

Criteria	Weighting	Max. Score
<p><b>Q1.5.1     <u>Performance Management (of direct and sub-contracted delivery)</u></b></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"> <li>• Detail the percentage of delivery by the supply chain and by the bidding organisation</li> <li>• Clearly describe how both internal and supply chain performance is managed to ensure the required Service Level volumes are met;</li> <li>• Describe how you will analyse performance data to ensure the required volumes for Service Levels 1-4 are achieved;</li> <li>• 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;</li> <li>• 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;</li> </ul> <p><b>Your response must be limited to 750 words.</b></p>	<b>X2</b>	<b>14</b>

**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
- Data integrity: 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
- Reporting: 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

## CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p><b>Q1.6.1     <u>Quality and Compliance</u></b></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"> <li>• 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;</li> <li>• 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?</li> <li>• How will you ensure your staff acquire knowledge to comply with all ESF rules and regulations required for this contract?</li> <li>• Detail how you will ensure that CFO Activity Hubs is the primary branding for all external facing publicity and documentation?</li> <li>• Clearly describe how you will manage and ensure the quality of delivery by any subcontractors e.g. site visits, audits and observations of delivery;</li> <li>• Identify how you will continuously improve the quality of delivery of this provision and share best practice throughout your supply chain;</li> <li>• Explain how you will obtain feedback from participants and proactively act upon this;</li> <li>• Describe how you will handle complaints and act on any findings including details of procedures,</li> </ul>	<b>X5</b>	<b>35</b>

## CFO Activity Hubs 2021-2023

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"> <li>• Describe how will you ensure all required systems are updated in a timely manner;</li> <li>• Describe how you will ensure that staff culture meets the requirements of Expected Standard 3;</li> <li>• 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.</li> </ul> <p><b>Your response must be limited to 1000 words.</b></p>		

**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
<p><b>Q1.7.1     <u>Implementation Plan</u></b></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"> <li>• The date on which you propose to commence service delivery;</li> <li>• How you will mobilise the new service within the timescales and key milestones that relate to mobilisation;</li> <li>• Assumptions/rationale for key milestones detailed with your Implementation Plan;</li> <li>• The timeline for staff recruitment and training;</li> <li>• Delivery of an organisational structure, including all management structures, roles, responsibilities and relationships;</li> <li>• Strategy and timeline for engaging stakeholders to develop referral routes;</li> <li>• The timeline and key activities to secure and set up your proposed delivery locations;</li> <li>• Details of Sub-Contractors that will be used and relationship(s) with third parties that still need to be formed/finalised;</li> <li>• 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.</li> </ul>	<b>X1</b>	<b>7</b>

CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p><b>Your response must be limited to 900 words.</b></p> <p><b>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.</b></p>		

**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:

- Dedicated mobilisation resource, distinct from day-to-day operational staff: The HoC and CO are responsible for the management of the implementation plan and nine workstream leads
- Structured reporting and governance process: 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 Engagement	Marketing material approved (L100)	Support timely stakeholder engagement
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#### 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)

<b>Risk</b>	<b>RAG</b>	<b>Mitigation</b>	<b>Timeline</b>
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

# CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p><b>Q1.8.2    <u>Social Value – Community</u></b></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"> <li>• 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</li> <li>• Provide facilities for use by community and voluntary organisations for a number of hours per year</li> <li>• Work with community and voluntary organisations to create a number of new volunteering opportunities in the local area</li> <li>• 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</li> </ul> <p><b>Your response must be limited to 250 words.</b></p>	<b>X2</b>	<b>14</b>

**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. Measuring impact: Subcontractor reporting requirements.

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

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

Criteria	Weighting	Max. Score
<p><b>Q1.8.3     <u>Social Value – People</u></b></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><b>a) Improving wages/salaries</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Employing ex-offenders within this contract (direct and supply chain) and within your wider organisation</li> <li>• Use of ex-offenders as voluntary support</li> <li>• Creating traineeships (including apprenticeships)</li> </ul> <p><b>b) Improving prospects</b></p> <ul style="list-style-type: none"> <li>• Improving the skills levels of existing staff by training of the workforce to Level 2/3/4 (for example)</li> <li>• Provide work experience for ex-offenders across organisation</li> <li>• Reduce average sickness absence by an improved health, wellbeing and education and support package for staff</li> <li>• Identify staff who are carers and ensure flexible working practices are implemented to support these responsibilities</li> </ul> <p><b>Your response must be limited to 250 words.</b></p>	<b>X2</b>	<b>14</b>

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

**b) Improving prospects**

**SVC:** Deliver 900+hrs annual Continuous Professional Development (CPD) support for Activity Hub staff to increase skills levels/facilitate wage progression.

Measuring impact: CPD modules completed via Shaw Trust Learning Academy.

**SVC:** Achieve sickness absence levels 0.5% below regional average (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).

Measuring impact: 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.

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## CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p><b>Q1.8.4 <u>Social Value - Environment</u></b></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"> <li>• Reducing waste generated compared to previous years</li> <li>• Reducing waste sent to landfill compared to previous years</li> <li>• Reducing carbon emissions by per year</li> <li>• Reducing overall energy consumption / water consumption per year</li> <li>• Increasing the use of renewable energy / community generated renewable energy as a proportion of total energy consumption</li> </ul> <p>Monitoring and training subcontractors to achieve improved environmental objectives</p> <p><b>Your response must be limited to 250 words.</b></p>	<b>X2</b>	<b>14</b>

**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):

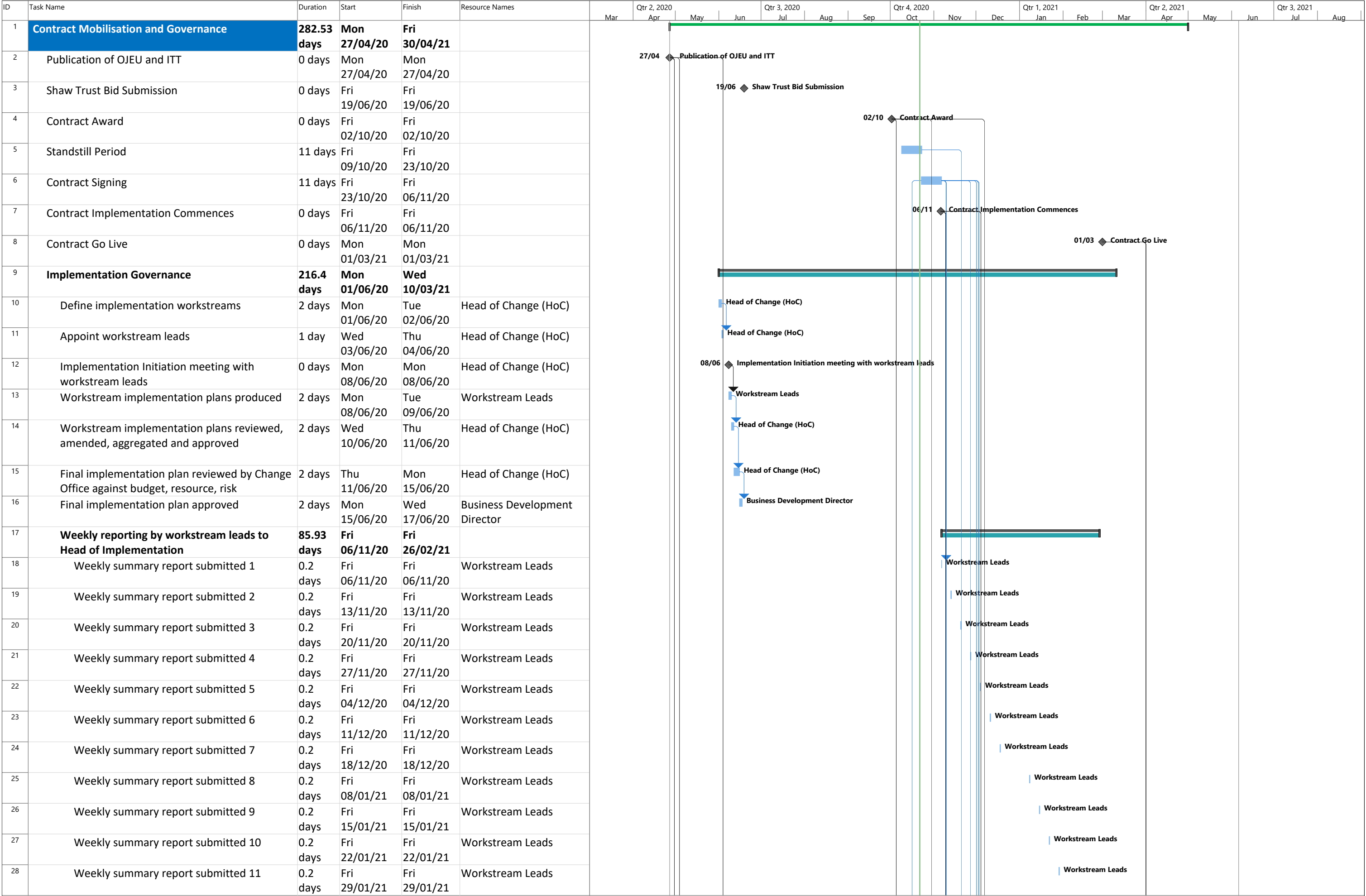
**SVC:** Ensure all 2 Activity Hubs have recycling facilities, with 100% of paper recycled to reduce waste to landfill. Measuring impact: 'Shred It' monthly environmental report.

