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|  | Probation Service |

Appendix B -

**Supplier Solution**

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# Mandatory Declarations

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| **MD-001** | **Question Area** | **Requirement – Select Yes/No** | |
| Specification / Service Description | Please can you confirm you have reviewed ‘Schedule 2.1 – Services Description’ and confirm below that you understand and can deliver on the requirements and outcomes therein? | Yes. |
| Digital & Technology and Information Assurance | Please can you confirm reviewed and understood Schedule 2.4 (Information Security and Assurance) of the Framework Agreement? | Yes. |
| Please can you confirm your organisation will be compliant with Service Level 1 (SL1) of Schedule 2.4, prior to service commencement (note; this includes accreditation to Cyber Essentials Basic)? | Yes |
| Please can you confirm your organisation will upgrade to Cyber Essentials Plus, and comply with Service Level 2 (SL2) of Schedule 2.4, if the Authority, at it’s sole discretion, determines additional Information Assurance is required of the Provider of this contract at any stage during the contract term? | Yes |
| Workforce | Please confirm compliance with regards to vetting requirements within [PI](https://www.gov.uk/government/publications/security-vetting-psi-072014-pi-032014) 2014/55 | Yes |
| Please confirm compliance with regards to vetting requirements within [PI 2014/03](https://www.gov.uk/government/publications/security-vetting-psi-072014-pi-032014) | Yes |
| Estates | The Provider shall have a duty of care to provide a property that meets basic H&S standards and is accessible to individuals with protected characteristics (in the main, physical impairments), please can you confirm you will comply with this requirement. | Yes. |
| **Enter any additional comments here** | | |

# Technical Criteria Questions

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| TC-001 - Implementation |
| **Requirements** |
| The Authority is ambitiously seeking to commence service delivery in November, allowing for a two-week mobilisation period in October. Providers are required to provide detail on how they will implement this contract, detailing as a minimum:   1. Please provide an [Implementation Plan](#_heading=h.3rdcrjn) (in any format) to detail planned timescales and responsibilities to meet the Implementation milestones as per Call-Off Schedule 6.1 (Implementation). 2. [Please complete the template below](#_heading=h.26in1rg) outlining the most critical identified Risks, Assumptions, Issues and Dependencies (RAID log) The completed template should identify the key challenges you expect to encounter whilst implementing the Services and how you will manage these to minimise the impact, including any critical activities post Call-Off Service Commencement. |
| **Solution** |
| 1. Please find below the required and completed Implementation Plan.   Response Accommodation is committed to fulfilling its obligations to the plan on time and completely.   1. Please find below the required and completed RAID log.   Response Accommodation is committed to fulfilling its obligations to the log. Learning from our experiences (previous and new) and implementing the correct processes to deal with challenges. |

