| Criteria | Weighting | Max. Score |
|---|---|---|
| **Q1.5.1 <u>Performance Management (of direct and sub-contracted delivery)</u>**<br><br>Please include detail of your approach to managing performance of both directly employed staff and sub-contracted delivery.<br><br>Your response should:<br><br>• Detail the percentage of delivery by the supply chain and by the bidding organisation<br><br>• Clearly describe how both internal and supply chain performance is managed to ensure the required Service Level volumes are met;<br><br>• Describe how you will analyse performance data to ensure the required volumes for Service Levels 1-4 are achieved;<br><br>• Explain how you will proactively identify and report on any actual or anticipated occurrences of reduced performance when compared to the standard required by the Contract;<br><br>• Explain how you will proactively engage with HMPPS CFO to notify us of any issues and remedial actions rather than waiting for scheduled review meetings;<br><br>**Your response must be limited to 750 words.** | **X2** | **14** |

**Answer: Limited to 750 words**

Ingeus have a strong track record, through CFO and CRC contract delivery, of supporting offenders to identify and reduce the barriers preventing them from engaging and moving closer to the employment market.

In designing our Veterans Activity Hub solution, we have determined the service activities we will deliver ourselves and those where we feel specialist partners will add additional value:
- 100% of Category A Environmental & Culture Support (engagement/enrolment)
- SL2 – Ingeus 50% /specialist supply chain 50%
- SL3 – Ingeus 50% /specialist supply chain 50%
- SL4 - Ingeus 100%

Activities for Veterans that require a niche offer of support will be delivered by our Veterans Charity Partner, RFEA.  We will ensure partners have a clear understanding of the Hub's target cohort.

## Performance Management
Ingeus will use a proven performance management framework to monitor, manage, drive performance and **ensure Service Level volumes are met** internally and by the supply chain:
- Assigned lines of responsibility – Head of Operations overseeing overall contract performance, supported by Hub Manager.
- A KPI Dashboard – weekly internal and subcontractor qualitative/ quantitative performance, against targets (including volumes by priority groups), maintenance of CATS+ records, quality assurance results/rejections, evidence checks, security clearance updates/data security protocols
- Implementing MI reporting, enabling proactive performance management along with an early warning system in the form of exception reporting, allowing pre-emptive corrective action to be taken.

**Supply Chain Performance Management** will be subject to the same level of scrutiny and focus as our own self-delivery, and will include:
- Implementing our Supplier Management Framework, setting out minimum standards for reviews, audit, quality and performance improvement actions
- Subcontractor Service Level Agreements (SLAs) - with contracted T&Cs, delivery allocations/profiles, quality requirements, PMF including target Key Performance Indicators (KPI)s, Ingeus Charter/Code of Conduct and Compliance & Risk Management Policies
- Weekly/monthly/quarterly meetings to review performance against KPIs, resourcing, quality, compliance, and delivery issues
- Service Quality & Compliance: participant feedback/complaints and continuous improvement.

**Internal Performance Management to include:**
- Monthly Performance Reviews against standard agenda
  - KPI performance, e.g. volumes
  - Resource Management: delivery issues; staff development and ongoing resource/demand analysis
  - Service Quality & Compliance: participant feedback/complaints, continuous improvement
  - Monthly caseload reviews of individual staff performance and target achievement
- MI & BI reporting
- Exception reports to identify early risk to performance

Participant volumes will be finalised in individualised subcontractor SLAs at contract award. We have consulted with subcontractors about the need for service flexibility and responsiveness, with planned SLA reviews to take place every 6 months (minimum) to ensure allocations are aligned with throughput.

**Service Level Volume Performance Data** will utilise our performance tracker for all outputs, providing managers with real time performance information. This will be reviewed weekly ensuring early identification of critical delivery risks, allowing remedial action to be swiftly taken bringing delivery back within contracted service level requirements.

Hub level MI will be undertaken by the Hub Manager and discussed with the Head of Operations (detailed in a weekly report, on actual, planned and pending performance against targets for each Service Levels.

The report will be discussed during weekly performance calls with the management team identifying performance concerns. Required actions will be detailed in a remedial plan, provided to HMPPS at monthly reviews and within the monthly provider report.

**Performance Management Remedial Planning**
Where underperformance trends are identified, Ingeus will put in place formal remedial plans based on industry recognised best-practice performance management principles. This will be applied to both sub-contractor and Ingeus staff delivery as reflected below:

**Performance Management Framework:**
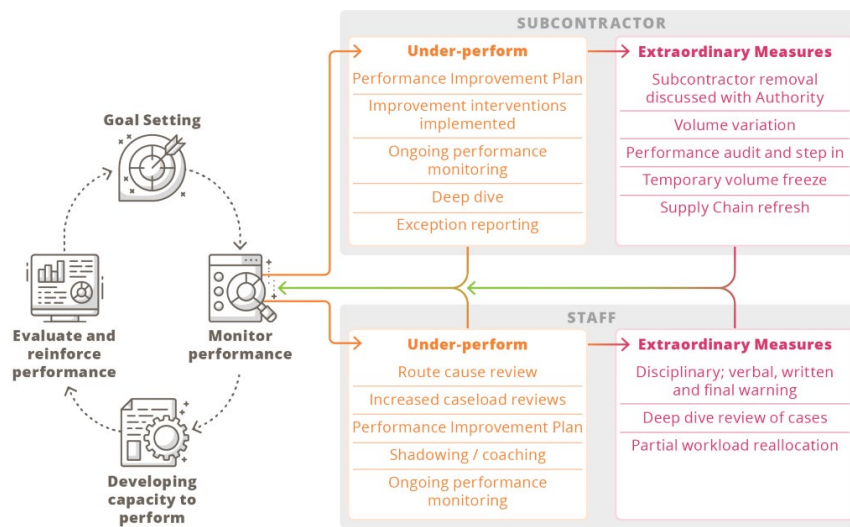


Ingeus' Head of Operations **will notify the HMPPS CFO of any issues and remedial actions** by contacting the Contract Performance Manager when a potential performance issue arises, and outline the remedial actions being put in place by a Performance Improvement Plan. This will be followed by weekly updates on progress against the plan until remedied.

