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**SERVICE SPECIFICATION**

**GMIRS**

**Well-being Support & Integration**

**Service**

This document defines the **GMIRS Well-being Support Service** to commence on

04 September 2023

**Abbreviations, Terminology and Definitions:**

In this document the following abbreviations and terminology are used to aid clarity. For the avoidance of doubt, these are used solely in connection with this document and to aid understanding only. The interpretation section of the Terms and Conditions of Contract takes precedence in the event of any contradiction or incompatibility.

**Abbreviations:**

CMS - Case Management System

DPA - Data Protection Act

GDPR - General Data Protection Regulations

EU - European Union

GM - Greater Manchester

GMIRS - Greater Manchester Integrated Rehabilitative Services

HMPPS – His Majesty’s Prison and Probation service

GMPS – Greater Manchester Probation Service

DM - Greater Manchester Deputy Mayor

PoP – Person on Probation

MoJ - Ministry of Justice

VCSE - Voluntary Community Social Enterprise

GMCA – Greater Manchester Combined Authority

**Terminology:**

‘Commissioner’ - The Deputy Mayor for Greater Manchester

‘Lead Provider’ - The Service Provider as defined in the Agreement.

'Crime' - Refers to all crime categories defined by the Home Office.

‘Service Area’ - Means the Greater Manchester area.

‘Universal Service’ - Services accessible to all individuals in the community.

‘Support Services’ - Services providing emotional, practical or advocacy support.

‘The Service’ - The full range of services included within this Agreement as set out in this Service Specification.

**Definitions:**

PoP – a person servicing a sentence in the community or a person released from prison on Licence or parole

‘Data Controller’ - Controller’ As defined by Article 4(7) of the UK GDPR means the natural or legal person, public authority, agency, or other body which, (either alone or jointly in common with other persons) determines the purposes for which, and the manner in which, personal data is to be processed. See Schedule 1.

‘Data Processor’ - In relation to personal data, means any person (other than an employee of the data controller) who processes the data on behalf of the data controller.

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**Section One:**

**Strategic Overview**

* 1. **Introduction**

As part of Justice Devolution arrangements between Greater Manchester Combined Authority (GMCA) and Her Majesty’s Prison and Probation Service (HMPPS), it has been agreed that HMPPS will devolve their national ‘Dynamic Commissioning Framework’ responsibilities for commissioning of services through to GMCA.

The devolved approach for Greater Manchester is entitled ‘Greater Manchester Integrated Rehabilitative Services’ (GMIRS). This approach is designed to offer a less structured and more locally tailored interventions which will draw on the experience, innovation, and skill within the private and voluntary, community and social enterprise sectors (VCSE), to provide effective rehabilitation and resettlement services that address criminogenic needs unmet by Greater Manchester Probation Service through their programmes, Accredited Programmes, Unpaid Work and Structured Interventions.

For Greater Manchester the Probation Service relationship will solely be with the Probation Service - Greater Manchester Region. There are also a number of minimum requirements and other specific activity required by HMPPS which form part of this specification.

This ITT requires the provider to deliver three specific elements.

* Infrastructure and coordination – the provider will hold the contract and be the single point of contact for all performance and data requirements with the commissioners. They will provide the reporting coordination and infrastructure to ensure a minimum standard of delivery is available for all PoP across Greater Manchester and minimum standards are adhered to. They ability and capacity to sub-contract with local and or specialist providers.
* Integration and service development - the provider will have an integration function that enables the Well-being and other GMIRS services to maximise the understanding of the impact of interventions and identify gaps, communicate learning across internal and external partners and seek to maximise the income the GMIRS can access via fund raising and the development of any potential commercial avenues including social corporate responsibility and additional grants and contracts available to the VCSE sector.
* Service delivery – deliver or commission partners to deliver the core Well-being Support Service in each local authority area of Greater Manchester and deliver in-custody support for people in prison. The Provider may choose to do this by subcontracting with existing local providers to ensure there is a minimum of one delivery hub in each locality. The provider will also subcontract any additional specialist support that may be required at a GM scale for example; Finance, Benefit and Debt, Family Support, or Trauma Informed Support.

**1.2 Local context**

The Mayor of Greater Manchester, Andy Burnham, and his Deputy Mayor Kate Green, are responsible for policing, crime, and support for victims. Their role is to keep the police service accountable to local people and for making sure that the views of Greater Manchester citizens are represented throughout the criminal justice system. By working together with local people and partner agencies, GMCA want to build the safest communities in Britain.

GMCA and Greater Manchester Probation Service are developing a ‘total system’ of integrated rehabilitative services for People on Probation. They share a joint ambition to:

***Increase the alignment of services to avoid fragmented delivery; improve support through sequencing of needs for People on Probation and recognise the voluntary and community assets that already exist within Greater Manchester communities.***

Since 2020 GMCA alongside His Majesty’s Prison and Probation Service (HMPPS) and Greater Manchester Probation Service (GMPS) have commissioned Greater Manchester Integrated Rehabilitation Services (GMIRS) programme to support People on Probation (PoP) to move away from offending and lead law abiding, independent lifestyles by providing additional rehabilitative support services. Under this commissioning programme GMCA has already commissioned a range of support services to address PoP needs including: -

* Accommodation
* Dependency and Recovery
* Education, Training and Employment
* Peer Support
* Support for women who are in, or at risk of entering the criminal justice system.

We now have an opportunity to invite applicants to submit their innovative and creative proposals in relation to the provision of a Well-being Support and Integration Service which will see high quality support delivered using a ‘hub’ model located in every Local Authority area of Greater Manchester. By a ‘hub’ model we expect that most of the support provided will be delivered in a physical space which is welcoming to the people that use it and can act as somewhere that allows other interventions and services to be provided to the people who are using the hub. As part of the integration function of the contract we would like to understand how you would integrate providers within the Well-being service (if sub-contracting), integrate across other GMIRS provision and integrate with community services delivered in the place.

The Lead Provider will be the single point of contact with the GMCA and GMPS. There is an expectation that the Lead Provider will have the capability to deliver a management functions such as: -

* Commissioning sub-contractors and specialist support
* collecting data and information from across all sub-contracted delivery partners
* make sure there is a guaranteed minimum service offer for all PoP
* minimum standards are maintained
* training is universally delivered

To help maximise delivery and income we would like to understand your service development ambition. The commissioners believe that working collaboratively with other GMIRS commissioned services to better integrate a needs-led approach with wider community support is critical to successful service delivery. We would like bidders to explain how they will maximise Service Development that may include levering in additional services and funding, engaging with individuals and business to develop philanthropy, corporate social responsibility, and enterprise opportunities. We would like to understand your view of how this service can link to wider social infrastructure to best meet the needs of the PoP and to take advantage of any wider opportunities. This service development function should be able to work with your organisation and any sub-contractors but also across other commissioned GMIRS services to maximise the opportunities to deliver well-funded support for people on probation.

The commissioning of a GMIRS Well-being and Integration Service across Greater Manchester seeks to embed public service reform principles by working with provision where it already exists and bolstering those services to create additional value by providing funding for enhancing the following service provision for people on probation:

* Emotional regulation and decision making (non-clinical)
* Wellbeing support and healthy choices (non-clinical)
* Behaviour change
* Family support and mediation
* Finance, Benefit and Debt
* Low level accommodation support

The Core service provision will provide much of the above support, and we have included funding for additional support to address trauma informed support, finance benefit and debt, family support needs.

