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# **3SC's Role in Supporting the Greater Manchester Women's Alliance**

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## 1. Foreword

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We, at 3SC have been working with, and supporting, organisations to deliver a range of contracts over the 10 years since our inception and we can't think of a better way to add to the celebrations of our tenth year than with a detailed report focussing on our role in supporting the Greater Manchester Women's Alliance.

This report gives an overview of our contract management processes, policies and formal procedures and how we have adapted them to suit this unique multi-funded model. The testimonials give a flavour of the more intricate relationships and partnership ethos that makes 3SC different from your average contract management functionality. This is what gives us partnerships with purpose!

## 2. Introduction

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### 2.1 Purpose: Adaptation of 3SC's CPA Process for Multi-Funded Contracts

This report will detail the role that 3SC has played in supporting the Women's Centres in Greater Manchester (GM) since the Transforming Rehabilitation (TR) contracts started in 2015.

The purpose of this report is to look at how 3SC's contract management processes have been adapted to suit multi-funded services, with the women's services in GM being a prime example of one of these services.

### 2.2 Previous Delivery Models and Contract Management of Women's Services in Greater Manchester

Previous approaches to addressing female offending in GM were often not wholly effective at tackling specific aspects of offending behaviour as they were costly, inconsistent and lacked a whole system approach. All 10 GM Local Authority areas had some form of existing provision for women, however, there was no core model or framework resulting in a postcode lottery for women accessing services.

Greater Manchester Probation Trust historically commissioned a bespoke women offender management model in 4 areas - Manchester, Trafford, Salford and Bolton - that linked female offenders to a Women's Centre. The Trust also created some links into existing women's provision in the other 6 boroughs. Whilst this created pathways for women being supervised by the Probation Service, too few women were being diverted from the Criminal Justice System via police custody triage. The resettlement support for women leaving HMP Styal who were not subject to statutory supervision was also patchy.

Greater Manchester Probation Trust commissioned three of the Greater Manchester Women's Centres: Salford Foundation, Women in Prison and Urban Outreach to deliver bespoke women's services in these locations.

These services were contract managed on a quarterly basis by the Trust's contract management section. The typical method of contract management was via a quarterly meeting with the Offender Manager, Contract Manager, Women's Centre representative and the Public Service Reform Team.

## **3. Involvement with the GM Women's Alliance**

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### **3.1 Following the introduction of TR**

The Greater Manchester Women's Alliance was borne out of work that was led by the Justice and Rehabilitation Executive in September 2013. This built on the network of local Women's Centres already in place across GM by consolidating them and expanding their capacity to work with women at all stages in the Criminal Justice System through a process of co-design and co-commissioning.

To deliver the model across GM costs £855,000 per annum. Funding is currently provided through 3 primary sources: The Justice and Rehabilitation Executive, the Cheshire and Greater Manchester Community Rehabilitation Company (CGM CRC) and through the Alliance that is drawing down the largest percentage of funding through successful bids to Big Lottery and the Tampon Tax fund.

### **3.2 Introduction of the Contract Performance Assessment Process**

3SC Contract Performance Managers conduct robustly documented Contract Performance Assessment (CPA) meetings with all the contracted delivery organisations (DOs) in the justice supply chain. Each CPA is tailored to the DO and their provision. These formal monthly review meetings address delivery issues in every area of contract performance, including service level credits, performance assurance metrics, delivery requirements and processes. Performance is scored in each area using the MOJ measures to rate overall DO performance.

Discussions with the then Public Service Reform Team, 3SC and the CRC took place to discuss how the 3SC CPA process could be embedded into the contract management for the Greater Manchester women's services. As a first step, the CRC women's budget was redistributed to cover all the GM Women's Centres to bring it in line with the other funding partners.

It was agreed that the usual monthly CPA meeting would be exchanged for quarterly meetings and that the data for the service and all of the service users attending the Women's Centres would be provided by the Public Service Reform Team.

## 4. CPA Process

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### 4.1 Development of the CPA Process

The initial CPA process was very “light touch” in nature, for example, the agreed contract profile in the Grant Agreement was to be an annual figure covering referrals and support plans that would be delivered by each Women’s Centre.

The initial KPIs for the original Women’s Centre contract were also “light touch” in nature and it was agreed to use one set of KPIs for all the funding partners, thus reducing any additional administrative burden on the Women’s Centres.

It was agreed to use the Big Lottery KPIs, given they were the largest funder to the overall budget, for the running of the Women’s Centres. This was hugely different from the previous process which did not include any quality deep dives and was managed through an annual target of service user thoroughfare for assessment and interventions.

### 4.2 Current CPA Process

Following the ending of the Big Lottery funding, discussions took place with the Greater Manchester Combined Authority, 3SC and representatives of the Greater Manchester Women’s Alliance. It was agreed that the Women’s Centre CPA process would mirror the current 3SC CPA process more closely. The KPIs that were agreed were in the prescribed 3SC format and therefore considered to represent SMART KPIs.

