

## Invitation to Negotiate - Transforming Rehabilitation Programme

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### WSA 5 Question 1 – Generic Response

Developing and implementing an appropriate quality assurance framework will be part of the CRC's business planning process. Quality assurance arrangements (Attachment 1) will support the delivery of the CRC's strategic and operational objectives; monitor the effective direction, management and organisation of the CRC's business; and ensure legislative and contractual compliance, good practice and continuous improvement in business and service processes.

**Performance Management** - Sodexo has an outstanding track record of assuring the delivery of services in complex justice contracts. We manage over 3,000 offenders in 5 prisons within the UK. The services provided by Sodexo are assured by UKAS certificated ISO based international management systems for Security, Safety and Solutions delivery. Sodexo's Security & Quality Management systems combine ISO 27001, ISO 9001 ISO 14001 and OHSAS 18001 as an integral part of our service proposition for the UK government justice sector to significantly enhance our level of service delivery and risk mitigation. We will use this experience to establish performance management systems for the TR contracts, driven by a Performance Management Strategy (PMS) to ensure Quality Assurance and Practice Improvement is integral to operational delivery. This will include monitoring Service Levels and Assurance Metrics (Schedule 9), management information systems (Schedule 20), annual internal audit plans and processes for supporting and responding to external audits and inspections (Schedule 15), evaluating other inspection reports, SFO reviews and emerging research. Performance will be managed through a central Sodexo Performance Management & Improvement Unit (PMIU) led by an experienced manager and supported by dedicated staff with appropriate capability and professional experience. A contract with Matrix will support evaluation of performance, ensure improvement over time and provide data analysis, performance improvement advice and support. Matrix provides similar services to the MoJ and brings independence to the quality assurance process. The main functions of PMIU will be:

- **Monitoring** - routine and ongoing monitoring of every element of the Services Agreement using our bespoke Offender Management System (OMS) developed by Unilink our IT provider giving real time case management/performance data for managers and staff and monitoring data for PMIU.
- **Evaluation** – data will be capable of evaluation against each service element/item, delivery sites, sub-contractor and staff member in any combination against the service specification and quality standards. It will identify where performance is exceeded, met, not met or seriously deficient.
- **Reporting** – the PMIU will provide monthly reporting data for the Authority, management information for Sodexo managers and staff, sub-contractors/partners, producing reports in the required format (including making these available from nDelius) for Authority use.
- **Compliance & Audit** – the PMIU will continuously monitor performance across the contract area, including sub-contractor performance. Spot checks on a programmed basis or as a result of identified business risk will take place. All audit procedures will comply with Public Sector Internal Audit Standards.
- **Management of Performance/Quality Assurance** – Specifically focussing on the QA principles outlined in our Quality Assurance Arrangements document the PMIU will plan and carry out quality assurance checks for the CRC in line with the annual Quality Development Plan or in relation to concerns that arise during the year. This plan will be agreed with the Sodexo Board and the CRC Chief Executives and will form part of the PMS. The focus will be on identifying good or exceptional practice as well as identifying deficiencies all based on the research evidence for our desistance approach and the HMI quality benchmarks. The emphasis will be on ensuring that QA becomes an integral part of everyday practice and staff from the CRC will be either seconded to assist with both QA exercises and audit, or carry out their own QA assessments to ensure that individual staff can become skilled at evaluating their own practice, learning is spread and

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development activity is integrated throughout the organisation. To support this further we will use the SEEDS system of engagement, development and supervision which aligns with both our desistance based delivery model and our approach to QA.

Audit and QA activity will be planned on the basis of the guidance from the Authority taking account of staff composition, local demographics, offender/offence profiles and using data from our OMS to identify areas for specific focus.

The PMS will outline roles, responsibilities and requirements for monitoring, evaluation and audit, allocate responsibility for responding to findings, delivery of remedial plans, and management of underperformance. It will identify annual team and individual targets for all frontline staff based on Schedule 9 service levels as a minimum. All CRC staff will be subject to a performance management regime that has two components. The first will be a regular progress review with a line manager to review performance against team and individual targets based on contractual requirements and standards, rated on a matrix identifying where performance is exceeded, met, not met or seriously deficient. The second element will be a Personal Development Review (PDR) setting annual objectives, personal development plans and training requirements based on the role and the needs of the individual alongside contract requirements. Induction training for new and transferring staff will prioritise performance and quality standards. This will drive consistent performance across the CRC focussed on outcomes, share best practice and deal with underperformance.

