

## **SCHEDULE GB: CONTRACTORS TENDER INCLUDING; BUDGET PROFILE AND CLARIFICATIONS, PARTICIPANT THROUGHPUT PROFILE AND FINANCIAL PROFILE**

### *Organisation Details*

*Please note the Authority reserves the right to require a successful consortium to form a single legal entity*

*in accordance with regulation 28 of the Public Contracts Regulations 2006.*

*01. Please confirm the full name of the contracting body that will, if successful, hold the contract awarded by the Authority.*

### **Ixion Holdings (Contracts) Ltd**

Ixion Holdings (Contracts) Limited

### *02. Consortia and Sub-Contracting:*

*Please select one from the options below:*

*a) Your organisation is bidding to provide the services required itself.*

*b) Your organisation is bidding in the role of Prime Contractor and intends to use third parties to provide some services.*

*c) The Potential Provider is a consortium.*

### **Ixion Holdings (Contracts) Ltd**

b) Bidding in the role of Prime Contractor

*03. If the Potential Provider is a division or subsidiary, what is its relationship with the Parent Company (ownership, directorship, authority...)?*

### **Ixion Holdings (Contracts) Ltd**



*04. Please confirm you have attached a one-page chart illustrating your ownership structure including relations to any parent or other group or holding companies.*

### **Ixion Holdings (Contracts) Ltd**

Yes

*05. IMPORTANT: Only answer this question if you are bidding as a consortium. If you are not a consortium please save and continue to the next Questionnaire and complete all remaining Questionnaires.*

*Please provide details of the actual or proposed percentage shareholding of the constituent members within the consortium.*

**Ixion Holdings (Contracts) Ltd**

N/A

*06. IMPORTANT: Only answer this question if you are bidding as a consortium. If you are not a consortium please save and continue to the next Questionnaire and complete all remaining Questionnaires.*

*If the consortium is not proposing to form a corporate entity, please provide full details of alternative proposed arrangements.*

**Ixion Holdings (Contracts) Ltd**

N/A

*07. IMPORTANT: Only answer this question if you are bidding as a consortium. If you are not a consortium please save and continue to next Questionnaire and complete all remaining Questionnaires.*

*The Authority recognises that arrangements in relation to consortia may (within limits) be subject to future change.*

*You should therefore respond in the light of the arrangements as currently envisaged.*

*Please confirm that you will notify the Authority of any future proposed change in relation to consortia so that they can make a further assessment by applying the selection criteria to the new information provided.*

**Ixion Holdings (Contracts) Ltd**

*You will need to hover your mouse over the column names to display the full details.*

*08. Please provide details of your insurance cover.*

*If you do not have this information enter "none" in the column "Type of Insurance" field.*

## Ixion Holdings (Contracts) Ltd

Organisation Details	Supplier			
08. Please provide details of your insurance cover.  If you do not have this information enter "none" in the column "Type of Insurance" field.	Ixion Holdings (Contracts) Ltd			
Record Label	Type of Insurance	Company	Sums Insured	Expiry Date
1				
2				
5				

### Lot 2 South East

#### \*\*\*Organisational Structure\*\*\*

01. Please complete the Implementation Plan Template and submit as an attachment to this question via the adjacent paperclip icon. Use all the fields provided in the template and ensure that you clearly articulate the full range of your proposed activity during the period covered (i.e. up to end of week 52 from contract commencement). [Use ONLY the template provided. The template is locked to prevent you from including additional fields, sections or tables].

Have you completed and uploaded the template as per instructions?

## Ixion Holdings (Contracts) Ltd

Yes

*02. Outline your strategy for making best use of the April – June 2015 mobilisation period to ensure that throughput of participants commences in July 2015. [Note if the relevant ECA includes a designated ESF sub-region then participant commencements must specifically occur at this level also]. Your response should focus on logistics and resourcing issues rather than stakeholder management which are covered as part of Question 20.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion will use our 15 years' experience of mobilising contracts to ensure all systems, processes staffing, equipment, resources, access and security arrangements are ready to commence delivery from July 2015 as per our Implementation Plan. Our Implementation Team with designated workstream leads, will utilise existing Ixion resource, providing assurance that all activity will be expedited without reliance on external recruitment/third parties. The team will be led by [REDACTED], who successfully implemented two NOMS CFO programmes for Serco.

Engagement with stakeholders including MTCNovo, Seetec and Purple Futures (TR primes), DDC office, HMPs and subcontractors, has informed site-level Project Plans detailing staffing resource requirement provisionally agreed with HMPs/subcontractors; ICT – including in-principle agreement with HMPs for Quantum/OMNI access, sourcing secure PCs/laptops for staff, and CJSM email accounts; access – key holder status and progressing co-location agreements. Marketing & Engagement Plans will be implemented, generating appropriate referrals for each site. Each site has a designated individual responsible for ensuring all activity is completed on time and within budget.

Ixion have held advanced subcontractor negotiations around staffing, logistics, throughput, budgets, policies, IT and security to develop meaningful subcontracts. Due diligence confirming capability, ensuring contract-readiness, will be achieved by the end of January. Selecting partners with an existing presence in their area of delivery and approved access to the secure estate guarantees immediate availability of our service.

Ixion's Contract Director will engage outgoing primes to finalise TUPE arrangements and further inform resourcing plans at the earliest opportunity following contract award. Our experienced HR teams will commence structured recruitment pre-April 2015 for vacant posts, ensuring all staffing resource is in place; security/DBS/CATS SyOps clearance sought; and staff training (including CATS and planned NOMS awareness sessions) completed pre-July.

The Contract Director will undertake daily reviews to identify risks and implement remedial action where appropriate to ensure successful mobilisation.

*03. Detail key management and administrative personnel (i.e. non-client facing roles) that will be funded through this contract and describe how they give assurance to the Authority as to your organisation's ability to service the requirements of the contract.*

*[350 words]*

## **Ixion Holdings (Contracts) Ltd**

Ixion aim to fund [REDACTED] key management and administrative roles enhancing proven cost-effective structures from current NOMS delivery offering rigorous, structured support to meet performance, financial and contract requirements. Central Ixion functions e.g. HR, IT; utilised in a limited capacity to support this contract will be funded on a time-incurred basis following ESF guidelines.

Contract Director – [REDACTED], who successfully mobilised/transitioned NOMS CFO R1/R2, will act as single point of contact (SPoC) providing full contractual oversight and accountability; direct management of central roles; strategic and stakeholder engagement lead.

Finance Manager – all financial and commercial responsibilities, co-lead on financial auditing; overseen by Ixion's FD [REDACTED] (experience includes R2 subcontracted delivery).

Quality Assurance & Data Integrity Manager – SPoC for audit, compliance and quality; driving adherence to NOMS/ESF standards through rigorous monitoring/reporting; compliance audits; continuous improvement including staff training/coaching/support; CATS 'Super User'.

Performance & Supply Chain Manager x2 – management, monitoring and support (including capacity building) for subcontractors to achieve contractual/financial/performance targets.

Pact Project Manager – managing material subcontractor performance and compliance including custody casework and mentoring coordination.

Development Manager – internal/external capacity building; regional engagement with DWP, SFA and other agencies; identifying, developing and commissioning services responsive to emerging needs; developing partnerships to support delivery.

Administrator [REDACTED] – admin and compliance support.

Working peripatetically across the ECA from our hubs in Maidstone and Aylesbury, these roles assure Ixion's ability to service the contract, providing added-value for key aspects of delivery and management, strategic coordination and oversight to achieve consistent standards and the best possible service throughout our supply chain. Specifically:

- effective communication with NOMS and key stakeholders.
- exceptional levels of contract compliance through systematic independent monitoring, control and auditing across multiple workstreams – we aim to have no claims rejected by NOMS.
- continual improvement of our service offer and QMS to ensure participant, NOMS and other stakeholder expectations are met/exceeded.
- greater complementarity of service delivery through partnership development, addressing gaps and/or achieving added value for existing services; contributing to wider objectives e.g. housing, health, education.
- identification and embedding of best practice ECA-wide.

- achievement of all required performance through rigorous independent analysis, audit and management.

*04. How will the Contractor provide assurance to the Authority that all required security vetting checks have been undertaken on all Contractor Staff (including Subcontractors)? Your response should detail arrangements to make sure that evidence of the same is available to the Authority on request as well as timescales for responding.*

*[200 Words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion will provide assurances that all required security vetting checks have been undertaken on all in-house/subcontractor staff by mandating that:

- All current/new staff and staff transferring in will undergo renewed vetting checks, regardless of current status. These include: HMG BPSS; DBS appropriate to roles and adhering to the Rehabilitation of Offenders Act 1974; Home Office vetting for all staff operating in custodial settings; and CATS SyOps clearance as appropriate.
- The Contract Director (CD) will have sight of all completed clearances and confirmation letters from in-house/subcontractor HR that checks have been satisfactorily completed on ID, work history and right to work in the UK.
- In-house/subcontractor employees will only commence delivery once all checks have been completed and verified by the CD.

All evidence will be scanned and retained on our secure central staff matrix. NOMS will be given access to this, and to a process map and checklist for every individual recruited over the contract lifetime, within one working day of request to the CD. The matrix automatically triggers reminders three months before DBS and HMP Vetting approvals expire, ensuring renewals are approved prior to current clearance expiration. Subcontractors will be required to store evidence internally and undergo annual compliance checks.

*05. How will the Contractor ensure that both they, and their Subcontractors (where relevant) comply with the Authority's stated Information Security Requirements, including that the IT is appropriately secured?*

*[350 Words]*

### **Ixion Holdings (Contracts) Ltd**

Drawing on our Contract Director's (CD) experience of complying with the Authority's Information Security Requirements on NOMS CFO R1/R2 and Ixion's adherence to stringent DWP/SFA security arrangements, Ixion will create a contract-specific Information Security Management System (ISMS); fully compliant with legislation and standards including the Data Protection Act, ISO9001/27001&2 and FIPS 140-2, and custody/CRC IT regulations. This will be enforced across Ixion and subcontractors.

The ISMS will include Security Management Plans, Operating Manuals, Corrective Action Plans, clear escalation processes for security incidents, device controls, and underpinned by policies including Information Security and Classification, and Data Handling, Retention

and Transfer. We will work with NOMS during implementation to ensure this complements SyOps/CATS training.

All in-house/subcontractor staff must successfully complete ISMS training prior to commencing delivery and undertake annual refresher training. All ICT equipment will be purchased centrally by Ixion and not issued until checks are completed evidencing that all encryption meets Schedule E requirements and that the receiving individual has completed all training/vetting. A central matrix of IT/data users will be held by Ixion to facilitate activity checks.

Ixion's CD is the assigned lead for ISMS and will continually monitor adherence, supported by Ixion's central Information Security Team who will coordinate quarterly on-site data security spot checks on Ixion and subcontractors against:

- Adherence to ISMS policies and procedures, in addition to full annual audit;
- Access to, and securing of, IT equipment i.e. password policies, two locked doors; display screen locks; prohibited use of removable data storage equipment; all IT equipment locked up securely when not in use; secure equipment disposal procedures;
- Data security audits of Ixion and subcontractor delivery premises, including ensuring no personal data is stored locally on IT equipment; and
- Paperwork completion, storage and transfer e.g. correct use of CJSM email accounts when transferring participant data.

Findings will be communicated to the CD, including SMART actions for improvement, with records available to NOMS at all times. Any indication of non-compliance will be investigated by the QADIM and subcontractors placed on performance management procedures until issues are rectified. ISMS data and best practice identified will be made available to NOMS.

*06. In the event that there are such transfers, how will the Contractor ensure compliance with both TUPE regulations and (where applicable) any additional employee pension protection requirements, including where relevant, detail of how transfers to Subcontractors will be supported by the Contractor?*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion has extensive experience of undertaking compliant incoming and outgoing TUPE transfer, and are therefore well equipped to fulfil our obligations under TUPE regulations and industry best practice. For example, Ixion transferred ■■■ Work Programme staff in from two providers 2011 with minimal attrition and no issues/complaints. Our case management partner Pact, to whom TUPE may also apply, has undergone two mergers, both involving fully compliant incoming staff TUPE transfer.

As a responsible prime contractor, we recognise that TUPE can create uncertainty for both incoming and existing staff and it is important for us to maintain staff morale and commitment to ensure continuity of service. TUPE transfer will be overseen by the Contract Director, supported by Ixion's CIPD-qualified Head of HR as named TUPE Coordinator, with support from a TUPE-trained HR Team. All activity will follow a TUPE Process Plan

constructed as per ACAS guidelines and be compliant with the TUPE regulations 2006 as amended by the Collective Redundancies and TUPE (Amendment) Regulations 2014.

Where the previous employer has provided an occupational pension scheme i.e. LGPS/a salary-related or money purchase arrangement, Ixion will provide a scheme which provides benefits based on an employer contribution of at least [REDACTED] of the employee's pensionable pay plus member contributions. Separate negotiations will apply in relation to membership of other arrangements such as Group Personal Pension Plans or Stakeholder Pension Schemes.

Our subcontractor due diligence and initial modelling of TUPE data has already ascertained the TUPE capability of our sole material subcontractor Pact and its likely impact. Ixion's TUPE Coordinator will provide Pact with expert resources and advice to ensure transferees are effectively and rapidly redeployed and integrated into NOMS CFO delivery. Our highly supportive model will be underpinned by contractual requirements, requiring that Pact, along with Ixion:

- Recognise the application of TUPE from existing contractors to them in respect of the services delivered and geographies covered;
- Adopt our detailed TUPE Process Plan;
- Appoint and make available a named contact as their TUPE lead;
- Comply with Fair Deal/Best Value and the TR National Agreement where applicable, and have an appropriate pension solution in place;
- Demonstrate compliance with Cabinet Office: Principles of Good Employment Practice in the terms and conditions they offer to transferring and newly recruited staff; and
- Comply with HMG BPSS.

Should TUPE be deemed to apply to another subcontractor, the same TUPE coordination support and contractual requirements will apply.

*07. Assurance must be provided to the Authority that the proposed contracting entity is financially viable and capable of supporting a contract of this size. Your response must detail the financial capacity and sustainability of the bidding entity or that of the parent company/companies, and make reference (where appropriate) to appropriate financial statements (e.g. audited accounts) or the ability to offer Parent Company Guarantee(s) if required to do so by the Authority. [350 words]*

*[Note: You may upload attachments to evidence statements made in response to this question via the adjacent paperclip icon. Any attachments should be clearly labelled as being related to this question and should be specifically cross-referenced in your response. Please note, any information contained in the same will only be considered in respect to this question.]*

*Please indicate in your response whether you uploaded any attachments as part of your response to this question.*

*[350 words]*

*\*Showstopper question: A minimum score of 70 will be required.\**



## **Ixion Holdings (Contracts) Ltd**

Ixion, as the bidding entity, manages skills/employability contracts, including subcontractors, with an annual turnover of [REDACTED] (3 years audited accounts attached). Through effective systems, controls and procedures, Ixion was rated “Low Risk” in its last independent audit (Grant Thornton).

Ixion presented to the Committee of Governors of our parent company, Anglia Ruskin University (ARU), and has secured the Parental Company Guarantee (PCG) attached. The PCG covers multiple contract wins, should Ixion be successful, to the value of the NOMS cap of £40m.

Previously ARU provided Ixion with a [REDACTED] per annum PCG for its UKTI contracts in East of England and currently provide a PCG for the DWP New Enterprise Allowance contracts (pan London).

