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

#### Answer: Limited to 750 words

#### 1. Percentage direct/subcontracted delivery

Shaw Trust, part of the Shaw Trust Group (including Ixion) has established performance management processes, including for our high performing West Midlands (WM) CFO3 contract, where we operate the highest performing contracts nationally (ranked 1<sup>st</sup> Feb 2020). Drawing on this performance context, the split between direct and subcontracted delivery is:

- Shaw Trust: 67%
- Subcontractors: 33%

# 2. Managing internal/supply chain performance

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

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

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

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

# Managing internal/direct delivery

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

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

## Managing Supply Chain performance

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

- Weekly calls to check progress/resolve issues
- Monthly performance meetings with subcontractors
- Proactive support to raise standards/achieve performance excellence (e.g. improving engagement/acting on feedback).
- Joint problem solving via forums across the supply chain/hubs
- Delivering a Performance Improvement Plan process for any underperformance
- 3. Analysing data to ensure SL1-4 achievement

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

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

# 4. Identifying/reporting on actual/anticipated reduced performance

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

# 5. Engaging with HMPPS

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

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

Criter	ia	Weighting	Max. Score
Q1.6.1	Quality and Compliance		
the qu includi	e provide a detailed description of how you will ensure ality of service delivery throughout the contract ing ensuring all delivery organisations will maintain a v service.		
Your r	esponse should:		
•	Provide a detailed explanation of how you will monitor and manage the quality of provision to ensure that the standards set within the specification and your tender will be met from the start and throughout the life of the contract. Your response should include but not be limited to: the quality of staff, frequency and appropriateness of participant engagement and the quality of Activities accessed by them;		
•	How will you ensure your Quality Assurance activity is viable and focused, so that delivery is evaluated and the results used to inform and support continuous improvement for the life of the Contract?	Х5	35
•	How will you ensure your staff acquire knowledge to comply with all ESF rules and regulations required for this contract?		
•	Detail how you will ensure that CFO Activity Hubs is the primary branding for all external facing publicity and documentation?		
•	Clearly describe how you will manage and ensure the quality of delivery by any subcontractors e.g. site visits, audits and observations of delivery;		
•	Identify how you will continuously improve the quality of delivery of this provision and share best practice throughout your supply chain;		
•	Explain how you will obtain feedback from participants and proactively act upon this;		
•	Describe how you will handle complaints and act on any findings including details of procedures,		

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

#### Answer: Limited to 1000 words

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

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

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

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

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

QMF measures will include:

#### Quality of staff:

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

Frequency/appropriateness of engagement:

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

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

# Quality of activities:

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

Fixed Compliance Measures (FCMs):

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

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

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

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

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

# 3. Ensuring staff compliance (ESF)

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

4. Branding compliance

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

# 5. Subcontractor quality

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

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

# 7. Participant feedback

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

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

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

# 8. Handling/acting on complaints

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

# 9. Updating systems

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

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

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

To establish ES3 behaviours we will implement/measure:

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

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

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

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

# Answer: Limited to 900 words

## 1. Commencement Date

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

# 2. Mobilising the service and 3. Rationale for milestones

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

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

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

Workstream	Key Milestone and Line Number (L)	Assumptions/Rationale			
Staff Recruitment & Learning and Development	Implement recruitment plan/commence recruitment process (L282)	Provide sufficient time for recruitment/vetting/training of all roles			
Supply Chain (SC) & Spot Purchase (SP)	ISPA issued to SC & SP (L169)	Provide sufficient time for negotiation, ISPA signing, and staff training			
Estates and Facilities					
ICT Activation	Activity Hub ICT set-up complete (L259)	Enable system testing and IT training for new staff			

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

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

#### 4. Timeline for staff recruitment/training

The HR Workstream Lead is accountable for staff recruitment/training. The recruitment and training timeline (and key milestones) are detailed in our Implementation Plan (L275-335), including:

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

# 5. Organisational structure, management structures, roles and responsibilities

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

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

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

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

# 6. Engaging stakeholders to develop referral routes

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

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

Key activities include (Implementation Plan L89 – L123):

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

# 7. Premises

ST Head of Facilities will lead key activities (L182 – L208) and manage timelines with assigned owners for the premises workstream, which include:

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

# 8. Sub-Contractors

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

• TKO

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

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

- Due Diligence Refresh
   finance; governance; validation; risk assessment (L155-160)
- Joint planning agreed objectives; stakeholder engagement; defined participant journey (L161-174)
- Readiness checks premises; staff profile; health and safety (L175)

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

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

1	Contract Mobilisation and Governance	255	Mon	Fri		ľ							
	Publication of OJEU and ITT	<b>days</b> 0 days	27/04/20	<b>26/03/21</b> Mon		27/04 🖕	-Publication o	f OJEU	J and ITT				
		U uays	27/04/20	27/04/20		Ĭ							
3	Shaw Trust Bid Submission	0 days	Fri	Fri			1	9/06	Shaw Trust Bid Submission				
4	Contract Award	0 days	19/06/20	19/06/20					02/10	0 🄶 Co	ntract A	ward	
	Contract Award	0 days	02/10/20	Fri 02/10/20									
5	Standstill Period	11 day		Fri									
_			09/10/20	23/10/20									
6	Contract Signing	11 day	s Fri 23/10/20	Fri 06/11/20									
7	Contract Implementation Commences	0 days		Fri							06/11	Contract Implementation Comme	nces
			06/11/20	06/11/20									
8	Contract Go Live	0 days		Mon								01/02	Contract Go Live
9	Implementation Governance	194.43	01/02/21	01/02/21 Wed			•						<u> </u>
	implementation dovernance	days	01/06/20	10/02/21									•
10	Define implementation workstreams	2 days	Mon	Tue	Head of Change (HoC)			Head	l of Change (HoC)				
11			01/06/20	02/06/20				Hear	of Change (HoC)				
	Appoint workstream leads	1 day	Wed 03/06/20	Thu 04/06/20	Head of Change (HoC)								
12	Implementation Initiation meeting with	0 days		Mon	Head of Change (HoC)		08/06	In	nplementation Initiation meeting with work	cstream le	eads		
	workstream leads		08/06/20	08/06/20									
13	Workstream implementation plans produced	2 days	Mon 08/06/20	Tue 09/06/20	Workstream Leads			W	orkstream Leads				
14	Workstream implementation plans reviewed,	2 days		09/06/20 Thu	Head of Change (HoC)			H T	lead of Change (HoC)				
	amended, aggregated and approved	,.	10/06/20	11/06/20									
									Head of Change (HoC)				
15	Final implementation plan reviewed by Change Office against budget, resource, risk	2 days	Thu 11/06/20	Mon 15/06/20	Head of Change (HoC)								
16	Final implementation plan approved	2 days		Wed	Business Development				Business Development Director				
		,	15/06/20	17/06/20	•								
17	Weekly reporting by workstream leads to	63.87	Fri 06 (11 (20	Fri 20 (04 (24									1
18	Head of Implementation Weekly summary report submitted 1	<b>days</b> 0.2	<b>06/11/20</b> Fri	<b>29/01/21</b> Fri	Workstream Leads							Workstream Leads	
		days	06/11/20	06/11/20									
19	Weekly summary report submitted 2	0.2	Fri	Fri	Workstream Leads							Workstream Leads	
20	Weekly summary report submitted 3	days	13/11/20	13/11/20	Warkstroom Loods							Workstream Leads	
	weekly summary report submitted 3	0.2 days	Fri 20/11/20	Fri 20/11/20	Workstream Leads								
21	Weekly summary report submitted 4	0.2	Fri	Fri	Workstream Leads							Workstream Leads	
22		days	27/11/20	27/11/20								Workstream Leads	
22	Weekly summary report submitted 5	0.2 days	Fri 04/12/20	Fri 04/12/20	Workstream Leads								
23	Weekly summary report submitted 6	0.2	64/12/20 Fri	64/12/20 Fri	Workstream Leads							Workstream Leads	
		days	11/12/20	11/12/20									.
24	Weekly summary report submitted 7	0.2	Fri 18/12/20	Fri 18/12/20	Workstream Leads							Workstream Lea	ds
25	Weekly summary report submitted 8	days 0.2	18/12/20 Fri	18/12/20 Fri	Workstream Leads							Workst	ream Leads
	weeky summary report submitted o	days	08/01/21	08/01/21								· ·	
26	Weekly summary report submitted 9	0.2	Fri	Fri	Workstream Leads							Wor	kstream Leads
27	Wookh and a start with the 140	days	15/01/21	15/01/21	Morketuseus I							. v	Vorkstream Leads
-'	Weekly summary report submitted 10	0.2 days	Fri 22/01/21	Fri 22/01/21	Workstream Leads								
28	Weekly summary report submitted 11	0.2	Fri	Fri	Workstream Leads								Workstream Leads
	·	days	29/01/21	29/01/21									

