

Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2

Question 1.4.2 Management Structure
PeoplePlus Group Ltd
Contract Package Area 12a

Question 1.4.2 Management Structure

Please provide;

- a description and rationale of the proposed management structure and how the required management skills and expertise, including working with local stakeholders, have been identified and will be delivered. You should also include a description of associated responsibilities and reporting lines, including;
- a description of how and when you will work with the management teams of any supply chain organisations and key delivery partners both on a regular basis and in terms of driving up performance
- explain why your management structure is appropriate for NEA Phase 2 CPA12a
- an explanation of who will be the contract holder and what type of structure you are proposing; i.e. Prime Provider sole delivery, Prime Provider and Supply Chain, Consortium (make it clear who will be lead body within the Consortium), Special Purpose Vehicle, etc
- If applicable, please state what proportion of and provide a rationale for, the level of SME delivery / support within your supply chain.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

Question 1.4.2 Manage Structure

Proposed Management Structure: PeoplePlus's (PP) management structure will build upon our established & successful NEA prime contractor management model used for our current top performing NEA contracts. PP is one of the largest operators of self-employment in the UK - we are the prime for 3 NEA contracts. We are bidding as a Prime Provider doing sole delivery. This is based on our experience – nationally, PeoplePlus is the highest performing current NEA provider. We have also directly delivered enterprise support as part of our Work Programme offer across 9 CPAs for the past 8 years.

As an established DWP prime provider, we already possess the key structural competency in areas such as direct delivery, data security, finance, quality and supply chain management, if required at any point in delivery. Our success is attributed to our dedicated enterprise team structure. A CPA level Contract Manager (CM), has overall contractual, qualitative, & budgetary accountability. The CM manages a team of directly employed Business Advisors (BA), Growth Advisors (GA) and an Enterprise Officer (EO) operating across the CPA, as well as local NEA Enterprise Co-ordinator staff. The CM will report, in turn, to our current National Operations Manager, REDACTED, who has 18 years enterprise delivery experience and is responsible for operational performance of PP and our supply chain. He reports to REDACTED, our Enterprise Director who has 12 years PP enterprise experience & has overall national strategic contractual accountability for PP NEA. REDACTED reports to our Managing Director. Through this structure, the NEA team can leverage central support as required (e.g. Finance, HR & IT). The organisation chart at Appendix 1 illustrates the proposed management structure.

Our rationale for appointing dedicated and distinct NEA management staff is based upon our record of being the top performing NEA provider. Our approach has achieved the best NEA performance outputs nationally, keeps costs low & increases sustainability rates, being the No1 provider across metrics. NEA management staff are established & competent, with the appropriate skills & a background of delivering enterprise support to the unemployed & disadvantaged. We prioritise the recruitment of managers with desirable skills, including past experience of owning & running a business or a career background in managing other welfare-to-work programmes. Strong commercial acumen, a capability to achieve performance targets, ability to create sustainable & productive working relationships with local stakeholders (e.g. REDACTED) & effective interpersonal skills to lead a team, are all important. The CM will lead on relationships with stakeholders with a CPA level remit (e.g. REDACTED, REDACTED REDACTED, REDACTED, REDACTED) whilst our Engagement Officer will lead relationships at a community level (e.g. REDACTED, REDACTED). Relevant career backgrounds in business support are essential for staff to be viewed as credible by stakeholders, as will in-depth knowledge of national & local policy & the ability to build rapport with participants.

Alongside potential TUPE transfer, if required, we will launch a recruitment campaign to create a high performing team. We have proven we can do this well through past provision & new contracts. Skills & behaviours are tested through a robust recruitment & selection process, including a two stage interview process & reference checks. Our company-wide staff development process, based on comprehensive annual appraisal & supplemented by a variety of competency

interventions (e.g. peer mentoring & external training, Balanced Scorecard & Cohort Management), ensures skills are continuously refreshed & topped-up. If at any point during delivery we decide to use subcontracts we will use a robust tried and tested selection process. We would apply similar due diligence in assessing the competencies of their management teams & staff development procedures. We would apply joint-staff development opportunities to support exchange of expertise across a supply chain.

Working with Supply Chain Management Teams: PeoplePlus are bidding as direct delivery but will potentially consider Supply Chain partners post award if successful for small or remote parts of the CPA. Relationships with any selected supply chain partners will be set against the criteria of The Merlin Standard, for which PP most recently (March 2018) was awarded a 'Good' grade – 83%. The CM would oversee relationships with all subcontractors, supported by PP's wider team of supply chain practitioners, ensuring good practice. In line with PP's **Supply Chain Management Framework (SCMF)**, subcontractors would appoint a designated lead manager accountable for their NEA subcontract. They would meet the CM on a formal monthly basis to review performance against agreed targets (defined in Service Level Agreements). This would be supplemented by informal day-to-day communications by phone & e-mail, to track emergent themes, trends & issues. PP adopts a supportive approach to performance, if underperformance occurs we agree a performance improvement plan and frequency of review escalates in line with the severity of the underperformance. If underperformance were to persist with a subcontractor, PP would agree with DWP an appropriate and proportionate action to be taken, which may result in a reduction in referral share or a withdrawal of the subcontractor in full. PP would then continue to work in close liaison with DWP for any contractual issues. Supply chain relationships would be rooted in collaboration; we would involve partners in refinements and improvements to our NEA model.

Working with non-contracted partners delivering compatible services (e.g. **REDACTED**): We will hold regular forums, focus groups, share market intelligence & training, as well as openly sharing performance data to support this goal.

Appropriateness of Structure to this CPA: Our tested and proven management structure is best suited to this CPA because it: builds on evidence based management models • delivers excellent performance held in high regard by DWP • drives local and regional management, rather than centralised, making it more responsive and adaptable to local entrepreneurial conditions • has a CPA level manager who is dedicated exclusively to NEA, without the distraction of management responsibility for other local programmes • is appropriately lean and simple, maximising investment and attention to participant facing services, rather than burdensome back office functions.

Contract Holder: PeoplePlus will be the contract holder with DWP, with overall accountability for service delivery & outcome achievement. PP will be the prime provider, solely delivering the contract.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.3 Staff Resources
Staffing Numbers, Job Titles & Roles,
Experience & Track Record
PeoplePlus Group Ltd**

CPA 12a

Question 1.4.3 Staff Resources

Please provide details of;

- the number of staff, shown as full-time equivalents, you and your supply chain propose to employ to manage and deliver the NEA Phase 2 for this CPA.
- a description of why you consider this staffing level is appropriate for this CPA at contract start date, together with details of how you will manage the staffing levels as participant volumes rise and fall over the lifetime of the contract, including the impact of the rollout of Universal Credit.
- a description in detail of the number of staff to be drawn from current resources, those to be recruited by both your organisation and any supply chain organisations involved.

Include details of;

- job titles;
- full time equivalents, including where full-time staff will work part time on this contract;
- high level roles & responsibilities;

Please provide details of how you have identified the skills required by staff to support new business starts and existing businesses in your and your subcontractor's organisation. You should describe how you propose to acquire staff with these skills or provide the appropriate training to ensure that these skills are available to deliver the required services from the commencement date.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

Question 1.4.3 Staff Resources

Number of Staff: Proposed staffing numbers for delivery in CPA 12a. FTE including Part Time (Part time staff shown as fractional) Staff Role	Staff Required	
	PeoplePlus	
	Start	Peak
Contract Manager	REDACTED	REDACTED
Business Advisor	REDACTED	REDACTED
Growth Advisor	REDACTED	REDACTED
Enterprise Co-ordinator	REDACTED	REDACTED
Engagement Officer	REDACTED	REDACTED

Staff profiles are based on our existing successful resourcing models for NEA delivery across 3 CPAs. Levels of staffing are appropriate from contract start date as it affords a maximum ratio of Business Advisors (BA's) & Growth Advisors (GA's) to customers on programme. This is based on ITT volume forecasts & a detailed understanding of current NEA provision & headcount requirements, allowing for seminars & Link Up: Start Up. This is calculated on a rolling basis as customers move through the programme. We modelled the total hours required to deliver contract requirements plus our added value, to ensure participants receive individual focus & attention. Our management structure is established & proven to be successful in our current NEA delivery, it is lean, and performance focused & results in responsive decision making & effective support. It will also consider the increase in volumes at the front end of the contract & the reduction of staff required in the final year. The model above expresses start & peak FTE requirements.

As established DWP suppliers we have defined approaches in scaling provision to meet volume fluctuations, e.g. seconding staff from other contracts in the locality at short notice, engaging subcontractors & drawing on our bank of Enterprise Expert CVs. Under NEA1 contract, In CPA 4, a supply chain partner exited the contract at the end of the first year, we were able to accommodate their volumes into PeoplePlus (PP) delivery seamlessly, immediately & with minimal disruption, as a result of which performance improved, i.e. CPA 4 Yr. 3 Trading Start profile is 126% compared to 67% in Yr 2. Our caseloads are designed with a tolerance factor to withstand short term fluctuations, annual leave & unexpected illness. In the longer term, staffing is linked to robust profile forecasts ensuring staffing levels are pre-emptively aligned to expected peaks & troughs.

The high-level roles & responsibilities of NEA staff are as follows:

- Business Advisor (BA):** Responsible for participant facing support of the New Business Starts, Link Up; Start Up, initial assessments, diagnostics, business mentoring & in work specialist expertise; our BAs are qualified & experienced in the delivery of training & delivering group seminars.
- Growth Advisor (GA):** Responsible for participant facing support of the Existing Business Starts (UC), including initial assessment, diagnostics, growth planning & mentoring, in work growth specialist expertise; our GAs are qualified & experienced in the delivery of training & delivering group seminars.

- **Contract Manager:** Responsible for contractual, qualitative, & budgetary performance of NEA provision at a CPA level;
- **National Operations Manager:** Responsible for overall NEA delivery nationally
- **Engagement Officer:** Responsible for relationship building with JCP and local community organisations in order to drive-up and maximise referrals;
- **Enterprise Coordinator:** Supporting all aspects of contract administration including tracking referrals, evidence, outcomes, & claim submissions;
- **Support Staff:** Dedicated support staff based at PP's head office, working solely on NEA: Claims Validators, Customer Service Advisors, Quality & Compliance.

