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

Answer: Limited to 750 words

1. Percentage direct/subcontracted delivery

Shaw Trust, part of the Shaw Trust Group (including Ixion) has established performance management processes, including for our high performing East of England (EoE) CFO3 contract, (More Developed Cumulative: 102% enrolments target, 111% support measures target, Feb 2020). Drawing on this performance context, the split between direct and subcontracted delivery is:

• Shaw Trust: 66%

Subcontractors: 34%

2. Managing internal/supply chain performance

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

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

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

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

Managing internal/direct delivery

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

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

Managing Supply Chain performance

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

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

3. Analysing data to ensure SL1-4 achievement

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

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

4. Identifying/reporting on actual/anticipated reduced performance

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

5. Engaging with HMPPS

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

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

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

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

Answer: Limited to 1000 words

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

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

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

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

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

QMF measures will include:

Quality of staff:

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

Frequency/appropriateness of engagement:

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

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

Quality of activities:

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

Fixed Compliance Measures (FCMs):

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

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

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

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

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

3. Ensuring staff compliance (ESF)

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

4. Branding compliance

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

5. Subcontractor quality

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

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

7. Participant feedback

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

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

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

8. Handling/acting on complaints

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

9. Updating systems

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

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

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

To establish ES3 behaviours we will implement/measure:

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

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

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

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

Answer: Limited to 900 words

1. Commencement Date

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

2. Mobilising the service and 3. Rationale for milestones

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

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

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

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

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

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

4. Timeline for staff recruitment/training

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

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

5. Organisational structure, management structures, roles and responsibilities

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

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

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

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

6. Engaging stakeholders to develop referral routes

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

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

Key activities include (Implementation Plan L89 - L100):

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

7. Premises

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

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

8. Sub-Contractors

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

TKO

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

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

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

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

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

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

Answer: Limited to 250 words

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

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

SVC: Invest £100k in local VCS organisations for day one/spot purchasing of services. <u>Measuring impact:</u> Subcontractor reporting requirements.

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

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

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

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

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

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

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

Answer: Limited to 250 words

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

a) Improving wages/salaries

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

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

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

SVC: Employ minimum 10 current/former participants as volunteer peer mentors, providing work experience to improve job prospects. <u>Measuring impact</u>: number of mentors recruited (HR system).

b) Improving prospects

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

SVC: Achieve sickness absence levels 0.5% below regional average (1.9%) by actively supporting the health/wellbeing of Activity Hub staff through:

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

Measuring impact: sickness absence report via HR system.

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

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

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

Answer: Limited to 250 words

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

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

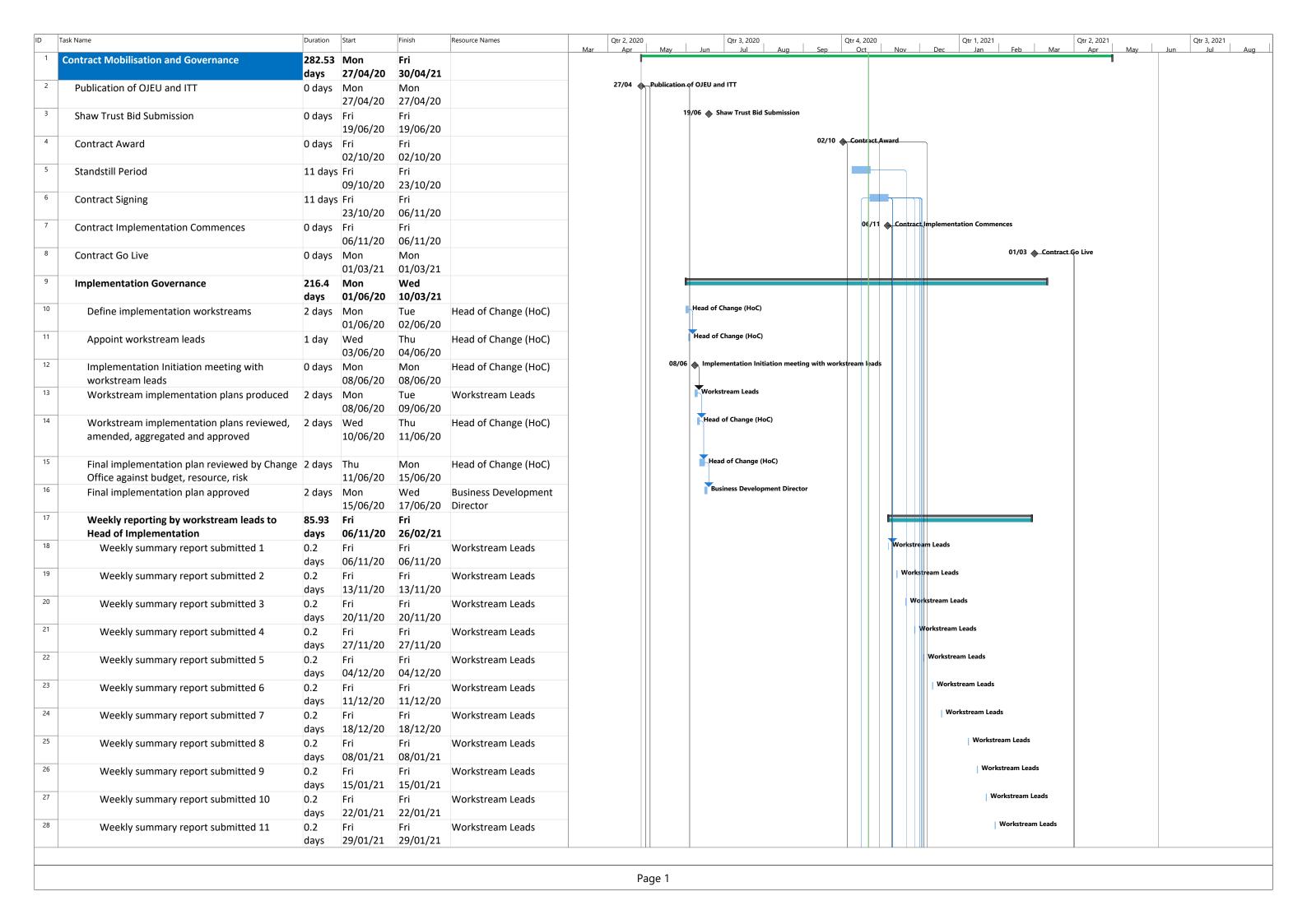
SVC: Ensure all 2 Activity Hubs have recycling facilities, with 100% of paper recycled to reduce waste to landfill. Measuring impact: 'Shred It' monthly environmental report.