T (	ask Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr	May	Jun	Qtr 3, 2020 Jul Aug	Qtr Sep	4, 2020 Oct		Nov Dec Qt
29	Fortnightly reporting by Head of Implementation to Activity Hub Provision Programme Board	53.73 days	Mon 16/11/20	Mon 25/01/21									<b>B</b>
30	Fortnightly PB reports 1	0.4 days	Mon 16/11/20	Mon 16/11/20	Head of Change (HoC)								Head of Change (HoC
31	Fortnightly PB reports 2	0.4 days	Mon 30/11/20	Mon 30/11/20	Head of Change (HoC)								Head of Change
32	Fortnightly PB reports 3	0.4 days	Mon 14/12/20	Mon 14/12/20	Head of Change (HoC)								Head of (
33	Fortnightly PB reports 4	0.4 days	Mon 11/01/21	Mon 11/01/21	Head of Change (HoC)								
34	Fortnightly PB reports 5	0.4 days	Mon 25/01/21	Mon 25/01/21	Head of Change (HoC)								
35	Fortnightly All Workstream Leads Team Meeting	74.97 days	Tue 03/11/20	Tue 09/02/21								-	
36	Implementation Team Meetings 1	1 day	Tue 03/11/20	Wed 04/11/20	Workstream Leads,HoC							1,	Vorkstream Leads,HoC
37	Implementation Team Meetings 2	0.3 days	Tue 17/11/20	Tue 17/11/20	Workstream Leads,HoC								Workstream Leads,Ho
38	Implementation Team Meetings 3	0.3 days	Tue 01/12/20	Tue 01/12/20	Workstream Leads,HoC								Workstream Le
39	Implementation Team Meetings 4	0.3 days	Tue 15/12/20	Tue 15/12/20	Workstream Leads,HoC								Workstre
40	Implementation Team Meetings 5	0.3 days	Tue 29/12/20	Tue 29/12/20	Workstream Leads,HoC								Wo
41	Implementation Team Meetings 6	0.3 days	Tue 12/01/21	Tue 12/01/21	Workstream Leads,HoC								
42	Implementation Team Meetings 7	0.3 days	Tue 26/01/21	Tue 26/01/21	Workstream Leads,HoC								
43	Implementation Team Meetings 8	0.3 days	Tue 09/02/21	Tue 09/02/21	Workstream Leads,HoC								
44	Fortnightly Activity Hub Provision Programme Board Meeting		Wed 04/11/20	Wed 10/02/21								1	
45			Wed	Wed	HoC,Appointed							1	IoC,Appointed Programme
10	Meetings 1	days	04/11/20	04/11/20	Programme Board								HoC,Appointed Prog
46	Activity Hub Provision Programme Board Meetings 2	0.2 days	Wed 18/11/20	Wed 18/11/20	HoC,Appointed Programme Board								
47	Activity Hub Provision Programme Board	0.2	Wed	Wed	HoC,Appointed								HoC,Appointed
	Meetings 3	days	02/12/20	02/12/20	Programme Board								
48	Activity Hub Provision Programme Board Meetings 4	0.2 days	Wed 16/12/20	Wed 16/12/20	HoC,Appointed Programme Board								НоС,Арр
49	Activity Hub Provision Programme Board	0.2	Wed	Wed	HoC,Appointed								
	Meetings 5	days	13/01/21	13/01/21	Programme Board								
50	Activity Hub Provision Programme Board	0.2	Wed	Wed	HoC,Appointed								
51	Meetings 6	days	27/01/21	27/01/21	Programme Board	-							
51	Activity Hub Provision Programme Board Meetings 7	0.3 days	Wed 10/02/21	Wed	HoC,Appointed Programme Board								
52	BAU Transition Planning	221.93 days		Fri 26/03/21									
53	Determine work breakdown, key milestones, dependencies and risks during go live and transition	6 days		Tue 16/06/20	Head of Change (HoC)				Head of Change (HoC)				
54	Contingency plans and work-around(s) to address potential risks	6 days	Tue 09/06/20	Tue 16/06/20	Head of Change (HoC)				Head of Change (HoC)				
55	Establish test and verification activities, including testing of related/impacted projects, software, and hardware across Shaw Trust	3 days	Mon 26/10/20	Wed 28/10/20	Head of Change (HoC)							Hea	d of Change (HoC)



	Task Name	Duration	Start	Finish	Resource Names	Qtr 2, 2 Mar Api		Qtr 3, 2020 Jul Aug	Q: Sep	tr 4, 2020 Oct	Nov Dec
56	Agreed approach to management of new and/or existing, services, equipment, software, hardware, including roles and responsibilities of external suppliers		Mon 23/11/20	Thu 26/11/20	Head of Change (HoC)						Head of Change
57	Scheduled handovers between implementation team, external suppliers, operational staff etc	5 days	Mon 22/02/21	Fri 26/02/21	Head of Change (HoC)						
58	Communication(s) to key stakeholders and Shaw Trust boards during transition, updating on performance against target, risks, issues etc	90 days	Mon 09/11/20	Fri 05/03/21	Head of Change (HoC)						
59	Transition review to assess and document results of the implementation and transition - lessons learnt, correction actions to be taken, programme closure reports	15 days	Mon 08/03/21	Fri 26/03/21	Head of Change (HoC)						
60		0 days	Fri 26/03/21	Fri 26/03/21							
61	Service Design	21 days	Mon	Fri			1				
62	High Level Design	16 days	04/05/20 Mon	29/05/20 Mon							
	High Level Design	16 days	1Vion 04/05/20	1Vion 25/05/20							
63	Service Vision defined	4 days	Mon 04/05/20	Thu 07/05/20	Business Development Team		Business Develor	ment Team			
64	Participant Case Studies defined	2 days	Mon 11/05/20	Tue 12/05/20	Business Development Team		Business Devel	opment Team			
65	Delivery Model defined	5 days	Wed 13/05/20	Tue 19/05/20	Business Development Team		Business De	velopment Team			
66	Participant Journey defined	3 days	Wed 20/05/20	Fri 22/05/20	Business Development Team		Business D	evelopment Team			
67	High Level Service Design complete	0 days	Mon 25/05/20	Mon 25/05/20			25/05 🦝 High Lev	el Service Design complete			
68	Low Level Design	8.2 days	Wed 20/05/20	Fri 29/05/20							
69	Develop detailed Delivery Model to inform Service Offer, Activity Hubs, ICT infrastructure and Operating Model	5 days	Wed 20/05/20	Tue 26/05/20	Business Development Team		Business	Development Team			
70	Directory of local skills provision established to support core activity and intervention services - Active, Social, Skills	-	Mon 25/05/20	Fri 29/05/20	Business Development Team		Busines	s Development Team			
71	Develop detailed Participant Journey to inform staffing profiles, supply chain and L&D needs	3 days	Mon 25/05/20	Wed 27/05/20	Business Development Team		Business	Development Team			
72	Design outline Tools and Processes required for contract delivery	3 days	Mon 25/05/20	Wed 27/05/20	Business Development Team		Business	Development Team			
73	-	0 days		Fri 29/05/20			29/05 🗼 Low Le	vel Service Design complete			
74	Contract Delivery Model Requirements	284.67 days	Mon 27/04/20	Tue 04/05/21							
75		122.07 days	Mon 05/10/20	Fri 12/03/21					ľ		
76	Activity Hub Provision Marketing Plan &	122.07		Fri 12/03/21					ľ		
77	Establish MarComms Implementation Team and responsibilities (Shaw Trust & Delivery Partners)	-	Mon 05/10/20	Mon 05/10/20	Head of MarComms					Head of	MarComms
78	Confirm marketing budget and set marketing metrics	1 day	Tue 06/10/20	Tue 06/10/20	Head of MarComms				Ì	Head of	f Mar¢omms