The provider will also be expected to identify any work with other commissioned specialist providers to meet the needs of people on probation. For example, this may include developing pathways into services for people who have suffered sexual abuse or violence. To promote these services, we would expect a budget to enable training of Well-being staff as well as strong referral pathways.

GMIRS has already commissioned an accommodation provider – Ingeus to deliver an in-custody pre-release accommodation support. The element of accommodation support we expect to be delivered by the Wellbeing Service as part of the core service delivery is lower-level housing advice and support. There will be the opportunity to develop mechanisms for specialist housing advice with Ingeus as part of mobilisation.

The well-being hub may support people who are at risk of homelessness or have accommodation concerns and have some capacity and means to secure and or maintain suitable accommodation but require some support and guidance to do so. This support should include, but is not limited to:

* Building individual’s confidence to find and sustain accommodation on their own.
* Support for searching and applying for private rented accommodation online and provision of information as required e.g., references and ID.
* Support to apply for social housing and the provision of information as required.
* Support and assistance with the completion of applications for Housing Benefit and other related benefits (or supporting access to agencies that provide this support).
* Directing and supporting access to other services including Local Authority Housing Options and Advice Services, Shelter, DWP.
* Support to access rent deposit and rent advance schemes by providing information and assisting the individual throughout the application process as required.

The Lead Provider will ensure that the service will deliver a pan Greater Manchester needs-led, person-centred offer of support via a variety of delivery methods and interventions, working in conjunction with Probation Service sentence planning and risk management objectives. Value will be created through both the enhanced funding provided through this ITT and existing service provision already in place and accessible as part of Greater Manchester Integrated Rehabilitative Services. It is expected that the services will operate as a ‘hub’ where services will be delivered and a brokerage role acting as advocate for both the person and other services. This will include developing and maintaining networks and supporting excellent relationships with key internal and external stakeholders.

Referrals will be from the Local Probation Delivery Unit for people subject to Probation supervision including those in custody or the community on a Community or Suspended Sentence Orders and for those on Licence and Post-Sentence Supervision.

Reducing harm and offending are front and centre of Greater Manchester’s Police and Crime Plan for 2022 to 2025. ‘Standing Together’ is a partnership plan that describes a new era of accountable and people-centred policing, community safety and criminal justice services for Greater Manchester.

The plan focuses on three key priorities:

* Keeping people safe and supporting victims
* Reducing harm and offending
* Strengthening communities and places

It also has two themes for action:

* Tackling inequality and injustice in all its forms including Gender Based Violence
* Delivering with victims, communities, and partnership

You can read the 2022-2025 Standing Together plan through the ink below:

* [Police and Crime Plan – ‘Standing Together’ 2022 - 2025](https://www.greatermanchester-ca.gov.uk/media/5892/gmca-police-and-crime-plan.pdf)

HMPPS produce a Reducing Reoffending Plan for Greater Manchester. You can access this plan through the attachment below.



**1.3 Greater Manchester Probation Service**

HMPPS created a Dynamic Framework, through which rehabilitation and resettlement services are commissioned for the delivery of court-ordered sentence requirements. These services are to meet ‘core needs’ of PoP that are unmet by GMPS statutory interventions; Accredited Programmes, Unpaid Work and Structured Interventions.

For most areas of England, these services are commissioned via the HMPPS Dynamic Framework, but through the GM regional allocation and a partnership with GMCA we are able to facilitate co-commissioning to deliver the shared aim of reducing harm and offending in GM to improve the lives of its residents.

HMPPS require rehabilitative and resettlement services to ensure sentence delivery options are available which meet the needs of service users and court-ordered sentencing requirements, using standard national specifications to be in place.

These core needs are based on HMPPS data and therefore reflect common needs, which exist at a national level (albeit potentially to different degrees and requiring different solutions locally).

Greater Manchester Integrated Rehabilitative Services: GMCA is leading on devolved commissioning and development across the services, in communities and in prisons. Innovation can be seen in GM through examples, such as: a coordinated approach to homelessness and accommodation support by joining up the GM A Bed Every Night scheme and CAS3; additional investment to the Whole System Approach to Women which continues to demonstrate significant reducing reoffending rates against comparable metropolitan areas, and co-location of substance misuse service provision. Education, training and employment provision and Peer Support Services. The next stage will see further integration through the new VCSE sector-led Well-being Hubs.

* 1. **The Greater Manchester Devolution Landscape**

Greater Manchester is one of seven city regions in the UK which has reached an agreement with National Government on a devolution deal, agreed by the Greater Manchester Combined Authority. In May 2017 Greater Manchester saw the introduction of a ‘Metro Mayor’ who took over the role of the Police and Crime Commissioner as well as being responsible for setting out a strategy for growing the city region economy and will have certain powers over skills, housing, and transport. Also included, and unique to Greater Manchester, are extra powers over Criminal Justice and Health and Social Care. The Probation rehabilitation landscape is, therefore, a clear feature within this devolution.

* 1. **Greater Manchester Strategy**

The Greater Manchester Strategy ‘Standing Together’ is a partnership plan and the Greater Manchester Combined Authority, the 10 Local Authorities, Community Safety Partnerships, Greater Manchester Police, Greater Manchester Probation, health and social care, wider public partners, the voluntary and community sector, businesses, and the people of Greater Manchester all have a part to play in it.

This plan does not stand alone. There are several other plans and strategies that feed into, inform, and connect to it including: Greater Manchester Strategy, Fire Plan, GMP Improvement Plan, Gender-Based Violence Strategy, Serious Violence Action Plan, Children and Young People Plan, Greater Manchester Road Danger Reduction Plan, and the Unified Public Services White Paper, to name a few.

The 10 local authorities have their own Community Safety and Reducing Reoffending plans that address local concerns. The priorities and commitments contained within these plans are linked together and are focused on collective performance rather than that of individual organisations.

In Greater Manchester, we are also exploring how we can better share information across agencies to develop a more joined-up justice system. This will improve data-sharing of information and provide a coordinated approach to improve the collective outcomes of services working with People on Probation.

* 1. **The Greater Manchester Well-being Support & Integration Services**

GMCA will enter into a contract agreement with successful bidder as the Lead Provider. The Lead Provider will have overall responsibility for service delivery in each Local Authority area and be responsible for sub-contracting (if using sub-contractors) of local and specialist providers and will need to demonstrate how this will be achieved.

To ensure there is a consistent minimum standard for all PoP referred to the service there will be a core co-ordinator function as well as the service delivery function. Primary communications will be via the Lead Provider, the Commissioner and Greater Manchester Probation Service.

The Lead Provider will ensure that the Greater Manchester Well-being Service will be delivered from a high-quality hub in each Local Authority area of Greater Manchester. The service will need to provide direct support and a range of interventions as well as acting as a safe place for PoP to be. Each hub will be a functional building where co-location, group work and one-to-one support can be delivered.

Co-location could include but not limited to other community support or well-being services, other commissioned IRS services and Probation Practitioners - the service needs to provide a range of services to meet varying needs of PoP and meet their differing complexity needs through a variety of support offers.

The service will take a partnership approach to develop and promote the provision and to support other initiatives where applicable, including working with the Commissioner and Greater Manchester Probation Service to expand and develop the hubs and rehabilitative approaches in districts. The Lead Provider should demonstrate the ambition to build on existing services where they exist and form close working relationships with a range of other providers to best meet the needs of PoP.