A similar process will apply to subcontractors under the contract management regime, including provision of support for the subcontractor organisation to improve performance. They will be responsible for monitoring and managing the performance of their own staff and evidence of their capacity for this will be part of the selection process. Failure of a subcontractor to improve performance to required levels after supportive improvement activity may result in remedial action.

***Our vision for knowledge generation and the management and use of that knowledge.*** Our knowledge generation and management process will capture and utilise data/practice information, both quantitative and qualitative, in order to improve performance throughout the life of the contract. Our approach has four components: Data collection – from offender focus groups at local level, stakeholder improvement and innovation meetings and a supply chain innovation and quality forum twice per year led by the senior team. Sodexo will contract with User Voice to carry out offender surveys in order to obtain regular user feedback on the experience of supervision by Sodexo. A complaints process will provide a further source of data. Staff teams and sub-contractors will be encouraged to contribute ideas for practice improvement through the team based development plans and quarterly review system (see below in Communication). Evaluation of operational and outcome data will form a major element in improvement planning and we will contract with Matrix to process, analyse and assess this in order to inform continuous service improvement. Our offender management system will generate far more accessible data on which to evaluate the CRC's success in meeting its objectives, and its efficient allocation of resources by priority category. Communication – each delivery unit/sub-contractor will draw up an annual development plan to improve performance reviewing it on a quarterly cycle to identify areas for attention and provide information about successful improvements which can be communicated across the CRC. Staff/sub-contractors will be encouraged to suggest innovations to improve outcomes and will be able to bid for funds from an innovation budget to test new ideas/projects. Quarterly innovation bulletins collating all team reviews, providing information about the successful innovations will assist integration into practice. Knowledge transfer – to ensure knowledge is embedded in practice we will include innovations and quality improvements within staff induction and refresher training, in seminars/events to provide information and advice on implementing good practice innovations, building proven innovative practice into team objectives and targets, including in staff PDR processes and personal objectives. The PMIU will undertake targeted audits of

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innovations/quality improvements to follow up on knowledge transfer and track implementation across the CRC.

**Practice Improvement:** We will use this knowledge to promote practice improvement (including across our supply chain) over the life of the contract through:

*Identifying and sharing effective practice:* We will use our membership of the Service Integration Group (consisting of representatives of the Authority responsible for contract management, Sodexo, the National Probation Service and representatives of each of Sodexo's designated Resettlement Prisons) to share effective practice and explore potential opportunities to improve the integration, efficiency and effectiveness of the services.

*Capacity building strong supply chain performers:* The knowledge generated on the performance of subcontractors will enable Sodexo not only to tackle poor performance but also to provide corporate support and resources to help build the capacity of those subcontractors who are demonstrating excellent outcomes and performance. This will be particularly important for smaller VCS organisations and enables us to extend and promote good practice and continuous improvement.

*Delivering improved services through stakeholder engagement:* Sodexo will work with key stakeholders, such as Local Authorities, PCCs and NPS, to design services to complement TR and address local issues throughout delivery. For example, we would jointly evaluate the evidence of family focused interventions on key TR outcomes and partner in the development of approaches to the next phase of the Troubled Families programme.

*Enabling innovation:* Sodexo will provide an innovation fund for which teams of practitioners and our subcontractors can bid in order to test out new ideas and projects. The fund will support applications that address identified gaps in provision; enable services to be delivered more effectively or efficiently; or seek to pilot services for which there is currently little evidence of 'what works'.

*Service user engagement:* The results of the twice yearly offender survey and offender feedback on individual programmes, together with User Voice facilitated service user councils to consult on and co-design our services, will be used to shape and improve our practice, with managers expected to demonstrate tangible improvements and changes to address the concerns of service users. We will publicise these action in our offender contact centres, so that offenders are aware of how we have responded to the knowledge gleaned from their feedback.