Skills required by staff: Through our longstanding standalone Enterprise delivery division (including our current 3 high performing NEA contracts) we have a strong understanding of the skills required for successful BAs, leading to refined job descriptions & person specifications. **BAs** will have past experience in a business support role; e.g. experience with local enterprise agencies, banking, marketing, or legal professions. Over 90% of our existing NEA staff have run their own business interests & 100% have experience of delivering publicly funded business support. High performing BA's blend personal & business coaching skills to provide the most effective package of support. For existing businesses, we recognise a different skill set so we will utilise specialist GAs. Additionally, they are industry experts with embedded local knowledge & contacts, able to facilitate introductions to networks & industries, not only will they be trouble shooters, motivators & business analysts but also experts in finance & UC. They demonstrate strong empathy & understanding with participants & will be recruited against this criteria. Across our **Advisor** teams we ensure an emphasis on retaining different types of skills for different types of businesses. For example, 14% of our start-ups are e-commerce businesses. To support this, we engage BAs skilled in social media; Search Engine Optimisation, online marketing, & deliver training by Google accredited digital marketers. BAs & GAs have local knowledge of entrepreneurial conditions & come with their own established network of business contacts. We ensure a variety of expertise in industry sectors across our teams, including priority & high growth sectors such as the digital and creative sector in Oxford & renewable energy & agriculture in Cornwall. We acquire skills through **robust recruitment processes**, assessing candidates against core competency requirements, involving experienced NEA practitioners in the sifting & interviewing process. Our HR Director has assessed high performing BAs to draw out competencies attributed to high performance. Vacancies are advertised on our own website, through Universal Job Match & specialist recruitment agencies. The effectiveness of this approach has enabled us to grow our Enterprise Division from 55 to 90 skilled BAs in 2 years. This is supported by a national pool of 100+ associate mentor specialists. We are pre-emptively planning a recruitment campaign to ensure a complement of staff is in place for day 1. Once recruited, we continue to provide **skills development support**. E.g., supporting BAs to gain qualifications such as **SFEDI Awards Level 5 Certificate in Professional Business & Enterprise Support**. All employees are subject to our annual staff appraisal process, supporting continuous professional development through peer mentoring & external training, plus are monthly reviewed through a **Balance Scorecard** approach. We host an annual Enterprise Conference that includes best practice 'train the trainer' sessions, industry leading guest speakers & Awards.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.4 Staff Resources
Track Record of Delivering Mentoring Services
PeoplePlus Group Ltd
*CPA12a***

Question 1.4.4 Staff Resources

Please describe and evidence your organisation and/or partnership's experience of delivering mentoring support to new and existing businesses and of providing support to vulnerable groups

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 1 sides of A4, excluding the question text and these instructions.

Question 1.4.4 Staff Resources

PeoplePlus (PP) has an established history of delivering enterprise support nationally. This includes 3 current prime NEA contracts, ERDF provision, ESF SSU and AEB provision, Flexible Learning Fund, Prison Education, Fair Start Scotland Enterprise programme, as well as delivering for subcontracts on behalf of other providers, due to the high quality of our services.

Over the past 30 years PP has supported over 90,000 businesses, 45,000 in the last 5 years, **predominantly working with vulnerable, unemployed & economically inactive people**. 84% of these sustain to the critical 12-month period and 81% of these businesses have sustained beyond the 2-year point, with 30% going on to employ 5 staff and 6% becoming high growth enterprises with 10+ employees & turnover in excess of £1m. Over 100,000 formerly vulnerable people are employed today in businesses that PP supported. 21% of PP's outcomes in Work Programme contracts come from self-employment, more than any other prime. Our NEA contracts to date have started 4930 businesses since April 2017, and 2638 26 week outcomes, far exceeding any of our competitors. Our enterprise expertise & reputation has grown from a wide range of generic and vulnerable group contracts e.g. DWPs New Deal Self Employment & local authority funded start-up provision for the **economically inactive**.

As a result of consistent performance on our NEA contracts, DWP previously invited us to take over failing contracts in CPA 3 & 11 which we turned around with CPA11 now ranking No1 in the performance tables, significantly above MPL for all metrics. Across current NEA delivery PP is ranked No1 Provider with 109% of MPL on Trading Starts with the highest real term conversion of 72% and 115% of MPL for 26 weeks, a real conversion of 61% from IA. 32% of all Trading Starts and 26 weeks outcomes under NEA come from PeoplePlus. We also deliver an ERDF contract to Unemployed people and Existing Businesses through group sessions, face to face meetings & Online, which is currently at 124% of target. Previously we have run a Youth programme engaging with 383 young people 185% above target, to promote self-employment to them.

PP currently support circa 5,000 Businesses a year to start across all our contracts with a sustainment figure for existing businesses of 88.7%, proving our in-work support model is excellent. We have strong delivery experience with Ex/offenders as our team has delivered both in prisons and through the gate on a number of contracts over the last 18 years. Our service to existing business is continuously evolved and our piloted Universal Credit delivery model has improved survival by average 10%. The wealth of resources available, including Online delivery (which is popular with participants who experience mobility issues), alerts services, range of seminars & the 8-8 Business line, make growing a business easier.

We have a reputation as a reliable, supportive & high performing enterprise provider & 88% of participants surveyed said their high-quality PP Advisor was key to their success. The vast majority of our expertise has derived from supporting socially disadvantaged beneficiaries. All of our NEA participants are claimants of JSA, ESA (WRAG) (approx. 30 %), UC, or income support as a lone parent (approx. 15%), we also have evolved a core competency in supporting, Parents, Remote Workers, Ex-offenders & over 50's.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.5 Premises & Infrastructure
PeoplePlus Group Ltd
*CPA 12a***

Question 1.4.5 Premises & Infrastructure

Please complete and upload the excel template provided at Appendix 4 of this document to show key delivery locations (including outreach locations, Link up : Start Up locations, seminar locations) with supporting rationale, facilities available, public transport links and confirmation that delivery premises will comply with the Equality Act 2010.

Geographical Coverage

Provide details of the key delivery locations and explain how you and your supply chain will achieve full geographical coverage (including very rural locations) of provision for the delivery of the NEA Phase 2 within this CPA;

Detail what factors you have taken into account in terms of the needs of the customer groups in determining this approach.

Where applicable please outline your understanding of the rural issues that this CPA presents and how your delivery will overcome these issues

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

Question 1.4.5 Premises & Infrastructure

PeoplePlus (PP) will deliver the NEA contract within CPA12a on an entirely flexible basis. This means that rather than operating from a range of fixed premises/locations, which can sometimes result in inflexibility of delivery, we will base our strategy on delivering an entirely flexible & agile solution, ensuring we meet the demand across the diverse geography & are able to deliver the best possible outcomes for the customer.

Key Delivery Locations: Appendix 4 identifies 58 potential key delivery locations that we may utilise throughout contract delivery thereby providing full geographical coverage across the CPA. These locations demonstrate extensive coverage across the geographical area, incorporating outreach locations for more rural areas & all can cater for face-to-face, Link Up: Start Up (LU:SU) & seminars. PeoplePlus (PP) will have a key hub in Gloucester to accommodate the contract support staff and provide a virtual base for all remote NEA staff (i.e. Business Advisors). In addition, we will utilise community venues (i.e. 10+ community centres across Bicester & Banbury via Cherwell District Council) and strategic partner venues (i.e. **REDACTED**) in order to deliver provision i.e. seminars, mentoring, & 1:1s. This approach ensures agility and responsiveness to need & demand, ensuring our ability to maximise outcomes. To meet the needs of the eligible population with CPA12a and to ease travel requirements, we will deliver from a combination of city (i.e. Oxford, Bath, Bristol, Plymouth, Truro) & town centre (i.e. Penzance, Torquay, Taunton, Bicester, Bletchley) locations as well as rural locations (i.e. Didcot, Liskeard, Helston, Newton Abbott, Minehead), ensuring our delivery is widely available and deeply rooted within the infrastructure of local communities. We know from our existing NEA delivery that co-location arrangements have helped with the excellent performance of the contract, bringing delivery to the participants & into the heart of the community. This best practice supports our rationale & we therefore plan to roll out the same approach in CPA12a, having sourced a full range of options, including enterprise zones, business incubator and growth hubs, libraries and entrepreneurial venues i.e. **REDACTED**, **REDACTED**; **REDACTED**; **REDACTED** **REDACTED**; **REDACTED**; **REDACTED**; **REDACTED**; **REDACTED**.

Facilities: All sites meet the required standards, such as security, accessibility & locality. All locations will be bright, modern & well furnished, presenting a professional environment appropriate to NEA. We have identified locations that offer a full suite of facilities including:

- Training rooms appropriate for all group based NEA activity including LU:SU;
- Presentation resources including white boards, flip charts & projectors;
- Small rooms suitable for one-to-one appointments & reviews;
- Internet enabled participant computers, networked to laser printers;
- Fax machines, photocopiers & phone lines available to participants;
- Welfare facilities with trained & designated first aiders on site.

We will review & update our delivery/premises strategy on a regular basis throughout contract delivery, ensuring it remains fit-for-purpose, supports high quality engagement & delivery & expands our reach and coverage through the identification of suitable new outreach sites.

Equality Act 2010: PP is committed to meeting the requirements of the Equality Act and holds the Disability Confident mark as evidence. All proposed delivery venues will be assessed prior to contract Go live to ensure they meet the requirements and thereafter will be routinely assessed on an annual basis to ensure ongoing compliance. PP will only deliver services from venues which are compliant with the

Equality Act 2010. For participants with sensory impairments, we provide appropriate localised resources, such as large print materials. Through measures such as these we will ensure that no participant, regardless of their personal circumstances, is prevented from participating in NEA mentoring & accessing our NEA venues. Another feature of our delivery model is brokering access for participants to accredited qualification units, funded through the Adult Education Budget, in vocational topics relevant to their business. As well as such units being directly delivered by PP, we also anticipate leveraging delivery from FE institutions, such as Cornwall, South Devon, Bath, Gloucestershire, City of Oxford & Milton Keynes colleges.

Participant Needs: For this CPA our estates configuration is designed to reflect the needs of NEA participants. As a general principle we aim to take provision to the participant as far as possible, rather than expecting them to undertake difficult journeys, particularly given the diverse geographical nature of CPA12a. In this respect, our key venues are aligned, as a minimum, to the network of JCP locations across the CPA, with an NEA mentoring delivery site located in the same towns & communities as their corresponding JCP. This positions provision in localities which participants already routinely travel to & access (i.e. to sign-on), & therefore ensures that no participant, even in rural locations, should experience a “travel-from-home-to-provision” journey of more than 60 minutes or we ensure all our support is available Online and via Telephone. All key locations are served by local public transport services to & from outlying communities with either a Bus stop or train station & with either on-site participant parking, or close to public car parks. Our estates plan has also taken account of indicative volume forecasts. In this respect, we have considered the likely volume of referrals from each JCP, & the respective capacity of local venues to accommodate this. This ensures that group sessions are not overcrowded & that interventions are never delayed or postponed owing to insufficient delivery rooms & areas. Each key centre will be routinely open between the hours of 09:00 & 17:00 Monday to Friday ensuring convenience of access at times to suit participants, with the flexibility to facilitate late opening & weekend access if required. Our BAs will operate on a flexible basis to meet the needs of the participant’s. This includes appointments arranged outside of routine hours, at participant’s business premises, flexible locations & developing self-employment networks (facilitated by REDACTED, REDACTED, REDACTED) to create supportive peer networks. In sourcing relevant networks, consideration will be given to participant needs including location, age, disability, ethnicity, gender & sexuality. In addition our 8-8 Enterprise call line is available to support participants with advice, guidance, directions & reminders of appointments.

Overcoming rural issues: We recognise that the geography within CPA12a is sprawling & diverse with high concentrations of rurality i.e. Exmoor, Minehead in West Somerset, Wantage & the surrounds within Oxfordshire, Tavistock, Dartmoor & Totnes within West & South Devon & also Launceston & Bude within North Cornwall. To reduce travel barriers & increase participation, we will facilitate local delivery by working alongside the local chamber of commerce, Enterprise Hubs (i.e. Tavistock), Work Hubs (i.e. Totnes) Business Spaces (i.e. Launceston) and local libraries. Meetings will also take place virtually with two-way audio and visual communication, plus telephone.

Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2

Question 1.4.6 Delivery Proposal
New Business Starts, Link Up:Start Up
PeoplePlus Group Ltd
CPA12a

Question 1.4.6 Delivery Proposal

New Business Starts

Link Up:Start Up Workshops

Describe how you will meet the delivery requirements of the workshop and how you will manage the number of participants referred, regulate the frequency of the workshops, avoid any backlogs between referral and start on the workshop and ensure the quality in the content of the workshop. In addition, please describe how you will monitor the impact of the workshops on new business starts.

Initial assessment and evaluation of suitability following referral;
Please describe how your organisation will undertake the initial assessment of referrals of participants, including how you will assess the potential of the business ideas.

A **3** score for this question may be considered a knock out score in relation to this competition. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.

We reserve the right to exclude any Tender which scores 3 or less on this question from this Procurement. This methodology will be applied to ensure equitable treatment and consistency across all providers for this question.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

Question 1.4.6 Delivery Proposal

PeoplePlus (PP) have already delivered Link-Up Start-Up (LU:SU) workshops very successfully to 11,755 people, helping create 4,930 businesses under NEA since April 2017. The NEA National Average conversion from LU:SU to IA is 63% and PP is 75% thus proving the effect delivery of the workshop. We have successfully piloted Online & Telephone LU:SU's in Scotland for remote/low volume areas, receiving excellent feedback & seeing an immediate drop in FTA, DNS & a higher trading start conversions. This will inform the roll out of LU:SU to the 56 JCP's in CPA 12a and be available for customers in this CPA

Meeting the delivery requirements & managing referrals: Participants will be referred to PP's experienced call centre team to book a workshop within 15 days. The participant will receive an information pack & letter with location, time & venue. We will hold workshops in our permanent sites & outreach sites in the community including co-location sites with Councils & Housing Association. In larger populations such as Oxford & Bath, to **avoid backlog**, workshops will be held every fortnight, on a loop, so JCP staff become familiar with when & where they are happening. In smaller towns, e.g. Barnstable, LU:SU will be held monthly or Online/Telephone. We will book a maximum of 20 people to ensure 12-15 attendees. Where numbers are low in rural locations e.g. Falmouth; we will operate on lower numbers. PP has great experience working with JCP's in the community as a successful current provider. We attribute this performance to our strong relationships & joint working with our JCP counterparts, e.g. we attend JCP financial inclusion workshops to raise awareness of NEA & enterprise as a route to employment. We train local JCP staff to help them identify participants & explain how we work with them. **We will flex & regulate workshop frequency** up, or down, to manage seasonal or specific peaks & troughs, i.e. Christmas break (down), or post holiday aspirations to 'go self-employed' (Sept & Jan). If backlogs or low demand occurs (+/-10% of planned LU:SU workshops), it will be captured by a trigger in our CRM & we will amend frequency, to ensure no one waits more than 15 days. PP will also offer a range of cohort or sector specific sessions if demand allows & are experienced in delivering cohort specific workshops, e.g. ex-offenders or lone parents. To meet the rise in ESA participants we will hold workshops to accommodate specific disability & health condition needs such as anxiety. We can also deliver sector specific workshops, e.g. we can run creative Industry sessions in hotspots like Bristol & construction trades around the M4 Corridor.

Quality: To ensure consistency & quality, all staff, including subcontractor staff, receive full training which is tailored to specific customer groups. We monitor quality through our quality framework e.g. observations & participant feedback. Our workshop opens with a welcome, domestics & icebreakers, e.g. Business in a Box. This is followed by highly interactive content designed to engage & enthuse participants, including sessions on types of self-employment, the pro's, con's & misconceptions with examples of successful NEA business start-ups. Participants are shown benefit & financial entitlements with worked examples, i.e. Working Tax credit or Universal Credit understanding, monthly reporting & MIF. Legalities of self-employment (HMRC & NI) are explained, followed by an effective yet simple demonstration of calculating tax. We demonstrate the PP resources & understanding is tested at the end by a Myth busting quiz. Business Advisors (BA's) will stay on to see participants individually, to answer any further questions & talk confidentially. Attendance is recorded via a register. We then introduce:

Your Call to Action, where participants are given an action plan of next steps & a call to action, i.e. to return to JCP to ask for a referral to the next stage.

Monitoring impact: Through our existing delivery we undertake a comparative study of delivery (control group) against cohort conversion. We found that where there was a pre-start workshop, the conversion rate from start to trading start improved from 62% to 72%, FTA & DNS reduced resulting in PP having highest conversion rate of any provider Start to Trading Start, as 72%. Also, where text reminders of appointments were made, attendance rates for LU:SU increased to 75%. We will continue to collect quantitative data to measure the impact of the full introduction of workshops on trading starts & sustainment's for 26 & 52 weeks, which has improved the conversion rate from Trading Start to 26 weeks already. We will also collect qualitative feedback from participants at the end of the workshops & throughout the programme to inform the future development of content, frequency, delivery & to performance manage our delivery team through a **Balanced Scorecard** Approach. Feedback collected at the end of each LU:SU workshop is constantly monitored through our survey. The workshops will also be observed by management & our quality team against a quality criterion on a twice-yearly basis. If performance rates do not improve, further feedback such as focus groups & a review of materials will take place, changing any area of our delivery if required.

Initial Assessment & evaluation of suitability: Our delivery is designed to accommodate any level of participant background or business idea. BAs are informed by **PP's 6-point assessment plan** completed online or hard-copy, or with BAs if necessary; e.g. if the participant has a health issue. **The assessment:**

Initial Needs Questionnaire - to assess high level unique participant needs related to starting an enterprise e.g. skills gaps ♦ **Idea Viability/ Generation Tool** - to develop an idea which takes account of needs & aspirations ♦ **Business Motivation & Strengths** – to identify personal motivation factors ♦ **Barriers** - uncover unique barriers to starting an enterprise, e.g. confidence ♦ **Tools & Equipment for the Job** – to identify practical enterprise requirements ♦ **Financial/ Personal Situation** – to uncover additional needs e.g. childcare. Includes benefits & UC Calculator quotes & examples.

This is not a “pass/fail test”, rather a resource to help BAs assess the suitability of each participant to self-employment. It considers skills, abilities, motivational levels, career experience, interests & resources. It provides an opportunity for the participant to summarise their idea, or to suggest types of business for consideration. Results are used by the BAs as the basis of the assessment discussion. This teases out more deep-seated considerations, such as commitment to self-employment, whether they were self-employed before (uncovering business skills gaps relating to a previous business closure) & personal circumstances which may affect the enterprise success (e.g. caring responsibilities). The discussion explores the viability of the business idea, the extent of participant barriers (e.g. access to finance), & how to overcome them. This highlights the participants preferred support methods which they best respond to, considers learning style, including face-to-face or remote support (by e-mail, on-line or by phone) & will inform future delivery. The combination of assessment results & discussion outcomes enables the BA to take an informed view of the readiness of the participant for self-employment. There is no negative outcome, if a participant is classified as unsuitable, the reasons for this are fully explained & fed back to them & JCP.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.7 Delivery Proposal
New Business Starts, Mentoring
PeoplePlus Group Ltd
*CPA 12a***

Question 1.4.7 Delivery Proposal

New Business Starts

Please provide details of your proposition for delivering mentoring support for NEA Phase 2 participants.

Mentoring;

Please describe;

How will you assess the skills and experience of your mentors?

How will you match mentors to participants?

How will you monitor the quality of mentoring and capture participant feedback on mentoring support given?

Seminars

Describe how you will meet the specification requirement to deliver seminars (refer to 2.36 in the Specification) and how you will manage participant numbers, regulate the frequency of the seminars, and ensure the quality in the content of the seminars. In addition, please describe how you will monitor the impact of and capture feedback from seminar participants.

Development of Business Plans;

Please explain how your organisation will support NEA Phase 2 participants in developing their business plans. You should set out how you will ensure the minimum standards for mentoring support are achieved and how you will ensure more comprehensive mentoring is available for those participants who need more support.

Business Plan Viability Assessment and Approval;

Please describe your business plan assessment and approval process, including how you will assess whether a business plan is ready to be approved. Also, describe how you give feedback to participants.

A **3** score for this question may be considered a knock out score in relation to this competition. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.

We reserve the right to exclude any Tender which scores 3 or less on this question from this Procurement. This methodology will be applied to ensure equitable treatment and consistency across all providers for this question.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 3 sides of A4, excluding the question text and these instructions.

Question 1.4.7 Delivery Proposal

Our mentoring proposition for New Business Starts at PeoplePlus (PP) mentoring is delivered through a team of Business Advisors (BA). Each participant is matched to a local BA who has an understanding of their proposed sector, product, or service & will support throughout the journey. BAs offer structured face to face meetings & as a minimum at least 3 separate 1:1 sessions. This approach has been proven highly effective in our current successful NEA delivery. Each session is captured on a '**Call to Action**' plan, with each action designed to support, or drive the participant closer to business launch; e.g. it enables early Business Plan drafts to be critiqued, keeping participants on track & for the participant to be constructively challenged on any plan gaps. In addition to the mentoring support the BA may signpost the participant to self-directed learning, networking events, or introductions to experts who can provide more in-depth knowledge through a case management approach. This enables consideration of business essentials such as: the most appropriate legal entity ♦ financial & professional guidance such as: insurances, business bank account, tax, identifying & applying for appropriate sources of finances ♦ effective marketing strategies to identify & reach target consumers ♦ social media for businesses; developing a web presence & online trading ♦ in & out of work benefit calculations & the Universal Credit Calculator.

The **Call to Action Plan** breaks down long-term business aspirations into short-term progress measures, designed to be achievable within 12 weeks of participation. It is completed at the start of the mentoring relationship & measures outcomes at regular intervals e.g. attendance at 1:1 mentoring sessions, achievement of goals. After 4 weeks of attendance, if insufficient progress is made, frequency of contact will increase & appropriate measures deployed to address barriers. If progress is swift, they will be fast tracked to NEA allowance & in-work support.

Assessing the skills & experience of Mentors: As the current largest provider of NEA nationally, we have an embedded understanding of the skills required by BAs. Our job descriptions & person specifications are refined & we strictly recruit to these criteria. For this contract, BAs will all have a minimum of three years past experience in a business support role, such as career experience with local enterprise agencies, banking, marketing, or legal professions. Over 90% of our existing staff has run their own business before, which is a pre-requisite, ensuring they demonstrate strong empathy & understanding with participants & show passion about self-employment. We conduct interviews on a competency basis & select candidates that can evidence these elements as part of the experience & skill set. BAs will be SFEDI accredited, or working towards Level 5 qualifications. Against this criterion we operate rigorous selection tests & reference checks from 2 sources including previous employer & qualification verifications & undertake an enhanced DBS check. As a result, we are now the largest self-employment operator in the UK, supporting over 5,000 business start-ups every year. Over the last 2 years we have a staff retention rate of 97%

Matching mentors to participants: Following the Initial Assessment (IA) each participant is matched to a BA for the duration of their NEA allotted time. This takes place at the IA stage of the process following the PP Six Point Assessment Plan, to ensure an appropriate & effective match. Each participant is matched to an Advisor who lives in reasonable proximity & who has expertise in the type of business/sector in which the participant operates. Each has an extensive knowledge of the market place, can facilitate introductions, contacts, make suitable recommendations & set up networks & events. Preferred learning styles of the participant are considered.