This is something we have vast experience of in CRC and CFO3 (with a 50% supply chain) where we have built a robust reporting mechanism and strong relationship with the CFO management team.

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

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

| Answer: Limited to 1000 words |
|---|
| **Quality Monitoring and Management of Provision**<br>From operational commencement we will hold daily Management Delivery Meetings (addressing quality/logistics) moving to weekly during weeks 2-4. Our Implementation Manager will provide transitional support to the Contract and Compliance Manager for 1-month after commencement to ensure continuity. All staff will be vetted ahead of commencement via PeopleChecking (clearance specialist), and complete annual BPSS checks. Throughout the contract we will ensure:<br>• Ongoing management through our Performance Management Framework aligned to key objectives/contractual quality standards<br>• Monthly Manager/Support Worker (SW) caseload reviews<br>• Biannual staff observations/reviews<br>• Ongoing CPD via our online platform, *iLearn*, and stakeholder CPD (e.g. MAPPA Awareness training by NPS, Conditioning & Break Away training by HMPS)<br>• Monthly CATs+ case-record checks via QA Coordinator ensuring data accuracy/quality and compliance<br>• Minimum fortnightly face-to-face interventions between participant and SW with additional weekly interventions driven by their action plan.<br><br>Frequency/quality/appropriateness of participant engagement will be monitored via Hub Manager/SW caseload reviews, ensuring activities are supporting timely progression (SMART targets), participants understand obligations, and feedback is being logged/addressed in Action Plan reviews ("You Said, We Did" approach). |

**Quality Assurance (QA) Framework:**

Building on our CFO3/CRC operations, we will ensure all QA activity adds value and is focused through a robust QA Framework (QAF), headed-up by our corporate QA Manager in coordination with the Contract and Compliance Manager. The QAF includes:

- Identifying strengths/improvement areas, recorded in our Continuous Improvement Plan by our Head of Operations with defined objectives/milestones aligned to service output requirements (monitored by Senior Management Team (SMT) monthly)
- Implementing ProMapp, our QA system supporting role/contract processes
- CATS+ data/reports improving delivery and identifying training needs
- QA Audits across internal/subcontractor teams including remote evidence checks, site visits and generating Quarterly Audit Reports provided to Hub Manager to action, driving continuous improvement.
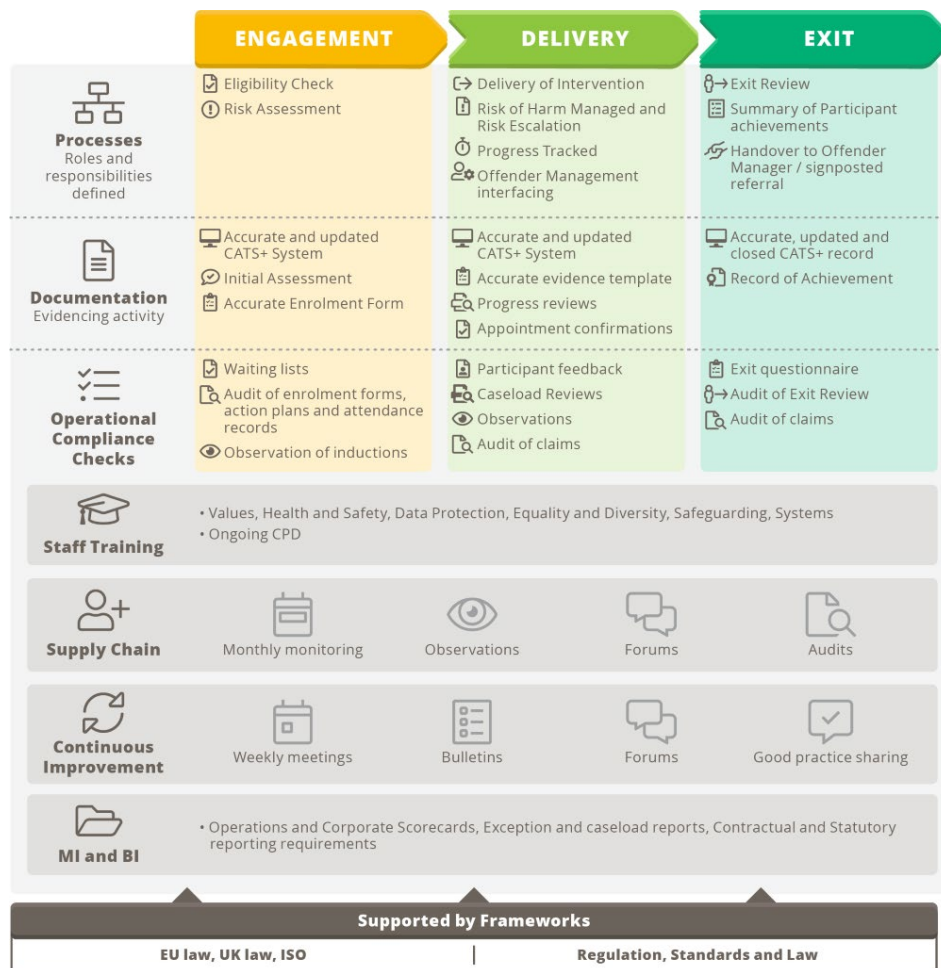


**ESF Rules/Regulations Compliance**

Staff induction will ensure an understanding of compliance duties of ESF rules/regulations, supported by awareness training packages aligned to Personal Development Plans. ESF compliance will be reviewed during site visits and as part

of QAF (e.g. document retention, Equality and Diversity, signage, sustainability plans). We have successfully deployed these processes on CFO3.

