Criteria	Weighting	Max. Score
Q1.5.1 <u>Performance Management (of direct and sub-contracted delivery)</u> Please include detail of your approach to managing performance of both directly employed staff and sub-contracted delivery. Your response should: • Detail the percentage of delivery by the supply chain and by the bidding organisation • Clearly describe how both internal and supply chain performance is managed to ensure the required Service Level volumes are met; • Describe how you will analyse performance data to ensure the required volumes for Service Levels 1-4 are achieved; • 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; • 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; **Your response must be limited to 750 words.**	**X2**	**14**

Answer: Limited to 750 words

Ingeus has a strong track record, developed and honed in the challenging environments of CFO3 and CRC contract delivery, supporting offenders to identify and reduce barriers preventing them from engaging and moving closer to the employment market.

In designing our solution, we have determined the service activities that we will self-deliver and those we believe specialist partners can provide additional value:

- 100% self-delivery of Category A Environmental & Culture support (engagement/enrolment)
- SL2 – Ingeus 60%/specialist supply chain (SC) 40%
- SL3 – Ingeus 75%/specialist SC 25%
- 100% self-delivery of support to participants whilst undertaking SL4 activities.

Activities requiring niche expertise will be delivered by specialist SC partners (e.g. TKO delivering sport activities). Spot purchase arrangements will enable us to deliver highly specialised interventions to improve our delivery for Priority Groups (e.g. participants with limited English literacy can access ESOL at The Hope Foundation in Middlesbrough). Where we require specialist facilities (e.g. sports centres) we can deliver off-site.

Performance Management

Ingeus will use a proven performance management framework (PMF) to monitor, manage and drive internal/SC performance **so Service Level volumes are met** through:

- Assigned Senior Management Team (SMT) lines of responsibility – Head of Operations overseeing overall contract performance, supported by Operations & Performance Manager and SC Manager
- Weekly KPI dashboards showing 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/security protocols
- Implementing MI reporting to enable performance management, with exception reporting acting as an early warning system so pre-emptive corrective action can 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.

Our **Internal Performance Management** for front line delivery and Hub Management teams will 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;
    - Monthly caseload reviews to identify any performance trends
- MI & BI reporting
- Exception reports to early identify risk to performance.

SC volumes will be finalised at contract award. We consulted with subcontractors and agreed service flexibility and responsiveness with planned SLA reviews taking place every 6 months (minimum) so allocations are aligned with throughput.

Service Level volume performance data will use our performance tracker for all outputs, providing managers with real-time performance information. This will be reviewed weekly, enabling early identification of critical delivery risks (e.g. not achieving monthly profiles) and allowing remedial action to be taken swiftly so we meet contracted service level requirements.

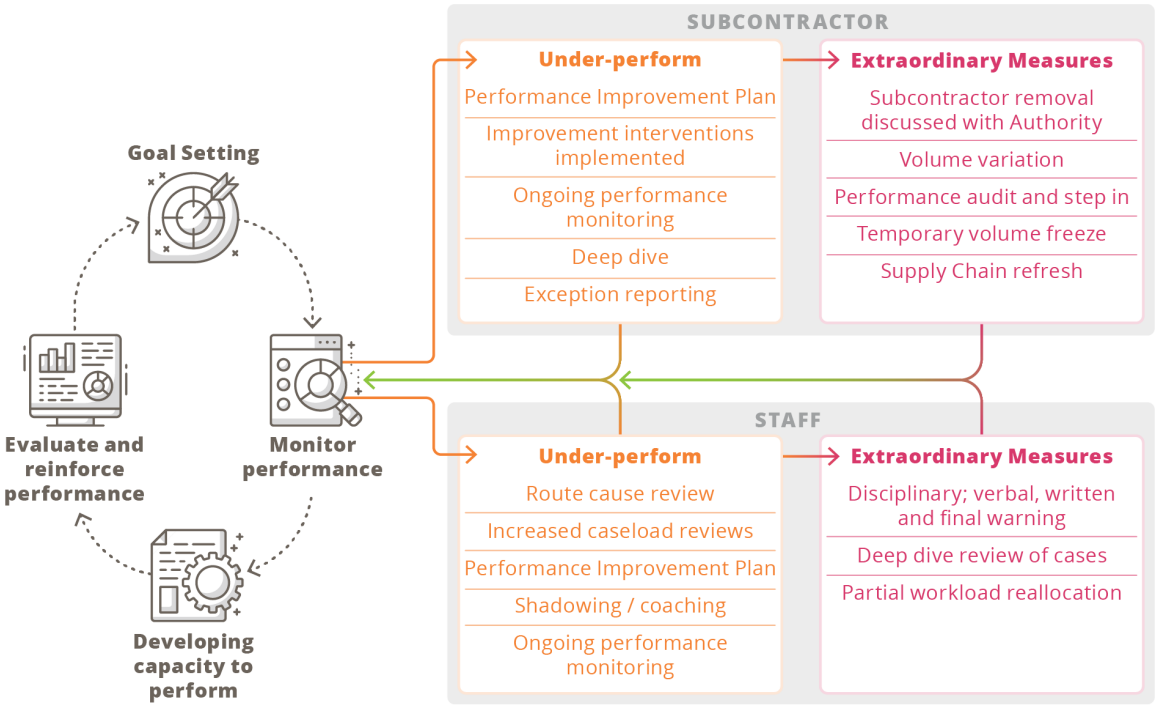
Hub level MI will be undertaken by the Hub Manager and discussed with the Operations & Performance Manager (detailed in a weekly report, on actual, planned and pending performance against targets for each Service Levels, for the SMT).