Should the need arise, a participant can request a transfer to a different Advisor & we will view all such requests sympathetically. We will ensure that the BA is appropriate & has no competing business interests. The BA will also conduct a **Case Management Approach** with other partners & providers to support the journey.

PP has **Specialists Advisors & Associates** in social enterprise, the music business, finance, child care, recruitment, on-line trading & import/export. We can call on the skills of our partner organisations & associates such as **REDACTED** & the **REDACTED** who have additional expertise in manufacturing, creative industries, innovation, digital, finance, nuclear and exporting.

Monitoring the quality of Mentoring: Our Contract Assurance Officer will work with the Contract Manager (CM) to collate feedback on a quarterly basis, & convert into feedback summaries. We will also draw from announced & un-announced observations of BA sessions which feed into the **Balanced Scorecard** reviews of each contract & individual BA for improvement plans. The reviews & observations are graded & benchmarked across the country. Monthly performance management meetings & quarterly quality reviews will also feed into such summaries. This will capture innovative suggestions & any areas or trends of prevalent negative feedback. From this the CM & National Operations Manager (NOM) will determine any changes required to respond to feedback, taking account of qualitative, performance, & budgetary impacts, through a Balanced Scorecard approach. For this contract we expect to achieve a minimum of 90% customer satisfaction, & will include a stretch target of 94% by the end of the contract. All complaints & feedback received will be, listed on the monthly CPR agenda, where appropriate.

Capturing participant feedback on Mentoring: PP will use: Survey Monkey questionnaires for participants to complete after the completion of the pre-start support & during the 12 month trading period ♦ feedback forms at the end of each meeting ♦ participant & stakeholder focus groups ♦ ongoing analysis of social media feedback ♦ day-to-day feedback captured & shared through routine BA & staff interaction with participants & on action plans ♦ suggestion boxes, (virtual & in delivery venues where possible) ♦ analysis of any complaints received to help drive service improvement & minimise the risk of similar complaints being received in the future.

Seminars: To supplement & enrich the mentoring experience, participants will have access to a range of structured business training seminars i.e. Marketing & Financial planning. Participants can expect to wait no more than two weeks before attending their first seminar. We will meet the requirements of the specification delivering all seminars listed at 2.37 through an individually tailored programme, recorded in the **'Your Call to Action'** plan. PP use feedback from NEA participants & survey results to ensure they cover the most popular & in demand topics.

Impact will be monitored through participant progression timeframes on monthly management meetings by CPA and against national benchmarks.

Managing participant numbers & regulating frequency: PP offer a pre-diarised series of courses & fill places through our call centre booked by the BA. This will be based against a uniform run rate of referrals by locality, with an upper capacity tolerance factored in to manage volume spikes. This is then reviewed on a rolling basis to ensure that capacity is in line with demand, adding or removing courses as required. All participants will be reminded 48hrs prior to each seminar to ensure attendance, any reason for non- attendance will be recorded & reported in line with guidance. All seminars will run on a continuous loop to ensure that all participants can attend within the allotted 12-week period. This approach has been proven to

work in our current successful NEA delivery. Our current group sessions not only encourage participant collaborative working, but establish long & meaningful relationships between cohorts & future B to B trading. We have found that by taking this approach business plans start to develop at an early stage within the participant journey & the gaps identified supported by the BA at the one-to-one sessions.

Capturing Participant Feedback: We collate feedback at the end of each session as a barometer of the participant experience, this is shared with the CM & the BA team. Feedback is discussed at each meeting with participants. This enables BAs to refer participants to the most appropriate & effective seminars & for PP to deliver dynamic, inspiring & enterprise building seminars, which directly contribute to new business creation and captured on **'Your Call to Action'** plan

Development of Business Plans: This will begin as part of the initial assessment session, as the participant's **'Call to Action'** is drafted at this stage for the start of the Business Planning phase of support.

Exceeding Minimum Standards: PP will deliver up to 12 weeks of support which will include an **additional face-to-face sessions** with the Business Advisor, over & above the minimum requirement of 3, and/or Online/Telephone support tailored to the individual's needs, to ensure comprehensive mentoring is available.

Additional resources will help participants to develop their business plans, without restricting customisation of their approach. We have 5 levels of business plan template, from a 2-page basic starter plan, to a detailed plan sufficient to meet bank finance requirements.

The rationale for the viability & credibility of the business idea includes: full description of the business idea, detailing the product or service offered, & how this will be priced, promoted & traded ♦ business SWOT analysis, showing the participant has researched market characteristics, competition, & points of differentiation ♦ yearly financial projection, detailing forecast income, overheads, borrowings, & monthly cash flow ♦ personal survival budget, detailing how the participant will manage the transition from benefits to sustainable independent trading ♦ meeting any loan repayments in the short term & reviews of personal outgoings ♦ if necessary, outline in detail the market research which has been carried out looking at customers & competitors, pricing & trends to ensure there is a viable future for the business ♦ where appropriate, a marketing plan of the business using both traditional marketing methods & social media/internet marketing will be produced.

Business Plan Assessment & Approval: Following the completion of the business planning process, the BA will then support the participant through the independent assessment & approval of the plan. When both are satisfied with the finalised Business Plan they will agree 'sign-off' submission. The plan is then assessed for viability by an independent BA (not involved in the advising/mentoring process of the individual) to assess the business plan's potential & its suitability for NEA approval. On completion the result of this assessment, along with feedback (in the case of business plans not approved) is fed back to the participant & the BA through the agreed communication method. If the business plan is not approved the feedback can be used in order for any further work, should it be required, to be carried out prior to any potential re-submission. This process is over seen & 'dip tested' by the NOM. If the plan is rejected the individual is referred back to their JCP advisor who is informed of any outcome to this process. This is how PP will meet the whole of the requirements of the specification on mentoring support pre-start.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.8 Delivery Proposal
New Business Starts, Pre and Post Trading**

PeoplePlus Group Ltd

CPA12a

Question 1.4.8 Delivery Proposal

Business Development Phase (Pre-Trading)

For participants whose business plan has been assessed and approved, describe the on-going support provided to participants during the business development phase to ensure their requirements are met in order to commence trading.

On-going Support (Post-Trading)

Please set out how your organisation intends to offer and carry out ongoing support for NEA Phase 2 participants following the commencement of trading, including how you will distribute the offers of support over the 52-week period.

As detailed in the specification, 2.29 it is expected that providers will support all participants to access additional support following completion of NEA Phase 2. Please describe what support you will make accessible to participants and how you will promote links between participants and these organisations.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

Question 1.4.8 Delivery Proposal

PeoplePlus (PP) is currently the top performing prime contractor nationally for both Trading Starts & 26 weeks outcomes, with all of our CPAs in green and our top performer on 122% & 133% respectively meaning, a real conversion rate from Start on the programme of 72% & 61%; we attribute this to high level of support offered.

Business Development Phase (Pre-Trading)

Our work to achieve Business Plan approval has been enhanced to focus additionally on the participant's individual needs & skills. The final stage is a **Business Launch** specific session & the '**Your Call to Action**' plan, to set & achieve a launch target date, complete all final preparations, prepare tangible & legal aspects & commence trading.

The majority of participants are ready to commence trading straight away, & do, but a number choose to hold off for a variety of reasons. Using our existing knowledge of NEA delivery, results from our survey & actual participant experience & feedback, we know some of the most common delays are: loan application or finance issues, licensing & legal issues, fears & uncertainty around self-employment & moving away from benefit dependencies. Our approach is tailored to the participant's individual situation but is informed by these 3 key barriers, with support customised accordingly. It is focused on removing challenges to enable trading to commence, including, where appropriate, signposting to additional business support products & services both local & national (e.g. REDACTED, the Start-up Loans provider in this CPA) During this **Business Development Phase (BDP)** support with advice & mentoring continues, with an open offer of assistance of both face to face meetings & continued access to our seminars. At PP the Business Advisor (BA) who has supported the participant from the outset of their journey, continues to provide mentoring support. This ensures the BA understands the participant's & the business needs, to achieve the journey to sustained self-employment. To ensure that the right level, degree & focus of tailored support is offered, we will undertake a **Business Launch Assessment (BLA)** to identify any barriers to launching & tailor a package of support, information, signposting advice & guidance, which will be updated in the participant's '**Your Call to Action**' plan & will include:

- Complete **Business Launch Assessment**, with tight timelines & SMART targets
- The offer of a further **appointments** with the identified Business Advisor
- PP led **case management approach with partner organisations** to access additional local & national support e.g. REDACTED & REDACTED, REDACTED with REDACTED & REDACTED
- Access to online resources via **WebEx/Zoom** providing continued access to information, virtual mentoring, support & resources, to increase knowledge & support business planning & understanding.
- Participants can also contact us via our **telephone support line**, and similar to WebEx and Video conferencing this is ideal for remote participants who may only have a couple of questions, or who want a quick decision on things
- For participants on Universal Credit (UC), assistance to **prepare for their Gateway interview** to be able to show they are to be 'gainfully self-employed'.
- **Level 1 & 2 qualifications** through PP, Further Education Colleges & training providers, where we leverage training support to provide added value beyond over and above NEA, e.g. Web design or Marketing.
- Continued **progress checks** reviews & help on things like loan applications, license applications or legal requirements.

- Our in-depth understanding of self-employment & this participant group can assess any barriers, especially when a participant is suspected of being nervous about self-employment, or doubting their business and address these needs

On-Going support- Post trading support: Ongoing support is the key to our current high levels of NEA sustainability & PP offer bespoke on-going support to each participant. Key to this is the relationship & trust between BA & participant, with independent research quoting 88% of our participants saying that ‘the PP Advisors were key to their success’.

PP will offer face-to-face meetings in the phase, both in the first 26 weeks & in weeks 27 to 52. This is crucial to business growth & can facilitate additional training requirements, pre-empting any issues & reassuring the participants that regular support is available. PP offers this service to all post start clients in both cohorts.

PP’s Range of seminars are continuously available for customers to attend as many as they would like, participants will be continuously made aware of when these are happening & encouraged to attend key seminars to help them sustain & grow.

Network of Associates: PP & our strategic partners have access to over 100 entrepreneurs who bring fantastic local knowledge & contacts to inspire & inform new businesses via networking events, including ex-NEA participants who present on their business successes.

Local Networks & contacts: This is key during business sustainment & growth. PP will recommend & facilitate (case manage) introductions to sector specific events, contacts & networks e.g. REDACTED. For high growth potential businesses, we have pre-existing relationships with many Growth Hubs nationally for their range of support i.e. access to finance, innovation support, SME international trade. PP will also work with local Enterprise partners like ‘REDACTED’ in Bristol, ‘REDACTED’, ‘REDACTED’ in Devon’ and the range of former Business Link/Enterprise Agency organisations that span the region. Local Authorities and **Housing Associations** will be approached to partner with, co-locate and reciprocal referral agreements made.