**Branding Documentation**
Our Brand Manager will ensure external-facing marketing documentation (e.g. leaflets/referral hand-outs/posters) reflect CFO Activity Hubs branding. Where necessary, agencies will be used to produce materials. Induction will include brand guidelines training.

**Quality Management of Subcontractor-delivery**
Our Hub Manager will ensure consistent quality of delivery across our Supply Chain (SC) partners, developing a SC Quality Monitoring plan based on our established SC Management Framework (our last Merlin accreditation was 92%). This includes:

- Weekly/monthly/quarterly Subcontractor Reviews, including site/programme visits
- Annual audit schedule
- Training SC to our framework standards and monitoring arrangements
- Quarterly Excellence forums discussing performance, quality and bet practice
- Identification of strengths/areas for improvement, informing Performance Improvement and Annual Continuous Improvement Plans.

**Continuous Improvement (CI)**
Our approach to CI will follow our established learning-focused development cycle:
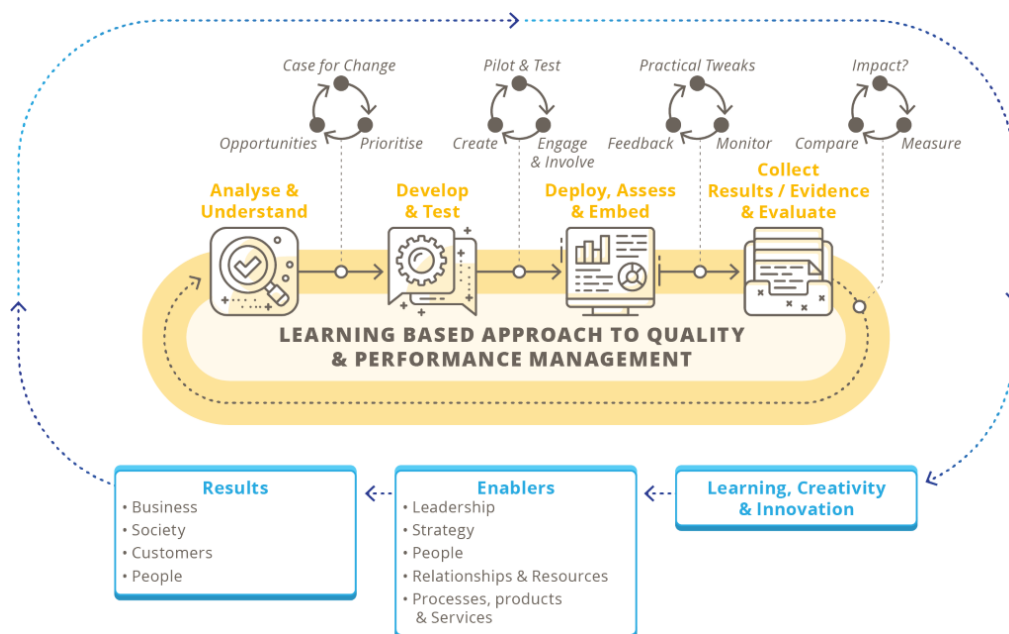


Our QA Manager will establish a rolling CI plan, updated monthly, and provide SC partners with a self-assessment framework. Our Plan will be informed by participant feedback, audit reports, best-practice, performance, MI, parity of outcomes and published research. The SMT will be accountable for delivering against the CI plan.

## Participant Feedback

We will obtain/address feedback by adapting proven CFO3 processes. Information will be gathered via structured appointments with SWs, participant/user focus groups, feedback forms, six-weekly anonymous surveys, and Social Media engagement. All feedback will be reviewed and actioned by the Hub Manager and Contract and Compliance Manager weekly.

## Complaints

Complaints will be handled through Ingeus' corporate Central Complaints Function – separate from delivery for impartiality. Information on how to make complaints will be provided at enrolment and displayed on-site. Complaints will be acknowledged within 3 days and sent to the most appropriate Manager for investigation/resolution. The complainant will receive a response within 14 calendar days with a tiered escalation route to the Head of Operations available.

## Updating Systems

SW will enter/update CATS+ records in 'real-time'. QA Coordinator will perform monthly data validation checks on records; using CATS+ reports to assess compliance/quality of information, progress/achievements, supporting evidence, case records and Action Plan and associated RAG status.

## Expected Standard 3

Ingeus will create an Activity Hub staff charter, embedding procedural justice, anchored around principles of honesty, openness, respect, fairness and positive reinforcement. This will form part of induction, be visible on-site, and link into staff appraisals.

## Six Fixed Compliance Measures

- **Enrolments** – raising awareness of the programme with potential referral stakeholders including CRCs/OMU/IAG provider, monitoring targets monthly for rapid remedial action.

