



# **Annex A1**

# **Technical Questionnaire**



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# 1. Introduction

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

1.2 The document is split into 3 sections;

1.2.1 Region of this response

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

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

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

1.2.2 Mandatory Declarations

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

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

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

1.2.3 Technical Criteria

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

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

(a) a pass/fail basis

(b) a weighted score with a minimum quality threshold; or

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

## 2. Scoring Methodology

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

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

### 3. Region of this response

Please select the region of this response:

## **Lot 10 – (CoSA) - West Midlands**

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

## 4. Mandatory Declarations

MD-001	Question Area		Requirement – Select Yes/No	
	Service Description	1	Please can you confirm you have reviewed 'Schedule 2.1 – Services Description' and confirm that you understand and can deliver on the requirements and outcomes therein?	Yes
	Digital & Technology and Information Assurance	2	Please can you confirm that your organisation will comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018?	Yes
		3	Please can you confirm you have reviewed, understood and will be compliant with Schedule 2.3 (Standards) and Schedule and 2.4 (Information Security and Assurance) of the Framework Agreement?	Yes
		4	Please can you confirm your organisation will be compliant with the requirements of Security Level 1 (SL1)? To note; this includes Cyber Essentials (Basic) no later than two weeks prior to Call-off Commencement Date.	Yes
		5	Please can you confirm your organisation will upgrade to Cyber Essentials Plus, and comply with Service Level 2 (SL2), Service Level 3 (SL3) or Service Level 4 (SL4) of Schedule 2.4, if the Authority, at its sole discretion, determines additional Information Assurance is required of the Bidder of this contract at any stage during the contract term?	Yes
	Estates	6	Please confirm your compliance that services will be delivered in a way that supports environmental sustainability, in accordance with Schedule 2.3 of the Framework Agreement.	Yes
		7	The Bidder shall have a duty of care to provide a facility that meets basic H&S standards and is accessible to People on Probation and Bidder Personnel with protected characteristics (in the main but not limited to physical impairments), and takes into account the specific needs of users of the service in question. Please can you confirm that you will comply with this requirement?	Yes
		8	Please can you confirm your organisation will be compliant with the Legal and Regulatory Requirements as outlined in Appendix 1 – CoSA Supplier Own Site Suitability Review?	Yes
		9a	Please can you confirm your organisation will be compliant with the Best Practice Requirements as outlined in Appendix 1 – CoSA Supplier Own Site Suitability Review? (where this isn't possible please confirm you will comply with 4b to pass this mandatory question)	Yes
		9b	Where you can not comply with 4a please confirm you agree that adequate consideration has been applied and where necessary, mitigations are in place or are in development, and will be agreed by the Authority?	Yes
		10	Not applicable	Choose an item.
		11	Please can you confirm that your estates solution will deliver an appropriate number of suitably geographically dispersed sites that reflect the needs of the service?	Yes
	Workforce	12	Please confirm that you have appropriate processes in place to effectively carry out a relevant transfer under TUPE in the event of this being required, including accuracy and timeliness of payroll and pension payments with no disruption to transferring staff, and replication of contractual terms as necessary? Please note that all Providers must respond to this question in line with the documentation provided in this Tender process, and that no other consideration(s) should be taken into account.	n/a
	Enter any additional comments here: For Q12 authority have confirmed TUPE does not apply to this competition.. For Qs 9a and 9b it refers to 4a and 4b which I assume should be 9a and 9b			



## 4. Technical Criteria Questions

- 5.1 The tables below sets' out the Award Criteria and weightings relating to the provision of the Circles of Support and Accountability (CoSA), please provide your responses to each requirement in the 'Response' box, and upload the completed document to ITT\_6417 question 1.2.1 in the technical envelope on the Jaggaer esourcing portal.
- 5.2 In responding to the technical criteria questions, Bidders are required to provide detail on all the following areas (these are the Authority's "minimum requirements").
- 5.3 Bidders should have regard to the appropriate scoring Matrix and the Specification (Schedule 2.1 of the Draft Call-Off Contract) and the wider Draft Call-Off Contract Documentation where appropriate when responding to the question (and should note that since the requirements listed are expected to be covered as a minimum, it may be appropriate for Bidders to include additional information as part of the response to the question in order to achieve a higher score).

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

## **A-1**

### **Our Circles principles**

We understand the power of Circles in supporting sexual offending desistance and our work in this area is governed by six key principles:

- Safety – effective risk management that prevents more victims
- Responsibility – holding individuals and organisations accountable for their actions
- Inclusiveness – managing risk through inclusion not exclusion
- Community involvement – strengthening community ties, social interactions and increased resiliency
- Transition and growth – with pro-social support and challenge, people can grow, learn and manage their behaviour
- Individuality and respect – treating people with humanity and respect

### **Circles UK engagement and accreditation**

LFF have an established relationship with Circles UK. We will work with our Circles UK colleagues in securing early accreditation through the mobilisation period and seek support and advice in the delivery of our model as the contract progresses. They will appoint a lead to work with our coordinator and director of operations to establish our compliance with the code of practice, plan for their consolidation review and future Circles UK audits (every two years) as part of LFF quality assurance mechanisms.