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 enact formal remedial plans based on industry recognised best-practice performance management principles. This will be applied to both Ingeus and subcontractor delivery, as below:

Performance Management Framework:



Ingeus' Head of Operations will notify HMPPS of any issues and remedial actions, by contacting the Contract Performance Manager when potential performance issue arise, outlining remedial actions being implemented via a Performance Improvement Plan. This will be followed by weekly updates against the plan until remedied.

We have extensive experience of this from our CRC and CFO3 contracts (with a 50% SC) where we have built a robust reporting mechanism and a strong relationship with the CFO management team.

Criteria	Weighting	Max. Score
Q1.6.1 <u>Quality and Compliance</u> 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. Your response 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? • 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, 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; • Describe how will you ensure all required systems are updated in a timely manner;	**X5**	**35**

Criteria	Weighting	Max. Score
• Describe how you will ensure that staff culture meets the requirements of Expected Standard 3; • 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

Quality Monitoring/Managing Provision

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 one 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:

- High quality staff recruited reflecting the Hub culture
- Ongoing management through our Performance Management Framework aligned to key objectives/contractual quality standards
- Monthly Manager/Support Worker (SW) caseload reviews
- Biannual staff observations/reviews
- Ongoing CPD via our online platform, *iLearn*, and stakeholder CPD (MAPPA Awareness training from NPS)
- Monthly CATs+ case-record checks via QA Coordinators ensuring data accuracy/quality and compliance
- Minimum fortnightly face-to-face interventions between participant and SW with additional weekly interventions driven by their action plan.