Using Salford Foundation as the example, the contract profile and KPIs were further developed to enable a more robust contract management process. As part of the 3SC CPA process we introduced KPIs for quality service measures focussing on the service user journey from referral to completion monitored robustly through the quality deep dive procedures. This proved to be a catalyst, particularly for the smaller GM Women’s Centres, for them to develop their quality and management processes.

### 4.3 Quality Deep Dive Process

The Quality Deep Dive (QDD) process was not changed from the standard 3SC process apart from the frequency, which was agreed to be 6 months instead of every quarter. This area of the contract management process was seen as being of the most benefit to the Women’s Centres when initial discussions took place in 2015 between the parties. There were no quality

measures or assessments in place prior to 3SC introducing these to the women's services and this was definitely a welcome step change in the quality cycle for the assurance of all funders.

#### **4.4 Data Sets**

The recording of referral and support plan data was carried out as a central function by the Public Service Reform Team. This was by means of an excel spreadsheet. Alongside this, each Women's Centre recorded progression via the Outcome Star database with reports being pulled off via the Public Service Reform Team.

As part of the development of the Greater Manchester Women's Alliance, a more bespoke database was sought to record referral, support plan and other supporting documentation. Following an evaluation exercise involving the Public Reform Team and representatives from the Women's Centres, the decision to purchase the Charitylog database was made.

The dataset produced by the Greater Manchester Combined Authority for 3SC has been further developed and now reports are produced on a monthly basis so any spikes in referral or support plan data can be addressed at a much earlier stage and not just at the quarterly CPA meeting.

## 5. Benefits of 3SC Involvement

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### 5.1 Due Diligence

As per all contracts in the 3SC supply chain, the Greater Manchester Women's Centres have their due diligence reassessed each year.

This was quite a step change for many of the Women's Centres as they had not experienced the level of detail that the 3SC process requires previously. Many were used to the process from a Local Authority perspective instead.

A number of the Women's Centres took advantage of the support 3SC provides in the due diligence process to ensure that each organisation has the correct policies and procedures to the required standard and adopted the policy templates supplied to them by 3SC.

### 5.2 3SC Membership

The 3SC Membership offers the Women's Centres access to information on new funding opportunities, the opportunity to complete a self-assessment on key areas of the organisation to help them improve their delivery and performance, and specific help with the drafting and further development of organisational policies. One of the Women's Centres has already signed up to access the full membership and a number of others are currently assessing whether this would be of benefit.

### 5.3 Organisational Development

The CPA and QDD processes have been the catalyst for change for the Women's Services. These meetings have been a sounding board for operational challenges and a conduit for resolutions and solutions focussed discussions. The resulting actions and developments have enhanced the service users' journey and have been for the betterment of the wider Women's Alliances services across all of Greater Manchester, sharing best practice where appropriate and challenging the 'norm' and striving for a good, or even great service.

In short, the CPA and QDD processes and practices are a means to guarantee quality contractual delivery and if used correctly, are the force for quality improvement changes and cycles for the benefit of everyone involved in the provision- commissioners, key stakeholders, partners and service users.

## 6. Relationships

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### 6.1 Relationships Developed

Over the 4 years that 3SC have been involved in the contract management of the GM women's services supply chain, there have been many developments in the relationship between 3SC and the DOs, Greater Manchester Combined Authority (GMCA) and the CRC. Some examples of the results of this development in relationships are:

- 3SC has helped the Women's Centres develop their organisation policies through the support provided throughout the due diligence process. An example where this was taken a stage further was when 3SC took the lead when Women of Worth were looking to break away from the Petrus group and establish themselves as a separate charity. The process was led by 3SC and only when the due diligence process was satisfactorily completed and signed off was the organisation able to contract directly with the CRC and Greater Manchester Combined Authority.
- Performance issues identified through the CPA and QDD processes have been highlighted to the GMCA and therefore enabled Performance Improvement Plans to be put into place as and when required.
- CRC practice issues have been highlighted, particularly in relation to the referral process, which in turn has enabled the CRC Community Director to put the necessary remedial actions in place.
- The development in the relationship with the GMCA, who have acknowledged the benefit especially of the QDD process, has been instrumental in 3SC now being able to obtain monthly data.