### **Service Delivery – LFF's approach**

#### **a) Resources**

*Staffing.*

*Lead:* our director of operations has 28 years' experience with the probation service and has run CSA prevention services for 3 years within LFF.

*Coordinator:* we will use an existing practitioner who is DipPS trained, has worked as a probation officer and now carries out expert risk assessments whilst contributing to CSA prevention projects.

*Support:* we will use an existing administrator who will work with our coordinator on logistics, data collection and reporting. The project will be supported by our psychologists who will lead on evaluation of delivery.

*Stakeholder engagement:* first quarter of contract year one will see significant stakeholder engagement with the statutory sector to establish referral pathways, information exchange, shared reporting, data collection and agreed ways of working and communicating that meets the desired outcomes of Circles. As well as securing Circles UK accreditation we will work with other organisations (voluntary sector, educational institutions, community groups) to gain their support and commitment, secure local volunteers representative of their communities and probation caseloads and harness community resources to aid the integration and transition of core members.

*Volunteer recruitment:* to recruit new volunteers, we will host volunteer awareness raising events, utilising existing contacts as well as establishing new ones.

*LFF governance:* this project will be supported and governed by an LFF board of trustees, who bring with them expertise in preventing child sexual abuse and the ability to scrutinise activity from a legal, technical and financial perspective.

**b) The LFF Circles journey**

- *Referral and assessment.* Candidates for a Circle will be identified and referred by probation practitioners to LFF. LFF project staff will acknowledge receipt via secure email within two working days of referral and undertake appropriate suitability assessment within 10 days working days of referral having given Person on Probation (PoP) five working days' notice. The project coordinator will liaise closely with the probation practitioner, agree intended outcomes for the core member and, for suitable candidates, incorporate into an action plan to be shared with the practitioner on day of completion. Where a potential core member is unsuitable the coordinator will inform the probation practitioner within one working day. The coordinator will engage positively with the core member, motivate them to engage, make clear expectations and the benefits to be gained from active engagement in the CoSA project.
- *Volunteer selection.* Project staff will select four to six suitably trained local volunteers who can commit to 18-months of work.
- *Pre-circle briefing.* This will be scheduled by project staff to include relevant professionals, volunteers, and coordinator. All will sign up to abide by the aims of the Circle, including that the core member makes a successful return to the community where they can develop a 'good life' and that there be no further victims. This written agreement will also identify behaviours expected of all parties and clarify the limits of confidentiality. At this briefing we will:
  - share agreed action plan and agreed core member outcomes
  - go through and sign Circles agreements
  - assign roles, requirements of information sharing and ensure all members have the necessary equipment and information (mobile phones, contact sheets)
  - schedule first meeting within three months of referral date and supply authority with relevant venue risk assessments
- *Circles delivery.* Meetings take place weekly typically for the first three months. Four volunteers would be assigned as a minimum with any deviation agreed with the authority. Between meetings each volunteer will have contact with the core member at least once. Plans for such contact are agreed in the group meetings, where previous individual contact is also reported back. Such individual contacts are often

expressly social, practical or informal e.g. going for a walk; assistance in shopping or budgeting; support in seeking employment; enjoying sporting events; developing hobbies; watching and discussing television.

- *Record keeping.* A brief written record of the group meetings will be forwarded to LFF project staff via a dedicated mailbox and then communicated to the probation practitioner. Any cause for concern is notified to project staff with appropriate urgency, with onward transmission to the police as appropriate. Volunteers will have access to LFF duty managers for any out of hours support. LFF staff will maintain core member records on its secure network in line with LFF case recording guidance and data protection legislation.
- *Coordinator support.* Project staff will attend some Circles meetings as appropriate and hold three-monthly reviews. Project staff will provide ongoing support to and supervision of the volunteers, both face-to-face and by phone, on a regular basis.
- *Risk information sharing.* Clear procedures for risk escalation will be established by the coordinator with a director as back up, including arrangements for more imminent risk of serious harm situations. Record keeping will detail the risk and responses which can include police or authority out of hours contact where appropriate. Clear responsibilities will be in place so all Circles' members understand their role in sharing risk. The coordinator will prepare monthly reports for the probation practitioner as well as end of Circle reports within five days of Circles closing. The coordinator will contribute to MAPPA by report and/or attendance in collaboration with the probation practitioner.
- *Circle progression.* Meeting frequency may reduce as the Circle proceeds and with the agreement of all parties, notably the coordinator and probation practitioner. This should follow the intended outcomes for the core member and be in line with action and risk management planning. The core member will be introduced to local community support networks and meetings should get more informal and less frequent as the Circle progresses.
- *End of Circle arrangements.* Formal closure of a Circle must be marked by the completion of an End of Circle Report (provided to the probation practitioners within five working days) detailing Circles progress and identifying post Circle areas for follow up. A satisfaction survey will be part of closing arrangements. LFF will produce an exit strategy to plan for any early or scheduled Circles closures.
- *Monitoring.* Individual Circles are monitored by providing reports of all Circle meetings to project staff, by attendance of project staff at Circle meetings on a regular basis, and periodic more formal reviews of a Circle's work. The project provides volunteers and core members with contact information for project staff, so that the Circle is fully supported and members are able to contact an appropriate member of staff in the event of a crisis. Out of hours support will be provided through the Stop It Now! helpline, the LFF duty manager and the Circles coordinator.
- *Reporting.* Clear data sets, including performance reporting, in line with authority and Circles UK requirements will be established during the mobilisation period and supplied using secure email.