- **Cross Cutting Themes** – overseen by Head of Operations, who will review/implement sustainable development, equality & diversity plans, and policies.

- **Participant Retention/Engagement/Attendance** – utilising CATS+ reports to identify number-of-days on programme, achievements, and last updates to inform SW's Monthly Case Reviews.

- **Publicity** – 10+ years' experience adhering to ESF publicity requirements, we will ensure processes and requirements are followed.

- **Evaluation** – supporting evaluation activities undertaken by the CFO, providing required information (internal and SC), undertaking evaluation summaries at programme end, sharing outcomes with CFO.

- **Risk** – using CFO3/CRC relationships to design/deploy joint-operating practices with the Prison and CRC to generate appropriate referrals,

understand risk/change to risk levels whilst on programme,
align/complement delivery, jointly share risk information.

| Ref | Product/Milestone | Start Date | Baseline Completion | Forecast Completion | Duration | Status | Resource Names | Predecessors |
|---|---|---|---|---|---|---|---|---|
| 1 | **PLAN** | | | | | | | |
| 2 | Plan Commences | 02/10/2020 | 02/10/2020 | 02/10/2020 | 0 | Open | x | |
| 3 | Plan Completes | 25/02/2021 | 25/02/2021 | 25/02/2021 | 0 | Open | x | |
| 4 | **KEY DATES** | | | | | | | |
| 5 | Contract Award | 02/10/2020 | 02/10/2020 | 02/10/2020 | 0 | Open | x | |
| 6 | Implementation commences | 06/11/2020 | 06/11/2020 | 06/11/2020 | 0 | Open | x | |
| 7 | Implementation completes | 29/01/2021 | 29/01/2021 | 29/01/2021 | 0 | Open | x | |
| 8 | Service Commencement date | 01/02/2021 | 01/02/2021 | 01/02/2021 | 0 | Open | x | |
| 9 | **KEY CONTRACTUAL MILESTONES** | | | | | | | |
| 10 | Operational Readiness (for go live) complete | 27/01/2021 | 27/01/2021 | 27/01/2021 | 0 | Open | x | 24 |
| 11 | People complete | 25/01/2020 | 25/01/2021 | 25/01/2021 | 0 | Open | x | 31,32,33,34 |
| 12 | Supply Chain complete | 29/01/2021 | 29/01/2021 | 29/01/2021 | 0 | Open | x | 50 |
| 13 | Hub complete | 27/01/2021 | 27/01/2021 | 27/01/2021 | 0 | Open | x | 40,41 |
| 14 | Legal & Commercial complete | 17/02/2021 | 17/02/2021 | 17/02/2021 | 0 | Open | x | 27,28,29 |
| 15 | ICT complete | 25/02/2021 | 25/02/2021 | 25/02/2021 | 0 | Open | x | 36,37,38 |
| 16 | Service Delivery complete | 24/02/2021 | 24/02/2021 | 24/02/2021 | 0 | Open | x | 43,44,45,46,47,48,49 |
| 17 | **PROGRAMME MILESTONES** | | | | | | | |
| 18 | **Programme Management** | | | | | | | |
| 19 | Project Initiation Document (PID) complete | 08/10/2020 | 08/10/2020 | 08/10/2020 | 0 | Open | x | 69 |
| 20 | Work Breakdown Structure complete | 08/10/2020 | 08/10/2020 | 08/10/2020 | 0 | Open | x | 75 |
| 21 | Implementation plan baselined complete | 17/11/2020 | 17/11/2020 | 17/11/2020 | 0 | Open | x | 85 |
| 22 | RAID Log complete | 30/10/2020 | 30/10/2020 | 30/10/2020 | 0 | Open | x | 89 |
| 23 | Programme Governance complete | 01/02/2021 | 01/02/2021 | 01/02/2021 | 0 | Open | x | 112 |

| Ref | Product/Milestone | Start Date | Baseline Completion | Forecast Completion | Duration | Status | Resource Names | Predecessors |
|---|---|---|---|---|---|---|---|---|
| 24 | Operational Readiness complete | 27/01/2021 | 27/01/2021 | 27/01/2021 | 0 | Open | x | 120 |
| 25 | Communication complete | 30/11/2020 | 30/11/2020 | 30/11/2020 | 0 | Open | x | 126 |
| 26 | Legal & Commercial | | | | | | | |
| 27 | Legal complete | 01/01/2021 | 01/01/2021 | 01/01/2021 | 0 | Open | x | 133 |
| 28 | Finance complete | 08/01/2021 | 08/01/2021 | 08/01/2021 | 0 | Open | x | 154 |
| 29 | Exit Plan complete | 17/02/2021 | 17/02/2021 | 17/02/2021 | 0 | Open | x | 144 |
| 30 | People | | | | | | | |
| 31 | Recruitment complete | 05/01/2021 | 05/01/2021 | 05/01/2021 | 0 | Open | x | 172 |
| 32 | Vetting complete | 13/01/2021 | 13/01/2021 | 13/01/2021 | 0 | Open | x | 184 |
| 33 | HR/Payroll complete | 11/01/2021 | 11/01/2021 | 11/01/2021 | 0 | Open | x | 188 |
| 34 | Training complete | 25/01/2021 | 25/01/2021 | 25/01/2021 | 0 | Open | x | 207 |
| 35 | ICT | | | | | | | |
| 36 | End User Devices complete | 06/01/2021 | 06/01/2021 | 06/01/2021 | 0 | Open | x | 214 |
| 37 | Service Desk complete | 01/01/2021 | 01/01/2021 | 01/01/2021 | 0 | Open | x | 220 |
| 38 | InfoSec complete | 25/02/2021 | 25/02/2021 | 25/02/2021 | 0 | Open | x | 249 |
| 39 | Estates & Assets | | | | | | | |
| 40 | Activity Hub complete | 27/01/2021 | 27/01/2021 | 27/01/2021 | 0 | Open | x | 518 |
| 41 | Equipment complete | 11/01/2021 | 11/01/2021 | 11/01/2021 | 0 | Open | x | 523 |
| 42 | Service Delivery | | | | | | | |
| 43 | Structure complete | 06/01/2021 | 06/01/2021 | 06/01/2021 | 0 | Open | x | 255 |
| 44 | Processes complete | 28/01/2021 | 28/01/2021 | 28/01/2021 | 0 | Open | x | 261 |
| 45 | Activity Collateral complete | 28/01/2021 | 28/01/2021 | 28/01/2021 | 0 | Open | x | 354 |
| 46 | Marketing complete | 01/02/2021 | 01/02/2021 | 01/02/2021 | 0 | Open | x | 386 |
| 47 | Quality, Compliance & Performance complete | 29/01/2021 | 29/01/2021 | 29/01/2021 | 0 | Open | x | 407 |
| 48 | Business Continuity complete | 24/02/2021 | 24/02/2021 | 24/02/2021 | 0 | Open | x | 436 |
| 49 | Contract Management complete | 08/02/2021 | 08/02/2021 | 08/02/2021 | 0 | Open | x | 448 |
| 50 | Supply Chain | | | | | | | |