Tas	sk Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020         Qtr 3, 2020         Qtr 4, 2020         Qtr 1, 2021         Qtr 2, 2021           Mar         Apr         May         Jun         Jul         Aug         Sep         Oct         Nov         Dec         Jan         Feb         Mar         Apr         May         Jun
79	Identify responsibility for the copywriting, design, accessibility, approval, production and distribution	1 day	Tue 06/10/20	Tue 06/10/20	Head of MarComms	
30	Tactical Marketing Plan - Identify full list of requirements for marketing toolkit by audience, channel, messaging etc.	2 days	Wed 07/10/20	Thu 08/10/20	Head of MarComms	Head of MarComms
81	Launch Plan - Promotional activities to cover first 3 months of the service	2 days	Fri 09/10/20	Mon 12/10/20	Head of MarComms	Head of MarComms
82	Crisis Comms Plan - To provide suggested mitigation to potential marketing and communication related risks and contingency process for unforeseen issues	2 days	Tue 13/10/20	Wed 14/10/20	Head of MarComms	Head of NarComms
33	Marketing planning complete	0 days	Wed 14/10/20	Wed 14/10/20		14/10 Marketing planning complete
84	Content Strategy - Regular flow of information in varied formats published across all suitable channels; mail shots, community events, social media and stakeholder partnership marketing, promoting the service	90 days		Fri 12/03/21	Head of MarComms	Head of MarComms
35	Brand Guidelines - Develop for use of logos, colours, etc. in partnership with Commissioners guidelines to ensure consistency, quality and visual identity	2 days	Thu 08/10/20	Mon 12/10/20	Head of MarComms	Head of MarComms
36	Marketing Toolkit - Produce suite of brochures/leaflets/posters etc. to support tactical implementation of the marketing strategy and delivery	48 days	Mon 12/10/20	Mon 14/12/20	Head of MarComms	Head of MarComms
37	Participant Collateral - Intervention Services Guide and Customer Service Standards for use in hubs	30 days	Fri 13/11/20	Wed 23/12/20	Head of MarComms	Head of MarComms
8	Marketing collateral production complete	0 days	Wed 23/12/20	Wed 23/12/20		23/12 Marketing collateral production complete
39	Stakeholder Engagement	105.27 days		Thu 18/02/21		
90	Define Activity Hub Provision key messages and required impact for use in stakeholder engagement	2 days		Tue 06/10/20	Head of MarComms	Head of MarComms
91	Stakeholder Engagement Plan - Develop framework of activities to ensure all key stakeholders know of the service and how to access - including community events, newsletters, site visits, media outreach etc.	10 days	Thu 08/10/20	Thu 22/10/20	Head of MarComms	Head of MarComms
92	Direct engagement with local key stakeholders and CRC providers	90 days	Fri 23/10/20	Thu 18/02/21	Hub Manager,Partnership Manager	Hub Manager,Partnership Manager
93	Website - Create dedicated section on ST corporate site giving full details of service, linking to ST vision, mission values and other services	2 days	Mon 18/01/21	Tue 19/01/21	Head of MarComms	Head of MarComms
94	Approval of Marketing & Stakeholder Material		Tue 06/10/20	Thu 17/12/20		
95	Agree members of approval board for all material - Internal and External (ESF, HMPPS)	1 day	Tue 06/10/20	Tue 06/10/20	Head of MarComms	Head of MarComms
96	Agree final timelines for production and distribution	1 day	Tue 13/10/20	Tue 13/10/20	Head of MarComms	Head of MarComms
97	First draft of material shared with focus	3 days		Wed	Head of MarComms	Head of MarComms

			Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr N	Лау	Jun	3, 2020 Jul A	ug Sep	Qtr 4, 2020 Oct	Nov		Feb	Qtr 2, 2021 Mar Apr	
3	Amendments complete based on focus group and approval board responses	10 days	Wed 02/12/20	Wed 16/12/20	Head of MarComms									Head of MarCom	nms		
)	Final draft of material shared with approval board	1 day	Wed 16/12/20	Thu 17/12/20	Appointed Approval									Appointed Appro	oval Board		
00	All marketing/stakeholder material approved	0 days	Thu	Thu	DUaru								1	7/12 All marketing/s	takeholder mat	terial approved for produ	cti
01		90 days		Thu									r			1	
02	Mechanisms Referral Routes Established	90 days		Thu									r			1	
03	Public Services	90 days	<b>06/11/20</b> Fri 06/11/20	<b>04/03/21</b> Thu 04/03/21												1	
04	NPS, Courts, CRCs	90 days		Thu 04/03/21	Hub Manager											Hub Manager	
105	NHS, Health, CCGs	90 days		Thu 04/03/21	Hub Manager											Hub Manager	
06	Local Authority Services	90 days		Thu 04/03/21	Hub Manager											Hub Manager	
107	JC Plus	90 days		Thu 04/03/21	Hub Manager											Hub Manager	
108	Prisons	90 days		Thu 04/03/21	Hub Manager											Hub Manager	
109	LEPs	90 days		Thu	Hub Manager											Hub Manager	
110	Community	90 days		Thu 04/03/21												1	
111	Housing Associations	90 days		Thu 04/03/21	Hub Manager											Hub Manager	
112	Third/Voluntary Sector	90 days	Fri 06/11/20	Thu 04/03/21	Hub Manager											Hub Manager	
113	Social Enterprises (CICs)	90 days	Fri 06/11/20	Thu 04/03/21	Hub Manager											Hub Manager	
114	Umbrella CVCs	90 days	Fri 06/11/20	Thu 04/03/21	Hub Manager											Hub Manager	
115	Direct Marketing	90 days	Fri 06/11/20	Thu 04/03/21									ľ			1	
116			06/11/20	Thu 04/03/21	Head of MarComms											Head of MarComms	
117			06/11/20	Thu 04/03/21	Head of MarComms											Head of MarComms	
118			06/11/20	Thu 04/03/21	Hub Manager											Hub Manager Head of MarComms	
119			06/11/20	Thu 04/03/21	Head of MarComms											Head of Marcomins	
120		-	30/11/20	Thu 14/01/21										l Change Team			
21	mechanisms designed - Referral Forms managed through central inbox	2 days	30/11/20	Wed 02/12/20	Change Team									_			
22	Referral Support - Direct contact point in Activity Hub for participants and referral partners	1 day	Wed 13/01/21	Thu 14/01/21	Hub Co-ordinator									Hub	Co-ordinator		
23	-	1 day	Fri 08/01/21	Mon 11/01/21	Change Team									Chang	ge Team		
124		78.93 days	Mon 05/10/20	Fri 15/01/21													