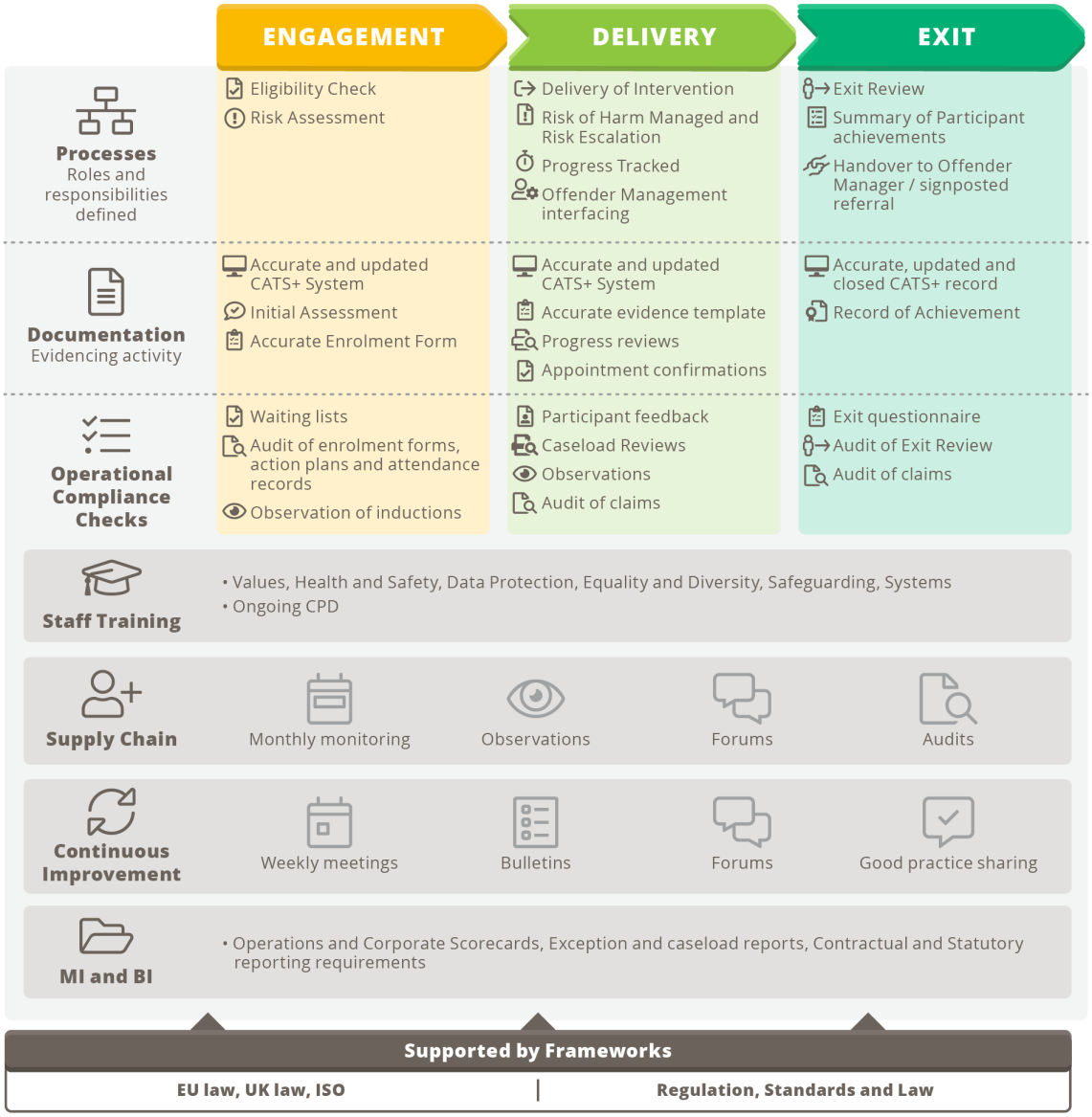
Frequency/quality/appropriateness of participant engagement is monitored via Hub Manager/SW caseload reviews, ensuring activities are supporting timely progression (SMART targets), participants understand obligations, and feedback is being logged/addressed in Action Plan reviews (“You Said, We Did” approach).

Quality Assurance (QA) Activity

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

- Identifying strengths/areas for improvement recorded in our Continuous Improvement Plan by our Head of Operations, with defined improvement objectives/milestones aligned to service output requirements (monitored by Senior Management Team 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 Managers to action, driving continuous improvement.

QA Framework:



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.

