



Annex A1

Technical Questionnaire



Contents

- 1. Introduction3
- 2. Scoring Methodology.....6
- 3. Region of this response7
- 4. Mandatory Declarations.....8
- 4. Technical Criteria Questions.....9
 - TC-001 – Approach to Service Delivery 10
 - TC-002 – Supplier Personnel Skills and Continuity 17
 - TC-003 – Risk Management and Information Sharing..... 23
 - TC-004 – Implementation..... 29

1. Introduction

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

1.2 The document is split into 3 sections;

1.2.1 Region of this response

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

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

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

1.2.2 Mandatory Declarations

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

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

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

1.2.3 Technical Criteria

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

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

(a) a pass/fail basis

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

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

2. Scoring Methodology

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

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

3. Region of this response

Please select the region of this response:

Lot 9 – (CoSA) - Wales

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

4. Mandatory Declarations

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

4. Technical Criteria Questions

- 5.1 The tables below sets' out the Award Criteria and weightings relating to the provision of the Circles of Support and Accountability (CoSA), please provide your responses to each requirement in the 'Response' box, and upload the completed document to ITT_6417 question 1.2.1 in the technical envelope on the Jaggaer esourcing portal.
- 5.2 In responding to the technical criteria questions, Bidders are required to provide detail on all the following areas (these are the Authority's "minimum requirements").
- 5.3 Bidders should have regard to the appropriate scoring Matrix and the Specification (Schedule 2.1 of the Draft Call-Off Contract) and the wider Draft Call-Off Contract Documentation where appropriate when responding to the question (and should note that since the requirements listed are expected to be covered as a minimum, it may be appropriate for Bidders to include additional information as part of the response to the question in order to achieve a higher score).

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

Introduction

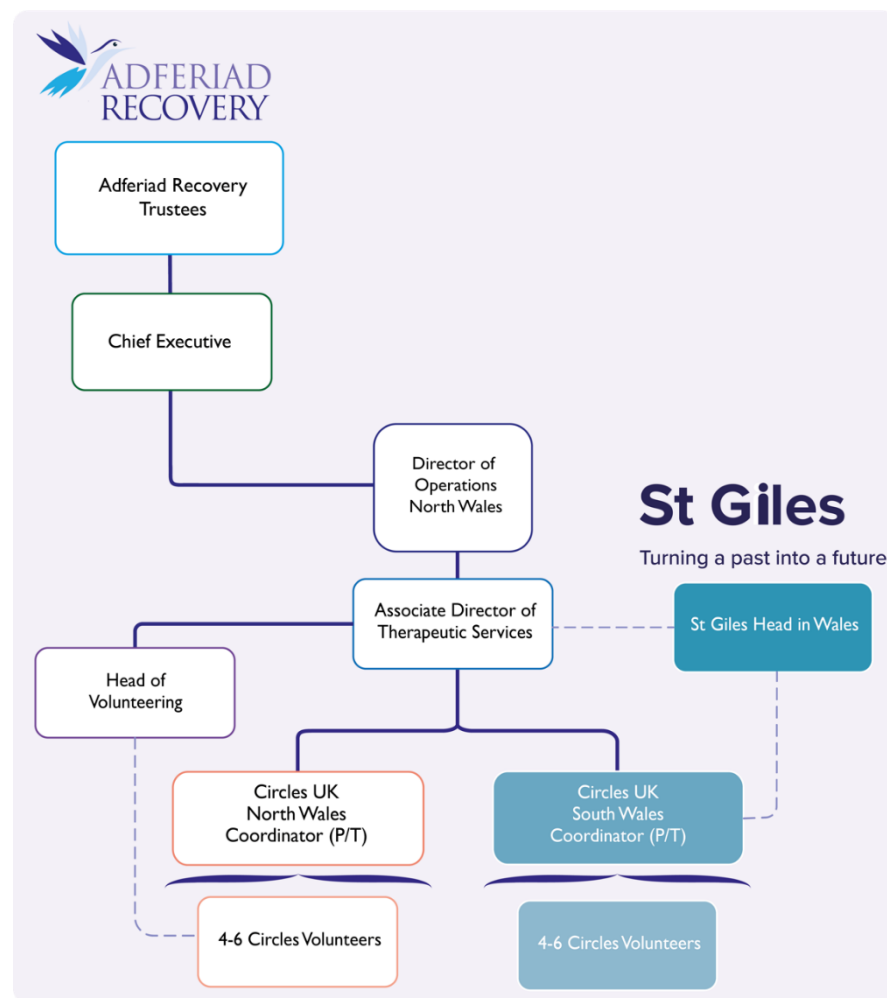
Adferiad Recovery have 30 years' experience delivering support services to vulnerable people in Wales. We turnover more than £20million per annum, have over 650 staff (across all 22 counties of Wales), and deliver over 100 contracted services. We have over 20 years' experience working with people on probation, delivering the Transitional Support Scheme (TSS) since 2001 and Dyfodol Service since 2016 at HMP Cardiff, HMP Swansea and HMP Usk and Prescoed. We deliver several specialist criminal justice support services including ex-offender supported accommodation; community-based support; and youth justice services.

We also have experience of delivering Circles of Support and Accountability between the years of 2008 and 2015, giving us years of data and prior knowledge which we aim to build upon with this contract. During this period, the project received an outstanding achievement award from the North Wales Criminal Justice Board.

A1 – Approach to Service Delivery *inc. complying with Code of Practice*

Staffing Model

Adferiad plan to deliver this service in partnership with St. Giles Trust. Between the organisations, we will recruit 2 part time coordinators to manage Circles provision in Wales (with support from our wider Volunteering Departments that have over 10 staff).



Below, we have detailed how we will achieve the 13 requirements detailed within section 6:

Requirement 1: Circles of Support and Accountability (CoSA) will be delivered to People on Probation in full compliance with the most up to date Circles UK code of practice. This will be ensured through a close relationship with Circles UK who will provide the initial training and ongoing support including:

- The 2-day coordinator induction training for all new Circle Coordinators that equips Coordinators to train our volunteers / utilise the Volunteer Handbook. This training includes recruitment and training of volunteers, DBS checks, Circle delivery, and what volunteers need to know about boundaries, risk assessments, and working with people with convictions for sexual offences.
- A 2-day residential event for Coordinators every year (mandatory training). This will include things that Circles UK may identify in the compliance reviews, areas providers would like to receive training on, guest speakers, and outside experts.
- Additional seminars for Coordinators run by Circles UK, keeping our coordinators up to date with any changes to the CoSA standards. Adferiad has been made aware of a new risk assessment tool that probation introduced and we will be working closely with the probation services training department to get the specific training on how to use this tool effectively.

Requirement 2: Circles UK accreditation has already been applied for and we have had feedback on how we can ensure full accreditation very quickly, if successful in this bid. We will then work closely with Circles UK to ensure that this is maintained throughout the life of the contract.