n Services	1 day		Tue				May	Jun	Jul Aug			I IN	Nov Dec Jan Feb Mar Apr May Jun Ju
	E davia	05/10/20	06/10/20	Head of Change (HoC)						He	ad of C	Charge	Nov Dec Jan Feb Mar Apr May Jun Ju e (HoC)
	5 days	Tue	Mon	Intervention Services Lead							nterve	ention :	Services Lead
n template and language agreed	5 days	Mon		Intervention Services	-						Inte	erventio	ion Services Lead
ning requirements for Support					-						L&C	D Busin	ness Partner
deliver relevant interventions in the			19/10/20										
ing, mapping, referral routes and												Interv	vention Services Lead
	10 days												Intervention Services Lead
n Service Catalogue production				Head of MarComms									Head of MarComms
n Services Catalogue complete	0 days	Fri	Fri										15/01 Intervention Services Catalogue complete
and Spot Purchase		Mon	Mon 01/03/21			ľ							
	37 days		Fri 12/06/20			ľ							
uest for EOI via Proactis	-	Mon	Mon	Partnership Manager		27/04 🔶	Issue reques	for EO	via Proactis				
of Justice to define SC and SP	2 days		28/04/20	Partnerships, Director of	_		Head of Part	nerships,	Director of Justice				
rements and assessment criteria	3 days			Partnership Manager			Partnersh	ip Mana	ger				
ssions of interest received (EOI) and		Mon	Thu	External Resource	-		<b>Extern</b>	al Reso	rce				
st for information (RFI) issued	0 days	Fri	Fri	Partnership Manager	-	11	5/05 🌰 SC re	quest fo	r information (RFI) issued				
turned		Mon	Mon	External Resource			25/05 🔶 1	SC RFI re	turned				
viewed and SC shortlisted	3 days	Mon	Wed 27/05/20	Partnerships, Director of			•	Head of	Partnerships, Director of Justice				
••••••	2 days			Partnership Manager			ŀ	Partner	ship Manager				
et and service specification agreed	0 days	Fri	Fri 29/05/20	Partnerships, Director of			29/05 🖕	SP bus	get and service specification agreed				
isted - selected from EOIs	1 day		Mon										
	2 days	Tue	Wed	Partnership Manager				Partro	ership Manager				
	-	Fri	Fri	Partnership Manager			29/05 🌰	SC + SI	due diligence questionnaire issued				
lue diligence info returned	5 days	Mon	Fri 05/06/20	External Resource				Exter	nal Resource				
	deliver relevant interventions in the alogue inclusion of Specialist Organisations, hing, mapping, referral routes and into the Service Catalogue in services linked to known barriers to ensure required breadth in Service Catalogue production in Services Catalogue complete and Spot Purchase in (SC) and Spot Purchase (SP) nts Defined quest for EOI via Proactis Partnership Management and of Justice to define SC and SP hents for Activity Hub Provision irements and assessment criteria ssions of interest received (EOI) and est for information (RFI) issued iturned viewed and SC shortlisted ed SC mapped to delivery model hents et and service specification agreed listed - selected from EOIs due diligence questionnaire ed due diligence questionnaire issued	ining requirements for Support deliver relevant interventions in the alogue5 daysinclusion of Specialist Organisations, into the Service Catalogue15 daysin services linked to known barriers to ensure required breadth10 daysn Services Catalogue production30 daysn Services Catalogue complete0 daysand Spot Purchase234.6 daysin (SC) and Spot Purchase (SP) nts Defined quest for EOI via Proactis37 daysPartnership Management and of Justice to define SC and SP nents for Activity Hub Provision3 daysirements and assessment criteria3 daysest for information (RFI) issued0 dayseviewed and SC shortlisted3 dayset and service specification agreed0 daysisted - selected from EOIs1 daylisted - selected from EOIs1 days	ining requirements for Support deliver relevant interventions in the alogue5 days 12/10/20Mon 12/10/20inclusion of Specialist Organisations, ing, mapping, referral routes and into the Service Catalogue10 daysFri 30/10/20n services linked to known barriers to ensure required breadth10 daysFri 30/10/20n Service Catalogue production n Services Catalogue complete0 daysFri 15/01/21and Spot Purchase234.6Mon 27/04/20in (SC) and Spot Purchase (SP) ments Defined37 daysMon 27/04/20guest for EOI via Proactis0 daysMon 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define SC and SP ensts for Activity Hub Provision0 days 2/704/20Mon 2/704/20Partnership Manager 2/704/20assessment criteria assions of interest received (EOI) and 4 days stion of interest received (EOI) and 4 days S0/00Mon 2/70/20Vecd Partnership Manager 13/05/20External Resourceat an service specification agreed tat and service specification agreed at an service specification agreed at an service specification agreed at an service specification agreed at an service specification agreed 0 daysMon 27/06/20Partnership Manager 27/06/20ite diligence questionnaire at an dervice apecification agreed at an service specification agreed odaysThu arrier S0/02/20Partnership Manager 27/05/20ite diligence ques	Ining requirements for Support deliver relevant interventions in the alogue indusion of Specialist Organisations, ting, mapping, referral routes and specialist Organisations, ting, mapping, referral routes alogue productionS days S days Mon 12/10/20Mon Fri 13/11/20Intervention Services Leadn 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intervention is services into the Service Catalogue production       10 days 30 days 30 days 10 days 10 full 20 21/01/20 13/01/20 12/01/20 13/01/20 13/01/20 13/01/20 13/01/20 13/01/20 13/01/20 13/01/20 13/01/20 13/01/20 13/01/20 13/01/20 14/01/20 13/01/20 14/01/20 13/01/20 14/	Iming requirements for Support.         9 days         Mon         L&D Business Partner           Jague         12/10/20         19/10/20         19/10/20           Indication of Specialist Organisations into ladgue relevant interventions into langue monitors and into the Service Catalogue production         15 days         Mon         L&D Business Partner           Into the Service Catalogue production         30 days         Fri         Fri         Intervention Services           In Services Catalogue complete         0 days         Fri         Thu         Head of MarComms           15(11/20         15/01/21         15/01/21         15/01/21         1           Intervention Services         15/01/21         15/01/21         1           Intervention Services         15/01/21         15/01/21         1           Intervention Services         23/04/20         7/04/20         20/10/20           Intervention Services         24/05/20         7/04/20         Partnership, Manager           of Usites to define SC and Spect Purchase         2         4/05/20         Partnership, Manager           of Usites to define SC and Spect Purchase         2         4/05/20         Partnership, Manager           relevand St for information (8F) Useed         0 days         Mon         Mon         External Resource	ning requirements for Support deliver relevant interventions in the alogue deliver relevant interventions in the alogue production into the Service Catalogue and into the Service Catalogue production services liked to known barriers to ensure required breadth on Service Catalogue production in Services Catalogue Catalogue Production in Services Catalogue Catalogue Production in Services Catalogue 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Task Name		Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr May Jun	Qtr 3, 2020 Jul Aug S	Qtr 4, 2020 Sep Oct Nov	Qtr 1, Dec Ja	2021 n Feb	Qtr 2, 2021 Mar Apr	May
EOIs and DD Questionnaires aligned to Shaw Trust deliver customer groups, geography demographics to assess gaps requirements	ry capacity, and		Fri 05/06/20	Mon 08/06/20	Head of Partnerships,Director of Justice	Head c	of Partnerships, Director of Justice				P	
SP gap analysis completed to sourcing ahead of contractua			Fri 05/06/20	Mon 08/06/20	Head of Partnerships,Director of Justice	Head o	of Partnerships,Director of Justice					
Sourcing: Dialogue with pote assess capacity, capability, sp service and commercial awar correct fit for the contract ar Financials and ISPA)	pecialism, reness to ensure		Mon 08/06/20	Fri 12/06/20	Partnership Manager	Fartn	nership Manager					
Final selection completed for	r SC + SP	0 days	Fri 12/06/20	Fri 12/06/20		12/06 💉 Fina	al selection completed for SC + SP					
Supply Chain (SC) + Spot Purcha Selection through to Award		108.67		Tue 26/01/21			F			-1		
Pre Contract Award		10.53	Mon 07/09/20	Fri			F	-				
SC + SP Detailed Due Dilig	gence Refresh:	10.53	Mon 07/09/20	Fri 18/09/20			-	┓				
Finance: Shaw Trust Fin confirm financial viabili alignment of payment t agreements to requirer not unduly discriminate	nance team to ty, to ensure terms and ments and do	10 days		Fri	Finance Business Partner			Finance Business Partner				
Referrals and Business Confirm capacity of pot based on track record, financial diligence, H&S to ensure right level of	Capacity: cential SC + SP infrastructure, 5, staff training	10 days	Mon 07/09/20	Fri 18/09/20	Head of Partnerships			Head of Partnerships				
Health and Safety: H&S completed, gaps identit mitigated	checklist	10 days	Mon 07/09/20	Fri 18/09/20	Health & Safety Business Partner			Health & Safety Business Pa	rtner			
Quality: Shaw Trust cer Team to assess quality procedures that are in quality of participant ex	practices and place to ensure	10 days		Fri 18/09/20	Head of Quality & Compliance			Head of Quality & Complian	ice			
Equality and Diversity: processes and practices legislative and contract requirements can be m identified and mitigatio	Assess s to ensure all ual et. Risks	10 days	Mon 07/09/20	Fri 18/09/20	EDI Business Partner			EDI Business Partner				
Full Due Diligence Refre		0 days		Fri 18/09/20			18/09	Full Due Diligence Refresh	complete for selected S	C + SP		
Post Contract Award			Fri 02/10/20	Tue 26/01/21								
SC + SP draft implementat submitted to HoC		1 day	Fri 06/11/20	Mon 09/11/20	External Resource			Exter	nal Resource			
SC + SP implementation pl and agreed by HoC	lans reviewed	3 days		Thu 12/11/20	Head of Change (HoC)			Hea	d of Change (HoC)			
SC + SP information event covering the ISPA, service operational implications to successful implementation	obligations and o ensure	1 day	Fri 02/10/20	Mon 05/10/20	Partnership Manager			Partnership Manage				
SC + SP event agenda, atte documentation prepared	endees and	5 days	Tue 06/10/20	Mon 12/10/20	Partnership Manager			🎽 Partnership Mana				
SC + SP event invitations is	ssued		Mon 26/10/20	Tue 27/10/20	Partnership Manager			Parthership	Manager			