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

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

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

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

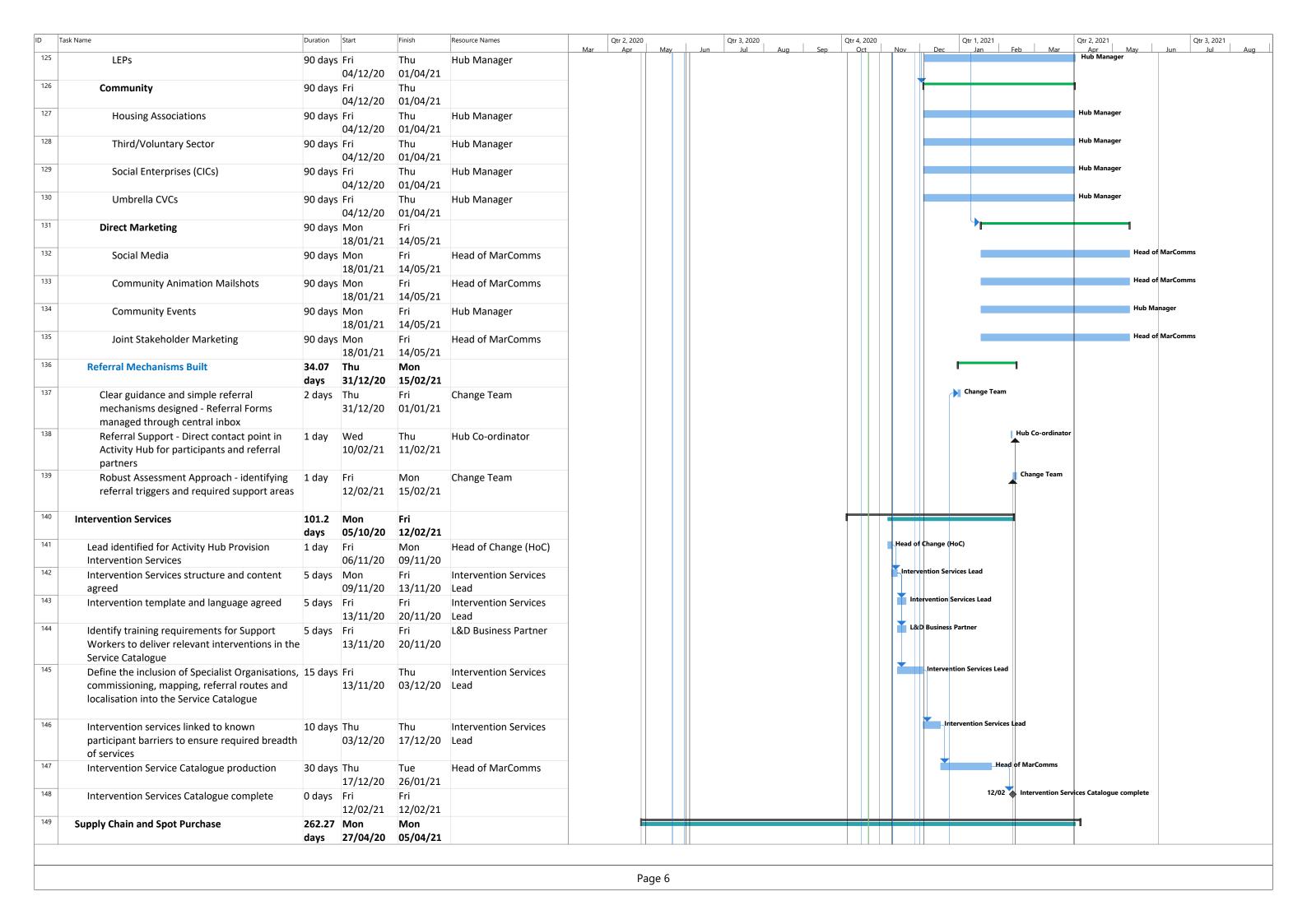


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4	<i>o</i> , .	0.4	Mon	Mon	Head of Change (HoC)	Head of Change (HoC)
_		days	16/11/20	16/11/20		Head of Change (HoC)
35	Fortnightly PB reports 2	0.4	Mon	Mon	Head of Change (HoC)	
6	Fortnightly DD roports 2	days	30/11/20	30/11/20	Head of Change (HeC)	Head of Change (HoC)
	Fortnightly PB reports 3	0.4 days	Mon 14/12/20	Mon 14/12/20	Head of Change (HoC)	
7	Fortnightly PB reports 4	0.4	Mon	Mon	Head of Change (HoC)	Head of Change (HoC)
		days	11/01/21	11/01/21		
38	Fortnightly PB reports 5	0.4	Mon	Mon	Head of Change (HoC)	Head of Change (HoC)
		days	25/01/21	25/01/21	,	
9	Fortnightly PB reports 6	0.4	Mon	Mon	Head of Change (HoC)	Head of Change (HoC)
		days	01/02/21	01/02/21		
0	Fortnightly PB reports 7	0.4	Mon	Mon	Head of Change (HoC)	Head of Change (HoC)
4		days	08/02/21	08/02/21		Head of Change (HoC)
11	Fortnightly PB reports 8	0.4	Mon	Mon	Head of Change (HoC)	Head of Change (NOC)
42	Fortnightly DD roports O	days 0.4	15/02/21	15/02/21	Head of Change (HoC)	Head of Change (HoC)
	5 , .	days	Mon 22/02/21	Mon 22/02/21	nead of Change (noc)	
43	Fortnightly All Workstream Leads Team	96.93	Tue	Tue		
	Meeting	days	03/11/20	09/03/21		
4	Implementation Team Meetings 1	1 day	Tue	Wed	Workstream Leads, HoC	Workstream Leads, HoC
			03/11/20	04/11/20		
15	Implementation Team Meetings 2	0.3	Tue	Tue	Workstream Leads,HoC	
6		days	17/11/20	17/11/20		Workstream Leads, HoC
0	Implementation Team Meetings 3	0.3	Tue	Tue	Workstream Leads, HoC	
7	Implementation Team Meetings 4	days 0.3	01/12/20 Tue	01/12/20 Tue	Workstream Leads,HoC	
	implementation ream weetings 4	days	15/12/20	15/12/20	Workstream Leaus, noc	
8	Implementation Team Meetings 5	0.3	Tue	Tue	Workstream Leads, HoC	Workstream Leads, HoC
		days	29/12/20	29/12/20	21.121.00 20000,1100	
9	Implementation Team Meetings 6	0.3	Tue	Tue	Workstream Leads,HoC	Workstream Leads, HoC
		days	12/01/21	12/01/21		
0		0.3	Tue	Tue	Workstream Leads, HoC	Workstream Leads, HoC
1		days	26/01/21	26/01/21		
1		0.3	Tue	Tue	Workstream Leads, HoC	
52		days	09/02/21	09/02/21	Workstream Leads, HoC	
		0.3 days	Tue 16/02/21	Tue 16/02/21	vvoikstream Leads,HoC	
3		0.3	Tue	Tue	Workstream Leads,HoC	Workstream Leads, HoC
	-	days	23/02/21	23/02/21	or notice in Leads, 1100	
4		0.3	Tue	Tue	Workstream Leads, HoC	Workstream Leads, HoC
		days	02/03/21	02/03/21		
5	Implementation Team Meetings 12	0.3	Tue	Tue	Workstream Leads,HoC	Workstream Leads, HoC
		days	09/03/21	09/03/21		
		06 03	Wed	Wed		
6	Fortnightly Activity Hub Provision Programme Board Meeting	days	04/11/20			