**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). Measuring impact: Number of suppliers rated Good/Exceeding for environmental sustainability during evaluation.

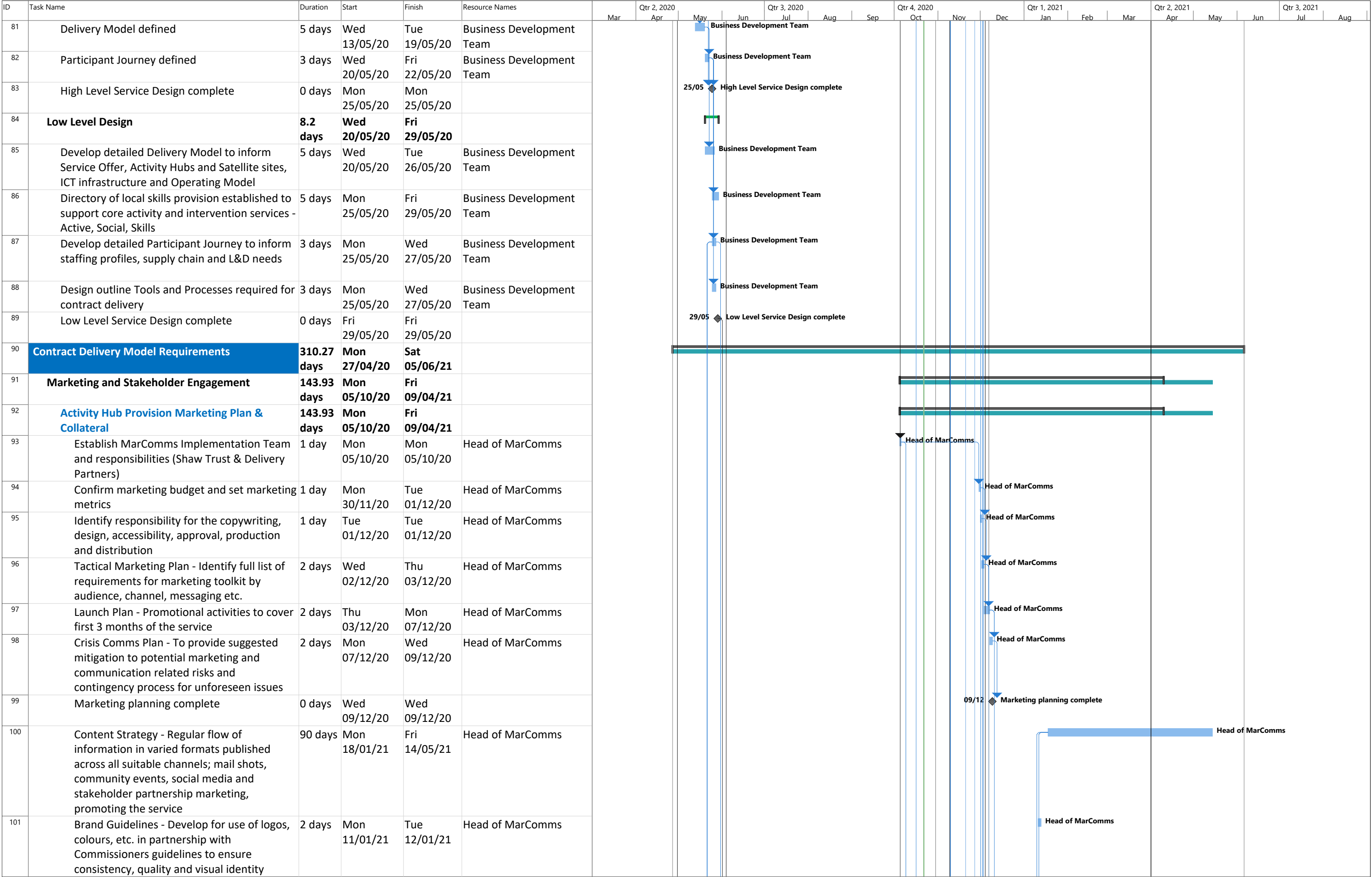
**SVC:** 10% reduction in business-related travel annually through policy of virtual meetings/flexible-working/cycle-to-work scheme/carpooling. Outlined as part of induction training for 100% of staff. Measuring impact: Reporting of staff travel (Click Travel System).

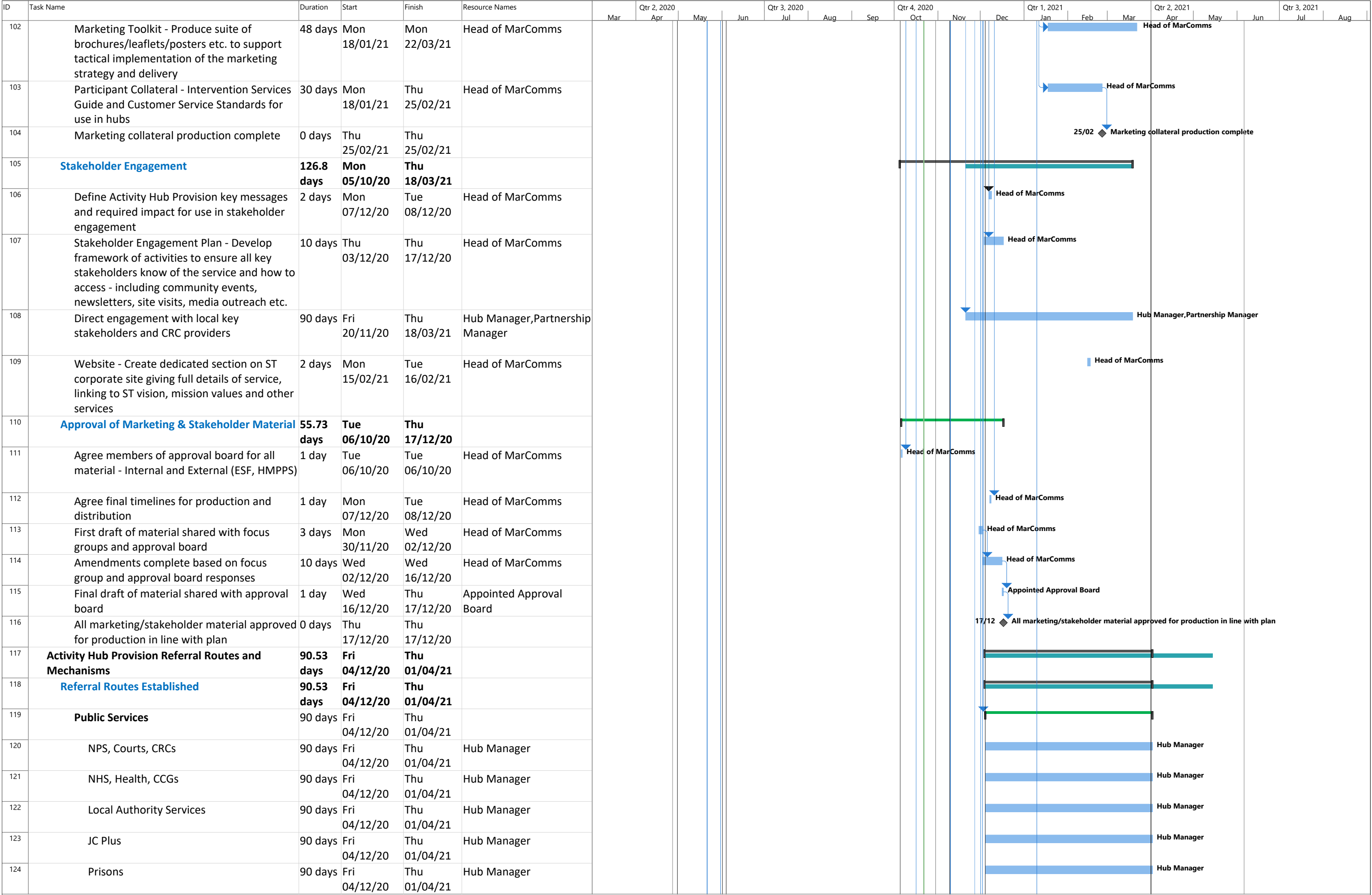
Accountability for SVCs will sit with the Regional Manager who, in conjunction with the Carbon Energy Manager, will collect data on all outcomes, informing an annual report on our progress for the Authority.