| Ref | Product/Milestone | Start Date | Baseline Completion | Forecast Completion | Duration | Status | Resource Names | Predecessors |
|---|---|---|---|---|---|---|---|---|
| 51 | Supply Chain complete | 28/01/2021 | 28/01/2021 | 28/01/2021 | 0 | Open | x | 464 |
| 52 | SC - Legal complete | 24/11/2020 | 24/11/2020 | 24/11/2020 | 0 | Open | x | 467 |
| 53 | SC - People complete | 29/01/2021 | 29/01/2021 | 29/01/2021 | 0 | Open | x | 473 |
| 54 | SC - Service Delivery completed | 28/01/2021 | 28/01/2021 | 28/01/2021 | 0 | Open | x | 483 |
| 55 | SC - Finance & Revenue complete | 21/01/2021 | 21/01/2021 | 21/01/2021 | 0 | Open | x | 488 |
| 56 | SC - Communications complete | 01/12/2020 | 01/12/2020 | 01/12/2020 | 0 | Open | x | 493 |
| 57 | SC - L&D complete | 29/01/2021 | 29/01/2021 | 29/01/2021 | 0 | Open | x | 501 |
| 58 | SC - Compliance complete | 06/01/2021 | 06/01/2021 | 06/01/2021 | 0 | Open | x | 507 |
| 59 | SC - IT complete | 22/01/2021 | 22/01/2021 | 22/01/2021 | 0 | Open | x | 512 |
| 60 | **PROGRAMME MANAGEMENT** | | | | | | | |
| 61 | **Implementation Team** | | | | | | | |
| 62 | Team Recruited | 02/10/2020 | 29/10/2020 | 29/10/2020 | 0 | Open | TRD | 5 |
| 63 | Implementation Team complete | 29/10/2020 | 29/10/2020 | 29/10/2020 | 0 | Open | x | 62 |
| 64 | **Project Initiation Document (PID)** | | | | | | | |
| 65 | Draft PID | 02/10/2020 | 05/10/2020 | 05/10/2020 | 2 | Open | IMP | 5 |
| 66 | Review PID (Programme Sponsor) | 06/10/2020 | 06/10/2020 | 06/10/2020 | 1 | Open | IMP | 65 |
| 67 | Revise PID | 07/10/2020 | 07/10/2020 | 07/10/2020 | 1 | Open | IMP | 66 |
| 68 | Sign off PID (Programme Sponsor) | 08/10/2020 | 08/10/2020 | 08/10/2020 | 1 | Open | SPO | 67 |
| 69 | PID complete | 08/10/2020 | 08/10/2020 | 08/10/2020 | 0 | Open | x | 68 |
| 70 | **Work Breakdown Structure (WBS)** | | | | | | | |
| 71 | Review WBS | 02/10/2020 | 02/10/2020 | 02/10/2020 | 1 | Open | IMP | 5 |
| 72 | Revise WBS | 05/10/2020 | 05/10/2020 | 05/10/2020 | 1 | Open | IMP | 71 |
| 73 | Sign off WBS | 06/10/2020 | 06/10/2020 | 06/10/2020 | 1 | Open | SPO | 72 |
| 74 | Ensure updated version in PID | 07/10/2020 | 07/10/2020 | 07/10/2020 | 1 | Open | IMP | 73 |
| 75 | WBS complete | 08/10/2020 | 08/10/2020 | 08/10/2020 | 0 | Open | x | 74 |
| 76 | **Detailed Implementation Plan** | | | | | | | |