- *Evaluation.* Evaluation involves: data supplied to the authority and Circles UK as part of the wider evaluation measures; all LFF Circle core members will take pre- and post-Circle intervention questionnaires, satisfaction measures aimed at the core member, volunteers and probation practitioners.

## **A2**

### **LFF's response to diversity.**

Our project will be available to all, without exception. Alongside a trustee diversity champion, LFF promotes positive activity to ensure quality services are available to all who need them, and that the nine protected characteristics are safeguarded. Child sexual abuse knows no boundaries every section of the community is impacted by it. Research indicates that levels of abuse do not vary significantly with social class or ethnic background. However, there is a recognised lack of research into the diverse nature of the issue. There are barriers to disclosure and accessing services that need to be addressed so that core members are rehabilitated and the public protected.

#### **Key elements of our service delivery model**

- All Circles' staff will undertake diversity training provided by an external organisation
- Our assessment will explore potential barriers to engagement, including those posed by protected characteristics
- In partnership with the probation practitioner and MAPPA, make any alterations to Circles delivery to respond to specific needs
- Diversity data collection, for internal and external audiences, will be prioritised
- We will consider accessibility during venue selection
- We will recruit volunteers that represent their local communities and promote access to as wide a range of community resources as possible that are responsive to the needs of the core member
- Our quality assurance arrangements, including supervision and appraisal for project staff, will have diversity and responsivity as key themes in the evaluation of individual and project performance
- We will utilise translation services through our existing relationship with Language Line as required
- We will ensure information is provided in an appropriate format and language
- We will incorporate the 'The Care and Management of Individuals who are Transgender' policy framework into LFF Circles policy and practice
- We have a children and young people specialist team who will act as consultants to project staff

## **B1**

### **Circles and the West Midlands region**

The West Midlands region is made up of nine counties, four police force areas and MAPPA boards. The West Midlands region covers a substantial geographical area – both urban and rural - that includes locations with considerable deprivation and social problems. We can assist MAPPA agencies in dealing with the most concerning sexual offenders in those areas. As of 31 March 2021, there were 120 offenders managed at MAPPA level 2 with the majority concentrated in the West Midlands and West Mercia areas. There are differences in scale, nature and diversity across the region which LFF will address to ensure those who need it are able to access it. This will include:

- Local volunteers from a range of backgrounds
- Local, accessible venues to remove barriers to engagement
- Make full use of online communication to mitigate geographical challenges
- Engagement plans to jointly agreed action plans with the core member and probation practitioner
- Target activity at areas with greatest need based on available data
- Utilise evaluation and satisfaction data to mould local delivery
- Engage with local stakeholders and community groups
- Engage with cross region bodies to share intelligence

## **B2**

### **LFF business continuity**

LFF have a track record of resilient delivery in the face of unexpected events. Our business continuity arrangements involve clear expectations for all project staff backed up by disaster recovery plans and management led responses to change.

COVID-19 presented us with huge challenges and we developed a range of procedures resulting in a growth in our services protecting children.

These included business continuity planning, identifying risks, outlining contingencies, clear guidance for all our staff, updated procedures in response to change, the use of technology to provide creative solutions, considerations of healthy and safe working practices, incorporating plans to ensure service users, key partners and stakeholders receive what they need and focusing on staff communication channels to enable them to respond positively. All such responses will be provided for our Circles work with a focus on staff safety and robust risk management and information sharing.