Requirement 3: To ensure that the same coordinator for each CoSA remains the same throughout the duration of the CoSA, we will employ coordinators to work on the service, and explore secondment of established and time served coordinators who have already demonstrated a commitment to this project.

Requirement 4: To ensure a minimum of 4 and up to 6 volunteers for each CoSA, we will be utilising our in-house volunteering teams. These teams have a large pool of existing volunteers and a proven ability to attract and retain quality volunteers from a wide range of backgrounds. To give each Circle the best chance of success, we will aim to make sure each one has the 'right fit' of core member and circle volunteers.

Requirement 5 & 6: We have contingency plans in place to cope with fluctuations in volunteer numbers, whether this is to present a case for lower numbers of volunteers or the appropriate replacement of a volunteer. Coordinators and volunteer team leaders will understand explicitly that no Circle meeting is ever to take place with fewer than 2 volunteers present and to require management consent for a meeting for anything less than 4 volunteers.

Requirement 7, 8, & 9: Adferiad and St Giles will co-ordinate a meeting between relevant professionals or outer circle members, including the Probation Practitioner, Volunteers and Co-ordinator, prior to the commencement of all CoSA's to ensure that relevant risk information is shared, and an appropriate Action Plan is created and agreed. This will be done no later than 3 months after receiving the referral from the Probation Service.

Requirement 9, 10, & 11: Once the core member has been identified, we will produce an action plan with them and the probation services to support social reintegration and establish the intended outcome and ambitions of the CoSA. This will then be shared with the core member and the probation services on the same day that it was produced.

Requirement 12 & 13: The action plan will have detailed, personalised timescales, and if, during the CoSA these need to be changed, then the probation services will be informed, and the details of the change formally recorded in accordance with our recording procedures. Our co-ordinators and volunteer leads will attend all required professional meetings such as MAPPA L1/2/3 throughout the duration of each CoSA.

A2 – Tailoring Support to Individual Need

Tailoring Support

Positive engagement, and a productive, trusting relationship is essential to our support. We will do this by ensuring support is holistic and person centred. We will get to know the people we support, work at their pace, demonstrating we can be trusted, and always act with respect and dignity. We will develop styles of working that match everyone's needs and preferences. Volunteers will learn about their life, their skills, their goals, and the challenges they will face.

Protected Characteristics

The challenges potentially posed by working with persons on probation with any of the 9 protected characteristics will be mitigated by:

- Equality Act 2010 & mandatory training for all supplier personnel
 - Adferiad have access to specialised Cultural Competency and Unconscious Bias training that is delivered by our partners Diverse Cymru and an Adferiad Trustee Suzanne Duval BME.

- The appointment of an Equality Champion who will act as a point of contact for any Equality questions or issues that may arise.
- All persons associated with this project will be informed of our whistleblowing policy, our grievance procedures, and our complaints policy if they feel that they have been unfairly treated in any way with regard any of the protected characteristics.

We have considered challenges and mitigations for all 9 protected characteristics as part of our service planning. We have only included a selection below:

Protected Characteristic	Challenges Faced	Mitigation
Age	After a custodial sentence - young people may have trouble accessing employment because of 'lack of experience' whilst older people may struggle finding work because of social perceptions of older people - 'can't keep up with the latest technology'	Working closely with the job centre and other employment services (including Adferiad's Out of Work Service) we can assure individuals that employers cannot consider age when making applications for jobs and can explore avenues to access training, placements etc. using our in-house specialist skills.
Gender reassignment	A key concern for someone transitioning will be the use of their new identity, and security of their personal data. Individual may be upset by incorrect use of their pronouns or name or if others refuse to use the correct pronoun, the individual's confidence may be undermined. Persistent use of the wrong pronoun is a form of harassment.	Data held for the individual before their re-assignment, must be kept secure to prevent the unlawful sharing of their gender history. All staff and volunteers will receive equalities training and will always refer to individuals by their preferred pronouns/names.
Religion and belief	Some religions/faiths may have negative perceptions that adversely impact on individuals when integrating into their community or applying for jobs.	Staff and Volunteers will make the effort to avoid days of religious adherence to ensure the individual can attend e.g., some faiths do not believe in going to meetings on a Saturday; we will work with Probation Services to determine appropriate settings for support.

	Those from certain faith backgrounds may be dubious about receiving support from someone with a differing religion or belief system.	We will conduct demographic monitoring when completing recruitment of volunteers to ensure our service is representative of the community.
Sex	<p>When integrating into the community or applying for jobs, there may be groups or employment sectors where gender presents a challenge – such as male only social clubs or where an employer has stated that a female is preferred.</p> <p>Sexual harassment is also a challenge faced by both men and women and can make individuals feel uncomfortable or unsafe in the environment where the harassment takes place.</p>	<p>Staff and volunteers will be trained to notice if an individual is displaying behaviour where they are being harassed and sign post the individual to appropriate support organisations.</p> <p>Staff will advise employers and community groups of the Equality Act 2010 and that gender should not exclude people from attending social or professional events.</p>

B1 – Tailoring Service to local Landscape

We will focus on co-operation with statutory services and other organisations/agencies that support the rehabilitation of offenders. We already work with partner agencies including resettlement teams, reducing re-offending teams, the Probation Service, Offender Managers, and local authority housing services.

As a Welsh organisation, we know the importance of understanding the specific differences across Wales, and specific Welsh counties e.g.:

- NHS Health services are devolved in Wales with 7 separate Health Boards with different processes for Health provision.
- Social Services such as housing provision is devolved to 22 county-based councils.
- There is significant rurality in sections of Wales which has an impact on transport, loneliness, isolation, and access to statutory services.
- North and West Wales have a significant Welsh speaking population.

As we provide services within each Welsh county, we have local staff who can help us understand the specific demographic needs in each area (whilst our national presence sustains strategic interest).

In addition to the statutory provision of services, we will work closely with other community / third sector organisations (specific to each county). Our existing partnerships will ensure that staff / volunteers are fully apprised of the support available for each core member and help foster and promote the development of positive working relationships with colleagues.

B2 – Being responsive and to changing environments

As a charity, we are vastly experienced in working flexibly and responding to emerging needs through innovation. Examples include the development of social enterprises like recovery cafes; or securing grant funding to provide food bags, electricity, and gas cards and key essentials to our vulnerable clients.

We recognise that support requirements change for individuals regularly and that a quick and effective response is needed to maintain a good standard of support; ensure continuity of support; and minimise disruption. Key to this is embedding an adaptable work culture, and continuous quality monitoring.

We highlight adaptability within our recruitment processes, so staff are aware of the fast-paced nature of the sector. An example of how we embed responsiveness in our model is through employing staff on part time hours which allows for temporary increases where necessary (and agreed).

During all periods of Covid-19 lockdowns, we continued to offer our services widely and adapted our provision to different guidelines. Many of our projects during this time remained providing face to face support as this was a necessity e.g., our housing, residential, and hospital services. This required responding rapidly to Government guidelines / implementing a Business Continuity Plan to secure suitable PPE, and embed appropriate cleaning procedures etc. During the first 9 weeks of lockdown, we distributed 49,508 items of PPE to our frontline staff.