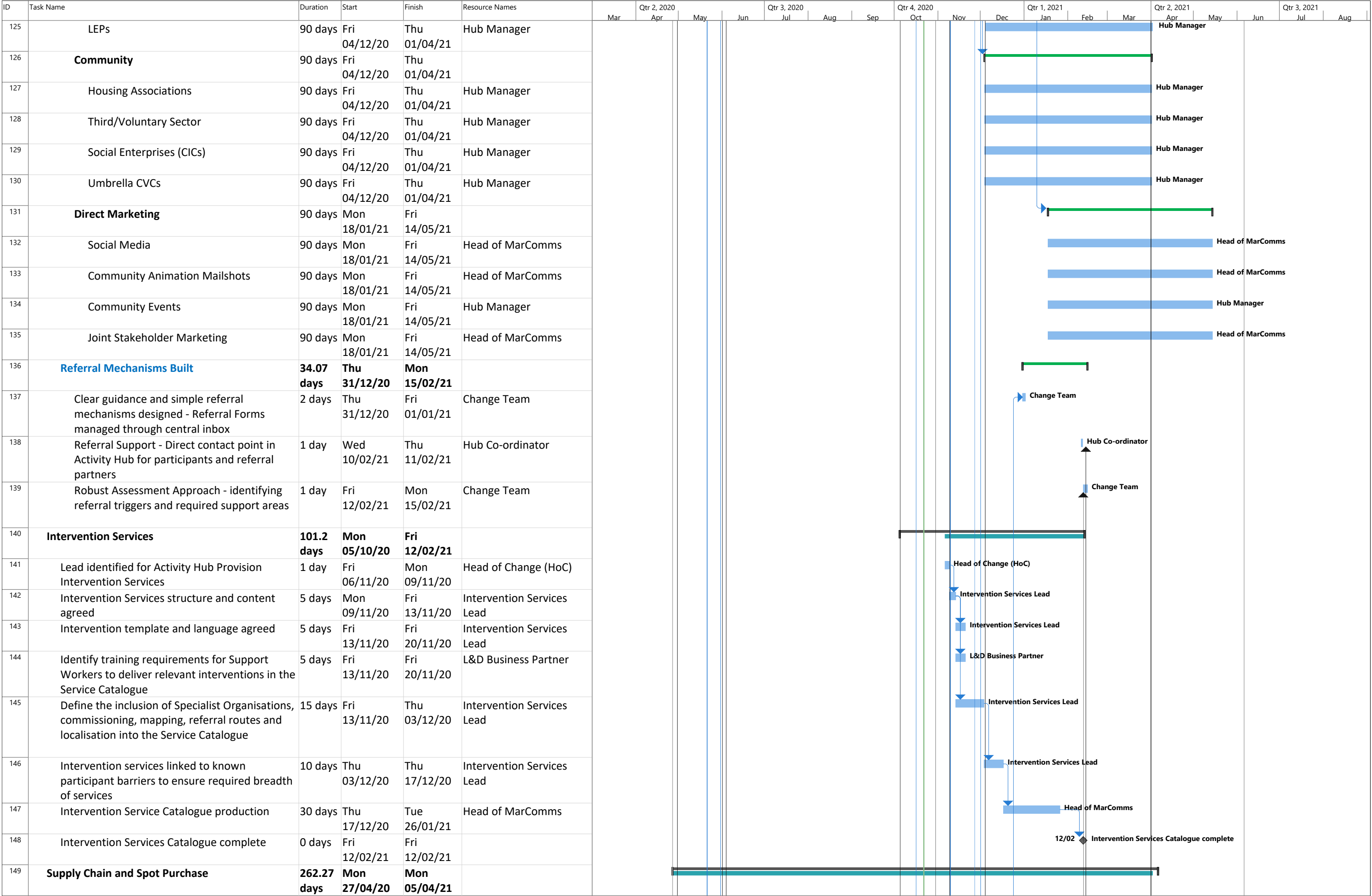


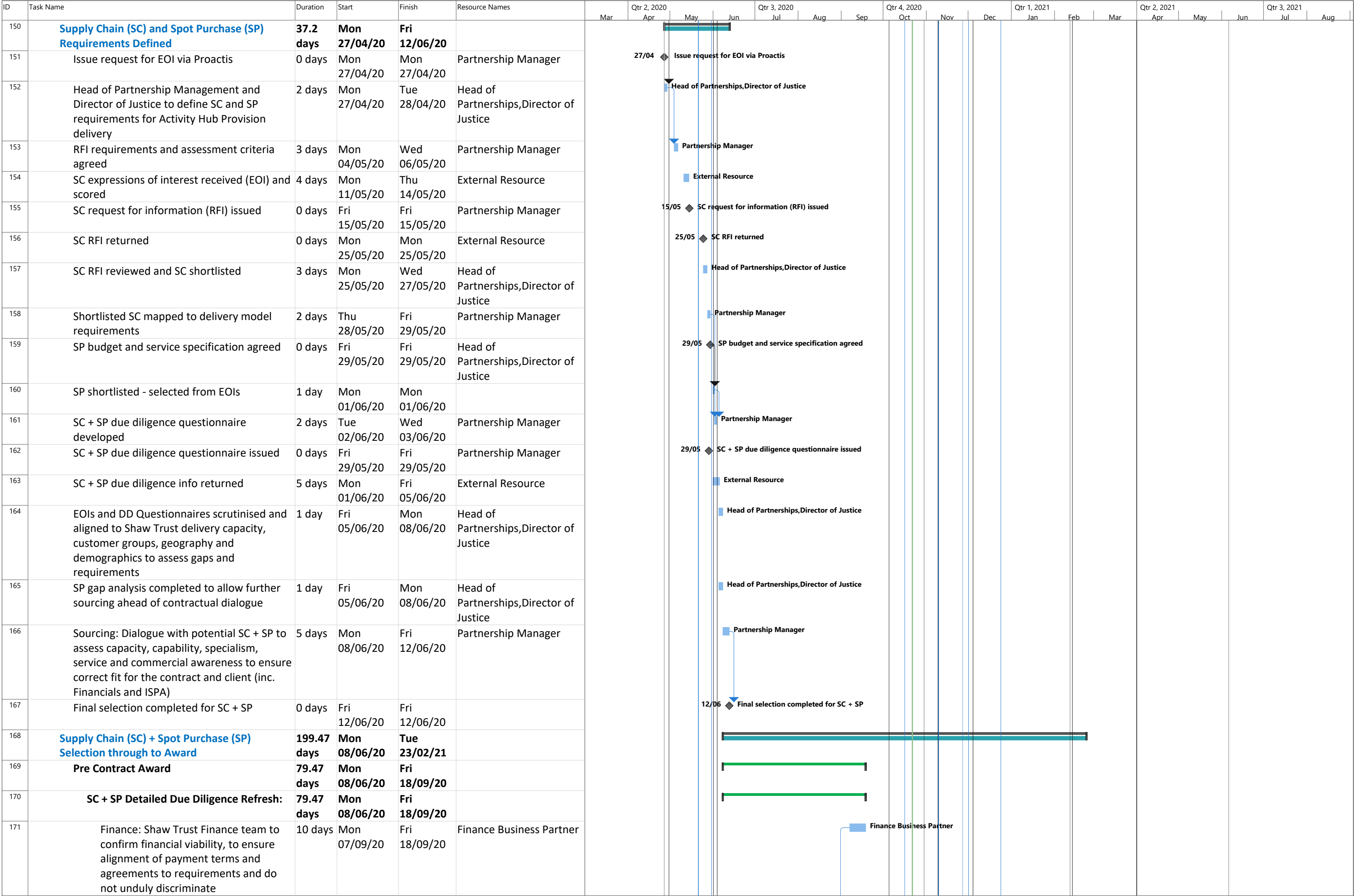
ID	Task Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020		May	Jun	Qtr 3, 2020			Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021			Qtr 3, 2021	
							Apr				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
29	Weekly summary report submitted 12	0.2 days	Fri 05/02/21	Fri 05/02/21	Workstream Leads														Workstream Leads					
30	Weekly summary report submitted 13	0.2 days	Fri 12/02/21	Fri 12/02/21	Workstream Leads														Workstream Leads					
31	Weekly summary report submitted 14	0.2 days	Fri 19/02/21	Fri 19/02/21	Workstream Leads														Workstream Leads					
32	Weekly summary report submitted 15	0.2 days	Fri 26/02/21	Fri 26/02/21	Workstream Leads														Workstream Leads					
33	Fortnightly reporting by Head of Implementation to Activity Hub Provision Programme Board	75.6 days	Mon 16/11/20	Mon 22/02/21																				
34	Fortnightly PB reports 1	0.4 days	Mon 16/11/20	Mon 16/11/20	Head of Change (HoC)														Head of Change (HoC)					
35	Fortnightly PB reports 2	0.4 days	Mon 30/11/20	Mon 30/11/20	Head of Change (HoC)														Head of Change (HoC)					
36	Fortnightly PB reports 3	0.4 days	Mon 14/12/20	Mon 14/12/20	Head of Change (HoC)														Head of Change (HoC)					
37	Fortnightly PB reports 4	0.4 days	Mon 11/01/21	Mon 11/01/21	Head of Change (HoC)														Head of Change (HoC)					
38	Fortnightly PB reports 5	0.4 days	Mon 25/01/21	Mon 25/01/21	Head of Change (HoC)														Head of Change (HoC)					
39	Fortnightly PB reports 6	0.4 days	Mon 01/02/21	Mon 01/02/21	Head of Change (HoC)														Head of Change (HoC)					
40	Fortnightly PB reports 7	0.4 days	Mon 08/02/21	Mon 08/02/21	Head of Change (HoC)														Head of Change (HoC)					
41	Fortnightly PB reports 8	0.4 days	Mon 15/02/21	Mon 15/02/21	Head of Change (HoC)														Head of Change (HoC)					