It is expected that the Lead Provider and any sub-contracted providers will work closely with other GMIRS providers and as the Lead Provider, we would like to understand how you intend to ensure a seamless offer of support with the Accommodation, Dependency and Recovery, Peer Support, Education, Training and Employment (ETE) providers under GMIRS. Most women will be directed to the Women’s Support Service, however there may be instances where a woman chooses or is directed to access support from the Well-being Support Service and in the case of family support where you are working with women also known to the Women’s Support Service.

As the Lead Provider, we are keen to hear how your delivery model will work closely with GMIRS providers and how this will compliment delivery against anticipated demand, while also ensuring a standard minimum offer across all delivery hubs. Please include in your delivery model how you will ensure all delivery hubs are easily accessible by People on Probation.

Following GMCA public service principals of building on resources in our communities we would like to hear how you will build on existing assets across Greater Manchester. Some such assets have been identified and developed during the pilot period between July 2022 and July 2023. We would like to understand whether these assets would be part of the delivery offer and a clear explanation of the relationship between community resources and the co-ordination function.

The commissioners expect the Lead Provider to adopt a flexible approach which will involve shifting service delivery over time to address changing need and demand. This expectation will allow the provider to work with the commissioner and other partners to build on the initial delivery model, building a more comprehensive support offer over time. Examples of where we anticipate an evolving service could be the support offer for people in prison, the development of a family support offer or the provision of services to address unmet trauma identified by impact assessments and locally driven change protocols.

We will be keen to see how your delivery model will include the ability to develop additionality to meet specific needs that are beyond the core offer. It is expected that the Lead Provider will work in a strategic partnership with the commissioners and Greater Manchester Probation Service, to shape and develop the service over time.

**1.7 Values and Ethos**

Having a provider who shares a consistent set of values and ethos with the commissioners and GMPS can help establish a strong partnership. These same values should help build trusting relationships that are critical to assist PoP to access support offered to meet their needs, this may be through offering the support directly or assisting the PoP to access and engage with other suitable support.

We value the role of PoP and people with lived experience in co-production of service design, service delivery and the on-going review of services. Learning has taught us the value of providers being able to respond to the needs of PoP to build trusting relationships with their support worker and to engage meaningfully with other services including statutory services.

Within any bid we will be looking to see how a provider demonstrates our shared values to support PoP which include but aren’t limited to:

* A belief is held that the PoP entering a service should feel valued by empathetic non-judgemental staff.
* Services are delivered utilising great communication that is understood and accessible, including translated information and different formats to overcome language and learning barriers.
* The service, recognising many PoP will have suffered trauma, would deliver services through trauma responsive practice and support.
* Services should be sequenced to offer appropriate support when it is needed.
* As well as a strong key worker model GMCA / GMPS recognise the importance of peer support helping PoP find their own solutions, build friendships, find the right support, and make progress.
* Working with PoP who may mistrust services, there is a need to build consistent trusting relationships that advocate on behalf of the PoP motivating and championing for them.
* It is also recognised that POP may have had negative experience of services and therefore there may be a need to advocate on behalf of other statutory services and to challenge negatively held views on occasions.
* Recognising that progress can be met with many hurdles, to ensuring flexibility within delivery models to allow for quick action at a point of crisis to prevent PoP disengaging and/or spiral into further difficulties.
* Emphasis is placed on recognising the value of listening to PoP with respect as part of a needs-led people centred service and acting on what is heard.
* To involve PoP and (where appropriate) share reports and information about PoP with them, so that they can input and amend into this process and help report on progress made.
  1. **Core Service Aims**

The aims of this service, along with other GMIRS provision, are to help PoP move away from offending by providing the support to help the person address their needs regarding emotional regulation and decision making, wellbeing support and healthy choices, behaviour change, family support and mediation and finance issues. Within this aim there is room for innovation, but minimum standards must be adhered to. These will include: -

***National Standards:***

The Provider will adhere to the latest national standards. If new guidance or standards, relevant to the interventions delivered, are published the provider will also adhere to these new publications.

The Provider will be expected to deliver Well-being Support services to PoP across the ten Greater Manchester boroughs. All PoP under current Probation Supervision could be eligible but may not necessarily be referred depending on their needs and risk management requirements. All activity will need to be delivered in partnership with Greater Manchester Probation Service who will retain responsibility for the overall supervision and risk management of the PoP. It is important to note that the service delivered to the PoP can also be delivered as part of their court order or licence and therefore will be mandated and could be enforceable. All non-attendance to the Well-being Support service must be reported to the Probation Practitioner (system update) with 24 hours of the referral.

All Providers in the Greater Manchester Integrated Rehabilitative Services will be required to use the HMPPS Case Recording System to receive referrals, conduct a needs assessment and submit plans against the levels of complexity for PoP under statutory supervision in this specification. This ITT will set out requirements in relation to the HMPPS Case Recording System. This may sometimes be referred to as the 'Digital Tool / Solution' / ‘Record and Monitor (R&M)’ in other HMPPS documents or training packages, but they are one and the same.

All Providers will be required to have Cyber Essentials Plus with a view to completing ISO27001 in 6 to 12 months and will participate in training on the HMPPS Case Recording System (R&M) - these are specific requirements included in the specification, to ensure that any Tenderer has the capability and capacity to comply with this and arising Cyber Security (Infosec) and Information Governance aspects. If there are any questions relating to these requirements, please communicate through the Q&A section of The Chest portal.

While this contract will be a newly commissioned service, it will supersede a Welfare Support pilot that has been operating since September 2022. Therefore, the supplier will be expected to continue to support PoP engaged in the pilot and will be required to take and hold new referrals. It is recognised that the full mobilisation of the service will take place over the initial three months, with full-service delivery at the end of the three-month mobilisation. Within the mobilisation period there will be a hand-over phase to enable a smooth transfer of caseload where appropriate.

We appreciate need is dynamic and therefore it will need to change with need. We would like to understand your methodology to develop your provision and work collaboratively with you through a series of insight and need reports undertaken at the Quality Assurance and Learning Boards where joint decisions can be made and appropriate assurances put in place. This will enable the Lead Provider, GMPS and commissioner to develop their understanding and evolving needs of the differing cohorts across GM during the contract period.

***Needs-led Support Offer:***

The service will provide a needs-led support service developed around a ‘hub’ in each local authority area of Greater Manchester, if you wish to deliver services from more than one hub in a local authority area to meet demand, we would be keen to hear about this.

The provision may build on services already commissioned within Greater Manchester to help address unmet needs and well-being support. Where this is the case, it is anticipated there will be a similar approach to all the service users to deliver support, whether they are PoP or accessing the service by other referral routes. For PoP service users there will be agreed reporting requirements that will have to be adhered to that will be separate to any other service users.

***Reducing Crime:***

The management of risk lies clearly with GMPS, however the service will support PoP to understand the consequences of their actions and change behaviour to prevent re-offending and support to lead law abiding, independent lifestyles. The service will identify PoP needs and seek to tackle drivers of crime and criminality, via direct support, as well as establishing pathways to other specialist support services to sustain changes in behaviour.

***Partnerships and Engagement:***

The Lead Provider will adopt a partnership approach to ensure appropriate agencies are supporting People on Probation and that risk and safeguarding issues are well managed. This may involve developing referral routes and relevant GDPR compliant data sharing protocols. There will be an expectation the service offer links to other local services within the area to support the PoP including ‘step-down’ once they have completed statutory attendance / supervision to support any on-going needs.