| Ref | Product/Milestone | Start Date | Baseline Completion | Forecast Completion | Duration | Status | Resource Names | Predecessors |
|-----|-------------------|-----------|---------------------|---------------------|----------|--------|----------------|--------------|
| 77 | Review bid implementation plan | 09/10/2020 | 09/10/2020 | 09/10/2020 | 1 | Open | IMP | 69,75 |
| 78 | Identify lower activity detail per project (cross reference with PID, PBS, PDs) | 12/10/2020 | 16/10/2020 | 16/10/2020 | 5 | Open | IMP | 77 |
| 79 | Update implementation plan | 19/10/2020 | 23/10/2020 | 23/10/2020 | 5 | Open | IMP | 78 |
| 80 | Internal review of milestones | 26/10/2020 | 26/10/2020 | 26/10/2020 | 1 | Open | IMP | 79 |
| 81 | Authority review of implementation plan | 06/11/2020 | 12/11/2020 | 12/11/2020 | 5 | Open | AUTH | 6 |
| 82 | Revise plan (if necessary) | 13/11/2020 | 13/11/2020 | 13/11/2020 | 1 | Open | IMP | 81 |
| 83 | Submit for sign off | 16/11/2020 | 16/11/2020 | 16/11/2020 | 1 | Open | IMP | 82 |
| 84 | Sign off complete (internal/external) | 17/11/2020 | 17/11/2020 | 17/11/2020 | 1 | Open | SPO | 83 |
| 85 | Implementation plan complete | 17/11/2020 | 17/11/2020 | 17/11/2020 | 0 | Open | x | 84 |
| 86 | **RAID Log** | | | | | | | |
| 87 | Review RAID log from bid | 02/10/2020 | 05/10/2020 | 05/10/2020 | 2 | Open | IMP | 5 |
| 88 | Update with further identified workstream risks | 26/10/2020 | 30/10/2020 | 30/10/2020 | 5 | Open | IMP | 79 |
| 89 | RAID Log completed & ready for reporting | 30/10/2020 | 30/10/2020 | 30/10/2020 | 0 | Open | x | 88 |
| 90 | **Programme Governance** | | | | | | | |
| 91 | **Internal** | | | | | | | |
| 92 | Implementation - Planning meeting | 05/10/2020 | 05/10/2020 | 05/10/2020 | 1 | Open | IMP | 5FS+1 day |
| 93 | Implementation - Planning meeting | 19/10/2020 | 19/10/2020 | 19/10/2020 | 1 | Open | IMP | 92FS+9 days |
| 94 | Implementation - Planning meeting | 26/10/2020 | 26/10/2020 | 26/10/2020 | 1 | Open | IMP | 80SS |
| 95 | Implementation Board 1 | 09/11/2020 | 09/11/2020 | 09/11/2020 | 1 | Open | IMP,WOR,PMO | 6FS+1 day |
| 96 | Implementation Board 2 | 16/11/2020 | 16/11/2020 | 16/11/2020 | 1 | Open | IMP,WOR,PMO | 95FS+4 days |
| 97 | Implementation Board 3 | 23/11/2020 | 23/11/2020 | 23/11/2020 | 1 | Open | IMP,WOR,PMO | 96FS+4 days |
| 98 | Implementation Board 4 | 30/11/2020 | 30/11/2020 | 30/11/2020 | 1 | Open | IMP,WOR,PMO | 97FS+4 days |
| 99 | Implementation Board 5 | 07/12/2020 | 07/12/2020 | 07/12/2020 | 1 | Open | IMP,WOR,PMO | 98FS+4 days |
| 100 | Implementation Board 6 | 14/12/2020 | 14/12/2020 | 14/12/2020 | 1 | Open | IMP,WOR,PMO | 99FS+4 days |
| 101 | Implementation Board 7 | 21/12/2020 | 21/12/2020 | 21/12/2020 | 1 | Open | IMP,WOR,PMO | 100FS+4 days |

| Ref | Product/Milestone | Start Date | Baseline Completion | Forecast Completion | Duration | Status | Resource Names | Predecessors |
|---|---|---|---|---|---|---|---|---|
| 102 | Implementation Board 8 | 28/12/2020 | 28/12/2020 | 28/12/2020 | 1 | Open | IMP,WOR,PMO | 101FS+4 days |
| 103 | Implementation Board 9 | 04/01/2021 | 04/01/2021 | 04/01/2021 | 1 | Open | IMP,WOR,PMO | 102FS+4 days |
| 104 | Implementation Board 10 | 11/01/2021 | 11/01/2021 | 11/01/2021 | 1 | Open | IMP,WOR,PMO | 103FS+4 days |
| 105 | Implementation Board 11 | 18/01/2021 | 18/01/2021 | 18/01/2021 | 1 | Open | IMP,WOR,PMO | 104FS+4 days |
| 106 | Implementation Board 12 | 25/01/2021 | 25/01/2021 | 25/01/2021 | 1 | Open | IMP,WOR,PMO | 105FS+4 days |
| 107 | Implementation Board 13 (Go Live) | 01/02/2021 | 01/02/2021 | 01/02/2021 | 1 | Open | IMP,WOR,PMO | 106FS+4 days |
| 108 | Implementation Board complete | 01/02/2021 | 01/02/2021 | 01/02/2021 | 0 | Open | x | 107 |
| 109 | **Contract Management Meeting (Monthly - to be agreed with Authority)** | | | | | | | |
| 110 | Agree CMM meeting dates with Authority | 13/11/2020 | 13/11/2020 | 13/11/2020 | 1 | Open | HoO | 6FS+5 days |
| 111 | Schedule dates | 16/11/2020 | 16/11/2020 | 16/11/2020 | 1 | Open | PMO | 110 |
| 112 | Programme Governance complete | 01/02/2021 | 01/02/2021 | 01/02/2021 | 0 | Open | x | 108,111 |
| 113 | **Operational Readiness (OR)** | | | | | | | |
| 114 | Draft Operational Readiness plan | 06/11/2020 | 19/11/2020 | 19/11/2020 | 10 | Open | PMO | 6 |
| 115 | Create the OR templates for each hub | 20/11/2020 | 26/11/2020 | 26/11/2020 | 5 | Open | PMO | 114 |
| 116 | Create OR tracker | 27/11/2020 | 27/11/2020 | 27/11/2020 | 1 | Open | PMO | 115 |
| 117 | Operational Readiness signed off by Implementation Board | 30/11/2020 | 30/11/2020 | 30/11/2020 | 1 | Open | IMP | 116 |
| 118 | Commence Operational Readiness check | 12/01/2021 | 26/01/2021 | 26/01/2021 | 11 | Open | IMP | 7FS-13 days |
| 119 | Complete Operational Readiness check | 27/01/2021 | 27/01/2021 | 27/01/2021 | 1 | Open | IMP | 118 |
| 120 | Operational Readiness complete | 27/01/2021 | 27/01/2021 | 27/01/2021 | 0 | Open | x | 119 |
| 121 | **Communication** | | | | | | | |
| 122 | Draft Communication Plan | 06/11/2020 | 19/11/2020 | 19/11/2020 | 10 | Open | BM | 6 |
| 123 | Review Communications plan draft | 20/11/2020 | 26/11/2020 | 26/11/2020 | 5 | Open | HoO | 122 |
| 124 | Revise (if necessary) | 27/11/2020 | 27/11/2020 | 27/11/2020 | 1 | Open | BM | 123 |
| 125 | Sign off communication plan | 30/11/2020 | 30/11/2020 | 30/11/2020 | 1 | Open | HoO | 124 |
| 126 | Communication complete | 30/11/2020 | 30/11/2020 | 30/11/2020 | 0 | Open | x | 125 |

