

## Schedule 1 Appendix B Part 1 : Tender Response

### Q 2.3.2 Proposal

Please provide a detailed description of the design and content of your offer for the provision, including how this meets the requirements outlined within the WHP Specification.

Your response should:

- Provide one example of a participant journey for the Health and Disability group and one other example of a participant journey for one other participant group listed at section 2.11 of the WHP Specification, to illustrate how you will provide a structured programme of interventions for each individual participant from Day 1 of referrals, the rationale for your approach and the intended frequency of these interventions for each of the two participant groups in your examples.
- Explain how you will engage prospective participants at the point of referral to the provision to ensure a high percentage of referrals start on the provision and how you will continue to ensure participants remain actively engaged with your provision in order to maximise outcomes as well as how you will continue to try to re-engage participants who disengage. Please also include why you think these approaches will be effective given what you know about the participant groups.
- Please provide two examples, with each example relating to a separate participant group, of where you have successfully engaged similar participants on relevant current or previous provision, and with what success.
- Outline how your proposal is different to services provided by JCP.
- Explain how an individual participant will receive regular reviews, including the format these will take and why you have chosen this approach. Explain how you will ensure that they progress while participating in the provision and how progress will be measured in these reviews.
- Describe the duration of each stage or intervention of the provision for an individual participant, covering each customer group, the method of delivery e.g. face to face, telephone, web based, individual, group work etc. and a rationale for why this is appropriate for the target participant group.
- Using two examples to cover at least two of the participant groups outlined within the WHP Specification, provide a rationale to clearly demonstrate why your proposed content is suitable for the specified participant groups giving evidence to support this rationale.
- Please provide one example from your organisation's current and/or previous relevant delivery experience of where your proposed approaches have been successful in the past for these groups.
- Explain what in-work support, including for self-employment, you will provide and how you will ensure that it meets an individual participant needs and employer needs to support the achievement of sustained employment.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 7 sides of A4, excluding the question text and these instructions.**

Shaw Trust's offer draws on 35 years' experience as a national charity (26 years in CPA5) supporting 20,000+ disabled people and those with significant barriers each year to overcome challenges and enter sustained employment. As the largest national Work Choice (WC) provider we have moved 25,000+ people into work since 2010, 3,000+ in the Home Counties, developing a deep understanding of needs across this CPA. Our Work & Health Programme (WHP) offer provides a highly personalised, needs-led service that empowers individuals to take control of their journey into work. Our co-production approach is led by a dedicated expert **Support Manager (SM)** who will provide pastoral support, coaching, and advocacy throughout a participant's journey (including in work); plan, coordinate and facilitate access to specialist support and activities, including engaging other agencies/service providers to deliver an integrated holistic service; and drive targeted jobsearch activity throughout the journey to maximise sustainable outcomes. SMs will be supported by our **Health & Wellbeing Team (H&WT)**, 6 qualified professionals e.g. Occupational Therapist, Psychologist, Mental Health Nurse, Psychotherapist/Counsellor using a bio-psychosocial model that ensures appropriate sequencing of interventions with therapeutic support. The H&WT will provide expert Information Advice and Guidance (IAG), including three-way meetings for complex cases; and engage local health and social care services to promote integration and expedite access to services/support.