Total Word Count – (Bidders to self-populate)

1976 Words 1934 + 42 in charts

TC-002 – Supplier Personnel Skills and Continuity				
Weighting:	25%	Quality Threshold:	60	Limitations
Question:				Up to 1,500 words; The response should be entered in this table in the cell below; Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count. Line spacing 1.5 Arial font size 11
The Authority requires the Bidder to advertise, recruit, train, support and retain Supplier Personnel (including volunteers) across the region to be able to deliver the Circles of Support and Accountability Service in a way that, reflects the diversity of the local community as outlined in the Overview of Service Requirements of the Specification (Schedule 2.1 of the Call-Off Contract). PART A: A-1) Please provide detail on how you will recruit volunteers and prior to the Call-Off Commencement Date, including examples specific to the Geographical Location, and detailing the specific advertising methods you will utilise to promote role attraction. Please outline how you will continue to build the pool of volunteers thereafter to maintain delivery of the service. If you have an existing pool of volunteers, please detail how you intend to use these volunteers. A-2) Please explain how your approach to A-1 will maximise opportunities for attracting people from diverse backgrounds, including those with protected characteristics, to build a pool of volunteers that represent the diverse characteristics of communities in the local geographies. A-3) Please explain how you will manage your Supplier Personnel (including volunteers) in the events of fluctuating referral volumes (both increasing and decreasing). PART B: B-1) Please describe how you will ensure that all Supplier Personnel (including volunteers) who deliver or support to deliver the services will have the appropriate skills and knowledge. B-2) Please explain how you will ensure training is up to date throughout the duration of the contract, including in response to any key changes in legislation, policy or best practice (specifically updates to Circles UK Code of Practice). Part C: Please describe what considerations you will make to ensure service continuity in the event of disruption and changing landscapes, in particular the following staffing events: a) Annual leave; b) Staff sickness; c) Attrition. (NB: You may wish to use examples and/or case studies of how you have previously handled similar situations).				

Response

Part A1 - Recruiting Volunteers

Our recruitment strategy will build on our existing experience supporting volunteers and delivering CoSA (between 2008-2015). We've found that delivering presentations in Welsh University Criminology/Public Services departments attracted many high-quality volunteers and, as we can recruit across all Welsh Universities, this gives us a wide geographic area to draw upon. If awarded the contract, we can immediately put volunteer requests out to every Welsh university via Portal Access. This means we can directly upload information to every Welsh university's website.

We will make use of the CVCs across Wales, our own websites and job sites such as Indeed. We will work with 'Volunteering-Wales' as this will encourage volunteers from all walks of life and will ensure a wide variety of volunteers who can bring their own skills, knowledge, and experiences to the Circle.

Across Wales we have a strong network of volunteering partners to draw upon for recruitment, including a database of people who have volunteered for similar roles before (across Wales). Our local staff will ensure volunteering roles are advertised across the geographical remit.

When we took over the CoSA contract via merger in 2015 (CJIW became a part of CAIS) and, again when COSA Cymru took over the contract in January 2018, many volunteers stayed. So, we believe the same individuals will still be interested in volunteering again once the project re-starts.

Part A2 – Attracting Volunteers from a Diverse Background

Adferiad's recruitment policies are qualities based and aim to represent the diverse characteristics of the communities in which we operate across Wales. One of our core values is 'celebrating our diversity', and this underpins our volunteering recruitment processes. We are proud to be an Equal Opportunities & Mindful Employer; Investors in People Silver Awardee; and a Disability Confident organisation. Our accreditation recognises the fact that we already attract people from a wide variety of backgrounds.

We will attract volunteers from a diverse background by:

- Partnering with specialist organisations in all areas of Wales (e.g., Diverse Cymru, BAWSO, EYST)
- Forging new relationships with community organisations, and proactively approaching community centres about opportunities.
- Translating our literature into multiple languages, with an easy-read version.
- Conducting demographic monitoring exercises when planning services and ensuring our volunteer recruitment strategy reflects the results.

- Using 'Values Based Interviews' to help us recruit the most suitable volunteers to work with high and medium risk core members. This focusses on the values, motives, and attitudes of applicants (separated from competency-based interview).

Monitoring Diversity

As part of the application process job applicants and volunteers are required to complete an Equal Opportunities Monitoring Form. These forms are detached from the application prior to shortlisting so that the listing/interview panels do not see them. An Equal Opportunities summary is then compiled for each vacancy, which includes information on: Gender; Age; Cultural Origin; and Disabilities.

Part A3 – Managing Supplier Personnel as Demand Fluctuates

Adferiad have a well-established recruitment process for volunteers which runs all year round. This ensures that we always have a presence on volunteering websites and in universities. We also have a long-standing mutually beneficial relationship with organisations such as Jobcentre+ who refer their clients to us when they meet the required criteria.

Selected existing staff (with appropriate background and training) could be used to provide flex within the staffing capabilities of this programme and provide cover for sickness or if staffing levels need to be increased in the short term (selected staff members will be fully trained in Circles provision should this contingency be required).

If referral volumes are low, volunteers can engage with other projects to sustain their engagement with the charity. Volunteers will be informed at interview stage, that they will only be involved in a circle when it is appropriate and when number of referrals allow. Where the circle is geographically hard to access for the volunteer or the core member poses a higher risk to the volunteer, then they will not be asked to be involved in that Circle.

We have experience in managing significant fluctuation of hours per week and inconsistent working patterns through our Domiciliary Care, and Appropriate Adult services which requires call out within an hour to police stations across Wales (there is no guarantee of hours for this service).

We have learned the importance of a flexible staff/volunteer team culture and creating rotas to allow for change, enabling us to flex the service up or down depending on the referral volume.

Part B1 – Supplier Personnel and their Skills and Knowledge

We have an in-house training academy which provides learning and development for both staff and volunteers. We are committed to providing opportunities to build on existing skills and to improve and develop new competencies within the organisation. Continuous professional development is key to improving performance and retaining quality staff and volunteers.

Skills and Knowledge

Our management team will work closely with both Circles UK and the Probation Service to identify what new skills and knowledge our service personnel need to achieve the CoSA aims and ambitions for a safer society and the goal of '*no more victims*'.

All service personnel will be updated regularly, regarding their obligations to support offenders to re-integrate into society. Our staff and volunteers will always be aware of new initiatives, as they emerge, to maximise the opportunities for those on probation and therefore reduce recidivism.

Our CPD process includes the following core training, which will be completed by all co-ordinators and volunteers:

- Health and Safety at Work
- Emergency First Aid at Work
- Safeguarding Children and Vulnerable Adults
- Child Protection
- Basic Substance Awareness
- Manual Handling
- Equality and Diversity
- Data Protection
- Confidentiality
- Communication Skills
- Suicide and Self Harm
- Professional Boundaries
- SMART Support Planning
- Risk Management and Risk Assessment

Coordinators will receive supervision from their direct line-manager quarterly. These meetings offer an opportunity to identify training and development needs for the Circle volunteers and any training that the coordinator may wish to have.