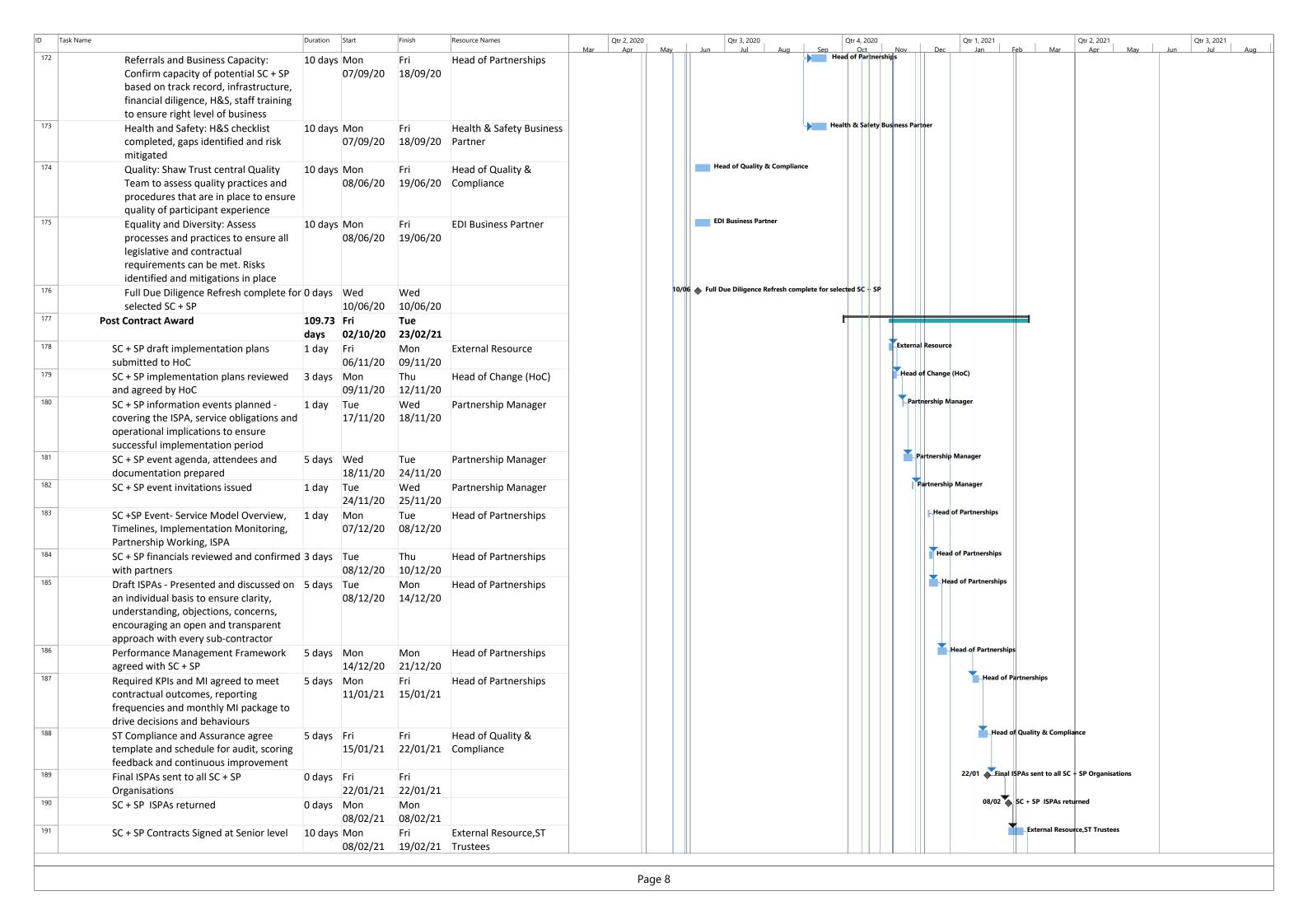
Tasl	Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Qtr 3, 2020 Qtr 4, 2020 Qtr 1, 2021 Qtr 2, 2021 Qtr 3, 2021 Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul
7	Activity Hub Provision Programme Board	0.3	Wed	Wed	HoC,Appointed	Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul HoC,Appa inted Programme Board
	Meetings 1	days	04/11/20	04/11/20	Programme Board	
	Activity Hub Provision Programme Board	0.2	Wed	Wed	HoC,Appointed	HoC, Appointed Programme Board
	Meetings 2	days	18/11/20	18/11/20	Programme Board	
	Activity Hub Provision Programme Board	0.2	Wed	Wed	HoC,Appointed	HoC,Appointed Programme Board
		days	02/12/20	02/12/20	Programme Board	
	-	0.2	Wed		HoC,Appointed	HoC,Appointed Programme Board
		days	16/12/20		Programme Board	
		0.2	Wed	Wed	HoC,Appointed	HoC,Appointed Programme Board
		days	13/01/21		Programme Board	
	•	0.2	Wed		HoC,Appointed	HoC,Appointed Programme Board
		days	27/01/21		Programme Board	
	<u> </u>					HoC,Appointed Programme Board
	,	0.3	Wed	Wed	HoC,Appointed	
	<u> </u>	days	10/02/21		Programme Board	HoC,Appointed Programme Board
		0.3	Wed		HoC,Appointed	
	<u> </u>	days	17/02/21		Programme Board	
	,	0.3	Wed	Wed	HoC,Appointed	HoC,Appointed Programme Board
	<u> </u>	days	24/02/21	24/02/21	Programme Board	
	,	0.3	Wed	Wed	HoC,Appointed	HoC,Appointed Programme Board
	Meetings 10	days	03/03/21	03/03/21	Programme Board	
	Activity Hub Provision Programme Board	0.3	Wed	Wed	HoC,Appointed	HoC,Appointed Programme Board
		days	10/03/21		Programme Board	
	-	249.47		Fri		
	_	days	09/06/20	30/04/21		
		6 days		Tue	Head of Change (HoC)	Head of Change (HoC)
	dependencies and risks during go live and transition	, .	09/06/20	16/06/20	gc (cs,	
		6 days	Tue 09/06/20	Tue 16/06/20	Head of Change (HoC)	Head of Change (HoC)
	Establish test and verification activities, including testing of related/impacted projects, software, and hardware across Shaw Trust	3 days	Mon 30/11/20	Wed 02/12/20	Head of Change (HoC)	Head of Change (HoC)
	Agreed approach to management of new and/or existing, services, equipment, software, hardware, including roles and responsibilities of external suppliers	4 days	Wed 02/12/20		Head of Change (HoC)	Head of Change (HoC)
	Scheduled handovers between implementation team, external suppliers, operational staff etc	5 days	Mon 22/03/21	Fri 26/03/21	Head of Change (HoC)	Head of Change (HoC)
	Communication(s) to key stakeholders and Shaw Trust boards during transition, updating on performance against target, risks, issues etc	90 days	s Mon 07/12/20	Fri 02/04/21	Head of Change (HoC)	Head of Change (HoC)
	Transition review to assess and document results of the implementation and transition - lessons learnt, correction actions to be taken, programme closure reports	15 days	Mon 12/04/21		Head of Change (HoC)	Head of Change (HoC)
		0 days	Fri 30/04/21	Fri 30/04/21		30/04 ♠ BAU Handover complete
Se	rvice Design	21 days		Fri		
	High Level Design	16 days		Mon		
	Service Vision defined	4 days	Mon	Thu 07/05/20	Business Development Team	Business Development Team
	Participant Case Studies defined	2 days		Tue	Business Development	Business Development Team
		,		12/05/20	· ·	
			TT/03/70			

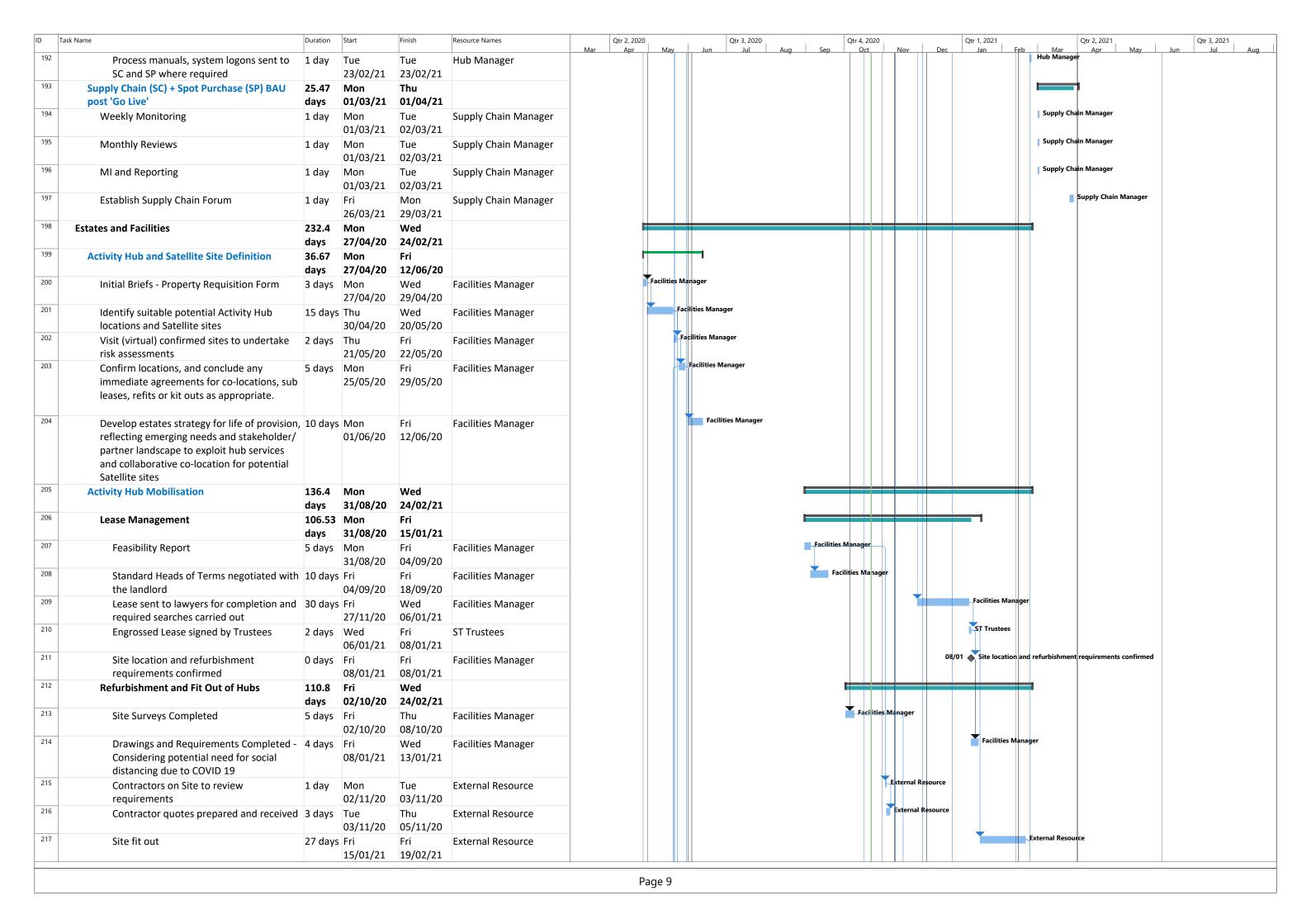