**Our provision includes:** a) **Referrals & Initial Engagement:** An information pack available at every Jobcentre will include video and marketing literature. Our Customer Support Team (CST) will acknowledge referrals in two working days and assign the SM, who will facilitate a warm handover with the JCP Work Coach where possible; and meet the participant within 10 working days to explore how our provision can effectively support them; complete the ESF14/20. b) **Assessment:** SMs will take participants through our person-centred in-depth assessment including: motivational/CBT-based interviews to explore aspirations, strengths, needs, priorities; Vocational Profiling, using an asset-based approach to inform job goals; our Key Life Areas (KLA) collaborative assessment covering Finding & Preparing for Work, Physical Wellbeing, Mental Wellbeing, Life Skills & Experience, Housing, Finance, Family & Personal Responsibilities, Lifestyle, Social & Support Networks. Three-way meetings/information sharing with other agencies (subject to consent/data sharing protocols) will build on existing approaches e.g. we already case conference with the Hastings Adult Learning Disability Team. c) **Action Planning:** The SM and participant will: • explore assessment outcomes to agree/prioritise key issues impacting on them moving into work to drive content/activity and ensure participants gain/sustain employment at the earliest opportunity. • agree strengths/assets to build upon. • agree a 'target date into employment/self-employment' (TDiE). • co-produce a Personalised Individual Action Plan (PIAP) within 20 working days of referral. As a 'living document' the PIAP spans the entire journey, including into work; is updated at each intervention; and formally reviewed at least four weekly. d) **Core Job-Focused Activities:** take place throughout the journey. Content/intensity reflects individual need and Claimant Commitments and may include digital jobsearch; jobsearch skills; job-matching against experience, skills and interests via our sector-leading software; reverse marketing, job carving, work trials; application support; mock interviews (including delivery by corporate volunteers). e) **Tools for Success:** Our unique localised toolkit helps create personal pathways to help participants overcome key challenges and develop assets needed to enter and progress in sustainable employment/self-employment. SMs work collaboratively with participants to select/sequence relevant activities based on initial/ongoing assessment and personal priorities – all *Tools for Success* interventions mapped to KLA themes, provide a tangible link to identified needs. Some interventions span a number of KLAs and can address different needs e.g. social activity covers Life Skills & Experience, Mental Wellbeing, Social Networks. *Tools* are also adapted to meet a participant's specific requirements meaning no two journeys will be the same. *Tools* include:

- **Cohort-specific tailored support and IAG** to address individual/local needs:

***Participants with a criminal record:*** disclosure support; reverse marketing; career guidance/jobsearch tailored to restrictions; inclusive employment initiatives with 'Ban the Box' employers – our SLA with [REDACTED] includes Apprenticeships for offenders. ***Older workers or NEET*** e.g. 14.8% unemployment in over 50s in Medway (CPA avg 3.7%), NEET hotspots Southend and Swale: career change; backward

career planning; techniques for applications/interview; targeted work experience and volunteering. **Carers** e.g. *high levels of carers in Medway, Tendring; 19% of lone parents in Thurrock are unemployed*; transferable skills analysis; confidence building; exploring care options. **Refugees** e.g. *recent increase in Norwich*; skills analysis; working environments in the UK; finances; language. **Ex-forces**: unique RBLI co-designed programme *Lifeworks*.

- **Volunteering**: with local community groups/initiatives to improve self-esteem, confidence, personal development and employability skills. This includes Norwich & Norfolk Community Hospital, Norfolk Industries, Coffee Gap Broadstairs supporting homeless people; and links into CVS e.g. Community360 (300 community groups in Essex); Peterborough Council for Voluntary Service (850 members) and other CVS across the CPA to access wider opportunities.

### [REDACTED]

- **Work experience**: to develop relevant/sector-specific vocational skills, test job goals, improve confidence, update work history, leading to work trials where possible e.g. with local employers [REDACTED]
- **Self-employment**: a) introduction exploring business ideas and options; identifying existing support e.g. Enterprise First Kent, MENTA Business Support Suffolk. b) 1:1 practical pre/in-trading support from SM/corporate volunteer for sole traders, including planning, setting up accounts, basic business tools/ practice. c) 12-week enterprise programme delivered by expert partner Ixion Holdings Ltd, including business planning, competitor analysis, finance, cash flow, personal survival budget, tax/VAT, sales and pricing, branding, ongoing mentoring following business start.
- **Functional and vocational skills**: basic IT skills linked to specific jobs e.g. retail, transport and logistics; digital jobsearch skills including use of our tailored job-matching system; written and maths skills for the workplace; sector-focused and bespoke employer-led training tailored to local opportunities e.g. in Essex we work with [REDACTED] to deliver bespoke pre-employment training; integration with local skills provision e.g. [REDACTED] (Adult Learning & Skills) where we have agreed to co-locate in the five learning centres.
- **Condition management** e.g. managing pain, back care, health coaching, coping strategies for managing mental health; Mental Health First Aid; neurodiverse conditions e.g. dyspraxia, autism, stroke, with specialist partner Genius Within; overcoming challenges and starting work; links into existing health initiatives e.g. NHS Norfolk & Waveney Wellbeing (where we are already integrated and co-locating in network hubs), Thanet CIC Primary Care Home pilot.
- **Counselling** from H&WT, qualified volunteers and integration with local services.
- **Financial management**: budgeting, debt, credit, Universal Credit taper, in work benefits (including *entitled to* calculation).
- **Housing**: in partnership with local support/service providers e.g. specialist partner Shelter, Family Mosaic care and support, working across the South East, Open Door Thurrock, Essex and Fenland Homeless Prevention Trailblazers.
- **Holistic wellbeing** including fitness, diet, mindfulness and local external provision e.g. Farming on Prescription (Norfolk), SCDA Healthy Living and Health Champions.
- **Social activities**: walking clubs, sports and interest groups e.g. film/book clubs; regular informal networks such as 'Curry Nights' to encourage ongoing active engagement – these activities will be participant-led where possible.