#### IM-001 Implementation Plan

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| **KEY MILESTONE REFERENCE** | **Response Accommodation Action** | **Breakdown of Response Accommodation Action** | **Critical** | **Response Accommodation - Person Responsible** | **Start Date** | **End Date** | **Milestone Stage** | **Response Accommodation Completion Latest Date** |
| IM1 – Workforce 1 | Identify relevant staff, if not already checked, have them vetted & DBS checked. Sign the anti-racism declaration and any other documentation to the required level in accordance with Probation Instruction 2014/55; Probation Instruction 2014/03; required to fulfil the contract. | Review DBS check records and identify staff who require DBS checks | Yes | **[REDACTED]** |  |  | Done | 29-10-21 |
| Establish level of DBS check required | Yes | **[REDACTED]** |  |  | Done |
| Obtain documents required to submit DBS checks | Yes | **[REDACTED]** |  |  | Done |
| Submit DBS checks and confirm the result satisfies the requirement. | Yes | **[REDACTED]** | 11-11-21 |  |  |
| All staff to sign anti-racism declaration. | Yes | **[REDACTED]** | 8-10-21 | 15-10-21 |  |
| Perform vetting in accordance with Probation Instruction 2014/55; Probation Instruction 2014/03;to fulfil the contract. Existing and new staff and subcontractors. | Yes | **[REDACTED]** | 11-10-21 |  |  |
| Store documents with protective marking in accordance with Data Protection Act. | Yes | **[REDACTED]** | 15-10-21 | 15-10-21 |  |
| IM2 – Workforce 2 | Check staff levels are adequate to fulfil the contract | Review changes to existing processes. | Yes | **[REDACTED]** |  |  | Done | 20-10-21 |
| Review staffing levels based upon any process changes | Yes | **[REDACTED]** |  |  | Done | 29-Oct |
| Check if additional staff training is required against the Framework Agreement | Review staff current competency and skill levels | Yes | **[REDACTED]** |  |  | Done | 29-Oct |
| Carry out training if required | Deliver training to all staff in accordance with all processes to current procedures for emergency accommodation and in accordance with the framework agreement. | Yes | **[REDACTED]** | 5-Oct | 28-Oct |  | 29-Oct |
| IM3 – ICT1 | Check that the IT equipment is suitable for purpose & has an adequate software program to record all data for the contract | Audit computing and telecommunications equipment and software build | Yes | **[REDACTED]** | 6-10-21 | 15-10-21 |  | 22-10-21 |
| Replace and upgrade if necessary to meet requirements | Yes | **[REDACTED]** | 6-10-21 |  |  | 29-10-21 |
| Check Reporting capabilities of Software to ensure that requirements are fully met |  | Yes | **[REDACTED]** |  |  | Done | DONE |
| Check staff training records for use of relevant software | Identify any staff that require any training and implement | Yes | **[REDACTED]** |  |  | Done | DONE |
| IM4- ICT2 | Inspection/approval of systems by customer |  | Yes |  |  |  |  | WC 25/10/21 |
| Record all user details & if vetting has been initiated/completed |  | Yes |  |  |  |  | WC 25/10/21 |
| Agree Service Management arrangements with customer |  | Yes | **[REDACTED]** |  |  |  | WC 25/10/21 |
|  |  | Complete Cyber Essentials questionnaire. | Yes | **[REDACTED]** | 06/10/2021 |  |  |  |
| Ensure than we are compliant | Yes | **[REDACTED]** | 06/10/2021 |  |  |
| Send certificate to MoJ | Yes | **[REDACTED]** |  |  |  |
| Commence Cyber Essentials Plus certification | No | **[REDACTED]** | 18/10/2021 | 18/10/2021 |  |
| Supply a copy of Information Security Management Plan to the customer for approval |  | Yes | **[REDACTED]** | 28/10/2021 | 28/10/2021 |  | 29/10/2021 |
| IM5 – Estates 1 | Sourcing of accommodation to commence immediately in order to be ready for the Call Off Contract Commencement date. Supply evidence that accommodation providers have signed a Service Agreement Contract to supply MoJ contract via Response Accommodation | Sourcing is already underway. The signed service agreement documents are available on request and on an ongoing basis as additional property providers are recruited. This is in addition to our already onboarded providers. | Yes | **[REDACTED]** |  |  | Done | 29/10/2021 |
| Performance Monitoring Report | Prepare reports as required |  |  | **[REDACTED]** | When required | When required |  | January & April 2022 |
| Charges | Prepare reports as required |  |  | **[REDACTED]** | When required | When required |  | Ad-hoc as required |
| Equalities report | Prepare reports as required |  |  | **[REDACTED]** | When required | When required |  | Ad-hoc as required |
| Annual Slavery and trafficking report | April 2022 - At the end of the CallOff Contract as only 6 months duration |  |  | **[REDACTED]** | April 2022 | April 2022 |  | Annually |
| Workforce and staffing | Prepare reports as required |  |  | **[REDACTED]** | When required | When required |  | Ad-hoc as required |