***Meeting different needs including Protected Characteristics;***

The service will be expected to work with different cohorts to provide a tailored offering to suit different needs of people who are in the justice system including but not exclusive to such differences as: race; age; gender; disability, learning disability and autism amongst other examples.

***Demonstrate quality and impact of service;***

We would like to work with the Lead Provider to develop outcomes data that shows the progress of a PoP and the ‘distance travelled’ to record the progress they make as the receive support. To do this we require an agreed contract and performance management data set that both fulfils HMPPS requirements and GMIRS services and contributes towards a pro-social and more independent lifestyle. There will be a requirement of the Lead Provider to work with the commissioner and Greater Manchester Probation Service to agree the data set and provide:

* monthly contract management data and quarterly reporting to demonstrate outputs and outcomes as agreed.
* demonstrate how the service is contributing to meeting the aims and objectives of the Police and Crime Plan.
* obtain feedback from People on Probation to develop and enhance and continually improve service provision.
* report to and participate in scrutiny and accountability mechanisms within the wider criminal justice partnership.

***Safeguarding;***

There will be an expectation the Lead Provider will contribute to child and adult safeguarding requirements including incorporating common assessment frameworks. All providers and practitioners will be expected to be fully trained in all areas relating to safeguarding for example; adult, child, and domestic violence.

* 1. **Intended Outcomes**

The Deputy Mayor is committed to supporting a service that can achieve improved outcomes for the people of Greater Manchester including reducing harm and reoffending as well as keeping people safe and strengthening our communities and places. These primary outcomes will demonstrate the real benefits the service provides to victims and perpetrators of crime.

The people using this service will have different levels of complexity within their lives and experiences. In many cases people will also have been a victim of crime and or trauma.

There are statutory and other commissioned services that address some areas of need a PoP face. However, in many instances people with unmet need can find themselves excluded from such service, or unable to navigate to them, or choose not to engage with them. The Well-being Support service seeks to address the specific needs off the PoP, and you will be expected to work across a wide range of areas to achieve positive outcomes. Areas in which the Provider must help PoP achieve improvements in their life are captured within the 12 categories of need, which are:

● Emotional and Mental health

● Physical health;

● Shelter and accommodation;

● Family, friends, and children;

● Education, skills, and employment;

● Drugs and alcohol;

● Finance and benefits;

● Outlook and attitudes;

● Social interactions and networks

● Meaningful use of time

● Motivation to desist from offending;

● Self-care and living skills;

Service delivery should be tailored to the individual from the point of engagement, and it is open to the Provider to consider any additional areas requiring support to achieve successful outcomes. The GMPS contract management team and GMCA Commissioning Team will work with the Service Provider to develop the necessary tools to capture outcomes and the impact of service delivery.

As standard practice, the Service Provider will be expected to capture ‘distance travelled’ outcomes effectively, i.e., the progress the service user has made from initial referral into the service to exiting the service, following intervention. Other approaches in measuring outcomes may include:

* Self-reported outcomes
* Psychometric scales
* Service user questionnaire / consultation (carried out by an independent source)
* Staff-reported outcomes
* Working with Lived experience to engage service users
* ‘Hard’ outcome measures
* Qualitative outcome measures
  1. **Service Delivery Objectives**

Funding has been provided through HMPPS and the Deputy Mayor to provide a service to help PoP rehabilitate and live a pro-social lifestyle. Consequently, the service must be compliant with the Ministry of Justice’s contract conditions, as set out in the contract.

Building a trusting relationship with the PoP through integration and partnership working are integral elements of the service to ensure the PoP receives coordinated and sequenced support from the provider and / or the most appropriate agency. Consequently, the Service Provider should adopt a positive approach around information sharing, to improve outcomes for PoP across Greater Manchester.

* 1. **Funding**

The Deputy Mayor is offering an 18-month contract beginning in September 2023, with a three-month mobilisation period. The contract will be for 18 months initially with a further year subject successful delivery and GMPS being allocating anticipated funds for the financial year 2025/26.

The budget for the initial 18-month service is £4,950,000. This funding has been allocated.

Sept 2023 – March 24 £1,550,000

April 2024 – March 25 £3,400,000

It is anticipated a further year’s funding from April 2025 to March 2026 in the region of £4,000,000 but following a financial review funding for the year 2025/26 has yet to be confirmed by HMPPS to GMPS. This gives a range of the contract values from £4,950,000 (guaranteed for 18 months) to £8,950,000 (dependant on anticipated funding for a further 12 months).

**Total Budget**

Funding guaranteed:

Sept 2023 – March 24 £1,550,000

April 2024 – March 25 £3,400,000

Anticipated funding:

April 2025 – March 26 £4,000,000

**Total £8,950,000**

* 1. **Anticipated Demand**

The Lead Provider will be required to offer a mandated service to People on Probation (PoP). Referrals will be via Probation Practitioners.

Based on previous service performance, we anticipate approximately:

|  |  |  |  |
| --- | --- | --- | --- |
| PDU | Total | % of Community | Predicted numbers for ITT  40-60% |
| Bolton | 1057 | 10.83% | 423 – 634 |
| Bury | 554 | 5.68% | 223 - 332 |
| Manchester N | 1297 | 13.29% | 519 - 778 |
| Manchester S | 1327 | 13.59% | 531 - 796 |
| Oldham | 795 | 8.14% | 318 - 477 |
| Rochdale | 827 | 8.47% | 330 - 496 |
| Salford | 943 | 9.66% | 377 - 566 |
| Stockport | 742 | 7.60% | 297 - 445 |
| Tameside | 794 | 8.13% | 318 - 476 |
| Trafford | 390 | 4.00% | 156 - 234 |
| Wigan | 1035 | 10.60% | 414 - 621 |
| **Grand Total** | **9761** |  |  |

These figures are reflective of people currently in the community as of 16/01/2023. These figures do not include people undertaking community payback. People subject to community payback could also be eligible for this service and may add to volumes. There are currently 875 people across Greater Manchester who are on community payback.

**Complexity of referrals**

Data from the pilot and our other GMIRS commissioned services have shown that the majority of PoP are referred as having a medium complexity. The following data shows complexity levels across all GMIRS services:

* 23% of Referrals are Low Complexity
* 56% of Referrals are Medium Complexity
* 21% of Referrals are High Complexity

* 1. **Social Value**

GMCA are committed to acting in a socially responsible way and to influencing others with whom we work with to do the same.  In accordance with the Social Value Act 2012 we must consider social value in all our decisions.

This means GMCA will ensure every contract achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and economy, whilst minimising damage to the environment.

GMCA’s Social Value Framework has six priorities as shown in the diagram below. Further information on how suppliers can contribute to each can be found GMCA’s website:

<https://www.greatermanchester-ca.gov.uk/what-we-do/economy/social-value-can-make-greater-manchester-a-better-place/>

Graphical user interface, text, email, website

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* 1. **We are committed to, and we expect our suppliers to be committed to:**
  + supporting the local economy, including through any sub-contracting.
  + reducing demand for public services and including appropriate incentives in contracts, such as contract extension opportunities for suppliers who effectively reduce demand.
  + supporting the community and voluntary sector through our suppliers and contracts.
  + robust enforcement in cases where suppliers fail to deliver agreed outcomes.
* working positively with suppliers to deliver the maximum possible social value together (e.g., we might offer a supplier discounted use of our buildings in order to enable district-based delivery of services across the region);
* paying our suppliers promptly.
* endorsing / promoting suppliers who engage successfully and positively with our social value approach to procurement.
* upholding and maintaining our ISO14001 environmental management system accreditation.
* Adopting the **Real** **Living** **Wage** as a minimum.
  1. **Modern Slavery Act 2015**

As part of Local Government, the GMCA recognizes that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the GMCA’s responsibility as an employer, it also acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015. The GMCA is absolutely committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking. The GMCA requires that all direct suppliers, service providers and contractors to the GMCA are absolutely committed themselves to preventing slavery within their own activities and through their supply chain which includes manufacturers, and producers.