Ta	ask Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr May	Qtr 3, 2020 Jun Jul Aug Sep	Qtr 4, 2020 Oct		ov	Qtr 1, 2021 Dec Jan Feb Mar	Qtr 2, 2021 Apr May	Qtr 3, 2021 Jun Jul	A
31	Delivery Model defined	5 days		Tue	Business Development		usiness Development Team				Dec 7ail leb ivial	- Αρι Iviay		
2	Participant Journey defined	3 days	13/05/20 Wed 20/05/20	19/05/20 Fri 22/05/20	Team Business Development Team		susiness Development Team							
3	High Level Service Design complete	0 days		Mon 25/05/20	ream	25/05	High Level Service Design complete							
4	Low Level Design	8.2 days	Wed	Fri 29/05/20			1							
5	Develop detailed Delivery Model to inform Service Offer, Activity Hubs and Satellite sites, ICT infrastructure and Operating Model	5 days		Tue 26/05/20	Business Development Team		Business Development Team							
	Directory of local skills provision established to support core activity and intervention services - Active, Social, Skills		Mon 25/05/20	Fri 29/05/20	Business Development Team		Business Development Team							
,	Develop detailed Participant Journey to inform staffing profiles, supply chain and L&D needs	3 days	Mon 25/05/20	Wed 27/05/20	Business Development Team		Business Development Team							
3	Design outline Tools and Processes required for contract delivery	3 days	Mon 25/05/20	Wed 27/05/20	Business Development Team		Business Development Team							
9	Low Level Service Design complete	0 days	29/05/20	Fri 29/05/20		29/05	Low Level Service Design complete							
0	Contract Delivery Model Requirements	310.27 days	Mon 27/04/20	Sat 05/06/21										
1	Marketing and Stakeholder Engagement	143.93 days		Fri 09/04/21										
2	Activity Hub Provision Marketing Plan & Collateral	143.93		Fri										
3	Establish MarComms Implementation Team and responsibilities (Shaw Trust & Delivery Partners)		05/10/20 Mon 05/10/20	09/04/21 Mon 05/10/20	Head of MarComms			Head of	MarCor	mms				
4	Confirm marketing budget and set marketing metrics	g 1 day	Mon 30/11/20	Tue 01/12/20	Head of MarComms						Head of MarComms			
5	Identify responsibility for the copywriting, design, accessibility, approval, production and distribution	1 day	Tue 01/12/20	Tue 01/12/20	Head of MarComms						Head of MarComms			
6	Tactical Marketing Plan - Identify full list of requirements for marketing toolkit by audience, channel, messaging etc.	2 days	Wed 02/12/20	Thu 03/12/20	Head of MarComms						Head of MarComms			
7	Launch Plan - Promotional activities to cover first 3 months of the service	2 days		Mon 07/12/20	Head of MarComms						Head of MarComms			
8	Crisis Comms Plan - To provide suggested mitigation to potential marketing and communication related risks and contingency process for unforeseen issues	2 days		Wed 09/12/20	Head of MarComms						Head of MarComms			
9	Marketing planning complete	0 days	Wed 09/12/20	Wed 09/12/20						09/1	Marketing planning complete			
00	Content Strategy - Regular flow of information in varied formats published across all suitable channels; mail shots, community events, social media and stakeholder partnership marketing, promoting the service	90 days	Mon 18/01/21	Fri 14/05/21	Head of MarComms							Head of	MarComms	
)1	Brand Guidelines - Develop for use of logos, colours, etc. in partnership with Commissioners guidelines to ensure consistency, quality and visual identity	2 days	Mon 11/01/21	Tue 12/01/21	Head of MarComms						Head of MarComms			