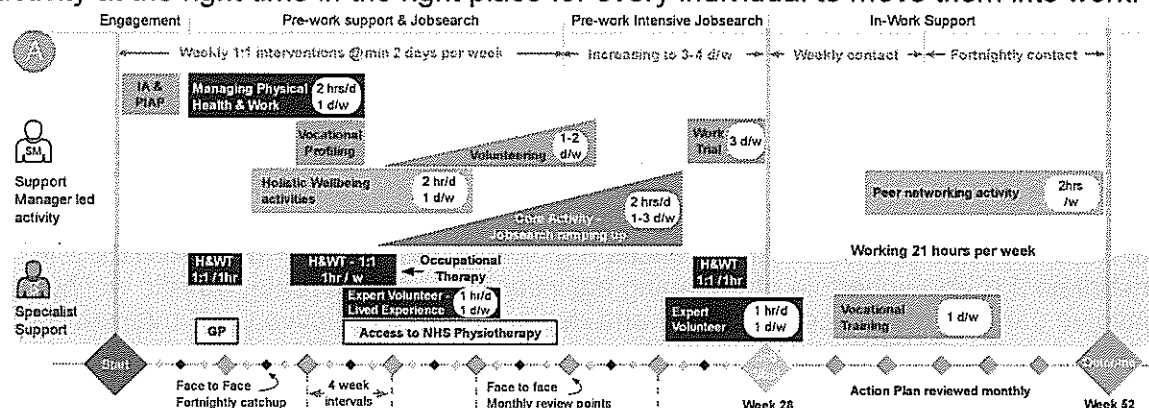
Participants will have 24/7 access to our digital online/app-based service, **Shaw Online**, to access *Tools for Success* material, jobsearch and learning/development tools, podcasts, IAG, messaging, signposting and other support. While full access to this information/support is available in delivery sites we are committed to up-skilling participants to access wider digital services in line with the government's digital strategy. *Tools for Success* will be continually developed to respond to local needs e.g. an emerging issue in Kent is an increasing number of people using illegal money lenders – our financial management offer will link into initiatives such as *Kent Savers Credit Union* to ensure a responsive holistic service. Our ring-fenced Specialist