PP’s business support service, phone, text & mailing list to keep participants up to date & remind them of the services they can still access e.g. reminder Self-Assessment dates, meeting reminders & the latest tools for business. All the regions activity, in terms of events, networks, seminars are pulled together by our PP Coordinators & made available to participants in a diary format & sent to each participant who can then plan with their PP Advisor making recommendations.

The Enterprise call service is open **8am to 8pm**, allowing out-of-hours calls for advice & information from experienced BAs. We will also have calls manned by specialist experts on set days e.g. **Accountancy, Social Media & Financing**. This will include our partners, referral agencies and associates with industry skills.

Access to finance: In addition to our Start-up Loan Partner: REDACTED who provide loans & mentors for businesses; PP have relationships with a range of funding options, including crowd funding, factoring organisations, grant administrators & venture capitalists.

Accelerator & support programmes of REDACTED, REDACTED, REDACTED where PP host the Networking event and would look to replicate in this region. We also partner with REDACTED and Co-locate with them in our other CPAs, promoting all the REDACTED products and services, we have ties with REDACTED, REDACTED, REDACTED and the REDACTED.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.9 Delivery Proposal
Existing Self-Employed
PeoplePlus Group Ltd
*CPA12a***

Question 1.4.9 Delivery Proposal

Existing Self Employed

For existing self-employed NEA Phase 2 participants in receipt of Universal Credit, describe:

- How will you assess viability and sustainability of the existing business?
- How will you work with participants to develop and define short/medium- and long-term goals?
- How will you assess and provide feedback on the Business Development & Growth Plan?
- What ongoing support will be provided?

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

Question 1.4.9 Delivery Proposal

PeoplePlus (PP) will use 30 years of experience of directly supporting over 90,000 individuals to grow their business, via NEA, Work Programme, Business Link, RDA, ERDF & ESF contracts. Independent research shows 78% of those businesses sustained over 3 years with 6% becoming high growth, employing 10 or more employees. For existing businesses, we recognise a different skill set so where volume allows, we will use specialist Growth Advisors (GA), industry experts with embedded local knowledge & contacts, able to facilitate introductions to networks & industries. Not only will they be trouble shooters, motivators & business analysts, but also experts in finance & Universal Credit (UC). We interview & select candidates who evidence these elements & are SFEDI accredited or working towards L5 qualifications, ensuring they provide the same high-quality blend of personal & business coaching skills we expect in all Advisors. PP will continue to support JCP Work Coaches & help identify suitable candidates.

Assessing viability & suitability of the existing business: As participants may be working, appointment times are available out of office hours. Participants will attend the initial assessment (IA) on a 1:1 basis either face-to-face or Online/Telephone if required. This will determine the viability of the existing business & the suitability to move the business towards their Minimum Income Floor (MIF). Our *innovative diagnostic assessment* includes:

- **Current in-depth business review:** turnover to date, review accounts & books if available, ascertain if they have engaged in professional support, i.e. Accountants.
- **SWOT & GAP Analysis:** to support review of Business Plan.
- **Financial appraisal:** including, cash flow assessment, review of pricing & use of PP UC calculator to assess progress towards the MIF.
- **Motivation, strengths & approach:** to identify commitment & business acumen.
- **Barriers:** to uncover what is impeding the success of the business, e.g. low financial awareness, marketing, cash flow, credit control, & personal situation.
- **The future potential:** viability & future potential including an assessment as to whether NEA Phase 2 will help them improve their earnings from the business.

GAs assess the suitability for participation in NEA, considering skills, abilities, motivation, experience & will inform the goals for the Business Development Growth Plan (BDGP) phase & beyond. If not accepted, feedback is provided to JCP.

Matching: Each participant is matched to a GA who lives in reasonable proximity & has expertise/experience in the same type of business/sector. A GA with extensive local market knowledge, can facilitate introductions, make recommendations & set up networks, whilst considering preferred learning styles.

Working with participants to develop & define short/medium- & long-term goals The GA will offer a minimum of three interventions, recommending suitable seminars & networking events to attend. Meetings are held at PP premises or GAs can travel to participants, in their business premises, this will include out of hours. Support is available via phone, text, email, online.

Virtual Support: People in Business are busy people, so access to virtual support is vital for this cohort. PP will provide a range of easily accessible information, activities, virtual mentoring, peer support & assessments via 'Live Learning' meaning customers can speak to their advisors virtually, attend interactive

workshops and ask questions when suitable for them. The service also includes E-alerts, text reminders, access to videos, PDFs, blogs, & podcasts.

During the BDGP phase they will agree together, **short term goals** (typically 3 month) **medium** (3-9 months) & **long-term** (9-15 month). The GA will work with the participant to identify & agree the tasks & activities required to improve income from the business. The goals will always aim to benchmark & exceed the MIF, using the PP UC calculator, explaining the effect on benefits if this is not achieved, but setting realistic business & financial milestones over the period. The **short-term goals** will be set out at the start of the BDGP & the **medium- & long-term** goals will feed from the plan & align to the business needs & individual participant's circumstances. GA's time-lined recommendations for participation in our seminars will also be included.

PP has used the results from our existing NEA Businesses plus its survey results to design the most requested & suitable **seminars** that will be available for this participant group: **Financial Planning**: Business Accounts, Invoicing, Forecasting, Pricing, **Marketing**: Developing Online Presence, Social Media, & Web-Design.

BDGP's will be presented for assessment by the participant's GA, for independent assessment by another GA &/or panels if required. They will read the plan, testing the viability of the business to hit & exceed the MIF, assess the short, medium & long terms goals, ensuring they are SMART. If there are minor flaws in the plan it can be resubmitted providing it is within the 12-week period, we will encourage participants to complete plans by week 8-10 to enable this. A checklist approach will ensure a logical rationale for the BDGP & that assumptions are clearly articulated. This has been developed in conjunction with our partners, using research & experience with this participant group & offset against provider guidance to ensure minimum standards. Follow up meetings & support can be arranged if required.

Post mentoring ongoing support: This the key to our current NEA high levels of sustainability & PP offer bespoke support to each participant. The relationship & trust between GA & participant is vital, with independent research quoting 88% of participants saying PP Advisors were key to their success.

Additional support: PP will offer face-to-face meetings and seminars in this phase, 4 during the 52 weeks, plus continued access to the Online and Live Learning support. This is crucial to business growth & can facilitate additional training requirement.

Access to Networks and events, drawn from the local region and from our national footprint. NEA participants will be signposted and recommended to local networking events and Online tutorials. **Access to finance** to provide 'top up' & Growth Loans advice & support. **Accelerator & Support Programmes** of **REDACTED** & **REDACTED** will be recommended.

Enterprise Call Service is open 8-8 daily, allowing out of hours calls for advice & information from experienced Business & Growth Advisors. **PP's phone, text & mailing list** keeps participants up-to-date of the services they can still access e.g. appointment dates & invitations to our local networking events.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.10 Delivery Proposal
Additional Support
PeoplePlus Group Ltd
*Contract Package Area 12a***

Question 1.4.10 Delivery Proposal

Additional Support For both New Business Starts and Existing Self Employed;

Please describe the additional support your organisation intends to offer participants in supporting them in moving into self-employment or developing an existing business.

Please provide details of how you will ensure NEA Phase 2 participants are signposted to available local or national business support and additional financial support. You should include details of the relevant support that is available now, or likely to be available within the next 12 months both locally and nationally.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 1 sides of A4, excluding the question text and these instructions.

Question 1.4.10 Delivery Proposal

PeoplePlus (PP) has vast experience over achieving on contracts & has piloted & evolved its delivery model introducing cohort management & case management.

Specialist Advisors: Who are sector specific & specialise in growth, tendering, sales, financing (e.g. top up loans, factoring). Advisors are key to our success (88% of our surveyed customers said so) 90% being self-employed before & all are deeply embedded in local communities with rich contact books. Participants have access to over 100 associates, who can receive a qualification in mentoring, e.g. local CEO's, Google marketers & local entrepreneurs, including Ex NEA participants.

Qualifications Support: As a SFEDI Centre of Excellence & through awarding bodies like City & Guilds, we leverage where possible & deliver enterprise, entrepreneurship & business qualifications, specifically tailored to meet the needs of participants, such as:- Level 1 Award Exploring Enterprise; or Level 3 NVQ: Diploma Starting Your Own Business

Universal Credit (UC): PP are experts in UC & ran the pathfinder in 4 branches since 2013. We have designed, piloted & are delivering an in-depth model already to UC customers. This helps plan & prepare for the effects of UC, including: preparation for the gateway interview, recording monthly RTI, dual accounting methodology & Minimum Income Floor (MIF). This includes a UC Calculator that helps participants forecast & shows their MIF & the effect it will have on benefits, helping understand, from outset, the expectations. PP also leads a provider expert group in partnership with DWP on UC & will share regular updates on policy, roll out, & information with all staff and participants. This experience & knowledge will be brought to CPA 12a.

Online support: providing a range of easily accessible information, virtual support, activities and includes: - videos, quizzes, PDFs, blogs, templates & podcasts

Labour Market Information, Intelligence & Business networking team: A team of research & development professionals who support delivery identifying additional support & resources. It includes rolling analysis of economic updates (New Economy, Chamber Quarterly Economic Survey) intelligence captured & shared through forums, the latest business tools, access to finance, support services & business resources. They also find & share in diary format details of all workshops, business & networking events locally & regionally, so participants can see & share experience, receive access to new information & build contacts.

Signposting, locally & nationally: Signposting support includes a detailed cross referrals programme & diary of activity with all existing provision across CPA 12a e.g. REDACTED, REDACTED. National resources also shared include: discounts from REDACTED, REDACTED, REDACTED, REDACTED, REDACTED information & updates, plus REDACTED support from the REDACTED. PP is FCA accredited, so highly qualified to deliver financial advice, plus detailed knowledge on all local & national finance partners, not just our Start Up Loan partners REDACTED but specialists like REDACTED, REDACTED, plus REDACTED. REDACTED programmes of REDACTED & REDACTED. In addition to warm handovers, signposting can be emails, calls & sharing links

PP Enterprise Call Service supports the above by email, call & text updates, plus alerts like Tax Return dates, appointment reminders & invitations, & opens 8-8.

Added Social Value, PeoplePlus take seriously our responsibility in ensuring social value, supporting the local economy by:- community engagement in the most disadvantaged communities, delivering a sustainable service leading to jobs growth,

Schedule 1 Part 2 Appendix 7

green delivery from venues accessible by public and green transport & recycling, reducing and minimising waste and energy consumption.

Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2

Question 1.4.11 Performance Management

New Business Starts

PeoplePlus Group Ltd

CPA 12a

Question 1.4.11 Performance Management

New Business Starts

Please provide a full explanation of the methodology for your performance offer including the methodology for achievement of each cohort profile as follows:

State monthly cohort conversion rate and rationale for the number of starts that:

- Commence Trading
- Complete 26 weeks Trading
- Complete 52 weeks Trading

State methodology and rationale for your cohort profile for achievement of your monthly cohort for the number of starts that:

- Commence Trading
- Complete 26 Weeks Trading
- Complete 52 weeks Trading

A **3** score for this question may be considered a knock out score in relation to this competition. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.