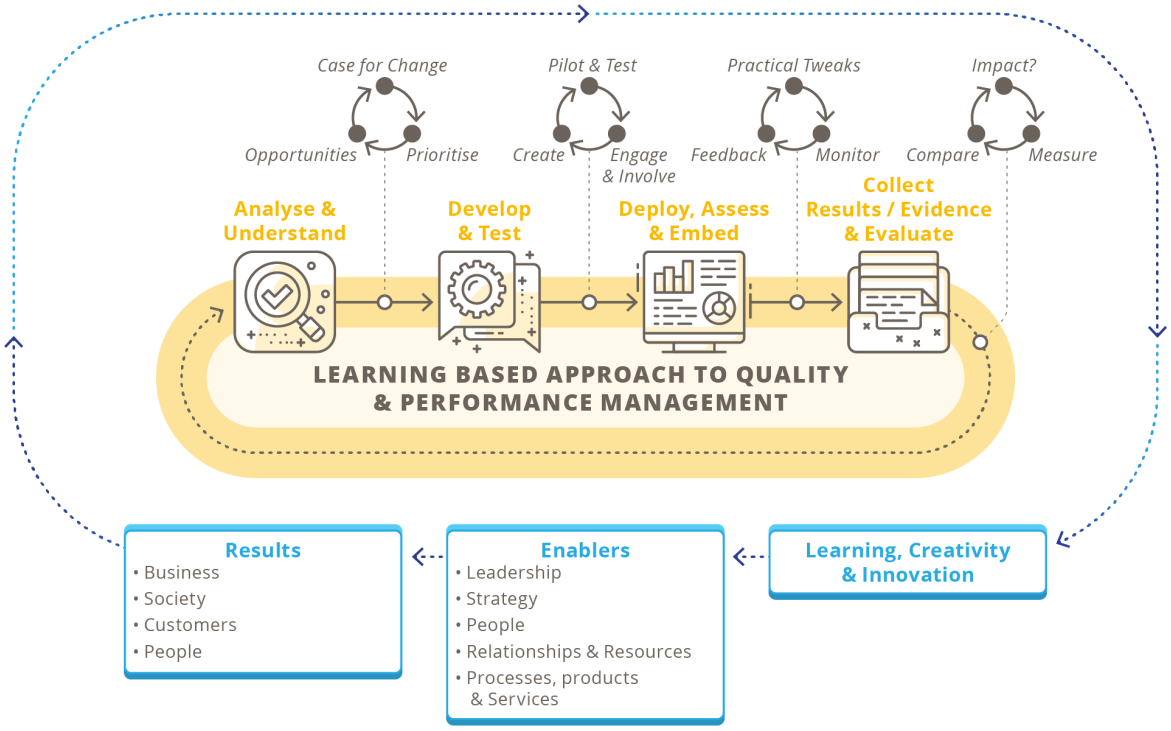
Quality Management of Subcontractor-Delivery

Our Supply Chain Manager (SCM) will ensure consistent quality of delivery across our Supply Chain (SC), developing a SC Quality Monitoring plan based on our established SC Management Framework (highest Merlin score, 92%). This includes:

- Weekly/monthly/quarterly Subcontractor Reviews, including site/programme visits
- Annual audit schedule
- Training SC to our framework standards/monitoring arrangements
- Quarterly Excellence forums discussing performance, quality, and best practice
- Identification of strengths/improvement areas, 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. Excellence forums (involving SC) provide the opportunity to share best practice. Our 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 SW appointments, participant/user focus groups, feedback forms, six-weekly anonymous surveys, and Social Media engagement. All feedback will be reviewed and actioned weekly by Hub Managers and the Contract and Compliance Manager.

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 at sites. 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

SWs will enter/update CATS+ records in 'real-time'. QA Coordinators 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 at each Hub and link into staff appraisals.

Six Fixed Compliance Measures

Enrolments – raising awareness of programme with referral organisations (e.g. CRCs/NPS, VCSEs), monitoring targets monthly for rapid remedial action

Crosscutting Themes – overseen by Head of Operations, who will review/implement sustainable development, equality & diversity plans, and policies

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

Publicity – have 10+ years' experience adhering to ESF publicity requirements, we will ensure processes/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 NPS/CRCs to generate appropriate referrals, understand changing risk profiles whilst on programme, and align/complement delivery.

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	29/01/2021	29/01/2021	29/01/2021	0	Open	x	31,32,33,34
12	Supply Chain complete	01/02/2021	01/02/2021	01/02/2021	0	Open	x	52
13	Hubs complete	28/01/2021	28/01/2021	28/01/2021	0	Open	x	40,41,42
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	44,45,46,47,48,49,50,51
17	**PROGRAMME MILESTONES**							
18	**Programme Management**							
19	Project Initiation Document (PID) complete	08/10/2020	08/10/2020	08/10/2020	0	Open	x	72
20	Work Breakdown Structure complete	08/10/2020	08/10/2020	08/10/2020	0	Open	x	78
21	Implementation plan baselined complete	17/11/2020	17/11/2020	17/11/2020	0	Open	x	88
22	RAID Log complete	30/10/2020	30/10/2020	30/10/2020	0	Open	x	92
23	Programme Governance complete	01/02/2021	01/02/2021	01/02/2021	0	Open	x	115
24	Operational Readiness complete	27/01/2021	27/01/2021	27/01/2021	0	Open	x	123