Part B2 – Ensuring that Training is Valid

Frequent service personnel training reviews will be completed by our Associate Director of Therapeutic Services. They will ensure a clear training plan is in place and that support is consistent with the core member needs, the project's aims and established outcomes including any key changes to legislation, policy, or best practice.

Gaps in core training will be identified using a training matrix and then filled as part of the detailed and comprehensive training programme which will run continually throughout the duration of the programme. This means that new volunteers and staff members can receive the most up to date training that we have available as soon as necessary.

Coordinators will attend monthly meetings with Circles UK, the Probation Service and Adferiad Operations management where key changes in legislation, policy and best practice will always be on the agenda and then actioned by the coordinator where necessary.

Part C – Disruption and Changing Landscapes

Contingency Planning – Annual Leave

We are confident that following an extensive recruitment process, we will have sufficient volunteers so that there will always be a minimum of 4 per circle. This will consider periods of leave such as Easter and Christmas where students may go home or have exams. Similarly, our coordinator staff will be recruited on part time hours which will allow for flexibility of hours such as evening and weekend working to support those with other employment/studying and/or childcare responsibilities.

Annual leave is planned 2 months in advance and therefore co-ordinators will work on a rota system where at least one coordinator is available to cover the regional Circles.

Other senior managers will be trained in the service provision to ensure cover for emergency circumstances.

Contingency Planning – Staff Sickness

We have a team of staff who can be redeployed to this contract to mitigate any concerns of both coordinators become sick at the same time.

We will allocate time for a senior manager to work alongside the Circle Coordinators and volunteer teams for the duration of the mobilisation so that they can cover a coordinator in the short term and find suitable cover if the sickness period is longer than a few days.

Contingency Planning – Attrition

Attrition is built into our continual staff recruitment and retention programme, and there are several ways we retain staff including:

- Employee Recognition Scheme
- Staff / volunteer benefits (e.g., Cycle to Work scheme; in house counselling and wellbeing team etc).
- Staff progression plans

At a senior manager level, over 12 staff members have progressed internally through the organisation.

To ensure continuity of service throughout the life of the programme, we have:

- A flexible staff team culture, and rosters created to allow for changes, enables us to flex the service depending on the level of need.
- An established, transparent, positive working relationships with similar probation teams across several Welsh local authorities.
- An 'on-call' service, ensuring a senior, qualified member of Adferiad staff is available to volunteers on a 24/7 basis.

Total Word Count – (Bidders to self-populate)	1500 Words
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TC-003 – Risk Management and Information Sharing				
Weighting:	25%	Quality Threshold:	60	Limitations
Question: The Authority requires the Bidder to have clear procedures for responding to changes in the behaviour of People on Probation that may indicate an increased risk or concern. 1) Please explain how you will ensure that all Supplier Personnel will recognise and respond to both subtle and overt changes in behaviour or relapse that may indicate an increase in risk to themselves, to victims, to other People on Probation, Staff Personnel (including volunteers), Probation Practitioners or members of the public? 2) Please explain how you will deliver CoSA to People on Probation where concerns around safeguarding, risk of serious harm or public protection have been identified by the Probation Practitioner, or that have changed, in a way that takes full account of identifying, recording and informing the Probation Practitioner to a change in these risks? 3) Please describe what information sharing processes will be established amongst Staff Personnel to ensure all reporting requirements outlined in section 7 of the specification are met. You should include an explanation of how personal data will be stored and securely shared with parties (including the probation practitioner) as and when requested.				Up to 1,500 words; The response should be entered in this table in the cell below; Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count. Line spacing 1.5 Arial font size 11
Response				
1 Recognising & Responding to Changes in Behaviour All supplier personnel will recognise and respond to behavioural changes in core members. This will be ensured through: <u>Training</u> Supplier Personnel will be thoroughly trained by Circles UK during the mobilisation period. Training will cover how to recognise and respond to both subtle and overt changes in behaviour of the core member which may indicate that they are an increased risk to themselves or others. This will include how to identify potential threats to: <ul style="list-style-type: none"> • The Public • Other People on Probation • Staff and Volunteers 				

- Victims/Potential Victims
- Probation Practitioners

Supplier personnel will undergo comprehensive Adferiad and St Giles Training. Both organisations have a long history of delivering services with robust risk management procedures which will inform our training matrix for this service including Prison based support; Supporting Ex-Offenders; Substance misuse treatment service; Residential & Hospital services.

Minutes

Detailed minutes will be taken at every Circle meeting recording what is said, how the core member behaves, and if there are any changes in this behaviour. At the end of the meeting, the minutes will be discussed by the volunteers and any red flags will be picked up and appropriate action will be taken such as informing the Probation Service or Police. If the volunteers do not pick up any red flags, the minutes will go to the co-ordinator who will also evaluate the minutes and record any concerns or issues. This means the document will be double checked and will form a vital role in safeguarding the volunteers.

All volunteers will access minute taking training to ensure they have the skills to produce effective minutes of each meeting.

Policies, Procedures and Guidelines

Staff and volunteer safety is central to Adferiad's provision of quality support services. All supplier personnel will know how to escalate concerns and which policies and procedures to follow depending on the change in behaviour that has been observed.