Task	Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr	May	Jur	Qtr 3, 2020	Aug Ser	Qtr 4, 2020 Oct	Nov	Qtr 1,	2021 an	Qtr 2, 2 Feb Mar Apr
	SC +SP Event- Service Model Overview, Timelines, Implementation Monitoring, Partnership Working, ISPA	1 day	Mon 09/11/20	Tue 10/11/20	Head of Partnerships									of Partnerships		
	SC + SP financials reviewed and confirmed with partners	3 days	Wed 11/11/20	Fri 13/11/20	Head of Partnerships								Hea	d of Partnerships		
	Draft ISPAs - Presented and discussed on an individual basis to ensure clarity, understanding, objections, concerns, encouraging an open and transparent approach with every sub-contractor	5 days	Mon 30/11/20	Fri 04/12/20	Head of Partnerships									Head of Partners	hips	
		5 days	Fri 04/12/20	Fri 11/12/20	Head of Partnerships									Head of Partn	erships	
		5 days		Fri	Head of Partnerships									Head of Partnership	s	
	ST Compliance and Assurance agree template and schedule for audit, scoring feedback and continuous improvement	5 days	Mon 07/12/20		Head of Quality & Compliance									Head of Quali		
3	Final ISPAs sent to all SC + SP Organisations	0 days	Mon 30/11/20	Mon 30/11/20									30/11	Final ISPAs sent to	all SC +	+ SP Organisations
1	SC + SP ISPAs returned and countersigned	l 23 days	Fri 18/12/20	Mon 18/01/21	ST Trustees										ST Tr	rustees
5	SC + SP Readiness Checks completed	1 day		Tue 19/01/21	Head of Partnerships										Head	d of Partnerships
·	Process manuals, system logons sent to SC and SP where required	1 day	Tue 26/01/21	Tue 26/01/21	Hub Manager										Гн	lub Manager
-	Supply Chain (SC) + Spot Purchase (SP) BAU	21.27 days	Mon 01/02/21	Mon 01/03/21											ľ	1
-	-	-	Mon 01/02/21	Tue 02/02/21	Supply Chain Manager										1	Supply Chain Manager
	Monthly Reviews	1 day		Tue 02/02/21	Supply Chain Manager										1	Supply Chain Manager
	MI and Reporting	1 day		Tue	Supply Chain Manager										1	Supply Chain Manager
	Establish Supply Chain Forum	1 day	Fri	Mon 01/03/21	Supply Chain Manager											Supply Chain Manag
2	Estates and Facilities	210.6 days		Wed 27/01/21												
	Activity Hub Definition	36.67	Mon 27/04/20	Fri 12/06/20					1							
4		3 days		Wed 29/04/20	Facilities Manager	-	Fa	cilities Maı	nager							
	Identify suitable potential Activity Hub locations	15 days		Wed 20/05/20	Facilities Manager	-		Faci	lities M	anager						
5		2 days		Fri 22/05/20	Facilities Manager			Fac	cilities N	lanager						
		5 days	Mon	Fri 29/05/20	Facilities Manager				Facilitie	s Manager						
	Develop estates strategy for life of provision, reflecting emerging needs and stakeholder/ partner landscape to exploit hub services and collaborative co-location	10 days	Mon 01/06/20	Fri 12/06/20	Facilities Manager	-			F	acilities Manager						
9	Activity Hub Mobilisation	114.6 days	Mon 31/08/20	Wed 27/01/21							1					

) Ta	isk Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr	May	Jun	Qtr 3, 2020 Jul	Aug	Sep	Qtr 4, 2020 Oct	Nov	
190	Lease Management		Mon 31/08/20	Fri 18/12/20								1			
91	Feasibility Report	5 days		Fri 04/09/20	Facilities Manager							Facilities M	lanager		
92	Standard Heads of Terms negotiated with the landlord			Fri 18/09/20	Facilities Manager							Facili	ties Manage	r	
93	Lease sent to lawyers for completion and required searches carried out	30 days		Wed 16/12/20	Facilities Manager										
94	Engrossed Lease signed by Trustees	2 days		Fri 18/12/20	ST Trustees										
95	Site location and refurbishment requirements confirmed	0 days		Fri 18/12/20	Facilities Manager										18/1
96	Refurbishment and Fit Out of Hubs	89 days		Wed 27/01/21								ľ			
97	Site Surveys Completed	5 days		Thu 08/10/20	Facilities Manager							i	Facilities	s Manager	
198	Drawings and Requirements Completed - Considering potential need for social distancing due to COVID 19	4 days		Wed 14/10/20	Facilities Manager								Facilit	ties Manage	er
199	Contractors on Site to review requirements	-	Wed 14/10/20	Thu 15/10/20	External Resource								Extern	nal Resourc	ce
200	Contractor quotes prepared and received	-	Thu 15/10/20	Tue 20/10/20	External Resource								Exte	ernal Resou	urce
201	Site fit out	27 days		Fri 22/01/21	External Resource										
202	Branding, Furniture and ICT Install	2 days		Tue 26/01/21	Facilities Manager, BT										
203	Snagging, Handover and close out stage		Tue 26/01/21	Wed 27/01/21	Facilities Manager										
204	Facilities and H&S	6 days		Tue 26/01/21											
205	Fire Extinguishers, H&S board and notices		Fri 22/01/21	Mon 25/01/21	Health & Safety Business Partner										
206	Site Visit, access and audit report	1 day		Tue 26/01/21	Health & Safety Business Partner										
207	Induct staff on H&S policies and systems	1 day	Tue 19/01/21	Tue 19/01/21	L&D Business Partner										
208	Activity Hub set up complete	0 days	Wed 27/01/21	Wed 27/01/21											
209	Social Value Commitments	120 days	Fri 06/11/20	Tue 13/04/21											
210	Community	120	Fri 06/11/20	Tue 13/04/21											
211	Implement agreed Social Value Commitment community activities - ongoing through life of project	90 days		Thu 04/03/21	Partnership Manager										
212	Initiate Impact Measurement of agreed Social Value Commitments - ongoing through life of project	30 days	Thu 04/03/21	Tue 13/04/21	Regional Manager										
213	People		Fri 06/11/20	Tue 13/04/21											
214	Implement agreed Social Value Commitment people activities - ongoing through life of project		Fri 06/11/20	Thu 04/03/21	HR Business Partner										
215	Initiate Impact Measurement of agreed Social Value Commitments - ongoing through life of project	30 days	Thu 04/03/21	Tue 13/04/21	Regional Manager										



216 Tas		Duration	Start		Resource Names	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct Nov	/ Dec	Jan	Feb	Mar	Apr	May	
01	Environment	120 days	Fri 06/11/20	Tue 13/04/21																
217	Implement agreed Social Value Commitment environment activities - ongoing through life of project	90 day		Thu 04/03/21	Facilities Manager												Facilities M	-		
218	Initiate Impact Measurement of agreed Social Value Commitments - ongoing through life of project	30 day:	s Thu 04/03/21	Tue 13/04/21	Regional Manager													Regiona	Manager	
219	ICT Hardware, Infrastructure and Activation	113 days	Mon 07/09/20	Tue 02/02/21								ľ								
220	Work Package Proposal and Agreement	38.33 days	Mon 07/09/20	Tue 27/10/20								ľ								
221	BT and Shaw Trust to nominate their project teams for successful delivery of the overall work package	1 day	Mon 07/09/20	Tue 08/09/20	Head of Change (HoC),BT							Head of Char	ge (HoC),BT							
222	·	2 days	Tue 08/09/20	Wed 09/09/20	Head of Change (HoC),BT							Head of Cha	nge (HoC),BT							
223	BT Service Design requirements agreed	2 days		Wed 09/09/20	Head of Change (HoC),BT							Head of Cha	nge (HoC),BT							
224	Detailed costs defined	5 days		Wed 16/09/20	ВТ							ВТ								
225	ICT Proposal Issued	0 days		Wed 16/09/20	ВТ						16	5/09 TICT Prop	osal Issued							
226	Check hardware availability	1 day	Wed 16/09/20	Thu 17/09/20	ВТ							ВТ								
227	Project Plan submitted to HoC	1 day	Mon 21/09/20	Tue 22/09/20	ВТ							BT								
228	ST/BT Collective Project Plan Review	2 days		Fri 25/09/20	Head of Change (HoC),BT							Head	of Change (HoC)	ВТ						
229	Revise Proposal	3 days		Wed 30/09/20	ВТ							ВТ								
230	Issue revised proposal	1 day	Wed 30/09/20	Thu 01/10/20	ВТ							ВТ								
231	Review	1 day	Thu 01/10/20	Fri 02/10/20	Head of Change (HoC),BT								ad of Change (Ho							
232	Signoff	1 day	Fri 02/10/20	Mon 05/10/20	Head of Change (HoC),Head of ICT								ead of Change (H							
233	ICT Proposal Complete and Agreed	0 days	Mon 05/10/20	Mon 05/10/20								05/10 🔶	ICT Proposal Con	plete and Agree	ed					
234	Purchase Orders Generated	1 day	26/10/20	Tue 27/10/20	ВТ								⊢ <sup>BT</sup>							
235		6 days	27/10/20																	
236	PO received and loaded	1 day	27/10/20		ВТ								ВТ							
237	-	1 day	27/10/20		ВТ								ВТ							
238		1 day	28/10/20		ВТ								BT							
239	Circuits ordered	1 day	28/10/20		ВТ								ВТ							
240	Lines request submitted to OpenReach		28/10/20		ВТ								BT							
241	PID & RAID created and plan revised	4 days	28/10/20	Mon 02/11/20	ВТ								Br							
242	Resources booked	1 day	Mon 02/11/20	Tue 03/11/20	ВТ								BT							

