

## **3671-2-Reducing Reoffending-RFP Questionnaire Report**

### *Organisation Details*

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

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

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

### **Pertemps People Development Group**

Pertemps People Development Group Ltd

*02. Consortia and Sub-Contracting:*

*Please select one from the options below:*

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

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

*c) The Potential Provider is a consortium.*

### **Pertemps People Development Group**

b) Bidding in the role of Prime Contractor

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

### **Pertemps People Development Group**

Ownership

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

### **Pertemps People Development Group**

Yes

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

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

**Pertemps People Development Group**

n/a

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

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

**Pertemps People Development Group**

n/a

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

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

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

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

**Pertemps People Development Group**

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

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

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

**Pertemps People Development Group**

Organisation Details	Supplier	
08. Please provide details of your insurance cover.  If you do not have this information enter "none" in the column "Type of Insurance" field.		
	<b>Pertemps People Development Group</b>	
Record Label	Type of Insurance	Company
1		
2		
3		
4		
5		

  

Record Label	Sums Insured	Expiry Date
1		2015-06-30 00:00:00
2		2015-06-30 00:00:00
3		2015-06-30 00:00:00
4		2015-06-30 00:00:00
5		

Lot 8 North East

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

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

Have you completed and uploaded the template as per instructions?

### Pertemps People Development Group

Yes

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

[300 words]

### Pertemps People Development Group

PPDG's primed mobilisation strategy places in a high state of readiness with a Mobilisation Project Manager designated, staffing plan including specialist secondments drafted; delivery locations

mapped and proposed supply chain established. Intensive monitoring of strategy implementation including weekly reviews with National Operations Director and investment plan with mapped additional resources/contingencies assures target milestone achievement. Planned logistical and resourcing tasks include:

**Property/Premises:**

- Intensive local engagement with prisons, CRCs and NPS to map local delivery units/capacity and agree delivery locations—mid- April 2015.
- Reconfiguration of PPDG's existing delivery infrastructure, including community sites to match regional Participant Throughput Profile—mid May.
- Preparation and deployment of agreed delivery infrastructure including premises ICT and operational fit-out—end May 2015
- Pre-start operational testing of delivery infrastructure—mid-June 2015

**People:**

- PPDG will finalise its drafted staffing plans to ensure resource is deployed appropriately across the entire ECA (i.e. staffing in the transition areas will be community venue focused) and begin work locally to gain security clearance and key access—end of April 2015.
- Staff allocation for sub-groups e.g. sex offenders and women's services redeployed/seconded/recruited—end of May 2015
- Staff training on new systems including CATS+ and ensuring understanding of the distinct contract differences—end of June 2015

**Processes—end of June 2015:**

- Systems development & testing (prior to staff training)
- Referral strategy deployment—establishing service access points; referral processes/systems and staff work instructions production
- Training on agreed referral & interface processes
- Processing any cases to be transferred over to CFO3 based on new eligibility criteria to minimise service disruption and risk of recidivism.

**Supply Chain**

- Finalised Market Stewardship compliant SLAs signed with confirmed mutually agreed allocations; outcomes profiles; payment terms and conditions—end of May 2015
- Integration of staff secondments including system & process training including supported applications for CATS+ access and security clearance —end of June 2015

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

*[350 words]*

**Pertemps People Development Group**

PPDG has reviewed its current NOMS CFO2 contract management and administration infrastructure against the new contract requirements and has identified the requisite/expert personnel including:

Operational Management Team including: National Operations Director; Regional Operations Director; Senior Operations Manager & Transitional Area Leads that bring experienced/established

relationships with MOJ. With a combined 15 years NOMS CFO performance/quality management experience and collectively 30 years' experience of contract management in the North East.

Supply Chain Manager: With 3 years' experience of managing the NOMS supply chain in the North East. In PPDG'S NOMS Supply Chain 2014 survey 100% of subcontractors stated they had an excellent relationship with SCM.

Claims Co-Ordinators: enlarged administration/compliance resource to manage increased data integrity/evidence checks ensuring timely and accurate claims processing. This is an experienced team with fully developed systems knowledge and 100% NOMS contract compliance tested quality assurance processes.

[REDACTED]  
[REDACTED] 6 years NOMS  
CFO specific contract experience (value of £17m).

Central Procurement Team: includes Team Leader; Assistant Buyer and Procurement assistants with 6 years' experience of facilitating all DAF/ESF eligible purchases on NOMS CFO 1/2.

Internal Auditor: from PPDGs Risk and Compliance Department managed by a Risk Management Director & supported by audit assistants and quality assurers with ISO lead auditor & ESF regulations & compliance training.

Curriculum Development Manager: to ensure that course design and availability is reviewed, refreshed and evolved based on participant feedback; regional stakeholder engagement & lead practitioner advice. She was recently awarded an Honorary Membership of the City & Guilds Institute.

PR and Marketing (ESF publicity management): managed by PPDGs Marketing & PR Director & his experienced team who managed publication of 16,123 Press column inches; 16 Radio interviews; 3 x Webinars (225 attendees); 2,500 Twitter/Facebook followers; 150,000 website hits in 2013. 10+ years of ESF Publicity Works Toolkit management experience including EFFRR.

Health and Safety; HR: experienced designated managers who have worked on NOMS 1 and 2 commensurate with ESF/NOMS requirements including staff vetting and security clearance.

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

*[200 Words]*

### **Pertemps People Development Group**

PPDG's HR Department has a robust, audited DBS process that has successfully assured The Authority since 2009 of our capability to have security cleared staff in place to meet contract deadlines and target achievement. Processes include:

Security Checking:

- Initiating vetting checks following job offer via an external specialist, People Checking. Enhanced DBS checks are undertaken on all NOMS staff irrelevant of job role e.g. identity/5 years' references/right to work/ 3 years Proof of Residence & convictions;
- Where issues are identified PPDG have an escalation process whereby the Senior Operations Manager will seek guidance/approval from The Authority;
- Annual reviews/refresh of checks for all staff;
- Subcontractor HR staff complete their own security checks substantiated by PPDG's Staffing Verification Form audited by the Supply Chain Manager quarterly (100% check).

#### Prison Vetting:

- Senior Operations Manager will initiate the prison security process for internal staff &/or subcontractors;
- PPDG will facilitate completion of required online documentation/validation of ID, & Senior Operations Manager will sign-off;
- Staff member will attend prison induction & security awareness training;
- Quarterly compliance/process monitoring by Risk Management Director.

PPDG retain an electronic log of all DBS issue dates/reference numbers available to the Authority within 24 hours following signed consent from the individual.

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

*[350 Words]*

### **Pertemps People Development Group**

As NOMS CFO2 incumbent in the ECA, PPDG are fully conversant with the Authority's Information Security requirements & have demonstrated 100% full compliance through audited/proven processes. PPDG's Information Security Manager & Risk Manager Director have conducted a CFO3 Risk Analysis exercise to ensure full compliance via:

#### Managing Information Risk:

- Only Senior Operations Manager will be able to authorise CATS+ access & frontline CATS+ users (PPDG & end to end subcontractors) will be restricted to those who require access commensurate with their job role requirements/responsibilities. All staff will meet The Authority's Baseline Personnel Security Standard Check & security vetting check requirements;
- All data users will complete/sign the appropriate forms e.g. NOMS Data Usage Agreement, to be reviewed on an annual basis;
- Staff accessing CATS+ will complete all mandatory training by The Authority (supported by written guidance, telephone & email support) with scheduled refresher training provided by PPDG;
- PPDG's Auditing Team will conduct unannounced spot-checks/penetration test to ensure data security compliance, reinforced by annual/external ISO 27001 audits.

#### Protecting Personal Information:

- All staff will undertake online Data Protection training aligned to NOMS data-handling procedures, including minimum 6 monthly competency/compliance assessments to ensure understanding e.g. scanning/uploading evidence to CATS+ etc.

- PC/console security will be assured via user account creation; password management; termination & user rights as defined by our IT Security Policy;
- All laptops, USB data sticks & removable hard-drives utilised will be secured via encryption to FIPS 140-2 certification;
- Paper data will be secured e.g. via lockable carry cases for staff working in prisons/community or stored securely in lockable cupboards with restricted access;
- All data will be subject to controlled disposal e.g. paper via a third party Shred-It & electronic data through secure destruction.

Subcontractors: All subcontractor SLAs contain a requirement to ensure our overarching data security arrangements are mirrored. SLAs will be reinforced by the completion of compliance documents/statements of applicability, ensuring they understand and fulfil ICT requirements. On-going compliance will be assured via monthly PPDG Audits mirroring ISO/PAT audits, the feedback/results of which will be presented in monthly Performance Reviews & any necessary actions put in place/addressed formally where required.

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

*[400 words]*

### **Pertemps People Development Group**

PPDG are the current NOMS CFO2 provider in the ECA, therefore we do not anticipate any TUPE transfers. We have vast TUPE management experience, both of staff transferring in and out of PPDG including NOMS CFO2 contract transition in the West Midlands where 19 employees transferred into PPDG from SOVA & JHP; of which 63% remain with PPDG. All staff transferred into comparable roles and accepted PPDG's terms and conditions which were deemed more favourable than their prior employment contracts.

However in the event that there are such transfers PPDG will ensure compliance with both TUPE regulations and any additional employee pensions protection requirements by enacting our standardised Employee Transfer Methodology. This methodology is aligned to the most recent relevant legislation and ensures that transferred staff are:

- Treated fairly and as equals to existing staff
- Offered the same access to training, benefits/initiatives & progression (where appropriate), ensuring there is no emergence of a 'two tier' workforce
- Consulted with to ensure we understand their wishes and requirements

PPDG will communicate with The Authority (monthly as a minimum) throughout the TUPE process ensuring The Authority is notified of any developments e.g. disputes, proposed changes to terms and conditions of service.

#### **Subcontractor TUPE Support:**

PPDG has significant experience of supporting the transfer of staff across multiple supply chain members. We proactively involve subcontractors at the outset of the TUPE process to mutually agree potential liabilities based on capacity and commensurate to delivery allocations, ensuring all organisations have a full understanding of their TUPE obligations. PPDG will lead on TUPE activity guaranteeing subcontractors are fully supported to fulfil their requirements, providing:

- On-going support throughout contract mobilisation
- TUPE process IAG ensuring their undertakings meets all relevant legislative requirements
- Joint TUPE planning meetings to agree/document the approach to the transfer
- Hosted meetings with the transferring organisation and any Trade Union representatives
- Post transfer and staff integration support

Employee pension protection requirements:

PPDG has experience of the challenges of supporting transfers from multiple sectors e.g. public and private sector transfers involving Immigration Removal Centres (Dover and Haslar). We consistently adhere to all pension legislation i.e. TUPE and pension protection (TEPP) guidelines e.g. “A Fair Deal for Staff Pensions”, and good practice drawing on specialist external pension consultants as required and have a track record of sponsoring and supporting former pension agreements for transferred employees.

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

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

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

*[350 words]*

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

## **Pertemps People Development Group**

Financial Viability and Capability:

PPDG can confirm that it is a financially viable entity and has the capability to support a contract of this size.

PPDG’s final draft audited accounts for 2014 to support this are attached.

PPDG’s forecast Profit and Loss Account and Balance Sheet are attached.



PPDG also has the financial capability to support a contract of this size. PPDG has experience of managing up to 84 concurrent contracts, with differing financial models across many funders, both financially and operationally. PPDG's finance team is comprised of 13 people. This includes 3 fully qualified accountants with over 60 years' experience between them backed up by experienced accounting staff including a dedicated ESF Finance Manager who is responsible for the financial management of this type of contract.

PPDG has successfully managed NOMS contracts since 2009.

#### Financial Capacity and Sustainability

PPDG has been part of the ESH Group since 2008, backed by CHAMP Ventures; a leading private equity firm based in Australia.

PPDG has the full support of the ESH Group and CHAMP Ventures to deliver this contract. Please see attached a letter from the ESH Group confirming their support for PPDG in tendering for and delivering this contract, including reference to ESH Group's ability to offer a Parent Company Guarantee, should this be required.

Furthermore, PPDG has a strong order book, experiencing record levels of new contract wins recently, meaning PPDG is confident of its sustainability through continued growth in turnover and profitability.

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

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

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

#### **Pertemps People Development Group**

Yes

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

*[350 words]*

#### **Pertemps People Development Group**

PPDG has operated ESF contracts for many years and NOMS ESF contracts since 2009.

In preparing the bid for this contract PPDG has created a fully costed financial model, the costs for which are largely driven by the volume of participants expected to pass through the contract over its lifetime.

PPDG has been able to utilise historical cost information from similar contract delivery to help inform the costing process and is therefore confident that this approach will mean the actual costs will not exceed the permitted values by the end of the Contract Period.

In addition, PPDG has five years' experience of managing NOMS ESF contracts, both operationally and financially, and so has developed systems to monitor contract spend against delivery profiles subject to individual tariff structures. To achieve this PPDG employs a full time dedicated ESF Finance Manager, with many years' experience, to monitor contract spend on ESF funded programmes to ensure contracts are not only financially compliant but offer value for money and are delivered in line with budget limits.