2 Safeguarding and Risk Concerns

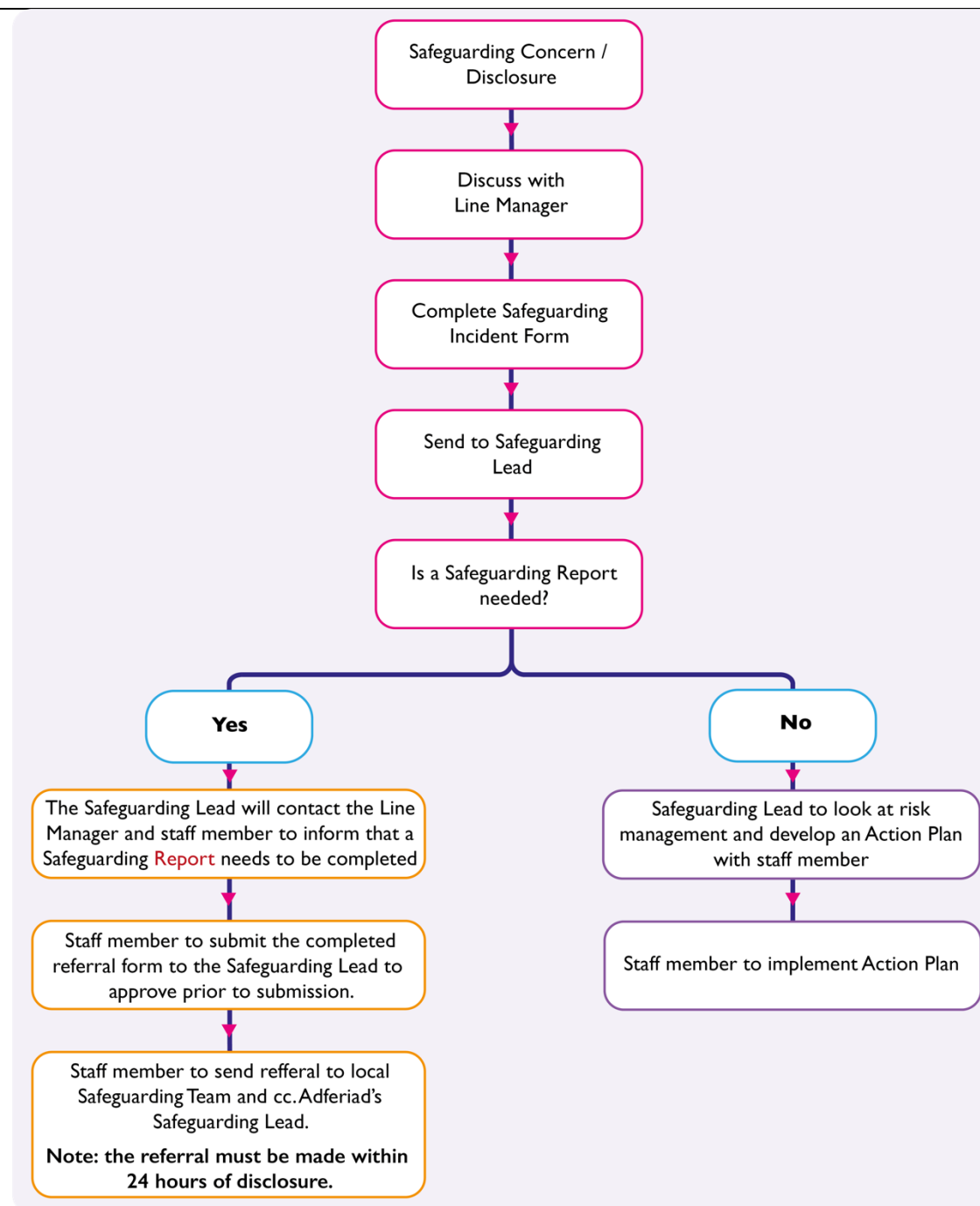
Where the Probation Practitioner has identified and communicated their concerns regarding safeguarding, risk of serious harm or public protection, then our staff and volunteers will be equipped with the training and knowledge of how to respond and how to safely deliver CoSA to these individuals. Staff and volunteers will know how to identify these risks and how to complete a risk assessment. They will know our escalation policies, and procedures to follow to ensure their own safety and the safety of others. As Lead Provider, Adferiad have three Safeguarding Leads within the organisation: Marian Williams (North Wales lead); Samantha Drohan (South Wales lead); and Professor Euan Hails (Clinical Safety lead). These staff will work closely with volunteers and coordinators during mobilisation to embed the appropriate Safeguarding procedures on this contract (in line with specification requirements).

Where a change of risk is identified – this will be initially recorded in writing and emailed to a senior member of staff and then an updated Risk Management report is completed. This will then be recorded on our central system and reviewed by our risk assessment team who will then inform the Probation Practitioner and highlight what processes have already been put into place and what plan we need to implement going forward to reduce risks to the core member and to other members of the circle.

Where appropriate, staff and volunteers will utilise the OASys Sexual reoffending Predictor (OSP) as the actuarial risk assessment tool used by HMPPS to assess all adult males convicted of a current or previous sexual or sexually motivated offence. OSP has been proven to be more predictively valid than RM2000 in assessing the likelihood of proven sexual reoffending in adult males and therefore serves to support our risk assessments in Circles. Introducing OSP means that we have one holistic risk assessment with all relevant information incorporated into it, making it easier for probation practitioners and volunteers to ensure the actuarial score is used to inform the overall risk assessment, as set out in the Risk of Serious Harm Guidance (2020). We will review our risk assessment tools to ensure they are as up-to-date, reliable, robust, and have this tool embedded.

We will not use OSP scores in an assessment where the individual's gender has been recorded as female as OSP is not designed for use with women convicted of sexual offences.

An example of how we have put processes in place to ensure risks are mitigated across all services is our Safeguarding Procedure below that is discussed during staff training, present in safeguarding procedures, and printed within service handbooks/ notice boards.



3. Information Sharing Protocols

Adferiad has a comprehensive Data Protection Policy which is fully compliant with the UK DPA 2018 and the EU GDPR. Adferiad have appointed a qualified and designated Data Protection Officer to manage and deal with Data Protection policy and procedures. They will ensure a service specific Information Sharing Protocol and Data Protection Impact Assessment (DPIA) are developed for this service.

Adferiad is a Wales Accord on the Sharing of Personal Information (WASPI) signatory, and all information shared will be in accordance with GDPR and where relevant, the Caldicott Principles. As a Sub-Contractor. St. Giles Trust deliver a range of MoJ contracted services, procured through the Probation Dynamic Framework and are Security Level 4 cleared. Additionally, Adferiad hold CyberEssentials Plus accreditation and St. Giles Trust have ISO:27001.

Most personally identifiable information is stored securely online on UK based services. This information is encrypted and kept on secure UK based services. Access to these systems is limited and by password only. Passwords are issued only to the authorised person and follows Adferiad's Password policy where passwords must be changed regularly. Additionally:

- All corporate devices are monitored and maintained through DATTO RMM (Remote Monitoring and Management software), ensuring full cloud security with Multi-Factor Authentication (MFA) applied.
- Management of all devices by ESET EndPoint Protection to detect and remove computer viruses and malware.
- The OFFICIAL-SENSITIVE marker retained on all information marked as such.
- Emails containing personal data will be encrypted and only sent via Criminal Justice Secure eMail (CJSM) or EGRESS accounts.

Hard copies of personally identifiable information will be stored securely within locked filing cabinets in a locked room. Only approved staff members have access to these keys and audit trails are available to see which staff members have accessed them on specific dates.

Service Specific Procedures

Coordinators will receive referral information from the Probation Service, it is agreed that this must contain the following information as a minimum:

1. Anticipated start date of the intervention
2. Core member age
3. Contact details of core member

4. CRN – Case reference number
5. Any protected characteristics of core member
6. Details of risk of reconviction and/or serious harm
7. Any restrictions relevant to the delivery of CoSA
8. Any additional information that may have been agreed during the mobilisation period between Adferiad and the Probation Service

The probation service will then notify Adferiad of any changes within 1 working day of them being made aware of such changes. The above information will be received via secure mail (CJSM) which will be set up during the mobilisation period and will satisfy the data security protocols of the Authority, Adferiad, and the requirements of Circle UK membership.

Using secure mail, our coordinators will be sent new or updated risk related information, and whether the core member is unable to attend a CoSA meeting.