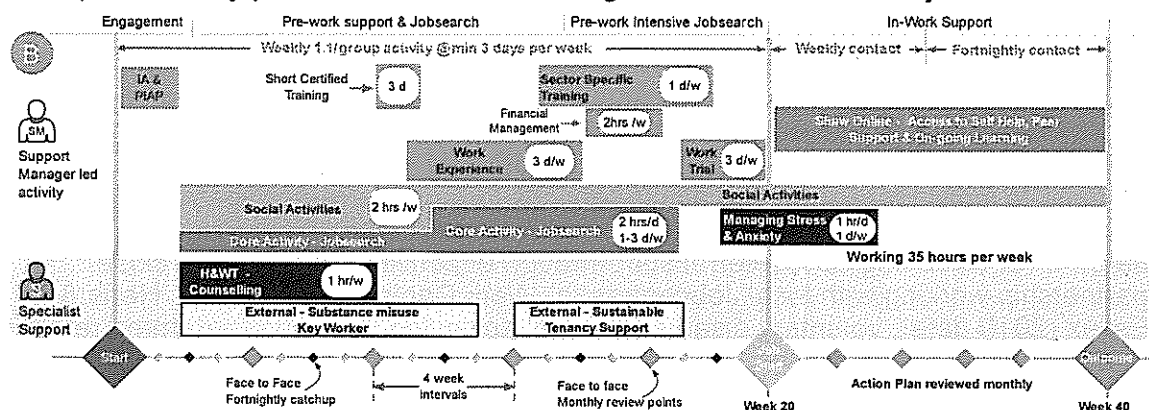
Intervention budget will be used to procure additional services; and **Discretionary Fund** to fund participant travel, childcare, training and in-work support costs.

Our successful **Expert Volunteer** programme engages local people with specific skills/experience to provide added value support for participants. As a national charity we readily galvanise support from local people e.g. we have engaged 1,593 volunteers over the life of our London Work Programme contract. Volunteers will provide e.g. disability-specific coaching and lived-experience sessions to reinforce *Tools for Success* activity; time-limited mentoring to increase confidence; activity-specific support such as travel-buddy to increase confidence in using public transport; IT coaching for participants who would benefit from additional 1:1 support. Corporate volunteers share professional knowledge/skills e.g. Lloyds Banking Group staff delivering sessions on working in the sector, providing one-to-one mentoring sessions to help participants explore potential career goals.

**Participant Journey:** The diagrams below illustrate the structure/frequency of interventions that may be experienced by two individuals on the WHP. All activity is directly linked and driven by assessed needs (not participant group) so each journey will be unique. Frequency of interventions will be informed by individual requirements with daily, weekly, bi-weekly, part and full-time activity tailored to suit the participant. In all cases we aim to build intensity and secure active engagement of 16+ hours per week over 3-4 days. The overall rationale behind our approach is to deliver the right activity at the right time in the right place for every individual to move them into work.



**Example Journey A (Health & Disability):** Key areas of need identified in this case are Physical Wellbeing, Life Skills & Experience, Finding & Preparing for Work, Social Networks. The structure involves weekly 1:1 interventions targeting personal/health barriers, group activity to promote peer support, building to more intensive work-based interventions as the participant progresses. **Rationale:** • weekly SM sessions and early intensive condition management (1:1/group) gives practical skills/strategies to build confidence and resilience; while lived-experience volunteer support boosts motivation. • as confidence increases vocational profiling informs realistic job goals leading into part-time volunteering/work experience to introduce a structured routine to increase self-esteem/motivation, promote social inclusion. • increasing jobsearch as indicated harnesses momentum to maximise potential to secure employment. • training after job-start enhances workplace skills and confidence to promote sustainability. • ongoing social/peer activity promotes holistic wellbeing and further increases job sustainment.



**Example Journey B (LTU):** Key areas of need identified are Finding & Preparing for Work, Finance, Lifestyle. The structure involves weekly 1:1/group activity to support the participant in complying with their Claimant Commitment while a drive towards full-time participation in training and work experience maintains a clear and positive focus on achieving the TDiE. **Rationale:** • in-house counselling relating to substance misuse addresses attitude, motivation and confidence to create a positive foundation for more job-focused activity. • work experience and learning/skills linked to agreed job goals builds on this providing a clear routeway into work that requires increased intensity and duration of interventions. • short vocational certificates improve competitiveness and increase confidence/self-esteem. • as the participant moves closer to work, practical life skills e.g. financial management, wellbeing support (including through volunteers) helps deal with anxiety/stress the transition into work can cause, to improve sustainability.