Each financial model for the contracts is updated with actuals and compared to budget/bid values to monitor variances on a monthly basis and allow re-forecasting and planning to take place to avoid an overall imbalance to anticipated values by the end of the contract.

PPDG is confident that it has the experience, systems and expertise to financially manage the contract to deliver on budget.

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

*[400 words]*

## **Pertemps People Development Group**

Points in the Pathway:

We have used 5 years' experience of administering and managing £500k+ worth of DAF on NOMS/CFO contracts and analysis of the cohort needs to inform our assumptions on DAF which are:

- There will be minimal spend within custody and expenditure will typically increase as participants transition through the gate and progress closer to employment. [REDACTED]
- Expenditure will peak at the end of a participant's journey through the pathway (6 to 18 months) specifically aligned to interview; employment/self-employment and sustained employment milestones. Data indicates that currently it is predominately utilised to support participants into work with items such as tools, safety wear and equipment or to support those moving into self-employment.
- For community starts expenditure will occur earlier to support individual barrier removal and/or increased employability during supportive measure, short course or VET milestones, supporting

attendance on programme/work placement and spot purchasing of commercial training courses to meet client group needs e.g. Fork Lift Truck or Highways Training.

#### General Overview of Use:



We envisage similar expenditure items and values, with varying commercial training to reflect emerging local labour market needs, LEP priorities and growth sector skills and increased expenditure on items to meet ECA and sub target group needs e.g. appropriate/necessary work clothing enabling participants to take-up apprenticeships.

#### Eligibility Checking:

PPDG has been subject to 100% DAF checks in NOMS CFO 1 & 2 with no reported areas of risk a testimony to its robust processes which will be adapted for NOMS CFO3 including:

#### Eligibility Checks:

A pre-approved items/services list will be published to conduct preliminary eligibility checks. All authorised purchases will need to be approved by central procurement who conduct 100% ESF spend eligibility checks prior to the order processing. 100% validation checks by our dedicated ESF Finance Manager prior to monthly invoicing will prevent any claims being made for ineligible purchases.

#### Purchase Authorisation:

Any expenditure required to support an individual (up to £500) will be authorised by the Transitional Area Lead based on purchase eligibility/assessment of need. Purchases £500+ (up to £999.99) will be authorised by a Senior Operations Manager.

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

*[350 words]*

#### **Pertemps People Development Group**

PPDG has many years' experience of running multiple contracts for a variety of funders where some resources are shared across several contracts for both operational (direct) and central functions (indirect – head office/management).

#### Direct Costs – Staff:

The proportion of direct staff costs not fully allocated to this contract will be recovered through recording the number of hours the part allocated staff have worked on the contract on timesheets. This will include staff such as claims-co-coordinators, regional and national operations directors who are involved in the direct client delivery within PPDG's centres but across multiple contracts.

An hourly cost rate, using the method taken from the ESF Guidance is then calculated for each staff member and applied to the number of hours on their timesheet to arrive at a cost recovery for the shared staff resource, which is then recovered via the monthly staffing claim.

#### Support Functions & Infrastructure:

Infrastructure costs recovered, such as premises, are apportioned based on the number of desks allocated to the contract in each location as a percentage of the total desks in the location. Costs such as training rooms, rent, rates, heat and light, telephones, cleaning etc. are then recovered against the contract by taking this percentage of the total cost for each cost category to arrive at the amount of cost relating to, and recovered from, the contract.

#### Delivery Costs vs. Support Costs:

In arriving at the costs for the bid PPDG has built a fully costed financial model which is driven by enrolment volumes and participant caseloads. The costing process therefore focuses on the cost of resources to deliver the service to the participants.

Only when this part of the costing process is complete does PPDG turn to the costs associated with management/administrative support. [REDACTED]

[REDACTED]

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

*[400 words]*

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

#### **Pertemps People Development Group**

The values allocated to Operating Margin and Indirect Costs are as follows:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] PPDG has not allocated indirect costs on the basis of rounding up part support staff to a full time cost against the contract. This means that only the cost of the work done for the contract by indirect staff is costed; thereby ensuring that maximum funding is allocated for the benefit of the participants.

[REDACTED]

It should, however, be noted that PPDG operates a wide range of contracts which participants on this contract will be able to access, if eligible. These include, Adult Skills Budget, Skills Support for the Unemployed and Learndirect. No cost has been allocated to this contract for the use of these additional participant support services, rather it is offered as added value and it will be utilised where appropriate to complement participant progress and therefore enhance outcome achievement. In addition, the economies of scale afforded by the breadth of PPDG's current contracts means that this contract is able to benefit from a higher allocation of funding directly to participants rather than more needing to be spent on fixed costs and other infrastructure already paid for by existing provisions.

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

*[300 Words]*

### **Pertemps People Development Group**

We have embedded/audited processes to guarantee that all staff understand/comply with SyOps requirements. All delivery staff (PPDG & end to end subcontractors) will undertake the following:

- Completion of training provided by The Authority, followed by a consolidation meeting with Senior Operations Manager/Supply Chain Manager to ensure understanding prior to being granted access;
- Signing the SyOps access form stored on our QMS, to be signed off by 3xSignatorys & required user forms e.g. NOMS Data Usage Agreement to be reviewed on an annual basis;
- As part of Caseload Reviews conducted with Senior Operations Manager/Supply Chain Manager staff will have the opportunity to discuss SyOps & raise any concerns/issues;
- PPDG will run quarterly SyOps mandatory refresher training sessions to address any non-compliance issues;
- Staff will be provided with timely Aide Memoires & the sharing of best practice via e.g. intranet announcements;
- Utilising a record of staff with access, PPDG's Auditing Team will conduct monthly unannounced compliance checks with results and feedback discussed at monthly Performance Reviews & any formal corrective/preventative actions agreed/put in place.

We have a robust process invoked when any NOMS staff member leaves/moves contracts including:

Those serving a Notice Period: HR will complete a leaver/mover form a minimum of 2 weeks before the last date of employment & circulate it to all necessary departments including ICT; Risk and Compliance.

Those leaving with Immediate Effect: An email to be actioned immediately will be circulated to the relevant departments including HR & ICT, supported by leaver form documentation.

In both instances, on their last day of employment the Senior Operations Manager/Supply Chain Manager will recall and return access tokens by recorded delivery to the NOMS CFO helpdesk. Followed by formal confirmation/notification (within 5 working days maximum) sent via email as per the audited and documented NOMS process on QMS.

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

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

[400 words]

### **Pertemps People Development Group**

PPDG will deliver a targeted approach to ensure those most in need of support/requiring intensive intervention to build social inclusion/capital and increase their meaningful participation in mainstream provision/services benefit from the same. Utilising proven/tested engagement strategies from 5 years NOMS CFO experience PPDG's approach will include:

Differentiated Cohort Targeting & Engagement–

- Stakeholder engagement including contract walkthroughs, awareness sessions & working briefs to demarcate contract social inclusion objectives and target-group refocus, supported by shared referral protocols i.e. eligibility templates & check;
- Targeted engagement activities via agreed access points with those already working with the participant groups;
- Targeted prison activity/resources where volumes of regional/sub-target groups are likely to occur i.e. increased veterans/ older offender recruitment at HMP Northumberland;
- Differentiated target group engagement strategies i.e. utilising trained/vetted ex-service personnel mentors to identify veterans who go into 'deer-hunter' mode/female Case Managers to engage women at HMPYOI Low Newton;
- Utilisation of CATS+ assessments to provide regional focus & prioritise those hardest-to-reach;
- Integrated delivery with CRCs/NPS i.e. utilising resettlement plan assessments tool/practices to identify and prioritise those furthest from change;
- Community engagement targeted at those offenders who regularly fail to attend and participate in mainstream provision and locally available services.

Tailored & specialist support–

- Cohort centric Case Managers with regional/sub-target groups experience/expertise, evidenced by relevant and up-to-date training/qualifications e.g. Mental Health Awareness; Working with Dual Diagnosis; Ugly Mugs Training & Working with Sex Offenders;
- Specialist supply chain that can provide enhanced interventions/support for regional/sub-target cohorts including end to end subcontractors for women (Changing Lives) & veterans (Northern Learning Trust) with specialist staff offering enhanced case coaching;
- Tailored interventions/support measures offered in addition to the core service offer including differentiated barrier removal programmes not elsewhere supported i.e. Older offenders social/life skills workshops; promotion/uptake of 'Professional Apprenticeships' & The Princes Initiative for Mature Enterprise to reinvigorate social inclusion/employability.

#### Impact Monitoring & Continuous Development-

Activities that ensure targeted engagement and support meets the regional focus and has the greatest impact on those hardest-to-help, including:

- Referral Management and ECA/sub group KPIs monitored by the Senior Operations Manager to measure effectiveness of engagement activities and redeploy any corrective action/continuous improvement strategies.
- Differentiated progress measures and assessment tools i.e. Outcomes Star for general/regional cohort & [REDACTED] for hard-to-reach sub groups - to assess distance travelled; service subscription/non-subscription and identify any data trends for each group to refresh our offer in line with regional priorities.

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

*[300 words]*

#### **Pertemps People Development Group**

Settled accommodation is a critical pathway to positive rehabilitation as it:

- Provides foundations for accessing mainstream support/services;
- Increases employability and improves employment sustainability;
- Repairs/establishes family/social relationships;
- Improves community inclusion

PPDG will support/enhance NPS/CRCs accommodation assurance measures via:

- 1) A 'stock & supply' of suitable social housing-provided by national subcontractor The Home Group, the 4th largest housing provider in England. Timely referrals will avoid offenders being released into NFA/unsuitable housing & guarantee that accommodation is ready/appropriate upon release e.g. for older offenders/with mental health issues/women with children/sex offenders;
- 2) Access to Private-Rented Sector Accommodation-crucial as anti-social/offending behaviour often means that offenders are excluded by social housing providers. PPDG will bridge the gap between landlord-offenders by facilitating access to financial solutions needed to secure private rented sector accommodation i.e. bond/rent & deposit guarantees provided by local organisations/charities e.g. Compass Tees Valley; Oasis Aquilla Bond Scheme & Hartlepool Good Tenant Scheme & offer landlords on-going 24/7 mediation/support service;
- 3) Veterans Resettlement Officers-working with Local Authorities to ensure that they fulfil their duty/obligation to secure good quality housing for veterans under the Armed Forces Covenant;

- 4) Raising awareness of/facilitating applications for resettlement entitlements e.g. Discharge Grant & Discretionary Accommodation Grant;
- 5) First-Week Support-including a Housing Welcome Pack e.g. food; directory of local services & referrals to furniture projects e.g. Community Furniture Service;
- 6) Providing On-going support-e.g. Home Group's Good Tenant/Good Neighbour Courses including accommodation budgeting; independent living skills & Citizen Modules;
- 7) Development Fund utilisation to pilot innovative initiatives/continue best practice e.g. Women Outside Walls Bed Project;
- 8) Supporting Participation & Access-in tenant/resident groups/association and CAB/Voluntary Sector support;
- 9) Joint-Working-with key local groups e.g. Foundation Through the Gate assessment in Darlington; Regional Homelessness Group; Preventing Offender Accommodation Loss & initiatives e.g. Nightstop; Crashpad & No Second Night Out to source emergency accommodation where required.

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

*[400 words]*

### **Pertemps People Development Group**

PPDG have engaged/supported 2028 offenders with disabilities/health conditions on CFO2 in the NE (114% of our target). Barrier removal & stable recovery from both physical & mental health conditions will be supported by:

- 1) Specialist Providers-Case Managers will co-ordinate responsive support from:
  - a) APMUK: supporting those with low-level mental/physical health issues e.g. depression via e.g. dual-trained Occupational Therapists providing clinical, psycho-social, vocational & environmental interventions;
  - b) Turning Point: via seconded specialist staff placing experts in front-line delivery & offering intensive rehabilitation/therapeutic interventions for those with complex issues including young offenders/females & dual diagnosis;
- 2) Fast-Track Services-for e.g. older offenders at HMP Kirklevington Grange, who have presented a number of challenges including social care needs. PPDG's 'fast-tracked' healthcare offering will provide older offenders with speedy, meaningful interventions that complement existing services & engage older offenders, who's time out of cell is often limited/unstimulating;
- 3) Integrated Care Planning-promoting continuity of care from custody to the community, ensuring participants have appropriate pathways into health provision. PPDG will streamline access/interventions via: co-ordinating Care & Support Plans/ Multidisciplinary Plans to Action Plans/Resettlement Plans; co-location of services/joint planning/case reviews & agreed referral processes with e.g. HMP Frankland Westgate PD Unit; ACCT; NPS, CRCs, LA's, Substance Misuse Services & Clinical Commissioning Groups;
- 4) Gender/Cohort Focused Services-e.g. women-only psychologically/trauma informed counselling tackling abusive/exploitative relationships in which women are themselves victims; older offenders social care package including chronic disease management & palliative care;
- 5) Recovery Champions- access to trained & vetted ex-offenders who have successfully overcome addiction/mental health issues;
- 6) Pertemps Coachright-healthy eating/lifestyles programmes building participant ownership of health/wellbeing & capacity to gain maximum benefit from mainstream services;



- 7) Critical Friend Service-ensuring that basic health needs are supported e.g. ensuring the participant is registered with a GP/dentist;
- 8) Brokerage to voluntary sector services in community;
- 9) Use of Development Fund to develop/spread good practice.