42	Fortnightly PB reports 9	0.4 days	Mon 22/02/21	Mon 22/02/21	Head of Change (HoC)														Head of Change (HoC)					
43	Fortnightly All Workstream Leads Team Meeting	96.93 days	Tue 03/11/20	Tue 09/03/21																				
44	Implementation Team Meetings 1	1 day	Tue 03/11/20	Wed 04/11/20	Workstream Leads,HoC														Workstream Leads,HoC					
45	Implementation Team Meetings 2	0.3 days	Tue 17/11/20	Tue 17/11/20	Workstream Leads,HoC														Workstream Leads,HoC					
46	Implementation Team Meetings 3	0.3 days	Tue 01/12/20	Tue 01/12/20	Workstream Leads,HoC														Workstream Leads,HoC					
47	Implementation Team Meetings 4	0.3 days	Tue 15/12/20	Tue 15/12/20	Workstream Leads,HoC														Workstream Leads,HoC					
48	Implementation Team Meetings 5	0.3 days	Tue 29/12/20	Tue 29/12/20	Workstream Leads,HoC														Workstream Leads,HoC					
49	Implementation Team Meetings 6	0.3 days	Tue 12/01/21	Tue 12/01/21	Workstream Leads,HoC														Workstream Leads,HoC					
50	Implementation Team Meetings 7	0.3 days	Tue 26/01/21	Tue 26/01/21	Workstream Leads,HoC														Workstream Leads,HoC					
51	Implementation Team Meetings 8	0.3 days	Tue 09/02/21	Tue 09/02/21	Workstream Leads,HoC														Workstream Leads,HoC					
52	Implementation Team Meetings 9	0.3 days	Tue 16/02/21	Tue 16/02/21	Workstream Leads,HoC														Workstream Leads,HoC					
53	Implementation Team Meetings 10	0.3 days	Tue 23/02/21	Tue 23/02/21	Workstream Leads,HoC														Workstream Leads,HoC					
54	Implementation Team Meetings 11	0.3 days	Tue 02/03/21	Tue 02/03/21	Workstream Leads,HoC														Workstream Leads,HoC					
55	Implementation Team Meetings 12	0.3 days	Tue 09/03/21	Tue 09/03/21	Workstream Leads,HoC														Workstream Leads,HoC					
56	Fortnightly Activity Hub Provision Programme Board Meeting	96.93 days	Wed 04/11/20	Wed 10/03/21																				