Ref	Product/Milestone	Start Date	Baseline Completion	Forecast Completion	Duration	Status	Resource Names	Predecessors
25	Communication complete	30/11/2020	30/11/2020	30/11/2020	0	Open	x	131
26	**Legal & Commercial**							
27	Legal complete	01/01/2021	01/01/2021	01/01/2021	0	Open	x	139
28	Finance complete	08/01/2021	08/01/2021	08/01/2021	0	Open	x	160
29	Exit Plan complete	17/02/2021	17/02/2021	17/02/2021	0	Open	x	150
30	**People**							
31	Recruitment complete	05/01/2021	05/01/2021	05/01/2021	0	Open	x	181
32	Vetting complete	21/01/2021	21/01/2021	21/01/2021	0	Open	x	187
33	HR/Payroll complete	11/01/2021	11/01/2021	11/01/2021	0	Open	x	191
34	Training complete	29/01/2021	29/01/2021	29/01/2021	0	Open	x	211
35	**ICT**							
36	End User Devices complete	06/01/2021	06/01/2021	06/01/2021	0	Open	x	218
37	Service Desk complete	01/01/2021	01/01/2021	01/01/2021	0	Open	x	230
38	InfoSec complete	25/02/2021	25/02/2021	25/02/2021	0	Open	x	259
39	**Estates & Assets**							
40	Activity Hub complete	28/01/2021	28/01/2021	28/01/2021	0	Open	x	553
41	Activity Satellites complete	27/01/2021	27/01/2021	27/01/2021	0	Open	x	571
42	Equipment complete	25/01/2021	25/01/2021	25/01/2021	0	Open	x	576
43	**Service Delivery**							
44	Structure complete	06/01/2021	06/01/2021	06/01/2021	0	Open	x	265
45	Processes complete	28/01/2021	28/01/2021	28/01/2021	0	Open	x	271
46	Activity Collateral complete	28/01/2021	28/01/2021	28/01/2021	0	Open	x	354
47	Peer Mentors complete	29/01/2021	29/01/2021	29/01/2021	0	Open	x	367
48	Marketing complete	01/02/2021	01/02/2021	01/02/2021	0	Open	x	409
49	Quality, Compliance & Performance complete	29/01/2021	29/01/2021	29/01/2021	0	Open	x	430
50	Business Continuity complete	24/02/2021	24/02/2021	24/02/2021	0	Open	x	459
51	Contract Management complete	08/02/2021	08/02/2021	08/02/2021	0	Open	x	471

Ref	Product/Milestone	Start Date	Baseline Completion	Forecast Completion	Duration	Status	Resource Names	Predecessors
52	**Supply Chain**							
53	Supply Chain complete	28/01/2021	28/01/2021	28/01/2021	0	Open	x	489
54	SC - Legal complete	24/11/2020	24/11/2020	24/11/2020	0	Open	x	493
55	SC - People complete	29/01/2021	29/01/2021	29/01/2021	0	Open	x	499
56	SC - Service Delivery completed	28/01/2021	28/01/2021	28/01/2021	0	Open	x	509
57	SC - Finance & Revenue complete	21/01/2021	21/01/2021	21/01/2021	0	Open	x	514
58	SC - Communications complete	01/12/2020	01/12/2020	01/12/2020	0	Open	x	519
59	SC - Estates complete	01/02/2021	01/02/2021	01/02/2021	0	Open	x	523
60	SC - L&D complete	29/01/2021	29/01/2021	29/01/2021	0	Open	x	531
61	SC - Compliance complete	06/01/2021	06/01/2021	06/01/2021	0	Open	x	537
62	SC - IT complete	22/01/2021	22/01/2021	22/01/2021	0	Open	x	542
63	**PROGRAMME MANAGEMENT**							
64	**Implementation Team**							
65	Team Recruited	02/10/2020	29/10/2020	29/10/2020	0	Open	TRD	5
66	Implementation Team complete	29/10/2020	29/10/2020	29/10/2020	0	Open	x	65
67	**Project Initiation Document (PID)**							
68	Draft PID	02/10/2020	05/10/2020	05/10/2020	2	Open	IMP	5
69	Review PID (Programme Sponsor)	06/10/2020	06/10/2020	06/10/2020	1	Open	IMP	68
70	Revise PID	07/10/2020	07/10/2020	07/10/2020	1	Open	IMP	69
71	Sign off PID (Programme Sponsor)	08/10/2020	08/10/2020	08/10/2020	1	Open	SPO	70
72	PID complete	08/10/2020	08/10/2020	08/10/2020	0	Open	x	71
73	**Work Breakdown Structure (WBS)**							
74	Review WBS	02/10/2020	02/10/2020	02/10/2020	1	Open	IMP	5
75	Revise WBS	05/10/2020	05/10/2020	05/10/2020	1	Open	IMP	74
76	Sign off WBS	06/10/2020	06/10/2020	06/10/2020	1	Open	SPO	75
77	Ensure updated version in PID	07/10/2020	07/10/2020	07/10/2020	1	Open	IMP	76
78	WBS complete	08/10/2020	08/10/2020	08/10/2020	0	Open	x	77