#### IM-001 RAID Log

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| **Risks** |
| 1. Property Damage and Property Theft causing additional Costs - Owners: Provider and POP Placement Manager |
| 1. Substance and/or Alcohol use - Owners: Provider and POP Placement Manager |
| 1. Re-Offending - Owners: Provider and POP Placement Manager |
| 1. KPIs will not be met - Owners: Operations Director 2. Anti-social behaviour - Owners: Provider and POP Placement Manager |
| 1. POPs will not qualify for onward accommodation - Owners: Probation Officer/Offender Manager and support agencies |
| **Assumptions** |
| 1. Providers will visit the property a minimum of every 2 weeks, 24hr helpline is available for all parties, and the fixflo app will be used for reporting repair and maintenance. Placement Specialists will maintain regular and direct contact with Offender Managers 2. Providers will visit the property a minimum of every 2 weeks, 24hr helpline is available for all parties, Placement Specialists will maintain regular and direct contact with Offender Managers 3. Providers will visit the property a minimum of every 2 weeks, 24hr helpline is available for all parties. Placement Specialists will maintain regular and direct contact with Offender Managers |
| 1. Weekly Project Management meetings to review and update RAID Log and KPI’s. |
| 1. Providers will visit the property a minimum of every 2 weeks, 24hr helpline is available for all parties, Placement Specialists will maintain regular and direct contact with Offender Managers 2. Probation Officers, Offender Managers and any other support agency involved will ensure that the POPs will be prepared and qualify for onward accommodation; including but not limited to, bank accounts, benefits, registered with a GP etc. |
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| **Issues** |
| 1. Lockdown 2. Availability of suitable accommodation within budget cannot be sourced within timescales |
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| **Dependencies** |
| 1. Prompt response times from Probation when properties are submitted 2. Supplier Invoices to be paid on time 3. Probation Officers/Offender Managers and any other support agency involved is working with the POP’s to put in place all of the necessary systems and documentation required for move-on |
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| **Further Comments** |
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| TC-002 - Service Delivery: Risks and Characteristics |
| **Requirements** |
| The Authority is seeking to provide accommodation to people on probation (POP), prioritising those who present as high-risk in terms of reoffending or causing harm to themselves or the public. While this is not cohort-specific, we require the Provider to be conscious of the particular characteristics of the person on probation, including any relevant protected characteristics. Please detail:   1. How will your service account for the different risks presented by POP with a view to lowering the risk of reoffending and of causing harm to themselves and others? Your answer should outline and explain your approach to assessment and mitigation of risks. 2. How will your service account for the particular characteristics, including any protected characteristics, and needs of POP? |
| **Solution** |
| 1. Response Accommodation has a dedicated 24 hour helpline, we work closely with probation officers and we provide appropriate accommodation using fully onboarded and invested landlords. Our landlords are aware of the risks, and help us AND you by ‘keeping an eye’ on the guests, without the guest feeling like they are being micromanaged. This is achieved by way of weekly or fortnightly (TBA) property inspections, where the property can be inspected, the POP has an opportunity to voice any concerns and any issues picked up quickly.   Location, risk areas and POP characteristics (where identified) are considered as is the quality of accommodation. During the property inspections the guests are communicated with in order to resolve any identified issues directly, if we are unable to resolve any issues on the ground we will then escalate and report it to Probation and/or the relevant authorities.  Promotion of independent living is a high priority.   1. Response Accommodation will use a Pre-Approval system for any accommodation that is to be used for POP. This system is tried & tested and we have used this method on accommodation sourcing contracts for the Ministry of Justice.   All properties that we send for Pre-Approval to the Probation Service will be subjected to a desktop due diligence process carried out by Response Accommodation. This includes checking if the area is suitable & not in any known exclusion areas, whether there are any pre-school nurseries, schools or community centres within a determined radius to the accommodation.  All accommodation is assessed with a sympathetic & considerate approach to protected characteristics that any POP may have, this includes age, any disabilities, gender, marital status, pregnancy, race, religion & sexual orientation. By following this process we are able to offer a range of accommodation types to suit these requirements as and when they arise.  Please see attachment of workflows used in the previous contracts that helped with this process: |