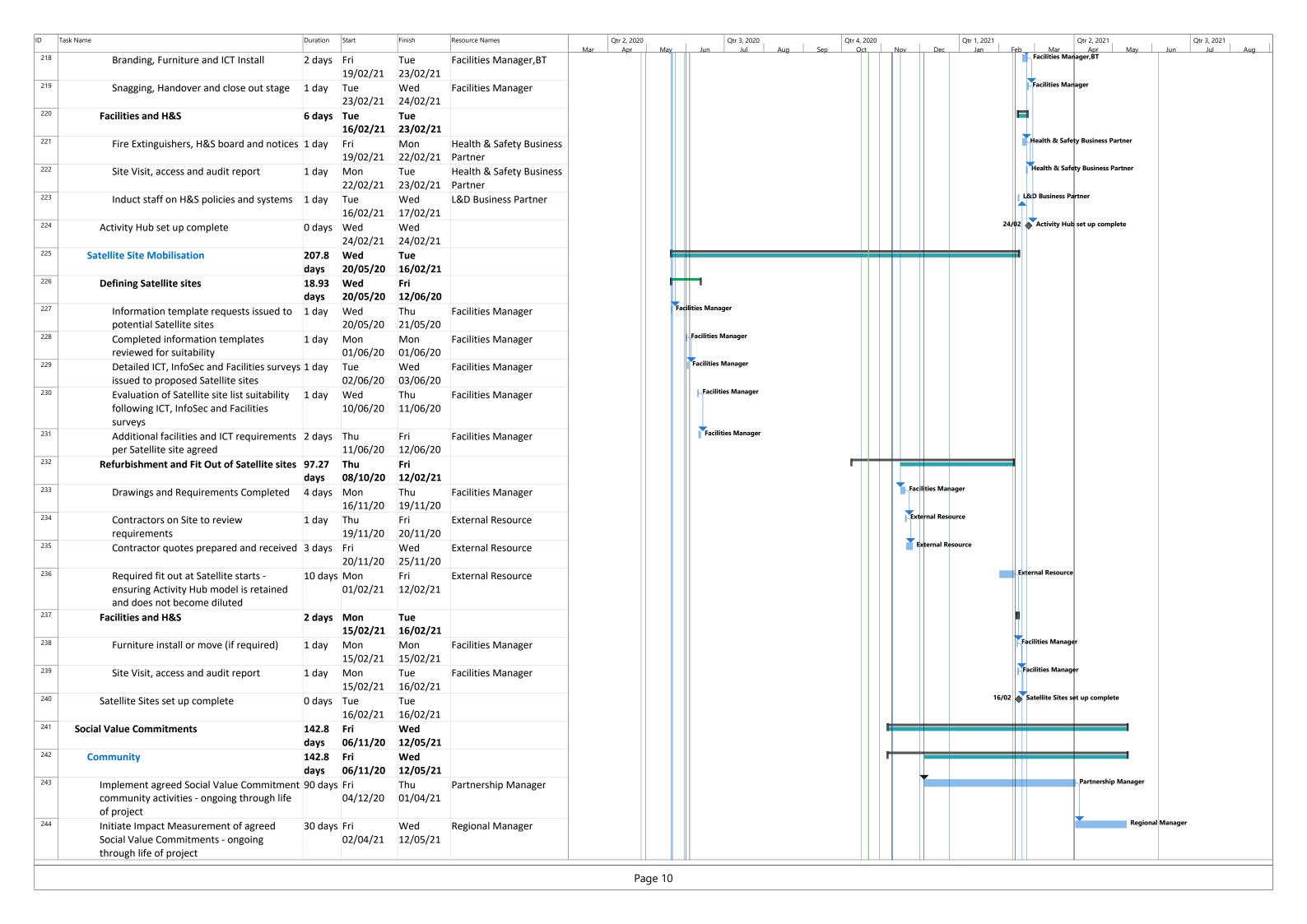
	sk Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr Mav	Qtr 3, 2020 Jun Jul Aug	Qtr 4, 2 Sep Oct		Nov	Qtr 1, 2021 Qtr 2, 2021 Q Dec Jan Feb Mar Apr May Jun
2	Marketing Toolkit - Produce suite of brochures/leaflets/posters etc. to support tactical implementation of the marketing strategy and delivery	48 days	Mon 18/01/21	Mon 22/03/21	Head of MarComms						Head of MarComms
3	Participant Collateral - Intervention Services Guide and Customer Service Standards for use in hubs	30 days	Mon 18/01/21	Thu 25/02/21	Head of MarComms						Head of MarComms
4		0 days	Thu 25/02/21	Thu 25/02/21							25/02 Marketing collateral production complete
5	Stakeholder Engagement	126.8 days	Mon 05/10/20	Thu 18/03/21							
5	Define Activity Hub Provision key messages and required impact for use in stakeholder engagement	2 days		Tue 08/12/20	Head of MarComms						Head of MarComms
07	Stakeholder Engagement Plan - Develop framework of activities to ensure all key stakeholders know of the service and how to access - including community events, newsletters, site visits, media outreach etc.	10 days	Thu 03/12/20	Thu 17/12/20	Head of MarComms						Head of MarComms
8	Direct engagement with local key stakeholders and CRC providers	90 days	Fri 20/11/20	Thu 18/03/21	Hub Manager,Partnership Manager						Hub Manager, Partnership Manager
9	Website - Create dedicated section on ST corporate site giving full details of service, linking to ST vision, mission values and other services	2 days	Mon 15/02/21	Tue 16/02/21	Head of MarComms						Head of MarComms
0	Approval of Marketing & Stakeholder Material		Tue 06/10/20	Thu 17/12/20							
		1 day	Tue 06/10/20	Tue 06/10/20	Head of MarComms			Head	d of MarC	omms	
2	Agree final timelines for production and distribution	1 day	Mon 07/12/20	Tue 08/12/20	Head of MarComms						Head of MarComms
3	First draft of material shared with focus groups and approval board	3 days	Mon 30/11/20	Wed 02/12/20	Head of MarComms						Head of MarComms
4	Amendments complete based on focus group and approval board responses Final draft of material shared with approval	10 days	Wed 02/12/20 Wed	Wed 16/12/20 Thu	Head of MarComms Appointed Approval						Head of MarComms Appointed Approval Board
16	board All marketing/stakeholder material approved	0 days	Thu	17/12/20 Thu	Board					17	712 All marketing/stakeholder material approved for production in line with plan
17	•	90.53 days		Thu							
3	Referral Routes Established	90.53	Fri	Thu							
		90 days		Thu							
0	NPS, Courts, CRCs	90 days		Thu	Hub Manager						Hub Manager
	NHS, Health, CCGs	90 days	Fri	Thu	Hub Manager						Hub Manager
2	Local Authority Services	90 days		Thu	Hub Manager						Hub Manager
3	JC Plus	90 days		Thu	Hub Manager						Hub Manager
24	Prisons	90 days		Thu	Hub Manager						Hub Manager

