/10/20	Fri 20/11/20	Head of Strategic Partnerships	
167	0%	Confirm volumes and SLA's	20 days	Mon 26/10/20	Fri 20/11/20	Head of Strategic Partnerships	
168	0%	Commence Due Diligence process with GRA	20 days	Fri 06/11/20	Thu 03/12/20	Head of Strategic Partnerships	
169	0%	Confirmation all Due Diligence is complete	160 days	Fri 04/12/20	Fri 04/12/20	Head of Strategic Partnerships	
170	0%	Agreement complete on any co-location complete	20 days	Mon 26/10/20	Fri 20/11/20	Head of Strategic Partnerships	
171	0%	Finalise contractual elements	20 days	Mon 09/11/20	Fri 04/12/20	Head of Strategic Partnerships	
172	0%	Completed Supply Chain and Spot Purchase Templates	20 days	Mon 09/11/20	Fri 04/12/20	Head of Strategic Partnerships	
173	0%	Subcontractor Info for Completed Intervention Templates	20 days	Mon 09/11/20	Fri 04/12/20	Head of Strategic Partnerships	
174							
175	0%	SLA's in place with subcontractors	0 days	Fri 04/12/20	Fri 04/12/20		
176							
177	0%	Delivery	50 days	Mon 09/11/20	Fri 15/01/21	Head of Strategic Partnerships	
178	0%	Review programs and interventions	10 days	Mon 09/11/20	Fri 20/11/20	Head of Strategic Partnerships	
179	0%	Confirm adherence to standards	15 days	Mon 09/11/20	Fri 27/11/20	Head of Strategic Partnerships	
180	0%	Produce timetable of hub activities	30 days	Mon 30/11/20	Fri 08/01/21	Head of Strategic Partnerships	
181	0%	Programs ready to deliver	5 days	Mon 11/01/21	Fri 15/01/21	Head of Strategic Partnerships	
182							
183	0%	Referrals	50 days	Mon 09/11/20	Fri 15/01/21	Head of Strategic Partnerships	
184	0%	Engage with referral partners	20 days	Mon 09/11/20	Fri 04/12/20	Head of Strategic Partnerships	
185	0%	Identification of local services for referrals of subcontractors	15 days	Mon 09/11/20	Fri 27/11/20	Head of Strategic Partnerships	
186	0%	Confirm pathway for referrals	30 days	Mon 30/11/20	Fri 08/01/21	Head of Strategic Partnerships	
187	0%	Complete process mapping and agreements	5 days	Mon 11/01/21	Fri 15/01/21	Head of Strategic Partnerships	
188							
189	0%	Go Live	0 days	Mon 01/02/21	Mon 01/02/21		
190							
191	0%	Workstream 3 - HR	152 days	Tue 01/09/20	Wed 31/03/21	Head of HR	
192							
193	0%	Staff structure	64 days	Tue 01/09/20	Fri 27/11/20	Head of HR	
194	0%	Staff structure	64 days	Tue 01/09/20	Fri 27/11/20	Head of HR	
195	0%	Staff structure	64 days	Tue 01/09/20	Fri 27/11/20	Head of HR	
196							
197	0%	Pay and Benefits	22 days	Tue 01/09/20	Wed 30/09/20	Head of HR	
198	0%	Confirm pay and benefits structure	22 days	Tue 01/09/20	Wed 30/09/20	Head of HR	
199							
200	0%	Recruitment	88 days	Tue 01/09/20	Thu 31/12/20	Head of HR	
201	0%	Generic activities pre-contract award:	22 days	Tue 01/09/20	Wed 30/09/20	Head of HR	
202	0%	Confirm Job descriptions	10 days	Tue 01/09/20	Mon 14/09/20	Head of HR	
203	0%	Finalise recruitment plan	22 days	Tue 01/09/20	Wed 30/09/20	Head of HR	
204	0%	Set up "watchdogs" to create contingent resource pool	22 days	Tue 01/09/20	Wed 30/09/20	Head of HR	
205	0%	Generic activities on Pre contract award:	20 days	Tue 01/09/20	Mon 28/09/20	Head of HR	
206	0%	Prepare recruitment campaign on contract award	20 days	Tue 01/09/20	Mon 28/09/20	Head of HR	
207	0%	Draft adverts and advertise positions (internal/external simultaneously)	2 days	Tue 01/09/20	Wed 02/09/20	Head of HR	
208							
209	0%	Assignment to Hub core roles	0 days	Fri 02/10/20	Fri 02/10/20	Head of HR	
210	0%	Operations Director:	0 days	Fri 02/10/20	Fri 02/10/20	Head of HR	
211	0%	Assign Operations Director	0 days	Fri 02/10/20	Fri 02/10/20	Head of HR	
212							
213	0%	Recruit Management Roles - Hub Manager	66 days	Mon 02/11/20	Mon 01/02/21	Head of HR	
214	0%	Shortlisting internal/external candidates	20 days	Mon 02/11/20	Fri 27/11/20	Head of HR	
215	0%	Conduct interviews	20 days	Mon 02/11/20	Fri 27/11/20	Head of HR	
216	0%	Make conditional offers of employment/prepare secondments & confirm start	20 days	Mon 02/11/20	Fri 27/11/20	Head of HR	
217	0%	Complete vetting process where needed	44 days	Mon 02/11/20	Thu 31/12/20	Head of HR	
218	0%	Roles commence	20 days	Tue 01/12/20	Mon 28/12/20	Head of HR	
219							
220	0%	External Relationship Manager	66 days	Mon 02/11/20	Mon 01/02/21	Head of HR	
221	0%	Shortlisting internal candidates	20 days	Mon 02/11/20	Fri 27/11/20	Head of HR	
222	0%	Conduct interviews	44 days	Mon 02/11/20	Thu 31/12/20	Head of HR	
223	0%	Make conditional offers of employment/prepare secondments & confirm start	44 days	Mon 02/11/20	Thu 31/12/20	Head of HR	
224	0%	Complete vetting process where needed	44 days	Mon 02/11/20	Thu 31/12/20	Head of HR	
225	0%	Roles commence	0 days	Mon 04/01/21	Mon 04/01/21	Head of HR	
226							
227	0%	Initial staff in post	0 days	Mon 04/01/21	Mon 04/01/21		
228							
229	0%	Other core team roles (Quality Development Officer, External Relationship Manager, Senior Support Workers, Support Workers, Learning Facilitator, Engagement Officer, ESF Administrator, Administrator, Hub Manager)	45 days	Tue 01/12/20	Mon 01/02/21	Head of HR	
230	0%	Shortlisting candidates	23 days	Tue 01/12/20	Thu 31/12/20	Head of HR	
231	0%	Conduct interviews	23 days	Tue 01/12/20	Thu 31/12/20	Head of HR	

