

IVWS Operational Guidance Note: Overview of Contract Management

1. Background

The key objectives identified for the commissioning of the Integrated Victims and Witnesses Service (IVWS) in London are to:

- deliver Mayoral commitments relating to victims in the Police and Crime Plan 2017 – 2020 and other strategies, including the Violence Against Women and Girls (VAWG) Strategy;
- deliver improved compliance with the Code of Practice for Victims of Crime (VCoP) and the Witness Charter (WC);
- increase value for money from MOPAC's victims' services, and existing national witnesses' services;
- increase the accessibility of the services;
- improve the quality of services delivered to victims and witnesses in London; and
- ensure high-harm/high-risk victims receive the right support at the right time.

The service will be evaluated against these objectives to test whether the anticipated benefits have been delivered, and its ultimate success will be judged through this evaluation. Alongside this, MOPAC has developed an approach to contract management which will enable it to robustly monitor the delivery of the service throughout the life of the contract.

Within the contract management of the integrated service it will be necessary to assess the success of the devolution of pre-trial support for witnesses using specific and measurable outcomes.

2. Performance Monitoring

Key Performance Indicators (KPIs) (detailed in the IVWS contract) will be reported on and measured against quarterly. Achievement against these KPIs will be linked to a quarterly outcomes related payment, which in total will account for 25% of the value of the contract.

Performance against these KPIs will be reviewed on a quarterly basis in formal Contract Management Meetings to determine what proportion of the outcome payment the provider will receive.

The provider will also be expected to report monthly against a number of performance indicators, which will reflect the key outputs that the provider will be expected to deliver in order to demonstrate that they are meeting key minimum service requirements within the specification. Demonstration of these minimum service requirements will be linked to and trigger payment of the service fee.

3. Monthly performance review meetings

3.1. Purpose

Monthly performance review meetings will oversee and review delivery of a number of performance indicators, which will reflect the key outputs that the provider will be expected to deliver in order to demonstrate that they are meeting key minimum service requirements within the specification.

This meeting will also serve as a less formal setting to monitor formal actions from quarterly contract management meetings and to seek and offer advice on emerging issues.

3.2. Objectives

The monthly performance review meetings will:

- Review outcomes against performance indicators
- Demonstrate that key minimum service requirements within the specification are being met
- Monitor actions in relation to performance against indicators and continuous improvement plan that are set at Quarterly Contract Meetings
- Review service development and delivery
- Understand and monitor risks, issues, opportunities and outliers as relevant to the service

- Identify emerging issues and plan accordingly
- Gain assurance of fundamental service delivery
- Sign off payment of the monthly service fee

3.3. Performance Measures

The performance measures have been contractually agreed between MOPAC and Victim Support as the lead provider of the IVWS as demonstrative of meeting key minimum service requirements within the specification.

Details of the performance measures can be found in the contract.

A performance framework and template will be provided by MOPAC and supported by a short monthly report evidencing performance against these measures.

This monthly report will provide MOPAC with information about how effectively the service is operating, enabling effective performance management and agreement of focussed improvement plans to address any areas of underperformance or concern should this be necessary. It will also provide MOPAC with robust data which can be shared with partner agencies to inform discussions on how well collaborative processes are working, and where improvements, such as to referral processes, might need to be made to ensure the service is effective.

MOPAC and Victim Support representatives will convene for the monthly performance review meeting within five working days of MOPAC receiving the above reports from the provider.

3.4. Attendance

The monthly performance management meeting will be attended by the following MOPAC CJC Directorate staff and Victim Support representatives:

Organisation	Role
MOPAC	Victims Programme Manager
MOPAC	VAWG Programme Manager
MOPAC	Restorative Justice Programme Manager
Victim Support	Heads of Service
Victim Support	Performance Data Manager

3.5. Roles and Responsibilities

The monthly performance management meeting and its attendees are accountable for:

- Fostering collaboration to achieve objectives and outcomes
- Removing obstacles to successful delivery
- Maintaining at all times the focus of the meeting on the agreed objectives
- Identifying and reviewing factors that are critical to service delivery

The membership of the Contract Management Meeting will commit to:

- Advising on the delivery of objectives and outcomes
- Attendance at all scheduled meetings
- Sharing all communications and information across members
- Making timely decisions and taking action to achieve objectives
- Escalating issues where necessary to the quarterly contract management meeting

3.6. Accountability and relationships to other groups

The monthly performance review meeting will serve to inform the quarterly contract management meetings of updated actions and emerging issues identified during the quarter. In the months which there is also a quarterly contract management meeting this will take the place of the monthly meeting.

4. Quarterly contract review meeting

4.1. Purpose

To formally oversee and review delivery of the Integrated Victim & Witness Service, with a focus on reviewing outcomes against KPIs in order to agree the value of and approve quarterly outcomes-based payments.

4.2. Objectives

The quarterly contract management meeting will:

- Review outcomes against key performance indicators
- Define, agree and approve value of quarterly outcomes-based payments
- Where stipulated in the contract, review performance against outcomes for the purpose of benchmarking in year 1
- Assign and monitor actions in relation to performance against indicators and continuous improvement plan
- Review continuous improvement plan
- Review service development and delivery
- Understand and monitor risks, issues, opportunities and outliers as relevant to the service
- Identify emerging issues and plan accordingly
- Present and review focused deep-dive into a specific area of the service supported in quarter case studies
- Agree deep-dive focus area for quarter ahead

4.3. Performance Measures

The key performance measures have been contractually agreed between MOPAC and Victim Support as the lead provider of the IVWS and form the basis of the Outcomes Based Payment, payable to Victim Support quarterly upon successful fulfilment and evidence of delivery. Detail of these KPIs can be seen in the contract.