ARU’s audited accounts (attached) show a robust financial institution, with [REDACTED]

[REDACTED]

ARU has exempt charitable status, with the Higher Education Council for England as its principle regulator. The ARU Board of Governors is the executive governing body responsible for finance, membership of this board comprises a majority of independent members and no board member is paid any remuneration for the work they do in connection with the board.

The ARU Board of Governors is currently responsible for ensuring the economic, efficient and effective management of resource and expenditure (in excess of £100m per annum) so that the benefits derived from public funds are not put at risk.

Ixion has its own Chairman, Non-Executive board, Audit & Finance committees and works with ARU to ensure consistent quality and governance standards, including having the same External and Internal auditors (Scrutton Bland and Baker Tilly).

The Ixion Contract Director will report directly to the Ixion Board on performance, compliance and all contractual obligations in accordance with the contract/s. [REDACTED]  
Vice Chancellor of ARU, sits on the Ixion Board, which meets monthly.

**\*\*\*Finance and Compliance\*\*\***

*Please complete the Budget Profile Template and submit as a separate attachment via the adjacent paperclip icon. Complete all budget lines relevant to your delivery model, ensuring that any elements of profit are captured within the 'Operating Margin' line only and do not appear either wholly or proportionately within any other budget line. [Please note that whilst the completed template is not scored as a standalone item, the following 4 questions will be scored by making reference to both the individual responses and the relevant sections of the completed template. Additionally, the completed template will form part of the Contract.]*

*Have you completed and uploaded the template as per instructions?*

**Ixion Holdings (Contracts) Ltd**

Yes

*08. Outline your intended approach to profiling costs, including your rationale for any imbalance between payment by results and core cost elements across the lifetime of contract and how you will ensure that these do not exceed permitted values by the end of the Contract Period.*

*[350 words]*

**Ixion Holdings (Contracts) Ltd**

Ixion's modelling approach scrutinised NOMS/ESF funding guidelines ensuring all budgeted costs are permissible, securing board approval to adopt the lowest possible margin [REDACTED] based on associated strategic benefits.

Robust contract management guarantees performance/quality/compliance requirements will be met, with optimised numbers of Case Managers to meet delivery targets while maintaining low caseload levels. We have:

- accounted for regional characteristics including travel/geography/delivery sites etc, ensuring budget viability;

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- Full 69-month budget modelled; linked to outcome profiles and revenue ensuring revenue and expenditure are within permitted values and budget is within the regional envelope of [REDACTED]

[REDACTED]

Clear understanding from all that contract value is fixed and over-performance will not result in additional revenue and underspend may be clawed back and reallocated.

*09. Outline your approach to profiling DAF, including detail of the points of the participant pathway which you envisage it will be accessed at, as well as a general overview of items likely to be purchased, approximate value, relevance to the client group and process for checking eligibility of items (against ESF Regulations) and authorising purchases. [Please note that the response provided should be consistent with any information provided within your submitted Participant Throughput Profile template.]*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Within Ixion's R1/R2 NOMS delivery, PRC/DAF has been valuable in overcoming specific barriers and accessing interventions unavailable through other funding. DAF usage is influenced by complexity/nature of participant needs, location, and local provision availability. Using this experience, Ixion's DAF profiling directly reflects profiled starts and outcomes – higher levels of DAF denoting higher planned delivery. This approach will achieve effective DAF usage throughout the programme duration, ensuring justifiable use and mitigating risks of over/under spending. Typical expenditure may include:

All Stages –Travel/childcare costs for attendance at interviews, appointments including mentoring, voluntary placements, training, initial employment (Travel [REDACTED]+; Childcare [REDACTED]- [REDACTED]).

Core Activity – birth certificate ID ([REDACTED] certificates e.g. Manual Handling ([REDACTED]; SEN assistive technology ([REDACTED] ECS/CSCS [REDACTED] providing access to construction jobs (commonly more accommodating of offenders) and further industry specific training e.g. excavators.

Supportive Measures – work placement specific clothes/protective equipment ([REDACTED] specialist dyslexia/dyspraxia diagnostic assessment referral [REDACTED] counselling (including youth specific - [REDACTED] session).

Short Courses – introductory training e.g. ICT, Sustainable Development, Creative/Digital [REDACTED] to inform decisions on further learning; ECA growth sector courses e.g. Solar Thermal Introduction [REDACTED] Tree Surgery and Cross Cutting [REDACTED]

Vocational/Education/Training – employment-focused training e.g. FLT Counterbalance and Reach [REDACTED] computer coding [REDACTED] particularly for young people; C&G Plastering [REDACTED] supporting self-employment; SEN specific e-learning [REDACTED] Black Self Development CPD [REDACTED]

Interview/Employment – clothing for interview/job start [REDACTED]; equipment e.g. hairdressing/nail technician kit [REDACTED] to reduce common barriers to employment.

Recruitment of experienced Case Managers and robust guidance (including clarification regarding ineligible purchases e.g. passport, driving lessons) ensures DAF is targeted effectively for maximum impact and appropriateness.

DAF business cases raised by CMs will be reviewed/approved by authorised persons before submission for central authorisation, guaranteeing only fully compliant ESF-eligible purchases. Administrators will review CATS (Action Plans and Notes) confirming relevance to the participant journey/pathway; impact on social inclusion/employability; participant commitment; value for money (including alternative funding); sufficient information to meet ESF requirements e.g. daily travel costs, specific hours of childcare, and Ixion audit trail guidance. Where aforementioned checks are satisfied; the Administrator will authorise low value purchases [REDACTED] line managers authorise [REDACTED] purchases over [REDACTED] require Finance Manager approval. Only authorised, evidenced purchases will be recorded on CATS, building on current systems that achieve full compliance with NOMS/ESF requirements.

Monthly Finance reconciliation/audit checks provide further assurance that all requirements for expenditure/evidence are met. Monitoring reports on expenditure; rejections; trends, informs continual up-skilling of delivery staff reducing potential ineligible requests.

*10. Outline your approach to recovering costs for any staff which are not fully allocated to this contract and/or support functions and infrastructure which will be shared across multiple contracts (e.g. indirect costs), detailing any relevant apportionment methodologies or timesheet processes. Your response should demonstrate how your approach ensures an appropriate balance between direct delivery to participants and management/administrative support for the contract.*

*[350 words]*

### **Ixion Holdings (Contracts) Ltd**

As a not-for-profit Prime contractor, Ixion is committed to delivering value for money, ensuring all NOMS ESF monies can be evidenced as supporting direct delivery. Our approach is based on Ixion's seven years managing ESF programmes and the specific R1/R2 NOMS ESF cost management experience of our contract lead, [REDACTED].

## Staffing

We will invest [REDACTED] of ring-fenced budget in staff contributing to direct delivery (including subcontractor staff). Our staffing structure ensures: 1) all front line and administrative staff work exclusively on this contract; and 2) management posts are essential to ensuring contract compliance and support for delivery teams.

All required support roles which add value to delivery, but which do not justify a dedicated, full-time resource e.g. Ixion's Information Security Team, have been modelled based on anticipated contribution (hours per month) and level of post. For these, we will claim based on actual costs incurred. Our approach to recovering costs for any staff who are not fully allocated to this contract is via monthly rolling timesheets which:

- capture hours worked, details of work done and are stored centrally;
- are updated and validated against payroll reports;
- utilise the ESF hourly rate calculator alongside real time payroll data. The hourly rate will be added to timesheets to give accurate monthly costs; and
- are audited as part of monthly financial returns to the Authority. Payroll reports will be available for Authority inspection and supplied at finance audits or upon request.

## Infrastructure

We will co-locate within prisons, MTCNovo/Seetec/Purple Futures hubs, and existing Ixion and subcontractor premises wherever appropriate to flow as much to direct delivery as possible. To ensure we only recover actual, proportionate costs we will:

- Calculate multi-contract premises costs based on percentage of contract-specific headcount, reviewing this on an on-going basis as part of financial audit;
- Allocate head office contributions based on the amount of head office time spent on the contract; and
- Ensure all calculations are clearly indicated on copies of supporting finance evidence e.g. utility bills, making information available to NOMS at any time.

Any under/ overspend will be reported to NOMS as part of monthly reporting.

*11. Provide justification for the contract value allocated to both the Operating Margin and Indirect Costs budget lines and explain how the same ensures that participants receive maximum value from the contract. Where relevant, including detail of any infrastructure/staff costs or social reinvestment of elements of the operating margin as well as any leveraging in of investment from other funding streams/contracts which would not appear in the Budget Profile Template to enhance outcomes for participants.*

[400 words]

*\*Showstopper question: A minimum score of 70 will be required.\**

## **Ixion Holdings (Contracts) Ltd**

Ixion have limited the South East operating margin, with full board agreement, to [REDACTED] over the contract period, in order to prioritise the highest quality service to participants against NOMS CFO specification. The reduction from Ixion's current average contract margin [REDACTED] effectively means an additional [REDACTED] to Ixion/NOMS frontline services.

Ixion's contract model incorporates a robust structure minimising the need to utilise central support functions. However, where such support is needed, but not uniformly through the contract, e.g. HR, Marketing, this has been factored into indirect costs to maximise contract efficiency; further enabling us to direct maximum resource to front-line delivery.

As a not-for-profit company, the economies in adopting this approach have seen social reinvestment of [REDACTED] in 2013-2014, [REDACTED] start-up grant investment, [REDACTED] provision of support to enter the labour market. This level of social reinvestment will continue throughout the contract, reflecting Ixion's core business model.

Indirect costs equate to [REDACTED] of contract value. All indirect costs will be essential, eligible, supported by robust calculations and fully evidenced e.g. timesheets, hourly rate calculators, payroll records. Indirect costs include support staff (IT, Info-sec); equipment (printers, central IT apportionment etc); telephone, postage, utilities and insurance (public/employers). This approach enables us to accommodate [REDACTED] 'front-line' staff within a 100% not-for-profit supply chain. Low caseloads levels ensure participants are seen frequently and receive an individually tailored package of high quality support from appropriately resourced and supported delivery staff.

Ixion will leverage over [REDACTED] of complementary funding across our delivery partnership through funding streams including SFA, South East LEP and NOMS. This enhances provision, adding significant value to outcomes, including:

- Ixion's national delivery of accredited Vocational/Educational/Training interventions via [REDACTED] Adult Skills Budget;
- Ixion's ECA delivery e.g. [REDACTED]/year Skills Support for the Workforce and [REDACTED] ESF Support for Families with Multiple Problems;
- Pact's [REDACTED] year NOMS Family Engagement Service, offering participants access to all family/relationship-focussed interventions and upskilling Case Managers with family-focussed training, delivered in HMPs Send and East Sutton Park;
- additionality for hardest-to-help groups via existing subcontractor/specialist partners existing provision e.g. Women In Prison's Women In Secure Hospitals provision for women with mental health needs exiting Send and East Sutton Park;
- parent company Anglia Ruskin University leverages its leading Employment Bureau careers advice unit, plus finance, human resource, commercial, research and technical infrastructure.

Ixion's Development Manager role has significant remit for mapping/brokering access to inward investment/existing complementary provision to enhance outcomes.

*12. How will the Contractor ensure that Contractor and (where applicable) Subcontractor staff understand and comply with the CATS System Operating Procedures (SyOps)? Your response should also include details of mechanisms which you will implement to ensure that the Authority is notified within 5 working days of any Contractor Staff who cease to require CATS accounts.*

*[300 Words]*

## **Ixion Holdings (Contracts) Ltd**

As per NOMS procedures, Ixion internal/subcontractor employees must attend official CATS training and sign SyOps agreements before accessing CATS. System Security and Data Protection is embedded within Ixion's Terms & Conditions of Employment. Training delivered during induction, including for subcontractors, will incorporate NOMS Data Usage Agreement, CATS Security Operational and Incident Management Procedures and Information Security, with follow-up activity confirming understanding of key points including online quiz, full audit and feedback on initial CATS input. All policies and procedures will be available on a secure intranet for staff to access 24/7.

As part of our system control only the Contract Director will be authorised to request new CATS user accounts. SLAs for each delivery organisation require managers to maintain a list of all staff involved in delivery, with details of security vetting and CATS access. Staff changes must be notified immediately via telephone or email to the Ixion Administrator, and documented within Managers' weekly performance reports (including change in location, hours, role, anticipated changes e.g. future maternity leave). Ixion will notify the NOMS Helpdesk immediately of all changes, achieving notification well within the required 5 days. Ixion will maintain a master record of internal/ subcontractor staff vetting, CATS clearances, training and policy dates and renewal dates. This will be available to NOMS throughout the contract duration.

Quarterly quality/compliance audits conducted by Ixion will include SyOps related monitoring – reconciliation of staff lists, observation of working practices e.g. screen visibility, clear desk policy, data downloading, document storage, protecting passwords, data destruction practices. All site visits by Ixion Managers will test staff knowledge, explore policies and observe working practices against a security checklist, identifying best practice or areas requiring remedial action. Should issues be highlighted, formal SyOps improvement plans will be established to maintain compliance and continually improve security of information.

### **\*\*\*Approach to Delivery\*\*\***

*13. Demonstrate your approach to ensuring that NOMS CFO provision is targeted at those offenders which will receive maximum benefit from the same (rather than those requiring minimal levels of intervention and support) to enable them to access mainstream provision. Your response should make reference to hard-to-reach groups, those identified for additional regional focus and the general cohort.*

*[400 words]*

## **Ixion Holdings (Contracts) Ltd**

Ixion are committed to continually monitoring local needs, flexing services to maximise benefits of the programme. Our approach includes:

- SLAs with CRCs, NPS, HMPs and other stakeholders including locally tailored identification processes and enhanced eligibility criteria checklists targeting complex offenders.

- formally reviewing priorities and eligibility against CRC/NPS Annual Service Plans, Continuous Improvement Reports, monitoring/reporting on ECA-specific and general cohort targets to inform negotiations.
- quarterly stakeholder reviews maintaining focus on offenders who will most benefit e.g. current HMP Send priority is women/girls gang activity – an approach welcomed by stakeholders.
- attending quarterly Reducing Reoffending Board meetings, commissioning reviews, multi-discipline case reviews and SMT meetings (HMP Swaleside) to identify emerging needs, inform future custody and community-based targeting, and reinforce programme focus for key stakeholders.
- engaging DWP and SFA through existing Ixion contracts, maintaining focus on mainstream provision development to identify how NOMS CFO can prepare offenders with complex needs to access this.
- regular case-conferencing with co-located CRC/NPS, HMP Resettlement Teams identifying offenders presenting complex needs, including those requiring intensive support not available through existing provision.

For ECA focus/hard-to-reach groups we have agreed to:

- develop local referral routes with Send's [REDACTED] Head of Reducing Re-offending and East Sutton Park's [REDACTED], Deputy Governor, targeting vulnerable females e.g. gang membership, victims of DV, long sentences; including those where Development Funds could add value e.g. 'Power to Change' course.
- work with NOMS/NHS-funded PD pathways, training CMs on specific female/male identified criteria, working with hard-to-help sub-group experts e.g. Women In Prison to share best practice of identification and support methods, including resettlement and post-therapy planning.
- use peers who have successfully completed Project 507's programme as 'Reps' to help recruit the most disengaged, high risk young people with a history of violence/gang involvement (Aylesbury and Rochester).
- Work with Genius Within and [REDACTED] Kent and Sussex lead for Learning, Skills and Employment to develop behavioural checklists and assessment/referral processes to target young offenders with learning difficulties and mild-moderate mental health needs in Rochester and Aylesbury.
- Work with [REDACTED] Head of Reducing Re-Offending and the OMU at Swaleside to target long sentence prisoners who will be released directly without going through a resettlement prison (estimated [REDACTED]).