Ref	Product/Milestone	Start Date	Baseline Completion	Forecast Completion	Duration	Status	Resource Names	Predecessors
79	**Detailed Implementation Plan**							
80	Review bid implementation plan	09/10/2020	09/10/2020	09/10/2020	1	Open	IMP	72,78
81	Identify lower activity detail per project (cross reference with PID, PBS, PDs)	12/10/2020	16/10/2020	16/10/2020	5	Open	IMP	80
82	Update implementation plan	19/10/2020	23/10/2020	23/10/2020	5	Open	IMP	81
83	Internal review of milestones	26/10/2020	26/10/2020	26/10/2020	1	Open	IMP	82
84	Authority review of implementation plan	06/11/2020	12/11/2020	12/11/2020	5	Open	AUTH	6
85	Revise plan (if necessary)	13/11/2020	13/11/2020	13/11/2020	1	Open	IMP	84
86	Submit for sign off	16/11/2020	16/11/2020	16/11/2020	1	Open	IMP	85
87	Sign off complete (internal/external)	17/11/2020	17/11/2020	17/11/2020	1	Open	SPO	86
88	Implementation plan complete	17/11/2020	17/11/2020	17/11/2020	0	Open	x	87
89	**RAID Log**							
90	Review RAID log from bid	02/10/2020	05/10/2020	05/10/2020	2	Open	IMP	5
91	Update with further identified workstream risks	26/10/2020	30/10/2020	30/10/2020	5	Open	IMP	82
92	RAID Log completed & ready for reporting	30/10/2020	30/10/2020	30/10/2020	0	Open	x	91
93	**Programme Governance**							
94	**Internal**							
95	Implementation - Planning meeting	05/10/2020	05/10/2020	05/10/2020	1	Open	IMP	5FS+1 day
96	Implementation - Planning meeting	19/10/2020	19/10/2020	19/10/2020	1	Open	IMP	95FS+9 days
97	Implementation - Planning meeting	26/10/2020	26/10/2020	26/10/2020	1	Open	IMP	83SS
98	Implementation Board 1	09/11/2020	09/11/2020	09/11/2020	1	Open	IMP,WOR,PMO	6FS+1 day
99	Implementation Board 2	16/11/2020	16/11/2020	16/11/2020	1	Open	IMP,WOR,PMO	98FS+4 days
100	Implementation Board 3	23/11/2020	23/11/2020	23/11/2020	1	Open	IMP,WOR,PMO	99FS+4 days
101	Implementation Board 4	30/11/2020	30/11/2020	30/11/2020	1	Open	IMP,WOR,PMO	100FS+4 days
102	Implementation Board 5	07/12/2020	07/12/2020	07/12/2020	1	Open	IMP,WOR,PMO	101FS+4 days
103	Implementation Board 6	14/12/2020	14/12/2020	14/12/2020	1	Open	IMP,WOR,PMO	102FS+4 days
104	Implementation Board 7	21/12/2020	21/12/2020	21/12/2020	1	Open	IMP,WOR,PMO	103FS+4 days