**Engaging Participants:** Shaw Trust and subcontractors will build on existing strong relationships with JCP to promote effective use of marketing collateral by Work Coaches and ensure suitable referrals that achieve a high referral:start ratio. **At the point of referral** our CST will call prospective participants to book an initial meeting to take place within 5 working days, establish special needs for interview and preferred contact methods. Initial meetings will be arranged in familiar accessible locations with home visits if necessary. The CST will send a welcome pack including programme overview, Customer Service Standards, introduction to the SM, and appointment details. The SM will make contact 24 hours before the appointment to introduce themselves; identify aims and priorities; highlight relevant support services; confirm appointment arrangements. Clear actions agreed at the Start Meeting will establish immediate benefits to engaging in WHP. **To ensure participants remain actively engaged** to maximise outcomes we will: • collaborate to co-produce a journey that meets needs/priorities. • deliver intensive pastoral/practical support via the dedicated SM. • agree weekly activities/interventions linked to goals/priorities. • continually review/respond to individual needs. • provide unique opportunities to engage with employers e.g. reverse marketing fairs, sector events. • promote multi-modal delivery to accommodate participant preferences e.g. 1:1, group, digital. • [REDACTED] . • maintain a rolling schedule of engaging activities e.g. social events, holistic wellbeing. • involve participants in service review and design through effective user involvement strategies. **To re-engage participants who disengage** the SM will: • undertake minimum four contacts in the first two weeks of disengagement, minimum fortnightly thereafter using telephone, email and/or letter to establish reasons for disengagement and encourage contact. • liaise with other keyworkers to promote re-engagement. • develop a re-engagement offer to address potential issues e.g. increased outreach, home visits, revised attendance time/days (including an agreed break period if appropriate), reprioritise goals. • send hard copy/ digital updates of support information, job leads. • invite the participant to activities/ events e.g. networking, social evenings, jobs fairs, focus groups. **These approaches will be effective** as: • they address common issues we know impact on participation and progression including lack of confidence/resilience, motivation, and effective support networks, knowledge of/ability to access services. • our planned welcome process has been found to reduce anxiety for Work Choice participants engaging with new services. • positive relationships between participants/SMs promote ongoing engagement/progress (*Work Programme Evaluation 2014*). • customer feedback highlights active involvement in decision-making/valuing personal priorities increases commitment. • customer consultation (2013) found people like to “access all advice and support they need to move back into work directly from one place”, supporting our holistic, person-centred approach. • regular activity maintains momentum. • making all activity relevant to achievement of personal goals is important, and provides a real purpose for re-engagement. • flexible content/delivery methods enable us to continually respond to individual needs and adapt services to promote re-engagement.

**We have successfully engaged similar participants** in: a) Work Programme (2012-date), LTU, achieving 98% referral:start through effective marketing and close partnership working with local Jobcentres. b) Work Choice Bedfordshire, Herts & Essex (2010-date), voluntary disabled people, achieving 88% on programme retention through establishing positive advisor:participant relationships through co-production of a personalised journey, frequent 1:1 engagement/activity linked to personal need.

**Difference from JCP Services:** Shaw Trust recognise the range of support offered by JCP and developments in *Improving Lives*, 2016 e.g. Personal Support Package, Community Partners. Our offer complements, adds value and is different to JCP services in that: • we are able to link participants into unique tailored opportunities through our database of 2,100+ employers in CPA5, newly launched Employer Pledge and reverse marketing/job carving. • **High intensity 1:1 support** through all phases gives participants quality time with a dedicated SM to meet their needs. • Credibility of **qualified health professionals** within our H&WT maximises opportunities to access/integrate effectively with wider health and care services. • **Focus is on holistic needs** to help participants engage/achieve sustained progression. • **Multi-modal delivery** offers varied methods/intensity of support to meet local need e.g. poor transport in rural areas such as Fenland, Norfolk, Rother impacting access to jobs and services. • **[REDACTED]** • **Added-value support** and expertise complements our main offer e.g. Expert and Corporate Volunteers, employer-led delivery.