Ixion's caseload review processes ensure targeting of offenders with complex needs – measured through demographic data; audits of assessments, Action Plans and reviews evidencing clear rationale for engagement/ongoing participation. Targeted improvement plans will be established where requirements are not consistently met.

*14. Detail any accommodation related provision or support you will deliver as part of the Contract or will facilitate access to, which will contribute towards the general cohort becoming more socially-included.*

*[300 words]*



## **Ixion Holdings (Contracts) Ltd**

Ixion recognises that suitable, long-term accommodation is key to successful resettlement and social reintegration. We will fund a full-time Accommodation Support Worker (ASW) through Langley House Trust (LHT), a national offender housing specialist, who will:

- provide a single point of contact for delivery staff, coordinating complex housing issues identified by Case Managers (CMs) e.g. relating to the Housing Benefit Cap, moving participants into safe, sustainable housing;
- develop links with LA housing teams and relevant housing providers including approved Private Rented Sector (PRS) landlords;
- upskill CMs to identify housing issues as early as possible and resolve standard queries;
- create a Housing Toolkit for CMs including referral mechanisms, eligibility and booking processes;
- liaise with other CFO primes and CRCs to facilitate/strengthen cross-CPA working;
- offer access to LHT wider housing portfolio, including The Shrubbery, their registered care home in Rochester which houses males facing reintegration after long sentences and with medication needs;
- feedback findings to NOMS to support evidenced-based commissioning as per Schedule G3.2 and NOMS Commissioning Intentions.

For participants with less severe accommodation needs, CMs will refer into existing services as part of Core Activity/Supportive Measures when this is not being provided elsewhere e.g. through Transforming Rehabilitation. Referral routes have been established into: MTCNovo/Seetec/Purple Futures/NPS (who have accommodation targets); housing providers e.g. St Mungo's; PRS; rent deposit schemes; and existing offender provision e.g. HIAS. LHT will liaise with CMs to identify participants being released from Approved Premises/Therapeutic Communities/PIPEs to place them into their 18-unit housing project in Strood.

We will achieve social inclusion through ongoing Core Activity delivered by CMs/mentors (with support from the ASW), including supporting participants to understand the basics of tenancy agreements, setting up a home, managing anti-social behaviour, and tenant rights and responsibilities. CMs/mentors will support participants to make positive lifestyle choices and engage their communities through volunteering/hobbies.

*15. Detail any health (including mental health and substance misuse) related provision or support you will deliver as part of the Contract, or will facilitate access to, which will contribute towards the general cohort becoming more socially-included.*

*[400 words]*

## **Ixion Holdings (Contracts) Ltd**

All Case Managers (CMs) will be trained in disability awareness and health-related benefit entitlements during induction and upskilled by specialist subcontractors throughout contract duration e.g. Genius Within: identifying offenders with hidden learning difficulties; Women in Prison: early identification of women with PD, depression and anxiety disorders, promoting referrals to appropriate support at the earliest opportunity.

Key to addressing social exclusion is facilitating awareness of/access to mainstream health services. Core Activity will assist engagement with health provision through providing information and advice about services, addressing attitudes and fears preventing inclusion, and giving practical help in e.g. booking/attending appointments, setting up self-help groups as peer support communities.

As part of Supportive Measures, CMs and Pact's specialist wellbeing mentors will work with Offender Manager/OMU and other stakeholders to prioritise and sequence interventions based on health needs (including substance misuse/mental health) referring/accompanying participants to existing primary, secondary and community care and public health services appointments/drop-ins in custody/community. Referrals will be made in full consultation with the participant, referring into:

- custodial services including GP/dentist, psychosocial and substance misuse services e.g. Rapt's intensive Substance Dependence Treatment Programme in HMPs Send and Swaleside.
- community-based services including NHS-funded provision e.g. GPs, counselling services, Access to Work; Community Mental Health Teams, Young People's Substance Misuse Treatment Services; social work and occupational health; and St Andrews as the exclusive mental health provider for MTCNovo in Thames Valley.

Peer/volunteer mentors will provide support and encouragement to maximise treatment completions and long-term positive impact.

Delivery within different pathways will take into account health needs e.g. arranging Short Course delivery around health interventions including varying attendance patterns. Alongside individually tailored interventions coordinated by CMs, Development Fund/DAF will break down barriers to inclusion e.g. creating/accessing social enterprise-based volunteering opportunities for young offenders with LDD being released from Aylesbury, Rochester and Elmley, and DAF-funded assistive technology.

CMs and volunteer/peer mentors will encourage compliance with statutory provision, court orders and licence requirements including Mental Health and Drug Treatment Requirements, including accompaniment to early appointments to improve confidence, and will work closely with HMPs, CRCs/NPS to identify support requirements that will increase engagement.

Throughout the contract lifetime our Development Manager will work alongside health partners including Local Authorities, Health and Wellbeing Boards, CCGs, NHS England and Public Health England (South of England) to identify current/future gaps in provision, and promote and co-design local initiatives that respond to emerging needs and improve the social inclusion of offenders.

*16. Detail any family/community network related provision or support you will deliver as part of the Contract, or will facilitate access to, which will contribute towards the general cohort becoming more socially-included.*

*[350 words]*

## Ixion Holdings (Contracts) Ltd

Ixion's delivery model recognises that successfully maintained/re-established family and community relationships are essential to social inclusion. Our custodial case management and mentoring partner, Pact, will integrate family support into all custodial/community casework. As the sole provider of NOMS national Family Engagement Service and of family/relationship-based provision for Purple Futures, MTC-Novo and Seetec on TR across Hampshire, Kent/Surrey/Sussex, & Thames Valley Pact also ensure no duplication. Pact delivers family-based services within [REDACTED] of in-scope HMPs, and communities across the South East; providing existing relationships and referral routes, enabling us to model delivery to address identified gaps. Stakeholders confirming strong support for our family-focussed approach, include [REDACTED] NPS Divisional Deputy Director.

All custodial and community-based Case Managers (CMs) will undergo Pact's Family Engagement Worker training; ensuring a family-focus throughout the participant journey. CMs will consider family and community ties in all decision making, offering:

- access to Visitors' Centres, Family Days, play activities and family-based interventions to promote positive family contact;
- Pact's Relationship courses to strengthen/rebuild ties with partners, parents and children in custody/community, including: Within My Reach - teaches techniques to cultivate and protect positive relationships, and to safely leave damaging relationships; Building Stronger Families – improves participant and partner communication skills, parenting and money management; Building Bridges - improves communication, reduces aggression, develops coping strategies and supports joint planning between young offenders and their families;
- Pact's Basic Caring Communities - four-to-one support from volunteers for participants with complex family relationships issues. Volunteers meet as a group with the individual weekly and call daily to provide intensive community-based support post-release, promoting new social ties and access to mainstream social/welfare support;
- Family Resettlement Conferencing, ensuring active liaison with social care and Troubled Families pre/post-release to facilitate smooth community reintegration.
- CM-hosted drop-in sessions to meet families needing support; and
- Hidden Sentence training and Bridging Walls events, supporting practitioners from partner organisations to better understand the needs of prisoners and their families.

Where possible, we will arrange family-based interventions in partnership with Visitors' Centre and custodial staff so they are run on the same day as planned visits, reducing travel costs for the family.

*17. Outline sequentially the typical journey that a participant from the main cohort (i.e. not from the designated hard-to-help groups or those identified for additional ECA focus) can expect along the stages of the participant pathway.*

*[400 words]*

*\*Showstopper question: A minimum score of 70 will be required.\**

## **Ixion Holdings (Contracts) Ltd**

Eligible participants will be identified/referred following locally agreed protocols, based on BCST, OASys, CHAT and other assessments indicating participants meet agreed enhanced eligibility criteria and would benefit from participation. A designated Case Manager (CM):

- meets participants to complete CATS Assessment, identifying needs;
- builds on data shared by referring agencies;
- agrees a SMART personalised Action Plan with realistic employment/training goals;
- prioritises and sequences pathways/activities with stakeholders, aligning with sentence/post-supervision/resettlement plans ensuring holistic/complementary delivery;
- refers for specialist assessment if potentially undiagnosed/unaddressed issues are identified e.g. PD, mental health.

Core Activity provides advice, guidance, coaching, mentoring and support throughout the programme via regular one-to-one meetings in appropriate environments e.g. co-located offices, private rooms, community settings, Women's Centres – first within seven days of assessment, then individual needs-based frequency (21 day minimum). CMs directly deliver interventions, boosting motivation, confidence and self-esteem, including:

- practical advice/support – disclosure, ID, advocacy e.g. Housing Associations, health, JCP;
- impartial guidance on local services/provision, utilising Ixion's Local Directory ;
- embedded relationship management, female-specific and housing support (all CMs trained by Pact, Women In Prison and LHT);
- employability/skills advice, guidance and development – vacancies and courses sourced through Ixion's mainstream programmes e.g. access to 1000+ VCSE opportunities – in-reach tailored to each HMP;
- jobsearch activity and sourcing jobs;
- interview preparation/practice (Interview Stage);
- reviewing Action Plans every 21 days (minimum) to manage progress, identify/address emerging needs, and provide opportunities for participants to Feedback.

Alongside Core Activity, participants will access specialist support/advice addressing complex barriers e.g. substance misuse, domestic abuse, through signposting to existing services or core partner interventions (Supportive Measures). All participants will be offered a peer/volunteer mentor (with custody-based schemes developed to enhance existing provision) including family support, following Pact's proven model, and through-the-gate.

As participants progress CMs will broker Short Courses, Vocational/Educational/Training activity, including voluntary work, work experience/tasters, broadening their skills base, improving motivation and confidence and progressing towards goals.

Throughout the journey:

- CMs follow up external interventions, capture progress and work in partnership with agencies to support participants, including obtaining interview feedback from employers;
- DAF support may fund travel/childcare, equipment, clothing addressing barriers to participation/employment and promoting social inclusion;
- referral to mainstream provision promotes progression.

CMs will maintain appropriate contact with participants starting employment/full-time training for 13 weeks, supporting sustainability, providing ongoing mentoring, advocacy and IAG.

Ixion's quality team will audit all journey Stages ensuring relevant interventions are delivered, regardless of associated payment, and to drive continuous improvement.

*18. Please detail your approach to delivery for the designated hard-to-help groups, in terms of adding value to very specific existing services or providing delivery to fill identified gaps in provision. Reference should be made to the requirements as set out in the relevant regional ECA Specification, as well as any discussions with stakeholders.*

[400 words]

### **Ixion Holdings (Contracts) Ltd**

Informed by consultation with stakeholders including in-scope prisons, NPS, MTCNovo, Seetec and Purple Futures every sub-project will feature:

- open ended support to participants (no maximum time on programme);
- respected not-for-profit providers able to flex to changing stakeholder/participant needs;
- a full-time specialist worker ensuring optimal accessibility and representing our partnership at regional steering groups/forums/events, ensuring we stay abreast of changes; and
- clear eligibility criteria which will be reviewed quarterly with stakeholders, ensuring delivery remains focussed on those with most complex needs, addressing current/emerging gaps and avoiding duplication.

Specific approaches includes:

1) Women In Prison – vulnerable women. As a current provider in Send and East Sutton Park, WIP's CFO offer is modelled on gaps, supporting hardest-to-help females e.g. long sentences, DV, exiting the Therapeutic Community (PD with LDD) for whom there is no long-term follow-up provision. Discussions with Seetec and MTCNovo highlight the need to complement TR women's provision and overcome the lack of Women's Centres/networks in Kent and Thames Valley through outreach and co-location.

2) Langley House Trust – offenders facing reintegration following long sentences (including mental health and personality disorders). Working peripatetically across community/prisons including Stanford Hill and Grendon, LHT will support participants who are not classified as a priority for Local Authority services yet require intensive support to manage the effects of institutionalisation, release anxiety and loss of local connection. LHT will make early referral into essential services with long waiting times e.g. IAPT c.6 months.

3) Genius Within – Young offenders (18-21). Recommended by [REDACTED] Regional lead for Learning, Skills and Employment based on excellent feedback on their current pilot within Rochester, GW will use an eligibility checklist and full cognitive assessment to identify/support participants in HMYOIs Aylesbury and Rochester with SEN and mental health needs, whose issues overlap, leading to misdiagnosis and lack of support.

4) Project 507 – Offenders involved in gang activity in East Sutton Park and Send. Collaborating with CRCs and One Big Community, P507 will deliver tailored female violence/gang interventions through ‘The Butterfly Project’ and a consistent through-the-gate service to address the lack of meaningful exit support for women/girls identified as a critical gap in ‘Gang Ambitions’ (2014).

5) Project 507– Offenders required to relocate on release. Working alongside IOM, [REDACTED], Governor at Aylesbury and NPS to support MAPPA BAME offenders being released from Aylesbury into London/South East. Provision will overcome typically-overlooked traumatic/emotional challenges of relocation, particularly for violent, sexual and other high-risk offenders.

*19. Describe the progression routes from your delivery into existing services and planned future provision. Particular attention should be given to Local Enterprise Partnership (LEP) commissioned activity within the 2014 – 2020 ESF Operational Programme, as well as services to be delivered via CRCs.*

*[350 words]*

### **Ixion Holdings (Contracts) Ltd**

Case Managers will prepare participants to engage with progression routes including:

- National Careers Service – motivation and support to access the service, with outcomes informing skills/training activity.
- OLASS – meetings have been arranged with Manchester College and Milton Keynes College to develop clear pathways of joint working to support progression into employment/further learning.
- Traineeships, Apprenticeships and Adult Skills Budget provision – preparation via Short/VET courses and interventions; advice and guidance; sourcing opportunities through the National Apprenticeship Service and funded providers e.g. HIT Training and Kent College.
- Work Programme and work-based learning – using Ixion’s subcontractor status with G4S to develop warm handovers and three-way/on-site meetings with all Work Programme primes to ease offenders’ transition into work and life-long learning.
- Self-employment – using Ixion’s prison in-reach and community delivery experience of New Enterprise Allowance to develop preparatory business planning, advice and guidance to fast-track offenders into NEA.

Stakeholders welcome both NOMS CFO’s ability to bridge custody, community and mainstream provision; and Ixion’s Development Manager as a pivotal role in developing such links/routes, informing our Local Directory of services/provision.

MTCNovo’s Mobilisation Director, [REDACTED] highlighted the importance of custody-based offenders joining CFO before progressing into their 4-week package of ‘full-time’ resettlement activity (employability, social support/capital, release planning). Similar discussions have been held with [REDACTED] Seetec and [REDACTED] Purple Futures. Whilst all three Primes are finalising local models, we have agreed that our CMs will facilitate warm handovers, three-way planning, and complementary through-the-gate/community support if/where needed. Agreed community co-location arrangements and tailored SLAs will promote coordinated progression to wider CRC services.

All LEPs will agree detailed ESF/ERDF Operational Programmes early 2015 following European Commission approval. Potential progression routes include:

- short training, employability skills, IAG preparing for Pre-Employment/Entry-Level Skills provision in growth sectors including life sciences and distribution e.g. South East LEP's Skills Capital Fund.
- Offenders ineligible for NEA –Entrepreneurship/start-up provision.
- Young offenders– Thames Valley Berkshire's City Deal.

