

,[2.3.5] – Capability and Capacity

Please describe how you will ensure Supplier Personnel with the relevant specialist skills, knowledge, and ability, to provide the Services and the Deliverables will be in place from the Start Date of the Call-Off Contract and throughout the Call-Off Contract Period.

Your response should outline how you will secure and utilise senior personnel, Key Personnel and the specialist skills required within your organisation, at appropriate times during the Call-off Contract Period whilst ensuring national coverage across all fifteen (15) Vanguard areas.

Please provide details of key personnel that you intend to use to provide the Services (“Key Personnel”) by completing the template provided within the ITT (“Key Personnel Template”).

Please provide details of your Key Personnel’s experience in delivering similar services to the Services, including but not limited to:

Biography for each Key Person;

Details of each Key Person’s experience;

Details what makes each Key Person unique in their ability to deliver the Services;

Details of the collective experience, breadth of skills, and competences of the team of Key Personnel; and

Details of any testimonials or results which support the ability of the Key Personnel to deliver the Services.

Your response should provide a summary of the knowledge, skills, and experience of the Key Personnel who will be providing the Services and include an organogram. (We do not require a full CV for individuals).

Your response will be assessed against the extent to which it demonstrated the following evaluation criteria:

- Appropriately skilled specialist resources have been identified and will be in place, as planned, to deliver the Services throughout the Call-off Contract Period.
- Assurance is given that the Supplier Personnel to be utilised have the capacity to provide the Services to all fifteen (15) Vanguards throughout the Call-off Contract Period.

Response Limit – three (3) pages. Excluding diagrams, biographies, and organogram.

Responses must be presented using Arial font size 12 (English Language and black typeface) and single line spacing.

Supplier Name	<i>WorkWell Together – a partnership of PA, Mutual Ventures and Collaborate</i>
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Present your response at the top of a new page, within the pre-set margins in Arial font size 12 up to **Three (3)** sides of A4, excluding diagrams.

The WorkWell NST requires a complex mix of technical, subject-matter, and sector expertise, drawn from expert professionals who have successfully delivered directly comparable services. DWP and DHSC need to be confident that the NST supplier can deliver all the required services, with relevant ICB experience and relationships to all the Vanguard, as well as bringing the added value and innovation to help WorkWell go further, faster.

We created our '**WorkWell Together**' consortium to bring you all the support you need, and more. *Figure A* outlines the core focus of PA Consulting, Mutual Ventures, and Collaborate. We have worked together before, successfully delivering large-scale, complex programmes including DWP's Way to Work programme, DfE's SEND and AP programme, NHS Place Development Programme, and DfE's Fostering Recruitment and Retention Programme.

We have selected our team to bring you a winning mix of all the technical, subject-matter, and sector expertise you need. By accessing the right experienced, expert, professionals – we will deploy the right team, at the right size, and at excellent value for money.

How we will secure and utilise key personnel: We have placed provisional holds on our delivery team from the proposed call-off start date, which we will confirm on notification of contract award. We will manage any changes to key personnel that may be required during the lifetime of the programme transparently and efficiently, agreeing with you any temporary or permanent replacement personnel from our wider workforce.

Our '**WorkWell Together**' consortium team bring a wealth of insights, skills, and relationships including (but not limited to):

- a) **The interrelationship between health and work** from supporting ICBs to identify risk cohorts, plan interventions and test outcomes, particularly around mental health; local government to manage demand and business on improve wellbeing.
- b) **Designing maturity assessments** in complex multi-stakeholder environments through tailored discovery, including the Place Development Programme work with 40 ICBs.
- c) **Learning and change management in complex multi-stakeholder programmes** such as NHS InSites Programme that worked with 10 NHS trusts.
- d) **Factors relating to the WorkWell Services** from which we will create a theory of change with you during the mobilisation and validate with partnerships during the discovery period.
- e) **Relationships with the Vanguard Partnerships** where our contacts have shared some of their thinking about these issues and where we have supported partnership development previously.
- f) **Relationships with Regional Programme Advisors and Learning and Change Managers** where we have deployed our approach to change programme partnerships in every region for DfE.
- g) **Excellent communication skills**, with a team who are at the forefront of thinking on public service reform - both Collaborate and PA are involved in the Demos Public Service Reform Taskforce and Andrew Laird from Mutual Ventures hosts a popular podcast.

Our senior personnel will engage from the mobilisation week to effectively set up and on-board our people and continue through with the programme to completion. Our intention is that this core team runs through all phases of the NST service. We have the breadth and depth to provide the national coverage, flex to local priorities and ensure sustainable cover in the case of any unplanned absence.

In *Figure B* we have set out the '**WorkWell Together**' consortium organogram. It shows how our team will work to complete all the services and deliverables required from the National

Support Team. In Figure C we have provided an overview of each consortium members' expertise and a one-page bio providing more specific information. We have mapped these details against s4.20 of the requirements, plus additional factors we believe are important in this change support programme. Below we have highlighted our key and senior consortium personnel and introduce our proposal for a senior WorkWell advisory panel consortium.