CFO Activity Hubs North West Mobilisation Plan





ID	% Complete	Task Name	Duration	Start	Finish	Resource Names	24 Aug '20	07 Sep '20	21 Sep '20	05 Oct '20	19 Oct '20	02 Nov '20	16 Nov '20	30 Nov '20	14 Dec '20	28 Dec '20	11 Jan '21	25 Jan '21
390																		
391	0%	Site handover	5 days	Mon 25/01/21	Fri 29/01/21	Head of Estates & Facilities												
392	0%	Works advised as complete	5 days	Mon 25/01/21	Fri 29/01/21	Head of Estates & Facilities												
393	0%	Engagement with Ops leads to review site	5 days	Mon 25/01/21	Fri 29/01/21	Head of Estates & Facilities												
394	0%	Site handover	5 days	Mon 25/01/21	Fri 29/01/21	Head of Estates & Facilities												
395																		
396	4%	Workstream 6 - Legal, Commercial, Risk & Business Continuity	60 days	Mon 09/11/20	Fri 29/01/21	Head of Contracts												
397																		
398	0%	Risks & Liabilities Insurance	10 days	Mon 09/11/20	Fri 20/11/20	Group Finance Director												
399	0%	Understand required policies	10 days	Mon 09/11/20	Fri 20/11/20	Group Finance Director												
400	0%	Gain appropriate insurances	3910 days	Mon 23/11/20	Fri 04/12/20	Group Finance Director												
401	0%	Ensure all appropriate policies in place for Service Commencement	4010 days	Mon 07/12/20	Fri 18/12/20	Group Finance Director												
402																		
403	99%	Contracts	136 days	Mon 04/05/20	Mon 09/11/20	Head of Contracts												
404	100%	Contracts published	1 day	Mon 04/05/20	Mon 04/05/20	Head of Contracts												
405	100%	Review Contract Terms and Schedules	8 days	Mon 04/05/20	Wed 13/05/20	Head of Contracts												
406	100%	Draft contract risk document	8 days	Mon 04/05/20	Wed 13/05/20	Head of Contracts												
407	100%	Draft CQ's & monitor responses	26 days	Mon 04/05/20	Mon 08/06/20	Head of Contracts												
408																		
409	0%	Delivery targets/compliance measures agreed	0 days	Fri 06/11/20	Fri 06/11/20													
410																		
411	0%	Contract Signature	0 days	Mon 09/11/20	Mon 09/11/20	Head of Contracts												
412																		
413	0%	Operational & Contractual requirements mapping	20 days	Mon 09/11/20	Fri 04/12/20	Head of Contracts												
414	0%	Review Contracts	20 days	Mon 09/11/20	Fri 04/12/20	Head of Contracts												
415	0%	Map to contractual reporting & timelines	20 days	Mon 09/11/20	Fri 04/12/20	Head of Contracts												
416	0%	Create matrix of requirements	20 days	Mon 09/11/20	Fri 04/12/20	Head of Contracts												
417																		
418	0%	Contractual Governance meetings	50 days	Mon 09/11/20	Fri 15/01/21	Head of Contracts												
419	0%	Understand requirements from Authority	10 days	Mon 09/11/20	Fri 20/11/20	Head of Contracts												
420	0%	Schedule Contract & Performance meeting	20 days	Mon 09/11/20	Fri 04/12/20	Head of Contracts												
421	0%	Confirm Seetec attendees	4220 days	Mon 07/12/20	Fri 01/01/21	Head of Contracts												
422	0%	Schedule internal governance meetings	4220 days	Mon 04/01/21	Fri 29/01/21	Head of Contracts												
423																		
424	0%	Contractual reporting	60 days	Mon 09/11/20	Fri 29/01/21	Head of Contracts												
425	0%	Understand Authority requirements	30 days	Mon 09/11/20	Fri 18/12/20	Head of Contracts												
426	0%	Confirm schedule and frequency of reporting	30 days	Mon 09/11/20	Fri 18/12/20	Head of Contracts												
427	0%	Commence Authority reporting requirements	30 days	Mon 09/11/20	Fri 18/12/20	Head of Contracts												
428	0%	Design internal Board contract reporting requirements	30 days	Mon 09/11/20	Fri 18/12/20	Head of Contracts												
429	0%	Publish first drafts	30 days	Mon 09/11/20	Fri 18/12/20	Head of Contracts												
430	0%	Update draft following feedback	30 days	Mon 09/11/20	Fri 18/12/20	Head of Contracts												
431																		
432	0%	Supply Chain contracts	20 days	Mon 09/11/20	Fri 04/12/20	Group Finance Director												