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

**Answer: Limited to 250 words**

Ingeus considers Social Value in everything we do. Our Director of Social Value ensures leadership at Board level.

We will establish a Social Value Fund (1% of contract profits) ringfenced for projects benefiting local neighborhoods, building community capital and capacity, and chosen in collaboration with VCSEs.

**Employer Support for VCSE**
Ingeus (under our parent brand APM) manage the Employer Forum for Reducing Re-Offending which comprises 250+ local and national employers. We will invite community and voluntary organisations to attend open forums where Ingeus employees will provide business planning support, financial, legal and HR advice, as part of Ingeus' 2-day staff volunteering scheme.

**Sharing Sites/Facilities**
Where we have capacity in locations in the North East, we will offer space to voluntary/community organisations (estimate 150 hours per year).

**Volunteering Opportunities**

We work with 400+ UK organisations, 100+ of which provide local support to our CFO3 contract in the North East. We will harness these relationships to create at least 30 local volunteering opportunities (examples from CFO3 include: stock room and driver-work with organisations including Frade Community Group.

**Supporting Local Third Sector Organisations**
Ingeus will spot purchase services/items from local third sector organisations such as RFEA. Ingeus has an industry-leading Merlin Standard score for supply chain management. Our supply chain offer will include training/upskilling for contract compliance and functional support/training e.g. business development, commercial modelling, risk management.

| Criteria | Weighting | Max. Score |
|---|---|---|
| **Q1.8.3    Social Value - People**<br><br>**Provide details and evidence of how your organisation will improve the living standards of local residents during the contract period:**<br><br>Examples could include:<br><br>a) **Improving wages/salaries**<br>• Providing a local workforce which is fairly paid and positively supported by employers. An example could include paying staff the Living Wage Foundation Living Wage<br>• Employing ex-offenders within this contract (direct and supply chain) and within your wider organisation<br>• Use of ex-offenders as voluntary support<br>• Creating traineeships (including apprenticeships)<br><br>b) **Improving prospects**<br>• Improving the skills levels of existing staff by training of the workforce to Level 2/3/4 (for example)<br>• Provide work experience for ex-offenders across organisation<br>• Reduce average sickness absence by an improved health, wellbeing and education and support package for staff<br>• Identify staff who are carers and ensure flexible working practices are implemented to support these responsibilities<br><br>**Your response must be limited to 250 words.** | **X2** | **14** |