Details of the key personnel in our 'WorkWell Together' consortium

[Redacted] leads our DWP account. He has over [Redacted] is public service delivery, experience of working at a [Redacted] and his principal focus is around the use of data as a foundation for actionable change. He helps [Redacted]. [Redacted] will have overall accountability for our work together.

[Redacted]. He works with clients across public services, helping to [Redacted]. [Redacted] has [Redacted] experience [Redacted]. [Redacted] will be the 'WorkWell Together' consortium [Redacted], responsible for day-to-day delivery of all activities and deliverables. He will be the first point of escalation for any contract performance risks or issues.

[Redacted] is the [Redacted] bringing over [Redacted]. He will work with [Redacted] and [Redacted] to ensure the 'WorkWell Together' consortium performance meets or exceeds all agreed standards. He will also use his extensive, senior relationships across healthcare and work organisations and experts to help WorkWell and the Vanguard access latest thinking, insights and innovation, and constructive challenge.

[Redacted] is the [Redacted] of [Redacted]. [Redacted] is an expert at [Redacted] in helping public service organisations come together and deliver transformational outcomes. [Redacted] will work with [Redacted], [Redacted] and [Redacted] to ensure consortium performance meets or exceeds all agreed standards. [Redacted] will also provide senior support and challenge to Vanguard, partners, and stakeholders – helping to spot and convert opportunities for better collaboration across organisational boundaries.

Details of senior personnel in our team

[Redacted] will be our day-to-day delivery manager. [Redacted] is passionate about improving the lives of others – she has taught [Redacted] at a challenging school in [Redacted] and specialises in [Redacted] to citizens across central government, healthcare and transport. Working closely with [Redacted], the NSO and Vanguard leads and learning and change managers, and our consortium leads. [Redacted] will ensure all activities are on-track and lead on production of all NST reports.

[Redacted] will lead our learning and change work. As an experienced [Redacted], he will draw upon his previous career in the [Redacted] and experience as the lead evaluator of the NHS InSites programmes to pilot ten NHS Trusts looking to develop new approaches to innovation. Supporting the design and delivery of the learning and change network, building the WorkWell toolkit, and providing targeted support to the Vanguard to drive continuous improvement and capture and share lessons learnt.

[Redacted] is [Redacted] at [Redacted]. [Redacted] specialises in working with [Redacted] other [Redacted] and [Redacted] to work together more effectively through strong partnership on [Redacted]. [Redacted] will lead our senior relationship management and partnering support to the Vanguard. [Redacted] will help to drive collaboration within and across Vanguard cohorts (and with [Redacted] non-Vanguard partners).

[Redacted] is [Redacted] at [Redacted]. [Redacted] is a [Redacted] and is known for [Redacted]. [Redacted] has a particular interest in [Redacted] between [Redacted]. He will work closely with

[Redacted] and [Redacted] to help each Vanguard complete their delivery plans, and to help drive completion of priority activities and deliverables.

Our subject matter experts from across the partnership are leaders across relevant domains: health, work, public service reform, partnerships, collaboration, service design and delivery. For example, [Redacted] will lead our data support and has extensive experience working with relevant data sets and developing sharing agreements to inform targeted pathways.

In addition to our core consortium team, we will use our network of senior experts to create a **WorkWell advisory panel**. The panel will support a range of activities with the National Support Office, Vanguards, partners, and stakeholders (e.g., quarterly forums to explore thematic issues and identify new opportunities to go further, faster). We will work with you to agree specific panel members, but examples could include [Redacted] who leads our clinical leadership network. We are also keen that the panel includes members who can bring experience from frontline practitioners and those with lived experience of overcoming health and/or wellbeing barriers to staying in, returning to, or accessing work.

Beyond our team, we will provide additional value to others involved in the programme through:

- development opportunities such as strengths training and coaching available to teams and individuals supporting the WorkWell programme
- [Redacted] invited into the Learning and Change Network to observe and support
- role profiles and skills assessment
- talks from national and international leaders relevant to the programme
- promotional opportunities for leaders within the programme and storytelling training to help bring the programme to life.

Figure A – ‘WorkWell Together’ consortium core focus

PA are a transformation and innovation consultancy with changing behaviours, building capability and supporting organisations to solve complex problems at the heart of everything we do. Founded in 1943 we’ve been finding ingenious solutions for our clients ever since.



Collaborate are transformational partners to public and voluntary sector organisations looking to build more collaborative services tackling complex social challenges.

Mutual Ventures are a socially-focused consultancy with a mission to make public services better, more sustainable and more connected to communities. We are experts in sharing learning, known for thought leadership, including webinars, tools and resources.

Figure B – ‘Working Well Together’ consortium organogram

[Redacted]

Figure C – ‘Working Well Together’ consortium bios – overview

[Redacted]

Figure C – ‘Working Well Together’ consortium bios – individual

[Redacted]