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| TC-003 - Service Delivery: Securing Accommodation |
| **Requirements** |
| The Authority requires accommodation provision for up to 165 POP (potentially more when a person on probation’s budget is not exhausted) with at least 50% being single units. The provision of Houses of Multiple Occupancy (HMOs) shall have no more than four occupants. This will be dispersed accommodation across the West Midlands region (save for Birmingham).   1. Describe how you would secure accommodation in different locations across the West Midlands region.   While the Authority recognises the immediate benefits of temporary accommodation, its ambition is to help POP secure longer-term accommodation with a view to instilling stability and security. The Authority requires the successful Provider to convert at least 35% of the accommodation arrangements made into Assured Shorthold Tenancy agreements.  c) Please detail how you would meet this requirement. |
| **Solution** |
| 1. Response Accommodation have a variety of methods that are tried and tested to ensure that securing suitable accommodation can be obtained for the MoJ, as demonstrated on previous contracts!   We use a direct to landlord approach, as well as appealing to communities of property providers on social media.  Due to previous contracts, Response Accommodation has built and maintains a database, containing in excess of 15000 rooms across the UK. We have worked closely with and built solid working relationships with landlords, serviced accommodation providers and investors.  When sourcing accommodation, desktop due diligence is carried out to ensure that the property meets the requirements of the client. In previous contracts, we were able to use the risk assessment provided by the probation service to ensure that the accommodation was fit for purpose and met all requirements such as; not within exclusion zones detailed within their licence, accessibility (for disabled service users), and ensuring all properties met the legal requirements such as gas safety, PAT testing and electrical safety certificates. This practice is reflected in the on boarding of any property used by Response Accommodation, regardless of its cause.  Response Accommodation will provide, above standard, fully furnished accommodation for use on this contract. In previous contracts, sourcing has proved more successful when notice has been given. This allows us to secure properties according to the risk assessment (exclusion zones etc). Should the POP require accommodation to fulfil a HDC requirement, a notice period of 14 days is required.  Please see workflow chart of how our providers are engaged and enlisted:    Please see a chart of onboarded properties during the previous contract which demonstrates our ability to convert the interested landlords into fully enlisted providers:  **[REDACTED]**   1. Successful conversion of temporary accommodation to long-term AST’s is also the ambition of Response Accommodation!   Learning from our experience and data gathered in previous contracts, there are key areas that need to be considered, addressed and be in place in order for us to be able to commit to successfully converting any stays into AST’s. As follows:   * The first week in the accommodation is a trigger point for behavioural problems * From day 28 to 32 is a trigger point for behavioural problems * To be confident of referring a POP onto a landlord for long-term housing we need to supply the landlord with a tenant reference, this is only possible after 32 days and will therefore be dependant on the length of stay * Probation Managers/Officers and Local Support Agencies need to ensure that POP’s have the following in place:  1. Landlord Reference 2. Access to to Deposit 3. Guarantor 4. Benefits in place 5. Bank account 6. If a POP is on licence, any AST accommodation will require approval by the Probation Service  * A 35% conversion rate cannot be guaranteed as there are too many variables that are out of our control. We cannot know how the POP is going to behave once accommodated, nor whether the above will be in place.   Given that all the above are in place, we can then work with their PO, OM, local support providers and our landlords to help secure long-term accommodation. To do this, our process mirrors our short-term onboarding methodology.  Response Accommodation have a variety of methods that are tried and tested to ensure that securing suitable accommodation can be obtained for the MoJ, as demonstrated on previous contracts!  We use a direct to landlord approach, as well as appealing to communities of property providers on social media.  Due to previous contracts, Response Accommodation has built and maintains a database, containing in excess of 15000 rooms and includes long-term accommodation properties and BTL property providers/Investors across the UK. We have worked closely with and built solid working relationships with landlords, serviced accommodation providers and investors.  When sourcing accommodation, desktop due diligence is carried out to ensure that the property meets the requirements of the client. In previous contracts, we were able to use the risk assessment provided by the probation service to ensure that the accommodation was fit for purpose and met all requirements such as; not within exclusion zones detailed within their licence, accessibility (for disabled service users), and ensuring all properties met the legal requirements such as gas safety, PAT testing and electrical safety certificates. This practice is reflected in the on boarding of any property used by Response Accommodation, regardless of its cause.  We help property providers identify local support services and engage with external agencies such as Ingeus, Green Pastures and St. Giles. We ensure clients have opportunities to identify options within their preferred location from our register of properties, or, where the property provider is amenable, to extend their stay at their initial placement into a longer-term tenancy.  Our welcome pack will make clients aware of local support services. For example, Further Education colleges for literacy, numeracy and digital skills needs, ESOL classes, health and mental health specialists. Additionally they may signpost to agencies which can support with personal finance and debt management, Credit Unions, housing associations, employment opportunities.  Many of our property providers are committed to adding social value and have previously provided long-term accommodation to POP’s and some have provided employment.  Case studies can be provided on request. |