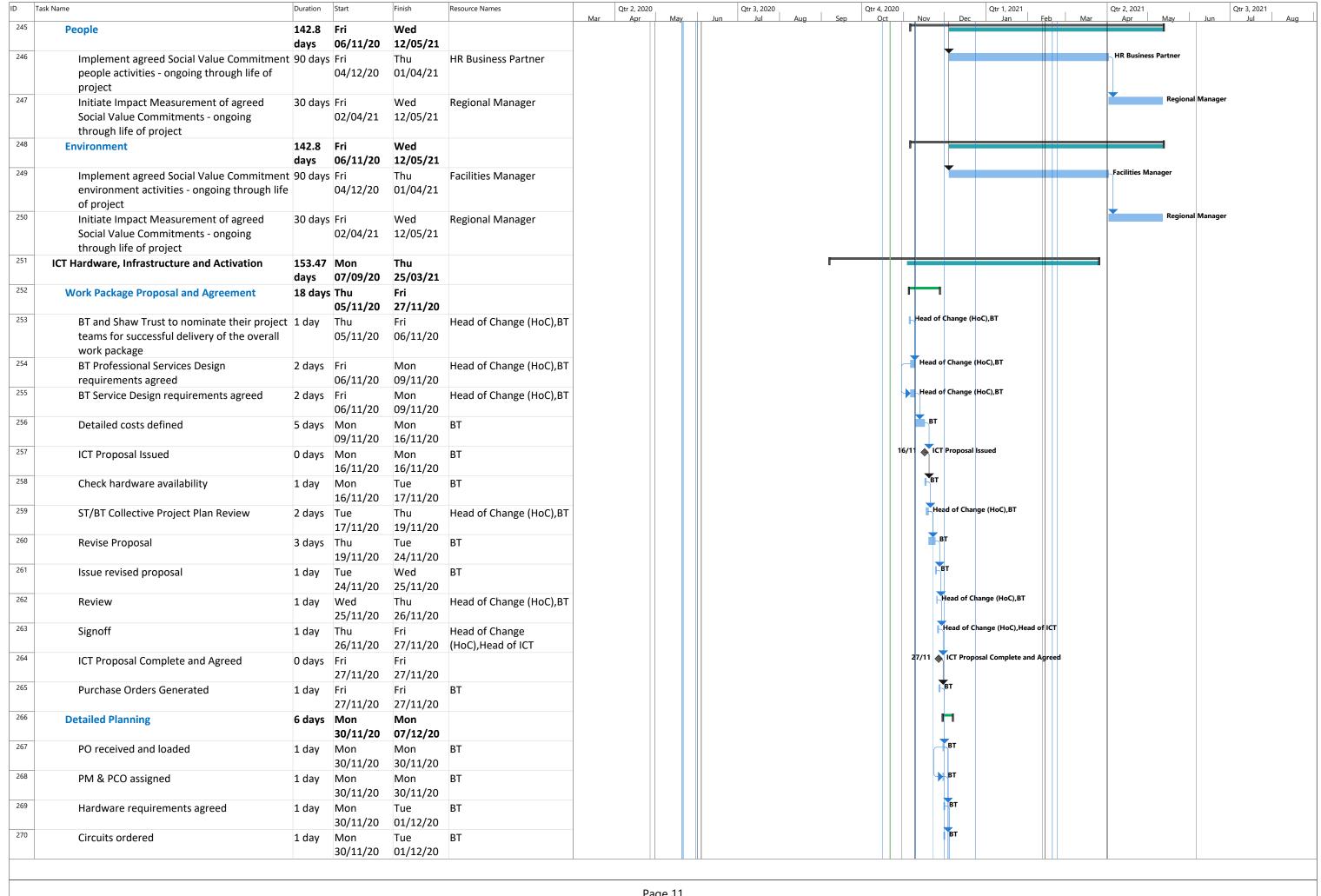


c) and Spot Purchase (SP) efined for EOI via Proactis ership Management and stice to define SC and SP for Activity Hub Provision ents and assessment criteria s of interest received (EOI) and ents information (RFI) issued ents and SC shortlisted mapped to delivery model d service specification agreed	37.2 days 0 days 2 days 3 days d 4 days 0 days 0 days 3 days 2 days	Mon 27/04/20 Mon 27/04/20 Mon 04/05/20 Mon 11/05/20 Fri 15/05/20 Mon 25/05/20 Mon	Wed 06/05/20 Thu 14/05/20 Fri 15/05/20	Partnership Manager Head of Partnerships,Director of Justice Partnership Manager External Resource	Ĺ	Head of	Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug quest for EOI via Proactis Partnerships, Director of Justice
for EOI via Proactis ership Management and stice to define SC and SP for Activity Hub Provision ents and assessment criteria as of interest received (EOI) and information (RFI) issued and SC shortlisted	0 days 2 days 3 days d 4 days 0 days 0 days 3 days	Mon 27/04/20 Mon 27/04/20 Mon 04/05/20 Mon 11/05/20 Fri 15/05/20 Mon 25/05/20 Mon	Mon 27/04/20 Tue 28/04/20 Wed 06/05/20 Thu 14/05/20 Fri 15/05/20	Head of Partnerships, Director of Justice Partnership Manager External Resource	Ĺ	Head of	
stice to define SC and SP for Activity Hub Provision onts and assessment criteria is of interest received (EOI) and information (RFI) issued and SC shortlisted	3 days d 4 days 0 days 0 days 3 days	27/04/20 Mon 04/05/20 Mon 11/05/20 Fri 15/05/20 Mon 25/05/20 Mon	28/04/20 Wed 06/05/20 Thu 14/05/20 Fri 15/05/20	Partnerships, Director of Justice Partnership Manager External Resource			Partnerships, Director of Justice
s of interest received (EOI) and information (RFI) issued and SC shortlisted mapped to delivery model	d 4 days 0 days 0 days 3 days	04/05/20 Mon 11/05/20 Fri 15/05/20 Mon 25/05/20 Mon	06/05/20 Thu 14/05/20 Fri 15/05/20	External Resource		Partn	
ed and SC shortlisted mapped to delivery model	0 days 0 days 3 days	11/05/20 Fri 15/05/20 Mon 25/05/20 Mon	14/05/20 Fri 15/05/20				nership Manager
ed and SC shortlisted mapped to delivery model	0 days 3 days	Fri 15/05/20 Mon 25/05/20 Mon	Fri 15/05/20	Dortoorchie Massesses		Ex	cternal Resource
ed and SC shortlisted mapped to delivery model	3 days	Mon 25/05/20 Mon		Partnership Manager	15/	/05 🔷 S	SC request for information (RFI) issued
mapped to delivery model		Mon	Mon 25/05/20	External Resource		25/05	SC RFI returned
	2 days	25/05/20	Wed	Head of Partnerships,Director of Justice			Head of Partnerships, Director of Justice
			Fri 29/05/20	Partnership Manager			Partnership Manager
service specification agreed	0 days	Fri	Fri	Head of Partnerships,Director of Justice		29/05	SP budget and service specification agreed
- selected from EOIs	1 day		Mon 01/06/20				
ligence questionnaire	2 days		Wed 03/06/20	Partnership Manager			Partnership Manager
ligence questionnaire issued	0 days	Fri 29/05/20	Fri 29/05/20	Partnership Manager		29/05	SC + SP due diligence questionnaire issued
ligence info returned	5 days		Fri 05/06/20	External Resource			External Resource
Questionnaires scrutinised and w Trust delivery capacity, ups, geography and to assess gaps and	1 day	Fri 05/06/20	Mon 08/06/20	Head of Partnerships,Director of Justice			Head of Partnerships, Director of Justice
s completed to allow further d of contractual dialogue	1 day		Mon 08/06/20	Head of Partnerships,Director of Justice			Head of Partnerships, Director of Justice
ogue with potential SC + SP to y, capability, specialism, ommercial awareness to ensur the contract and client (inc. ISPA)		Mon 08/06/20	Fri 12/06/20	Partnership Manager			Partnership Manager
completed for SC + SP	0 days	Fri 12/06/20	Fri 12/06/20				12/06 Final selection completed for SC + SP
c) + Spot Purchase (SP) h to Award		Mon	Tue				
Award	79.47	Mon	Fri				
		Mon	Fri				
ailed Due Diligence Refresh:	10 days		Fri 18/09/20	Finance Business Partner			Finance Business Partner
h t	o Award ard ed Due Diligence Refresh: aw Trust Finance team to ancial viability, to ensure of payment terms and so to requirements and do	o Award ard 79.47 days ed Due Diligence Refresh: 79.47 days aw Trust Finance team to ancial viability, to ensure of payment terms and	o Award ard 79.47 days 08/06/20 79.47 Mon days 08/06/20 79.47 Mon days 08/06/20 79.47 Mon days 08/06/20 79.47 Mon days 08/06/20 10 days Mon 07/09/20 of payment terms and sto requirements and do	days 08/06/20 23/02/21 ard 79.47 Mon Fri days 08/06/20 18/09/20 ed Due Diligence Refresh: 79.47 Mon Fri days 08/06/20 18/09/20 aw Trust Finance team to ancial viability, to ensure of payment terms and so to requirements and do	days 08/06/20 23/02/21 ard 79.47 Mon Fri days 08/06/20 18/09/20 ed Due Diligence Refresh: 79.47 Mon Gays 08/06/20 18/09/20 aw Trust Finance team to ancial viability, to ensure of payment terms and so to requirements and do 79.47 Mon Fri 07/09/20 Fri	days 08/06/20 23/02/21 79.47 Mon Fri days 08/06/20 18/09/20 ed Due Diligence Refresh: 79.47 Mon Fri days 08/06/20 18/09/20 aw Trust Finance team to ancial viability, to ensure of payment terms and so to requirements and do 79.47 Mon Fri 08/09/20 18/09/20 Fri Finance Business Partner 07/09/20 18/09/20	days 08/06/20 23/02/21 ard 79.47 Mon Fri 08/06/20 18/09/20 ed Due Diligence Refresh: 79.47 Mon Gays 08/06/20 18/09/20 aw Trust Finance team to ancial viability, to ensure of payment terms and so to requirements and do 79.47 Mon Fri 18/09/20 18/09/20