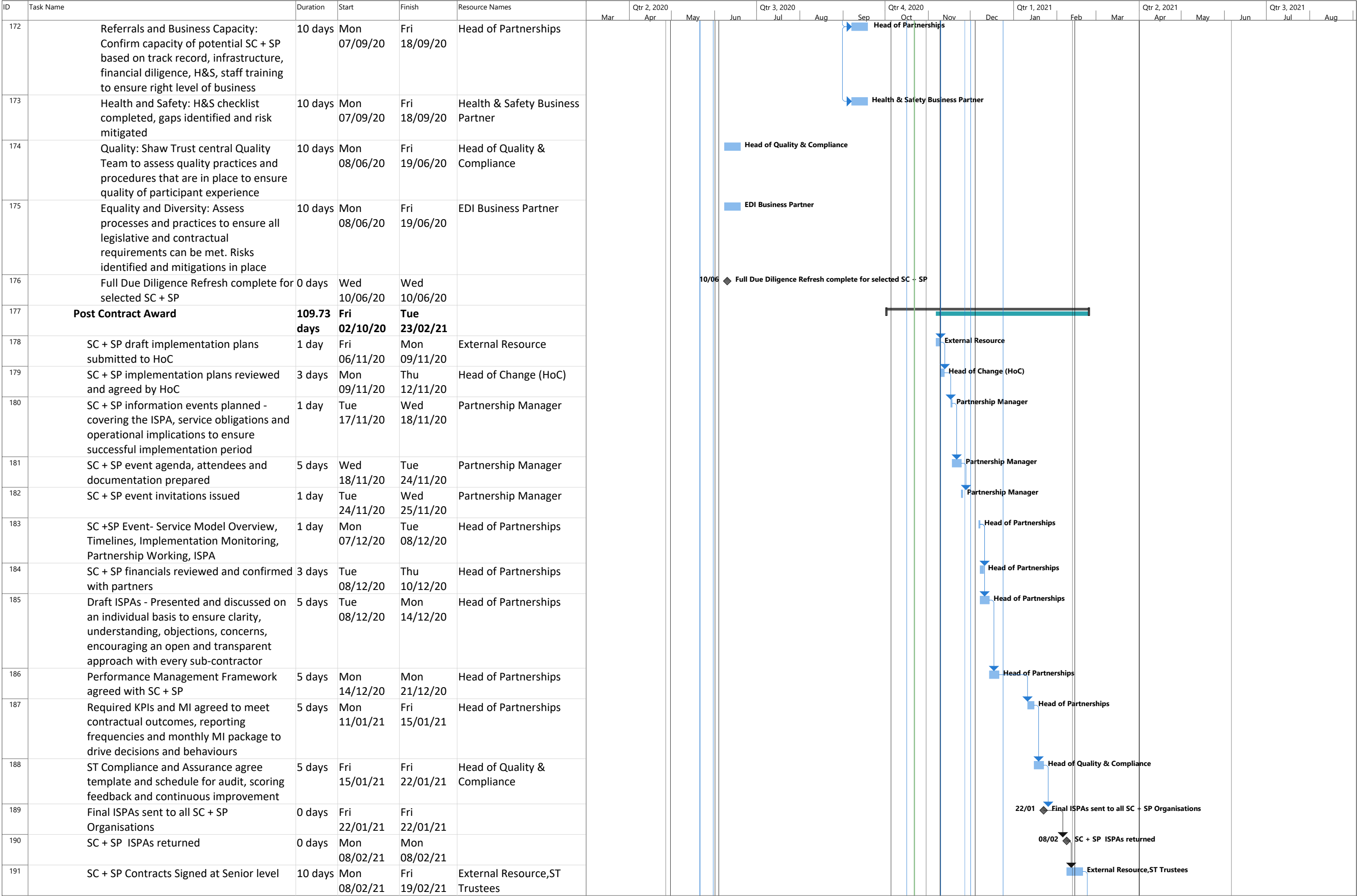
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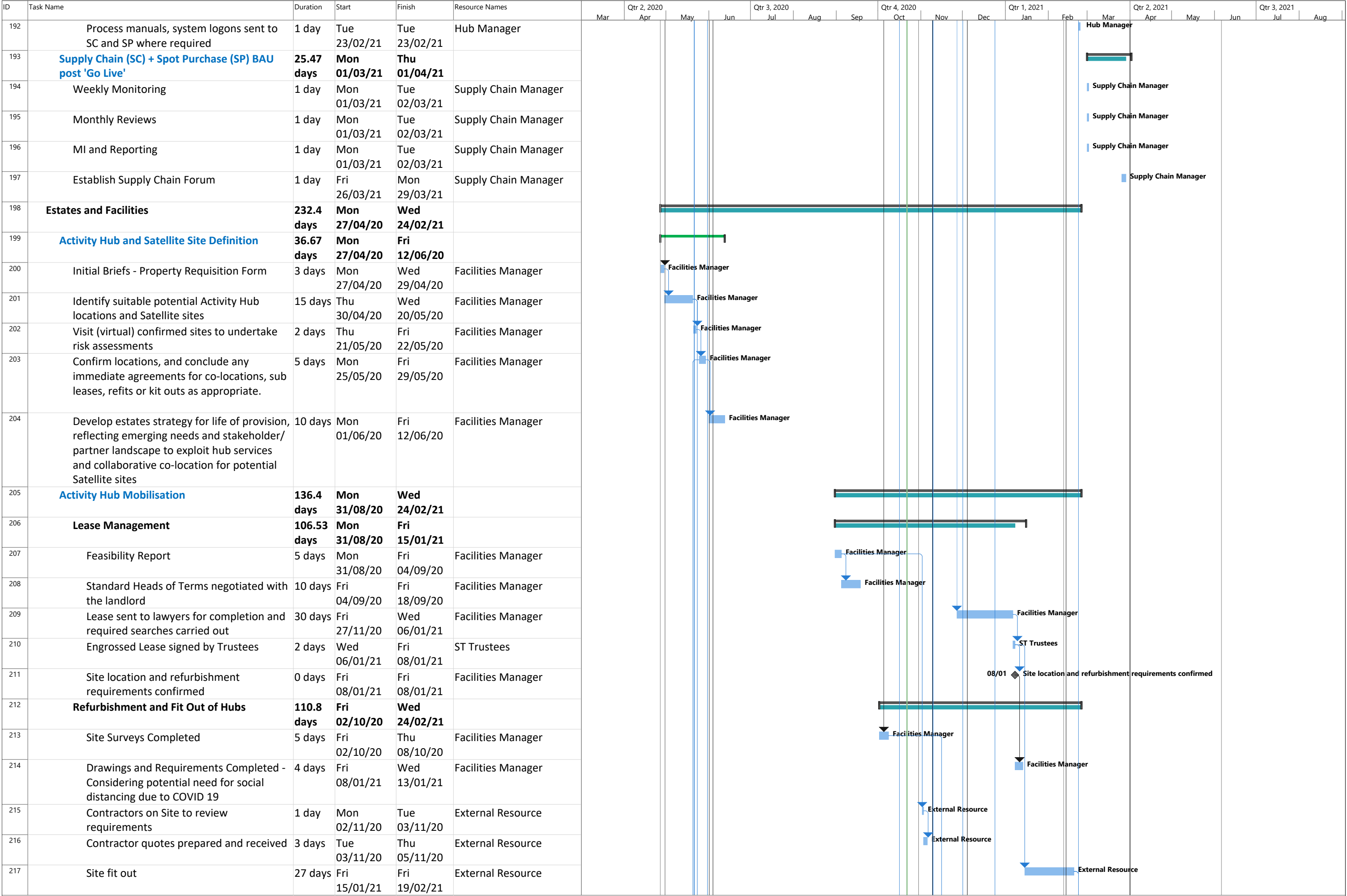