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| TC-004 - Service Delivery: Collaboration and Relationships |
| **Requirements** |
| Fundamental to the success and efficiency of service delivery to benefit the POP is the ability to forge and maintain relationships. The Authority requires the Provider to collaborate and partner responsively with the Authority and other organisations such as landlords, housing providers (including social housing providers, supported housing providers and private housing landlords), any relevant charitable/voluntary sector organisations, any employers with potential offers of accommodation and any other organisations which may support in the service delivery for this contract.   1. Please detail how you would forge and maintain the relationships with organisations/bodies in the West Midlands region? |
| **Solution** |
| 1. Response Accommodation works constantly on marketing, networking and building relationships. We are out there everyday encouraging landlords, investors, estate agents and property management companies to use their portfolios for accommodating vulnerable people. Using the invaluable data we have collated over the last 18-months, we can categorically state and prove that by offering ex-offenders a decent place to stay, and treating them with dignity and respect, they are mostly NOT a problem tenant. We can prove this by our outstanding incident rates of less than 12%, with the incidents ranging from as little as smoking in apartments to more serious issues. We also put our providers minds at ease by guaranteeing prompt payment in full for damages and thefts etc. See the example case study at the bottom, (we can provide more if required).   Response Accommodation has a KPI of a minimum of its workforce to be sourced from agencies working specifically with ex-offenders. Of our staff of 8, 3 are currently from said source. We have successfully nurtured relationships with different specialist agencies in different regions of the country.  Response Accommodation has relationships with several charitable organisations across the country including the West Midlands, these organisations are both large and small entities.  Response Accommodation will work closely with the Authority as we did previously. We will hold regular review sessions, update you on a regular basis, report any issues immediately and generate reports when required. We will attend all required meetings with the Authority.  Response Accommodation and our network of landlords maintain a line of communication with the POP while respecting their boundaries.  Response Accommodation will use our social media campaigns and networking to educate others on how to make a difference.  | Case Study - Short Stays  **[REDACTED]** |

