Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.5 Delivery Strategy

Wellbeing and Work Trials – Group Work

Pinnacle People

Mercia CPA3

Question 2.4.5 Delivery Strategy

Please detail the strategy that you will use to deliver Group Work, whether the service will be delivered solely by the Prime Contractor or if subcontractors will be used for some elements of the delivery and provide evidence to support why this approach is the best solution for delivery of the requirement.

If your organisation aims to deliver Group Work without the use of partners/subcontractors, please provide information to demonstrate your organisation has the capability and capacity to deliver a national quality service against performance expectations.

If you intend to sub-contract elements of this provision, please provide details of all the organisations with whom you have made arrangements to deliver key elements of the service requirement, either under contract to your organisation or through consortium or other partnership arrangements. Please also provide details of any elements that your organisation will be delivering directly.

Your response should:

- If sub-contractors are being proposed, provide full details of where the sub-contractor fits into your proposed strategy along with details of communication channels through your delivery structure.
- Detail the process and rationale used to source and select the Subcontractors that you have listed.
- Describe how you intend to work with your sub-contractors and other organisations and how you will ensure the needs of all participants, including the hardest to help, are fully addressed from within your supply chain including voluntary sector organisations where appropriate.
- Describe how your organisation will manage your supply chain for the delivery of Group Work, including detail of dispute resolution procedures.
- Include how your organisation will apply the principles set out in DWP's Code of Conduct and how you will measure your organisation's compliance with it.

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.

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 2.4.5 Delivery Strategy

Pinnacle People intends to deliver **the entire end to end provision without the use of subcontractors**. Our decision to deliver the full customer journey is based on Pinnacle's capability and capacity and our extensive experience of delivering similar provision including the Wellbeing and Work feasibility pilot and Jobcentre Plus Support Contract. As the **only UK provider to have delivered JOBSII** we believe that this unique insight and experience of delivery means we can offer an **exemplar service** which we believe would not be met through the delivery of a supply chain. We also believe being the sole supplier provides the Department with **further assurance and control of protecting and maintaining the fidelity of the programme**.

The rationale which underpins why we believe this is the best approach to delivering this JOBS II programme is based on ■ Our insight and experience of delivering the feasibility pilot ■ Key learning and improvements we made from delivering pilot ■ Current staff we have in place who are now experienced in delivering this programme ■ The systems, procedures and processes we developed to deliver the pilot ■ Our experience of delivering large scale DWP programmes such as New Enterprise Allowance as a sole deliverer of a Prime Contract ■ Our experience of delivering training interventions and the scheduling of training through our delivery of Jobcentre Plus Support Contract ■ Our passion, enthusiasm and commitment to deliver this Pilot having seen the transformation the programme made to customers attending the course.

We can **assure the Department of our capacity to deliver a programme of this size and reach by evidencing our track record and competence** of delivery in past DWP Programmes. The strength and depth of Pinnacle People and Pinnacle Group's capacity includes:
■ **Managing number of referrals**: Pinnacle People currently delivers services to over **[REDACTED]**customers each year, receiving referrals directly from DWP and from 5 prime providers. We have robust systems, processes and an Operations Support Team to underpin delivery. In addition Pinnacle Group provides services **[REDACTED]**, demonstrating our ability to manage large numbers of customers across a wide geography. We have an Partnership Manager who will be deployed immediately to support the marketing of the programme;
■ **Managing implementation of the programme**: Pinnacle Group have implemented **[REDACTED]**. The implementation of this programme will include deploying a Contract Manager who has direct experience of managing JOBSII from the feasibility Pilot;
■ **Managing staffing of the provision**: Pinnacle Group has a **[REDACTED]**HR and recruitment team who are experienced in managing large scale and niche recruitment campaigns often recruiting at short notice. All staff that will be deployed on this programme are existing staff, including existing management and Group leaders. Our **[REDACTED]** bank of tutors gives us a unique ability to select the most suitable of Group Leaders for this programme;
■ **Pinnacle Group management support services** giving additional capacity to

support this programme including: **[REDACTED]**marketing function, **[REDACTED]**advisors, **[REDACTED]** Implementation team**[REDACTED]**Finance team, Property Manager, Audit function, Training team. This support ensures that the implementation plan is achievable;
■ **Managing the quality of provision:** Pinnacle People have delivered the feasibility pilot for this programme, and with excellent quality feedback. Two ministerial visits to the project highlighted the excellent work being undertaken, and the learning gained from this pilot will allow us to further enhance the quality of provision e.g. increasing referral to start ratios through a robust scheduling process; and
■ **Delivering a quality service across the whole geography:** Pinnacle People have experience of delivering DWP provision on a large scale across a number of district boundaries.