Monitoring and Progress Sharing: We will inform the Authority via secure mail if the core member does not attend a meeting and/or if there are any progress or personality issues that need to be reported.

Our coordinators will email an End of Service Report to the probation practitioner within 5 days of the final session with the core member – where this includes a satisfaction survey, that will be included as well.

Time Sensitive Information Sharing: All volunteers and co-ordinators will know that they need to communicate immediately with the Probation Service if they have any information regarding a Circle member which relates to a risk to children, adults, victims (previous or potential), risk to self or any other individual. Where this is not possible, personnel will be trained on how to manage the risk, such as contacting the police. Under these circumstances, we will be duty bound to complete an incident/accident form and the template for this will have been agreed during mobilisation.

Total Word Count – (Bidders to self-populate)

1496 Words 1391 + 105 in charts

TC-004 – Implementation				
Weighting:	20%	Quality Threshold:	40	Limitations
Question:				Part A & B Combined – up to 1000 words Part C – up to 3 A4 Pages Part D – up to 3 A4 Pages The response should be entered in this table in the cell below; Additional diagrams and tables can be submitted to support your response, however any wording within these shall be included in the overall word count. Line spacing 1.5 Arial font size 11
The Authority requires evidence and assurance from the Bidder that their implementation plans are robust, credible and achievable.				
A) Please explain how you will ensure the implementation plan is successfully achieved by the Call-Off Commencement Date. This should include how critical activities will be completed to ensure the delivery of services, supported by digital and technology, information security, workforce and estates.				
B) Explain how you will ensure that the appropriate accreditation to deliver this service is obtained by the Call-Off Commencement Date.				
C) Please provide an Implementation Plan (in any format) to detail planned timescales and responsibilities to meet the Implementation milestones as per Call-Off Order Form, clause 26A Implementation and Schedule 2.1 Section 10, in the Call-off Contract. This section requires explicit reference to the milestones and requires bidders to provide a confident plan of how each milestone shall be met on time.				
D) Please complete a RAID log outlining all Risks, Assumptions, Issues or Dependencies that you foresee in implementing this Service and how these shall be mitigated to ensure Service delivery is not impacted.				
Response				
A) Ensuring a Successful Implementation Adferiad are highly experienced at mobilising contracts within agreed lead-in times. As a pan-Wales organisation, we have resources, links, and networks which will support a smooth roll out. Over the last two years (during the pandemic), we successfully mobilised to launch 15-20 new contracted services including: Five 24/7 Supported Living Services across Wales for people with complex needs; Two Crisis Sanctuary Services for 7 nights a week between 6pm-3am; Extension to our Counselling Provision. The implementation plan will be successfully completed by the Call Off Commencement date as we already have a series of checks and balances in place to make sure each critical activity is completed on time. We have contingency plans to mitigate any delays or issues that may occur. We have a staff and a structure ready to take on the challenge and deal with any problems along the way. <u>Digital and Technology</u>				

Our 7 person Data and Information Management Team will lead on the recording, collating, and reporting on service outcomes of the project. This team will work with project staff to ensure the Adferiad Information Management System (AIMS) is specifically adapted for this contract. They will:

- Critically analyse data and demonstrate value for money.
- Develop products, policy, and services to meet the needs identified and evidenced by the data.
- Demonstrate immediately the impact the service is having, showing visible outcomes of what the service is achieving.
- Reduce the time needed to collate data for reports as the data will be live and immediately available
- Benchmark current and future services by using the information/data for continuous improvement and thus enhance services offered to clients.
- Ensure accurate information and efficiency whilst completing forms and documents

Information Security

Information Security is overseen by our Data Protection Officer Donna Chaves (BCS Practitioner Data Protection & Level 5 Diploma in Leadership & Management).

Upon award of contract, Donna will ensure Data Protection requirements are identified and addressed in this service. Actions include conducting a Data Protection Impact Assessment (DPIA) and Cloud Impact Assessment that will document, analyse, and record information security controls (during the year zero period of November to February).

When collecting data for monitoring and evaluation of this service, Adferiad will be guided by the requirements of the Ministry of Justice. Information security protocols on this contract include:

- All corporate devices are monitored and maintained through DATTO RMM (Remote Monitoring and Management software), ensuring full cloud security with Multi-Factor Authentication (MFA) applied.
- Management of all devices by ESET EndPoint Protection to detect and remove computer viruses and malware.
- The OFFICIAL-SENSITIVE marker retained on all information marked as such.
- Emails containing personal data will be encrypted and only sent via CJSJ accounts.

Workforce

Our Director of Operations North Wales will lead on recruitment. We are confident that with a vast existing staff team, an in-post Head of Volunteering and existing volunteers between both Adferiad and St. Giles Trust we will be able to progress this workstream by the Call-Off Commencement date.

Workforce development will:

- Recruit appropriate coordinators
- Assign senior staff to this project to oversee the mobilisation.
- Recruit volunteers who will have regular supervisions and excellent Circles UK training, and our in-house core training before joining any Circles.
 - o Our Investors in Volunteers Award evidence our level of commitment to providing a volunteering service that is beneficial to all those involved.

A universal induction and training programme will ensure that all Adferiad staff personnel and volunteers understand how to complete referral and monitoring forms (online), and that service delivery is consistent.

Estates

Adferiad's dedicated estates department ensures our compliance with statutory and non-statutory property checks and certifications. Circles meetings will need to take place in secure locations across Wales. Adferiad and St Giles Trust already have access to 26 MoJ suitable and approved sites across all 4 police authority areas of Wales including sites within:

Aberystwyth, Bangor, Brecon, Bridgend, Caernarfon, Caerphilly, Cardiff, Carmarthen, Colwyn Bay, Cwmbran, Ebbw Vale, Flint, Haverfordwest, Holyhead, Llandrindod Wells, Merthyr, Newport & Swansea.

Access to these sites has been achieved through our previous projects with the probation service.

This existing access speeds up mobilisation time and will ensure these properties are ready for Circles Meetings by the Call-Off Date. These are managed properties where the core member will not interact directly with the public and so will also help to keep their anonymity secure.

B) Obtaining Circles Accreditation

Adferiad have already applied for membership of Circles UK and are progressing to achieving full membership. Our initial application has been presented to UK Board of Trustees on 27th July 2022 and approved under the category '**Positioned to renew Circles Membership**'. Chief Executive Officer: Riana Taylor has replied to us via email and stated:

"This means that as you have been a previous Provider of Circles (through CAIS), and you have demonstrated in your recent application to us that you meet most of the key requirements, you are in a very good position to work towards meeting full membership...you would be able to very quickly put together a complete membership package. Key strengths that we could see from your submission are:

- Adferiad's ethos, values and use of language sit comfortably with the Circles methodology.*
- The organisation has significant experience recruiting, training, and using volunteers. It also has a well-developed Service User Involvement strategy and scheme*
- Your senior leadership team are impressive and have demonstrable skills and experience to take on Circles provision.*
- Your staff team seem well established and experienced and come from disciplines that are complementary to what is required to oversee Circles provision*
- Adferiad has ample understanding of the whole of Wales and can oversee services across all Wales.*
- There doesn't seem to be any financial sustainability issues and we were impressed by your financial management.*
- The organisation has a well-established infrastructure (and staff resources to commit to membership preparation and Circles provision).*

Therefore, we are confident we will have sufficient time to strengthen our application and achieve full membership as planned.