Ixion will engage DWP, SFA, Big Lottery as they (re)commission services throughout contract life (including Specialist Employability Support for disabled people, Work Programme, OLASS), linking into relevant programmes early to establish progression processes, avoid duplication and maximise complementarity.

*20. Outline your strategy for making best use of the period between April and June 2015 and early stages of delivery thereafter to manage stakeholder expectations and to ensure there is a smooth transition from the current round of delivery.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion have undertaken early stakeholder engagement highlighting R3 focus, funding levels, throughput, and delivery structure – hosting successful stakeholder webinars; face-to-face meetings including [REDACTED] (Divisional Deputy Director, NPS) [REDACTED] (Mobilisation Director, MTCNovo), [REDACTED] (Purple Futures) [REDACTED] (Operations Manager, Young People's Estate); exploratory discussions with HMPs including Swaleside and Rochester; circulating two Executive Summaries including information about the programme and Ixion's solution to all identified stakeholders. We have agreed to develop individual SLAs immediately following contract award with HMPs, NPS, CRC and other key stakeholders covering referral levels; enhanced eligibility/priority criteria; service delivery; working arrangements; data and risk sharing protocols; security clearances; operational, performance and service reviews, to directly manage stakeholder expectations. To optimise mobilisation and early delivery our strategy also includes:

- implementing our detailed Marketing & Engagement Plan, covering internal, Authority and transferring staff, and stakeholders including LEPs.
- designating a key contact to each stakeholder, streamlining communication.
- providing structured, open communication channels, including webinars (as per bid stage), weekly progress updates, open meetings, online feedback, to share views and resolve queries;
- prioritising engagement with stakeholders most impacted by the programme e.g. transferring staff, agencies working with priority groups or delivering complementary services.
- establishing early connections to operational groups including MAPPA Boards and LOSEP.
- progressing preliminary discussions with CRCs to support establishment of a pan-ECA employment and skills steering group via our Development Manager.
- facilitating engagement between specialist supply chain partners and allocated locations, jointly finalising delivery plans, referral mechanisms, and working arrangements.

- increasing targeted communication towards the end of June reinforcing delivery, eligibility and referral arrangements.
- ensure smooth transition, avoiding gaps in delivery through early implementation of SyOps and vetting.

Contract Director daily reviews will assess activity and feedback, adapting engagement activity to manage expectations and a smooth transition, reporting weekly to NOMS throughout mobilisation.

*21. Detail how you will maintain relationships with community-based participants including community starts and releases from custody.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Clear structures and processes underpin all participant engagement:

- allocating participants a single community-based Case Manager (CM) throughout their journey;
- co-location and data sharing agreements with MTCNovo/Seetec/Purple Futures/NPS allowing scheduling of meetings alongside other appointments, minimising travel and decreasing risk of disengagement;
- appropriate delivery locations e.g. gang members not having to cross gang lines;
- multi-stranded engagement via face-to-face, email, phone, SMS, social media, appropriate to individual circumstances;
- all CMs overseen by the Contract Director, operating as one team;
- all activity recorded on CATS so that any CM/mentor engaging the participant can access up to date case information; and
- participants transferred onto community caseloads within 24 hours of CATS showing release from custody/transfer in from another NOMS project.

As an incumbent provider of NOMS CFO Ixion knows that building trust and ownership are critical to maintaining relationships with voluntary participants. From first contact, CMs will establish what is important to participants, setting clear expectations to support progression, agreeing actions with participants so that they 'own' their journey. CM-participant contact will always be within 21 days. When appropriate, we will use family/community relationships as a motivator for change. Flexible, modular Vocational/Educational/Training interventions can be started in custody and continue in community, motivating participants to more readily engage and complete.

CMs will be supported by Pact's volunteer/peer mentors delivering: engagement over-and-above CM contact; through-the-gate support when gaps are identified; on-going encouragement, building self-efficacy; and maximum take-up/sustained engagement in our services/external provision. Peer mentors will be particularly effective with chaotic offenders.

For participants engaged in custody, pre-release handover meetings between custody and community-based CMs will identify potential issues and agree actions to reduce disengagement. Participants will have a written plan of post-release appointments and



contact details for their community CM, who will meet them at the gates/contact them within 24 hours of release as appropriate.

*22 Describe your approach to gathering participant feedback. The response should detail how you will fulfil participant pathway baseline requirements, any additional processes and ways in which you will use feedback to improve outcomes for participants.*

*[350 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion and Pact have an excellent track record in using feedback to improve services and outcomes for participants e.g. Ixion's Developing Your Enterprise programme increased business start-ups from [REDACTED] by introducing online delivery; changing teaching styles on Sector Work Based Academies increased achievement by [REDACTED]. Ixion's Feedback Policy & Procedure will be adapted to include baseline requirement of NOMS CFO – scheduling feedback after completion of two Core Activity interventions and following completion of Supportive Measures, Short Course or Vocation/Education/Training activity. In addition to securing 85%+ feedback, this approach enables Case Managers to respond immediately to positively impact participants' experience e.g. change contact levels, deliver new interventions, engage new partners, source new services. All staff will be trained in completing feedback interviews to gain open/honest feedback. Delivery sites will be encouraged to assign independent staff/mentors to complete this where possible.

The Quality Assurance & Data Integrity Manager (QADIM) will monitor feedback completion via CATS, identifying lower than anticipated completion rates, taking remedial action as appropriate. For added assurance the QADIM will review feedback, ensuring forms are completed to required standards; conduct sample interviews to independently validate feedback during site audits. This additional activity will assess overall participant experience, service of individual staff, and identify ECA-wide areas for improvement.

Additional feedback via Ixion's online form and participant comment cards available within delivery sites will be logged centrally by the QADIM, communicated to delivery managers, and inform site level Continuous Improvement Plans, with progress monitored during audits to ensure feedback effectively improves service and outcomes. Focus groups convened to consult specific participant groups e.g. health problems, learning difficulties etc, will support service development following Ixion's current 'learner voice' model; while annual evaluation will seek feedback via online anonymous surveys and individual/group interviews. Exit interviews for all participants will gauge overall satisfaction/experience and inform ongoing service development. Contract wide trends will result in changes to systems and processes, introduction of new services, supply chain and partnership review, staff training etc. Feedback will be shared with NOMS and other stakeholders, particularly that relating to joint working/outcomes, to inform wider improvements within the sector.

**\*\*\*Alignment\*\*\***

*23. What will be your approach to managing expectations of individual prison establishments or community sites where CFO delivery may be limited (e.g. only targeted at an identified hard-to-help group)?*

*[250 words]*

## **Ixion Holdings (Contracts) Ltd**

Ixion have engaged HMP and community stakeholders through webinars, meetings and additional communication to establish the scope/level of delivery expected from R3. We have used meetings, including with [REDACTED] (NPS), CRCs and prison leads to discuss:

- increased contract value and dedicated staffing levels (minimum 1FTE in each prison) but reduced focus on community-based delivery and ceasing of activity in R2 prisons including Winchester, Huntercombe and Bronzefield.
- lower start numbers, leading to a more targeted approach to identifying/engaging the hardest-to-help pre-release.
- impact of closing R2 cases, re-vetting/re-training staff and building caseloads, will have on delivery in their prison or area.

Local SLAs reflecting lower referral levels, review triggers and enhanced eligibility/priority criteria for each location will be agreed during mobilisation, reflecting local target groups e.g. HMP Send – girl gangs, Standford Hill – long sentence with PD sub-group; gaining input from local teams to achieve joint ownership and establish local champions. The scope/levels of delivery will be widely publicised to HMP/CRC/NPS and current delivery locations through marketing and launch events, to increase awareness and manage expectations.

Participation in Reducing Reoffending Boards, multi-discipline case reviews; co-location and other local joint working arrangements e.g. MAPPA, will support open dialogue with local teams regarding expectations. Ixion's Contract Director will continually monitor delivery against anticipated service levels, reallocating volumes, re-prioritising cohorts, flexing the service to respond to critical demand fluctuations, ensuring additional resources are flowed down to maximise delivery potential. Quarterly stakeholder meetings, and open, transparent reporting will keep stakeholders up-to-date with performance.

*24. What will be your approach to managing expectations of individual prison establishments or other stakeholders regarding the shift in focus from 'employment' to 'social inclusion' between NOMS CFO's delivery as part of the 2007 – 2014 ESF Operational Programme and the 2015 – 2020 Operational Programme?*

*[250 words]*

## **Ixion Holdings (Contracts) Ltd**

Through our webinars; face-to-face meetings, including with MTCNovo; and discussions with stakeholders such as Seetec (TR), Adviza (National Careers Service) and Manchester College (OLASS); Ixion have used our detailed understanding of R2 to highlight programme changes, particularly social inclusion focus; circulating executive summaries of R3 provision at each tendering stage. Stakeholders, including HMP Swaleside, have welcomed this approach, in assisting their own intervention planning as they restructure resettlement scheduling and sequencing. The changing focus has been widely welcomed by HMP and YOI teams who feel many offenders lack the skills and confidence to access/benefit from employment support that is readily available.

To further manage expectations Ixion will:

- participate in local meetings e.g. MAPPA Boards, resettlement consortia to maintain stakeholder focus and understanding.
- continue regular webinars and stakeholder meetings (including out-of-scope prisons with R2 delivery e.g. Ford) throughout implementation and beyond.
- engage stakeholders in targeting Development Fund to explicitly support activities promoting social inclusion.
- develop SLAs with CRCs, NPS and key partners e.g. Adviza, Manchester College, Milton Keynes College and other employment/skills providers, detailing joint-working to support inclusion and employment goals, to promote understanding.
- provide open, transparent mapping of NOMS CFO and other local provision to improve stakeholder understanding of different programme focus/ complementarity.
- encourage stakeholders to attend up-skilling training delivered by our specialist partners e.g. learning difficulties, financial inclusion, housing, mental health; to better understand the focus of our provision.
- highlight social inclusion within marketing and communication.
- circulate case studies and success stories promoting social inclusion focus.

*25. How will you manage referrals to the CFO programme which are not appropriate e.g. for offenders who do not fall into the hard to reach category or are already close to the labour market?*

*[250 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion will establish pre-emptive approaches to minimise inappropriate referrals including establishing SLAs with detailed referral criteria. Using R1/R2 experience, our Referral Form will identify offenders' category/level of need, prompting referring officers to consider appropriateness – an accepted/rejected section allows Case Managers (CMs) to feedback reasons for rejection. Offenders referred via incorrect categories will be correctly categorised and progressed e.g. young female gang member referred in general cohort, progressed via gangs sub-group.

Close partnership working and co-location with CRCs, NPS, OMU and others, will facilitate discussions about potential referrals, allowing for redirection of offenders before referral. Custody-based CMs will also review offender CATS details before initial meeting – contacting Offender Supervisors to explore further and agree next steps where referrals are inappropriate.

CMs may identify inappropriate referrals at/following initial interview: outside target groups; too few complex barriers identified in initial assessment; actively participating in/able to access mainstream provision e.g. Work Programme, with no added value offered by NOMS provision; ineligible for ESF programmes. CMs will notify referring officers (through a three-way meeting if possible) and use Ixion's Local Directory of services to identify/facilitate access to alternative provision to meet offenders' needs e.g. OLASS, mentoring/support groups, NCS, New Enterprise Allowance.

Ixion will maintain a Referral Rejections Log, regularly reviewed with stakeholders to reinforce eligibility and promote continuous improvement, delivering training for staff,

improving publicity/marketing material etc. We will feedback emerging issues/trends to NOMS to explore longer-term solutions, and source additional programmes/support through our Development Manager resource to offer alternative options for offenders.

*26. Describe your intended approach to liaising with both CRCs and NPS to secure referrals, avoid duplication and ensure that due consideration is given to participant's level of risk.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Liaison with MTCNovo, Seetec, Purple Futures and NPS in the South East commenced in September 2014, comprising dissemination of Executive Project Summaries to [REDACTED] (NPS), [REDACTED] (MTCNovo), [REDACTED] (Seetec) and [REDACTED] (Purple Futures) and follow-up conversations to discuss model scope/design, avoiding duplication, referral routes, and data sharing.

We have agreed the following:

#### **Referrals**

- co-location to promote effective communication at operational level.
- single point of contact agreed to liaise regarding referrals and service delivery.
- in-principle data sharing protocols and access to OASys, sharing participant risk/resettlement information;
- marketing with clear eligibility and referral instructions in CRC/NPS hubs/LDUs;
- CRC/NPS referral form specifying referral, eligibility criteria and current priority groups;
- quarterly meetings with CRC/NPS management team to review referrals/service complementarity;
- attending NPS/CRC team meetings ensuring understanding of programme eligibility, rapport with referrers, and progress review of referral outcomes.

#### **Avoiding duplication**

- annual reviews agreeing focus for the year ahead; including priority groups, known/forecast gaps, mapping future programmes/commissioning;
- Development Manager sitting on CRC/NPS working groups, minimising risk of duplication;
- quarterly meetings to: identify and resolve current/potential issues/duplications; ensure programme flexes responsively to changing needs; share best practice;
- robust mapping of local referral routes in partnership with each CRC/NPS;
- clear business case process where participants are on programme and engaging mainstream provision.

Additionally, Pact's subcontracts to [REDACTED] ensure access to first-hand information on TR changes and implications for NOMS CFO.

#### **Risk management**

- requiring risk information (via access to OASys/our Referral Form) from NPS/CRC ensuring secure transfer, not accepting referrals until this is received;
- agreeing risk escalation procedures through SPoC at CRC, including updating CATS whenever risk changes;

- QADIM monitoring of CATS to ensure risk is captured for all participants;
- commitment to review processes where transfer of risk data can be improved, including feeding back on emerging trends/issues relating to risk information.

*27. Outline your strategy for engaging with all LEPs relevant to the ECA. Your response should detail how you will raise awareness of your own provision, avoid duplication and ensure that participants are referred to appropriate LEP funded activity.*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion will build on existing relationships with each LEP, including [REDACTED] (South East LEP Vice Chair), with whom we will hold regular discussions about programme delivery and commissioning and [REDACTED] Employment & Skills Lead at Enterprise M3, maintaining our knowledge about LEP developments/priorities, and influencing their agenda over coming funding rounds. Ixion currently delivers Skills Support for the Workforce through South East LEP, which responds directly to skills priorities of South East SMEs.

Ixion's Development Manager will stay abreast of the priorities and outputs of all seven LEPs, monitoring Board meeting notes and discussion documents highlighting current strategies, which will inform ongoing engagement. Key LEP structures of particular focus are ESIF sub-Committees preparing Local Implementation Plans for ESIF Strategy and strategic oversight of ESF/ERDF programmes; and Employment & Skills working groups.

Ixion will raise awareness of our provision and engage the LEP through:

- full-time Development Manager having clear LEP engagement targets/priorities .
- scheduling engagement at peak periods e.g. run up to Spring 2015 programme design.
- involvement in consultations e.g. recent task and finish groups developing proposed adult skills interventions.
- submitting reports on provision, issues and gaps in delivery, informing LEP discussions, developments, and avoiding duplication.
- contributing to consultative and strategic events.
- meeting individual LEP members and attending LEP meetings to present details of delivery and share learning to inform commissioning.
- invitations to launch/celebration events, open days, webinars (including opportunities for LEP to engage subcontractors/stakeholders) raising awareness of current provision and informing future development.
- distributing marketing materials, updates and case studies showing effective joint working.
- engaging in commissioning events to embed our provision within bidding organisations' delivery models, ensuring complementarity in programme designs.