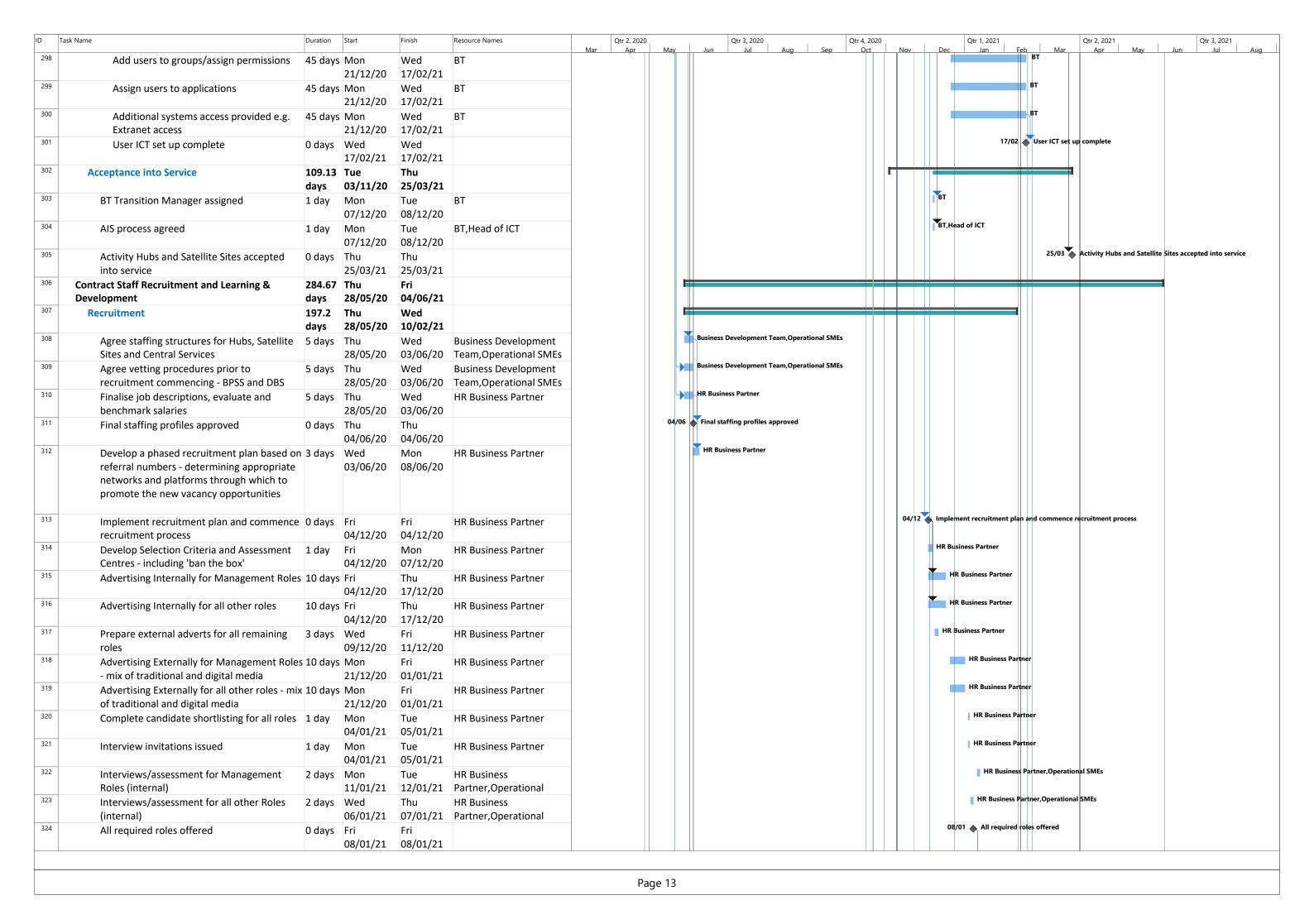






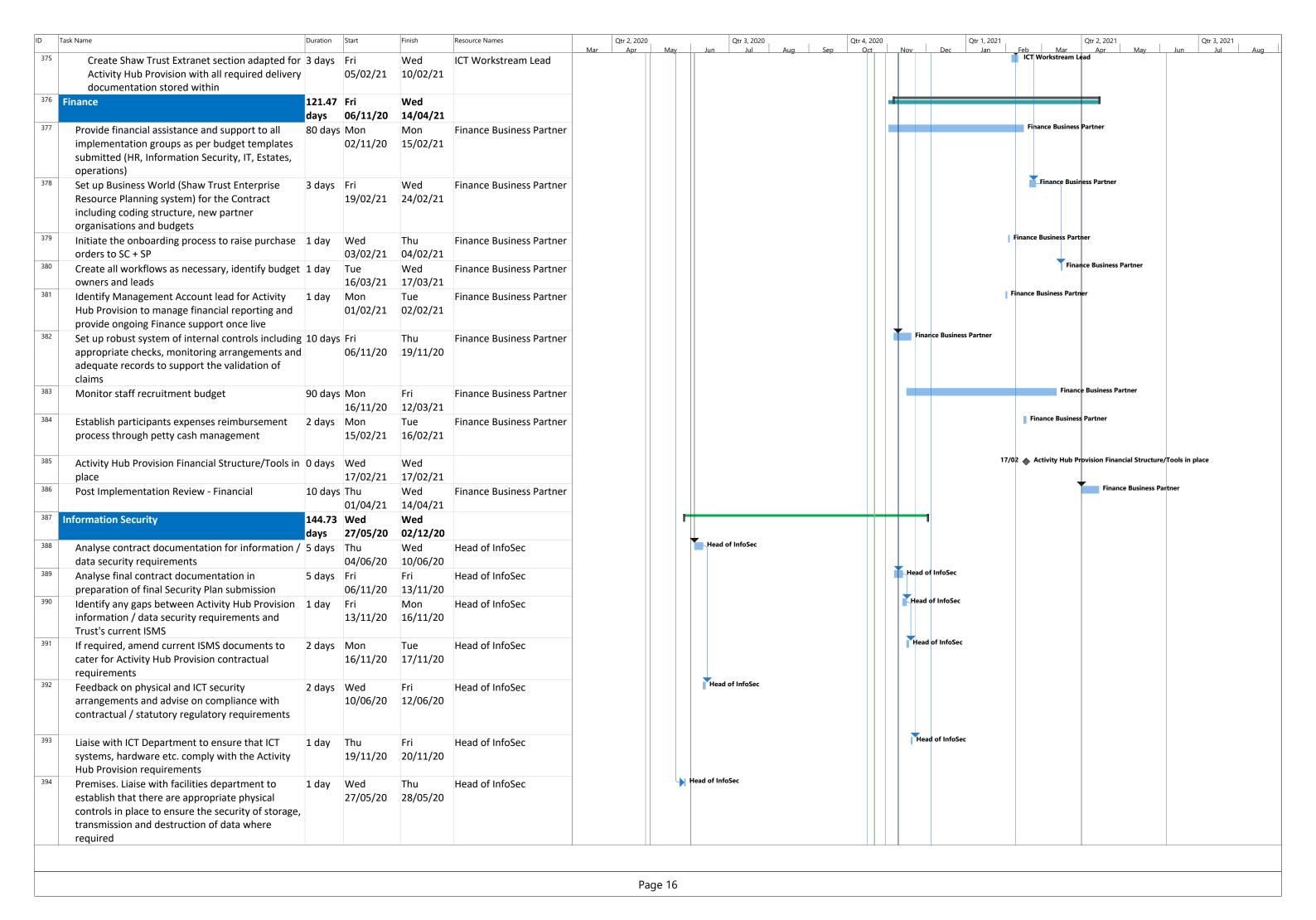


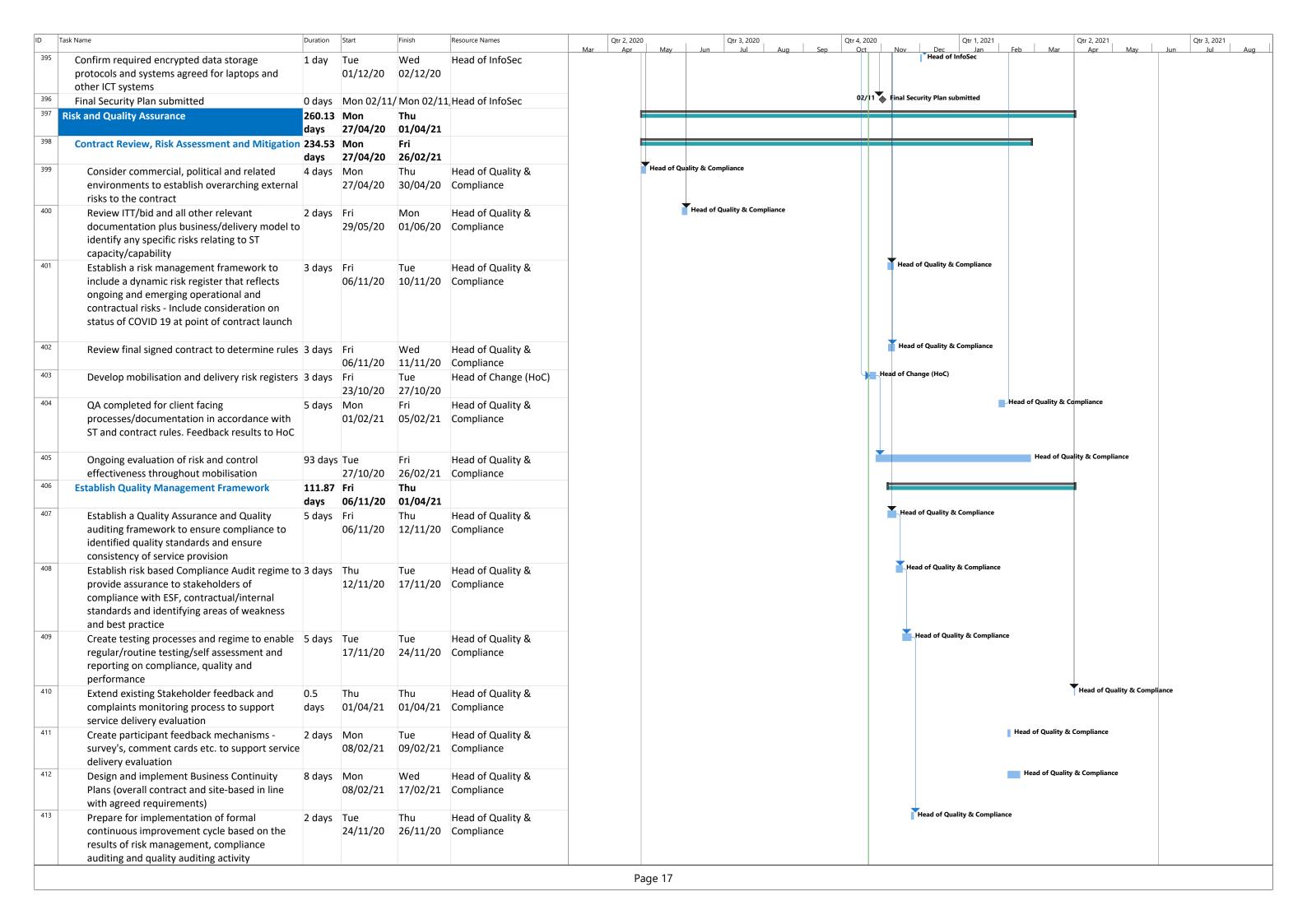
Task N	ame	Duration	Start	Finish	Resource Names
271	Lines request submitted to OpenReach	1 day	Mon	Tue	BT
	<u> </u>	,	30/11/20	01/12/20	
272	PID & RAID created and plan revised	4 days		Fri	ВТ
273	Resources booked	1 day	30/11/20 Fri	04/12/20 Mon	BT
		·	04/12/20	07/12/20	
274	Detailed ICT Planning Complete	0 days	Mon 07/12/20	Mon 07/12/20	ВТ
275	ICT Hardware	39.33	Mon	7/12/20 Tue	
		days	11/01/21	02/03/21	
276	Shaw Trust to place hardware order	1 day	Mon	Tue	ICT Workstream Lead
277	Lenovo to deliver the new equipment to BT's	1 day	08/02/21 Mon	09/02/21 Tue	External Resource
	Configuration Centre	- Luuy	15/02/21		External Resource
278		4 days		Fri	ВТ
	equipment using the agreed software image at BTs Configuration Centre		16/02/21	19/02/21	
279	BT Configuration Centre ship equipment to	1 day	Mon	Tue	BT
	the designated Shaw Trust site		22/02/21	23/02/21	
280	BT Engineer onsite to complete End User familiarisation	1 day	Mon 01/03/21	Tue 02/03/21	ВТ
281		22.87	Mon	7ue	
		days	09/11/20		
282	Shaw Trust to formally deliver the end point	1 day	Mon	Tue 08/12/20	Facilities Manager
	delivery site list to BT including the name and contact information for the Designated		07/12/20	06/12/20	
	site lead				
283	Dates scheduled for BT Engineer to attend		Mon	Tue	ВТ
	site(s) and complete the on-project site work	(09/11/20	10/11/20	
284	ICT Activation	87.8	Tue	Thu	
205		days	03/11/20		
285	Activity Hub and Satellite Sites	4.13 days	Mon 22/02/21	Thu 25/02/21	
286	Delivery to site(s)	1 day		Tue	ВТ
			22/02/21		
287	Network Installation Day	1 day		Tue	ВТ
288	Printers installed	1 day	23/02/21 Wed	23/02/21 Wed	BT
	Times instance	1 day	24/02/21		
289	Deploy desk and conference phones	1 day	Wed	Wed	ВТ
290	Activity Hub ICT set up complete	0 days	24/02/21	24/02/21 Thu	
	Activity habiter set up complete	o days			
291	55	81.4	Tue	Wed	
292	plan	days	03/11/20		ICT Maybetyon and Lond
	Agree all user requirements based on role	1 uay	Mon 07/12/20	Tue 08/12/20	ICT Workstream Lead
293		45 days	Mon	Wed	HR Business Partner
294	receipt of agreed vetting checks	4E -J			LID Dueis D- :
-57	CJSM email accounts requested following receipt of agreed vetting checks	45 days		Wed 17/02/21	HR Business Partner
295		45 days		Wed	ICT Workstream Lead
	receipt of agreed vetting checks		21/12/20	17/02/21	
	Create user accounts with RES ID as	45 days		Wed	ВТ
296	LICO KINO MO O				
296	username Create Active Directory structure and	45 days	21/12/20 s Mon	17/02/21 Wed	BT