We reserve the right to exclude any Tender which scores 3 or less on this question from this Procurement. This methodology will be applied to ensure equitable treatment and consistency across all providers for this question.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 1 sides of A4, excluding the question text and these instructions.

Question 1.4.11 Performance Management**PeoplePlus Performance (PP) Offer- New Business Starts**

- Commence Trading- **49%**
- Complete 26 weeks Trading- **42%**
- Complete 52 weeks Trading -**33%**

Methodology: We have used our current knowledge, the DWP dashboards, our NEA2 data & taken into consideration the current situation, Geography and financial envelope available for this tender, to inform our offer. This offer is underpinned by a continuous improvement model based on monthly reviews of cohort conversion & a caseload management approach. This assists profiling & performance management of individual Contract Managers & Business Advisors (BA) & is benchmarked locally & nationally across all CPA's.

Best Practice Methodology: This pure cohort & caseload management model is proven as successful and has resulted in higher performance levels **E.g.** The improvement in CPA 11 performance has been far greater than for any CPA, where all **MPLs** rose above profile, with 26% average uplift for Starts & Pre-Starts & 56% uplift across Trading Starts & 26 Week Trading.

Achieving profile performance: PP has vast experience delivering awareness sessions including Link Up; Start Up to 11755 people under NEA. Our high-quality delivery has helped rank us No 1 provider on NEA for LU:SU and IA volumes and conversions. PP's top 3 CPA rankings lead us to conclude 70% IA to BP cohort conversion is achievable. The evolving methodology from this & our cohort conversion model has seen us previously turnaround CPA 3 & 11. This results in a higher calibre of prepared participants, improvement of performance & conversions throughout the journey.

Commence Trade Rationale: PP has successfully started more Trading Starts than any other provider, 4930, since April 2017. This track record achieving performance, plus our evolving delivery model, experience of LU:SU, combined with our NEA2 offer which includes Online and Telephone support, will ensure we hit the projected target. PP's top performing CPA is 12% above the national average for Trading Starts, providing confidence this offer of **REDACTED** will be achieved.

26 week Trading rationale: Our offer of **REDACTED**, which equates to **REDACTED** of Trading Starts sustaining to 26 weeks, is informed by our experience of payment by results models (we operated at 75% on WP), utilising the above to improve cohort conversions throughout the journey & is based on our high performing current NEA Contracts, where PP account for 32% of all 26 week sustainment's under NEA.

52 weeks Trading rationale: PP is able to draw on its wider self-employment statistics as well as experience of the current NEA which shows the current average of providers nationally is 28%. To calculate our offer of **REDACTED** we have taken this into account to offer higher, plus have used feedback of NEA1 & 2 participants who drop out post allowance payments to tailor our offer

Finance Envelope methodology: We have also arrived at our performance offer by having vast experience of Enterprise provision in the UK, detailed understanding of core costs of service and an in-depth knowledge around implementation in large, remote geographical regions. We considered the current performance in CPA12 where Start Volumes are below 60 a month and also the financial package that was available for this contract to inform our offer and plan to over perform on Volume Starts to be able to draw down extra revenue to help viability.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.12 Performance Management
Existing Self-Employed
PeoplePlus Group Ltd
*CPA 12a***

Question 1.4.12 Performance Management

Please provide a full explanation of the conversion rate methodology for each cohort profile as follows;

Existing Self-Employed

State the conversion rate and rationale for the number of starts that;

- Complete mentoring and have a Business Development and Growth Plan assessed.
- Achieve or exceed average earnings of at least the participants Minimum Income Floor over 0-26 weeks
- Achieve or exceed average earnings of at least the Minimum Income Floor over 7-12 months

A **3** score for this question may be considered a knock out score in relation to this competition. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.

We reserve the right to exclude any Tender which scores 3 or less on this question from this Procurement. This methodology will be applied to ensure equitable treatment and consistency across all providers for this question.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 1 sides of A4, excluding the question text and these instructions.

Question 1.4.12 Performance Management

PeoplePlus (PP) conversion rate offer for Existing Self-Employed

Complete mentoring and BDGP stage	REDACTED %	Achieve/exceeded MIF 0-26 weeks	REDACTED %	Achieve/exceeded MIF 7-12 months	REDACTED %
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Methodology: PP has operated the Universal Credit (UC) Pathfinder roll out from 4 branches for 5 years using our experience and understanding to underpin our conversion rate. We have a live active caseload of 496 Universal credit (UC) customers, including 43 on NEA, some trading 1-2 years, so are well informed to assess the impact of UC and the Minimum Income Floor (MIF). REDACTED (Enterprise Director) leads the Provider Expert Group chaired by DWP, providing an in depth understanding of the challenges of UC. We regularly train providers and stakeholders on the mechanics of UC and are consulted by Government Departments and organisations, e.g. ERSA. This drives our methodology to educate participant's right from the start about the expectations of UC and our delivery is designed to prepare and help participants to hit **MIF at 6 and 12 months**. This includes intensive case management support, UC calculator scenarios showing participants what will happen to their level of UC at the MIF & guides around monthly reporting RTI. Our performance offer is informed by a detailed understanding of NEA contracts, including UC participants and a wide understanding of the Enterprise sector. PP has a dedicated MI Analyst team which monitor data, trends and produce reports in an MI dashboard, including UC clients on both NEA and our other provision. We have introduced a number of delivery models in preparation for NEA 2, like cohort management model but also piloted 2 Universal Credit specific delivery models with live UC caseload. This has informed our proposed delivery model which include day 1 education on UC expectations, intensive focused growth support in the BDGP phase, an 8-8 call line, multiple workshops, constant face to face support, e-alerts, Online support being available, monthly reporting templates for UC RTI, a real-time BOC to show the MIF calculations and what level of benefit participants will likely receive. PP will also identify the best performing Growth Advisors to train participants via our robust recruitment process.

Rationale: The industry lacks the benefit of published data for this group and NEA as a whole has had circa 250 Referrals and Zero customers achieving the MIF in the last 2 years. PP has used this and live performance statistics resulting from self-employed customers on the Work Programme, including the results of the 2 pilot delivery models that have seen increased performance:

Live UC Work Programme Customers. Since April 2013, 453 UC customers, 42% have sustained to 26 weeks and 31% sustained to 12 months. An improvement from 22% and 13% respectively, since introducing pilot models.

BDGP We have used our conversion rate of IA's to BP's as a base for this and expect REDACTED % to achieve, as participants will want & need the help & high level of support we will offer. We have considered the fact that NEA participants often expect access to the core NEA scheme and Allowance, plus the fact that in just under 2 years, zero customers on NEA nationally have achieved the MIF. Balancing this with the complex nature & high expectation of MIF, circa £1k a month per claimant, the challenging demographics of this CPA, we will continue to build & stretch our offers to REDACTED % for 26 weeks & REDACTED % for 52 weeks, Our model is improving & with the additional funding, extra knowledge, enhanced

delivery model & support from DWP in terms of evidence this offer is both realistic & achievable.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.13 Local Knowledge
& Partnership Arrangements
PeoplePlus Group Ltd
*CPA 12a***

Question 1.4.13 Local Knowledge & Partnership Arrangements

Please provide details of;

- how you will create and develop local knowledge and partner arrangements.
- examples of where you have developed similar knowledge and partnership arrangements and how will this be applied to the local area.
- how will you maintain and improve relationships over the life of the contact?

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 1 sides of A4, excluding the question text and these instructions.

Question 1.4.13 Local Knowledge & Partnership Arrangements

Creating & developing local knowledge/partner arrangements: As a top performing provider of 3 current NEA contracts, PeoplePlus (PP) is experienced in developing stakeholder/partner relationships & becoming embedded within the local landscape of the areas in which we deliver. Furthermore, due to our experience of taking over poor performing NEA contracts (i.e. CPA3 and CPA11) PP has developed the ability to rapidly become established in new areas. This is supported by the recruitment of a dedicated Engagement Officer within CPA12a, who will have responsibility for engaging & developing relationships with local JCP offices, strategic stakeholders (i.e. REDACTED, REDACTED, REDACTED, REDACTED, REDACTED, Universities like REDACTED, REDACTED, REDACTED, Housing Associations like REDACTED, REDACTED, REDACTED etc) & local community support organisations (i.e. REDACTED; REDACTED; REDACTED; REDACTED) in order to: a) develop our local knowledge of the CPA, enabling us to deliver a bespoke service; b) promote the programme; c) gain feedback to ensure our service is meeting the needs of customers & stakeholders; d) share best practice; e) continuously improve our service offer, through ongoing service redesign; and f) add value to other services, by reducing duplication & working collaboratively (i.e. supporting cross-cutting initiatives such as REDACTED week). To ensure an inclusive NEA offer is available we will develop relationships with a range of multicultural/faith groups (i.e. REDACTED, REDACTED) in order to identify & address the gaps in provision experienced by their community.

Applying our existing knowledge: PP has a wealth of knowledge of successfully delivering NEA contracts which it will apply to the mobilisation & delivery of this contract. For example, during NEA2 delivery we have supported the creation of 4930 businesses, & more generally, PP has supported the creation of 90,000+ businesses. This is testament to our rich local knowledge & extensive networks, ensuring we are well embedded within our delivery areas to deliver a meaningful & impactful service. Examples of developing similar arrangements within our existing contracts include our partnership arrangement with REDACTED who support ESA customers; REDACTED whom we co-locate with nationally to support young people; and our in-depth & effective relationships with REDACTED, which promote referrals e.g. in CPA10 we attend REDACTED award winning Enterprise support network & operate from their premises, including business incubation facility REDACTED. We will apply the processes & mechanisms generated within our NEA delivery for developing & maintaining rigorous stakeholder/partner relationships & create a wealth of local knowledge in CPA12a..

Maintaining & improving relationships: we will continue to build relationships with stakeholders through regular engagement via our Engagement Officer, whilst working strategically & at grassroots to ensure NEA delivery in CPA12a has synergy with other enterprise services across region. We will seek regular feedback to ensure & improve the effectiveness of our engagement, whilst also delivering stakeholder events to identify new ways to work collaboratively, ensuring continuous improvement & further synergy as the contract becomes embedded. PeoplePlus have been awarded the Carers Hub contract across all of Gloucestershire, leading to further relationships in terms of co-location, cross referrals and partner/stakeholder networks. We are also currently working in partnership with REDACTED around the Adult Education Budget tender for the SW which could support this contract.

Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2

Question 1.4.14 Participant Journey
PeoplePlus Group Ltd
CPA 12a

Question 1.4.14 Participant Journey

Project Service Delivery

Please submit a process map showing the proposed end to end participant journey for both new business starts and existing self-employed participants. Attach the process map as Appendix 5.