Further duplication will be avoided through regularly sharing performance data encouraging dialogue between relevant organisations to effectively targeted provision; and using existing relationships with Opt-In organisations through current SFA, LEP, ESF Support for Families with Multiple Problems contracts across the ECA, to provide information about activities/performance, positioning NOMS CFO and offender-needs within future provision design and development (including Work Programme 2016).

Our Local Directory will feature LEP funded activity – as programmes are commissioned we will engage delivery organisation(s) to map our programmes, identifying complementarity, adapting delivery to avoid duplication, and establishing clear progression routes. Case Managers will be made aware of new opportunities and how to refer NOMS CFO participants.

We will provide feedback on LEP engagement at NOMS contract reviews, ensuring focus on ongoing engagement.

**\*\*\*Contract and Performance Management\*\*\***

*28. Please clearly complete the Supply Chain Matrix Template and submit as a separate attachment via the adjacent paperclip icon. Please ensure that you include details of all Subcontractors or spot purchase arrangements; areas of responsibility including target groups, geography/sites to be covered, indicative proportions of total contract value; and confirmation of whether their contribution is confirmed at this stage.*

*Have you completed and uploaded the template as per instructions?*

### **Ixion Holdings (Contracts) Ltd**

Yes

*29. Provide detail of the supply chain or internal resource that you will have in place to provide coverage for all required throughput including both the general cohort and any ring-fenced elements (e.g. ESF transition areas, hard-to-help groups) as relevant to ECA.*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Using Ixion's experience of successful R1/R2 delivery, we have reverse-profiled target throughputs (9,607) across all priority groups (including ring-fenced elements) and delivery locations, and undertaken detailed scenario testing to ensure robust resourcing. All Case Managers (CMs) will have stringent demographic throughput, Gateway and Payment Stage targets, monitored weekly and monthly. Equality monitoring will review parity between groups to identify/address any imbalance in outcomes. Custody/community resource splits reflect 70:30 start ratio and will achieve 50:50 delivery as participants move through-the-gate.

Maximum caseload size of [REDACTED] will allow CMs sufficient time to engage co-located agencies and undertake direct recruitment of target groups to secure required throughputs.

Aggregated CM resourcing of [REDACTED] FTE (excluding hard-to-help groups) with average monthly starts of [REDACTED] comprises:

- [REDACTED] Pact custodial CMs engaging OMU, CRCs/NPS, through resettlement hubs to identify suitable participants and establishing suitable timing of referrals.
- [REDACTED] ring-fenced Pact and Women In Prison female CMs working in Send and East Sutton Park (hard-to-help sub-projects) and peripatetically across Women's Centres, CRC women's hubs and across outreach/partner co-locating in Thames Valley and Hampshire (where there are no Women's Centres) to achieve female throughputs.

- Ixion CMs working peripatetically pan-ECA to provide full coverage in priority locations, including working alongside Project 507 and Genius Within to secure sufficient throughput of suitable participants for the under 24 cohort.

CMs are contracted to work flexibly ensuring responsivity to changing requirements e.g. where gang cohorts are more prevalent in different locations than envisaged.

Subcontractors have been selected based on evidenced success with their agreed cohorts and resourced to up-skill CMs to help them identify/support hardest-to-help individuals, including embedding specialist support with core case management facilitating higher-quality Core Activity.

All hard-to-help sub-projects are modelled in partnership with specialist subcontractors and stakeholders to establish selection processes e.g. direct access route from PD pathway and Therapeutic Community within HMP Send into Women In Prison's sub-project. Ixion will facilitate engagement between subcontractors and relevant referring teams to secure throughput. Resource of FTE per hard-to-help group and caseloads at of general cohort ensure effective targeting and intensive non-time-bound support.

Pact's Mentor Co-ordinators will maintain active peer/volunteer mentors working pan-ECA to support females, young offenders, PD and other priority groups; directly contributing to achievement of Supportive Measures while increasing confidence/motivation to promote achievement of wider outcomes. LHT's Accommodation Support Worker will similarly facilitate achievement of outcomes e.g. signposting, engaging with housing providers through advocacy support.

*30. Detail your approach to performance managing both Sub-contractors and internal staff. Your response should specify the process for allocating targets, frequency of contract/internal review meetings, attendees and sign-off process for any changes to allocations, as well as extraordinary measures applied for poor performance.*

*[400 words]*

## **Ixion Holdings (Contracts) Ltd**

Ixion's performance management approach for internal and subcontractor staff is based on our experience of NOMS CFO R1/R2, CIPS and ISPA principles, and Ixion's 15 years' performance managing contracts for hard-to-help groups e.g. Live At Ease and Skills Support for the Unemployed.

### **General Cohort**

of contractual targets are divided between Ixion and Pact, based on realistic profiling of achievable outcomes within custody/community e.g. Pact of starts, Ixion of employment outcomes in community. Targets for individual sites will be set by the Performance and Supply Chain Manager (PSCM) and reviewed monthly based on e.g. need, releases, caseload reviews, flexing as appropriate while overall organisation monthly targets remain fixed.

### **Hard-to-Help Groups**

Specialist subcontractors are targeted participants/year. Following our commitment to the Market Stewardship Principles and Compact, Ixion will agree outcome targets monthly,

based on caseload composition and current/forecast needs, with no additional PbR elements other than starts, ensuring delivery is 100% led by participant needs.

Contract/internal review includes:

- Daily reviews – Case Managers with line managers: progress against individual targets feeding into weekly calls and informing accurate future forecasting/profiling.
- Weekly calls – Subcontractor Project Leads with PSCM: review in-month performance; discuss issues/priorities for following week, including any remedial actions addressing underperformance
- Monthly face-to-face reviews – Subcontractor Project Leads and PSCM/Quality Assurance and Data Integrity Manager (QADIM): review of all claimed outcomes and supporting documents; performance against in-month targets; agreeing following month's targets; risks/issues; stakeholders/feedback.
- Quarterly face-to-face reviews – senior management (Ixion Contract Director (CD), Finance Manager and subcontractor Senior Accountable Manager and project leads): agenda mirroring NOMS' quarterly contract reviews, including performance in-quarter and priorities for next quarter.
- Proposed changes to targets/allocation at above meetings signed off by appropriate delegated authority attendees. Changes based on underperformance are analysed by Ixion F&C to identify risks to subcontractor/ Ixion and included in Ixion's Divisional Risk RAG rating and our programme specific risk register.

Extraordinary measures include:

- [REDACTED] months missed targets = Action Plan initiated; detailed list of actions, owners and deadlines against each area of underperformance.
- Action Plan [REDACTED]-monthly targets missed = Introduction of formal Performance Improvement Plan or Quality Improvement Plan (shared document and forms template for recording/ discussing performance over the duration).
- Improvement Plans = quarterly target, consequences of not meeting targets (e.g. contract reduction or termination) agreed by both parties and documented; formal monthly reviews attended by senior management (subcontractor and Ixion).

*31. Detail your approach to ensuring participants' CATS records are updated both regularly and accurately. Your response should detail and provide justification for whether you intend to adopt an administrative hub approach or whether individual Case Managers will be responsible for entering information.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion's NOMS delivery experience provides rigorous, systematic approaches to CATS input, forming the basis for R3 delivery. Case Managers (CMs) will be responsible for entering information onto CATS – experience indicates this achieves more timely, accurate and detailed input and more robust audit trails, while reducing transfer of records around the ECA. CMs will be fully accountable for accuracy and quality of data, with allocated time after all appointments to complete input, and time scheduled for weekly administrative/information security-related activity. Where CATS is unavailable e.g. due to location of service delivery, the CM will take clerical notes and transfer the data into CATS verbatim within 48 hours.



In addition to NOMS CATS training, Ixion will develop tailored guidance on input standards for Gateway/Payment Stages (including tagging outcome-related notes to provide a clear audit trail), third party referrals and interventions, achievements, reviews, frequency of updates. Production of a 'top up' training guide will promote sustained excellence throughout the programme.

Ixion's dedicated Quality Assurance & Data Integrity Manager (QADIM), a CATS 'super-user', will:

- monitor adherence to standards through daily monitoring/exception reporting using CATS reports e.g. Last Note entered, Action Plans not yet completed.
- Conduct full CATS audits including comparing case notes, risk, Action Plans and data from other sources to monitor accuracy and timeliness.
- review audit trail evidence and participant feedback, informing assessment of accuracy and timeliness.
- monitor managers' use of CATS reports to assure appropriate monitoring of CMs.

Through validating [REDACTED] of Achievements, Ixion systematically audits CATS, ensuring records show logical progression of participant journey against original goals, required sequencing and accurate capture of interventions/achievements. Outcomes of CATS monitoring informs overall risk-bandings and continuous improvement plans for each site. Increased audits are undertaken where standards are not consistently met, with additional training, buddying/mentoring provided to support improvements.

*32. Detail the extent to which you will 'flow down' payment terms to Subcontractors. Where relevant to your model, your response should cover (i) payments to Subcontractors for end-to-end provision for core clients, (ii) end-to-end for those requiring higher levels of support (e.g. hard-to-help groups) and (iii) those delivering interventions specific to participant pathway stages (e.g. training provider delivering a specific course) including (iv) any call-off contract arrangements. Please explicitly state if any of the scenarios are not relevant to your model.*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion's commercial model ensures the contract is deliverable and sustainable both in-house and at subcontractor level, keeping risk flow-down at a minimum. In line with the ISPA and the Compact, this will enable subcontractors to invest in long-term expert staff and to deliver high-quality interventions to participants from day one. Financial modelling is based on actual costs of Ixion and subcontractors to ensure the transition period is low risk and sufficient working capital is available.

Throughout contract life, Ixion's dedicated Finance Manager will support subcontractors to maximise cash flow by:

- understanding and adhering to finance reporting requirements;
- mitigating risk of non-compliant expenditure;
- processing invoices within 28 days;
- meeting quarterly to review spend and check forecasts;
- supporting re-profile in the event of identified over/under-spend.

Payments to Subcontractors for end-to-end provision for core clients  
Ixion will flow down an enhanced version of NOMS' financial and performance terms to Pact as our material subcontractor. Pact will receive a higher operating fee at the start of the contract period to ensure no negative cash flow. The proportion of PbR will increase in the following years but, due to DAF/DF being administered centrally by Ixion, the overall operating fee will equate to over [REDACTED]. Ixion will absorb TUPE liability associated with a material subcontract, exceeding ISPA requirements.

End-to-end for those requiring higher levels of support  
We have ring-fenced [REDACTED] [REDACTED] for specialist sub-project providers and have agreed financial and performance terms which reduce risk flow-down. These include: Women In Prison (vulnerable women); LHT (long sentences); Genius Within (18-21s); and Project 507 (gangs and offenders required to relocate). They will be paid on [REDACTED] [REDACTED]. PbR will only be levied on agreed start volumes, ensuring risk is kept to an absolute minimum. Payment terms will reflect the head contract i.e. FFS paid monthly in advance, PbR quarterly in arrears. For smaller subcontractors like Genius Within, this contract will represent [REDACTED] of their annual revenue, ensuring sustainable growth with minimal risk.

Those delivering interventions specific to participant pathway stages  
Spot-purchased interventions specific to pathways stages will be commissioned via DAF/Development Fund at current market rates using Value For Money principles. Payments will adhere to each supplier's own terms and conditions. Should we encounter terms less favourable than those offered by Ixion as standard, we will offer these as alternative.

[REDACTED]

*33. Detail how you will align the management of your supply chain with the principles outlined in Schedule P Market Stewardship Principles, including where applicable, the steps you will take to ensure that any Subcontractors receive a meaningful volume of business and the process for regularly reviewing spot purchasing arrangements to determine if a more stable contractual relationship should be offered.*

*[350 words]*

### **Ixion Holdings (Contracts) Ltd**

As a not-for-profit prime contractor with [REDACTED] VCSE supply chain, Ixion embraces the Market Stewardship Principles, already removing barriers to entry e.g. via dialogue-based approach replacing onerous Expressions of Interest. This commitment will continue throughout contract life, via:

Appropriate management of risk:

- All subcontractors have confirmed we are offering viable contract terms and meaningful volumes of work based on due diligence in line with the Merlin Standard;
- Monitoring start volumes monthly, formally documenting issues, and supporting to stimulate referrals if lower than forecast;

- Spot purchasing through DAF/Development Fund from our Directory of VCSE specialist support, subject to Ixion's subcontractor due diligence; ensuring purchasing meets best value criteria and is meaningful/appropriate. The Development Manager manages demand and works with the Contract Director to recommend more stable contractual arrangements as appropriate;
- Annual supply chain review and refresh of specialist partners so that the most appropriate providers are selected;
- Reduced risk for subcontractors, includes [REDACTED] payments for Specialist Sub-Project Providers and identical PbR/fee-for-service terms as Ixion for Pact ;
- Assurance subcontractors retain their Intellectual Property Rights.

#### Alignment of ethos:

- Maintain records of engagement (already begun via recorded subcontractor consultation webinars December 2014);
- Formally document support available within subcontracts e.g. development support to build/strengthen policies/processes;
- Development Manager maps/monitors referrals to existing services, manages SLAs and ensures relationships are non-exploitative;
- Record all weekly/monthly/quarterly performance calls/reviews, sharing these with NOMS and informing Ixion's own NOMS reviews.

#### Visibility:

- Transparent supply chain engagement and selection including sourcing, selection, payment and refresh processes (highlighted via December webinars);
- Continue to produce contract Executive Summaries annually;
- Open performance reporting at contract and subcontractor level.

#### Reward/recognition of good performance:

- Recognise and publish MI and case stories to drive high performance via monthly reports;
- Quality Assurance and Data Integrity Manager scrutinises high performance to identify and share best practice;
- Share exemplary case studies with NOMS to support programme recognition e.g. National ESF Awards.

#### Application of the Compact:

- Transparency in our dealings with partners, applying good governance in contract management;
- Establish equitable terms of engagement;
- Support VCSE sector through Development Fund.
- Reinvesting profits into supporting start-up/social enterprises and local communities

*34. Detail how you will/would ensure that any Subcontracting or Spot Purchase arrangements are substantially in the same form as Schedule Q Industry Standard Partnering Agreement, or provide justification for any variation.*

*[300 words]*

## **Ixion Holdings (Contracts) Ltd**

Our subcontracting arrangements will be substantially in the same form as Schedule Q and subject to ISPA core structure/sections. We will provide more favourable terms than Schedule Q, including:

1.1.h: Agreeing guaranteed volumes for subcontractors, providing security via assured service demand and minimising risk transfer (tested with key referrers e.g. prisons).

1.3.a-c: No deployment of clawback mechanism/service credits. Instead, rigorous weekly/monthly/quarterly performance, quality and financial monitoring will safeguard performance, subcontractor cash flow and longevity.

2.1.a-b: Rather than only requiring subcontractor submission of Annual Service Plan, Service Report and Continuous Improvement Report within specified timeframes, Ixion's Performance and Supply Chain Manager (PCSM) will work with subcontractors to provide relevant information and data analysis tools, enabling them to produce Quarterly/Annual, Service Plans, adding value to subcontractors, Ixion and NOMS, who will receive higher-quality, nuanced information.

6.3, 6.4: Rather than merely accepting confirmation that subcontractors have completed the ISPA Questionnaire and Risk Assessment, the PCSM will meet with subcontractors to identify, quantify and mitigate the impact of potential risks prior to ISPA sign-off. This reduces the risk of underperformance/withdrawal.