**Reviews:** Participants receive regular formal reviews through a face-to-face meeting with their SM at least four weekly at their normal place of attendance. Workflows in our Participant Engagement & Progression Systems (PEPS) ensure reviews are booked/conducted at the appropriate time. The format the review will take will be: **Pre-review:** SM liaises with other keyworkers and staff to gain feedback on activity, progress and challenges. **Review:** • discussion to confirm personal situation/priorities. • recognise/celebrate achievements. • elicit feedback on activities, content and format that is most/least helpful. • update KLA to identify emerging and resolved issues and opportunities. • review and update PIAP goals. • close out completed actions and explore reasons for non-completion; agree/record new actions (including mandating if appropriate). • agree and record next steps and interventions with a focus on achieving the TDiE. **We have chosen this approach** as it is grounded in the person-centred holistic methodology driving overall delivery and is specifically designed to ensure individuals progress consistently throughout their journey. Co-production encourages participants to be active partners rather than recipients of services, increasing commitment/engagement. SMs continually identify/build on what works, flexing services to respond to individual needs and preferences; while the reinforcement of the TDiE always brings the focus back to the aim of the WHP. **Progress is measured in reviews** via: **a)** KLA distance-travelled tool (also available to participants via *Shaw Online* so they can monitor their own progress). **b)** actions agreed, completed and overdue. **c)** sliding scale of progress towards each PIAP goal. **d)** participant confidence in achieving the TDiE.

**Duration & Delivery Method:** Shaw Trust are committed to delivering a programme that meets the needs of each individual. Experience shows that the time taken by different individuals to address challenges and become 'job-ready' varies according to the complexity/severity of challenges, resilience, attitude/motivation, personal situation etc. It is therefore essential we treat all participants as individuals, irrespective of customer group; provide access to the full range of support/services they require to achieve sustained employment; and flex the duration, content, and intensity of services to meet their personal hierarchy of need. The TDiE agreed at the start of the programme is the key driver for the duration of interventions, ensuring a consistent and visible target for the participant to work towards. The TDiE is reviewed quarterly, or more frequently depending on emerging needs/progress. Overall duration is only limited by the 456-day allotted time and 639-day programme limit, as follows: • **Initial Engagement & Assessment** – duration up to 20 days from referral; at which point a PIAP/TDiE will be in place. • **Pre-Work: Support & Jobsearch** – duration from PIAP completion, up to six weeks prior to the TDiE to address identified barriers and prepare for sustainable employment. • **Pre-Work: Intensive Jobsearch** – duration from six weeks prior to the TDiE through to job start, substantially increasing the level/intensity of jobsearch, job-matching and labour market activity undertaken to date, to secure sustainable employment by the TDiE. Participants continue to access all required *Tools for Success* interventions during this period. • **In-Work Support** – from job start through to outcome (or programme limit as above) with ongoing access to the full range of support as detailed above. **Our flexible approach is appropriate to all target groups**, as it ensures the focus of delivery is on moving participants into work at a pace/method suited to their individual needs. Those with complex barriers can remain in the pre-work support stage for a longer duration than those whose barriers

are more easily resolved or which can be addressed while they are in employment. Individual interventions within *Tools for Success* have recommended delivery methods and duration/frequency. Durations range from single one-off hour-long intervention for e.g. *entitledto* calculation; to multi day/week e.g. 2 days per week for 6 weeks for Digital Skills for Work; but all interventions are adaptable to meet individual need.

The method of delivery for all activities is multi-modal (face-to-face, 1:1, group, digital via *Shaw Online*, integrated community support). Core activities are delivered by SMs who will adapt delivery style to meet individual need. Other specialist/complementary activities will be delivered by H&WT and Inclusive Employment Consultants; specialist service partners e.g. RAPt (ex-offenders), Ixion Holdings Ltd (self-employment), Shelter (homelessness); or via existing external services e.g. Change Grow Live (substance misuse); Trust Links (mental health support Southend); Red2Green (autism). Our multi-modal flexible approach is appropriate as: • it accommodates different ability levels e.g. low literacy levels, dyslexia, ESOL, LDD, within disabled, early access and LTU groups. • people with low confidence (including LTU), mental health issues, others who find group activity stressful can access services 1:1. • early access groups with caring responsibility, court-imposed restrictions, or those with fluctuating health conditions who can sometimes find attendance difficult, can access a wide range of information via *Shaw Online* including pod-casts to engage with targeted interventions. • it enables early access participants with chaotic lives to engage their SM through video/webchat/messaging to supplement in-person contact to promote progression. While SM support ends when the allotted time is reached or an outcome is achieved, participants will continue to have access to *Shaw Online* and Expert Volunteers, and will be signposted to other services to promote continued progression.