Total Word Count – (Bidders to self-populate)	1999



TC-002 – Supplier Personnel Skills and Continuity				
Weighting:	25%	Quality Threshold:	60	Limitations
Question:				Up to 1,500 words;
<p>The Authority requires the Bidder to advertise, recruit, train, support and retain Supplier Personnel (including volunteers) across the region to be able to deliver the Circles of Support and Accountability Service in a way that, reflects the diversity of the local community as outlined in the Overview of Service Requirements of the Specification (Schedule 2.1 of the Call-Off Contract).</p> <p><b>PART A:</b></p> <p><b>A-1)</b> Please provide detail on how you will recruit volunteers and prior to the Call-Off Commencement Date, including examples specific to the Geographical Location, and detailing the specific advertising methods you will utilise to promote role attraction. Please outline how you will continue to build the pool of volunteers thereafter to maintain delivery of the service. If you have an existing pool of volunteers, please detail how you intend to use these volunteers.</p> <p><b>A-2)</b> Please explain how your approach to A-1 will maximise opportunities for attracting people from diverse backgrounds, including those with protected characteristics, to build a pool of volunteers that represent the diverse characteristics of communities in the local geographies.</p> <p><b>A-3)</b> Please explain how you will manage your Supplier Personnel (including volunteers) in the events of fluctuating referral volumes (both increasing and decreasing).</p> <p><b>PART B:</b></p> <p><b>B-1)</b> Please describe how you will ensure that all Supplier Personnel (including volunteers) who deliver or support to deliver the services will have the appropriate skills and knowledge.</p> <p><b>B-2)</b> Please explain how you will ensure training is up to date throughout the duration of the contract, including in response to any key changes in legislation, policy or best practice (specifically updates to Circles UK Code of Practice).</p> <p><b>Part C:</b> Please describe what considerations you will make to ensure service continuity in the event of disruption and changing landscapes, in particular the following staffing events:</p> <ul style="list-style-type: none"> <li>a) Annual leave;</li> <li>b) Staff sickness;</li> <li>c) Attrition.</li> </ul>				<p>The response should be entered in this table in the cell below;</p> <p>Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count.</p> <p>Line spacing 1.5</p> <p>Arial font size 11</p>

(NB: You may wish to use examples and/or case studies of how you have previously handled similar situations).	
<b>Response</b>	
<p><b><u>A1</u></b></p> <p><b>Volunteer recruitment</b></p> <p>We have established processes and protocols around Circles volunteer recruitment to ensure the supply of suitable local volunteers who understand the boundaries and expectations of their role, including:</p> <ul style="list-style-type: none"> <li>➤ Immediate community stakeholder engagement by coordinator and operations director to include local councils for voluntary services, faith groups, universities and local diverse community groups. This will brief groups about the implementation of Circles, establish working relationships and enable LFF to use these networks to advertise and recruit volunteers that are representative of their communities</li> <li>➤ Advertise volunteer opportunities via local volunteer centres through NCVO, national volunteer opportunity databases such as Doit.life, liaison with local universities, student union and faith groups</li> <li>➤ Hold information sessions for potential volunteers, advertised across various mediums including social media and via contact with local community groups. These sessions will be held in a range of accessible venues and we will use online communications and digital information to maximise interest and uptake</li> <li>➤ Produce accessible information packs for potential volunteers (available in a range of formats) available at volunteer information sessions along with LFF recruitment packs</li> <li>➤ Those expressing an interest following the events will be asked to complete the appropriate application form; attend an interview with project staff; have references taken up; undergo DBS checks and attend the Circle volunteer training programme in line with Circles UK code of practice. Robust, timely and accessible recruitment processes will be managed by HR experts and project staff</li> <li>➤ Training also acts as an additional filter, assessing attitudes, boundaries and motivation. Following selection/appointment volunteers attend an interview debrief as a final check that they are ready for delivery</li> </ul> <p>While this will be an immediate focus post contract award, a schedule of planned information events linked to anticipated Circles demand will be created to access local community volunteers for that area, in line with the steps above. A database of available volunteers will be created and</p>	

reviewed by project staff to ensure a sufficient spread of local volunteers that can be deployed on receipt of a core member referral. Once volunteers have become established in their role, they will be able to join and share their experience.

## **A2**

### **A local, diverse volunteer group**

LFF are committed to reaching all sections of the community. Our website is a welcoming place for anyone who wants to join us in our mission. We adapt resources to cater for a range of backgrounds both in terms of our service delivery and staff support. For Circles we will:

- Target local community groups championing protected characteristics in our recruitment of volunteers
- Ensure our information sessions are run at accessible venues and/or use is made of online technology where appropriate
- Produce information material suitable for a range of audiences
- Utilise existing volunteers from diverse backgrounds to champion the experience of being a Circles' volunteer
- Maintain a database broken down by protected characteristics to track our success and target further activity
- Gather volunteer 'satisfaction surveys' and adapt delivery in light of results

## **A3**

We will continually recruit with quarterly training events for new volunteers. This will ensure sufficient volunteers are available to meet the demand for Circles, allowing up to six volunteers per Circle. If demand exceeds available volunteers, consideration will be given to commencing Circles with a smaller number of volunteers, but not less than four, and a waiting list may operate.