Ref	Product/Milestone	Start Date	Baseline Completion	Forecast Completion	Duration	Status	Resource Names	Predecessors
105	Implementation Board 8	28/12/2020	28/12/2020	28/12/2020	1	Open	IMP,WOR,PMO	104FS+4 days
106	Implementation Board 9	04/01/2021	04/01/2021	04/01/2021	1	Open	IMP,WOR,PMO	105FS+4 days
107	Implementation Board 10	11/01/2021	11/01/2021	11/01/2021	1	Open	IMP,WOR,PMO	106FS+4 days
108	Implementation Board 11	18/01/2021	18/01/2021	18/01/2021	1	Open	IMP,WOR,PMO	107FS+4 days
109	Implementation Board 12	25/01/2021	25/01/2021	25/01/2021	1	Open	IMP,WOR,PMO	108FS+4 days
110	Implementation Board 13 (Go Live)	01/02/2021	01/02/2021	01/02/2021	1	Open	IMP,WOR,PMO	109FS+4 days
111	Implementation Board complete	01/02/2021	01/02/2021	01/02/2021	0	Open	x	110
112	**Contract Management Meeting (Monthly - to be agreed with Authority)**							
113	Agree CMM meeting dates with Authority	13/11/2020	13/11/2020	13/11/2020	1	Open	HoO	6FS+5 days
114	Schedule dates	16/11/2020	16/11/2020	16/11/2020	1	Open	PMO	113
115	Programme Governance complete	01/02/2021	01/02/2021	01/02/2021	0	Open	x	111,114
116	**Operational Readiness (OR)**							
117	Draft Operational Readiness plan	06/11/2020	19/11/2020	19/11/2020	10	Open	PMO	6
118	Create the OR templates for each hub	20/11/2020	26/11/2020	26/11/2020	5	Open	PMO	117
119	Create OR tracker	27/11/2020	27/11/2020	27/11/2020	1	Open	PMO	118
120	Operational Readiness signed off by Implementation Board	30/11/2020	30/11/2020	30/11/2020	1	Open	IMP	119
121	Commence Operational Readiness check	12/01/2021	26/01/2021	26/01/2021	11	Open	IMP	7FS-13 days
122	Complete Operational Readiness check	27/01/2021	27/01/2021	27/01/2021	1	Open	IMP	121
123	Operational Readiness complete	27/01/2021	27/01/2021	27/01/2021	0	Open	x	122
124	**Communication**							
125	Brand Manager in post	06/11/2020	06/11/2020	06/11/2020	0	Open	x	6
126	**Communications Plan**							
127	Draft Communication Plan	06/11/2020	19/11/2020	19/11/2020	10	Open	BM	6
128	Review Communications plan draft	20/11/2020	26/11/2020	26/11/2020	5	Open	HoO	127
129	Revise (if necessary)	27/11/2020	27/11/2020	27/11/2020	1	Open	BM	128
130	Sign off communication plan	30/11/2020	30/11/2020	30/11/2020	1	Open	HoO	129

Ref	Product/Milestone	Start Date	Baseline Completion	Forecast Completion	Duration	Status	Resource Names	Predecessors
131	Communication complete	30/11/2020	30/11/2020	30/11/2020	0	Open	x	130

Criteria	Weighting	Max. Score
Q1.8.2 <u>Social Value – Community</u> Provide details and evidence of how your organisation will build capacity and sustainability of the Voluntary and Community Sector. Examples could include: • 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 • Provide facilities for use by community and voluntary organisations for a number of hours per year • Work with community and voluntary organisations to create a number of new volunteering opportunities in the local area • 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 **Your response must be limited to 250 words.**	**X2**	**14**

Answer: Limited to 250 words
Ingeus considers Social Value in everything we do. We have a Director of Social Value to ensure leadership at Board level. We will establish a Social Value Fund (1% of contract profits) ringfenced for projects benefiting local neighbourhoods, building community capital and capacity, and chosen in collaboration with VCSEs working with our Hubs. **Employer Support for VCSE** Ingeus 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 Hub locations in 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 (e.g. from CFO3 includes stock room and driver-work with organisations such as Frade Community group.