**Section 2:**

**Service Delivery Requirements**

As outlined above, this ITT has three aspects to it and section 2 provides some additional detail to assist bidders of what the commissioner’s expectations and ambitions are. We are seeking to appoint a lead provider with whom we can work in partnership to meet the changing needs and requirements during the life of this contract. We will expect the successful bidder to be suggesting potential opportunities to develop the service through greater integration, additional funding opportunities and business development and identifying gaps and new ways of meeting changing need of people on probation.

**2.1 Infrastructure and Coordination Requirements**

The successful bidder will be the single point of contact. In this ITT we have stated that we would need to understand your delivery model, and whether it will be following public service reform principles of building on successful local services that can also meet the well-being needs of PoP. However, we are open to any infrastructure model where a successful evidence base demonstrates the ability to meet the needs of PoP.

We are expecting a physical hub within each of the 10 Greater Manchester local authority areas where advice and support will be offered via a variety of methods including one to one support, group work or advice. The hub will also act a space where other services, both GMIRS and universal services, can provide support making a ‘one stop shop’ environment that brings different services to meet different needs under one roof. There would also be an ambition to have some probation staff co-located within the delivery hub.

The lead provider will need to demonstrate the capacity and capability to subcontract any additional specialist support that are required at a GM scale for example; Finance, Benefit and Debt, Family Support, and Trauma Informed Support Service.

We will work with the successful bidder to develop any such services through sharing the understanding of need as it presents across Greater Manchester, accessing the voice of lived experience as well as complying with HMPPS requirements.

**2.2 Integration and Service Development Requirements**

Part of the Lead Provider role will be to facilitate integration of providers under this commission, the wider GMIRS commissioned services and other services that are within the locality of each local authority area. We would like to hear how you will ensure services are integrated as closely as possible and connected to the place.

We would expect that there is an analytical capacity within any bid to provide the data required and offer an insight into what the data is telling us - identifying gaps and solutions. Such insights may draw on the experience and views of services, front-line practitioners, PoP and lived experience as well as throughput and outcome data.

Under the conditions of this ITT the successful bidder will be delivering against a background of defined contract management and procurement requirements which will only go some way to meet the varying needs of a person on probation.

We would like to understand the ambition of service development that you would bring to support the core delivery offer. There are a wide range of alternative funding opportunities for organisations to bid against at a local, regional, and national level to support people who are facing unmet need. Working collaboratively with the lead provider we would like to develop a shared ambition that accesses a wide range of funding options to maximise the revenue available to support people with unmet needs. As part of your integration and service development plans, we would like to understand how you would look to access any such additional funds.

The service will participate with the commissioner, Greater Manchester Probation Service, and statutory partners to build strong pathways between services and work collaboratively to identify further opportunities for greater intervention with the aim of delivering a seamless service.

**2.3 Service Delivery Requirements**

The Lead Provider will ensure a needs-led, person-centred offer of support via a variety of delivery methods and interventions, working in conjunction with Greater Manchester Probation Service, sentence planning and risk management objectives.

As described, this commissioned service will need to deliver support across a range of needs to enable the PoP to succeed and move forward with their life. We would like to see delivery models that share the same principals as other GMIRS commissioned services and work together to jointly meet the needs of the PoP. It is anticipated through building a trusting relationship the Provider will undertake a range of wrap-around support to either meet the PoP needs or to guide him/her into other specialist support services.

**2.4 Over-arching Principles**

A key ambition is for the Well-being Support service to assist PoP to reduce their reoffending and help them to cope, recover and move forward positively in their lives. We expect the Lead Provider to demonstrate how they share key values that recognise the importance of building trusting relationships through a needs led and trauma informed approach.

Where the Provider/s already delivers a service to meet local need and we are commissioning additional resources to meet the needs of PoP we expect a consistent operating model supported by the Lead Provider’s ethos and values.

Services should be delivered in a way which reflects differing Complexity Levels of PoP that will access the service. These are currently defined as:

**Low complexity** – the PoP has capacity but requires some support. No critical development needs, possesses relevant skills and is motivated in the area. The PoP values / sees the benefits of change or self-improvement but requires advice, information, guidance.

**Medium complexity** – the PoP may have multiple needs e.g., learning difficulties or may face other challenges. Requires support to address gaps in their skillset. Some motivation is present, but PoP requires support to effectively engage and sustain progress made.

**High complexity** – the PoP may have a poor history of engagement with services, has experienced ACEs / trauma, faces multiple barriers, has complex needs / vulnerabilities, mental health issues or additional difficulties arising from their offence-type and limited skills. The PoP may have low motivation, requires enhanced support to engage with services, struggles with numerous aspects of daily life.

The Provider must continuously remind themselves that irrespective of apparent need and / or motivation present in the individual, they have been statutorily referred by Probation and have neither chosen to be subject to Probation supervision nor proactively chosen to receive the service interventions they are being prescribed.

* 1. **People with Protected Characteristics**

Ethnic minorities

The Provider/s must deliver the service in a way which meets the additional and specific needs of PoP from minority communities and assists them to reduce social isolation and secure and maintain engagement with community services. The Provider/s shall therefore deliver the service, including but not limited to:

* in a way which meets the additional and specific needs of those who are identified in the referral
* by Provider Personnel who are appropriately trained to be Culturally Competent, and, where appropriate, to include Provider Personnel who share aspects of the People on Probation ' identity
* the use of materials, posters, leaflets in other languages where possible
* the use of an interpreter where needed; and
* recognising the need for People on Probation to express their cultural identity free from fear of being stereotyped or discriminated against

Learning Difficulties, Autism and/or Learning Disabilities

The Provider/s must deliver the service in a way which meets the additional and specific needs of PoP with Learning Difficulties, Autism and/or Learning Disabilities and assists them to secure and maintain community integration.  The Provider/s shall therefore deliver the service including, but not limited to:

* using materials which are in an easily accessible format
* easy access to the service
* amending the delivery of service to respond to specific needs identified by the Responsible Officer in the referral; and
* supporting referral to Providers of specialist services which meet the additional needs of those with Learning Difficulties and/or Learning Disabilities.

Young PoP and Care Leavers

The Provider/s must deliver the Services in a way which meets the additional and specific needs of young adult PoP (aged 18-25) and assists them to secure and maintain community networks. The Provider/s shall therefore deliver the Services including, but not limited to:

* building the PoP resistance to peer influence
* developing the PoP self-sufficiency and independence
* providing the PoP with access to additional support for care leavers (where appropriate)
* increasing the PoP ability to focus on future plans and goals

Veterans

The Provider/s must deliver the Services in a way which facilitates the PoP/PiP to engage with services such as military charities/providers which offer additional support or resources which will contribute to rehabilitation.

Foreign National Offenders

The Provider/s shall be required to deliver the service to Foreign National PoP who are:

* subject to deportation action by Home Office and released directly from prison into the community once they reach their custodial release date.