In the event of reduced referrals, volunteers not placed within a Circle will be contacted by the coordinator every month to keep them apprised of volunteer and training opportunities for continued development.

Permanent project staff are part of LFF which is an organisation working to protect children from sexual harm. Our organisation has a wealth of experience in tackling CSA and we are devoting one of our expert practitioners as our coordinator, supported by our director of operations. As a permanent employee with a range of skills we can increase or decrease our coordinator's deployment based on demand. Should demand increase we will secure additional capacity in collaboration with Circles UK to ensure their code of practice is maintained. Similarly, our Circles' administrator is part of our wider administration team and thus support is on hand to deal with fluctuating Circles' referral numbers.

## **B1**

LFF is committed to ensuring our personnel have the right skills and ability to work effectively on our Circles contract. This involves recruiting the right people, inducting and training them, supporting their professional development and engaging in quality assurance arrangements to ensure a quality service is maintained. Specifically, our Circles elements will be:

- *Volunteer recruitment.* Robust systems and processes will operate to attract the right skills and a range of backgrounds. Clear role descriptions will be produced to ensure clarity of expectation in both skills and commitment
- *Volunteer induction and training.* New volunteers will complete a Circles UK accredited two-day training event, to include:
  - Introduction
  - The history of Circles
  - Understanding people who commit sexual offences
  - Risk assessment/management
  - Sexual offending and the law
  - Treatment
  - Relapse prevention
  - Circles in action
  - Self-care
  - Diversity, including unconscious bias
  - Case studies
  - Further reading
  - In addition, LFF will work with the authority in delivering inputs on extremism; organised crime; domestic violence, dealing with challenging behaviour; substance Misuse (drugs and alcohol)
  - A refresher training day will be offered to all volunteers on an annual basis to cover risk and safeguarding issues
  - Volunteers will receive post training contact with the coordinator (forming part of recruitment vetting)
  - Completing an NSPCC adult and child safeguarding eLearning package
- *Coordinator training.* Our dedicated Circles coordinators will attend training delivered by Circles UK in line with the code of practice
- *Circles administrator development.* A clear Circles induction will be provided by the coordinator and they will attend (and support) the first delivery of volunteer training
- *Supervision and CPD.* All LFF personnel will be subject to the LFF supervision policy which aligns with Circles UK requirements. Volunteers will meet with the coordinator quarterly and, in addition, receive regular contact and oversight. Where there are performance concerns a

deselection process will operate. All permanent project staff will receive six-weekly supervision sessions, engage in LFF's appraisal/performance review system and agree necessary CPD to enable them to fulfil their role

- *Quality assurance.* LFF prides itself on quality delivery. This will be achieved through personnel oversight, supervision, training, minutes review, Circles' attendance/observation, evaluation and satisfaction data, regular review of action planning and reviews as well as contract management arrangements

## **B2**

LFF conducts annual workforce planning to include a review of the previous training and development and the identification of key training priorities for its staff group. These priorities are informed by staff skills' audits and aligned to our business delivery plans, ultimately informing individual staff development plans. Circles would be part of the LFF family of projects that would contribute and benefit from this process. Specifically, we would ensure all Circles staff are kept up to date by:

- Engagement with Circles UK and coordinator engagement with training and other events, including peer support with other Circles' providers
- Collaboration with LFF's research and evaluation team to ensure all Circles personnel are kept up to date with the latest sector thinking and research
- Coordinator engagement with LFF's practice development sessions
- Collaboration and engagement with LFF's training team (we run events for sector professionals on CSA prevention)

## **Part C**

LFF engages in workforce planning and succession planning to ensure services are maintained and indeed grow to maximise CSA prevention. Examples include recruitment of an under 12s senior practitioner to provide resilience and drive in service delivery to children, building capacity and data protection resilience by increasing our IT personnel to ensure cover and our response to the pandemic by moving services online.

For Circles we would:

- In the event of staff sickness or annual leave, the coordinator will be deputised by the supplier director of operations, or other appointed person who will take part in coordinator training with Circles UK. Our coordinator is part of a team of expert CSA practitioners and we would organise cover in the event of absence to support Circles delivery
- A circles administrator will also work on the project, who is part of a wider admin team and will meet with the coordinator on a monthly basis to discuss Circles and therefore be able to provide an overview of current Circles to covering members of staff in the event of staff sickness or annual leave
- We will ensure all systems and processes are documented to assist any transition

- Clear forward planning and recruitment will take place in responses to both anticipated gaps as well as to unexpected absence. In the event of staff departure, an existing member of LFF staff will be identified to take over the coordinator/admin role, and a handover will take place prior to staff movement
- LFF has clear absence management procedures to plan timely return to work
- Clear communication protocols would exist both internally and with key stakeholders