433	0%	Confirm all Supply Chain partners & delivery requirements	20 days	Mon 09/11/20	Fri 04/12/20	Group Finance Director												
434	0%	Draft contracts	20 days	Mon 09/11/20	Fri 04/12/20	Group Finance Director												
435	0%	Contract signature	20 days	Mon 09/11/20	Fri 04/12/20	Group Finance Director												
436																		
437	0%	Risk	60 days	Mon 09/11/20	Fri 29/01/21	Group Risk and BC Manager												
438	0%	Project Risk Review (every fortnight)	60 days	Mon 09/11/20	Fri 29/01/21	Risk Owners / Group Risk and BC Manager												
439	0%	Implementation RAID Log review (every fortnight)	60 days	Mon 09/11/20	Fri 29/01/21	Risk Owners / Group Risk and BC Manager												
440	0%	Establish operational risk log (every month)	45 days	Mon 30/11/20	Fri 29/01/21	Group Risk and BC Manager / Stakeholders												
441																		
442	0%	Business Continuity	60 days	Mon 09/11/20	Fri 29/01/21	Group Risk and BC Manager												
443	0%	Identify Hub recovery plan owners	5 days	Mon 09/11/20	Fri 13/11/20	Risk and BC Specialist												
444	0%	Establish incident escalation process	10 days	Mon 16/11/20	Fri 27/11/20	Risk and BC Specialist												
445	0%	Complete Business Impact Analysis	20 days	Mon 16/11/20	Fri 11/12/20	Risk and BC Specialist / Stakeholders												
446	0%	Define hub recovery solutions and write into recovery plans	40 days	Mon 07/12/20	Fri 29/01/21	Risk and BC Specialist / Stakeholders												
447	0%	Create incident management plan	40 days	Mon 07/12/20	Fri 29/01/21	Risk and BC Specialist												
448	0%	Define risk and BC training criteria and training & exercising matrix	5 days	Mon 04/01/21	Fri 08/01/21	Risk and BC Specialist												
449	0%	Carry out risk and BC training and awareness	15 days	Mon 11/01/21	Fri 29/01/21	Risk and BC Specialist / Group Risk and BC Manager												
450																		
451	0%	HSE	60 days	Mon 09/11/20	Fri 29/01/21	Group Risk and BC Manager												
452	0%	Develop Hub risk and control audit schedule	10 days	Mon 16/11/20	Fri 27/11/20	Pillar HSE assurance officers												
453	0%	Ensure sites comply with legal and Contractual obligations	55 days	Mon 16/11/20	Fri 29/01/21	Group SHE manager												
454	0%	Test hubs HSE controls and provide assurance on these where required	50 days	Mon 23/11/20	Fri 29/01/21	Pillar HSE assurance officers												
455	0%	Ensure all HUB HSE work is within contractual and Seetec Risk appetite	55 days	Mon 16/11/20	Fri 29/01/21	Group SHE manager												
456	0%	Monitor and Report of all Hub HSE risk	60 days	Mon 09/11/20	Fri 29/01/21	Group HSE manager/Pillar HSE assurance specialist												
457																		
458	0%	Workstream 7 - Finance	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner												
459																		
460	0%	Finance	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner												
461	0%	Financial model review completed	20 days	Mon 09/11/20	Fri 04/12/20	Senior Finance Business Partner												
462	0%	Financial spend authorisation levels communicated to budget holders	20 days	Mon 09/11/20	Fri 04/12/20	Senior Finance Business Partner												
463	0%	Scrutiny / establishment of cheque signatories completed	20 days	Mon 09/11/20	Fri 04/12/20	Senior Finance Business Partner												
464	0%	Establishment/scrutiny of petty cash arrangements completed	20 days	Mon 09/11/20	Fri 04/12/20	Senior Finance Business Partner												
465	0%	Obtain full details of any commitments to purchase fixed assets	20 days	Mon 09/11/20	Fri 04/12/20	Senior Finance Business Partner												
466	0%	Create log and track mobilisation costs (ongoing 1 day per week)	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner												
467	0%	Workstream 1 - Service Delivery, Quality & Social Value	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner												
468	0%	Workstream 2 - Partnerships & Sub Contractors	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner												