And, in relation to such PoP, the Provider/s must deliver the service in a way which:

* meets the additional/ specific needs identified in the Referral; and
* takes account of the difficulties that arise in relation to immigration status and limited access to Statutory Services

Older PoP (50+)

Prison and probation populations are aging therefore the provider must deliver services in a way that meets the additional needs of older PoP.

Gender Identity

Where a PoP identifies as transgender, the provider will meet the needs of those PoP identified through developing a person-centred action plan that supports both the PoP in question and is cognisant of safeguarding requirements and the needs of other service users.

Health

The Service shall be delivered that meet the needs of those with physical disabilities and/ or mental health difficulties including lower-level well-being issues.

**2.6 Mobilisation**

* The Lead Provider will need to take referrals on day one of mobilisation.
* Where new Provider/s are onboarded, a handover and mobilisation period will be implemented and time will be agreed for accessing premises, staffing, whilst delivery commences in the community.
* the Lead Provider will ensure an itinerary of support in each hub across Greater Manchester over a 5-day period – to include but not limited to:
* user-led design, co-production, and co-delivery, working in partnership with other services, including other GMCA/GMPS IRS Services
* person-centred provision motivating, supporting, empowering PoP to change direction through Group Work, One-to-One Support and Partnership working with specialised services
* promotion of desistance and pro-social approaches with citizenship, healthy family, and community relationships as key pillars of achieving/ sustaining rehabilitation and recovery
* partnership working to facilitate innovation, improved outcomes, and community resilience. Proactively learning from influencing best practice, flexing the response to changing needs as the service devolves
* The Provider/s will be required to meet National Key Performance Indicators / Service Levels. The Deputy Mayor and GMPS will work with the Lead Provider during mobilisation to develop a robust outcome and reporting framework therefore these KPI’s are indicative. These may include but not limited to:

KPI’s:

|  |  |  |
| --- | --- | --- |
| **KPI's** | **REVIEW** | **Target** |
| DS 1 | **Monthly referrals received against Contractual target.** 95% of the referrals target, received within the month | 95% |
| DS 2 | **% of referrals receive an assessment within 10 working days of being referred** 95% of the referrals received, complete an Assessment within 10 working days of being referred. Inclusive of mitigation. | 95% |
| DS 3 | **% of referrals complete a detailed Action Plan, outlining the needs of the POP within 5 working days of the initial assessment appointment** 90% of PoP assessed, have a detailed action plan written up within 5 working days of the initial assessment appointment | 90% |
| DS 4 | **Duration period from starting on intervention to completing a distance travelled tool** 95% of PoP assessed, complete the distance travelled tool within 10 working days of completing an assessment | 95% |
| DS 5 | **% of POP go onto achieve an outcome** 85% of PoP on programme complete an outcome against actions highlighted on the referral. | 85% |
| KP 1 | **Individual records created and maintained by Recipient** 100% of POP records created / updated within 1 business day of contact with the POP | 100% |
| KP 2 | **Action plans outlining the specified activity/progress of the PoP, created/maintained by Recipient & shared** 100% of POP action plans created/updated within 1 business day of contact with the POP maintained by Recipient & shared with Referring Officer | 100% |
| KP 3 | **Records of attendance on specified intervention created /maintained by Recipient and shared.** 100% of POP attendance records created/updated within 1 business day of appointment and shared with Probation Practitioner | 100% |
| KP 4 | **If requested by the contractor, the recipient is to provide any relevant information/evidence as requested on all information** 100% of the required evidence is sent by the recipient to the contractor within 1 working day of the original request | 100% |
| KP 5 | **Exit survey completed by PoP and maintained by the Recipient** 90% of POP are given the opportunity to complete exit surveys. Completed within 1 business day successful completion of the specified intervention | 90% |
| KP6 | **% of referrals assessed as suitable attend an Intervention appointment.** 90% of the referred POP assessed as suitable attend an Intervention Appointment (which may include the Intervention Commencement Appointment), within 10 working days. Inclusive of mitigation | 90% |

Service Levels:

* CRS PM001 Commissioned Rehabilitation Service Sta
* CRS SL002 – Intervention Appointment attended by PoP

Technical notes attached:



* 1. **Delivery Model**

We are looking for a Lead Provider that has innovation and not only wants to manage the service but wants to grow the service with GMCA and GMPS. We do have minimum requirements that need to be met but we are looking for a Lead Provider that shares our innovation and wants to evolve the service over the length of the contract. The minimum expectations we are looking for will include, but not limited to:

* A hub in each Local Authority area that is accessible by PoP and can show a connection to its locality.
* Staff that are trained to deliver a needs led quality service.
* Quality Actions Plans agreed with the PoP and Probation Practitioner.
* A flexible approach to meet the varying needs of PoP.
* Co-location to include support staff, Probation Partitioners and other specialised services that can meet the needs of PoP.
* Flexible opening times, out of hours, weekends.
* A minimum standard deliver model across all hubs – an itinerary of support to include group sessions, family sessions, one-to-one and specialised support.
* Working in partnership with GMCA, GMIRS services, HMPPS, Probation Practitioners, other specialised services.
* Good working practices, new ideas and innovation that can be shared across all hubs.
* Quality outcomes that have met the need of PoP.
* Work with other commissioned specialist providers to meet the needs of PoP.
* Strong referral pathways regarding specialist and universal support.

***Referrals***

* Referrals to The Well-being Support service will be made by the Probation Partitioner who will identify the needs of the PoP, the reason for the referral and highlight any risks.
* All non-attendance to The Well-being Support service must be reported to the Probation Practitioner (system update) within 24 hours of the referral.
* Where a referral needs to access another specialised service, the decision will be made through working in partnership with the Provider/s, Probation Practitioner and where appropriate the specialised service.

***Workforce***

The service must maintain staffing levels enabling the above service specification to manage referrals and safe caseloads (demand and peaks), meeting the outcome requirements of a PoP to cope and recover with appropriate rotas and shift patterns, within the funding envelope. The Lead Provider must demonstrate how they will ensure staffing levels remain in place to meet demand (recognising demand may change in both volume and geographical area across GM), any contingency plans that will be put in place to cover annual leave and sickness.

***Skills, Knowledge, Experience and Training of the Workforce***

The Service Provider must ensure all staff are trained and supported in line with the relevant legislation and local safeguarding policies. They should also have knowledge in the following areas and, where appropriate, have robust policies and procedures in place:

* + - Children and adults safeguarding
    - The Criminal Justice System, Victim Code of Practice and EU Directive
    - Information sharing and data protection
    - Motivational interviewing techniques or similar practices
    - Partnership working and referral agencies/pathways
    - Greater Manchester Police processes
    - Disciplinary procedures
    - Health and safety
    - Complaints/Whistle Blowing
    - Equality and Diversity (including the Equality and Human Rights Legislation and the Public Sector Equality Duty)
* Staff must be able to work in a multi-agency environment to determine the most suitable support to address the needs of the PoP
* The Service Provider/s must ensure all staff are trained in-line with GMCA/ GMPS minimum requirements (list of training will supplied to the winning bidder) and supported in line with the relevant legislation and local safeguarding policies

**2.8 HMPPS Vetting Requirements**



HMPPS vetting requirements are currently being updated and this will be shared (via the Chest) once completed.