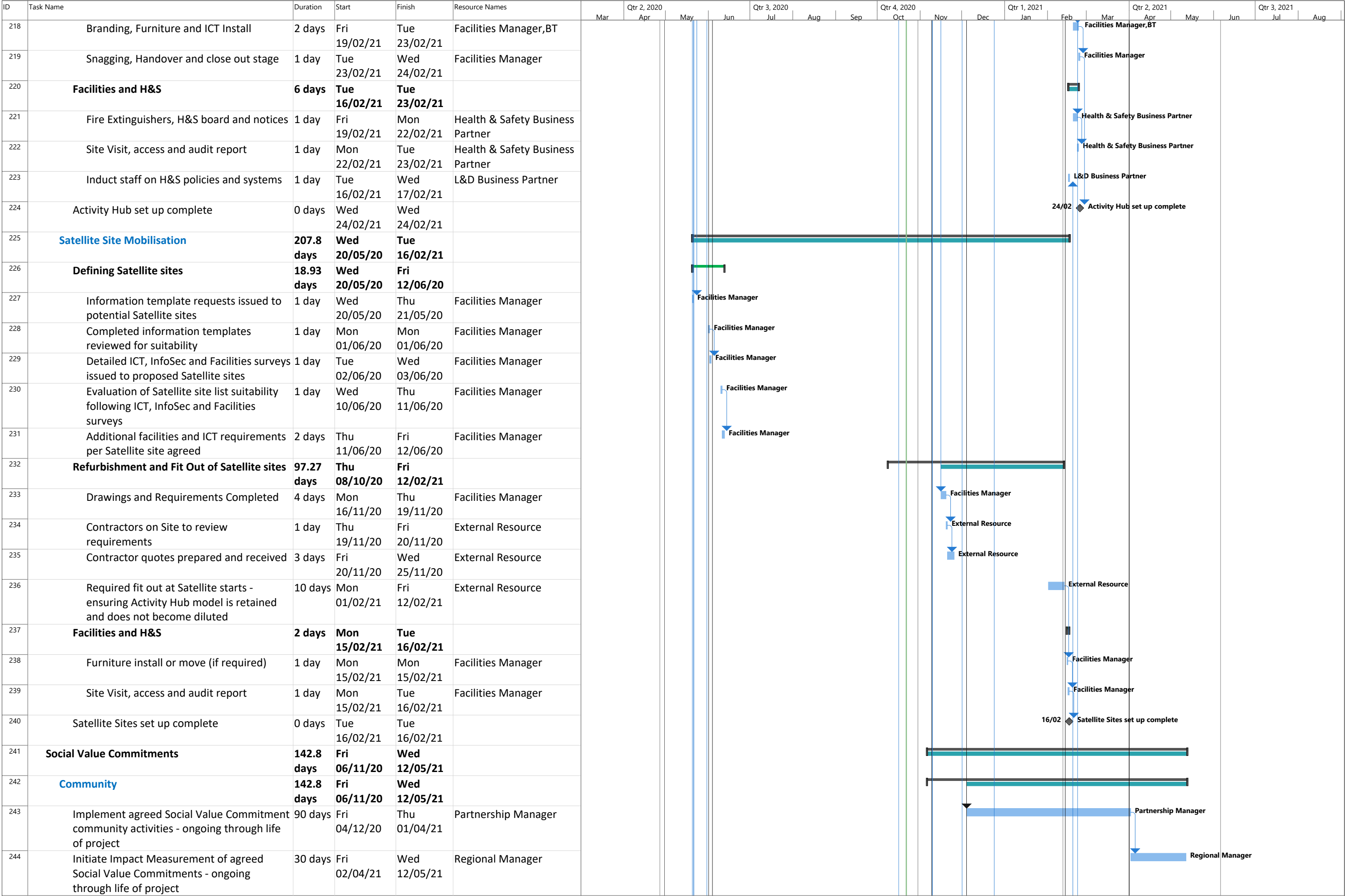


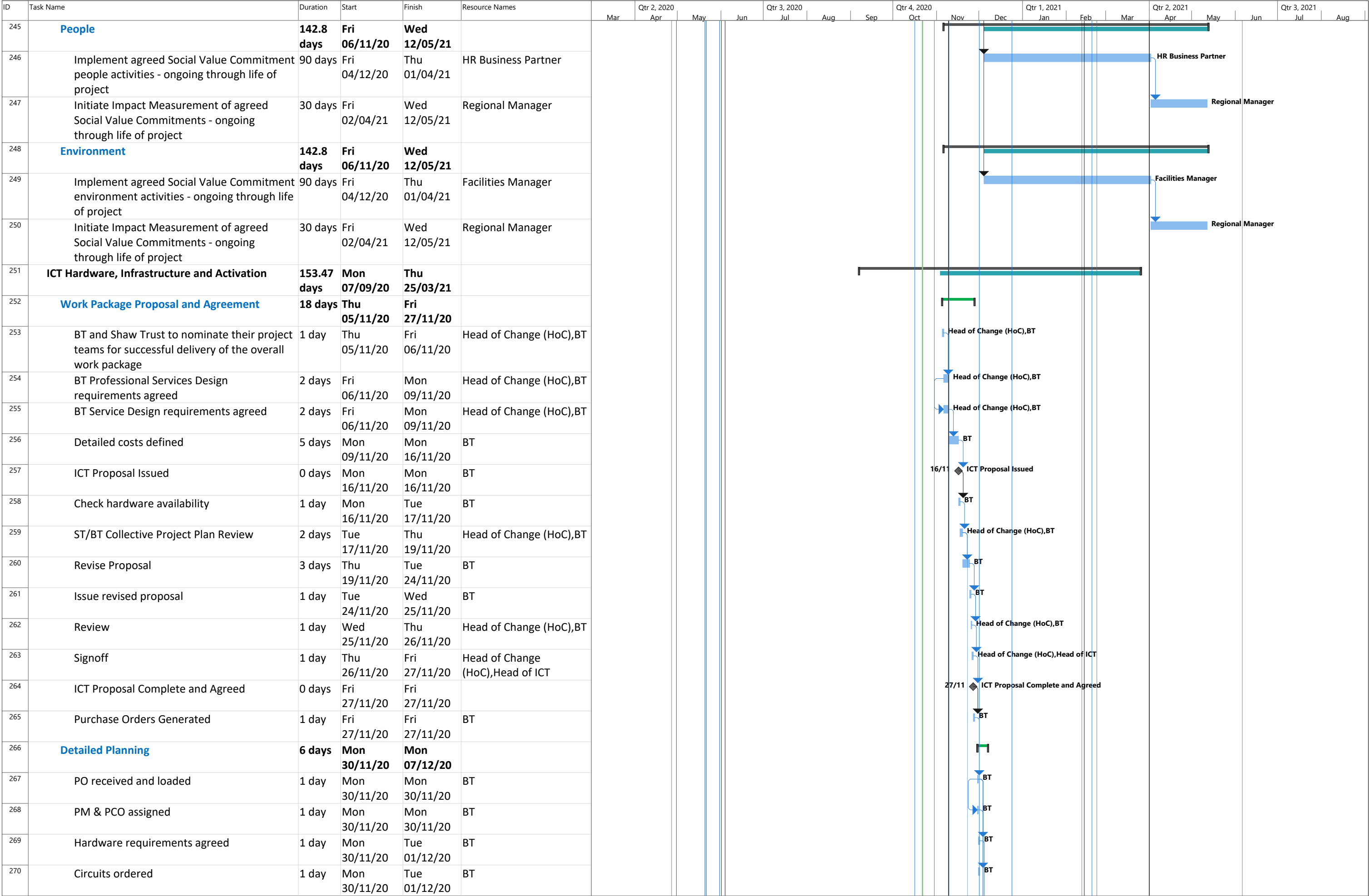


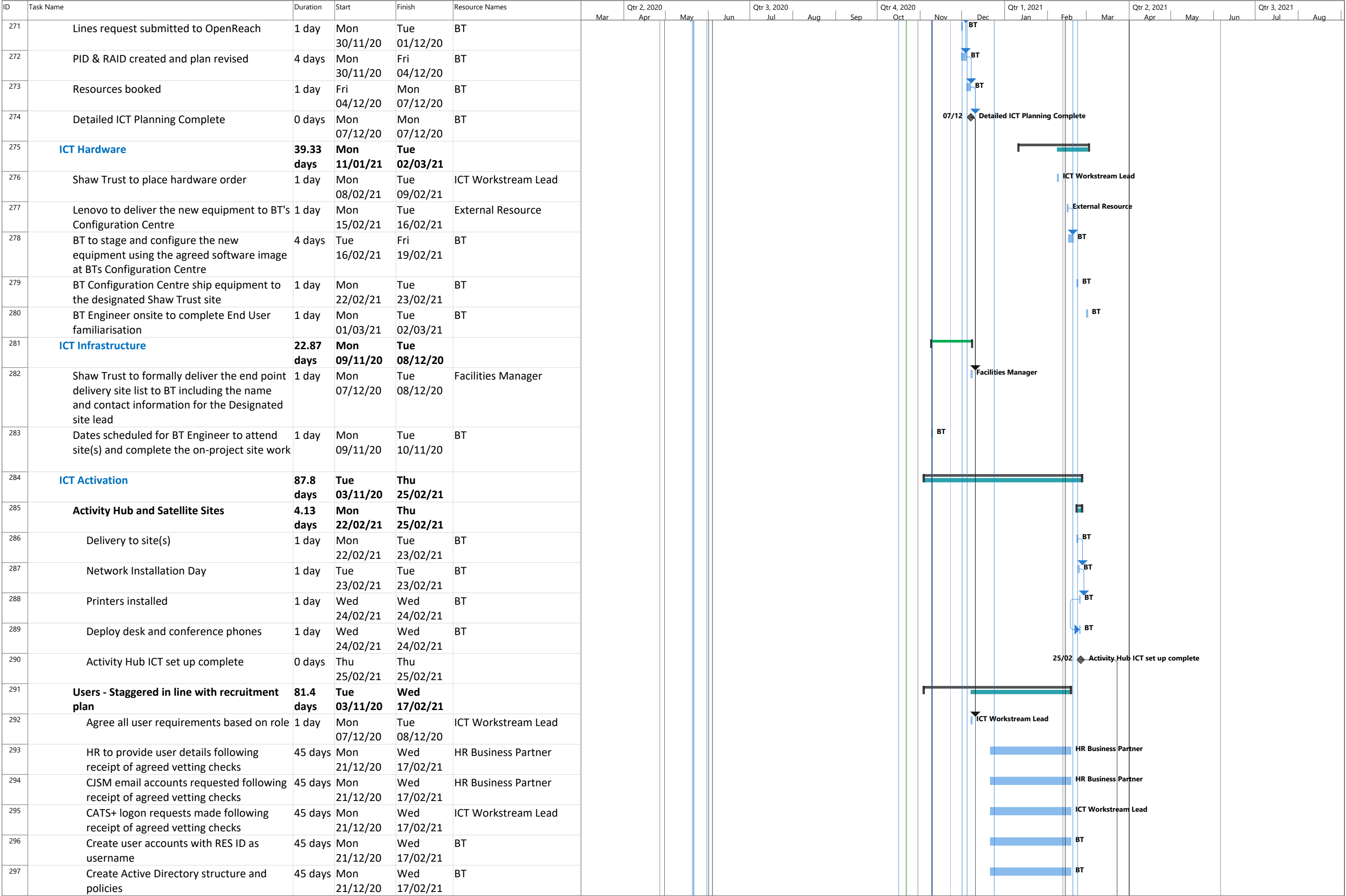


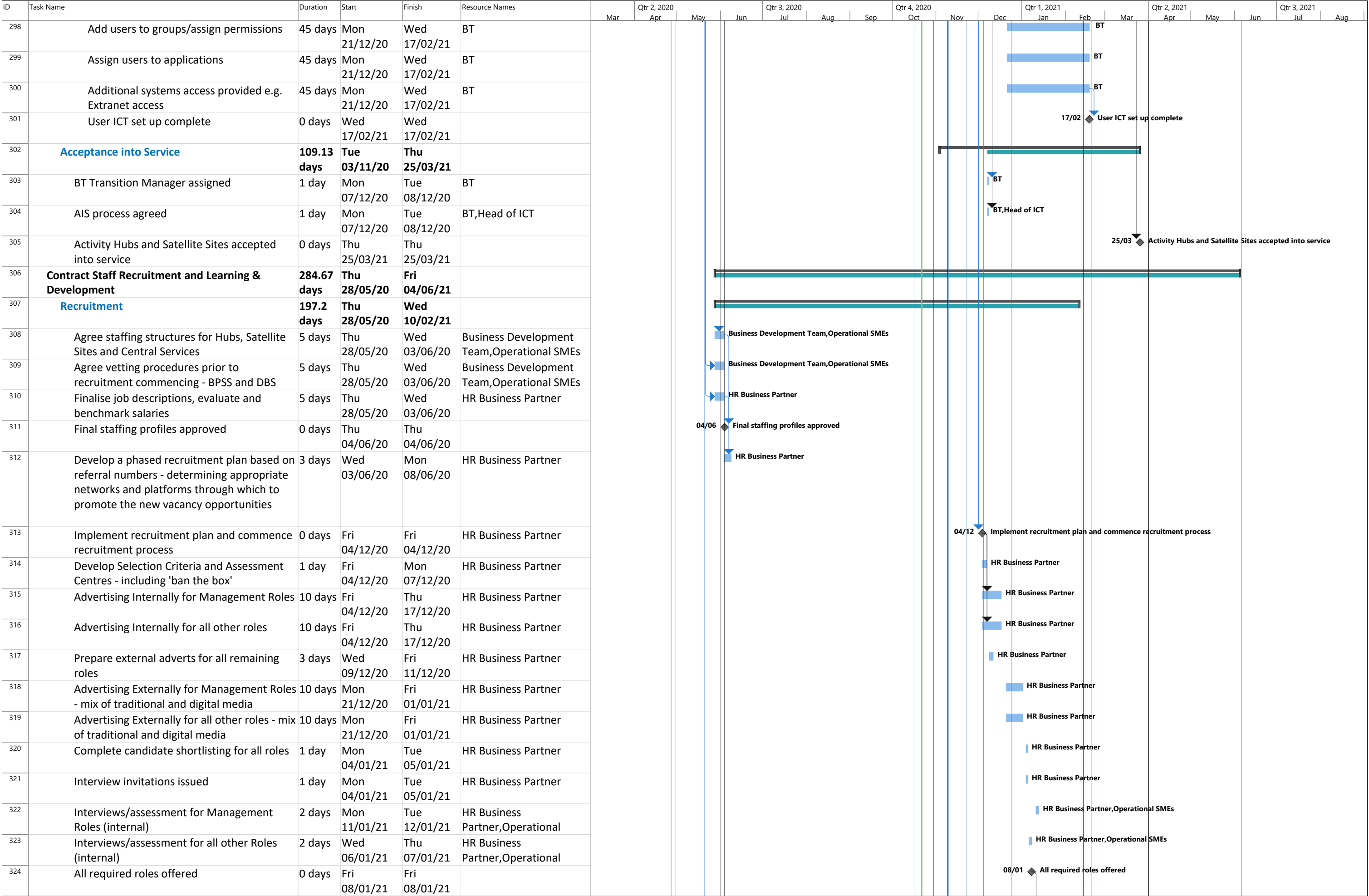


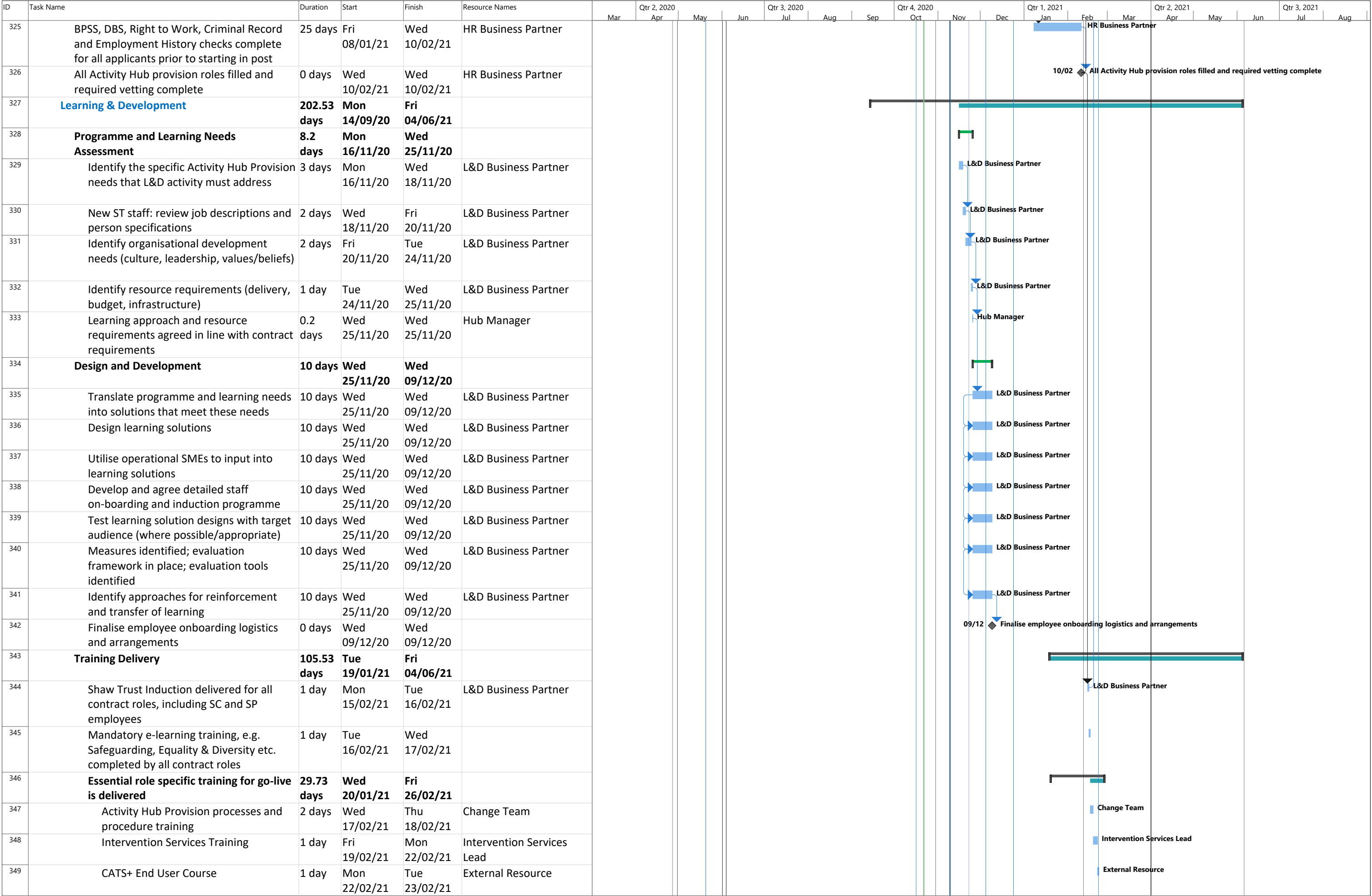




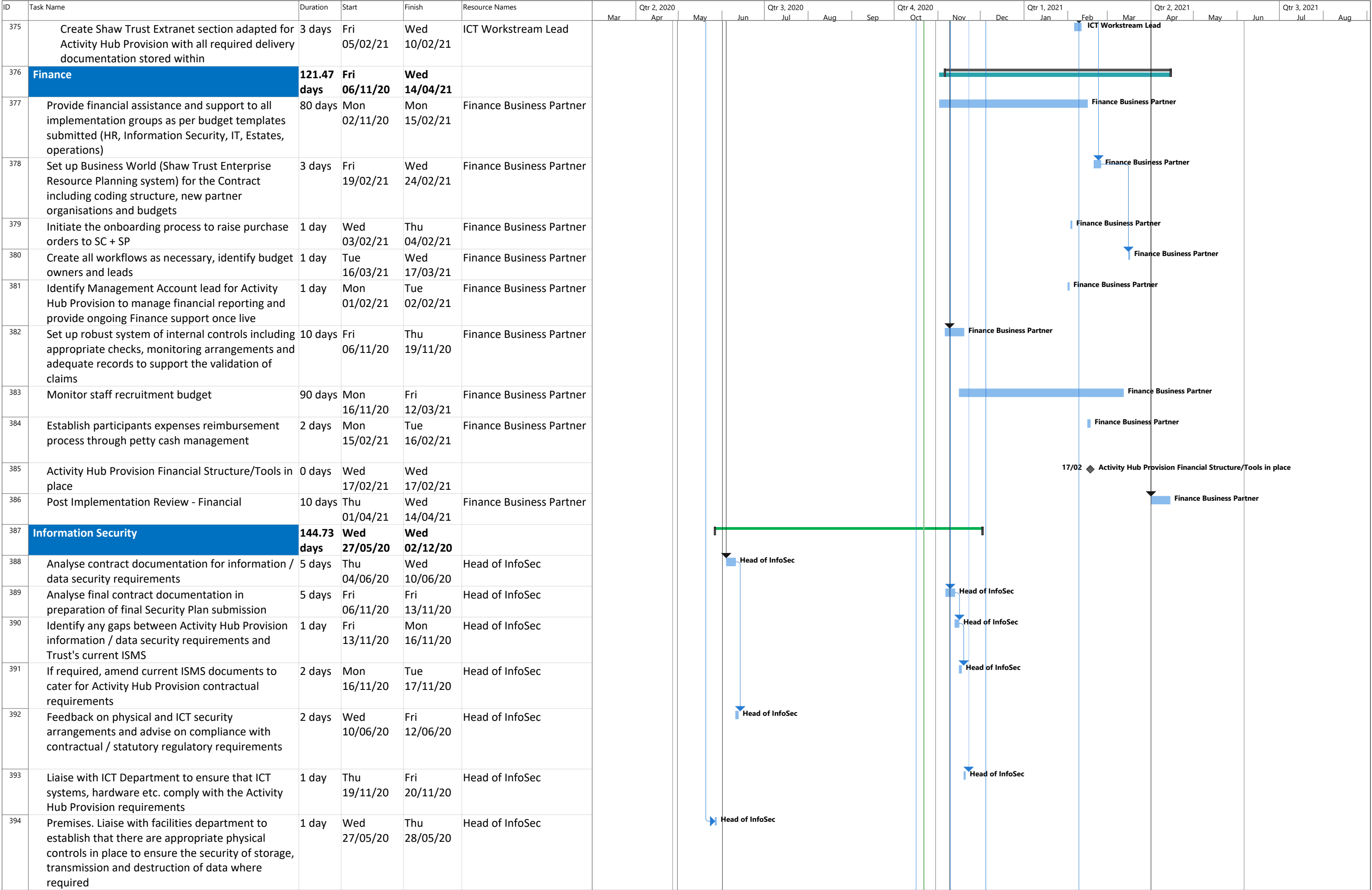












ID	Task Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr	May	Jun	Qtr 3, 2020 Jul	Aug	Sep	Qtr 4, 2020 Oct	Nov	Dec	Qtr 1, 2021 Jan	Feb	Mar	Qtr 2, 2021 Apr	May	Jun	Qtr 3, 2021 Jul	Aug
395	Confirm required encrypted data storage protocols and systems agreed for laptops and other ICT systems	1 day	Tue 01/12/20	Wed 02/12/20	Head of InfoSec											Head of InfoSec							
396	Final Security Plan submitted	0 days	Mon 02/11/20	Mon 02/11/20	Head of InfoSec								02/11	Final Security Plan submitted									
397	<b>Risk and Quality Assurance</b>	<b>260.13 days</b>	<b>Mon 27/04/20</b>	<b>Thu 01/04/21</b>																			
398	<b>Contract Review, Risk Assessment and Mitigation</b>	<b>234.53 days</b>	<b>Mon 27/04/20</b>	<b>Fri 26/02/21</b>																			
399	Consider commercial, political and related environments to establish overarching external risks to the contract	4 days	Mon 27/04/20	Thu 30/04/20	Head of Quality & Compliance									Head of Quality & Compliance									
400	Review ITT/bid and all other relevant documentation plus business/delivery model to identify any specific risks relating to ST capacity/capability	2 days	Fri 29/05/20	Mon 01/06/20	Head of Quality & Compliance									Head of Quality & Compliance									