### 6.2 Testimonials

The following testimonials evidence the relationships that have been built with the Women's Centres, CRC and GMCA:

- **Ceri Schofield, Community Director, Cheshire & Greater Manchester CRC – Women's Lead**

*The added value that 3SC bring to managing the GM WSA is invaluable from a CRC perspective in being able to drive referrals and quality of both CRC staff but also partnership staff working under the Alliance. The CPA and QDD processes identify both strengths and weaknesses in service delivery, offering the opportunity for positive feedback to be shared whilst also immediately identifying any areas of development allowing swift remedial action to be taken via a partnership approach.*

*The CPA process also supports enhanced multi-agency working and a combined solution focused approach by bringing 3SC, the CRC and GM WSA together regularly. 3SC's attendance at and contribution to, CGM's Female Offender PDG also helps drive performance, quality partnership working and service delivery locally.*

**Dawn Giamas MBE, Manager, Women of Worth**

*We are pleased to provide a testimonial on the support we received from 3SC, and in particular from Steven Hulse, Contract Performance Manager – Justice. Women of Worth Women's Centre is a local charity working with women involved in or at risk of involvement in the criminal justice system. We are a small charity in the Bury area with 3 key workers. The support we have received from Steve Hulse has been both professional and invaluable.*

*He carries out regular audits of our policies and procedures from which he has provided positive and constructive feedback. He identifies areas that require improvement or amendment and fully supports us in achieving the changes required. This has enabled us to increase performance to ensure we can provide the best service and support to our service users.*

**Maggie Langhorn, Operations Manager, Salford Foundation**

*TWP staff have worked closely with our 3SC Contract Performance Manager and are able to raise areas of concern that are documented with deadlines for actions and feedback by 3SC. The use of performance assessment tools, with specific deliverables, enables the project to measure against outcome indicators efficiently, to improve monitoring and performance. The scope and depth of the due diligence requirements support the project to ensure that policies and procedures are robust and reviewed regularly.*

*The benefits of the CPA/QDD recording and monitoring allows us to analyse the effectiveness of the provision, staff absence levels, measuring performance, areas of concern, best practice and areas of added value.*

*The CPA process overall has highlighted ideas for development of the service including maximisation of referrals, monitoring of ongoing risk management, maintaining high recording standards, and assessing and demonstrating the achievement of outcomes.*

**Martin Nugent, Criminal Justice & Partnerships, Greater Manchester Combined Authority**

*I'd like to offer some feedback on the service provided by 3SC with regard to the monitoring and review of the GM Women's Support Alliance:*

*Both the CPA and QDD ensure that money is being spent in areas agreed and meeting standards expected. It is equally good at highlighting areas of good practice so these can be recognised and shared with other partners, as it is identifying areas of concern. Where there are areas of concern, the process allows for timely intervention, the development of mitigation plans and can assist providers in finding solutions. For example, this is particularly important when the issue may fall beyond the control of the provider such as when partners don't meet expectations regarding volume or quality of referrals. 3SC can work with wider partners to ensure the process works.*

*The due diligence process allows funders to be assured that all providers are operating within agreed parameters and if any issues are highlighted offers practical support to enable the provider to reach the appropriate standard.*

*Finally, the good working relationship between 3SC and the funders and providers ensures that they understand the needs and issues from both funders and providers. 3SC have been very adaptable in undertaking the CPA and QDD on behalf of a number of providers and making sure the measures they monitor are useful and practical to all and where they have not, they have been quick to engage to rectify this. The fact they undertake this function on behalf of a number of funders and have unified the agreed outcomes means the provider only has to be reviewed once and the funders have a richer understanding of how all elements of funding are assisting with service delivery.*

## 7. Conclusion

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The 3SC due diligence process has enabled the Greater Manchester Women's Centres to review their internal management systems and develop their organisational policies and practices. The process has been recognised by the Greater Manchester Combined Authority as a robust tool, especially when looking to contract with new organisations.

The CPA and QDD processes have enabled performance issues to be highlighted to the individual organisations and funder, with performance improvement plans implemented where required. The CPA and QDD has also facilitated a sharing of best practice culture between the Greater Manchester Women's Centres.

Through the CPA and QDD process, operational issues have been highlighted to the CRC Community Director which has enabled performance issues to be addressed with the CRC Case Managers, particularly around the referral process. The issues with lack of referrals and being able to pin point particular problem geographical areas, gave the CRC areas to concentrate on and monitor improvements.

Working in partnership with the GMCA to access and determine the appropriate datasets, a robust monitoring system has been developed which can also be used for other future contracted services.

Finally, it is clear that the 3SC CPA process can be adapted to suit multi-funded models of service as evidenced in the example in this report for women's services in Greater Manchester. It can also be said that it can act as a catalyst to developing supply chain relationships and a conduit for sharing best practice. Organisational development and future proofing delivery organisations are at the heart of what we do, to empower them to enhance their services from the 'what looks good now' into a quality cycle for improvement for the future.

**NB:** All appendices and a full copy of the report are available from the member's area on the 3SC website. If you don't have access to our members area and would like a full version, please send a request through to [info@3SC.org](mailto:info@3SC.org).