The majority of the KPIs apply to both victims and witnesses (e.g. high quality of service delivered to victims and witnesses), while there is also a specific KPI relating to the ability of witnesses to give their best evidence in order to recognise and monitor fully this new area of service delivery.

The KPIs will be introduced at different points in the life of the contract, as it will only be possible to monitor performance against them from these different points, and for some it will be necessary to identify a baseline before any targets are introduced. Therefore, they have been designed to ensure that there is a mix of KPIs which can be tracked:

- from the start of the programme, and which can provide an early indication of potential concerns relating to delivery or service quality (e.g. referral volumes, user satisfaction); and
- from later points in the programme, once sufficient volumes of service users have received support from the service to enable the measure to be monitored effectively.

The weighting applied to the different KPIs will change over the life of the programme, with the KPIs which are more directly related to measuring success against the programme's objectives becoming more important throughout the life of the contract.

Some of the KPIs will only be introduced at the start of year 2, as, as mentioned above, data will need to be collected during year 1 to identify a baseline and then define what improvements are achievable, prior to agreeing outcome targets for year 2.

A performance framework template provided by MOPAC and supported by quarterly reports evidencing the above will be submitted by Victim Support to MOPAC following the close of the quarter.

4.4. Required Deliverables

- Completed quarterly Performance Framework
- Quarterly performance report
- Completed monthly framework & cumulative monthly framework
- Action log
- Continuous development and improvement plan
- Deep dive focussed report including case studies (to be agreed at previous quarterly meeting)
- Updated Risk Register
- Updated Transition Plan (until no longer appropriate)
- Business Continuity Plan
- Financial Monitoring Report
- Staffing and training update

4.5. Attendance

The Contract Management Meeting will be attended by the following MOPAC CJC Directorate staff and Victim Support representatives:

Organisation	Role
MOPAC	Director of Criminal Justice & Commissioning
MOPAC	Contracts & Innovation Manager
MOPAC	Senior Policy & Commissioning Manager
MOPAC	Victims Programme Manager
MOPAC	VAWG Programme Manager
MOPAC	Restorative Justice Programme Manager
Victim Support	Service Director
Victim Support	Heads of Service

4.6. Roles and Responsibilities

The Contract Management Meeting is accountable for:

- Fostering collaboration to achieve objectives and outcomes
- Removing obstacles to successful delivery
- Maintaining at all times the focus of the Contract Management Meeting on the agreed objectives and outcomes
- Identifying and reviewing factors that are critical to service delivery
- Measuring and benchmarking performance against KPIs

The membership of the Contract Management Meeting will commit to:

- Advising on the delivery of objectives and outcomes
- Attendance at all scheduled Contract Management Meeting meetings
- Sharing all communications and information across members
- Making timely decisions and taking action to achieve objectives
- Notifying members if issues arise which may be deemed to affect the Contract Management Meeting and its work

- Informing the relevant Governance boards of delivery against objectives in a timely and appropriate fashion
- Providing assurance that the provider is effectively implementing policies and procedures in relation to safeguarding, complaints and whistle blowing

4.7. Accountability and relationships to other groups

The contract management meeting will gain assurance of in-quarter service delivery from the monthly performance review meetings, it will also act as a point of escalation for any outstanding issues or emerging issues which cannot be resolved within these monthly meetings.

The quarterly contract meetings will inform the multi-agency governance board of performance against objectives and any risks, particularly where those risks may require multi-agency mitigation.

5. Additional Performance Management Processes

5.1. Continuous Improvement

Where opportunities for continuous improvement or to improve performance are identified they shall be recorded in a continuous improvement plan and the Service Provider shall implement them within a reasonable time period.

This improvement plan will be a required deliverable to be viewed at each quarterly contract management meeting where actions for improvement, milestones and deadlines will be set and reported upon.

5.2. Identifying and Addressing Underperformance

Should the service fail to meet performance indicators or key performance indicators these should be escalated to and discussed at the formal contract management meeting where a performance improvement plan will be agreed by way of immediate intervention. This performance improvement plan will be closely monitored and where appropriate escalated to the governance board.

Should the Service Provider fail to take this remedial action or repeats its failure to meet the KPIs and PIs this shall be deemed a material or persistent breach of the Contract and would lead to contract termination.

5.3. Audit

MOPAC will, through its internal independent audit function, undertake an annual audit of the service. Prior to any audit taking place notice will be given to the provider formally in the setting of the quarterly contract management meeting and agreement obtained from both parties. The service provider will be expected to support and facilitate the audit fully.

5.4. Quarterly Monitoring Visits

As part of contract monitoring MOPAC will undertake quarterly monitoring visits at the premises of the provider. MOPAC will give the provider reasonable notice of these visits and they will be expected to fully co-operate with this aspect of contract management. MOPAC will take all reasonable and appropriate action to ensure that site visits do not interfere with delivery of services.