Delivery will be underpinned/ reinforced by PPDG's Quality Assurance Board including Mental Health Practitioners/leads from strategic partners to provide clinical governance within PPDG's performance management framework. The QA Board will work closely with key strategic partners e.g. NHS England; NOMS PD Co-Commissioning Lead; National Prison Healthcare Board & NE Local Authorities to ensure that delivery is meeting the needs of participants & continuity of care between custody/community is being maintained e.g. LA compliance to The Care Act 2014 requirements from April 2015.

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

*[350 words]*

### **Pertemps People Development Group**

Effective, strong & supportive family/community links have a critical impact on successful rehabilitation/resettlement. We will foster approaches to safeguard & strengthen ties via:

For those with no/estranged families:

- 1) Pertemps Coachright Family Days—recruiting offenders to provide practical help/assistance so that they are socially engaged & benefit from the social interface & morale boost;
- 2) Critical Friend & Mentoring via PPDG sourced/vetted or Official Prison Visitor scheme to boost confidence & provide a consistent/reliable source of help/support. Will also encourage/advocate family interface on prisoners behalf by e.g. engaging with families to promote Prison Family Days & supporting offenders to write family letters;
- 3) Development of Positive Support Networks via cohort specific visitor days, including veterans visiting veteran offenders & intergenerational visits for older offenders to inspire & positively influence change;
- 4) Family Support Pilots—e.g. expanding the use of RoTL to broker/strengthen relationships between parents/carers & those in Deerbolt through family support sessions, counselling & mediation delivered in custody/community via Relate;
- 5) Community Mentoring & befriending schemes: e.g. CSV, Mentoring & Befriending Foundation

For those with existing family/friends:

- 1) Supporting/Maintaining links-family supported celebration events e.g. skills achievement/recovery from addiction; referrals to specialist/intensive courses building key family life skills e.g. PACT Building Stronger Families delivery which brings partners into prisons;
- 2) Practical/Pragmatic Support-based on the needs of the participant and their family e.g. supporting low income relatives/those travelling long distances via promotion/raising awareness of Assisted Prison Visits Schemes offering financial help towards travel costs;
- 3) Family Recovery Plans-whole unit approach to dealing with and managing the impact/consequence of a custodial sentence ensuring families are connected to the right support to prevent/recover from family breakdown i.e. Get Along; Make it Count; You Turn & Better Together;

- 4) Family Management via case conferencing/signposting with custodial Family Support/Engagement Workers to positively compliment and synergise activity e.g. HMP Northumberland bespoke visits for offenders whose children have disabilities;
- 5) Development Fund-to modernise reintegration services that distinguishes the different types of relationships and social ties i.e. for gay and lesbian families; EU migrants etc. & develop new and innovative methods of generational learning.

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

*[400 words]*

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

### **Pertemps People Development Group**

Whilst we know that there is no one 'ideal model' that addresses all the diverse needs of individual offenders, PPDG have created a core service, based on 5+ years NOMS CFO delivery; feedback from 19,000+ participants & consultation with our supply chain/stakeholders. A typical journey main cohort participants can expect is:

- 1) NOMS CFO3 Group/Individual Induction-introducing what participants can expect/PPDG's Code of Conduct; signing consent/eligibility forms;
- 2) A named/dedicated 1:1 Case Manager (CM)-acting as a single, trusted & consistent point of contact throughout the entire time on programme;
- 3) Initial In-depth Diagnostic Assessment-including Functional Skills linked to CATS+/OLASS assessments, FastPath software & a recognised distance travelled tool e.g. Outcomes Star;
- 4) Development of a tailored Action Plan-with CM, scheduling/sequencing interventions/support by PPDG/specialist partners. Signed by participant/CM demonstrating mutual agreement;
- 5) Minimum 1 hour per week appointments-with CM;
- 6) 24/7 Critical Friend/Advocacy Service-from CM, including crisis resolution/Guardian support & home visits/evening surgeries/text & social media contact (for those in the community);
- 7) Access to a trained/vetted Mentor-mapped/matched to the participants needs/barriers;
- 8) Social Inclusion/support network interventions including community-based family/peer led workshops;
- 9) Monthly Progress Review-revising CATS+ RAG ratings to identify new/outstanding areas of need;
- 10) Completion of minimum 2 Core-including 50% of participants undertaking jobsearch;
- 11) Undertaking a Participant Feedback interview-with CM;
- 12) Completion of minimum 1 Supportive Measure-including transition management between services & barrier removal support;
- 13) Completion of either 1 Short or Vocational Course-to increase progress into employment;
- 14) Awareness sessions/bite-sized tasters-of mainstream programmes;
- 15) Access to employers-employer talks/workshops & site visits to assure offenders that employment is possible & there are businesses who see the person, not the offence;
- 16) Through the Gate Service-including CRC Resettlement Plan enrichment e.g. Closeness to Change Assessment; 'Meet & Greet' at the gate; Housing Welcome Pack;
- 17) Secured & Sustained (13/26 week) Employment-following an interview;
- 18) Record of Achievement & Exit Plan-detailing 'Next Steps' & key milestones;

19) Aftercare-a minimum of 2 in-work support contacts within the first month of employment; triage appointment to identify & plan for any risk factors.

A minimum service offer responsive to individual needs through use of specialist staff; tailored delivery methods e.g. 1:1; group; reflective & creative learning. It will be paced as appropriately for each offender with activities/areas revisited several times as is often required by those hardest-to-help.

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

*[400 words]*

### **Pertemps People Development Group**

PPDG will take a collaborative approach to delivery for the hardest to help groups, working with each prison/YOI & other key local stakeholders e.g. Local Authorities, healthcare/housing providers & CRCs/NPS to jointly address gaps in provision/identify opportunities for added value. Ongoing discussions with stakeholders will inform focus of approach to deliver all specified regional ECA requirements. PPDG's collaborative approach will:

- Embed/ensure our involvement in the induction/assessment process, prioritising those hardest to help as early as possible;
- Identify when local provision/funding is due to end leaving gaps in provision;
- Streamline service access through joined-up delivery;
- Identify demand for additional services/scope for service enhancement;
- Gather/utilise Participant feedback to identify any emerging areas of need;
- Develop innovative/responsive multi-agency solutions.

Offenders with Mental Health Needs (including PD): offering:

- Fast-tracked access to services from seconded-in staff from Turning Point & specialist support from APMUK;
- Joint-working with key local stakeholders/initiatives e.g. NOMS PD Co-Commissioning Lead; HMP Frankland Westgate PD Unit & PIPES to ensure offenders benefit from a shared multi-modal model of care which maximises the effectiveness of interventions/minimises participant movement.

Offenders with Significant Drug/Alcohol Misuse Issues: offering:

- Collaborating with Prisons/CRCs/NPS to create a thorough/robust assessment process to identify participants, with emphasis placed on identifying drug/alcohol as separate issues but often inter-dependant;
- Joint-working with specialist Turning Point to develop solutions which address the underlying addiction/triggers to addiction whilst equipping participants with practical/emotional skills e.g. coping techniques & willpower workshops.

Vulnerable Women: offering:

- Specialist end to end case management from experts Changing Lives;
- Access to psychologically/trauma informed services including women-only counselling/critical friends/interventions focused around exploitative/abusive relationships;

- Gender responsive through the gate including access to safe/suitable social/private housing for women with children (49% of women at HMP Low Newton have housing problems on release).

Offenders Serving Long Sentences: offering:

- Working with North East Through the Gate Plus Service to ensure that lifers are adequately prepared for release & do not suffer from 'culture shock' e.g. through gradual reintroduction to community life/living via RoTL;
- Practical skills/techniques for release including Modern Life Workshops (technology); opening a bank account; accessing online benefits & independent living skills.

Sex Offenders: offering:

- Specialist end to end case management from Barnardo's;
- Increased promotion of enterprise skills via enterprise workshops linked to identified local skills gaps/Social Enterprise Development Strategy. Enterprise/self-employment is often an appropriate option for this group;
- Utilising Visitor Centres to establish 'Group Socials' to form positive networks which will enhance social inclusion.

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

*[350 words]*

## **Pertemps People Development Group**

PPDG will ensure CFO activity enables offenders to access the right programme for them and to progress on that programme. We will offer an extensive/dynamic range of progression routes including:

Mainstream:

- Accredited skills, vocational training; apprenticeships; Study Programmes and Traineeships via links with all local colleges; OLASS providers; local employers and PPDG;
- Careers, advice and guidance via the National Careers Services;
- DCLG/Local Authority funded contracts including Troubled Families (NE LAs has been chosen to Pilot an extension of the programme);
- DWP/JCP contracts including Work Programme & local Flexible Support Funded provision
- Self-employment and Business Start-up Programmes: New Enterprise Allowance; Princes Trust;
- Tenancy programmes that support social housing tenants into employment via links with local housing associations.

CRCs and NPS:

PPDG will exploit its relationships with North East NPS team, ARC & Sodexo to ensure activity complements NPS/CRC's delivery and individual Rehabilitation Activity Requirements via joint assessment & case conferencing activities to agree short term activity to support long term/mainstream progression routes.

Local Enterprise Partnerships:

The context in which NOMS CFO3 will be mobilised/delivered is one of considerable change/opportunity including :

- 1) LEPs: commissioning activity is expected early in 2015 via through 'opt' agencies including DWP and SFA. Funding will be focused on ESF priorities 8, 9 and 10 which will include vocational and educational training.
- 2) Youth Employment Initiative (YEI): ESF investment for NUTS 2 regions with youth unemployment rates above 25%, including Tees Valley & Durham. Funding will commission employment and skills programmes for 15-24 year olds.

PPDG's Business Development and Operational Managers are locally engaged in LEP commissioning consultations including Tees Valley Unlimited Task & Finish Group meetings ensuring offenders are represented in discussions & to ensure we develop complimentary services and plan for prospective progression routes available to offenders.

We will track LEP ESF contracts/activities to ensure up-to-date mapping of all progression routes available across region etc. with any new progression pathways and subsequent referral protocols/access points established as newly commissioned delivery is on-boarded. Processes will be agreed with newly appointed contractors including: standardised referral templates with inbuilt eligibility checks and tri-part interviews.

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

*[300 words]*

### **Pertemps People Development Group**

PPDG's Mobilisation Plan places us in a high state of readiness to engage with and manage the expectations of critical stakeholders with robust, focused but flexible planned change management controls/activities. Managed by our National Operations Director and deployed by Transitional Area Leads our strategy includes:

To date:

- Appointed Operational Leads providing stakeholder single points of contact
- Consulted with prison, CRC/NPS, Local Authority staff to review contract differences and plan joint-mobilisation activities that ensure we effectively manage the required step-change
- Revised referral protocols and co-location arrangements in alignment with new contract objectives
- Utilised current attendance at local employability/offender forums and communicated with networks of intermediaries to promote mutual benefits of NOMS CFO3.

End of April 2015

- Scheduled fortnightly mobilisation meetings with Prisons/CRC/NPS/NOMS staff to review progress and identify joint resolution planning
- Implement a live mobilisation communication system utilised by staff, subcontractors and stakeholder staff e.g. Yammar; e-bulletins/weekly progress reviews/bi-monthly newsletters/regular steering group meetings, which broadcasts key milestones achieved—staff in place; referral systems go live etc.

End of May 2015:

- Host scheduled Programme Launch events with CRCs/NPS and NOMS inviting local service providers to define/improve working relationships (Local Authorities; LEPs; NCS/OLASS providers etc.)
- Meet all LEP and Local Authority leads to establish a communication schedule, agree referral protocols and joint-working activities
- Plan/deploy increased prison presence and meet with prison frontline staff to mutually agree and set up access points and referral systems

End of June 2015:

- Arrange/host staff integration events including supply chain staff, to unite the wider offender management team—includes LDU floor walking; joint training; celebration event; joint programme launches for wider provider community including LEP employability forums
- Extend membership of the revised NOMs Steering Group to include CRC/NPS staff

End of August 2015:

- Intensive monitoring to ensure delivery infrastructure operating as planned, stakeholder engagement/understanding, cohesive communications etc.

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

*[300 words]*

### **Pertemps People Development Group**

PPDG will maintain relationships with community-based participants via experienced Case Managers.