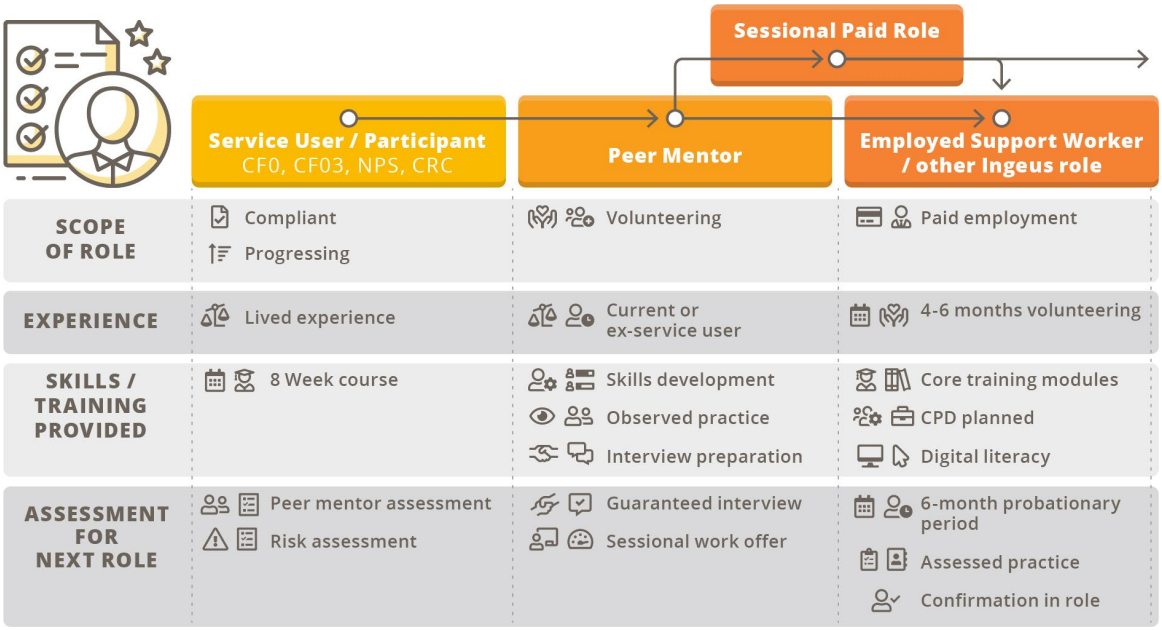
Supporting Local Third Sector Organisations
Ingeus will spot purchase services/items from local third sector organisations such as We are With You, Rift Social Reform and Genius Within. Ingeus has an industry-leading Merlin Standard score for supply chain management. Our supply chain offer will include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

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

Answer: Limited to 250 words
Improving Salaries All salaries for Activity Hub staff in North East will be above the living wage, in line with all Ingeus contracts. Ingeus advertises posts locally for recruitment, and 100% of delivery staff come from local communities where we deliver services. 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 Activity Hub Contract in North East.

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. Ingeus will commit to 20% of the frontline workforce being ex-offenders during the lifetime of the contract.



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 i-Learn 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> 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: Protecting our physical environment and contributing to climate change reduction - examples of this could be, but not exhaustive to – • Reducing waste generated compared to previous years • Reducing waste sent to landfill compared to previous years • Reducing carbon emissions by per year • Reducing overall energy consumption / water consumption per year • 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 **Your response must be limited to 250 words.**	**X2**	**14**

Answer: Limited to 250 words
Ingeus is committed to protecting the environment and contributing to climate change reduction. Ingeus' policies enforce this and we will ensure all Hub providers' 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 with recycling bins in every Hub; 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 vs sent to landfill. • *Sustainable hubs* – Our chosen hubs have access to recyclable waste collections. **Reducing carbon emissions:** • *Travel* – Ingeus' strategically placed regional Hubs ensure participants' travel-time is under 90 minutes. • *Public Transport and Cycling* - Ingeus' Travel Policy requires staff use of public transport for business-travel with few exceptions. Ingeus' 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' i-Learn 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.