**Total Word Count – (Bidders to self-populate)**

1499

TC-003 – Risk Management and Information Sharing				
Weighting:	25%	Quality Threshold:	60	Limitations
<b>Question:</b>  The Authority requires the Bidder to have clear procedures for responding to changes in the behaviour of People on Probation that may indicate an increased risk or concern.  <b>1)</b> Please explain how you will ensure that all Supplier Personnel will recognise and respond to both subtle and overt changes in behaviour or relapse that may indicate an increase in risk to themselves, to victims, to other People on Probation, Staff Personnel (including volunteers), Probation Practitioners or members of the public?  <b>2)</b> Please explain how you will deliver Circles to People on Probation where concerns around safeguarding, risk of serious harm or public protection have been identified by the Probation Practitioner, or that have changed, in a way that takes full account of identifying, recording and informing the Probation Practitioner to a change in these risks?  <b>3)</b> Please describe what information sharing processes will be established amongst Staff Personnel to ensure all reporting requirements outlined in section 7 of the specification are met. You should include an explanation of how personal data will be stored and securely shared with parties (including the probation practitioner) as and when requested.				<b>Up to 1,500 words;</b>  <b>The response should be entered in this table in the cell below;</b>  <b>Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count.</b>  <b>Line spacing 1.5</b>  <b>Arial font size 11</b>
<b>Response</b>				
<b>1)</b> Built into LFF delivery will be robust recruitment and induction, training and oversight of personnel to ensure they have sufficient risk knowledge and skills in line with their role. There will be clear, documented systems and processes available to all to guide their decision-making and support effective risk decision-making. Reviews, oversight and guidance will be provided by project staff to assist in appropriate risk responses. Training and support will underpin case specific risk issues which will be part of pre-Circles activity and information sharing. This will cover the range of potential risks including to the Person on Probation (PoP), to staff, to the public as well as re victimisation.  <b>Our personnel</b> ➤ <i>Director of Operations.</i> 28 years with the probation service, CQSW/DipPS trained and experienced in MAPPA. He has engaged in a range of risk management training as well as CSA specific input. He is our data protection officer and is data protection trained.				

- *Coordinator.* The assigned Circles coordinator will have a professional background which provides experience in assessing and managing risks posed by sexual offenders (such as DipPS/DipSW). The coordinator will review the PoP, to include review of risk information provided by the referrer, to ascertain known potential risks and indicators of risk escalation
- *Project administrator.* Will be inducted into the project by our coordinator, who will then work together in building effective information sharing systems to include risk
- *Volunteers.* Will complete a two-day Circles UK accredited training. This will include a range of issues related to Circles' delivery. There will be specific input about risk assessment/management. Inputs will be provided on wider risk matters including extremism, organised crime, dealing with challenging behaviour, substance misuse and domestic violence. Volunteers will also be required to complete e-learning on safeguarding adults and children, and data protection. This training will equip them to be aware of factors linked with escalating risk, and familiarise them with policy on reporting and escalating risk concerns. Refresher training will also be provided on an annual basis
- *All project staff.* Will be required to complete NSPCC adult and child safeguarding, diversity and data protection training. Clear job and role descriptions will be in place to include risk management

#### **Process and procedure**

- *Volunteer manual.* Based on the training programme each volunteer will have a manual which will include risk-based information and guidance
- *System and process manual.* Produced to document all LFF Circles processes to include risk management information sharing. This will be in an accessible format and designed to support all staff in how to share timely and necessary risk information.

#### **Oversight and support**

- *Supervision.* Project staff will have the necessary supervision in line with Circles UK practice and LFF policy. This provides an opportunity to reflect on any risk concerns, evaluate responses and coach supervisees on risk management issues
- *Circles' support and review.* The coordinator will attend some Circles meetings, review minutes and provide risk oversight of Circles' decision-making, including the two-way flow of risk information between LFF and the probation practitioner

## **2)**

LFF Circles delivery against known or changed risk is characterised by clear Circles referral and assessment practice, pre-Circles briefings, Circles delivery, agreed information exchange and project oversight.