Releases from Custody: managed by either their custodial Case Manager or an appointed community Case Manager determined by HMP access arrangements and/or participant preference. Ideally introduced to an allocated Community Case Manager and seen at least 3 times prior to release who will:

- Schedule/meet participants on release to monitor/support the critical first 48 hours
- Accompany participants to their accommodation & LDU on their first reporting day
- Issue them with a Community Pack with resettlement and emergency contact/crisis resolution information
- Support immediate issues i.e. continuity of treatment/care (prescriptions etc.)
- Schedule next interview within 24 hours and provide travel costs.

Short Sentence Prisoners will be allocated a singular specialist Case Manager (cleared to work in prisons) ensuring consistency of support throughout so that the levels of trust needed to keep these offenders engaged and break the cycle of habitual offending can be built.

Ongoing engagement and support for Community Starts and Custodial releases: Community Case Manager will:

- Schedule regular interviews/interventions & action plan reviews (frequency based on need minimum weekly) at appropriate and accessible community-based venues including LDUs
- Send contact reminders via text, email, social media, post and telephone
- Co-location of delivery and case conferencing with CRC providers to coordinate interventions/communications minimising duplication and streamlining activity

- Bespoke & specialist mentoring services including out of hours/early evening surgeries/interviews
- Face to face delivery including group activity and home visits (as required)
- Peer mentoring/critical friend service via trained and vetted mentors
- Vote of confidence communications via text, email, social media letters and calls to offer encouragement and support
- Robust failure to attend management: including immediate contact via telephone or home visit to determine FTA reason; contact/communication with the CRC/NPS offender supervisor to arrange joint intervention.

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

*[350 words]*

### **Pertemps People Development Group**

PPDG has a systematic approach to gathering/analysing participant feedback obtained at key pathway/developmental stages to ensure we are meeting needs via provision/coordination of relevant, meaningful and correctly sequenced activities. Feedback will be gained from each and every participant to give a total representation of service satisfaction/relevance. Gathered via:

- Structured Interviews as defined by NOMS
- Course consolidation forms
- Anonymous Surveys (On-programme and Exit) available on/offline
- Focus groups
- Social media
- Evaluation reports.

All recorded feedback will be reviewed, analysed and evaluated bi-monthly by Senior Operations Managers. Participant feedback will be discussed at all monthly staff/subcontractor performance reviews ensuring any issues are highlighted and preventative/corrective actions implemented in a timely manner. We will incorporate any feedback submitted via our Complaints and Grievance procedure.

Case Managers will ensure all baseline requirements are fulfilled prior to Participant Feedback being logged/submitted for payment, verified by PPDG Claims Co-Ordinators. Case Managers will log all/any Participant Feedback interviews conducted on the offender's CATS+ record ensuring achievement of 85% completion of feedback forms. Before the first Participant Interview is logged for payment the Claims Co-ordinator will ensure the participant's Enrolment and Assessment has been completed, their Action Plan started and 2 Core Activity items completed by checking their individual CATS+ record. This will ensure that participants have sufficiently progressed through the pathway to enable them to provide beneficial feedback.

Participant feedback is vital to our continuous improvement and future proofing delivery, ensuring that we review our service offer in line with what is reported as needed, relevant and appropriate. It drives our user-led service design strategy. Our Senior Operations Manager and Curriculum Development Team review/analyse/revisit participant and stakeholder feedback on a monthly/quarterly basis to:

- drive service improvements and innovation
- develop and evolve our curriculum

- address any shortfalls or gaps in service
- identify corrective actions to be undertaken.

We operate a joint service planning process and in response to previously analysed feedback we have developed/introduced service innovations to address changing priorities and meet evolving participant needs i.e. interventions/solutions such as: managing your online personas; dealing with negative social media; legal highs=illegal lows; 50+ Rocks including 'techy' training and walking football.

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

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

[250 words]

### **Pertemps People Development Group**

The North East ECA encompasses transition regions (Durham & Teesside) with ring-fenced targets which have to have a significant bearing on the geographical distribution of activity/resource:

Prisons: certain establishments will be offered considered delivery with prioritised referral and support targeted at specific hard to help groups screened as those most in need. Our throughput profiles are based on consultation and close working knowledge/relationships where priority referrals are most likely to be generated from within the custodial estate.

Community Sites: Community delivery profiles have been mapped against release data for the resettlement prisons to ensure we target delivery and resources in the areas where these participants are more likely to require enhanced through the gate and resettlement support.

Profile assumptions will be shared/agreed with Prison/NPS/CRC staff during the contract mobilisation period. On an ongoing basis we will:

- Schedule joint reviews of engagement & screening strategies to agree adjustments/refinement & proactive resource management
  - Share screening and assessment tools
  - Integrate service delivery–staff/resource based in establishments to maintain working relationships and support contract understanding
  - Provide performance feedback/good news stories to ensure motivation to refer/engage with the service is maintained and clearly evidencing programme benefits, even if numbers are limited.
- This approach will ensure that prison/NPT/CRC staff & Senior Operations Manager will contribute to and agree with the planned approach and subsequent re-profiling or remedial measures to address any target shortfalls/surplus or accommodate estate reconfigurations/re-roles e.g. HMP Holme House's anticipated status as a sex offender support site.

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

[250 words]



## **Pertemps People Development Group**

PPDG will galvanise experience from ESF Support for Families with Multiple Problems, where we effectively managed stakeholder's expectations regarding a shift in focus to short, incremental steps which better prepare individuals to participate in/benefit from services/support. Our CFO3 approach will sell the benefits/promote social inclusion as the bedrock for wider success criteria via:

- Programme Launch Events & Awareness Sessions: signalling in a shift-change in the focus of provision;
- Contract Walkthroughs in Prisons: to explain key changes including assessment criteria; the benefits of social inclusion for prison life/resettlement/rehabilitation & how it adds value/makes delivery more cost-effective e.g. existing employment focused interventions in custody will benefit from improved take-up & participation;
- Published Working Briefs: including details of a SPOC; shared profiles & FAQ log;
- Staff Workshops: with mainstream providers/agencies who are already working with participants & experiencing high-levels of FTA to jointly identify those who most need this service to progress on provision & therefore introduce the concept of 'inclusion for employability'.
- CRCs/NPS: production of a menu of activities that CRCs can draft-in from CFO3 contributing to e.g. improved attendance/participation; improved take-up of services; improved closeness to change & improved pro-social behaviour;
- Housing/Health Providers: reinforcing the importance of their role within the programme & 'what is in it for them' e.g. better & more well-rounded tenants; reduced levels of anxiety & depression; improved levels of health condition management;
- EFFRR related communication: Concept for Change forums/events will raise awareness that placements; tasters etc. are vital for forming positive new networks.

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

*[250 words]*

## **Pertemps People Development Group**

PPDG will adopt a shared referral generation strategy with all stakeholders that targets and prioritises offenders in the identified hard to reach groups. This will be endorsed by our communication and marketing activity and shared screening/eligibility assessment tools to attract appropriate referrals from the right access points including:

- Induction teams conducting BCST assessment;
- CRC/NPS staff completing resettlement plans;
- Offender Supervisors conducting OASys and sentence planning;
- Substance Misuse/Mental Health Services;
- Wing-staff.

The effectiveness of these strategies will prioritise referrals and reduce the risk of inappropriate referrals. However PPDG will operate a 'no wrong door' policy ensuring offenders are supported, so as not to disrupt progression and risk exclusion/recidivism via:

- Mapped service alternatives and eligibility checks for those screened out via our partnerships with JCP; Local Authority and/or LEP commissioned contractors; SFA and EFA providers including colleges; apprenticeship providers

- Streamlined/fast-tracked signposting and referral pathways/protocols to mitigate against detrimental delays in 'case handover'
  - Hosted 'market stall events' for CRC/NPS staff & offenders screened out to meet alternative providers/service. We will exploit the recognised and trusted NOMS brand to positively endorse available support.
  - Scheduled 'chats and tasters' facilitated in community sites with alternative providers managed via a centralised booking system including Through the Gate meet and greets.
- Where engagement/service activity persistently generates erroneous referrals we will invoke corrective and remedial action including:
- Review of referral processes to verify activity is focused at priority groups.
  - Improved use of screeners to verify eligibility/suitability earlier in the process ensuring expectations are managed/appropriate support clearly signposted.

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

*[300 words]*

### **Pertemps People Development Group**

PPDG are in consultation with the CRC's/NPS to design/deploy joint-operating practices to generate appropriate referrals & align/compliment delivery, including:

- 1) Co-location–replicating CFO2 arrangements with staff delivering CFO3 from Local Delivery Units. Supports service integration and unites delivery teams. Distribution of resource/support will be reviewed/refreshed regularly to meet referral/throughput profiles & emerging demand i.e. hot-desking or floor-walking; shared booking system.
- 2) Nominated Single Point of Contact - clear & localised communication/feedback that ensures CRCs/NPS are not overwhelmed/excluded.
- 3) Referral Generation via service/staff sessions promoting mutual benefits & wider success criteria i.e. improved attendance; service take up; pro-social behaviour. PPDG will support those furthest from change & support the referral of those not progressing/engaging with complex barriers to employment/social inclusion.
- 4) Published Quarterly Service Offer that can be drafted in by courts/CRC/NPS. Informed by service reviews and design meetings e.g. weekly meetings with CRC leads to give/gain feedback on emerging needs/trends & DAF pilot/curriculum development reviews;
- 5) Resettlement Plan–working with CRC's/NPS ensuring CFO delivery is called upon to enrich/strengthen planned activity. Named in the plan with full sight of its contents to: align/sequence delivery, fulfil gaps and avoid duplication; monitor attendance.
- 6) Multi-agency case-conferencing; warm handovers & caseload reviews to coordinate activity.
- 7) Contract Review Meetings with CRC heads
- 8) Reformed tri-agency 'NOMS CFO Steering Group' via which CRC's/NPS will review delivery, conduct service audits & feedback on what is working/what isn't and jointly clarify/prioritise emerging priorities/future delivery needs. Reinforced/underpinned by PPDG representation on the North East Service Integration Group/Local Offender Partnership Board.
- 9) Joint-risk management–ensure access to risk information (i.e. utilisation of referral forms to ensure risk levels are clearly identified/communicated). PPDG will attend risk of harm meetings & inform NPS/CRC of change (up/down) so escalation of risk/enforcement processes are invoked.

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

*[400 words]*

### **Pertemps People Development Group**

PPDG will build-upon established links with both LEPs in the ECA to ensure that CFO3 provision adds value to/supports LEP funded activity & the needs/requirements of offenders are comprehensively/effectively represented via:

#### **Raising Awareness:**

PPDG's dedicated Business Development Leads will actively 'on-board' LEPs via a series of targeted engagement activities including:

- Continued attendance at LEP events, e.g. PPDG sit on the board of Tees Valley Unlimited ESF Employment & Skills Task & Finish Group to ensure that we are up-to-date/conversant with priorities/future delivery;
- Involving LEPs in CFO3 programme launches through e.g. LEP specific workshops;
- Promoting the benefits of CFO3 through LEP meetings/briefings to showcase the service/value it can add to LEP funded activity e.g. Development Fund to fill any identified/emerging local gaps;
- Meeting with LEPs to establish a communication schedule/agree any shared objectives; progression pathways & joint-working activities;
- Utilising our role as EFFRR Prime contractor to ensure LEP links through employers;
- Offering support/resource should either LEP need assistance in finalising their offender strategies;

#### **Avoiding Duplication:**

PPDG will ensure that CFO3 compliments & adds value through good communication channels & a mutually beneficial two-way information/data sharing structure that includes:

- Service Audits—including pipeline contract monitoring by our Business Development & R&D Teams, mapped against LEP commissioned activity, e.g. we will seek to identify synergies/opportunities to complement LEP-funded Youth Engagement Initiatives against young offenders delivery in the area;
- Reconvening NOMS Steering Group, inviting Senior leads to represent LEPs. This will enable LEPs to steer CFO3 delivery ensuring it continually fits/aligns to their priorities. They will benefit from 'grassroots' information that enables them to future-proof their responses to upcoming funding;
- Collaborative working with Local Growth teams to maximise participant access to employment/training opportunities generated through LEP investment e.g. Growth & City Deal. With Authority approval this will include developing new Short Courses/Vocational Courses to reflect growth sectors/ inward investment;
- Ensuring CFO3 representatives sit on both LEP steering groups (PPDG / supply chain or EFFRR members). They will feedback any emerging strategies / identified gaps or regeneration activities e.g. new housing developments to the frontline teams & ensure that they align delivery accordingly;
- Data sharing e.g. monitoring/review reports to LEP Boards/Employment & Skills Sub-Groups & evaluation of provision;

#### **Referring to LEP funded activity:**

To be continually mapped, reviewing & established as newly commissioned contracts are on-boarded, to include:

- Pre-Referral Routeways/warm-up activities;

- Standardised referral templates with inbuilt eligibility checks;
- Tri-part interviews;
- Crisis resolution support.