ID	% Complete	Task Name	Duration	Start	Finish	Resource Names	
469	0%	Workstream 3 - HR	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner	24 Aug '20 07 Sep '20 21 Sep '20 05 Oct '20 19 Oct '20 02 Nov '20 16 Nov '20 30 Nov '20 14 Dec '20 28 Dec '20 11 Jan '21 25 Jan '21 Senior Finance Business Partner
470	0%	Workstream 4 - IT	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner	Senior Finance Business Partner
471	0%	Workstream 5 - Estates	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner	Senior Finance Business Partner
472	0%	Workstream 6 - Legal, Commercial & Risk	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner	Senior Finance Business Partner
473	0%	Workstream 7 - Finance	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner	Senior Finance Business Partner
474	0%	Cash and budget to actual variance analysis	60 days	Mon 09/11/20	Fri 29/01/21	Senior Finance Business Partner	Senior Finance Business Partner
475							
476	0%	ESF Claims	49 days	Mon 09/11/20	Fri 15/01/21	Senior Finance Business Partner	Senior Finance Business Partner
477	0%	Confirm ESF compliance claim compliance requirements	10 days	Mon 09/11/20	Fri 20/11/20	Senior Finance Business Partner	Senior Finance Business Partner
478	0%	Consult with Ops process for claims	20 days	Mon 09/11/20	Fri 04/12/20	Senior Finance Business Partner	Senior Finance Business Partner
479	0%	Confirm validation & verification process	20 days	Mon 09/11/20	Fri 04/12/20	Senior Finance Business Partner	Senior Finance Business Partner
480	0%	Confirm process for submitting claims	30 days	Mon 09/11/20	Fri 18/12/20	Senior Finance Business Partner	Senior Finance Business Partner
481							
482	0%	Contract specific ESF compliant finance systems in place	0 days	Fri 15/01/21	Fri 15/01/21		◆ 15/01
483							
484	0%	Payroll & Expenses	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions
485	0%	Year to date payroll records published	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions
486	0%	Sickness records published	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions
487	0%	Holiday records published	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions
488	0%	ELI data published	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions
489	0%	Collate and analyse data	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions
490	0%	Map to Group processes	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions
491	0%	Create plan for transition to Group processes	30 days	Mon 09/11/20	Fri 18/12/20	Head of Payroll & Pensions	Head of Payroll & Pensions

CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p>Q1.8.2 <u>Social Value – Community</u></p> <p>Provide details and evidence of how your organisation will build capacity and sustainability of the Voluntary and Community Sector.</p> <p>Examples could include:</p> <ul style="list-style-type: none"> • 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 <p>Your response must be limited to 250 words.</p>	X2	14

Answer: Limited to 250 words

Seetec is *B-Corp* certified, using growth and profits to positively impact employees, communities and the environment.

We already support VCSEs throughout our business by delivering:

- **Staff volunteering scheme**, funding volunteering time for every employee, skills-matching to local VCSEs to ensure activity builds capacity/sustainability e.g. provided financial planning/forecasting for women's charity Inspire, business development support for Konnect.
- **Free facilities to local VCSEs** e.g. diverse VCSE organisations work from our sites including Step Together, POPS, Wirral Change.
- **Subcontract opportunities for VCSEs** – 90% of our ESF Building Better Opportunities supply chain partners are VCSE (79% company-wide). Our 'Good' Merlin-accreditation, shows commitment to healthy supply chains, Prompt Payment Codes/clear payment standards, flexing payment terms to support small VCSE partners.
- **Build knowledge within VCSEs** through our Business Intelligence Unit e.g. undertaking targeted research projects, sharing reports/intelligence.

To continue our commitment, our minimum service delivery for this contract is:

CFO Activity Hubs 2021-2023

- Reserve and fund at least 10% of places on Seetec training courses for VCSEs including PREVENT, Mental Health First Aid; publicising this offer through local networks including GMCVO/LCVS
- Provide Hub facilities free to VCSEs for engagement/service delivery, equating to a minimum of two days per week.
- Deliver 283 hours volunteering to local VCSEs annually.
- Work with local organisations to create 10 new volunteering places annually.

Governance: The Activities Hub Contract Manager will hold accountability for Social Value, with monitoring/oversight from our Corporate Social Responsibility Board.

We will measure impact through VCSE feedback/surveys, including quantifying capacity created, increase in clients helped, staff upskilling, impact on financial viability.

CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p>Q1.8.3 <u>Social Value – People</u></p> <p>Provide details and evidence of how your organisation will improve the living standards of local residents during the contract period:</p> <p>Examples could include:</p> <p>a) Improving wages/salaries</p> <ul style="list-style-type: none"> • 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) <p>b) Improving prospects</p> <ul style="list-style-type: none"> • 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 <p>Your response must be limited to 250 words.</p>	X2	14

Answer: Limited to 250 words
<p>Seetec is employee-owned, giving employees a voice in company direction and share in success. Accreditations include:</p> <ul style="list-style-type: none"> • GM Social Value Award • Investors in People “Gold” • Real Living Wage • Disability Confident Leader • IIP Health & Wellbeing (H&W) • Ban-the-Box • B-corp <p>Throughout current operations we:</p>

CFO Activity Hubs 2021-2023

Improve wages:

- Pay all staff at least LWF real Living Wage, ensuring subcontractors follow the same practices.
- Recruit ex-offenders – 17% of Seetec's KSSCRC supervisor workforce are ex-offenders.

Improve prospects:

- Train staff as Mental Health First Aiders (MHFA) – 200+ trained to date.
- Recruit/train ex-offenders as Peer Mentors, including accredited qualification.
- Provide a strong staff wellbeing package including cycle scheme, leave above statutory minimum, additional leave purchase, free 24 -hour counselling/assistance.
- Promote flexible working.
- Fund projects that remove employment barriers e.g. match-funding bed spaces with Transform Housing.

Additionally, for this contract we will, as a minimum;

- Recruit six ex-offenders as Engagement Officer on full-time, permanent contract and upskill via L2/3 coaching/mentoring.
- Train 100% front-line delivery staff in MHFA to effectively support participants.
- Promote recruitment of ex-offenders with employers through Employers' Forum for Reducing Re-offending/Ban the Box.
- Train all front-of-house staff to at least level 2 Customer Service, delivered by Seetec Outsource.

Governance: Contract Manager will hold accountability for Social Value, with monitoring/oversight from our Corporate Social Responsibility Board and accreditation bodies.

We will measure impact via workforce reporting e.g. retention, absence (2.6% May 2020), equality and diversity, training; staff/participant feedback including participant surveys and annual employee survey providing engagement / H&W index, to inform improvement initiatives (Engagement 70%, H&W 65% 2019).

CFO Activity Hubs 2021-2023

1.1 Criteria	Weighting	Max. Score
<p>Q1.8.4 <u>Social Value - Environment</u></p> <p>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:</p> <p>Protecting our physical environment and contributing to climate change reduction - examples of this could be, but not exhaustive to –</p> <ul style="list-style-type: none"> • 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 <p>Your response must be limited to 250 words.</p>	X2	14

Answer: Limited to 250 words

CFO Activity Hubs 2021-2023

Seetec holds ISO14001 Environment Management System accreditation, with procedures externally audited every 18 months. Environmental Awareness training delivered to all staff embeds best practice.

We currently:

Minimise waste: Embed "Reduce, Reuse, Recycle" and digital working; recycle 100% paper/ink cartridges; recycle site waste (84% achieved Q4/2019).

Minimise carbon emissions: Use 100% clean energy in our owned offices; promote sustainability in procurement e.g. stationery supplier uses hydrogen delivery vehicles; encourage use of public transport/walking/cycling, including staff cycle scheme; use technology to reduce emissions e.g. Skype rollout reduced staff mileage 18% in two months.

Energy Reduction: use energy saving devices including LED panels, PIR sensors, A-rated electrical equipment.

Minimum service levels for this contract are:

- Initiate 'zero to landfill' contracts where we can manage waste streams.
- Recycle 80% of all waste.
- Use 100% reusable cups and water filters, discouraging use of plastic/single-use items.
- Fund £10,000 bursary via our charity "Your Ambition" to fund sustainable transport for participants e.g. refurbished bicycle purchase with Kickstart Cycle project.
- Provide 10 volunteers for a nominated local environmental project each year e.g. Groundwork

Governance: Hub Manager will hold accountability for our Social Value Strategy, with monitoring and oversight from Safety, Health, Environmental (SHE) team; Corporate Social Responsibility Board and external accreditation bodies.

We will measure impact via progress towards targets at both group and contract level, monitored by SHE Manager using environmental dashboards. Employee Council and Service User Council representative will review/propose sustainability improvements. After the first year's operation, annual Hub reduction targets will be agreed, ensuring continual improvement.