Schedule 3: All spot purchasing adheres to providers' own terms and conditions, documented in formal SLAs which will reflect the principles and ethos of the ISPA. Monthly demand management/review of spot-purchasing ensures on-going opportunity to transition to more stable contracting as appropriate.

Schedule 4: All subcontractor requirements tailored to meet requirements of the contract, key stakeholders and individual subcontractors will be discussed and agreed prior to inclusion ensuring strong fit with capabilities.

Schedule 11: We will deliver our stated commitments to provide specific capacity building, supportive contract management, equitable terms of engagement, good governance.

By treating the ISPA as a two-way document, Ixion will ensure subcontractors sign viable contracts and are better prepared to negotiate/access future subcontracting opportunities.

*35. Detail management checks that will be undertaken on any documentation or CATS entries prior to submission of claims for Achievements.*

*[300 words]*

## **Ixion Holdings (Contracts) Ltd**

Ixion's stringent audit systems will be adapted from successful approaches developed by our Contract Director, [REDACTED] (previously General Manager for Serco); and Ixion's excellent ESF track record [REDACTED] January 2014 Workplace Learning provision audit), reflecting new R3 processes introduced by NOMS. Ixion's contract-specific Evidence Guidance will provide full details of information to be documented on CATS for each Achievement type, including information in Action Plan and notes sections; audit trail

showing the journey and correctly sequenced activities; documentary evidence to support claims. SLAs with partner organisations will offer template-based evidence documentation where appropriate e.g. confirmation of mentoring appointment, completion of training for Short Courses, assisting partners in providing compliant evidence.

Our system provides [REDACTED] audit of Achievements prior to CATS entry and claim submission:

- Case Managers will complete Achievement-specific Verification Forms containing evidence requirements.
- Delivery Line Managers will undertake daily validation of Achievements – completing checklists confirming evidence requirements are met; physically checking supporting documents; fully reviewing CATS record; taking all required remedial action before approving the claim.
- Only following approval will the Achievement be recorded on CATS and documentary evidence scanned.
- Ixion's Quality Assurance & Data Integrity Manager (QADIM), the single point of contact for Authority claims activity, will undertake rigorous daily/weekly monitoring of Achievements through full CATS case record audits prior to submitting claims to the Authority.
- Sample spot checks with employers, service/training providers to confirm Achievements are genuine e.g. participants in work or completed training, to validate documentary evidence.
- QADIM will physically verify original documents/certificates that have been scanned against CATS records during monthly internal compliance audits to provide additional assurance.
- Finance Manager will validate all Achievements to confirm correct approval on CATS prior to claim submission.

Progressive step-in performance measures and site-specific Quality Improvement Plans will address compliance-related issues, driving forward continuous improvement.

*36. Describe how you intend to develop and foster innovation within your internal delivery structure or supply chain, and how any ideas for improving delivery will be shared with the Authority for subsequent inclusion within the Contract.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion has an excellent track record of fostering innovation and piloting new ideas informing service development e.g. piloting New Enterprise Allowance in-reach delivering through-the-gate enterprise support; Pact pioneered Prison Visitor Centres. Innovation in response to stakeholder feedback includes Ixion bidding with a 100% not-for-profit supply chain utilising web-based information, selection and communication systems to reduce time and save costs. Our partners share our desire for innovation, led by Contract Director, [REDACTED], who constantly strives to develop new services and new ways of working.

Investment in a full-time Development Manager is central to driving innovation and capacity building our network by:

- promoting collaborative stakeholder working e.g. LEPs, Essex Employment and Skills Board.
- partnership working to identify enhancements utilising Development Funding e.g. establishing supported routeways for women being released into Approved Premises which are out of ECA.
- ring-fencing [REDACTED] of Development Funding to commission local Social Enterprise added-value support for hard-to-reach groups.
- securing complementary funding to test new ideas e.g. Big Lottery's Building Better Opportunities and Reaching Communities Funds.
- establishing collaborative local/cohort-specific delivery groups e.g. females, young offenders with emerging PD to share best practice, resources, coordinate services, foster new ideas.
- facilitating participant focus-groups to identify programme adaptations/innovations to better meet their needs e.g. online mentoring solutions increasing access.
- liaising with the Authority to identify, collate and share innovation.

Our performance management framework encourages innovation, ensuring monitoring, recognition and promotion of new ideas and success, through monthly performance reports, celebrations and quarterly innovation awards.

Ixion will:

- produce monthly case studies on innovative activity and successes.
- undertake formal evaluation of new activities/pilots.
- share learning with the Authority through monthly contract reviews.
- produce quarterly reports summarising learning/impact of new activities/approaches.
- give NOMS open access to Ixion systems, processes, pilots, audits and management tools to drive higher quality and performance across the national programme.

*37. Outline how your Contract and Performance Management activity in respect of your supply chain or internal delivery will provide demonstrable and continuing value for money to the Authority throughout the period of the Contract.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion's systems, based on successful current NOMS delivery models, embed value for money (VFM) principles; promoting rigorous, cost-effective management to achieve/exceed contractual requirements.

Contract Director, [REDACTED] (previously Serco's NOMS CFO General Manager), will provide a single point of contact for all contract management, ensuring effective communication, and actively supporting the Authority in continually developing efficiency, effectiveness and economy throughout the contract which could include:

- sharing internal guidance with the Authority/other primes to improve national compliance, outcomes and quality.
- developing and testing new audit tools/templates and performance management tool and reports with Authority teams to improve efficiency of performance management and delivery.
- Sharing Skills Audits, supporting subsequent staff development programmes.

Contract and Performance Management activity will provide VFM throughout the life of the contract; continually driving economy, efficiency, effectiveness through:

- challenging targets for delivery teams to maximise their contribution.
  - structured step-in and performance/quality improvement planning processes promoting continual improvement.
  - low caseloads safeguarding quality delivery.
  - [REDACTED] compliance, data integrity and DAF/Development Fund checks, guaranteeing compliance and VFM, including preferred supplier systems where VFM has been fully tested/validated.
  - systematic daily/weekly monitoring of output, resource, and progression of site level improvement plans.
  - performance lead within every subcontractor accountable for driving VFM.
  - stakeholder reviews to continue targeting resources at areas of greatest need/added value, and minimise duplication.
  - using Authority contract reviews to assess and respond to emerging needs and policies, maintaining focus on ESF/NOMS objectives.
  - identifying 'what works' with specialist cohorts informing future activity/commissioning.
  - Development Manager drawing in complementary funding, aligning with wider provision.
  - identifying best practice through data analysis and robust audit, sharing with the Authority, and developing into business-as-usual.
  - open, transparent annual evaluation of achievement of objectives, VFM, operating efficiencies, and best practice.
- [REDACTED] of finances generated through efficiencies, and profits, reinvested to improve the participant journey via our not-for-profit supply chain.

**\*\*\*Regional Cohort\*\*\***

*Please complete the Participant Throughput Profile Template and submit as a separate attachment via the adjacent paperclip icon. Please ensure that you clearly detail volumes at each stage of the pay mechanism, that they do not exceed the permitted volumes by contract end and that the figures as presented correspond with the profiled DAF costs submitted within your Budget Profile Template. [Please note that whilst the completed template is not scored as a standalone item, the following 3 questions will be scored by making reference to both the individual responses and the relevant sections of the completed template. Additionally, the completed template will form part of the Contract]*

*Have you completed and uploaded the template as per instructions?*

**Ixion Holdings (Contracts) Ltd**

Yes

*38. Specify delivery sites and associated staffing levels you intend to implement and how the same gives assurance of your ability to meet all targets and deliver a quality service to the general cohort.*

*[400 words]*

*\*Showstopper question: A minimum score of 70 will be required.\**

## Ixion Holdings (Contracts) Ltd

■ Case Managers (CMs) will work across delivery sites shown, with ■ staff providing ECA-wide coverage from hubs in Maidstone and Aylesbury, and ■ ECA-wide Administrators supporting performance and quality management, DAF, and activities contributing to target achievement.

Caseloads have been mapped against planned throughput for individual cohorts, with maximum ■ (pro-rata'd) participants – optimum level to secure targets and quality delivery based on Ixion's NOMS and wider programme delivery. CMs will work flexibly e.g. covering long-term sickness, changing location to meet emerging trends. Inbuilt safeguards allow rapid up/down-scaling to reflect caseload requirements.

### Custody

% –proportion of role targeted at general cohort.

Aylesbury –	■
East Sutton	■
Elmley –	■
Grendon –	■
Rochester –	■
Send –	■
Spring Hill –	■
Standford Hill –	■
Swaleside –	■
Woodhill –	■

Allocations reflect eligible cohort proportions e.g. Elmley ■ Aylesbury ■ challenge in achieving female throughput; modelled on ■ starts monthly per CM (circa ■ general custody starts pa), balanced against location-specific priorities identified. Ixion community CMs will provide in-reach employability and skills activity to support outcome achievement.

### Community

Ixion anticipate ■ starts pm in community, with ■ additional pm entering community caseloads from custody starts/transfers-in once steady-state is achieved. To maintain quality standards we have allocated ■ CMs for community delivery (circa ■ general cohort, ■ ECA-level focus), reflecting NOMS assumptions for 50:50 custody/community.

The majority of delivery co-located with CRC/NPS reflects the TR Primes' shared cluster approach. Current estates review means locations cannot be confirmed until mid-January (MTCNovo)/March (Seetec, Purple Futures). However, we intend to deliver from CRC sites including Brighton, Hastings, Maidstone, Margate, Portsmouth, Southampton, and Aylesbury; providing accessible delivery ECA-wide linked to release areas of in-scope prisons, areas of highest deprivation and crime levels. Co-location offers improved communication and responsiveness, improved attendance through coordinated statutory appointments, maximum frontline resourcing through low premise costs.



Access to female-only premises including Reading, Brighton and Woking Women's Centres; Ixion and subcontractor existing sites e.g. Milton Keynes supporting engagement with priority groups, providing flexible delivery options with additional engagement for 18-24s through Attendance Centres in outlying areas, where [REDACTED] (Director of Interventions, Kent CRC) reported a lack of support e.g. Margate.

4 Pact Mentor Coordinators will manage approximately [REDACTED] 'live' volunteer/peer mentors working with participants in custody and providing full regional community coverage; supporting achievement of targets, particularly with females and young offenders.

*39. Specify delivery sites and associated staffing levels you intend to implement and how the same gives assurance of your ability to meet all targets and deliver a quality service those groups identified within the ECA for additional focus.*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Estimates suggest that approximately 60-80% of male and 50% of female offenders have a personality disorder (PD) with a further proportion remaining unidentified (Resettle, 2013). Many HMPs have reinforced this as a priority area, including Aylesbury (emerging needs in young offenders) and Grendon (long sentences). While PD offenders have no explicit throughput target, they are likely to be prevalent in MAPPA females (particularly Borderline PD) and MAPPA males with history of violent/sexual crimes (Antisocial PD). By working alongside clinical leads within PIPEs (Send, Swaleside), Therapeutic Communities (Send, Grendon), Enabling Environments (Standford Hill), and emerging PD services in Aylesbury, we will ensure Case Managers (CMs) have the skills to readily identify and support this cohort.

Caseloads profiled at [REDACTED] (pro-rata'd) are optimised to secure targets and quality delivery based on Ixion's NOMS and wider programme delivery, enabling Case Managers (CMs) to flex levels support/interventions to match individual participant needs.

#### **Custody**

% – proportion of role targeted at ECA-focus cohort.

Aylesbury – [REDACTED]  
East Sutton Park – [REDACTED]  
Grendon – [REDACTED]  
Send – [REDACTED]  
Standford Hill – [REDACTED]  
Swaleside – [REDACTED]

Staffing reflects needs identified in HMPs with stakeholders including [REDACTED] (NPS), prison leads e.g. [REDACTED] (Swaleside) and [REDACTED] (NHS England). Resource for Send and East Sutton Park (additional to hard-to-help sub-group) provides a sufficiently high staff:participant ratio to effectively identify, engage and support females with PD. Staffing in Aylesbury reflects the likelihood of PD needs increasing as they are better identified.

CMs will plan condition-management strategies, including connecting with specialist community-based support e.g. NHS Community PD Services and long sentence reintegration support. Pact will train specialist/peer mentors to work with PD offenders in custody and community.

## Community

community CM resource will be targeted at ECA-focus groups, with locations dependent upon throughput – support will be available from all CRC/NPS sites ECA-wide to ensure continuity of service through-the-gate. Links with Approved Premises through Langley House Trust will be extended to include other APs to ensure effective engagement with PD offenders released therein.

of Development Manager resource will maintain engagement with prison/community commissioned NHS PD services, NHS England/NOMS as co-commissioners, and MAPPA Boards.

LHT's full-time Accommodation Worker will work ECA-wide coordinating complex housing issues – a critical element of long sentence reintegration, and essential to sourcing secure, appropriate housing for offenders with complex PD needs. of the Accommodation Worker resource will be targeted on ECA-focus groups.

*40. Specify delivery sites and associated staffing levels you intend to implement and how the same gives assurance of your ability to meet all targets and deliver a quality service to the 5 designated hard-to-help groups within the ECA.*

*[400 words]*

## **Ixion Holdings (Contracts) Ltd**

Hard-to-help group delivery scope, targets and resourcing has been finalised following discussions with (NPS) and stakeholders within each site including (Swaleside), (Grendon & Spring Hill), (Kent and Sussex Learning, Skills and Employment Lead), (MTCNovo) and (Young Peoples Estate).

Custody delivery sites and ring-fenced staffing levels are (full time posts):

Send and East Sutton Park: CM in-reach (Women in Prison) vulnerable women TTG support; CM (Project 507) females involved in gang activity  
Aylesbury: CM (Genius Within - GW) neuro-diverse young offenders 18-21; (Project 507) MAPPA offenders relocating on release (linking with LHT's accommodation support worker)  
Rochester: CM (GW) neuro-diverse young offenders 18-21  
All in-scope HMPs: CM (Langley House Trust – LHT) – offenders facing reintegration following long sentences

Ixion/Pact Case Managers (CMs) permanently based in every prison providing general case management, will request specialist subcontractor support where screening indicates significant need, undertaking joint-working to prioritise and sequence interventions.

Specialist subcontractors will deliver peripatetically across all CRC/NPS community sites ECA-wide, reflecting participants' supervision location, ensuring continuity of service post-release, including:

- CRC/NPS offices
- CRC Women's Hubs
- Female-only premises e.g. Brighton Women's Centre
- LHT's offender resettlement project in Strood
- Outreach in community premises in Thames Valley, Kent and Hampshire, where there are no existing Women's Centres and minimal specialist provision

Caseload size [REDACTED] of the general cohort (up to [REDACTED]), [REDACTED] and explicit individualised qualitative KPIs for each project, assures Ixion's ability to:

- secure appropriate referrals in partnership with designated stakeholders;
- deliver intensive non-time-bound support;
- work flexibly within establishment schedules, including the new "Core Day" for young people in HMYOs Aylesbury and Rochester;
- effectively engage other agencies/stakeholders regarding individual participants.