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

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

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

**Pertemps People Development Group**

Yes

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

[400 words]

**Pertemps People Development Group**

The initial distribution of both our internal and subcontracted-in resources has been allocated across the ECA based on predicted levels of demand based on CFO2 experience; CATS actuarial data and PNOMIS reports and are aligned to the CFO3 contract objectives and cohort targets. PPDG's delivery team is comprised of 4 distinct levels including:

1) PPDG Internal Resources:

PPDG's internal delivery team will retain responsibility for the end to end case management for 4,036 enrolments [REDACTED] including both the general and some ring-fenced cohorts/sub groups. Currently on CFO2 [REDACTED] of PPDGs participants are from the Transition Areas of Durham and Teesside, which is aligned to the [REDACTED] ring-fenced component within CFO3. We have mapped current resource against requirements of the new specification to ensure focused coverage in CFO3 to be managed by a dedicated Transition Area Lead with allocated delivery teams and subcontracted resource.

2) End to End Case Management Subcontractors:

Providing case management for identified target & sub groups. Specifically selected based on priority group experience; localised knowledge and relationships; and geographical coverage/capacity to deliver case management activities on behalf of PPDG for specific ECA target groups. These include the following with their assigned ECA target group:

- Changing Lives: case management of all female participants from the general cohort and ECA target group [REDACTED] of enrolments)
- Barnardo's: case management for all participants in the Sex Offender ECA target group [REDACTED] of enrolments)
- Northern Learning Trust: case management for all participants in the Ex-servicemen ECA target group [REDACTED] of enrolments).

### 3) Strategic Delivery Partners Staff Secondments:

Specialist Staff seconded into PPDG internal delivery & subcontractor teams/sites to provide access to immediate specialist and enhanced support to ECA priority & sub groups i.e. Home Group staff supporting those with accommodation needs. Intensified requirement identified for sub groups i.e. those 50+ & lifers leaving custody with no family network or home to return to. Strategic partners providing staff on secondment & their specialist service areas include:

- Home Group - Accommodation
- Turning Point - Mental Health and Drug and Alcohol
- Sova/Wise Group - Mentoring
- Coachright - Youth Services & support options for lifers/those 50+

### 4) Spot Purchasing:

Call on/off providers of services/courses in line with cohort demand that cannot be met within the existing subcontracted/seconed supply chain partners. I.e. vocational training and/or cohort specific services.

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

*[400 words]*

## **Pertemps People Development Group**

PPDG will use a proven performance management framework to monitor, manage and drive performance including:

- Assigned lines of responsibility: Regional Operations Director will oversee overall contract performance, supported by Supply Chain Manager managing subcontractor performance.
- Signed Subcontract Service Level Agreements (SLAs) include:
  - Contracted T&Cs, delivery allocations/profiles, quality requirements
  - Performance Management Framework including target Key Performance Indicators (KPI)s,
  - PPDG Charter/Code of Conduct
  - Compliance & Risk Management Policies
- KPI Dashboard: monitored weekly, measuring qualitative/quantitative performance against targets reported/analysed by the Regional Operations Director including:
  - o Performance: achievement of targets & outcomes
  - o Compliance: maintenance of CATS+ records; quality assurance results/rejections; evidence checks; security clearance updates/data security protocols.
- Monthly Contract Performance reviews (attendees include Executive Board and Operations Director) reviewing entire contract performance and KPIs
- Monthly Performance Reviews: undertaken with all internal/subcontractor managers against a standard agenda including:
  - o Performance: KPI performance achievement against in month/cumulative targets;
  - o Resource Management: delivery issues; staff development & ongoing resource/demand analysis;
  - o Service Quality & Compliance: Participant feedback/complaints; Continuous improvement;
  - o Monthly caseload reviews and annual Mutual Development Reviews to monitor individual staff performance and target achievement.

PPDG and its subcontractors have mutually agreed volumes/profiles based on predicted need. These will be finalised in individualised SLAs at contract award. We have consulted with subcontractors about the need for service flexibility and responsiveness with planned SLAs reviews to take place every 6 months (minimum) to ensure allocations are aligned with throughput. Any variations will be mutually agreed by PPDG's Supply Chain Manager and Subcontractor documented on an updated/signed SLA ensuring adherence to the Authority's Change Protocols.

Subcontractor Underperformance: including:

- Formal Provider Performance Capability Review
- Partner Improvement Plan (PIP)–reviewed regularly
- Menu of options/interventions to address underperformance e.g. staff training and job shadowing

Staff Underperformance: addressed via a formal Performance Capability Process including:

- Initial review of cause conducted by the Senior Operations Manager
- Increased Caseload Reviews
- Performance Improvement Planning

Extraordinary Measures:

Supply Chain:

- Subcontractor removal case escalated to Executive Team and the Authority
- Contract termination and Contract Exit Plan
- Performance audit and extrapolation invoked where required
- Intermediary services/contracts to minimise service disruptions
- Refreshment of the supply chain via our selection process and redistribution to performing/new organisations

Internal Staff:

- Internal transfer to another contract/demotion;
- Disciplinary – verbal; written and final written warning
- Disciplinary action may include: suspension; demotion; stoppage of pay
- Escalation to a formal Disciplinary and/or gross misconduct procedure supported by HR with possible termination of the employee's contract.

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

*[300 words]*

## **Pertemps People Development Group**

As a NOMS incumbent operating CATS for 5+years PPDG has audited/proven processes that assure the frequency, quality & accuracy of information entered. Our 2 tier approach includes:

Case Manager Model:

We will adopt a personalised approach to data management. Case Managers (PPDG & end to end subcontractors) will be solely responsible for managing/maintaining CATS+ records through the entering/updating of information, including details of specialist interventions. This is based on a proven approach during delivery of NOMS CFO2 which ensures that information is entered in 'real

time' at the point of interview/intervention-there is no delay to data entry & all records are up to date at any given time. Our approach also ensures that all information entered provides a true/accurate reflection of the interview/intervention; a level of personalisation that can easily be lost where information is updated remotely/anonymously. Case Managers will undertake training to ensure that they are conversant with the use of CATS+ including:

- Full systems training/contract walkthrough;
- CATS+ training as provided by The Authority;
- On-going refresher training aligned to performance management, continuous improvement & annual review of user agreements.

#### Data Validation Checks:

Conducted monthly by PPDG Claims Co-ordinators (20% dip-sample on all overall records) utilising the suite of CATS+ reports to assess the compliance/quality of information. Data checks will ensure that:

- All progress/achievements are recorded & associated detail is thorough;
- The 'live diary' function is up to date e.g. last note entered, with the next interview/intervention clearly stated;
- Data Integrity checks have been completed/are of a high standard;
- Action Plan & RAG status bar are up to date including identifying any outstanding actions still required;
- Supporting evidence is scanned/uploaded to the CATS+ record.

If records are found not to be up to date, feedback is provided to the Senior Operations Manager/Supply Chain Manager to be discussed formally during reviews.

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

*[400 words]*

### **Pertemps People Development Group**

Our Service Level Agreements contain our Code of Conduct & clearly outlines payment terms for each subcontractor including commitments from PPDG that all subcontractors will be paid on a timely basis to ensure they are never 'out of pocket' for delivering on our behalf. We have introduced a new type of subcontractor arrangement to our model for NOMS CFO3 to include staff secondments from Strategic Delivery Partners to integrate key services whilst offering these partners a more stable contractual delivery option as an alternative to spot purchasing and remove allocation/volume risks.

1) Payments to Subcontractors for end-to-end provision for core clients—paid on same terms as PPDG which will include payment based on a standardised % of service fee paid on a monthly basis and % of PBR paid against the monthly invoices of quality assured and evidenced payment stages.

2) End-to-end for those requiring higher levels of support (e.g. hard-to-reach groups)-paid on the same terms as PPDG based on a standardised % service fee paid on a monthly basis and a % of PBR against the monthly invoices of quality assured and evidenced payment stages. They will have

accelerated and intensified access to ring-fenced resource from our Strategic Delivery Partners acknowledging prioritised and enhanced need for some ECA/sub groups.

3) Those delivering interventions specific to participant pathway stages (e.g. strategic delivery partners i.e. Home Group and/or training providers i.e. APMUK):

- Via secondments – monthly salary aligned to apportionment of FTE spent on delivery evidenced and invoiced via timesheets.
- Rate card of course tariffs to be finalised during the mobilisation period for all courses.

4) Any call-off contract arrangements: paid on a rate card basis–agreed tariffs’ for services that can be spot purchased.

Payment of DAF: PPDG will continue to manage and administer all DAF expenditure with subcontractors reimbursed on a monthly basis based on our purchase and invoice systems (Kypera) subject to ESF regulations compliance and evidence checks.

We have established current agreements on predicted requirements to support the identified cohorts; each agreement will contain regular review periods and break clauses so that our supply chain service can be refreshed and modified based on emerging and localised demand/needs. Any impact that may have on the contributions and therefore payment for each subcontractor will be recorded and all supply chain reconfigurations approved by the NOMS Contract Manager.

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

[350 words]

### **Pertemps People Development Group**

A dedicated NE CFO3 Supply Chain Manager will manage all subcontractor expectations, ensuring continued alignment to the principles outlined in Schedule P via:

- Utilising our robust/existing sourcing & selection process as the foundation/evidence of the allocation of all volumes. PPDG have already identified organisations with the expertise/experience to deliver CFO3 services & volumes have been mapped commensurate to capacity/capability & mutually agreed to ensure they are significant & manageable;
- All allocations are established/ documented in an individual Service Level Agreement pledging our commitment to offering subcontractors a minimum contract of 3 years. SLAs will also contain break-clauses that can be invoked by either party at any time;
- Subcontractors will be given the opportunity to ‘opt-in’ to PPDG’s Subcontractor Staff Secondment Model, reassuring them that regardless of the volumes they actually deliver they will never be ‘out of pocket’ as resource will be utilised to support other areas of delivery;
- Regional Operations Director & Supply Chain Manager will monitor/manage fluctuation in volumes.
  - o Volumes decrease: we will work with subcontractors to develop new ways of driving referrals.
  - o Volumes increase: numbers will be fairly re-allocated where we have identified tolerances /contingencies enabling uplifts in delivery to be absorbed. A Business Case justifying additional allocations will be sent to The Authority for approval;



- Should a subcontractor make a complaint regarding allocation of work, we have a formal dispute resolution process including escalation to National Operations Director & The Authority. Meetings will be evidenced by agendas/minutes;
- Offering subcontractors' clear visibility of their own/other subcontractor's performance through joint performance reviews; Supplier Extranet; Skype Conferencing & an annual NOMS Regional conference.

PPDG propose to utilise a spot-purchase model that provides specific services on an ad-hoc call on/off basis, to support the specific needs of participant's. Where we are spot-purchasing a particular function/service regularly, we will ensure that it is integrated into the subcontractors regular payments/original agreement is reviewed. Where it is a service that is being offered from a new partner (& cannot be offered from the existing supply chain) new agreements, including a formal SLA, will be mutually established.

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

*[300 words]*

### **Pertemps People Development Group**

PPDG believe in treating our supply chain as an extension of our own team. As such our transparent & open approach to entering into arrangements with subcontractors is underpinned by ensuring that fundamentally 'they see what we see' guaranteeing mutual expectations are outlined from the outset. This ensures that we do not leave any room for lack of understanding/ interpretation of the requirements of delivery.

All end to end subcontractors e.g. Changing Lives; Barnardo's & Northern Learning Trust; those offering specialist support/seconded staff e.g. Home Group; Turning Point & Sova & those supplying spot-purchase services e.g. APMUK, RBLI & Money Advice Service will receive PPDG's CFO3 Terms & Conditions within 30 days of contract receipt. PPDG's Procurement Department will be responsible for preparing PPDG Terms & Conditions, which will replicate & be produced in an identical format as the Industry Standard Partnering Agreement, including e.g. price & payment conditions & dispute resolution processes. Terms & Conditions will be relevant/ tailored to level of agreement/delivery & specific sections of particular relevance to subcontractors e.g. the requirements to produce an annual Service Plan, Service Report & Continuous Improvement Report will be clearly highlighted. PPDG will never detract from ISPA contents, only add to/enhance with PPDG specific additional to core requirements/obligations.

All PPDG T&Cs will be supported by legally binding & individual subcontractor Service Level Agreements to reflect the mutually agreed delivery to be provided e.g. service, allocation of volumes, geography etc. SLA's will also serve to reinforce the T&Cs by documenting core operating principles & procedures including:

- Policy Compliance including Health & Safety; Data Security; Equality & Diversity; Fraud.
- Performance Management Framework & Contract Monitoring;
- ISPA & PPDG Charter/Code of Conduct;
- Contract terms & conditions, contracted service delivery requirements, quality standards, target KPIs and PIs and continuous improvement requirements.