Please provide a detailed supporting description of the end to end participant journey specific to this CPA, for each participant type (New Business Starts and Existing Self Employed). Your response must describe how you will ensure the participant journey is tailored to meet the specific needs of the participant type, address participant barriers, and include the participant's requirements defined in the Specification.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

Question 1.4.14 Participant Journey

PeoplePlus (PP) has developed a highly efficient delivery model for NEA 2 using our experience of delivering 3 NEA contracts & our wider Enterprise experience where we deliver ESF, ERDF, Prison Education & Local Authority contracts

Participant Journey – New Business Starts

Referral to Link up, Start up (LU:SU): participants will be referred to PP by JCP via telephone to our Business Support call centre in St Helens, who will book a place on LU:SU workshops within 15 working days of the referral. A letter will then be sent to each participant via e-mail &/or in the post consisting of time, date of their LU:SU workshop; these will be on a loop for JCP to become familiar with, fortnightly in large volume areas and monthly otherwise, Online and telephone is also available. The 3-hour workshop will be run by an experienced Business BA (BA) covering the core areas of enterprise capabilities, types of self-employment, misconceptions of what working for yourself means, Benefits & Me (including Universal Credit (UC) & Minimum Income Floor (MIF)). This is an interactive & enjoyable workshop and at the end, participants will have the option to discuss further with a BA on a one-to-one basis, leaving the session with a '**Your Call To Action**' document. This is a participant action plan to help the participant to decide next steps. The purpose of this workshop is, in the main, for a participant to self-assess their potential to progress, so if they need further support before progressing, PP will also offer signposting or referral support & advice.

Initial Assessment (IA): participants will be referred to PP by JCP via telephone after LU:SU. JCP Advisors will contact our Business Support call centre who books an initial interview within 10 working days of the referral. A welcome pack will then be sent to each participant via e-mail &/or in the post consisting of time, date & location of their initial interview, also available Online/Phone; **Attends IA:** BAs will conduct an initial assessment of the participant & their aspirations to determine whether the customer is suitable for the NEA programme through our '**6 point assessment plan**'. Our BA will also discuss the participant's business idea in order to assess the likelihood of a successful business plan in 12 weeks, resulting in a viable & sustainable business within a further 13 weeks. This proven diagnostic process creates '**Your Call to Action**' document, detailing the type & level of support required during the NEA mentoring process. Those individuals who are deemed unsuitable will be referred back to JCP with feedback & any additional support identified will go in the '**Your Call to Action**' document. The JCP will be informed of the outcome of the Initial Assessment via PRaP & NEA2. At this stage suitable participants will receive a Business Start Up pack that will include useful information such as tips & guidance for business plans & information on start-up loans & the NEA post start allowance. **Start on programme:** participants will be assessed & booked onto tailored support including a minimum of 3 x 1:1 sessions & learning seminars to support their plan.

Added Value: Participants will be offered the opportunity to develop their business plan on recognised qualifications at level 1 or 2, leveraged from our partner network where available, this will fully support the participant journey

PP will also utilise & support the participant to access our range of Online Learning & signpost to additional support (internal & external). This will provide participants with examples & templates of good business plans for the particular sector they wish to join, with BAs explaining in detail what makes these plans successful. When ready, participants will submit their business plans which will be assessed by an independent BA. Should a business plan be rejected, the Business Plan Assessor

will provide feedback detailing what the customer needs to do to improve their plan. Following this feedback, BAs will work with individuals to adjust their plan. Participants can submit their business plan numerous times.

Business launch: once a business plan has been assessed & accepted, participants can undertake the 13-week Business Development launch period; which includes HMRC registration & support claiming the New Enterprise Allowance & Gateway Interview for UC. The BA will support participants to access Start-up Loans (if required), & any other support to launch. During this period they will have contact with their named BA as required & will still be able to access further modular training via our range of on-going seminars.

Business set up: after the participant's business commences trading, they will keep in contact with their BA for 12 months. The BA decides alongside them how much regular contact they require (e.g. monthly contacts). As a minimum BAs will offer the participants up to 4 further face-to-face meetings & offer a number of modular programmes aimed at sustainment & growth in partnership with other organisations.

Added Value: PeoplePlus will offer all participants an **8am to 8pm Business Advice Line**. Participants can also access our **suite of Online Learning**.

Participant Journey – Existing Business (UC claimants)

Referral to Initial Assessment: participants will be referred to PP by JCP via telephone. JCP Advisors will contact our Business Support call centre who books an initial meeting within 10 working days, complete with confirmation of appointment, including time, date & location, also available online or by phone. **Attends IA:** Growth Advisors (GA) will conduct an initial assessment of the participant & their aspirations, to determine whether the customer is suitable for the NEA programme & that the business has growth potential. Our GAs will also discuss the customer's business situation in order to assess the likelihood of a successful Business Development & Growth Plan (BDGP) within 12 weeks. This proven diagnostic process creates the progress document **Business Growth Report (BRG)**, detailing the type & level of support required during the full NEA Growth Development process. Those individuals who are deemed unsuitable will be referred back to JCP & any additional support identified included within the **BRG**. The JCP will be informed of the outcome of the initial assessment via PRaP. **Start on programme:** participants will start to develop their BDGP & will be assessed & booked onto a tailored support package that will include a minimum of three 1:1 sessions, with at least one being face-to-face, WebEx & phone support are also available. Additionally, we offer 2 modules of learning to support their BDGP development, these are Finance and Marketing. This completed BDGP will then be assessed by an independent GA, with the opportunity for the participant to 'fine tune' any areas of need. The drive is now to achieve the **Launch of the BDGP & achieve the Minimum Income Floor (MIF)** for 6, & then carry through for 12 months. During the first 6 months the participant will be offered 2 GA meetings with additional seminars & this support will also be mirrored again for the 7-12 month of BDGP implementation. Further sources of referral & a case management process with our wider partners will be utilised for each participant in every step of the businesses growth & development. Particular close working relationships will exist with the Growth Hubs and particular emphasis will be put on peer support networks like these, to encourage the participant to utilise them in the development phase.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.15 Quality
PeoplePlus Group Ltd
*Contract Package Area 12a***

Question 1.4.15 Quality

Please describe;

- the systems you will have in place to manage and monitor the quality of the programme delivered by you and/or your supply chain to ensure it is being delivered to the standard outlined in your bid and clearly shows that your systems have the capability to manage the programme by cohort and cohort profiles in accordance with your performance offers.
- what systems and processes will be used to monitor and record performance to ensure you and/or your subcontractors provide a robust and clear audit trail of evidence?
- how poor performance by you and /or your subcontractor(s) will be identified and addressed?
- how will you meet the evidence requirements for payment validation?

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

1.4.15 Quality

Systems to Manage and Monitor Quality: PeoplePlus (PP) is an established DWP contractor with an internal control system mapped to the requirements of DWP's Provider Assurance Team (PAT) & ISO 9001/ 27001. This covers our current NEA provision & will be extended to this new contract. Our internal quality frameworks define minimum standards & document processes, taking account of PAT standards, ITT requirements, Provider Guidance, our tender response & associated DWP standards (e.g. Merlin Standard). This includes procedures for performance reporting, monitoring of equality data, service delivery, claims validation, & data security, all geared to afford DWP maximum assurance & minimise risk. All procedures are available as 'online wikis' within our intranet, providing access for internal & supply chain staff. **Qualitative compliance** will be managed by our NEA Contract Manager (CM), supported by our National Operations Manager (NOM), overseeing our NEA provision nationally. Our Head of Business Support & Assurance, specifically responsible for NEA quality assurance, reports to our Commercial Director showing a segregation of duties throughout the risk management and reporting process. We have introduced a specific methodology for NEA, where our central Contract Assurance Team includes dedicated Contract Assurance Officers (CAOs) who complete contract assurance monitoring of each direct delivery site & each subcontractor, on a 6 monthly cycle, against our Contract assurance strategy. This includes sample checks of participant case files & observations of delivery. Audit outcomes are documented & inform continuous improvement actions, progress against which is reviewed at the subsequent audit. Audit frequencies are intensified in cases where weak or limited ratings are recorded & extra qualitative support is afforded by our CAOs (e.g. process refreshers) to progress towards reasonable & strong ratings. **Quality monitoring** for NEA will involve monthly data reporting against DWP's Minimum Service Levels (MSLs). This will include the completion of initial assessments within 10 days of referral (target 100%). Business Advisors (BA's) will directly input such data on our JMS MI system, which directly interfaces with PRaP, to enable our CM & NOM to track activity. Where trends suggest such MSLs may be missed, appropriate mitigation can be actioned. Our subcontractors are required to demonstrate a pedigree of achieving exemplar quality results through external audit & inspection & to hold relevant quality accreditations (e.g. ISO 9001, ISO 27001). We have developed a cohort management model that has been launched following successful piloting in an underperforming CPA in NEA1 which feeds into our MI. The MI data & statistics team have developed contract wide, district specific, JCP & individual advisor monthly caseload management reports that all CMs & their advisors are performance managed against. This approach resulted in a lift in performance in the pilot CPA's of over 10% conversion. **Monitoring performance & ensuring an Audit Trail:** Our JMS MI system has been developed to capture data against each NEA outcome category (i.e. start, pre-start-up period completion, trading start & 26 week trading completion & will show 52 weeks also). This can be directly updated by internal & supply chain BA's. These Key Performance Indicators (KPI) are then summarised & aggregated into a monthly KPI dashboard, providing real-time performance data to the CM & to DWP. If supply chain partners are onboarded at a later date, this will include the circulation of monthly league table data with the supply chain, to help drive performance improvement. The validation of claims & PRaP processing is administrated by our national claims team, who are managed by our National Claims Manager, who reports to the Commercial Director, ensuring a

separation of duty between those reporting performance & those submitting claims. Our **quality framework** for NEA will include an evidence checklist, fully reflecting the requirements of Annex 5, Table 1 of DWP's NEA Provider Guidance & Specification. Through this we will clearly define the evidence which must be obtained & retained by internal teams & subcontractors for audit & claim purposes (e.g. signed participant confirmation that initial assessment has taken place, & written logs of each meeting & contact between advisors & participants). All such evidence will be sequentially logged & filed to support accessible retrieval for audit process at any time. Compliance against this process will be assessed by our CAO audit regime, as well as through periodic unannounced spot checks. PP complies with the DWP Security Policy for contractors, through which we maintain robust systems to retain & protect hard copies & electronic records (e.g. appropriate firewalls, lockable cabinets). Our due diligence process ensures preferred subcontractors have robust security measures. **Identifying & addressing poor performance:** Our philosophy is to identify trends towards underperformance at an early stage & pre-emptively address these before performance concerns manifest. This is tracked through effective MI systems, and includes setting clear outcome targets at a contract, subcontractor & individual staff member level, so that minimum levels of expected performance are fully understood. Should lower performance arise, we work supportively with internal staff or subcontractors, to turn this around. This involves developing a Performance Improvement Plan (PIP) setting out the improvement required & the timeline in which it must be achieved. This is devised by the CM for direct delivery & subcontractors. The PIP sets out the support that PP will provide to help deliver the improvement. This may include extra training, a revision of a more manageable caseload size, or 'buddying' low performing staff with high performing colleagues. Progress against PIP actions is reviewed on a weekly to fortnightly frequency to ensure improvements are achieved. If performance issues persist, intervention is escalated, e.g. re-allocating market share of volumes between lower & higher performing supply chain partners, or consulting with DWP. If all avenues of reasonable support are exhausted & consistent underperformance continues, then, as a last resort, the employee or subcontractor may be terminated & replaced. Our process of evaluation, results in increased sustainability & business growth. We will work pro-actively with DWP & our supply chain to continuously better performance results, over & above minimum targets, as a matter of routine. The CM will work pro-actively with the DWP Performance Managers to shape & define such strategies. This will include best-practice exchange with other NEA providers, applying collective case conferencing between advisors to increase the depth of expertise available to participants, facilitating collective supply chain events & training programmes. **Meeting the evidence requirements for payment validation:** PP have a proven & robust claims & payment handling process, which is thoroughly scrutinised. All claim stages & the required evidence conform exactly to the participant journey & Provider Guidance, without exception, including precise quality monitoring of the journey. Our Claims Team is solely responsible for the financial accounting of all claims & the evaluation of all evidence, ensuring that full separation & independent review occurs throughout. Our Customer Relationship Management System (JMS) is fully automated & successfully used in all DWP Contracts. JMS breaks down the participant journey into precise payment & evidence stages, cross matched to the Provider Guidance & forces the upload of all evidence, which is then frequently checked. Should the individual record not be

Schedule 1 Part 2 Appendix 7

compliant at any stage then it is flagged & returned to the Operations Team for correction.