Use of recognised specialists with existing presence in respective delivery sites e.g. P507 currently deliver gang interventions in Aylesbury, GW deliver services to LDD offenders in Rochester; supports achievement of targets and quality service delivery through:

- immediate service delivery availability;
- staff qualified and experienced in their field e.g. GW's Chartered Psychologists;
- existing links into operational and strategic structures e.g. Resettlement Consortia, Personality Disorder Pathway forum (WIP).
- access to added-value activities e.g. P507's Butterfly Project and Blocks to the Boardroom personal development programmes; LHT's community-based shared housing support activities.
- referrals into existing partner networks e.g. WIP's partners including Clean Break; Amina Scheme, Poppy Project through Eaves.

*41. Describe your processes for ensuring that you maximise claims for achievements for participants that transfer out of the ECA, taking into account the constraints of the 7 day permissible 'transfer window'.*

*[250 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion will maximise claims for achievements for participants that transfer out of the ECA, ensuring that only one payment claim is made per participant per payment stage through robust processes at every level of in-house and subcontractor delivery, including:

- monitoring CATS data integrity; including mandating Case Managers (CMs) to monitor key data integrity reports (including transfers into/out ECA) daily, and update case notes on the same day as appointments, including entry/submission of all approved participant achievements and upload of supporting information/certified documentation;

- Quality Assurance & Data Integrity Manager (QADIM) responsibility for monitoring the integrity of CATS data on a daily basis, with significant focus on transfers out/into ECA, to promote prompt input of evidence and submission of all achievements, and to identify cases where no notes have been input for 14 days or more; and
- daily exception reports which identify records requiring action by CMs within 24 hours.

This proactive approach will ensure that where cases transfer out there is limited action required to fully update the record.

Building on effective processes within Ixion's current NOMS CFO delivery, Ixion will introduce a transfer closure file checklist, including an evidence scan and achievement submission check to ensure Stage Payments are maximised.

CMs will be mandated to fully update participant records within 48 hours of making or identifying a transfer, prior to a final validation review by the QADIM. This will leave sufficient time to validate with NOMS CFO, secure approval, and reconcile finances within the seven day 'transfer window'.

*42. Describe your approach to ensuring that necessary activity still takes place for participants where there is no opportunity for further payment by results payments, (e.g. where this has already been accessed by a previous provider or where additional barriers for a participant have been identified). Your response should include arrangements to ensure activity takes place at both Contractor and Subcontractor level as applicable to your delivery model.*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Structured quality assurance by Ixion's Quality Assurance & Data Integrity Manager (QADIM) and Performance & Supply Chain Manager (PSCM) will focus on quality of the participant journey to ensure needs are effectively addressed in-house and at subcontractor level, irrespective of Stage Payments.

Building on Ixion's proven Quality Improvement Policy & Assurance Framework, we will produce clear quality standards against which Case Manager (CMs) will be measured, and standard processes governing all aspects of delivery. Ongoing CM training will promote achievement of these standards. Monthly case studies showcasing continued support (despite no payments available) will be disseminated as best practice. We will work with Primes in sending/receiving ECAs to share good practice identified.

To ensure we constantly incentivise delivery of required activity above minimum standards throughout individual participant journeys, recognising that no two journeys will be the same:

- Every CM will have individual targets covering all participant KPIs, including continued Core Activity targets linked to caseload size;
- CMs must review and update Action Plans with participants following any pathway achievement, demonstrating that every forward action has been agreed in consultation with participants;

- Subcontract terms will specify minimum performance levels based on participant need rather than payment milestones; and
- The PCSM will review continuation of support in respect of Stage Payments at all formal review points with Ixion/subcontractors e.g. monthly/quarterly documented reviews.

Individual case audits by the QADIM/PCSM of in-house/subcontracted delivery will follow a structured template prompting assessment of how effectively participants' identified needs are met when documenting the participant journey on CATS. The QADIM will also monitor transfers into ECA daily, auditing sample files to ensure these participants are given access to the same support as those we start.

Where clear, continued progression is not evident, CMs will be required to update CATS with missing information or justify why required interventions have not been delivered. Each individual audit will result in a list of remedial actions with the CM required to evidence this within set timescales. The PCSM will monitor audit scores at CM, delivery team and subcontractor level.

Any indicators of low quality service delivery e.g. not participant led or non-compliance with contractual quality commitments will be immediately addressed. Consistent failures will result in a formal Quality and/or Performance Improvement Plan documenting remedial actions and could result in the removal of CM/subcontractor from the contract. These Plans will be shared with the Authority on request.

*43. Describe your approach to ensuring continuity of service and appropriate levels of support are offered to participants whom have gaps in the period with which they directly engaged with the Contractor (i.e. by virtue of spending part of the custodial portion of their sentence within prison establishments not identified as in scope for CFO provision).*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Gaps in periods of engagement may occur for offenders:

- joining provision in custody, transferred to out-of-scope prison prior to release;
- transferring from out-of-scope to in-scope prison, returning to the programme; or
- detained in out-of-scope prison following community start.

Ixion's approach to ensuring continuity of service and support is underpinned by:

- protocols agreed during mobilisation with CRCs and NPS promoting effective data-sharing across custody, including secure transfer of Action Plans and single points of contact (SPoC) for data-sharing.
- maps of provision in out-of-scope prisons for Case Managers (CMs) to inform ongoing support.
- strategic partnership working with CRC/NPS supporting development of consistent services, ensuring access to appropriate levels of support.
- ECA-wide mentoring provision offering continuity as offenders transition between services.
- promotion of Virtual Campus accessible across the estate.
- central monitoring of anticipated release dates for participants moved to out-of-scope prisons to facilitate prompt re-engagement.

Individual approaches by CMs include:

- entering detailed notes to CATS (actions agreed, issues arising) providing robust records for future re-engagement.
- Updating Action Plans and developing appropriate progression plans with participants prior to transfer, being mindful of services available in receiving prisons.
- advising HMP/CRC/NPS staff of CFO status and work planned/completed to inform ongoing activity.
- agreeing contact arrangements with participants where anticipated gap is minimal.
- facilitating ongoing access to mentoring.
- reviewing eligibility for returners prior to re-engagement.
- for returners, warm handover with CRC/NPS to review activity completed during participation-gap, prioritising needs, adjusting Action Plans to avoid duplication.
- coordinating post-release support with CRC/NPS where release is imminent from out-of-scope prison.

Where Ixion partners have a presence e.g. Pact delivering services in Bronzefield, CMs will utilise this resource to support transition. Ixion will collate data on out-of-scope transfers and discuss with NOMS during contract reviews, exploring potential to expand scope should particular HMPs have a high impact on service continuity.

*44. How will you ensure that activity that takes place at each stage of the participant pathway is driven by the individual needs of the participants and that the same is clearly demonstrated within the CATS record.*

*[350 words]*

### **Ixion Holdings (Contracts) Ltd**

All activity will be driven by comprehensive needs assessment, structured around CATS Assessment, OASys and P-NOMIS data, OLASS/NCS skills and other assessments e.g. CRC/NPS. Resulting Action Plans will align to sentence/resettlement plans considering overall needs and existing activities. Participants will 'own' their journey, fully agree all actions – this will be noted on CATS, and monitored during quality assurance audits. Staff will be fully trained in Ixion's contract-specific guidance, detailing processes, quality standards, and CATS requirements for all aspects of delivery impacting on this principle, including assessment, action planning, reviews.

Ixion's approach to ensuring activity is driven by individual needs includes:

- an ACID test providing clear rationale for all activities – Assessed area of need; Contribution to the overall journey; Impact – achieves clear, relevant outcome that progresses the participant; Duplication – not delivered by/within the remit of other stakeholders; e.g. short course suited to ability level, up-skills the participant relevant to potential job goal, increases motivation and confidence, gains a certificate, course not available through SFA or other provision.
- cyclical audit trail for all interventions – assessment, planning, activity and review – clearly documented in CATS Notes and Actions.
- revisiting assessments and reviewing actions at each intervention, particularly changing circumstance/risk, other agency feedback; continually revaluating needs and priorities.

- undertaking Stage Assessments as participants move through the pathway to identify stage-specific and core activities relating to needs, including suitability of employment opportunities, documenting clear conclusions on CATS.
- documenting clear rationale in CATS for changes to original aims/goals e.g. change in job goal/qualification aim following career guidance, and confirmation this was participant-led.

Hard-to-help sub-group subcontractors have been assigned no outcome-related PbR, ensuring all activity is focused on participant needs. Similarly, based on learning from R2, mentoring is targeted on meetings taking place rather than outcomes.

Rigorous monitoring and full case audits monitor how effectively activities are driven by individual needs - comparing case notes, risk, Action Plans and other information to measure accuracy of assessments, ACID test and audit trail requirements. CMs individual targets cover all participant KPIs, incentivising delivery of tailored activity throughout the programme. Failure to meet standards will result in formal performance improvement activity.

**\*\*\*Regional Delivery Focus\*\*\***

*45. Detail your anticipated staff presence within each relevant custodial establishment in the ECA. Your response should provide details of discussions with stakeholders within the custodial estate, progress with logistical requirements (i.e. security clearance, access to keys, desk space, telephony, ICT) and any formal arrangements/agreements entered into. Where issues are not yet resolved, provide detail of your strategy to resolve the same including timescales for doing so.*

*[400 words]*

**Ixion Holdings (Contracts) Ltd**

Anticipated custodial staff presence:

- [REDACTED] Pact Case Managers (CMs) across in-scope prisons and 5 hard-to-help sub-project CMs working within targeted prisons (out-reaching to community) to achieve sub-group outcomes. Maximum caseload size of [REDACTED], with sub-projects capped at [REDACTED] of this, ensuring intensive, high-quality support for all participants;
- [REDACTED] Ixion community-based CMs, peripatetic in-reach employability support: [REDACTED] FTE per prison;
- specialist sub-group CMs capacity building prison-based delivery teams e.g. workshops, specific CM upskilling/case reviews: as required/agreed;
- Langley House Trust's pan-ECA Accommodation Support Worker and long sentence Support Worker: peripatetic support across in-scope prisons/community: in-reach as required for individual cases;
- Ixion's Development Manager supporting all prisons via steering groups, partnership meetings and information sharing ensuring delivery responds to needs, ensuring local stakeholders buy into and support service: ad-hoc.

Every prison lead has received our delivery model Executive Summary. We have held detailed, in person discussions with key stakeholders e.g. [REDACTED] (NPS), [REDACTED] (Operations Manager Young People's Estate) and [REDACTED] (Kent Lead for Learning & Skills) and prison leads including [REDACTED] (Swaleside's Head of Reducing Reoffending). In each case, we discussed logistical requirements including security

clearance, key holding, desk space, telephony and ICT. Establishments engaged agreed to allocate Ixion/SSP space and resources e.g. [REDACTED] agreed: desks as required in OMU; participant engagement via Industries Learning Pods, classrooms alongside gym and A Wing; access to OASys, phones, dedicated Quantum PCs; and participation in SMT Meetings. We encountered widespread support for our strategy of small caseloads and CMs obligated to move prison in response to fluctuating short and long-term demand, agreeing where appropriate to tailor CM roles to meet specific prison needs.

We anticipate straightforward custodial mobilisation. Key day one staff have been identified from existing teams. DBS checks will be processed online to ensure maximum speed and Pact can process prison clearances within four-six weeks. Pact deliver services within every in-scope prison and have well-established logistical arrangements. Similarly SSPs including Genius Within and Project 507 already deliver within their allocated prisons. For SSPs who do not, Ixion and Pact will broker arrangements during mobilisation. Prison-specific SLAs will be finalised post-award.

Stakeholder meetings will continue post-tender e.g. post-submission stakeholder webinar to discuss changes made to delivery model based on consultation 23/01/2015. [REDACTED]

*46. Outline your rationale for your selection of prisons. Your response should clearly state where in-reach/peripatetic service delivery models are proposed for any sites.*

*[300 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion will deliver within all in-scope prisons. Pact's Case Managers (CMs) will be custody-based, maintaining a consistent presence in their designated establishment. Ixion's [REDACTED] community-based CMs will work peripatetically across prison clusters, providing in-reach employment/skills interventions tailored to establishment needs. Langley House Trust's (LHT) Accommodation Worker and long sentence Support Worker will in-reach into all prisons, supporting CMs with hardest-to-help participants.

Our rationale for selection is informed by discussions with stakeholders including in-scope prison leads, enabling us to:

- minimise negative impact of coverage reduction from R2-3;
- achieve 70% custody-based starts through maximum possible coverage
- mitigate risk of underachieving starts through achievable KPIs/flows responding to fluctuating demand, staff leave/sickness or longer-term changes e.g. 2017 Secure College opening;
- deliver in non-resettlement prisons (Aylesbury, Grendon, Swaleside) which forecast limited pre-release provision from 04/2015, and from which some offenders will still be directly released;
- ensure widest engagement of hardest-to-help individuals and most socially-excluded demographic groups;
- minimise risk of suitable participants being in an in-scope establishment/being transferred into one that we cannot support; and



- establish as strong a stakeholder network as possible from day one.

We will deliver in both optional prisons:

- Springhill: Engagement suggests long sentence offenders transferred in struggle with the reduction in strict control and require longer-term support to prepare for release; a clear gap Ixion's dedicated CM can address. Being located alongside Grendon ensures no travel time/cost enabling LHT to deliver additional accommodation and long sentence reintegration support. With strong ETE focus and opportunities for escorted college attendance, Ixion will add clear value through our bank of 200+ apprenticeships and 2000 local employer links.
- Wood Hill: Houses CFO priority group young adults and will ensure achievement of ring-fenced starts. A 01/2014 HMIP report identifies a lack of meaningful learning/skills assessment, purposeful activity and vocational/employability provision; all gaps our provision will address

*47. How will you ensure that you maintain an appropriate presence within community delivery sites? Your response should provide details of discussions with community stakeholders, progress with logistical requirements (i.e. security clearance, desk space, telephony, ICT) and any formal arrangements/agreements entered into. Where issues are not yet resolved, provide detail of your strategy to resolve the same including timescales for doing so.*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion has undertaken extensive negotiation with stakeholders across the South East to develop a robust community presence.

Through discussions with [REDACTED] (MTCNovo), [REDACTED] (Seetec), and [REDACTED] (Seetec) we have negotiated in-principle co-location agreements securing desk space, telephony/IT across CRC sites. Our preliminary selection of CRC sites including Hastings, Margate, Aylesbury and Portsmouth has been agreed in advance of meetings in 02/2015 and 03/2015, following completion of CRC estate reviews enabling us to finalise locations. We have been invited to join resettlement-focussed working groups to promote partnership working with CRCs, NPS, IOM and others throughout contract lifetime.

Community-based staffing levels will respond to fluctuating need, with [REDACTED] community-based Case Managers, [REDACTED] volunteer/peer mentors and [REDACTED] female dedicated Support Worker working flexibly across CRC and other sites where we have secured allocated desks and telephony/ICT access for staff and participants. These ensure maximum accessibility and engagement, including:

- Ixion's existing site in Milton Keynes, with three participant hot desks and meeting/training facilities.
- subcontractor premises e.g. LHT's Strood-based resettlement project. Subcontractors' links into existing operational/strategic structures e.g. regional resettlement forums, DV/SV forums and women's groups will embed CFO into local delivery structures.
- peripatetic delivery from community sites in response to participant needs/barriers, including Women's Centres, local authority premises e.g. Energy Youth Centre in Eastleigh.