401	Establish a risk management framework to include a dynamic risk register that reflects ongoing and emerging operational and contractual risks - Include consideration on status of COVID 19 at point of contract launch	3 days	Fri 06/11/20	Tue 10/11/20	Head of Quality & Compliance									Head of Quality & Compliance									
402	Review final signed contract to determine rules	3 days	Fri 06/11/20	Wed 11/11/20	Head of Quality & Compliance									Head of Quality & Compliance									
403	Develop mobilisation and delivery risk registers	3 days	Fri 23/10/20	Tue 27/10/20	Head of Change (HoC)									Head of Change (HoC)									
404	QA completed for client facing processes/documentation in accordance with ST and contract rules. Feedback results to HoC	5 days	Mon 01/02/21	Fri 05/02/21	Head of Quality & Compliance												Head of Quality & Compliance						
405	Ongoing evaluation of risk and control effectiveness throughout mobilisation	93 days	Tue 27/10/20	Fri 26/02/21	Head of Quality & Compliance												Head of Quality & Compliance						
406	<b>Establish Quality Management Framework</b>	<b>111.87 days</b>	<b>Fri 06/11/20</b>	<b>Thu 01/04/21</b>																			
407	Establish a Quality Assurance and Quality auditing framework to ensure compliance to identified quality standards and ensure consistency of service provision	5 days	Fri 06/11/20	Thu 12/11/20	Head of Quality & Compliance									Head of Quality & Compliance									
408	Establish risk based Compliance Audit regime to provide assurance to stakeholders of compliance with ESF, contractual/internal standards and identifying areas of weakness and best practice	3 days	Thu 12/11/20	Tue 17/11/20	Head of Quality & Compliance									Head of Quality & Compliance									