ID	Task Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr	May Jui	Qtr 3, 2020 Jul A	ug Sep	Qtr 4, 2020 Oct	Nov Dec
243	Detailed ICT Planning Complete	0 days	Tue 03/11/20	Tue 03/11/20	ВТ				-	03/11	Detailed ICT Planning Co
244	ICT Hardware	17 days	Mon 11/01/21	Tue 02/02/21							
245	Shaw Trust to place hardware order with BT/Lenovo and order delivery date confirmed with Supply Configuration Centre		Mon 11/01/21	Tue 12/01/21	ICT Workstream Lead						
246	Lenovo to deliver the new equipment to BT's Configuration Centre		Mon 18/01/21	Tue 19/01/21	External Resource						
247	BT to stage and configure the new equipment using the agreed software image at BTs Configuration Centre	4 days	Tue 19/01/21	Fri 22/01/21	ВТ						
248	BT Configuration Centre ship equipment to the designated Shaw Trust site		Mon 25/01/21	Tue 26/01/21	ВТ						
249	BT Engineer onsite to complete End User familiarisation		Mon 01/02/21	Tue 02/02/21	ВТ						
250	ICT Infrastructure		Tue 03/11/20	Tue 10/11/20							
251	Shaw Trust to formally deliver the end point delivery site list to BT including the name and contact information for the Designated site lead	-	Tue 03/11/20	Wed 04/11/20	Facilities Manager						Tiacilities Manager
252	Dates scheduled for BT Engineer to attend site(s) and complete the on-project site work		Mon 09/11/20	Tue 10/11/20	ВТ						BT
253	ICT Activation		Tue 03/11/20	Thu 28/01/21							8
254	Activity Hub	3.2	Mon 25/01/21	Thu 28/01/21							
255	Delivery to site(s)	1 day	Mon 25/01/21	Tue 26/01/21	ВТ						
256	Network Installation Day		Tue 26/01/21	Tue 26/01/21	ВТ						
257	Printers installed		Wed 27/01/21	Wed 27/01/21	ВТ						
258	Deploy desk and conference phones		Wed 27/01/21	Wed 27/01/21	ВТ						
259	Activity Hub ICT set up complete	0 days	Thu 28/01/21	Thu 28/01/21							
260	Users - Staggered in line with recruitment plan		Tue 03/11/20	Wed 20/01/21							0
261	Agree all user requirements based on role	1 day	Tue 03/11/20	Wed 04/11/20	ICT Workstream Lead						CT Workstream Lead
262	HR to provide user details following receipt of agreed vetting checks	45 days	Mon 23/11/20	Wed 20/01/21	HR Business Partner						
263	CJSM email accounts requested following receipt of agreed vetting checks	-	Mon 23/11/20	Wed 20/01/21	HR Business Partner						
264	CATS+ logon requests made following receipt of agreed vetting checks	45 days		Wed 20/01/21	ICT Workstream Lead						
265	Create user accounts with RES ID as username	45 days		Wed 20/01/21	ВТ						
266	Create Active Directory structure and policies	45 days		Wed 20/01/21	вт						
267	Add users to groups/assign permissions	45 days		Wed 20/01/21	вт						
268	Assign users to applications	45 days		Wed 20/01/21	ВТ						



	ask Name	Duration	Start	Finish	Resource Names	Qtr 2, 2020 Mar Apr	May	Jui	Qtr 3, 2020 Jul	Aug Sep	Qtr 4, 2020 Oct		Nov		Qtı Dec
269	Additional systems access provided e.g. Extranet access	45 days	Mon 23/11/20	Wed 20/01/21	ВТ										
270	User ICT set up complete	0 days	Wed 20/01/21	Wed 20/01/21											20/0
271	Acceptance into Service		Tue 03/11/20	Thu 28/01/21								ľ			
272	BT Transition Manager assigned	1 day	Tue 03/11/20	Wed 04/11/20	ВТ								ВТ		
273	AIS process agreed	1 day	Tue 03/11/20	Wed 04/11/20	BT,Head of ICT								BT,He	ad of ICT	
274	Activity Hubs accepted into service	0 days	Thu 28/01/21	Thu 28/01/21											2
275	Contract Staff Recruitment and Learning & Development	260.13 days	Thu 28/05/20	Tue 04/05/21											
276	Recruitment		Thu 28/05/20	Wed 13/01/21											
277	Agree staffing structures for Hubs and Central Services	5 days	Thu 28/05/20	Wed 03/06/20	Business Development Team,Operational SMEs			Busir	ess Development Team,	Operational SMEs					
278	Agree vetting procedures prior to recruitment commencing - BPSS and DBS	5 days	Thu 28/05/20	Wed 03/06/20	Business Development Team, Operational SMEs				ess Development Team,	Operational SMEs					
279	Finalise job descriptions, evaluate and benchmark salaries	5 days	28/05/20	Wed 03/06/20	HR Business Partner				usiness Partner						
280	Final staffing profiles approved	0 days	Thu 04/06/20	Thu 04/06/20			04/06		l staffing profiles appro	ved					
281	Develop a phased recruitment plan based on referral numbers - determining appropriate networks and platforms through which to promote the new vacancy opportunities	3 days	Wed 03/06/20	Mon 08/06/20	HR Business Partner			HR	Business Partner						
282	Implement recruitment plan and commence recruitment process	0 days	Fri 06/11/20	Fri 06/11/20	HR Business Partner						06/1	11	Imp	lement red	ecruitment pla
283	Develop Selection Criteria and Assessment Centres - including 'ban the box'	1 day	Fri 06/11/20	Mon 09/11/20	HR Business Partner									Business P	'artner
284	Advertising Internally for Management Roles	10 days	Mon 09/11/20	Fri 20/11/20	HR Business Partner										ness Partner
285	Advertising Internally for all other roles	10 days	Mon 09/11/20	Fri 20/11/20	HR Business Partner									HR Busin	ness Partner
286	Prepare external adverts for all remaining roles	3 days	Wed 11/11/20	Fri 13/11/20	HR Business Partner								H	R Business	s Partner
287	Advertising Externally for Management Roles - mix of traditional and digital media	s 10 days	Mon 16/11/20	Fri 27/11/20	HR Business Partner									HR Bu	usiness Partno
288	Advertising Externally for all other roles - mix of traditional and digital media	10 days	Mon 16/11/20	Fri 27/11/20	HR Business Partner									HR Bu	usiness Partno
289	Complete candidate shortlisting for all roles	1 day	Mon 30/11/20	Tue 01/12/20	HR Business Partner									HR E	Business Part
290	Interview invitations issued	1 day	Mon 30/11/20	Tue 01/12/20	HR Business Partner									HR E	Business Part
291	Interviews/assessment for Management Roles (internal)	2 days	Mon 07/12/20	Tue 08/12/20	HR Business Partner,Operational									1.1	HR Business F
292	Interviews/assessment for all other Roles (internal)	2 days	Wed 09/12/20	Thu 10/12/20	HR Business Partner,Operational									1 1	HR Business
293	All required roles offered	0 days	Fri 11/12/20	Fri 11/12/20										11/12 🌧	All required
294	BPSS, DBS, Right to Work, Criminal Record and Employment History checks complete for all applicants prior to starting in post	25 days		Wed 13/01/21	HR Business Partner										•
295	All Activity Hub provision roles filled and required vetting complete	0 days	Wed 13/01/21	Wed 13/01/21	HR Business Partner										13/01 。