- *Referral and assessment.* When determining if a referral is suitable, the nature of the individual's risk will be assessed to include risks to self, public, victims and potential risk to volunteers/project staff. Based on referral information our coordinator will assess the PoP and liaise with the probation practitioner (and MAPPA) to clarify issues around risk and the range of responses available. Volunteer allocation to the Circle will consider risk and needs of the PoP
- *Venues.* Meeting places for Circles will be a safe and appropriate environment for both the PoP and Circles volunteers. It will meet the diverse needs and requirements of the PoP, and correct conditions for use of the PoP considering restrictions or requirements
- *Pre-Circles briefing.* Scheduled for all professional staff to ensure relevant risk information is shared and an action plan prepared
- *Changes in Risk Information.* If the authority become aware of any changes to the PoP's risk information, they shall notify the Circle coordinator within one working day of becoming aware of such changes, and this will be communicated to the Circle volunteers prior to the volunteer's next scheduled contact with the PoP. Where the volunteers become aware of information suggesting an immediate risk of harm to children, adults, victims, risk to self or other individuals, this will be communicated to the Circles coordinator immediately. The coordinator will then communicate this to the authority on the same working day. Where an immediate risk is identified and it is not possible to contact the authority, the Circle coordinator will take immediate action as necessary, which may include contacting the police. The Circle coordinator will complete an incident form and provide this to the authority (template and timescale to be agreed during the mobilisation period). The authority will provide an out of hours emergency contact in event of urgent risk information becoming known, who may be contacted either by the Circle coordinator or volunteers if required to ensure urgent risk information can be actioned. Where a volunteer feels that the Circle activity may be unsafe in light of information received, they will immediately contact the Circle coordinator for guidance, who may direct the early termination of the Circle activity, or postponement of meetings until risk issues can be clarified or mitigated
- *Feedback to the Authority.* In line with contract requirements and agreed protocols Circle volunteers will provide feedback on each PoP meeting to the Circle coordinator on the same day of contact. This will then be forwarded to the authority within one working day of the contact. Feedback will include the time and date of the activity, the location and description of activity, any risk issues identified, and the date of the next agreed meeting. Where a PoP fails to attend a meeting, this will be communicated to the authority within one working day. Where the PoP becomes subject to a Serious Case Review, Domestic Homicide Review, or HMIP Inspection, the Circles coordinator will ensure information is made available to the authority as required, and attend any meetings requested by the authority or related third party

- *Oversight.* The coordinator will be the person responsible for Circles' oversight. Between the coordinator and director of operations, as well as colleague LFF practitioners, there is both resilience and risk expertise available to all project staff when they need it

### **3)**

LFF have clear policies in place regarding data protection and risk information and this project will be required to comply with our robust policies is in line with authority and Circle UK requirements. An information sharing agreement will be created with the authority within mobilisation to govern data exchange. Our sharing and data production system will meet contract requirements by:

- Internal information sharing processes being documented and briefed out to all project staff, making use of the LFF network to create a protected SharePoint database. This database will have role-based access configured and be used to share information via document links wherever possible. This database will house data collection in line with schedule seven and Circles UK requirements (scheduled and ad hoc) using an agreed template and being delivered by our administrator under the oversight of the coordinator
- Issuing project staff with LFF email accounts will give data transfer the protection of our network and access to the Egress secure email system should any sensitive data need to be sent outside of our system. LFF are happy to explore the use of the cjsm secure email should that be more compatible with authority systems
- Volunteers being provided with a mobile telephone for the purpose of their volunteer activities, where contact details for professionals and other volunteers will be stored. Volunteers will be required to secure their mobile telephone access through the use of a pin
- Prior to the Circle, a directory of contacts to be created for each PoP and shared with all relevant professionals. The PoP will receive contact details for probation practitioner, police offender manager, Circles volunteers and Circles coordinator. Professionals will be provided with a copy of this information via secure email. Volunteers will complete a record of each meeting with the PoP and provide this to the coordinator immediately following the meeting via secure email
- Configuring the design of our Circle database to house (and share) our data. We will conduct a full DPIA and 'record of processing activity'(RPA). This RPA will document our lawful purpose for processing, our data retention period, as well as how we handle special category data. This will be subject to an annual audit.
- Creating an information sharing agreement during mobilisation to agree how data will be shared between LFF and the authority.

Total Word Count – (Bidders to self-populate)	1475

TC-004 – Implementation				
Weighting:	20%	Quality Threshold:	40	Limitations
<b>Question:</b>  The Authority requires evidence and assurance from the Bidder that their implementation plans are robust, credible and achievable.  <b>A)</b> Please explain how you will ensure the implementation plan is successfully achieved by the Call-Off Commencement Date. This should include how critical activities will be completed to ensure the delivery of services, supported by digital and technology, information security, workforce and estates.  <b>B)</b> Explain how you will ensure that the appropriate accreditation to deliver this service is obtained by the Call-Off Commencement Date.  <b>C)</b> Please provide an Implementation Plan (in any format) to detail planned timescales and responsibilities to meet the Implementation milestones as per Call-Off Order Form, clause 26A Implementation and Schedule 2.1 Section 10, in the Call-off Contract. This section requires explicit reference to the milestones and requires bidders to provide a confident plan of how each milestone shall be met on time.  <b>D)</b> Please complete a RAID log outlining all Risks, Assumptions, Issues or Dependencies that you foresee in implementing this Service and how these shall be mitigated to ensure Service delivery is not impacted.				<b>Part A &amp; B Combined – up to 1000 words</b>  <b>Part C – up to 3 A4 Pages</b>  <b>Part D – up to 3 A4 Pages</b>  <b>The response should be entered in this table in the cell below;</b>  <b>Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count.</b>  <b>Line spacing 1.5</b>  <b>Arial font size 11</b>
<b>Response</b>				
<b><u>A)</u></b>  Key LFF activities will be achieved through; <ul style="list-style-type: none"> <li>➤ <i>Establishing its project team.</i> We will be utilising existing LFF staff members – coordinator, administrator and director of operations to mobilise our Circles' delivery. The team have an excellent mixed skill set ranging from expert CSA delivery, project management, project support and administration as well as stakeholder engagement experience. Two team members have extensive probation and MAPPA backgrounds and</li> </ul>				

so are well placed to drive partnership working in establishing CoSA. Our volunteers will be recruited from local communities through roadshows and partner contacts with clear vetting processes in place and commitment secured