C) Implementation Plan

Introduction

From experience, we know that every mobilisation period will face a series of risks and challenges unique to that contract. Our experienced HR, Finance and Operational teams can mitigate risks and overcome barriers, working together to bring a service to the point of successful delivery, within the agreed mobilisation period. Adferiad are confident that our networks, resources, and local partnerships will support a smooth mobilisation and implementation of this service. Implementation of a new service takes meticulous planning, strong leadership, a clear vision, and managed communication. Implementation will be guided by a measured programme of actions that:

- Clearly identifies actions to be taken, timescales and expected outcomes.
- Identifies responsibilities and indications of who are the key staff involved.
- Includes regular collaborative monitoring of progress.
- Provides an assessment of the resource implications; and
- Outlines the processes for risk management.

Implementation

We will establish a Contract Mobilisation Team led by Naomii Oakley on contract award date. Naomii has more than 13 years' experience managing services for Adferiad Recovery including: Peer Mentoring; Education and Training; Veterans; Supporting People; and Criminal Justice projects. She has extensive experience in Substance Misuse, Mental Health, Domestic Violence, and housing. Naomii oversees all our Housing Support / supported accommodation services in North Wales (over 10 different schemes many of which are 24/7 including Lake Avenue in Denbighshire. Naomii has completed an ILM level 5 in leadership and management and is currently completing a Master's in Business Admin.

Implementation of the contract will focus on the following objectives:

- Establishing a clear vision
- Minimising the impacts on continuity of operations
- Maintain communication with staff, service user and affected communities
- Identifying key tasks and reacting to potential issues
- developing a resource-loaded project management schedule

Timetable and Critical Path for Service Implementation

Upon notification of award, an internal working group will meet weekly to discuss all areas of working; HR (Recruitment); Property Management; Data & IT; Service User Involvement; Volunteering; Training; Marketing; Finance; Communication; Covid-19 protocols; and Administration. A two-weekly standing report will be produced and distributed to all key stakeholders with regular updates on the areas mentioned above. The plan will be a live document, regularly updated to support any changing circumstances. Each area of the mobilisation process will have its own set of timescales.

Mobilisation Period – Year Zero – No earlier than 14/11/2022 to No later than 14/2/2023

Mobilisation Implementation Plan *Year Zero – 14.11.2022 to 14.2.2023*

Week 1	<ul style="list-style-type: none"> • Arrange Initial Meetings with Commissioners and Circles UK to ensure that delivery of Circles of Support and Accountability to People on Probation is compliant with Circles UK Code of Practice - update throughout the duration of the Call-Off Contract • Convene Internal Working Group for Circles Provision • Begin preparing application for Circles UK post • Prepare Job Description and Person Specification for Coordinators & Volunteers
Week 2	<ul style="list-style-type: none"> • Assign a Coordinator to supervise the CoSA and ensure that this is the same individual throughout the duration of the CoSA • Scope possibility of additional hours within team and amongst Volunteers. • Assign senior manager to work closely on the implementation of the project.
Week 3	<ul style="list-style-type: none"> • Ensure existing IT systems are ready and prepared to meet the monitoring needs of the contract • Attend and/or run any professionals' meetings as required by the Authority such as but not limited to MAPPA L1/2/3 • Conduct Risk Analysis on the Service for potential clients (Client Risk Management; Referrals; Emergency) • Submit Application for Circles UK Membership
Week 4	<ul style="list-style-type: none"> • Review service specific Safeguarding Policies & Procedures • Conduct Risk Analysis on building environments (Control of Infection, Fire Risk Assessment; Building Risks; Hazardous Substances etc.) • Conduct Protection needs and co-design Data Protection Impact Assessment & Cloud Based Impact Assessment. • Purchase of any additional office systems, mobiles etc • Shortlist job applicants / volunteer applications (recruitment for volunteering to be ongoing)
Week 5	<ul style="list-style-type: none"> • Interview for coordinators /volunteers (volunteer recruitment ongoing) • Finalise all paperwork for use in the service • Discuss each individual Person(s) on Probation with the Probation Practitioner to agree the intended outcomes/ambitions of the CoSA and how it supports social reintegration and produce an Action Plan for everyone.
Week 6	<ul style="list-style-type: none"> • Appointment of successful volunteers / coordinators • Apply for references and DBS checks for new staff and volunteers • Conduct staff training needs analysis to identify any gaps in existing staff expertise • Follow up on actions identified within the risk analysis • Begin Volunteer training with Circles UK

	<ul style="list-style-type: none"> Co-ordinate a meeting between relevant professionals/outer circle members, including the Probation Practitioner, Volunteers and Co-ordinator, prior to the commencement of the CoSA to ensure that relevant risk information is shared, and an appropriate Action Plan is created and agreed. The Person(s) on Probation can attend this meeting; however, this is on a voluntary basis, and it is not compulsory.
Week 7-10	<ul style="list-style-type: none"> New volunteers and co-ordinators in post Induction of staff, training needs analysis, mandatory training delivered
Week 12	<ul style="list-style-type: none"> New staff, with full DBS checks, references and mandatory training completed will begin delivery. Other staff return to substantive posts. Engage with the Person(s) on Probation if we receive a referral for a Person(s) on Probation in custody and deem it appropriate to commence the CoSA prior to the Person(s) on Probation's release from Prison. The Authority must be able to enable face-to-face access to Person(s) on Probations within custody, and we must plan the delivery of a full CoSA on the assumption that this access may not be possible. Prepare to Commence each CoSA as soon as is possible upon deeming a Person(s) on Probation as eligible for a CoSA, and no later than 3 months from receiving the referral (except where the Person(s) on Probation more than 3 months has left to serve in custody). Inform Probation Practitioner of any changes to planned Sessions and ensure this is recorded. Assign and ensure a minimum of 4 and up to 6 Volunteers to each CoSA

Call Off Commencement Plan Year One – 14.2.2023 to 14.11.2023

Stage 1	<ul style="list-style-type: none"> Comprehensive assessment of each core members including all risk assessments associated with their individual needs Ensure Circles accreditation is now in place No staff member to be assigned a circle until training on safeguarding, extremism, organised crime, risk awareness, dealing with challenging behaviour, substance misuse and diversity is completed and signed off by a manager.
Stage 2	<ul style="list-style-type: none"> Initial contact with each core member to draft a package of potential aims and goals for the project
Stage 3	<ul style="list-style-type: none"> Assign and ensure a minimum of 4 and up to 6 Volunteers to each CoSA. Introduce Core Member to their Circle via face-to-face assessment with a suitably trained and experienced manager – this will result in: Completion of ongoing risk assessments, creation of a new, outcome focussed Circle of Support and Accountability.
Stage 4	<ul style="list-style-type: none"> Engagement with partner organisations to support with Circle support plans, such as probation practitioners, community groups, medical professionals, and the police.
Stage 5	<ul style="list-style-type: none"> Review all Staff Personnel including Volunteers have sufficient training and plan supplementary training if needed