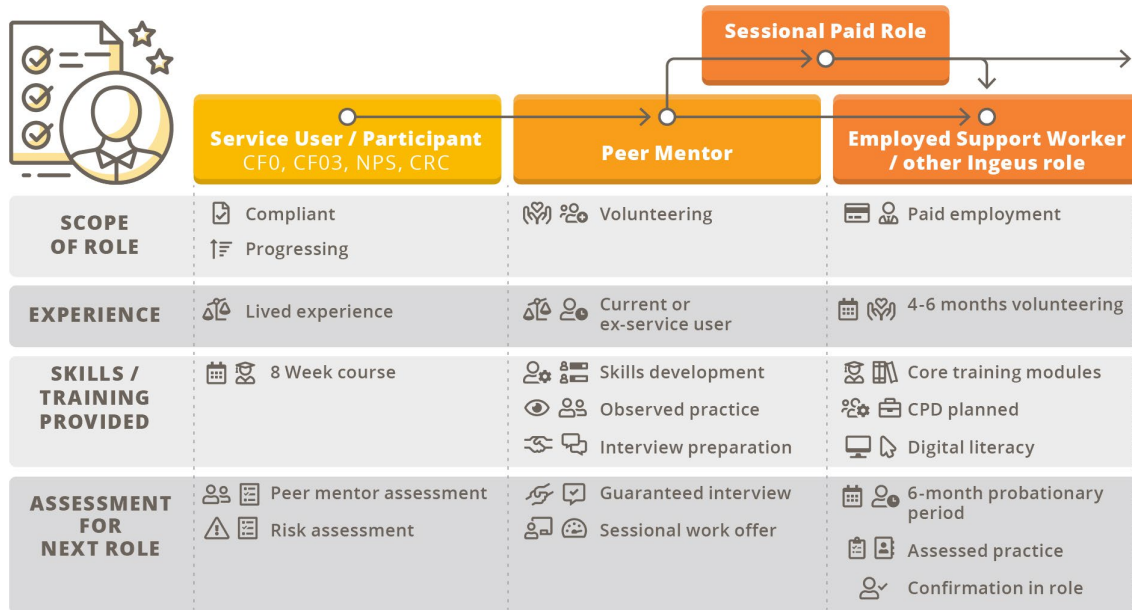| Answer: Limited to 250 words |
|---|
| **Improving Wage Salaries**<br>All Veterans Hub salaries will be above the Living Wage, in line with all Ingeus contracts.<br><br>Ingeus advertises posts locally for recruitment, and 100% of delivery staff come from the local communities where we deliver services.<br><br>Ingeus always places the service user (SU)/participant at the heart of our delivery model and this includes supporting ex-SUs in to paid employment on our contracts. We currently employ 70+ ex-offenders in this way and will seek to recruit ex-offenders into the Veterans Activity Hub. |

**Improving Prospects**
Participants will benefit from work experience opportunities via our peer mentoring scheme. Successful completion of our 8-session peer mentoring course qualifies participants for a volunteer peer mentor role. Peer mentors with sufficient experience will be eligible to support Activity Facilitators and earn a sessional hourly rate. After six months as a peer mentor, an ex-offender who meets the minimum criteria, is guaranteed an interview for available paid positions as available.

| | Service User / Participant CF0, CF03, NPS, CRC | Peer Mentor | Employed Support Worker / other Ingeus role |
|---|---|---|---|
| **SCOPE OF ROLE** | Compliant; Progressing | Volunteering | Paid employment |
| **EXPERIENCE** | Lived experience | Current or ex-service user | 4-6 months volunteering |
| **SKILLS / TRAINING PROVIDED** | 8 Week course | Skills development; Observed practice; Interview preparation | Core training modules; CPD planned; Digital literacy |
| **ASSESSMENT FOR NEXT ROLE** | Peer mentor assessment; Risk assessment | Guaranteed interview; Sessional work offer | 6-month probationary period; Assessed practice; Confirmation in role |

Note: Sessional Paid Role sits above between Peer Mentor and Employed Support Worker.

All staff will have access to Ingeus' health/wellbeing and education packages which include; health plan courses (e.g. counselling and talking therapies); Continuous Professional Development via our *iLearn* platform which includes skills-training (e.g. career related courses, computer training modules).

We will identify staff who are carers during induction and accommodate different needs through a range of flexible working practices. We will offer; part-time hours; compressed hours; sessional work contracts and family-friendly hours.

| Criteria | Weighting | Max. Score |
|---|---|---|
| **Q1.8.4**     <u>**Social Value - Environment**</u><br><br>**Provide details and evidence of how your organisation promotes and will increase environmental sustainability during the contract period meeting the following outcome(s). Please consider how the physical environment of the hub will support these priorities:**<br><br>Protecting our physical environment and contributing to climate change reduction - examples of this could be, but not exhaustive to –<br><br>• Reducing waste generated compared to previous years<br>• Reducing waste sent to landfill compared to previous years<br>• Reducing carbon emissions by per year<br>• Reducing overall energy consumption / water consumption per year<br>• Increasing the use of renewable energy / community generated renewable energy as a proportion of total energy consumption<br>   Monitoring and training subcontractors to achieve improved environmental objectives<br><br>**Your response must be limited to 250 words.** | **X2** | **14** |

**Answer: Limited to 250 words**

Ingeus is committed to protecting the environment and reducing the effect of climate change. Ingeus' policies enforce this, and we will ensure all partners' policies are aligned.

**Reducing waste:**
Ingeus' Sustainable Development Policy emphasises reducing waste and prioritising sustainable resources to minimise environmental impact:
- *Multi-use Materials* – Ingeus will promote recycling/ reuse by ensuring recycling bins in Hub, and recycled materials (e.g. drinking cups and paper) will be used for consumables. Recycling will be encouraged to drive annual improvements in amount of waste recycled versus sent to landfill.

**Reducing carbon emissions:**
- *Public Transport and Cycling* - Ingeus' Travel Policy requires staff use of public transport for business-travel with few exceptions. Ingeus' flexible employee benefit scheme flexible employee benefit scheme includes a Cycle to Work offer to incentivise carbon emission-friendly travel.
- Employees are equipped with technology to hold internal meetings remotely.
- Ingeus' *iLearn* system delivers staff development via e-learning.

**Reducing energy/water consumption:**
- *Low energy equipment* (e.g. monitors and printers) will maximise energy efficiency. Wherever possible motion activated lights and non-concussive taps will be used to reduce electricity and water use.
- *Energy use awareness* - Staff will be encouraged to focus on energy efficiency, e.g. unique staff printer codes enable printing/paper use monitoring to reduce excessive use of paper resources.

**Subcontractors' Environmental Standards**
All Ingeus' environmental policies/procedures will be mandated to supply chain delivery partners and imparted during induction along with quarterly training sessions.