*Competent and engaged workforce:* Sodexo will use the quality assurance mechanism to not only manage our staff's performance and competence to but to drive continuous improvement. We will identify, through our talent management process, those staff whose work has an especially positive impact on offenders and share this practice with our workforce through shadowing, peer support or team meeting briefings. Sodexo will extend our current annual staff engagement survey to the CRC workforce, so that we can understand and benchmark engagement levels; identify those groups of staff whose engagement levels are lower than expected; work with those staff to understand the underlying reasons for this; and implement, in consultation with them, actions and strategies to improve the level of engagement.

As a service improvement, we will implement the SEEDS (Skills for Effective Engagement Development and Supervision) framework across the CRC. This is a skills-based practice framework for effective engagement with offenders. It is intended to bring about reduced re-offending through professional practice focused on quality outcomes. SEEDS has been developed in collaboration with probation trusts in one year pilots coupled with evaluation. The pilot findings show a more engaged and motivated workforce who see themselves as performing more professionally.

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**How we will use inspection, audit and SFO review findings as a key source of practice improvement information.** Inspection/Audit – The CRC Performance Management and Improvement Unit (PMIU) will be the hub for information flows during these events locally ensuring that all intelligence, findings and recommendations shared by inspectors or auditors are captured and logged in a daily journal. The PMIU will incorporate the daily journal into an action plan for the Chief Executive with clear actions, milestones, deadlines and responsibilities relating to remedial actions or good practice to be shared. This will be disseminated to Managers to identify how practice improvements can be implemented through local action plans to drive changes locally. Training/coaching for groups of staff or individuals will form part of remedial plans. The PMIU will track plans against the targets and deadlines, with progress reports to the Chief Executive, Senior Team, Operational Managers and the Authority. Plans will be refined when the final inspection/audit report is published and the PMIU will report on progress until all actions are completed. The PMIU will review all inspections carried out by the Probation and Prison Inspectorates elsewhere and provide briefings to the Chief Executive and Senior Team on potential actions for the CRC. These will be included in the quarterly development plan review for each team or developed into remedial plans described above. SFO Reviews – of cases within the CRC area will be dealt with as described above with actions being taken to implement recommendations and learning relating to good practice integrated across the area. Findings from SFO reviews elsewhere will be implemented as appropriate including good practice that can be replicated. A system for identifying “near miss” incidents will be set up allowing staff to log these on the OMS through a flag option. The PMIU will review these to identify good practice and preventative actions and include in quarterly team development plan reviews. Published Research - will be reviewed by the PMIU either routinely from respected sources or on request from the Chief Executive. Any suggestions for implementation will be reported to the Chief Executive and Senior Team for consideration.

**How we will collect and make available the management information required in schedule 20, and how the Bidder will use that to assure and improve the quality of your services.** We will collect the data as required by Schedule 20 and provide this to the Authority in line with Clause 39.1(d) of the Agreement on a monthly basis. We will provide the data for each month within 10 Business Days after the last day of the applicable month. Information required will be collected through a bespoke Offender Management System (OMS) developed by Unilink and from Sodexo financial management and HR systems. We plan to transfer data electronically from OMS to nDelius as this becomes possible, in the meantime this will be manually entered to provide reports from nDelius. The OMS will be designed for operational and Authority requirements with a fully flexible reporting system allowing reports to be produced on any combination of data items held. It will provide real time data, be expandable and flexible to allow for upgrading and development to meet Authority requirements over the life of the contract. The data will be managed in the Hub who will originate all new case records and monitor the system. Monthly reports for the Authority will be produced by the PMIU in each CPA.

The PMIU will be the central point of contact for the MoJ contract management team and they will work closely and collaboratively with the team to provide the contractual information and assurance evidence to satisfy the performance measures in place at the prison. In this way, the PMIU will also be able to satisfy the Authority that our internal structures are robust and that services are being provided in accordance with the Services Agreement. This approach will be reinforced through both an informal and formal meeting structure with the Authority representatives, in particular the Service Management Group and Relationships Management Group through which contractual provision and service quality can be discussed and any concerns resolved in a timely and proactive way.