* 1. **Partnership Working and Engagement**

At the service delivery level, the successful Lead Provider will work with partners in the development of the Well-being Support and Integration Service and take a key role in marketing the service to partners, i.e. Probation Staff, other IRS commissioned services, universal and specialised services. The Lead Provider will:

* Take a proactive approach to promoting the service across the Partnership to ensure it is widely accessible and generate dynamic ideas to improve the service and further opportunities to integrate more effectively with partners over the period of the contract.
* Identify any work with other commissioned specialist providers to meet the needs of people on probation. For example, this may include developing pathways into services for people who have suffered sexual abuse or violence. To promote these services, we would expect a budget to enable training of Well-being staff as well as strong referral pathways.
* Contribute to the development of service policies, protocols, guidelines, and strategies within area of practice as necessary.
* Provide specialist advice to all agencies responsible for supporting PoP, including participation in delivery of training sessions. Participate with partners via team meetings, peer reviews, local networks, and national networks.
* Improve the quality and security of data, data collection processes, reporting and information and case management systems to ensure appropriate security levels are adhered to.
* Adopt a consistent approach across Greater Manchester whilst providing flexibility to ensure the service complements and/or enhances local approaches.
  1. **E-Software and Systems Service Requirements**

The Lead Provider must adopt a robust case and information management system (CMS) to manage the safe receipt, transfer, security, governance, and reporting requirements of the service. The systems, processes and procedures must comply with all relevant legislation governing information.

The CMS should have the development capability to accept secure referrals from HMPPS, this will be via the Refer and Monitor system. Appropriate and timely updates to this system will be expected and necessary.

The case management system must have the ability to record consent of a PoP to share information with wider partners.

The Lead Provider should have the ability to share agreed data and reports in a timely and agreed standard format. This may require access by analysts, instructed by the Deputy Mayor and GMPS, to enable ad hoc reports and assurance checks.

At the end of the contract, the Lead Provider must agree to maintain and extract all data for any subsequent contracts and to ensure a seamless service for PoP.

The successful Lead Provider must be prepared to work with GMCA and HMPPS to develop / sign up to relevant data sharing protocols to embrace partnership working. A dynamic approach to information sharing is necessary to:

* + Respond and comply with safeguarding procedures.
  + Aggregate data and intelligence.
  + Identify and support victim needs which may require consent-based referrals to other services.
  + Produce and share a monthly victim needs profile with the Deputy Mayor and partners.
  1. **Digital Transformation**

TheDeputy Mayor wants to enable organisations to make better use of data, and to improve services for all citizens across Greater Manchester. The following principles underpin our way of working.

* + working in an agile way (or a willingness to learn).
  + using a person-centred design approach.
  + co-designing a solution that has a focus on continuous improvement.
  + consulting with key stakeholders to develop a high-quality customer journey.
  + working in a flexible, resilient way to evolve a solution over-time.
  + ensuring information governance requirements are met.
  1. **Information Governance**

Since the introduction of the GDPR (General Data Protection Regulation) and the updated Data Protection Act in 2018, organisations are now held more accountable for their technical and organisational measures in relation to their security and protection of data, particularly data that identifies individuals (personal data).

When working with new suppliers/providers, the GMCA have a required Data Protection standard which must be evidenced through relevant policies and procedures. As a minimum we would expect your policies and procedures to be up to date with the changes that were made from the previous Data Protection Act 1998, and reflect the key areas of emphasis GDPR introduced, such as updated data protection principles, reinforced individual rights, an up-to-date information security policy, data processing procedures and controls, and staff training on all of the above.

More information about the changes of GDPR and what is required from organisations can be found on the ICO (Information Commissioner’s Office) website: [https://ico.org.uk/for-organisations/](https://ico.org.uk/for-organisations/%20)

The Lead Provider must demonstrate that structures, systems, and processes are in place to assure the quality, accountability and management of information collated and produced by the service.

If the Lead Provider is to process information (process can include actions such as obtaining, recording, holding, adapting, amending, updating) in its own electronic management (or paper) system, then it should do so in ensuring it meets its obligations under UK data protection legislation.

Information collected by HMPPS will be passed securely to the Lead Provider so that they can contact the PoP to offer support. The Lead Provider is doing this on behalf of HMPPS and the GMCA so that they meet the obligations placed upon them under the Reducing Reoffending Act.

Upon the conclusion of the contract, the Lead Provider will be required to provide the collected information to HMPPS / GMCA in a format to be decided by them at no additional cost. A hard deletion of all electronic information and secure disposal of all paper documents must then be undertaken. Written confirmation of this being completed must be provided within 90 calendar days of the end of the contract.

The Lead Provider will only have access to the information for the purpose of providing support to PoP and will not use the information for any other purpose without the explicit permission of the Deputy Mayor and GMPS.

All personal data obtained by the Lead Provider, irrespective of whether it is at rest or in transit must meet national guidelines and required standards for data protection compliance, security, and client confidentiality.

The Deputy Mayor and GMPS are looking for an innovative, creative, and outcome-focussed Provider who can work with partners who support PoP, reduce bureaucracy, share information but protect the rights of the PoP and work with the Deputy Mayor to transform the outcomes for PoP across Greater Manchester. We will therefore expect providers to be agile and bring a proactive, solution focused mindset to the development of the information governance arrangements for this contract.

During mobilisation GMCA and HMPPS will work with the Lead Provider to ensure all underlying governance requirements are in place and form part of the contract. We will expect that the provider will be prepared to utilise the tools and gateways that currently available such as the Information Commissioner ( <https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/> ) to provide all reasonable assistance to prepare any data protection impact assessment as may be required (including provision of detailed information and assessments in relation to processing operations, risks and measures).

* 1. **Records Management and Maintenance**.

Data is fundamental to effective, evidence-based decision-making. It underpins everything from major policy decisions to routine operational process. Often, however, data is of unknown or questionable quality. This presents huge challenges. Poor or unknown quality data weakens evidence of need, undermines trust, and ultimately leads to poor outcomes for PoP.

We will expect the Lead Provider to be able to demonstrate that it can meet the principles within the Government Data Quality Framework. These are:

1. Commit to data quality

2. Know your users and their needs

3. Assess quality throughout the data lifecycle

4. Communicate data quality clearly and effectively

5. Anticipate changes affecting data quality

Further information can be found here: [https://www.gov.uk/government/publications/the-government-data-quality-framework/the-government-data-quality-framework#Data-Quality-Principles](https://www.gov.uk/government/publications/the-government-data-quality-framework/the-government-data-quality-framework%23Data-Quality-Principles)

* 1. **Information Security and Risk Management**

Information is a vital asset and is integral to governance, service planning and delivery, and performance management. To help ensure the safety and security of information within the service it is essential that information risk management is not considered in isolation but embedded into all business processes and functions.

Risk management is the recognition and effective management of all threats and opportunities that may have an impact on the service’s reputation, its ability to deliver its responsibilities and the achievement of its objectives and values. It is critical that information risk be managed in a structured and robust with the Lead Provider taking responsibility for information risk.

Assets must be identified and ownership at senior staff level assigned. The basis of this approach should be documented within the organisation’s Information Governance Framework and updated annually.

The Lead Provider must have in place systems and processes to ensure that: -

* Information is protected against unauthorised access.
* Confidentiality of information is assured.
* Integrity of information is maintained.
* Regulatory requirements and legislation are met.

ICT systems are used in such a way as to prevent the unauthorised disclosure, destruction or modification of information and the integrity of all systems are maintained.

Strict access controls are applied to ensure that information, in whatever form, can only be accessed by those authorised to see it.

During Mobilisation HMPPS will work with the Lead Provider and undertake Information Security and Risk Management Assurance in line its Supplier Risk Management Policy and Framework.