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

*[300 words]*

### **Pertemps People Development Group**

PPDG prides itself on its data & evidence accuracy conducting a 100% paperwork audit system before claim. On current NOMS CFO2 contracts we achieve 100% Start & 98% Hard Outcome evidence accuracy. PPDG's robust & thorough series of 'checks & balance measures' will guarantee the accuracy of all CFO3 claims for Achievement via:

**Compliance Checks:** Senior Operations Manager are responsible for approving achievements claims e.g. the completion (not necessarily passing of) Core Activities, Short Courses & Vocational Courses & checking attached details/information to ensure that the Participant Journey is clear/ evidenced. PPDG Claims Co-coordinators will utilise a weekly generated CATS+ report to check in-week claims against physical/hard copies of evidence. Where information is absent/non-compliant, Case Managers will be given 3 working days to rectify any issues & completed entries/evidence will then be signed off by the Senior Operations Manager or escalated where insufficient evidence submitted.

**Final Validation:** PPDG Regional Claims Co-Ordinators will conduct data integrity checks and validate all entries & stage payment evidence. This will ensure that we have complete segregation & separation of duties with the final monthly check before submission being approved by non-operational/delivery staff. This will assure The Authority of the integrity & accuracy of all claims submitted. Claims Co-ordinators will ensure that for every CATS+ claim there is associated evidence that is both accurate & compliant.

**Quality Assurance Audits:** PPDG will deploy local Audit Teams to conduct 100% Internal Compliance Checks & Audits (announced and unannounced) across the entire delivery team (internal & subcontractors) via e.g. remote evidence checks, live site visits. Audit reports will be generated & escalated to Senior Operations Managers/Supply Chain Managers every quarter with the results reviewed with Case Managers as part of performance reviews to ensure on-going continuous improvement.

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

*[300 words]*

### **Pertemps People Development Group**

PPDG nurture talent/innovation within our internal and supply chain staff empowering them to voice ideas to collaboratively and continually improve service delivery. To foster innovation PPDG will:

- Develop an online NOMS Ideas Forum enabling staff (PPDG/supply chain) of all levels to share and suggest ideas for change, innovation, service improvement and put forward cases for use of the Development Fund.
- Nominate staff tasked with identifying the most responsive ideas with a focus on meeting participant and key stakeholder needs. Presenting ratified ideas to a cross-partnership board -

innovation working group to capture innovation ideas/opportunities, enable rapid investigation, transfer/implementation and dissemination

- Trial ideas which respond to an immediate/emerging need or service gap via the Development Fund (with NOMS approval). PPDG will assess level of need and prepare a business case ensuring existing activity will be enhanced and potential for creation of a new Short or Vocational Course.
- Utilise/create Subgroup boards, e.g. Women's Strategy Board, to enable service users and specialist staff to suggest and review innovation/ideas ensuring a responsive service.

PPDG will ensure ideas for improving delivery are shared with the Authority via the Regional Operations Director acting as a single point of communication ensuring all service developments/variations are approved prior to being deployed.

PPDG will share innovation via:

- Development Fund evaluation reports highlighting what works, the benefits to participants and wider outcomes; this will be shared with the supply chain, CRC provider and NPS
- NOMS Steering Group providing regular updates on new pilots, initiatives and suggestions arising from PPDG, supply chain and specialist partners
- NOMS Contract management/performance meetings ensuring a regularly agenda item to provide updates and discuss any best practice/arising issues.
- Monthly Provider Report.
- Evaluation/lessons and best practice reports & workshops.

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

*[300 words]*

### **Pertemps People Development Group**

PPDG's robust contract and performance management framework will ensure transparency and accountability across the supply chain. It will facilitate the continual review of delivery effectiveness, efficiency and suitability aligned to regional need via:

- Key Performance Indicators enabling monthly evaluation of qualitative and quantitative data identifying:
  - o efficiencies and effective delivery practices
  - o performance shortfalls enabling corrective/preventative action
  - o overreliance on a subcontractor/service initiating supply chain review/refresh
  - o areas of improvement due to emerging needs
  - o progression into mainstream provision highlighting contribution to local priorities and wider success criteria.
- Monthly Provider Report highlighting proposals for change to services/working practices to improve performance, efficiency and enhanced value for money
- Quality assurance via internal audits and Self-Assessment ensuring we are
  - o Continually reviewing/analysing delivery ensuring achievement of high quality standards and efficiency
  - o Sample checks of participant records including Action Plans to ensure interventions are appropriate and purposeful
  - o Checking subcontractor and PPDG purchasing for cost efficiencies

- ESF Finance Specialist ensuring all spend, including DAF, is recorded and allocated to each participant, enabling the review and rationalisation of spend at an individual, caseload, delivery site and geographical level to ensure opportunities for efficiencies are maximised.
- Caseload and Performance Reviews facilitating the exchange of ideas and review of individual strengths and areas for development to enable our service delivery to evolve with emerging needs of the participant groups
- Supply Chain Performance Reviews ensuring subcontractors are achieving profiled outcomes, activity is focused and redeployed to meet demand
- Supply Chain Service Level Agreements and break clauses reviewed on a scheduled basis ensuring supply chain delivery reflects participants and stakeholders needs
- Supply Chain Refresh enabling the on-boarding of new partners to meet emerging needs/issues with NOMS approval
- Evaluation Reports will highlight lessons learnt, service innovation and best practice.
- Value for Money Reports proactive identification of cost efficiencies.

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

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

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

**Pertemps People Development Group**

Yes

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

*[400 words]*

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

**Pertemps People Development Group**

PPDG will guarantee full geographic coverage across the ECA, with dedicated staff providing a responsive and accessible NOMS service from a range of custodial and community-based sites. Our delivery strategy is based upon experience of successful CFO2 delivery within the ECA.

Delivery Sites/Staffing:

Assumptions:

- Indicative Case Management volumes given for contract peak (June Year3)

- [REDACTED]

- Although staff will be allocated to a site they will be peripatetic working across the HMP sites; NPS Local Delivery Units; and further CRC and PPDG/Subcontractor sites aligned to the moving picture of need and demand.

PPDG's proposed premises and staffing (staff who will work with the entire general cohort) include:

1) Custodial Sites - [REDACTED] ([REDACTED] Changing Lives) proposed split:

- Deerbolt- [REDACTED]
- Frankland – [REDACTED]
- Holme House (optional) – [REDACTED]
- Kirklevington Grange - [REDACTED]
- Low Newton- [REDACTED]
- Northumberland- [REDACTED]

2) Community Sites - [REDACTED] (excluding CRC/NPS sites):

PPDG Advancement Centres:

Transition Region:

Redcar: [REDACTED]

Middlesbrough: [REDACTED]

Stockton: [REDACTED]

Durham: [REDACTED]

Other Areas:

Sunderland: [REDACTED]

Newcastle: [REDACTED]

Strategic Delivery Partners staff (x10): seconded resource from SOVA [REDACTED], Home Group ([REDACTED]), Turning Point ([REDACTED]) and Gamcare ([REDACTED]) will work from both custodial and PPDG/CRC/their own community sites and will be deployed dependent on need (i.e. 2 days per wk on general cohort; 2 on ECA groups and 1 day dedicated to sub groups).

Achievement of Targets & Quality Assurance:

- Transition Region: Staffing will be apportioned to achieve all targets including ring-fenced transition areas e.g. 3,090 enrolments within Durham & Teesside.
- Custodial Delivery: Permanent staff presence in custodial establishments to facilitate achievement of enrolment targets e.g. our subcontractors Changing Lives will be based in Low Newton engaging women offenders on remand as part of the general cohort requirement.
- Redeployment of skilled, experienced and qualified local delivery staff that have successfully supported participants through CFO2 delivery exceeding all contract targets. Mapping local needs against identified staff competencies and their stakeholder relationships, working knowledge of establishments and expertise of general cohort groups.
- Differentiated Caseload sizes/ratios: [REDACTED]  
[REDACTED] across the life of the contract as the balance shifts from custody to community) reflecting increasing need in the community including tracking and resettlement/reengagement.

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

[400 words]

## **Pertemps People Development Group**

PPDG have mapped ECA target groups and allocated resource at prioritised delivery sites.

Delivery Sites/Staffing:

Assumptions:

- The FTEs given are an apportionment of staff also working with the general cohort (June Year 3)
- Although staff will be allocated to a site they will be peripatetic working across the HMP sites; NPS Local Delivery Units; and further CRC and PPDG/Subcontract sites aligned to the moving need and demand.

ECA Target groups premises and staffing include:

1) Custodial Sites - [REDACTED] ([REDACTED]; [REDACTED] Northern Learning Trust) working across the following groups:

- Ex-Armed Forces: Kirklevington Grange; Holme house; Northumberland
- Older Offenders / 50+: Frankland; Kirklevington Grange; Holme house; Northumberland

2) Community Sites - [REDACTED] ([REDACTED] & [REDACTED] Northern Learning Trust) (excluding CRC/NPS sites):

PPDG Advancement Centres:

Transition Region all groups:

Redcar: [REDACTED]

Middlesbrough: [REDACTED]

Stockton: [REDACTED]

Durham: [REDACTED]

Other Areas:

- Ex-Armed Forces: Newcastle & Sunderland - [REDACTED]
- Older Offenders / 50+: Newcastle & Sunderland - [REDACTED]

Strategic Delivery Partners ([REDACTED]): seconded resource from SOVA ([REDACTED], Home Group [REDACTED]), Turning Point ([REDACTED]) and Gamcare ([REDACTED]) will work from both custodial and PPDG/CRC/their own community sites and will be deployed dependent on need. Participants in these groups will have enhanced access to these staff.

Achievement of Targets & Quality Assurance:

- Transition Region: Staffing will be apportioned to achieve all targets including ring-fenced transition areas e.g. 185 50+ enrolments within Durham and Teeside.
- Delivery Staff: a % of staff will work with both the general cohort and ECA target groups, but we have mapped an additional 2 case workers from Northern Learning Trust to provide support to the Ex-Armed Forces target group.
- Through the Gate: dedicated staff assigned to support those 50+ and/or ex-forces as they transition from custody, e.g. in Northumberland where this support is limited, through the gate to our identified community sites.
- Redeployment of staff offering enhanced skills/qualifications offering target groups a responsive and needs-based service e.g. supporting those 50+ with social/life skills including digital inclusion;

support to rebuild family and social networks. These staff offer existing and robust experience of working within the custodial and community (NPS) environments.

- Differentiated Caseload sizes/ratios: utilising [REDACTED] as the balance shifts from custody to community) reflecting increasing need once moving into the community including tracking and resettlement/reengagement

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

*[400 words]*

## **Pertemps People Development Group**

PPDG have mapped sub-target (hard-to-help) groups and specialist resources, including end to end subcontractors, against prioritised sites.

Assumptions:

- Case Managers from

- 1) PPDG [REDACTED] ( [REDACTED] in custody and [REDACTED] in community for 3 of the 5 sub-groups)
- 2) Barnado's [REDACTED] working with Sex Offenders
- 3) Changing Lives [REDACTED] working with Vulnerable Women

Case Managers will be peripatetic working across the HMP sites; NPS Local Delivery Units; and further CRC and PPDG/Subcontractor sites aligned to the moving picture of need and demand.

Hard-to-Help groups will be supported from the following premises:

1) Custodial Sites:

- Adults with Mental Health needs/personality disorders: Frankland & Low Newton
- Drug and Alcohol misuse: Holme House; Kirlevington; Frankland; Deerbolt
- Vulnerable Women: Low Newton
- Long sentenced / lifers: Frankland; Holme House; Northumberland
- Sex Offenders: Holme House; Deerbolt; Northumberland

2) Community Sites (excluding CRC/NPS sites):

Transition Region:

All groups: Redcar; Middlesbrough; Stockton; Durham

Other Areas:

All groups: Newcastle & Sunderland

Strategic Delivery Partners ([REDACTED]): seconded resource from SOVA ([REDACTED], Home Group [REDACTED]), Turning Point [REDACTED] and Gamcare ([REDACTED]) will work from HMP/PPDG/CRC/their community sites deployed dependent on need. Participants in these groups will have prioritised access to these staff.

Achievement of Targets & Quality Assurance:

- Custodial Delivery: focused presence in establishments to achieve enrolments e.g. custodial delivery in Low Newton to achieve the Vulnerable Women target and in Frankland as 80% of enrolments for the Lifers/Long sentenced sub-group is likely to be generated from this site.
- Dedicated Community Delivery sites for specific ECA target groups i.e.:

- 1) Use of Changing Lives Sites: women-only reporting days includes sites in Durham and Gateshead
  - 2) Barnado's sites for Sex Offender sub-group delivery in the community
- Enhanced Support: from ramped-up access to seconded specialist staff including Turning Point to support those with adult with personality disorders and drug and alcohol misuse.
  - Specialist Subcontractors: utilising case managers from Barnardo's to manage the Sex Offenders cohort & additional case managers from Changing Lives ( in addition to those supporting the general cohort) to manage delivery for Vulnerable Women's sub-group.
  - Specialist Case Managers: dedicated staff to manage these cohorts (they won't be working on ECA level or general cohort)
  - Differentiated Caseload sizes/ratios: utilising maximum caseload ratios of [REDACTED] reflecting increasing need once moving into the community including tracking and resettlement/reengagement.