- Attendance Centres for 18-24s in Guildford, Brighton and Medway (negotiated with CRC Senior Officer Lisa Udale),

Other positive engagement has led to wider introductions to stakeholders e.g. [REDACTED] YJB introduced by [REDACTED] (Operational Manager for Young People's Estate); [REDACTED] (Head of Reducing Reoffending, Swaleside) will coordinate communications with Sheppey prison leads [REDACTED] (Standford Hill) and [REDACTED] (Elmley) enabling us to establish contact to support effective planning and delivery. With additional focus on PD offenders, Ixion recognise the importance of coordinating activity with stakeholders including NHS England and Barnet, Enfield and Haringey Mental Health NHS Trust, who have recently been commissioned to deliver PD services in Aylesbury.

Ongoing activity timescales include: initial community-based engagement completed by [REDACTED]; [REDACTED] Quarterly audits will ensure premises' ongoing suitability against minimum standards including: opening hours; accessibility and Equality Act compliance; and the appropriateness of available facilities. The Contract Director provides a single point of contact for stakeholders to address logistical/resourcing issues, with quarterly reviews ensuring our presence across the ECA remains appropriate.

*48. Explain how you will prioritise potential participants where referral numbers outstrip profiles, making reference to the general cohort, those groups identified for additional ECA level focus and the 5 designated hard-to-reach groups.*

*[400 words]*

### **Ixion Holdings (Contracts) Ltd**

Immediately following contract award Ixion have agreed to develop SLAs with HMPs, NPS, CRCs and other stakeholders to include referral targets and enhanced eligibility/priority criteria. Stakeholders have welcomed our approach to minimum quarterly reviews, to realign priorities, ensure continuing relevance/complementarity, and agree future targets aligned to CRC/NPS Annual Service Plans. Discrete cohort targets monitored monthly, enable the Contract Director to take pre-emptive action should referrals outstrip profiles, including developing more stringent priority criteria, to manage starts effectively, guaranteeing a high quality service.

Hard-to-help groups: Ixion have identified locally-specific sub-sets of offenders to prioritise in partnership with stakeholders e.g. HMP Send facilitating sustained engagement with functional skills e.g. English/Maths. Ongoing review of referrals/priorities will flex parameters in direct response to oversubscription. Offenders not meeting enhanced eligibility will be prioritised through the general cohort. Ixion have resourced specialist subcontractors Project 507, Women in Prison, Genius Within and Langley House Trust to up-skill Case Managers to embed relevant support in general delivery with these hard-to-help offenders.

ECA focus: Ixion will agree indicative targets for personality disordered offenders within priority groups (vulnerable women, young offenders, facing reintegration following long sentences where long-term medication/treatment is a key factor) with stakeholders reflecting current/projected needs, prioritising these within the general cohort.

We will engage NHS England, MAPPA Boards, contracted providers of PD services, and clinicians within Aylesbury, Therapeutic Communities (Send, Grendon), PIPEs (Send, Swaleside) leads, and Enabling Environments (Standford Hill) throughout the contract to continually inform and adapt our agreed approach.

Ixion has resourced Project 507 and Women In Prison to up-skill Case Managers in working with female/male gang members and vulnerable women; and will train peer mentors to support NOMS CFO participants as well as the wider offender population with desistance.

General: Should referrals outstrip profiles within pre-defined tolerances, Ixion will work with referral agencies to apply the following priority order. Offenders:

- referred to the hard-to-help projects but not meeting enhanced eligibility criteria.
- within the ECA focus group.
- representing multiple ESF priority groups e.g. female + young offender + PD.
- presenting multiple needs across multiple pathways.
- designated PPOs presenting a history of non-engagement with mainstream provision.
- assessed as high risk, where agencies identify specific added value from CFO provision.

Stakeholders will have access to Ixion's Local Directory of services to identify alternative provision/interventions, supporting management of participation within contractual profiles.

*49. How will you ensure that CFO delivery does not become a replacement for mainstream services?*

*[250 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion's mainstream contracts, including Work Programme and Adult Skills Budget provision, are delivered successfully alongside existing NOMS CFO without any duplication. Our excellent understanding of aims, objectives and delivery structures in mainstream services, and well-established relationships with commissioners and providers across England, will ensure CFO delivery does not replace mainstream services through:

- a dedicated Development Manager responsible for strategic service development/co-ordination.
- Mapping ECA-level mainstream provision, positioning CFO as a 'feeder' programme, defining its scope and objectives, sharing our Directory with stakeholders to improve understanding of provision.
- SLAs with key mainstream providers e.g. G4S (Work Programme), defining mutual roles, progression routes, and agreed activities to best prepare participants for mainstream services, ensuring a joined-up approach with clear parameters and clear exit points for CFO provision.
- identifying other provisions being accessed by participants at initial assessment – establishing a business case process requiring identification of clear added-value and explicit targets for participants engaging concurrently in mainstream activity and CFO delivery, with management approval required in all cases.
- building on existing relationships with commissioners e.g. LEPs, to maintain regular dialogue regarding provision design, embedding CFO within planning strategies to maintain added-value ethos, and promoting pre-emptive adaption of CFO delivery in response to developments.

- Minimum quarterly reviews with stakeholders to review delivery, mainstream and CFO developments, adapting delivery to ensure an ongoing fit with current services.
- rigorous quality assurance activity ensuring interventions delivered through CFO provision are appropriate and do not duplicate mainstream provision, with clear performance improvement strategies employed should issues be identified.

*50. Give an overview of the range of services that will be available to female participants with a particular focus on those which are specific to this group rather than part of the general offer to all participants.*

*[350 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion's proposed services for female participants builds on our partnership's extensive experience of female-centric delivery e.g. Pact's Family Engagement programme is delivered in over [REDACTED] of the female estate, and key research including the Corston Report.

Through engagement with resettlement leads in Send and East Sutton Park, with our subcontractor Women In Prison (WIP); and existing specialist providers e.g. Send Family Link we have agreed responsive referral routes into/out of our programme and specific interventions which address gaps in delivery. Support includes:

- Custodial/community-based female Case Managers and [REDACTED] peripatetic female Support Workers (WIP) engaging women with few social ties/networks through mentors, including exploring gang culture and re-building positive social networks;
- Pact's Within my Reach course enabling participants to understand what a positive relationship looks like and to enact this within their lives. This will be of particular value to victims of DV;
- DAF support with childcare for interviews, training and work;
- warm handover/accompaniment to appointments with specialist providers e.g. Women's Aid and Refuge;
- advocacy and support – liaising with social care teams, Troubled Families, CRC women's hubs and mainstream provision to ensure early engagement;
- employment and work experience opportunities with family-friendly employers via Ixion's Employer Engagement Team, who will source vacancies within school hours;
- targeted use of Development Fund to increase participation and meet specific needs e.g. Clean Break's theatre-based personal/social/creative skills development;
- WIP will support hardest-to-help females e.g. PD, long sentences, DV in Send and East Sutton Park, through-the-gate and in community. Interventions include: confidence building; employability/self-employment; addressing abusive relationships; health management;
- Project 507 will deliver 'The Butterfly Project' critical thinking and leadership programme and through-the-gate support to women/girls affected by violence/gang membership in Send and East Sutton Park;
- referral into The Women's Consortium's existing provision e.g. The Inspire Centre in Brighton, a multi-agency Women's Centre offering counselling, holistic therapies and personal development courses.

Delivery will be tailored to accommodate women's needs e.g.:

- Safe, supportive environments, including co-location in female-only settings.

- Risk monitoring informing delivery locations e.g. vulnerable women and perpetrators of DV will not be present at the same time.
- Interventions scheduled around nursery/school hours.

*51. Give an overview of the range of services that will be available to NEET participants with a particular focus on those which are specific to this group rather than part of the general offer to all participants.*

*[350 words]*

### **Ixion Holdings (Contracts) Ltd**

Ixion's NEET offer, informed by our partnership's experience e.g. Pact's Transition to Adult Programme and Ixion's national 18+ Apprenticeships, recognises that services must flex e.g. in response to Transforming Youth Custody. Central to this is high-quality staff: All Case Managers (CMs) will be highly experienced, with relevant qualifications e.g. NYA Youth Work, with specialist training building on national safeguarding training standards for prison officers, which Pact developed in 2014.

Support for NEETs aged 18-24 includes:

- youth specialist Ixion/Pact CMs and mentors (including peers), delivering 1:1 support and advocacy between the participant and service providers, OM, resettlement staff in custody and CRCs to help establish individualised support strategies for release;
- dedicated Project 507 CMs in HMYOI Aylesbury, Send and East Sutton Park addressing gang desistance via peer mentoring and personal development including 'Befriending Project' and 'Blocks to the Boardroom' for males and 'The Butterfly Project' for females;
- dedicated Genius Within Psychologist to identify/support participants in HMYOIs Aylesbury and Rochester with SEN and mental health needs through Memory Genius courses, 1:1 coaching and peer mentoring;
- use of Genius Within's screening tool and practitioner guides to proactively identify and support NEETS with LDD;
- additional 0.5 FTE Project 507 youth relocation specialist in HMYOI Aylesbury supporting BAME MAPPA offenders age 18-24 who are relocating to London/South East, delivering 1:1 sessions that develop coping strategies to manage the emotional/traumatic impact of change;
- mentoring to develop independent living skills e.g. budgeting, cooking, childcare and Family Mentoring for young parents and NEETs with family issues;
- Pact's Building Bridges course, encouraging parental involvement with their child's sentence and strengthening parent/child relationships;
- brokerage/re-establishing relationships with families of participants, ensuring they are involved in decisions making;
- Ixion's Employer Engagement Team organising training/work tasters/experience in sectors young people cite interest in but with high barriers to entry e.g. computer programming;
- Facilitating sign-up/referral to National Careers Service, National Apprenticeship Service and Prince's Trust start-up provision;
- Women In Prison's mentoring exploring gang culture and positive social networks for young females in Send/East Sutton Park/in-community;
- Development Fund to start-up social enterprises creating ring-fenced training/work experience/employment opportunities e.g. events management.

52. Give an overview of the range of services that will be available to participants from a minority ethnic background with a particular focus on those which are specific to this demographic rather than part of the general offer to all participants. Your response should include detail of support for participants for whom English is not their first language.

[350 words]

### **Ixion Holdings (Contracts) Ltd**

Latest MoJ data 2012 indicates that up to 23% of offenders starting court-ordered supervision and 38% starting pre-release supervision in the South ECA were BAME, with a high proportion under 24. While data excludes short-sentence offenders, Ixion recognises the scale of the challenge in providing appropriate services for BAME groups.

The recent Young Review aims to drive improved outcomes for BAME offenders. Ixion are keen to support NOMS with this agenda. Ixion's Contract Director will work with stakeholders, partners and subcontractors to develop locally relevant interventions throughout the contract period, taking into account developments that directly respond to the Young Review, creating a self-sustaining legacy e.g. social enterprise, training programmes, and partnerships.

Consultation with BAME participants will be a central feature of our approach, supporting the design of services and involving them in delivery. Ixion will establish user focus groups during mobilisation and regularly throughout the contract duration, also utilising NOMS feedback analysis to inform continual development of services.

Ixion's services will include:

- peer/community mentors reflecting faith, culture and language needs of the local cohort.
- BAME support groups e.g. for substance misuse, mental health and other areas where faith/culture issues impact on access to support, community reintegration and wider social inclusion.
- work experience and volunteering initiatives with BAME businesses and organisations that can reinforce positive cultural identities, linking into Race for Opportunity.
- BAME career mentors for self-employment support, through Ixion's Mentor Hive and New Enterprise Allowance provision.
- Black Self Development courses to improve confidence and motivation.
- facilitating links with local community and religious groups to provide access to positive social networks including Brighton and Hove Muslim Women's Group, PRENO (Portsmouth)
- utilising Pact's family mentoring model to provide culturally-aware support to BAME families.

Support for offenders for whom English is not their first language will include:

- translator/interpreter services, particularly in Kent prisons.
- multilingual mentors/staff to support engagement with services.
- embedded language support/materials for training e.g. Polish for CSCS/construction training in HMP Rochester.
- referrals to ESOL provision via OLASS (custody) and Adult Skills Budget provision (community) through Ixion's own contracts and providers including Surrey Adult and Community Learning and Mid Kent College.

*Tender Submission*

*Please confirm the Lots where you are entering a Final ITT submission by selecting Yes/No/Not Applicable. You may only enter submissions against Lots where you have been shortlisted - submissions for other Lots will be discounted by the Authority.*

*Lot 1 North West*

**Ixion Holdings (Contracts) Ltd**

Not Applicable

*Lot 2 South East*

**Ixion Holdings (Contracts) Ltd**

Yes

*Lot 3 Yorkshire*

**Ixion Holdings (Contracts) Ltd**

Not Applicable

*Lot 4 West Midlands*

**Ixion Holdings (Contracts) Ltd**

Yes

*Lot 5 East Midlands*

**Ixion Holdings (Contracts) Ltd**

Not Applicable

*Lot 6 London*

**Ixion Holdings (Contracts) Ltd**

Yes

*Lot 7 East of England*

**Ixion Holdings (Contracts) Ltd**

Yes

*Lot 8 North East*

**Ixion Holdings (Contracts) Ltd**

Not Applicable

*Lot 9 South West*

**Ixion Holdings (Contracts) Ltd**

Not Applicable

*Declaration*

**\*\*\*Declaration\*\*\***

*As a supplier / organisation looking to bid for public sector contracts you should be aware that as part of the government's transparency agenda tender documentation issued by government departments for contracts over £10,000 will be published on a single website, and made available to the public. You should also be aware that if your bid is successful, the resulting contract between you and the department will be published. In some circumstances, limited redactions will be made to tender documentation and/or contracts before they are published in order to comply with existing law, to protect commercial interests, and for the protection of national security.*

*Please confirm your acceptance of this statement.*

**Ixion Holdings (Contracts) Ltd**

Yes

*Please confirm that you have read, and would be willing to contract, on the terms set out in the attached Security Policy.*

**Ixion Holdings (Contracts) Ltd**

Yes

*Please confirm that your unqualified acceptance of the Terms and Conditions of Contract as set out in the attached documentation.*

**Ixion Holdings (Contracts) Ltd**

Yes

*Please confirm that you have read and accept the Form of Tender, and that you have sent a signed copy to the Authority as an attachment to an RFx message by the specified deadline.*

**Ixion Holdings (Contracts) Ltd**

Yes



*Please confirm that you have read and that you accept your legal requirements under the Certificate of Bona Fide Tendering , and that you have sent a signed copy to the Authority as an attachment to an RFx message by the specified deadline.*

**Ixion Holdings (Contracts) Ltd**

Yes

*Please confirm that you will provide a Parent Company Guarantee(s) from your ultimate parent company if required to do so by the Authority.*

**Ixion Holdings (Contracts) Ltd**

Yes

*I declare that to the best of my knowledge the answers submitted in this RFI are correct. I understand that the information will be used in the process to assess my organisation's suitability to be invited to tender for the Authority's requirement and I am signing on behalf of my organisation. I understand that the Contracting Authority may reject this RFI if there is a failure to answer all relevant questions fully or if I provide false/misleading information.*

## Ixion Holdings (Contracts) Ltd

Declaration	Supplier
I declare that to the best of my knowledge the answers submitted in this RFI are correct. I understand that the information will be used in the process to assess my organisation's suitability to be invited to tender for the Authority's requirement and I am signing on behalf of my organisation. I understand that the Contracting Authority may reject this RFI if there is a failure to answer all relevant questions fully or if I provide false/misleading information	<b>Ixion Holdings (Contracts) Ltd</b>
Record Label	Completed By:
I agree with the declaration.	Yes
Name	██████████, Group Chief Executive
Date	2015-01-09 11:00:00