409	Create testing processes and regime to enable regular/routine testing/self assessment and reporting on compliance, quality and performance	5 days	Tue 17/11/20	Tue 24/11/20	Head of Quality & Compliance									Head of Quality & Compliance									
410	Extend existing Stakeholder feedback and complaints monitoring process to support service delivery evaluation	0.5 days	Thu 01/04/21	Thu 01/04/21	Head of Quality & Compliance															Head of Quality & Compliance			
411	Create participant feedback mechanisms - survey's, comment cards etc. to support service delivery evaluation	2 days	Mon 08/02/21	Tue 09/02/21	Head of Quality & Compliance															Head of Quality & Compliance			
412	Design and implement Business Continuity Plans (overall contract and site-based in line with agreed requirements)	8 days	Mon 08/02/21	Wed 17/02/21	Head of Quality & Compliance															Head of Quality & Compliance			
413	Prepare for implementation of formal continuous improvement cycle based on the results of risk management, compliance auditing and quality auditing activity	2 days	Tue 24/11/20	Thu 26/11/20	Head of Quality & Compliance									Head of Quality & Compliance									

ID	Task Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020	Apr	May	Jun	Qtr 3, 2020	Jul	Aug	Sep	Qtr 4, 2020	Oct	Nov	Dec	Qtr 1, 2021	Jan	Feb	Mar	Qtr 2, 2021	Apr	May	Jun	Qtr 3, 2021	Jul	Aug			
414	Quality Management & Assurance Framework in place	0 days	Fri 26/02/21	Fri 26/02/21																	26/02	◆	Quality Management & Assurance Framework in place									
Page 18																																