Further information can be found at https://security-guidance.service.justice.gov.uk/#cyber-and-technical-security-guidance.

* 1. **Business Continuity**

The Lead Provider will provide a robust Business Continuity Plan that is effective and dynamic throughout the contract period and ensure flexibility of the workforce in the event of a business continuity incident.

* 1. **Promoting and Publicising the Service**

The Lead Provider should align to the GMPS and GMCA communication channels to promote the services. The Service Provider will be expected to proactively identify opportunities to make sure the service is as widely accessible as possible.

**Section Three:**

**Governance and Standards**

* 1. **Format/Length of Contract**

The Deputy Mayor and GMPS will seek to build a strong and effective working relationship with the Lead Provider, with shared values and vision regarding the delivery of this contract. This will constitute a cultural alignment between the Deputy Mayor, GMPS and the Service Provider.

The contract will be for 18 months initially with a further year subject successful delivery and GMPS being allocating anticipated funds for the financial year 2025/26.

It is intended that the contract will be awarded w/c 24 July 2023. It is expected that the successful Lead Provider will undertake a hand-over period from w/c 31st July 2023 until Friday 1st of September working with the current Welfare Pilot.

The new Well-being and Integration Servicer start date will be Monday 4th September 2023. It is expected that the service will hold cases from day 1 having transferred the existing case load from the Welfare Pilot. As part of the new contract there is an allowance of up to three months to fully mobilise. Therefore, the new service will be fully operational on 1st December 2023.

Following the initial 18-month period the 1-year extension will be at the discretion of the Deputy Mayor, GMPS and with the agreement of the Service Provider. This will be subject to all parties agreeing:

* The funding/cost being acceptable.
* The satisfactory performance as agreed by the Deputy Mayor.
* The services still being required.
* Funding still being available.
  1. **Contract Management**

The Deputy Mayor will, in view of the service delivery model, manage this contract in partnership with Greater Manchester Probation Service although the Deputy Mayor (GMCA) retains overall accountability for the management of this contract.

As partners the GMCA and GMPS will work with the Lead Provider during mobilisation to develop a robust outcome and reporting framework.

The Lead Provider will be invited to monthly contract management meetings. In preparation for these meetings, the Lead Provider will be expected to produce relevant reports in an agreed format, by the date identified by the GMCA/GMPS. The reports will include information on performance and finance, evidence of delivery, multi-agency working and collaboration, outcomes, and case studies.

There will be additional quarterly Quality Assurance and Leaning Boards where a more holistic view of how the Provider and Commissioner can take forward learning to better meet the needs of PoP. The Lead Provider will be expected to provide a report that highlights success, gaps, new learning, and opportunities for discussion with the commissioner.

The Lead Provider will keep a risk register for all risk factors relating to this contract, which will be shared as part of the Contract Management.

The Lead Provider is expected to be transparent in all areas of contract delivery and provide early warnings with an accompanying action plan for any areas of under- performance, detailed in an assurance framework.

The Lead Provider will be required to nominate a representative to join the relevant strategic governance boards which are designed to address the needs of PoP.

Where a Provider/s is delivering other funded provision alongside the new Well-being and Integration Service then clear lines of accountability of public funds needs to be demonstrated.

* 1. **Outcome and Performance Monitoring**

A robust outcomes framework is being developed to support the delivery of the GM Integrated Rehabilitation Services. As this service will be one element of the GM Integrated Rehabilitation Services model, it is expected that data from the successful Provider will feed into this.

The Lead Provider and any sub-contracted / partnership providers are required to provide monthly performance data and information that can evidence the achievement of the agreed outcomes. **Appendix A** provides examples of performance indicators that may be agreed, during contract negotiation, as a set of quantitative indicators and incorporated into the outcome framework monitoring requirements.

The Deputy Mayor is keen to understand the impact the service has had on PoP to improve lives, reduce likelihood of reoffending and aid rehabilitation. The service provider will work with commissioners to design and implement systems and tools for recording these indicators, including discussion around how to best capture the service user outcomes listed in **section 1.8**.

The Service Provider/s must adopt a robust case and information management system (CMS) to manage the safe receipt, transfer, security, governance, and reporting requirements of the service. This system must be able to provide commissioners with full case level data extracts on demand to facilitate monitoring of performance and outcomes, as well as supporting any additional ad hoc analysis by the commissioners.

The Lead Provider must use the HMPPS digital refer and monitor tool and comply with the terms of use.

Collaboration and partnership working across the GM Integrated Rehabilitation Services and wider will be a key aspect of the contract management arrangements and the Lead Provider will be expected to demonstrate positive outcomes for People on Probation that have derived as a direct consequence of such multi-agency working.

This Lead Provider should be able to evidence service quality and throughput at all stages of support provision. Key performance indicators will be negotiated with the successful provider but as a minimum will need to include evidence of:

* + - * Referral
      * Contact and Engagement
      * Assessment of Needs and Risks
      * Interventions
      * Service user outcomes
      * Onward Referral/Multi-agency Support
      * Closure and service exit
      * Distance travelled (measurement of soft outcomes).

**Section Four:**

**Appendices**

**Appendix A**

**Performance Indicators**

The Service Provider is required to provide performance data and information, in an agreed format, against agreed Performance Indicators on a monthly and / or quarterly basis (unless otherwise stated).

**Please note: This appendix is purely to provide an example of what those Performance Indicators could be. The actual Performance Indicators for the service will be agreed during the tendering and contract award process.**

**QUANTITATIVE INDICATORS:**

1. Number of referrals into service broken down by local authority and referral source

1. Number and details of People on Probation referred by equality strands which will include (but are not limited to) Age, Gender / Sex, Disability, Ethnicity, Religion, and Sexual Orientation.
2. Number and details of referrals by crime type
3. Number and details of People on Probation by vulnerability, risk, and complexity factors;
4. Number and details of referrals that were inappropriate for service or signposted elsewhere.
5. Number and details of referrals that did not engage or declined service and at what point in service delivery this occurred.
6. Number and details of contacts with referrals and method of contact, including unsuccessful contact attempts.
7. Number of People on Probation contacted within agreed time
8. Number of People on Probation provided with support
9. Number and details of People on Probation not completing intervention (or any other indicators of service user attrition rates)
10. Number of People on Probation referred to other agencies and define who
11. Number of volunteers supporting service delivery
12. Number of promotional and awareness raising events delivered and to whom.
13. Training and Awareness Raising – number of lead professionals and other staff receiving training and provide details.
14. Workforce development – courses attended, and hours of development undertaken.
15. Financial statements of spend against agreed budget.
16. Average length of support given (6/12 sessions etc over 6 weeks/months).

In addition to the quantitative measures, case studies to illustrate progress and good practice will be required.

The Deputy Mayor would ask that all outputs are broken down by borough where appropriate.

**QUALITATIVE INDICATORS:**

A robust outcomes framework is being developed to support the delivery of the GM Integrated Rehabilitation Services. It is expected that data from the successful provider will feed into this.

**BASELINES AND PERFORMANCE GOALS:**

1. All baseline figures, where relevant, for quantitative indicators to be agreed between the Deputy Mayor and the Service Provider at commencement of the contract.

2. Any relevant performance percentages to be agreed between the Deputy Mayor and the Service Provider at commencement of the Contract.

**DATA SOURCE:**

Where possible, information should be gathered from the People on Probation themselves, although other data sources could also be used where applicable.