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

*[250 words]*

### **Pertemps People Development Group**

PPDG has established/effective processes for handling & managing offender transfers out of the ECA. In full awareness of the transiency of the caseload we have tried and tested processes that ensure activity & progression is accurately recorded, claimed and approved on a timely basis, so that achievements are not displaced & lost. The impact of transfers has been planned for in the throughput profiles and our proactive approach to maximising & safeguarding performance/claims includes the following processes and measures:

- Case Managers (PPDG & end to end subcontractors) will be supported by PPDG Regional Claims Co-Ordinators who will conduct a weekly audit of reported achievements to identify any delays in claims/approvals and provide the requisite corrective action including evidence collection/validation. This is to ensure any delays and subsequent backlogs are kept to a minimum.
- Escalation process for transfer cases managed by Claims Co-Ordinators who will conduct 100% audit check of all out of ECA transfers to ensure any & all outstanding/pending stage payment claims, supported by the requisite & complaint evidence, are recorded correctly & accurately on CATS & submitted within the 7 day transfer period.
- Where we have not and/or are not able to complete the requisite criteria for a stage payment to be claimed within 7 days, no claim will be made and we will notify the new case manager as to the reasons why. This will ensure activities are not duplicated across the services and that individual progress is safeguarded and recognised regardless of commercial gain.

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

*[400 words]*



## **Pertemps People Development Group**

PPDG has developed and tested practical delivery arrangements that assure offenders are supported and not penalised or failed because of the transient & at time chaotic nature of their pathway journey. It is crucial that momentum is maintained and progress achieved to reduce the risk of social exclusion and recidivism. Service safeguarding arrangements will include:

### **Internal Delivery:**

- Action Plan Reviews—regular reviews between the participant and Case Manager used to identify any emerging barriers to development or shortfalls in progression are identified the necessary remedial activity discussed and agreed with the participant. Action Plan Reviews will include ongoing assessments to measure distance travelled and ensure that where progress plateaus or regresses areas for improvement are identified and milestones revisited/repeated if necessary. These assessments will target dynamic factors most vulnerable to change including housing; substance misuse; aspiration & social inclusion/relationship management.
- Caseload Reviews—undertaken with Case Managers on a bi-monthly basis including sample Action Plan Review audits. All transferred cases will be reviewed as a distinct agenda item to conduct a full review of prior core activity & payment milestones undertaken with a different provider in order to reassess any new or emerging needs/barriers to progress and plan for remedial and/or refresher/revisionary activity. All cases will be reviewed to ensure that the pathway activity undertaken addresses/removes barriers & that participant activity is relevant, planned for & delivered appropriately regardless of payment model.
- Performance Monitoring—tracked via CATS+ with set system markers & progress reports to verify movement/positive direction of travel. Failing to prepare/develop participants appropriately will have a detrimental effect on further achievement of delivery/payment outcomes & individual progress.
- Case File Audits—independent checks and action plan review audits from the quality assurance & compliance team to check quality of provision & appropriateness of activity.
- Staff Observation of Learning—observations of teaching practices to monitor the quality of education & teaching & ensure delivery is relevant and is fit for purpose to ensure that any shortfall in individual progress is not down to inadequate/inappropriate delivery/learning materials.
- Value for money—Join up funding if required from other sources by utilising what exists/is funded i.e. SFA short courses/activity through Adult Skills Budget.

### **Subcontractor Delivery:**

Our subcontractor SLA processes requires our end-end subcontractors to mirror the above commitments/processes. The effectiveness is quality assured/monitored by the Supply Chain Manager conducting monthly performance reviews/regular & scheduled quality assurance audits from PPDGs Internal Auditors.

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

*[300 words]*

## **Pertemps People Development Group**

Prisoner transfers between participating CFO and non-CFO prisons will occur risking a loss of service and customer complaints. We have developed two approaches to ensure service continuity for such cases:

1) For those areas where PPDG have a delivery presence and access is granted:

- Regional Stakeholder Engagement: ongoing relationship management to ensure we positively influence stakeholder decisions/actions for mutual benefit. We will regularly issue working briefs to out of scope prisons to keep them informed of the programme and its performance. We will agree delivery protocols/staff access to support transferred prisoners.

- Service Adaptations: where referral and funding restrictions affect the level of support that can be given we have planned delivery modification that will ensure a continuity of service albeit in a reduced capacity. This will include:

  - a) Different methods of mentoring/communication via Prison email, visitors service and letter writing.

  - b) RAR recommendations shared with the CRC or NPS based on the participants action plan to be carried forward.

2) For those areas where PPDG does not have delivery presence and/or prison access:

- Supply Chain Reach-PPDGs supply chain includes National Strategic Delivery Partners who offer national coverage and would undertake the actions above on our behalf.

- Reciprocal partnerships-with NOMS contractors and/or current providers in the non-participating prisons with coverage/capacity to ensure serviced continuity on our behalf. If a trend is identified we will formalise contractual arrangements with data sharing protocols.

- Service Adaptations-as above where access is denied or referral/funding restrictions affect the type/level of support we can provide delivery modifications will be invoked.

- Suitable Alternatives-documented referral systems, i.e. for those moving/resettling into areas out of scope e.g. young offenders to join Apprenticeships; Traineeships; Study Programmes & forthcoming ESF YEI/NEETs programmes. PPDG will also support the local stakeholder priority of engaging offenders of all ages in apprenticeships.

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

*[350 words]*

## **Pertemps People Development Group**

We will place Case Managers (CMs)-both PPDG & end to end subcontractors-at the heart of delivery, ensuring a personalised approach that offers participants a dedicated/consistent point of contact that will guarantee all activities/interventions are discussed/mutually agreed & driven by identified need including:

Robust CATS+ Assessment: Providing a thorough/comprehensive foundation for all subsequent activity, the assessment will galvanise information e.g. Basic Custody Screening Tool results; Resettlement Action Plan & National Skills for Life Assessment results ensuring that a true reflection of need is captured from the outset. CMs will be able to quickly ‘flag-up’ those presenting multiple barriers/needs & therefore hardest to help. CATS+ ‘red, amber, green’ matrix of need will enable CMs to prioritise, schedule & sequence interventions guaranteeing the most critical needs are addressed on an immediate basis. For those identified as hardest to help, Outcomes Star &/or our

ESF applauded distance travelled tool [REDACTED] will provide an additional mechanism for participants to tell us what their needs are & how we can help them overcome them. Assessments will be formally reviewed by CMs on a 6 monthly basis.

Constant Review of Need: Driven by the output of the CATS+ assessment CMs will prepare/agree with the participant a tailored Action Plan, ensuring that all interventions/activity are both realistic & achievable. The Action Plan will be reviewed at every meeting/next available point following any crisis resolution interventions, to ensure that any changing/emerging needs are captured & planned interventions are revisited to ensure continued alignment/appropriateness to need.

CMs will be responsible for ensuring that all activities are clearly demonstrated on participant CATS+ records, with entries made at the point of intervention to ensure records are up to date & accurate at any given time. Prior to the submission of any claim for achievement, PPDG Regional Claims Co-Ordinators & Senior Operations Manager/Supply Chain Manager will review CATS+ action plans to ensure every outcome can be mapped against a need identified either during assessment or review & that the same is documented providing a clear Audit Trail. Where no evidence of need is found, the outcome will not be claimed.

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

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

*[400 words]*

## **Pertemps People Development Group**

### **Anticipated Staff Presence:**

PPDG's resource allocation ensures full custodial coverage with [REDACTED] with CFO3 staff presence in all ECA prisons including Holme House. Through our CFO2 delivery we are fully conversant with the requirements/regulations regarding staff entering and working from custodial establishments. This knowledge has provided the foundations for a clear custodial planning strategy for our CFO3 implementation and delivery ensuring we remain a fully functioning and effective part of the custodial delivery network.

Existing Custodial Presence – PPDG currently deliver NOMS CFO2 services from 83%, with security clearance for 100%, of the custodial establishments in scope for CFO3 delivery. Staff currently working in these establishments have:

- o Dedicated desk/working space
- o PC/telephone access
- o Security clearance and prison vetting, including attending prison inductions and security awareness training
- o Key training.

This infrastructure/staff will be redeployed for CFO3 and will carry forward this operating knowledge and logistical arrangements further enhanced by CFO3 training and refreshed security clearance planned to be completed by the end of June 2015.

### **Stakeholder Discussions:**

PPDG has maximised its existing relationships with Prison staff; Sodexo & ARCC (CRCs) and NPS staff regarding our planned service/presence requirements including shared space and logistical requirements. Our incumbent Senior Operations Manager & Operations Director have managed these discussions locally to ensure our planned staff presence/distribution can be locally/logistically accommodated and that they are fit for purpose. We have drawn on our unrivalled partnerships with Governors, prison staff and prison-based education/training providers including Manchester College and CfBT to jointly agree/plan the logistical mobilisation of CFO3 delivery. We have utilised our presence at strategic forums and steering groups, such as the Local Offender Partnership Forum and Holme House Employability Forum, to ensure planning is aligned to prioritised activity, prison estate reconfigurations and to update stakeholders of custodial resource/logistics strategy.

#### Formal Arrangements/Agreements:

We have agreed to extend current arrangements with Deerbolt; Holme House; Kirklevington Grange; Low Newton & Northumberland have agreed to give us a permanent office in addition to existing desk space for CFO3 delivery placing us in a high state of readiness for delivery. We have security clearance to work in Frankland and have agreed the logistical arrangements for commensurate delivery space for the initial staffing presence.

Changing Lives have agreed to continue existing custodial delivery from their current base in Low Newton & Northern Learning Trust will continue their delivery within Northumberland.

We have no identified issues.

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

*[300 words]*

#### **Pertemps People Development Group**

As per the CQ 164 response our rationale for the selection of optional prisons is as follows:

The regional annex for the North East requires delivery in 5 prisons with HMP Holme House identified as an optional site. PPDG plan to deliver services from the optional prison. Our rationale for this approach is based on analysis of the new CFO3 contract objectives utilising:

- 1) Our knowledge from current CFO2 delivery – we are currently working in 5 of the 6 identified prison locales in addition to Durham which is not in scope. We have an in-depth operational understanding of the local requirements and have mapped these needs to contract objectives.
- 2) Prison Release & transfer data
- 3) CATS assessment data to identify the prisons in which sub-groups are most prevalent
- 4) Consultation with local stakeholders and providers - utilising operational knowledge and expertise

We plan to deliver in-reach provision within Holme House for 2 key reasons:

- 1) 62% of our current CFO2 provision is in Durham and Teesside which is closely aligned to the CFO3 Transition Area objective/target to focus 61% of delivery in these identified areas of priority need. With the exclusion of Durham we will bolster transition area enrolments through engagement and delivery in Holme House which is the areas resettlement prison.

- 2) We know that Holme House has been identified as a potential sex-offenders support site and from our current operation within the prison & consultation DMS we know locally this is an issue as there

are large numbers of sex offenders within the prison population that need additional support. Through working within the prison we will help to identify sex offenders pre-release and offer an intensive through the gate service in addition to their accreditation programmes. This will also support achievement of the regional sub-group targets.

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

*[400 words]*

## **Pertemps People Development Group**

PPDG have planned for 4 types of community sites including:

- 1) PPDG/Supply Chain centres
- 2) NPS LDUs
- 3) CRC offices
- 4) Community venues

### **Staff Presence:**

PPDG's proposed resource allocation ensures full community coverage with a Transition Region focus managed by Transition Area Leads, with [REDACTED] Staff will be based at PPDG/Supply sites but will work peripatetically in line with offender/sentence need and CFO targets. Through CFO2 delivery we are fully conversant with requirements/regulations for staff working with offenders within the community and have planned to ensure we are a fully functioning/effective part of the local delivery network.

### **Existing Community Presence:**

PPDG currently deliver CFO2 from 5 sites fully fitted out/risk assessed and fit for purpose delivery environments with partner co-location arrangements (one stop shops). All NOMS staff at these sites have undertaken relevant training/checks including risk management; Safeguarding, Conflict and Anger Resolution and enhanced DBS checks. These expert staff will be redeployed to CFO3 carrying forward the requisite knowledge, skills and attitudes and local stakeholder relationships to enhance CFO3 delivery and maintain momentum in the local NOMS journey.

### **Stakeholder Discussions:**

PPDG has unrivalled working relationships/partnerships in the ECA formed via CFO2 and wider contract delivery since 2003. We have utilised these relationships to undertake consultations with local stakeholders' e.g. Local Authorities, Jobcentre Plus, LEs, Police/PCCs, Youth Offending Teams, and providers. Our incumbent Senior Operations Manager and Operations Director have managed these discussions ensuring our planned staff presence/distribution account for local needs/priorities; satisfy local stakeholders & fit with the wider delivery landscape. Discussions have included reconfiguration of existing and performing arrangements within the newly formed NPS aligned to CFO3 priorities as well as establishing new staff co-location/joint working arrangements with the newly appointed CRCS. The Regional Operations Director will maintain relationships with CRCs/NPS & local stakeholders ensuring our CFO3 delivery remains locally responsive.