As the **highest performing Prime provider for NEA across three CPA's we have proven our ability to deliver a consistent and high performing service through a robust governance and quality framework**. For this provision we are confident that our experience of large scale DWP provision, and our deep understand of the JOBSII model through delivery of the feasibility pilot will allow us to keep quality standards high across the geography. We believe the size, scale and experience of the Pinnacle Group gives us the capacity to manage this programme in line with the specification and deal with unexpected setbacks along the way by deploying contingency resource from the existing support services teams. There are currently **no other future potential commitments that would impact on the management structure or capacity to deliver this programme**. Pinnacle People have delivered innovative and high performing back to work services to over **[REDACTED]**customers since 2009. Our current delivery portfolio includes **[REDACTED].** We currently deliver over **[REDACTED]**of group diagnostic, action planning and employability support per annum to unemployed customers bringing a range of innovative methods to enhance group dynamics. We can **ensure we will deliver a national quality service and meet or exceed performance expectations** by drawing on our expertise and experience of delivering the pilot and transferring this learning to positively impact the programme from the start of implementation.

We **can assure the Department of our capability to deliver this programme successfully by evidencing our delivery of DWP Psychological Wellbeing and Work Pilot (Feasibility stage).** Pinnacle People were chosen to deliver the JOBSII Group work specification in Gloucester/Bristol and Thames Valley. Through this delivery Pinnacle People supported 236 people to start the JOBSII course with 194 of them completing the course. The provision was to deliver the JOBSII model of intervention, maintaining fidelity to the model and testing the feasibility of the model for the UK labour market.

The key elements of the provision were: ■ Pinnacle People delivered face to face meetings with JCP Work Coaches to ensure appropriate referrals were made to provision ■ Providing an opportunity for Work Coaches to visit provision to better understand the benefits of provision ■ Deploying Pinnacle Partnership Manager to generate referrals and undertake advisor training ■ Providing a booking service via Pinnacle Contact centre to receive calls and book customers to the Initial Welcome Interview ■ Delivering sessions in central locations, providing lunch, travel and

childcare costs ■ Recruiting unemployed individuals to become JOBSII Group Leaders ■ Providing fidelity to the JOBSII model ■ Retaining data and Management Information that enabled the production of an evaluation report ■ Completing the six pre and post course Psychological wellbeing measures. **The key findings of the provision were** ■ 82% of customers who started provision also completed the course, demonstrating our ability to deliver in an engaging way ■ The intervention had resulted in positive changes in claimant's wellbeing, self-efficacy, and mental health when comparing pre and post course scores ■ Engagement was facilitated by accessible venues and re-imbursement of costs ■ Positive group dynamics, strong facilitation and active learning techniques underpinned the positive experience ■ More work was required to ensure Work Coaches referred the most appropriate people to the Initial Welcome Interview ■ More time to implement the programme would result in better training and better calibre of Group Leaders.

We also have **experience of delivering and scheduling training interventions on a large scale** as we were the Prime Provider of Jobcentre Plus Support Contract across the South East and South West from 2010 to 2014, where we scheduled and delivered over **[REDACTED]**per year per Region, attended by **[REDACTED]**customers per Region who completed training which lasted from 1 day workshops to six week training courses. Participation was a mix of mandated and voluntary participation and we achieved an **average group occupancy of [REDACTED]per course**. Through our delivery of this contract we have gained invaluable insight and experience of how to engage with and work with DWP Advisers to ensure courses were fully attended and that customers were provided with comprehensive and accurate information on the courses they were referred to.

Pinnacle People also delivers **Work Programme Provision** to three Prime Contractors and since 2010 we have delivered our **[REDACTED].** Since our delivery of JOBSII in 2015 we have incorporated JOBSII principles into our group work model, which is embedded into the first 3 months of our Work Programme customer journey. This intervention involves delivering inspirational and motivational group-led support to over 2000 customers per month using active learning methods to build self-esteem, provide employability skills and to help people to build the support networks they need to deal with future setbacks. Through this programme we are highly experienced in delivering the JOBSII principles and have successfully trained members of staff and associates in our flexible talent pool become JOBSII Group Leaders across our business, further demonstrating our understanding of the key JOBSII principles required to make this programme a success.