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| TC-005 - Workforce |
| **Requirements** |
| The Authority requires the Provider to have robust plans to ensure we recruit, retain, develop, engage and motivate a high performing workforce.   1. Describe your approach to workforce monitoring and planning to ensure that qualified Supplier Personnel will be in post to meet delivery requirements for this competition at contract commencement without impact upon continuity or quality of service. 2. Describe the internal workforce processes you have (e.g. vetting and monitoring) in place which monitor and safeguard vulnerable users of your service. 3. Describe how you will ensure that you recruit, retain and develop a high performing workforce throughout the life of the Call-off Contract, including personnel with lived experience of probation services either on licence or a community sentence, wherever possible. (see para 2.2 of Schedule 2.1). 4. Describe your approach for engagement and communicating your plans with your employees and, where appropriate, Trade Unions. 5. Describe your approach to being an inclusive employer, including where relevant, encouraging people from different cultures and backgrounds to apply for and secure employment with you, anticipating and meeting the different support and development needs of employees, and ensuring you actively encourage Equality and Diversity in the workplace. |
| **Solution** |
| 1. Our experienced workforce is a mix of those with lived experience and those that come from mental health care professions thus enhancing the support service delivery to MoJ clients in the regions. The same team successfully delivered on the previous contracts for the MoJ. During the previous contracts where we were placing up to 40 POP’s per day, we have allocated a percentage of our staff’s working hours accordingly to fulfil this contract. Regionally focussed staff ensure support service delivery and liaison with key regional stakeholders such as the Probation Service, Police and Local Authorities.   We have a lean and highly responsive team of core staff with resources focussed on key areas of our service. Our business model removes much of the overhead retained by traditional, monolithic owners and providers of property solutions. As a result, we offer the MoJ the volume of suitable accommodation it is seeking and will need as budgets are approved and more clients come on stream. We combine this with a low cost operating model which secures significantly higher value-for-money than more traditional suppliers.  POP Placement Managers manage enquiries from Probation Service Single Points of Contact (SPoCS), handle communications with accommodation providers regarding POP’s, liaise with specialist agencies to secure support services for MoJ clients and help to secure long-term accommodation placement of guests.  Accommodation Fulfilment Specialists identify appropriate accommodation providers with availability in a specific regional area, make accommodation proposals, finalise bookings and further increase the volume of properties available.  We operate a Head Office team of three full-time resources, supplemented by full-time regional teams (above) and contract staff when required.  **[REDACTED]**, Chief Operations Director -  Probation engagement, contract admin, reporting, HR, Service User Placement Support  **[REDACTED]**, Chief Product/Tech Officer -  ICT, cyber security, processes. GDPR  **[REDACTED]**, Snr Business Development Manager -  Property Provider Relationship Management/Recruitment & Contract Negotiator. Service User Placement Support, Maintenance & Repair Management   1. Our vetting processes begin with the recruitment agency from where we have recruited, our staff come with robust references and standard DBS checks.   Our internal monitoring processes include regular 1-2-1 conversations with staff, 6-monthly employment reviews and a minimum of 2 x team meetings a week.   1. Our staff are loyal and committed to making a difference to our service users lives, our staff turnaround is 0. However, we are always looking at adding to the team by way of our relationships with specialist employment agencies across the UK that focus solely on helping ex-offenders find employment. 2. In addition to our internal monitoring processes where we include regular 1-2-1 conversations with staff, 6-monthly employment reviews and a minimum of 2 x team meetings a week, our engagement and communication with staff also includes monthly ‘Town Halls’ where we update the team on any news but we also have a fun element in this meeting where we will participate in team building games. Once a year, as a minimum, we get together for bonding and take in team building activities over a few days. It is vital for the mental wellbeing of the team that we do this due to the intensity of the roles they carry out on a daily basis. 3. Our approach to being an inclusive employer, as explained above, includes regular 1-2-1 conversations with staff, 6-monthly employment reviews and a minimum of 2 x team meetings a week, our engagement and communication with staff also includes monthly ‘Town Halls’ where we update the team on any news but we also have a fun element in this meeting where we will participate in team building games. Once a year, as a minimum, we get together for bonding and take in team building activities over a few days ; during our 1-2-1’s, team meetings and gatherings, our employees are in no doubt that they have the freedom to voice their concerns and opinions without fear of redress.   Our team consists of lived experience employees, and their voice and experience is incredibly important to the success of the company. We have modelled our business around them. Being able to learn first hand what the experience of being in prison and then released is; there is nothing more valuable.  In our view it is vital we hear what our team has to say, by doing this we can not only provide a more realistic and successful service to you and our guests, but we can also anticipate any arising problems within the team and address them before they become an issue.  Please see our company inclusion model: |



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