Qtr	1, Ja	202	21	Feb	M	ər	Qtr 2, 2021 Apr	May	Jun	Qtr 3, 2021 Jul
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01		A	ll Acti	vity Hub	provisio	n roles	filled and requ	ired vettin	g complete	

Ta	ask Name	Duration	Start	Finish	Resource Names	Qtr 2, 20	020		Qtr 3, 2020			Qtr 4, 202	20		C
296	Learning & Development	178	Mon	Tue		Mar Apr		May Jur		Aug	Sep	Oct		Nov	Dec
	Learning & Development		14/09/20	04/05/21							•				
7	Programme and Learning Needs Assessment	42.13	Mon 14/09/20	Fri 06/11/20							1		1		
98	Identify the specific Activity Hub Provision needs that L&D activity must address	-	Mon 14/09/20	Fri 18/09/20	L&D Business Partner	-					L&	D Business	; Partner		
99	New ST staff: review job descriptions and person specifications	5 days	Mon 14/09/20	Fri 18/09/20	L&D Business Partner	-					L&I	D Business	Partner		
00	Identify organisational development needs (culture, leadership, values/beliefs)	5 days		Fri 18/09/20	L&D Business Partner	-					L&I	D Business	Partner		
01	Identify resource requirements (delivery, budget, infrastructure)	5 days	Mon 14/09/20	Fri 18/09/20	L&D Business Partner	-					L&I	D Business	Partner		
02	Learning approach and resource requirements agreed in line with contract requirements	0.2 days	Fri 06/11/20	Fri 06/11/20	Hub Manager	-							H	Hub Mana	ıger
803	Design and Development		Fri 06/11/20	Fri 20/11/20									-	-1	
304	Translate programme and learning needs into solutions that meet these needs	-		Thu 19/11/20	L&D Business Partner									L&D	) Business Partr
305	Design learning solutions	10 days	Fri 06/11/20	Thu 19/11/20	L&D Business Partner									L&D	) Business Partn
306	Utilise operational SMEs to input into learning solutions	10 days	Fri 06/11/20	Thu 19/11/20	L&D Business Partner									L&D	) Business Partr
307	Develop and agree detailed staff on-boarding and induction programme	10 days	Fri 06/11/20	Thu 19/11/20	L&D Business Partner									L&D	) Business Partr
308	Test learning solution designs with target audience (where possible/appropriate)	-	Fri 06/11/20	Thu 19/11/20	L&D Business Partner	-								L&D	) Business Partr
309	Measures identified; evaluation framework in place; evaluation tools identified	10 days	Fri 06/11/20	Thu 19/11/20	L&D Business Partner	-								L&D	) Business Partr
310	Identify approaches for reinforcement and transfer of learning	10 days	Fri 06/11/20	Thu 19/11/20	L&D Business Partner										) Business Partı
311	Finalise employee onboarding logistics and arrangements	0 days	Fri 20/11/20	Fri 20/11/20		-							20/11	1 🔶 Fina	alise employee
312	Training Delivery		Mon 18/01/21	Tue 04/05/21											
313	Shaw Trust Induction delivered for all contract roles, including SC and SP employees	1 day	Mon 18/01/21	Mon 18/01/21	L&D Business Partner										
314	Mandatory e-learning training, e.g. Safeguarding, Equality & Diversity etc. completed by all contract roles	1 day	Tue 19/01/21	Tue 19/01/21											
315	Essential role specific training for go-live is delivered		Wed 20/01/21	Fri 29/01/21											
316	Activity Hub Provision processes and procedure training	2 days		Thu 21/01/21	Change Team	-									
317	Intervention Services Training	1 day	Fri 22/01/21	Fri 22/01/21	Intervention Services Lead	-									
318	CATS+ End User Course	1 day	Mon 25/01/21	Mon 25/01/21	External Resource										
319	Information Security - General and Contract Specific (HMPPS Info Sec Module)	0.5 days	Tue 26/01/21	Tue 26/01/21	L&D Business Partner	-									
320	Conflict Management for Personal Safety	0.5 days	Tue 26/01/21	Tue 26/01/21	L&D Business Partner	-									



21	ask Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr	May	Jun	Qtr 3, 2020 Jul	Aug	Sep	Qtr 4, 2020 Oct	Nov	/	
	Overview of Mental Health Awareness	0.5 days	Wed 27/01/21	Wed 27/01/21	L&D Business Partner											
	Unconscious Bias	0.5 days	Wed 27/01/21	Wed 27/01/21	L&D Business Partner											
	-	0.5 days	Thu 28/01/21	Thu 28/01/21	L&D Business Partner											
ŀ	Motivational Interviewing Techniques	0.5	Thu 28/01/21	Thu 28/01/21	L&D Business Partner											
5	Performance cycle for employees -	0.5	Fri 29/01/21	Fri 29/01/21	Hub Manager											
5		0.5 days	Fri 29/01/21	Fri 29/01/21	Change Team											
7	All role specific go live training complete	0 days	Fri 29/01/21	Fri 29/01/21												
28	Role specific development training	50 days	Mon 01/03/21	Tue 04/05/21												
9	Leadership and Team Building	50 days		Tue 04/05/21	L&D Business Partner											
30	Make Every Contact Count (MECC)	50 days		Tue 04/05/21	L&D Business Partner											
31	Mental Health First Aid	50 days		Tue 04/05/21	L&D Business Partner											
32	Mentoring	50 days		Tue 04/05/21	L&D Business Partner											
33	Employer Engagement	50 days		Tue 04/05/21	L&D Business Partner											
34	Refresher training where required	50 days		Tue 04/05/21	Change Team											
35	Evaluation and measurement of learning solutions - delegate surveys/feedback	5 days	Fri 29/01/21	Thu 04/02/21	L&D Business Partner											
36	<b>Operating Processes - Design and Development</b>		Mon 09/11/20	Wed												
37	Analysis of Requirements - Review bid documentation, contract and commissioner guidelines	5 days	Mon 09/11/20	Fri 13/11/20	Change Team										hange To	
38	Detailed process design of Participant Journey	5 days	Mon 16/11/20	Fri 20/11/20	Change Team									Ĭ	Chang	1
39	Define library of tools and resources required for Activity Hub Provision contract delivery	3 days	Fri 20/11/20	Wed 25/11/20	Change Team										Char	ſ
40	Identify, review and update existing Policies and Procedures to accommodate Activity Hub Provision delivery. Create new policies and procedures where these are required	2 days	Fri 20/11/20	Tue 24/11/20	Hub Manager										Hub	I
41		3 days	Wed 25/11/20	Mon 30/11/20	Change Team										Cł	
2	Produce content for operations manuals, forms and documentation	18 days		Wed 23/12/20	Change Team											
13		0 days		Fri 08/01/21												
14	Create Shaw Trust Extranet section adapted for Activity Hub Provision with all required delivery documentation stored within	3 days		Wed 13/01/21	ICT Workstream Lead											
45		80 days	Fri 06/11/20	Fri 19/02/21		-								-		•