RAID Log (NO- Naomii Oakley (Director of Operations – North Wales); **KE** – Kim Ellis (Associate Director of Therapeutic Services); **CJ** – Claire Jones (Head of Volunteering) **FT** – Finance Team; **JM** – Associate Director of Business Development; **DT** – Data Team; **ST** = Safeguarding Team)

Category	Description	Impact	Mitigation to be put into place	Owner	Priority: RAG
<i>Risk</i>	Referral Rates fluctuate more than anticipated	Volunteers are not assigned to a Circle as referrals too low. Not enough volunteers as referrals are higher than anticipated.	Volunteers informed at start that if referrals are low or not appropriate, then they may not be assigned a circle at all. Ongoing communication with MoJ about capacity (in line with price per circle & max budget)	NO & KE	Green
<i>Assumption</i>	Supplier Personnel maintaining CoSA standards	Compliance is maintained throughout the contract	Standards monitored at every meeting and training is ongoing throughout the contract	NO & KE	Amber
<i>Issues</i>	Wales is largely rural so location management could be an issue to cover the whole area	Long travel times/distances impact on costs and other issues like bad weather attendance rates	Established MOJ approved locations throughout Wales which are near public transport routes. Adferiad and St. Giles are embedded throughout Wales.	NO & KE	Amber
<i>Dependency</i>	Volunteers Match Core Members to comply with Equality Act 2010	Volunteers may be a good match but not reflective of Core Members Age, Race, Sexual Orientation etc	We aim to attract a wide range of Volunteers and have regional partnerships with specialised orgs. The safety of volunteers is always our main concern	KE & CJ	Amber
<i>Risk</i>	Core Member re-offends or puts Volunteers in harm's way	Ends the Circle, Core Member returns to custody, damage to Volunteer and Society as a whole.	Close monitoring of Core members in place to identify potential of reoffending before an offence takes place	NO & KE	Red
<i>Assumption</i>	Face to face delivery is going to be possible throughout this contract – i.e., another pandemic is unlikely to occur and implement ways of working that make this programme unworkable	A repeat of Covid 19 style lockdowns and an end to face to face meetings could effectively put Circles delivery on hold as the programme cannot be delivered virtually.	Probation Services are aware of the importance of circles and will endeavour to support the delivery of the programme while the Core Member is still in custody. Adferiad have a detailed Covid-19 Business Response plan that allows for essential face to face delivery (including distributing full PPE, covid protocols etc.)	NO	Amber

<i>Assumption</i>	Circles Accreditation will be achieved prior to contract start date	This will require staff to complete all application forms on time and ensure will each element of Circles compliance requirements	Accreditation application is already underway, and we are in a dialogue with Circles UK who have confirmed no barriers to achievement at this point.	JM	Green
<i>Risk</i>	Volunteer numbers become too low	Circle meeting will have to be cancelled or postponed until numbers increase	We plan to have volunteer numbers to exceed the maximum and to choose the right volunteers who are committed to the programme (this allows for flexibility when volunteers drop out or aren't available)	CJ	Red
<i>Assumption</i>	Circles will be ready to be delivered before call-off commencement date	Implementation plan will be completed prior to 14.2.2023	Critical activities will be signed off every week in lead up to contract start and mitigation protocols in place if any deadline is missed	NO	Amber
<i>Dependency</i>	All funding is dependent on regular reporting and successful Circles meetings taking place	Training will be in place for all service personnel to be aware of the importance of following each reporting element of the Circle – and how to send and receive these reports securely	Internal checks and processes in place to remind team leaders to send reports in a timely fashion	KE; DT; and appointed Volunteer Coordinators	Red
<i>Risk</i>	Costs exceeding the value stated in the tender/There is a budget overspend at any given point in the programme	One or more circles may cost more than anticipated due to circumstances beyond our control such as appropriate venue costs or travel	This has been mitigated and factored into the costings for each circle. However, we are aware of the risk and prepared to deliver as promised in the tender. Detailed breakdown of costs against specification. High value items procured early to expose any potential risk to appropriately plan any resolution. Tight management structure and regular budgeting meeting as per delivery plan.	NO; FT	Amber
<i>Risk</i>	CoSA is brought to a close due to exceptional circumstances by the authority	Safe exit arrangements must be followed by all service personnel involved in the circle and in line with Circle UK codes of practice	Training here will be key, to bring the Circle to a quick and safe end, following Circle Codes of Practice and personnel involved to be debriefed and reallocated where possible	KE and NO	Red

<i>Assumption</i>	Initial Assessments will be timely and accurate	Core Users will be processed swiftly, and this makes a positive exit from Circles more likely	Strict timescales are in place, and if missed, this sets off the reporting function and an appropriate solution put immediately into place	KE and Coordinators	Amber
<i>Risk</i>	Information gained during a Circle meeting poses an immediate threat to the service user, their family, victims or potential victims, the volunteers or wider society	Circle Meeting to carry on as normal so not to make the core member nervous or suspicious. Volunteers to report as soon as core member has left the building or if serious, police to be called immediately or any measures they feel are appropriate Impact will be that this is likely to be the last meeting of this Circle.	Communicate immediately (on the same working day) to the Probation Authority Risk management protocol to be initiated immediately. Coordinators must fill in an incident/accident form, the template and timescales of this form shall be agreed during Mobilisation.	Team leaders and coordinators – NO; ST; KE to be informed along with Probation Services	Red
<i>Issue</i>	Payment from the Probation Service and MOJ for contract services rendered are late or delayed	Initial impact here is the loss of the operational budget – however, this may be an indicator that there are administrative errors elsewhere in the system which will need an immediate resolution	Adferiad can evidence healthy reserves, alleviating issues of payment delays. We have dedicated finance teams who have managed previous MOJ contracts and have experience of providing financial support to projects paid in arrears. We have dedicated administration resources, and we have incorporated these in our implementation plan. Staff induction will emphasise the importance of accurate and timely paperwork as funding is dependent on this.	NO	Green
<i>Risk</i>	Data Breaches including loss of equipment through theft	Impact will be delay of reporting function until risk analysis has been completed and replacement hardware is in place	All equipment will be encrypted, and all files will be stored on a secure server rather than physical hardware. Workforce data protection and information assurance training and policy read, and sign log implemented. Adferiad holds cyber essentials certificates and ensures fidelity to scheme	NO	Green

Total Word Count – (Bidders to self-populate)	1000 Words (A&B) 3 Sides of A4 (C&D)
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