Task	Name	Duration	Start	Finish	Resource Names	Qtr 4, 2020 Qtr 1, 2021 Qtr 2, 2021
25	BPSS, DBS, Right to Work, Criminal Record and Employment History checks complete for all applicants prior to starting in post	25 days	Fri 08/01/21	Wed 10/02/21	HR Business Partner	HR Business Partner
26		0 days	Wed 10/02/21	Wed 10/02/21	HR Business Partner	10/02 All Activity Hub provision roles filled and required vetting of
27		202.53		Fri 04/06/21		
28	Programme and Learning Needs Assessment	8.2	Mon 16/11/20	Wed 25/11/20		
29	Identify the specific Activity Hub Provision needs that L&D activity must address	-	Mon 16/11/20	Wed 18/11/20	L&D Business Partner	L&D Business Partner
30	New ST staff: review job descriptions and person specifications	2 days		Fri 20/11/20	L&D Business Partner	L&D Business Partner
31		2 days		Tue 24/11/20	L&D Business Partner	L&D Business Partner
32	Identify resource requirements (delivery, budget, infrastructure)	-	Tue 24/11/20	Wed 25/11/20	L&D Business Partner	L&D Business Partner
33	Learning approach and resource requirements agreed in line with contract requirements		Wed 25/11/20	Wed 25/11/20	Hub Manager	Hub Manager
34	Design and Development	10 days	25/11/20	Wed 09/12/20		
335	Translate programme and learning needs into solutions that meet these needs	10 days	Wed 25/11/20	Wed 09/12/20	L&D Business Partner	L&D Business Partner
36	Design learning solutions	10 days	Wed 25/11/20	Wed 09/12/20	L&D Business Partner	L&D Business Partner
37	Utilise operational SMEs to input into learning solutions	10 days		Wed 09/12/20	L&D Business Partner	L&D Business Partner
38	Develop and agree detailed staff on-boarding and induction programme	10 days		Wed 09/12/20	L&D Business Partner	L&D Business Partner
39	Test learning solution designs with target	10 days		Wed	L&D Business Partner	L&D Business Partner
40	Measures identified; evaluation framework in place; evaluation tools identified	10 days	Wed	Wed	L&D Business Partner	L&D Business Partner
41	Identify approaches for reinforcement and transfer of learning	10 days		Wed 09/12/20	L&D Business Partner	L&D Business Partner
342		0 days		Wed 09/12/20		09/12 Finalise employee onboarding logistics and arrangements
343	Training Delivery	105.53 days		Fri 04/06/21		
444	Shaw Trust Induction delivered for all contract roles, including SC and SP employees		Mon 15/02/21	Tue 16/02/21	L&D Business Partner	L&D Business Partner
45	Mandatory e-learning training, e.g. Safeguarding, Equality & Diversity etc. completed by all contract roles	1 day		Wed 17/02/21		
46	Essential role specific training for go-live is delivered		Wed 20/01/21	Fri 26/02/21		
47		2 days	Wed	Thu 18/02/21	Change Team	Change Team
48	Intervention Services Training	1 day	Fri 19/02/21	Mon 22/02/21	Intervention Services Lead	Intervention Services Lead
349	CATS+ End User Course	1 day	Mon 22/02/21	Tue	External Resource	External Resource

	k Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr May	Jun	Qtr 3, 2020 Jul	Aug Sep	Qtr 4, 2020 Oct	Nov Dec	Qtr 1, 2021 Jan	Feb N	Qtr Mar	Apr Mav	Jun Qtr 3	3, 2 Jul
0	Information Security - General and Contract Specific (HMPPS Info Sec Module)	0.5 days	Tue 23/02/21	Tue 23/02/21	L&D Business Partner								L&D E	Business Part	ner		
1	Conflict Management for Personal Safety	0.5 days	Tue 23/02/21	Tue 23/02/21	L&D Business Partner								L&D B	usiness Part	ner		
52	Overview of Mental Health Awareness	-	Wed 24/02/21	Wed 24/02/21	L&D Business Partner								L&D E	Business Part	ner		
3	Unconscious Bias	0.5 days	Wed 24/02/21	Wed 24/02/21	L&D Business Partner								L&D E	Business Part	ner		
4	One Page Profile and Person-Centred Thinking	0.5 days	Thu 25/02/21	Thu 25/02/21	L&D Business Partner								L&D I	Business Par	ner		
5	-	0.5 days	Thu 25/02/21	Thu 25/02/21	L&D Business Partner								L&D I	Business Par	ner		
56	Performance cycle for employees - objective setting, personal development plans and appraisal modelling	0.5 days	Fri 26/02/21	Fri 26/02/21	Hub Manager								Hub I	Manager			
7	Activity Hub Provision processes and procedure training refresher	0.5 days	Fri 26/02/21	Fri 26/02/21	Change Team								Chan	ge Team			
58	All role specific go live training complete	0 days		Fri 26/02/21									26/02 All r	ole specific	o live training cor	nplete	
59	Role specific development training	50 day		Fri													
50	Leadership and Team Building	50 day		Fri 04/06/21	L&D Business Partner											L&D Business I	Par
1	Make Every Contact Count (MECC)	50 day		Fri	L&D Business Partner											L&D Business I	Par
2	Mental Health First Aid	50 day		Fri 04/06/21	L&D Business Partner											L&D Business I	Par
3	Mentoring	50 day	s Thu 01/04/21	Fri 04/06/21	L&D Business Partner											L&D Business I	Par
4	Employer Engagement	50 day	s Thu 01/04/21	Fri 04/06/21	L&D Business Partner											L&D Business I	Par
5	Refresher training where required	50 day	s Thu 01/04/21	Fri 04/06/21	Change Team											Change Team	
57	Evaluation and measurement of learning solutions - delegate surveys/feedback Operating Processes - Design and Development	5 days 72.4 days	26/02/21 Mon	Wed	L&D Business Partner								L&c	D Business I	artner		
58	Analysis of Requirements - Review bid documentation, contract and commissioner guidelines	5 days		Fri 13/11/20	Change Team						Change Team						
59	Detailed process design of Participant Journey	5 days		Fri 20/11/20	Change Team						Change Tear						
0	Define library of tools and resources required for Activity Hub Provision contract delivery	3 days	Fri 20/11/20	Wed 25/11/20	Change Team						Change Te	am					
1	Identify, review and update existing Policies and Procedures to accommodate Activity Hub Provision delivery. Create new policies and procedures where these are required	2 days		Tue 24/11/20	Hub Manager						Hub Mana						
72	Design structure of Operations Manuals and other relevant documents	3 days		Mon 30/11/20	Change Team						Change						
3	Produce content for operations manuals, forms and documentation	18 day		Fri 22/01/21	Change Team								nge Team				
74	Production and QA complete for all contract delivery documentation	0 days	Fri	Fri 05/02/21								05/02 (Production a	and QA comp	lete for all contra	t delivery documen	ıtat





ID Task	Name	Duration	Start	Finish Resource Names Mai	Qtr 2, 2020 r Apr) Mar La	Qtr 3, 2020 Jul Aug	Sep	Qtr 4, 2020	Nov Dec	Qtr 1, 2021	Feb Mar Apr May 26/02 • Quality Management & Assurance Fra	Qtr 3, 2021 Jun Jul	
414	Quality Management & Assurance Framework	0 days	Fri	Fri	r Apr	May Jun	Jul Aug	sep		Nov Dec	Jan	26/02 Quality Management & Assurance France	nework in place	Aug
	in place		26/02/21	26/02/21										
					Pa	age 18								