	ask Name	Duration	Start	Finish	Resource Names	Mar	Qtr 2, 2020 Apr	May		Jun	Qtr 3, 2020 Jul Aug	Sep	Qtr 4, 2020 Oct		Nov Dec
346	Provide financial assistance and support to all implementation groups as per budget templates submitted (HR, Information Security, IT, Estates, operations)	80 days	06/11/20	Fri 19/02/21	Finance Business Partner										
347	Set up Business World (Shaw Trust Enterprise Resource Planning system) for the Contract including coding structure, new partner organisations and budgets	3 days	Tue 19/01/21	Fri 22/01/21	Finance Business Partner										
348	Initiate the onboarding process to raise purchase orders to SC + SP	1 day	Wed 06/01/21	Thu 07/01/21	Finance Business Partner										1
349	Create all workflows as necessary, identify budget owners and leads	1 day	Fri 22/01/21	Mon 25/01/21	Finance Business Partner										
350	Identify Management Account lead for Activity Hub Provision to manage financial reporting and provide ongoing Finance support once live	1 day	Mon 04/01/21	Mon 04/01/21	Finance Business Partner										1
351	Set up robust system of internal controls including appropriate checks, monitoring arrangements and adequate records to support the validation of claims	-	Fri 06/11/20	Thu 19/11/20	Finance Business Partner										Finance Business Pa
352	Monitor staff recruitment budget	51 days	Fri 06/11/20	Wed 13/01/21	Finance Business Partner										
353	Establish participants expenses reimbursement process through petty cash management	2 days	Mon 18/01/21	Tue 19/01/21	Finance Business Partner										
354	Activity Hub Provision Financial Structure/Tools in place	0 days	Wed 20/01/21	Wed 20/01/21											20,
355	Post Implementation Review - Financial	10 days		Fri 12/02/21	Finance Business Partner										
356	nformation Security	133.13 days		Tue 17/11/20					ľ						-1
357	Analyse contract documentation for information / data security requirements	-	Thu 04/06/20	Wed 10/06/20	Head of InfoSec					Hei	ad of InfoSec				
358	Analyse final contract documentation in preparation of final Security Plan submission	5 days	Fri 06/11/20	Fri 13/11/20	Head of InfoSec										Head of InfoSec
359	Identify any gaps between Activity Hub Provision information / data security requirements and Trust's current ISMS	1 day	Fri 13/11/20	Mon 16/11/20	Head of InfoSec										Head of InfoSec
360	If required, amend current ISMS documents to cater for Activity Hub Provision contractual requirements	2 days	Mon 16/11/20	Tue 17/11/20	Head of InfoSec										Head of InfoSec
361	Feedback on physical and ICT security arrangements and advise on compliance with contractual / statutory regulatory requirements	2 days	Wed 10/06/20	Fri 12/06/20	Head of InfoSec					Fle	ead of InfoSec				
362	Liaise with ICT Department to ensure that ICT systems, hardware etc. comply with the Activity Hub Provision requirements	1 day	Mon 28/09/20	Mon 28/09/20	Head of InfoSec							Ť	Head of Infe	oSec	
363	-	1 day	Wed 27/05/20	Thu 28/05/20	Head of InfoSec			Ч	Hea	ad of I	InfoSec				
364	-	1 day	Thu 29/10/20	Thu 29/10/20	Head of InfoSec									He	ad of InfoSec
365	Final Security Plan submitted	0 days	Mon 02/11	/ Mon 02/11	,Head of InfoSec								02/11	*	Final Security Plan submitt
366	Risk and Quality Assurance	213.83		Mon			ľ								
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	ask Name	Duration	Start	Finish	Resource Names		2, 2020 Apr	May Ju	Qtr 3, 2020 un Jul	Aug	4, 2020 Oct	Nov	Dec	Qti
57	Contract Review, Risk Assessment and Mitigation	212.6 days	Mon 27/04/20	Fri 29/01/21										
8	Consider commercial, political and related environments to establish overarching external risks to the contract	4 days	Mon 27/04/20	Thu 30/04/20	Head of Quality & Compliance			lead of Quality &	Compliance					
9	Review ITT/bid and all other relevant documentation plus business/delivery model to identify any specific risks relating to ST capacity/capability	2 days	Fri 29/05/20	Mon 01/06/20	Head of Quality & Compliance	_		Head	d of Quality & Com	Jiance				
0	Establish a risk management framework to include a dynamic risk register that reflects ongoing and emerging operational and contractual risks - Include consideration on status of COVID 19 at point of contract launch	3 days	Fri 06/11/20	Tue 10/11/20	Head of Quality & Compliance							Head	d of Quality &	Comp
1	Review final signed contract to determine rules	3 days	Fri 06/11/20	Wed 11/11/20	Head of Quality & Compliance	_						Head	d of Quality &	Com
2	Develop mobilisation and delivery risk registers	3 days	Fri 23/10/20	Tue 27/10/20	Head of Change (HoC)							Head of Ch	nange (HoC)	
73	QA completed for client facing processes/documentation in accordance with ST and contract rules. Feedback results to HoC	5 days	Mon 04/01/21	Fri 08/01/21	Head of Quality & Compliance	_								1
74	Ongoing evaluation of risk and control effectiveness throughout mobilisation	72 days	Tue 27/10/20	Fri 29/01/21	Head of Quality & Compliance	_								
75	Establish Quality Management Framework	65.57 days	Fri 06/11/20	Mon 01/02/21										
376	Establish a Quality Assurance and Quality auditing framework to ensure compliance to identified quality standards and ensure consistency of service provision	5 days	Fri 06/11/20	Thu 12/11/20	Head of Quality & Compliance							Hea	ad of Quality &	ै Com
377	Establish risk based Compliance Audit regime to provide assurance to stakeholders of compliance with ESF, contractual/internal standards and identifying areas of weakness and best practice	3 days	Thu 12/11/20	Tue 17/11/20	Head of Quality & Compliance							н	lead of Quality	ି & Co
378	Create testing processes and regime to enable regular/routine testing/self assessment and reporting on compliance, quality and performance	5 days	Tue 17/11/20	Tue 24/11/20	Head of Quality & Compliance								Head of Qua	lity &
379	Extend existing Stakeholder feedback and complaints monitoring process to support service delivery evaluation	0.5 days	Mon 01/02/21	Mon 01/02/21	Head of Quality & Compliance									
380	-	2 days	Mon 11/01/21	Tue 12/01/21	Head of Quality & Compliance									
881	Design and implement Business Continuity Plans (overall contract and site-based in line with agreed requirements)	8 days	Mon 11/01/21	Wed 20/01/21	Head of Quality & Compliance									
382	Prepare for implementation of formal continuous improvement cycle based on the results of risk management, compliance auditing and quality auditing activity	2 days	Tue 24/11/20	Thu 26/11/20	Head of Quality & Compliance	_							Head of Qua	ality 8
83	Quality Management & Assurance Framework in place	0 days	Fri 29/01/21	Fri 29/01/21										



Criteria	Weighting	Max. Score
<ul> <li>Q1.8.2 <u>Social Value – Community</u></li> <li>Provide details and evidence of how your organisation will build capacity and sustainability of the Voluntary and Community Sector.</li> <li>Examples could include: <ul> <li>Contribute a number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme</li> <li>Provide facilities for use by community and voluntary organisations for a number of hours per year</li> <li>Work with community and voluntary organisations to create a number of new volunteering opportunities in the local area</li> <li>Support local third sector organisations through the supply chain by spending a percentage of total expenditure with community and voluntary sector providers based in the local area</li> </ul> </li> <li>Your response must be limited to 250 words.</li> </ul>	Х2	14

#### Answer: Limited to 250 words

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

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

**SVC**: Invest £1.1m in local VCS organisations for day one/spot purchasing of services (e.g. Sport from YMCA North Staffordshire). <u>Measuring impact:</u> Subcontractor reporting requirements.

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

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

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

**SVC**: Provide 50hrs CPD opportunities to local VCS organisations and subcontractor staff. <u>Measuring impact</u>: record CPD modules completed/training sessions attended (HR system).

**SVC:** Provide 1,500hrs of paid volunteering time to CFO Hub delivery staff to support local VCS organisations. <u>Measuring impact</u>: number of volunteering days tracked via HR system.

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

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

#### Answer: Limited to 250 words

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

## a) Improving wages/salaries

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

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

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

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

## b) Improving prospects

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

**SVC**: Achieve sickness absence levels 0.5% below regional average (2%) by actively supporting the health/wellbeing of Activity Hub staff through:

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

Measuring impact: sickness absence report via HR system.

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

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

Criteria	Weighting	Max. Score
<ul> <li>Q1.8.4 <u>Social Value - Environment</u></li> <li>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:</li> <li>Protecting our physical environment and contributing to climate change reduction - examples of this could be, but not exhaustive to –</li> <li>Reducing waste generated compared to previous years</li> <li>Reducing carbon emissions by per year</li> <li>Reducing overall energy consumption / water consumption per year</li> <li>Increasing the use of renewable energy / community generated renewable energy as a proportion of total energy consumption Monitoring and training subcontractors to achieve improved environmental objectives</li> <li>Your response must be limited to 250 words.</li> </ul>	Х2	14

## Answer: Limited to 250 words

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

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

**SVC:** Ensure all 3 Activity Hubs have recycling facilities, with 100% of paper recycled to reduce waste to landfill. <u>Measuring impact</u>: 'Shred It' monthly environmental report.

**SVC:** Encourage participants/staff/partners to recycle items, with collection boxes for clothes/books/shoes/toys in all 3 Hubs to donate at Shaw Trust charity shops, reducing landfill waste. <u>Measuring impact</u>: number of donations collected in kg.

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

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

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