- *Project infrastructure.* Our team will work with partners to establish all necessary project infrastructure to include reporting mechanism to the authority and Circles UK. Wider project support will be provided by our IT, HR and communication teams
- *Workforce development and resilience.* With referral numbers unknown our approach provides staff flexibility to flex with changes in demand. All existing permanent staff can be deployed on alternative tasks. With regard to greater demand we have built recruitment into our model should such levels be sustained plus have built in more immediate capacity by training both our coordinator and Director of operations to support CoSA delivery. LFF already have workforce planning systems to monitor staff development and business requirements. Our CoSA project will be incorporated into such planning including the identification of future training and development requirements to maintain an excellent level of service. Volunteer deployment and development will be governed by our volunteer policy.
- *Internal governance.* LFF are supported by a team of dedicated Trustees who have considerable experience of preventing CSA and delivering on projects. This project will be accountable to the Chief executive group to ensure operational and financial milestones are met. In turn regular bi monthly Trustee reports will include CoSA progress
- *External governance.* A schedule of contract management mobilisation meetings will be established to provide oversight and contract accountability, as well as support to achieve milestones. A multi-agency project steering group will be established to maintain statutory and community commitment to project outcomes
- *Partnership working.* From the outset we will establish positive working relationships with statutory and non-statutory partners, all driven by the need to secure CoSA outcomes. With probation and MAPPA we will establish efficient referral and assessment pathways, secure effective communication agreements and agreed working relationships. With community and voluntary groups this is our opportunity to source support for our project and a potential supply of a diverse and local mix of community organisations. This will also be an opportunity to secure local community venues. Key members of the above will be recruited to join a project steering group to secure desired outcomes

- *Technical support.* The LFF IT department will provide full technical support to CoSA from sourcing mobile devices, setting up user accounts and installing necessary security and operational software so that our work can be carried out efficiently and safely. They will support our data protection lead/officer in ensuring safe systems operate with the necessary system controls (see item D regarding accreditation)
- *Digital technology.* Over the last 30 months we have progressed our digital online offer to include sourcing licences for Zoom and Teams' delivery as well as working on our online resources for those who are worried about their behaviour. We will work with the authority and other partners on the best way to deploy such resources to enable regular contact, oversight and supervision whilst retaining the benefits of in person contact and engagement.
- *Estates strategy.* LFF have offices, meeting and interview rooms at its Bromsgrove HQ. Whilst these can be used, our estates' approach is to work with partners to source local community venues that provide more than just a place to meet. PoPs can access local connections as part of their desistance journey
- *Information security.* We will carry out a DPIA as part of project set up, working with my IT colleagues and other partners to ensure safe and legal systems of work. This will include setting up a secure database, establishing forms and communication that are both safe and timely. We will carry out a record of processing activity (RPA) to document our processes and this will be subject to an annual audit.
- *Phased roll out.* As a new provider we will need to scale up delivery as the contract progresses. Through mobilisation we will work with all partners to establish a 'roll out' timetable based on greatest need and likely sources of demand. CoSA will be available and we will have to manage demand and expectations as we go to full scale

## **B)**

The project team will work with key partners to secure the necessary accreditations outlined in the contract

- *Circles UK accreditation.* LFF have a long and productive relationship with Circles UK. On contract award Circles UK will appoint a lead to work with our project staff to ensure both our organisation and service delivery is compliant with the code of practice and standards. We will work together to build up to a consolidation review to ensure all the necessary standards have been applied by LFF so that referrals can be taken from call-off commencement date
- *Data security*

- Our director of operations is our data protection officer. LFF have a regime of data protection training in place and have developed a culture of technical and organisational adherence to data protection principles. CoSA would operate within the same culture. Safe and efficient data storage and transmission will be crucial to the setup of information security agreements with statutory colleagues
- On mobilisation we will engage with a specialist cyber security company to help us navigate our way to accreditation by call off commencement date
- We carry out due diligence on all cloud providers and sub-contractors (if and when applicable) to ensure they all meet NCSC cloud security principles
- All the above will be contained within our information security plan

**C and D (also uploaded to portal)**



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**Total Word Count – (Bidders to self-populate)**

998







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