**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.16 Quality
PeoplePlus Group Ltd
*Contract Package Area 12a***

Question 1.4.16 Quality

Please describe;

- what procedures will be in place for handling complaints from NEA Phase 2 participants regarding their experience on the programme. Please provide a process map showing reporting of complaint through to resolution.
- what procedures will be in place to allow NEA Phase 2 participants to give on-going and regular feedback regarding their experience on the programme, and how this will be used to improve delivery of the project and outcome measures.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

1.4.16 Quality

Complaints procedure: We have established procedures to deal with complaints or disputes raised by individuals at any point during their participation on the NEA provision. These have been revised & updated to reflect the DWP Providers Complaint Resolution Core Briefing Pack. Any supply chain partners will be required to reflect the same complaints process & will be reviewed on a monthly basis by the Contract Manager. All participants are advised about this process at their initial 1-2-1 meeting. This complaint handling process, a full version of which is available to DWP & Independent Case Examiner (ICE), is summarised as: A complaint is raised by a participant either informally (e.g. verbally at mentoring session) or formally (e.g. through feedback email address); Each complaint is allocated a unique reference number & recorded in a complaints log to ensure a complete audit trail is maintained; All complaints are acknowledged within 48hrs; PeoplePlus's (PP) Contract Manager/subcontractor equivalent deals with complaints locally, or an alternative Manager will be assigned if necessary. If the participant is not satisfied, they may request further intervention from the National Operations Manager, with a response provided within five working days. Where complaints are still not resolved, to the participant's satisfaction, these shall be escalated to the Enterprise Director who will fully investigate the complaint, on behalf of the SMT, with a response provided within ten working days. Where complaints are still not resolved these shall be escalated to the MD then ICE for a full investigation. This decision will be final & binding to all parties. All complaints are recorded on the system, this allows monthly MI reports to be generated, showing the complaints received to date, & allows us to identify common themes. The report records all details of each complaint, e.g., the branch the customer is attending, the summary of the complaint, the stage of the complaint, & whether resolved at that time. Throughout each stage of the process the Contract Manager provides ongoing support & advice to ensure that the complaint is dealt with in an appropriate & timely manner. Necessary complaints may be referred to the company solicitor. Complaints received regionally & by the supply chain partners are reviewed & the current status of each is discussed at quality reviews. This further validates that complaints are being managed appropriately. **Ongoing & regular feedback:** Ongoing & regular participant involvement & feedback underpin the entire participant journey, with both PP & subcontractor participants requested to provide feedback on their experience. Our secure feedback process includes: Day-to-day feedback captured & shared through routine Advisor interaction with participants; suggestion boxes; feedback gathered through annual participation questionnaires & periodic focus groups with participants to capture collective feedback. Improvement activities are put into place based on customer feedback & these actions are communicated to customers throughout each branch. PP has a dedicated customer service & feedback email box to receive customer comments & complaints. Our central Business Support Team will work with the Contract Manager & National Operations Manager to collate feedback on a quarterly basis & convert into documented feedback summaries. This will capture innovative suggestions & any areas or trends of prevalent negative feedback. From this the Enterprise Director & National Operations Manager will determine any changes required to effectively respond to feedback. This will be planned & implemented accordingly, ensuring the DWP Performance Manager is informed of key enhancement.

Complaints Process for Participants on PeoplePlus Programmes



**Invitation to Tender Question
Response Template
New Enterprise Allowance – Phase 2**

**Question 1.4.17 Implementation
PeoplePlus Group Ltd
*CPA 12a***

Question 1.4.17 Implementation

Please submit and upload a high level Implementation Plan as Appendix 6 providing start and end dates where appropriate. The plan, which must be in the form of a Gantt chart and must include;

- key milestones and activities;
- named lead responsibility for each activity and;
- the timeline for staff recruitment;

Format requirement and a page limit does not apply to the Gantt chart / Appendix 6.

Potential Providers must note that the implementation plan must be reasonable and realistic against the provision to go live no later than 22nd April 2019.

In addition;

Please provide a narrative to expand on the implementation plan which must identify all key risks and how these will be managed and mitigated should be provided below.

Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions.

1.4.17 Implementation

Implementation Plan: PeoplePlus (PP) as the leading provider of 3 NEA contracts is operationally experienced and ready to deliver NEA Phase 2 in CPA 12a. We have experience of rapid implementation via our delivery in CPA 11 and CPA 3 where we took over under-performing contracts and successfully mobilised them within short timescales, improving contract performance, resulting in top performing contracts overall. Staff will need to be recruited or TUPE In, but we do have a bank of CVs & professionals from our current delivery across 3 CPAs who work flexibly for us or on interim basis. A strict plan of criteria, recruitment, training & on-boarding will ensure only sector specialists with recent experience are hired. We are in an excellent position to mobilise this contract; consequently, our high level Implementation Plan (Appendix 6) reflects how we will transition from the incumbent provider seamlessly and with minimal disruption, ensuring no break in service.

Delivery of the new contract will commence on the 22nd April 2019. Our High Level Implementation Plan is presented in a Gantt chart format & documents key milestones & activities, named lead responsibility for each activity, & the timeline for **Transition Training for all staff.** An **Implementation team led by REDACTED (Implementation Manager), supported by REDACTED (Head of Enterprise Operations) & overseen by REDACTED (Enterprise Director)** will be formed. This team will meet on a fortnightly basis during the implementation phase, (from the date of ITT 15/02/19 to the first day of go live on the 22/04/19). This will be supplemented by **weekly checkpoint teleconferences**, to review progress against the plan. Should any slippages occur, these meetings will be used to realign resources to keep the plan on track. Should we decide after tender submission that a supply chain is necessary, all subcontractors will be required to identify an implementation lead that is responsible for the implementation & delivery of NEA. They will be required to develop an Implementation Plan which mirrors & feeds into our plan for the whole CPA.

Example: PP has a reputation for rapid & successful mobilisation. When a previous contractor was under-performing, DWP requested that PP take over specific contracts because of our fast track implementation model. CPA 11 in Scotland was awarded, scoped & implemented across the East & North including the Highlands & Islands in 6 weeks & was fully operational by the go live date. This included on-boarding 5 subcontractors, setting up a new CRM system, training all staff on our processes, systems & delivery model. That contract is now the No1 ranked top performing CPA by DWP.

Risk Identification & Mitigation: We have robust processes for identifying, analysing & managing risks to ensure our current services are protected & enable us to monitor instances where our current/future services may be impacted upon. Should we have a supply chain, their existing commitments & capacity will be reviewed as part of the due-diligence activity conducted during implementation. This capacity will be reviewed again by our Implementation Manager at preferred bidder stage, to identify change of circumstances that may adversely impact on existing services, including a risk rating of all subcontractors' capacity to deliver. We will develop a documented risk register for implementation. This categorises, 'rates', records & describes each implementation risk, the cause of the risk, the risk owner & the impact on implementation should the risk materialise in practice. Ultimate accountability for the update, dissemination & application of the risk register will reside with the Implementation Manager. Each recorded risk will be assessed on a 1 to 10 basis in terms of the likelihood of occurrence, & the impact upon mobilisation,

to generate an overall risk rating. Such ratings will be based on experience & intelligence, to ensure our categorisation is objective rather than subjective, & that resultant ratings have genuine accuracy. The register is also used to record mitigation measures, dependences & risk owners. We have set out below examples of Key Risks & our proposed approach to their mitigation.

Key Risk: Implementation delays. **Risk Owner:** Implementation Manager. **Risk Rating:** Medium **Mitigation:** PP undertakes robust performance management processes ensuring we are aware of problems as soon as they arise. PP supports subcontractors to meet the contract start date ensuring the relevant systems & training requirements are met. Ongoing support is available to ensure KPIs are met by sharing best practice gained during the delivery of the current NEA contracts.

Key Risk: Shortfall of staff. **Risk Owner:** HR Manager. **Risk Rating:** Medium. **Mitigation:** Nationally, within the Enterprise Division we have 90 dedicated business support professionals, who can be deployed or seconded to support any shortfall. We have excellent staff retention rates of 97% within our Enterprise Division, with a list of professional advisors waiting to join the team, plus a bank of associates to support gaps.

Key Risk: Slippage in the implementation process. **Risk Owner:** Implementation Manager. **Risk Rating:** Low. **Mitigation:** The implementation team understand what is required to meet key milestones, & monitor the process continually. Resources will be deployed to ensure any slippages are quickly addressed.

Key Risk: Staff training problems i.e. understanding and using the materials. **Risk Rating:** Low **Risk Owner:** HR Manager **Mitigation:** PP has a team of very experienced Business Advisors who have been delivering NEA since its launch in 2011; this experience can be called upon to deliver training & support to any new advisors within PP, or our supply chain, should we have one. For Advisors, a vigorous recruitment & training plan is in place. This was proven with the on-boarding and training of all CPA 3 and CPA 11 staff and supply chain in a 4-week window, with both CPAs performing excellently.

Key Risk: Systems failures/delays. **Risk Owner:** IT Manager **Risk Rating:** Low **Mitigation:** PP has robust IT systems which are compliant with DWP regulations, together with an ISO compliant business continuity process, ensuring continued service through any IT downtime. In addition, our IT team can effectively trouble shoot issues as identified.

Key Risk: Low referrals onto the Link up: Start up workshops. **Risk Owner:** Contract Manager **Risk Rating:** Medium **Mitigation:** PP has vast experience of delivering awareness sessions to 35k people. A communication & awareness programme with JCP work coaches, in partnership with the third party provision team will ensure the Link up: Start up sessions will be held close to JCP offices. PP, as a provider, is No 1 performer on the current NEA programme, demonstrating our ability to forge long lasting effective relationships with key stakeholders. For this contract we are investing in a dedicated Engagement Officer to build relationships with JCP, ensuring continued engagement. We will also build relationships with strategic partners i.e. REDACTED, REDACTED, REDACTED, REDACTED & REDACTED to further raise awareness of the programme & share delivery venues.

Key Risk: Key subcontractor is slow to respond (if applicable). **Risk Owner:** Contract Manager: **Risk Rating:** Low **Mitigation:** PP has vast experience and a robust Supply Chain Management Framework, plus we have potential partners lined up.