### **Formal Arrangements/Agreements**

- 1) All PPDG/Supply Chain sites are established and ready.
- 2) Arrangements to continue work within NPS LDUs have been mutually agreed.
- 3) Both CRCs, Sodexo & ARCC have agreed PPDG and its Supply chain can operate from all of its premises, with provisionally identified space/desks.

Flexibility is built within our staff/infrastructural plans via utilisation of CATS+ data to ensure community delivery sites continue to be mapped against participant throughput supported by flexible estate portfolio, co-location arrangements and peripatetic staff contracts.

No issues are identified.

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

*[400 words]*

### **Pertemps People Development Group**

PPDG have piloted a new screening tool designed to test our approaches to targeting & prioritising potential participants from high level of volumes generated by effective referral generation. We offer an evidence based engagement strategy that incorporates lessons learnt and proven referral management efficiencies as follows:

#### **General Cohort:**

- Targeted prison activity which prioritises staff/resource allocation in the HMPs where we have identified likely volumes of participants including enhanced activity within the transitional areas of Durham & Teesside i.e. increased presence in Deerbolt; Frankland; Holme House; Kirklevington Grange & Low Newton.
- Focused community activity within the transition regions aligned to release and community sentencing data.
- Utilising the diagnostic questionnaire to ensure that we are only starting those participants who are the furthest away and meet the eligibility criteria.
- CATS+ assessment will be used to confirm eligibility and prioritise participants. PPDG plan to use this as a filtering/prioritisation tool not just a process to document/register starts. As a minimum we will require two pathways to be assessed as 'RED' in addition to employability as a standard requirement for all referrals. This may be increased to three or four 'RED' pathways in order to prioritise support for those with the greatest level of multiple needs.

#### **ECA Groups and 5 designated hard to reach/Sub Groups:**

- As a minimum we will require two pathway areas to be assessed as 'RED' on CATS+ in addition to employability as a standard requirement for all referrals. We will prioritise ECA and sub-groups via more in-depth screening process including the use of ██████████/Outcome Star.
- Defined access points and CFO criteria guides will be published and shared with CRCs/Offender Supervisors to share understanding of the priority target groups.
- We will integrate referral/access points within the resettlement/sentence plan process i.e. those using Closest to Change assessments will simultaneously identify those who are those furthest from change and therefore prioritise those eligible for CFO support.

- Increased apportionment of resource and delivery focused in prisons likely to generate referrals for the priority groups including: i.e. older offender's recruitment in Kirklevington Grange; Frankland & Low Newton.

We will review activity with prison; NPS; CRC staff to reassess local priority needs and agree adjustments/refinements to our referral generation and participant prioritisation systems. PPDG will provide OMUs and CRCs with a signposting service to suitable alternatives for those screened out so that no one is unsupported.

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

*[250 words]*

### **Pertemps People Development Group**

PPDG's service approach is to provide distinctive delivery which supports the principle of additionality and non-duplication/displacement/replacement of mainstream services.

Risks: from our ECA work and from our working relationships with prisons, NPS and CRC staff we are fully cognisant of CJS reforms and the subsequent opportunities/challenges. As services are transformed/restructured there is a risk that CFO delivery will be sought/relied upon to replace what is lost/not delivered on time.

Mitigations:

- Published Strategic Plans to clarify the strategic aims/objectives of NOMS CFO3; how this is to be done and mutual benefits to mainstream services.
- Strong relationship management including regular attendance at Service Integration Group; North East Reducing Reoffending Forum; Local Offender Partnership; Steering Group & Quality Improvement Group meetings to ensure complementary services are mapped against mainstream delivery and service overlap/replacement is prevented.
- CFO3 Design team reconvened on a quarterly basis by our Curriculum Development Manager. Members include operational leads; PPDGs Quality Assurance Board; NPS/CRCs; DWP/JCP & NOMS staff. They will conduct service/curriculum audits and prioritise developmental areas; building in contract flexibility and adaptation to respond to CRC/mainstream service development.
- Service audits conducted by our risk and compliance team including analysis of mainstream referrals tracked as wider success measures to show active referring onto mainstream service and not displacing/replacing activity.
- Mapping exercises to ensure that the collection/sharing of post-release data is gathered to assure that all participants eligible for mainstream support are accessing the same & any best practice in ensuring this can be shared.

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

*[350 words]*

### **Pertemps People Development Group**

PPDG have an advanced understanding of the complex/interrelated issues female offenders' face having locally supported 1190 female offenders as part of NOMS Phase 2 delivery. Our expertise will be driven forward by Changing Lives (who already deliver from women's hubs across the NE) to provide a gender responsive, trauma & evidence informed Women's Strategy including the following range of differentiated services & delivery approaches:

- 1) Targeted Engagement—dedicated resource to engage with female offenders via scheduled engagement activity in HMP Low Newton including female-focused marketing; family visitor days; parent craft fairs; homework clubs & The Pipe/Primrose Services
- 2) Choice of male or female case worker: trained 'Female First' case workers
- 3) Choice of gender neutral or responsive delivery space: women-only reporting days & group delivery
- 4) Gender sensitive assessment process—that goes beyond traditional male orientated assessment to assess prevalent female criminogenic issues i.e. mental/emotional health; Substance Misuse; domestic violence; coercive & exploitative relationships; debt and child poverty; homelessness.
- 5) Gender responsive Through the Gate—the nature of the women's custodial estate often means they are further from home. We will offer services that strengthen the custody and community interface to build/ maintain positive support networks including: Family Reintegration Plans; Supported Contact schedules & custody/access support; Child separation services and coping with loss; liaison with social services & 'safe' housing; childcare support.
- 6) Access to psychologically/trauma informed services-women only counselling/critical friends; interventions focused around abusive/exploitive relationships; mental health; accredited programmes & user-led services for ex-sex workers, pregnancy in custody, religious/faith oppression/stigma;
- 7) Gender responsive supportive measures and short courses-addressing low self-esteem, mistrust of mainstream services and supporting empowerment including Chrysalis, Weeks of Discovery; pregnancy care; soft skills development; wider family learning.
- 8) Age related Services: often treated as a homogenous group we will offer differentiated services for young adult women including sex education/exploitation; healthy relationships; teen parent classes; managing online persona/relationships; 'legal highs=illegal lows'; independent living skills & emotional resilience (girls are twice as likely to have been in care).
- 9) 'Pop-up' women's community hubs-'safe haven' service that brings together a range of specialists as driven by local/identified need.

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

*[350 words]*

### **Pertemps People Development Group**

Taking best practice from local NOMS CFO1&2 & Youth Contract delivery, PPDG's Young People Strategy differentiates between young offenders (18-24+) NEET and those adult males disengaged from ETE, with an offer that focuses on individually identified need, including:

- 1) Specialist Case Manager with an in-depth comprehension of young offenders' barriers & relevantly trained e.g. working with Young People in Custody.
- 2) Youth-Focused Engagement e.g. sports/gaming tournaments, music/DJ workshops, multi-agency youth forums
- 3) Generational Workshops/interventions: to encourage family learning/growing.



- 4) Collaborative assessment/delivery with stakeholders to better coordinate information sharing ensuring CFO3 activity builds on prior achievement & bolsters Learning/Sentences Plans.
- 5) Focused Supportive Measures and Short Courses: supported by specialists e.g. Coachright including:
  - a. Y2A workshops for those transitioning to adult estate
  - b. Pre-release Citizen Workshops
  - c. Father's Inside/Parenting classes
  - d. Guns/Gangs
  - e. Positive Activities: activity-based personal/social development e.g. confidence building, communication skills
  - f. 'Materialise' –tackling acquisitive crime in young people
  - g. Key Skills and Employability: appropriate education, training and employability activities including literacy, numeracy.
- 6) Education focus: engaging those excluded/disengaged from ETE activity. Pre-programmes, chats and tasters promoting benefits/availability of courses driving improved enrolment/engagement by better preparing them for mainstream support.
- 7) Multi-agency Health/Mental health support with local agencies sharing information, advocacy support and joint delivery of practical/specialist support e.g. counselling, to address underlying anxiety and depression.
- 8) Through the Gate Support–handed over to specialist Community Resettlement Support Workers providing coordinated/intensive delivery with YOI/CRC/YOT, accommodation, education and mental health services.
- 9) Resettlement and Reintegration support-intensive pre-release courses including living skills and through the gate support.
- 10) 'Doing Time' -Short, Sharp, Shock hard-hitting presentation demonstrating the impact of custody. Case studies/presentations from offenders to provide a reality check.
- 11) Peer2Peer: Specialist mentoring enhanced by selected/vetted Peer mentors with Development of Positive Network sessions by PPDG's Youth Board
- 12) Progression Planning: planning/preparing for the best ETE pathway via information sessions, tasters and workshops with local providers/colleges/employers to trial options i.e. Traineeships & Adult Apprenticeships
- 13) Breaking the Cycle activities addressing/managing triggers and behaviours before they become entrenched–tackling generational worklessness/criminogenic behaviour.
- 14) Social Action Projects: via local VSOs/Groundwork to improve social inclusion.

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

*[350 words]*

### **Pertemps People Development Group**

As CFO2 incumbent in the North East, PPDG have engaged 328 offenders from a BME background. Our wider experience includes the provision of learning & training services to a range of BME individuals at Immigration Removal Centres in Dover & Haslar. Based on our presence & knowledge of the area, we anticipate that BME referrals in the ECA will be minimal-NE has the lowest % of BME communities in England at just 7%, but does have small pockets of minority

ethnic communities' e.g. 4000+ Jewish population. PPDG will deploy a tailored approach & range of services that engages, motivates & supports all BME cohorts including:

- 1) Utilising multi-faith Prison Chaplaincy services- to offer culturally sensitive outreach & engagement activities linked to key local groups i.e. Jewish community e.g. Shabbat; Hanukkah & Passover & Gypsies & Travellers In Prison Events
- 2) Matching participants with appropriate Case Managers/Mentors-that reflect the local demography & bring an understanding of cultural/religious commitments e.g. a female BME offender matched with a female Case Manager/Mentor from the same background;
- 3) Staff that speak a range of languages-including Polish; German; French; Urdu; Bengali; Gujarati; Hindi; Punjabi; Mirpuri & Swahili;
- 4) Developing culturally-led support groups-that will offer participants positive new networks. This is crucial as in our experience many BME offenders will have been shunned/shamed by their families & feel isolated/vulnerable & stigmatised;
- 5) ESOL Training & Support-including City & Guild ESOL Skills for Life certificates delivered by qualified ESOL Subject Specialists to address any local language needs for participants who do not have English as a first language;
- 6) Access to specialist interventions/support-e.g. JET offering cultural events & Society for the Protection & Advancement of Romany Culture in Middlesbrough. Specialist de-radicalisation interventions will be aligned to Ibaana Programme interventions in e.g. HMP Frankland;
- 7) Facilitating access to specialist support organisations-e.g. The Halo Project; Karma Nirvana & The Choice Helpline offering support for honour based abuse & forced marriage;
- 8) Enhancing resettlement- through facilitating access/signposting to e.g. North East Jewish Community Online faith based organisation, offering social inclusion through book clubs, Lunch club & Cultural Connexions activities.

#### *Tender Submission*

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

#### *Lot 1 North West*

#### **Pertemps People Development Group**

Not Applicable

#### *Lot 2 South East*

#### **Pertemps People Development Group**

Not Applicable

#### *Lot 3 Yorkshire*

#### **Pertemps People Development Group**

Yes

#### *Lot 4 West Midlands*

**Pertemps People Development Group**

Yes

*Lot 5 East Midlands*

**Pertemps People Development Group**

Yes

*Lot 6 London*

**Pertemps People Development Group**

Not Applicable

*Lot 7 East of England*

**Pertemps People Development Group**

Not Applicable

*Lot 8 North East*

**Pertemps People Development Group**

Yes

*Lot 9 South West*

**Pertemps People Development Group**

Not Applicable

*Declaration*

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

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

*Please confirm your acceptance of this statement.*

**Pertemps People Development Group**

Yes

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

**Pertemps People Development Group**

Yes

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

**Pertemps People Development Group**

Yes

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

**Pertemps People Development Group**

Yes

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

**Pertemps People Development Group**

Yes

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

**Pertemps People Development Group**

Yes

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

**Pertemps People Development Group**

Declaration	Supplier
I declare that to the best of my knowledge the answers submitted in this RFI are correct. I understand that the information will be used in the process to assess my organisation's suitability to be invited to tender for the Authority's requirement and I a	<b>Pertemps People Development Group</b>
Record Label	Completed By:
I agree with the declaration.	Yes
Name	
Date	2015-01-08 00:00:00