**Suitability of Provision:** Our model provides the intensive personalised support shown to achieve success for disabled, disadvantaged and LTU people (*Evaluation of Work Choice 2013; SVLTU Evaluation 2012*). SMs tailor, prioritise, and sequence interventions to meet individual need, making the content suitable for all specified groups including: **a) Disabled people:** content gives practical tools and techniques to improve condition management in the workplace; includes delivery techniques proven to work e.g. CBT; is asset-driven, to help participants understand/build on strengths; increases resilience by empowering participants to cope with challenges; flexes to accommodate disability e.g. type of volunteering arranged; uses employer links to help develop/update work skills, and improve confidence; builds jobs around individuals through reverse marketing, job carving etc; adopts an IPS or supported employment approach where appropriate to provide intensive IWS. *Evidence:* our own data identifies common needs as mental health (33%), neurodiversity (14%), which we address through specific content and H&WT; effectiveness of vocational profiling and job matching (*Fit For Purpose, CESI 2014*); increased motivation and self-efficacy through Cognitive Behavioural Therapy (*What Works, DWP 2013*). **b) Early entry homeless:** five of the 50 national homeless hotspots (*Shelter, 2016*) are in the Home Counties including Harlow, Basildon and Dacorum; links with Local Authorities and housing providers, will prioritise and address housing needs including resettlement, tenancy sustainment, disclosure to employers. Content addresses wider associated barriers e.g. debt, budgeting, substance misuse, mental health; offers practical support e.g. securing identity documents; promotes early IWS if housing becomes unsustainable. Being in stable housing underpins (re)entry to work – *WP Evaluation, DWP 2013* highlights the importance of the SM relationship and intensity of support, and the need to address housing issues head on. 80% of homeless people report some form of mental health condition, and multi-agency approaches are recommended (*Supporting homeless people into work, ERSA 2016*).

**These approaches have been successfully used** on Work Choice Cambridgeshire, Suffolk & Norfolk (2010-date) which has resulted in 58% job entry rate in the last year. Extensive partnerships with local specialists including Norwich Mind and the NHS Wellbeing Service, ensured access to relevant targeted health interventions. Targeted SME engagement particularly within catering, retail, and logistics used reverse marketing to build jobs around participants, with a high level of personal follow up by the advisor. All staff were trained in Mental Health First Aid to enable them to effectively support participants with mental health issues.

**In Work Support (IWS):** IWS delivered by SMs will be a natural continuation of the

provision outlined above, with all *Tools for Success*, *Shaw Online* and wider services still available to participants in work. Level, intensity and content of support will be based on a *Transition to Work* assessment identifying risks and participant/employer needs. Agreed activity/contact will be documented in the PIAP. Support to sustain work will typically include (but is not limited to):

- **part-time work:** daily job-matching/ searching; negotiating increase in current hours; work-place training and coaching; volunteering to continually develop skills; ongoing weekly SM-led activity.
- **full-time work:** weekly contact with the SM (face-to-face, workplace, telephone, text, digital); advocacy in the workplace; self-help resources; Rapid Response for crisis support via telephone/*Shaw Online* app (including evening service).
- **IPS employment:** workplace adjustments; advocacy; personal job coaching; work-based learning; ongoing condition management support; wellbeing interventions; added-value support from Expert Volunteers.
- **self-employment:** mentoring and coaching from business mentor, corporate volunteer, and SM; practical business-related IAG, support and signposting e.g. establish accounts system, meet HMRC requirements etc; monthly networking events; budgeting; local start-up support e.g. Enterprise East, Accelerate Cambridge.

All support will be tapered, being typically more intense at the outset, decreasing as resilience improves – this reflects risks to retention in the first week, when 40% of people decide whether to stay/leave (*source: Real Business*); through to six months, when up to 30% of new recruits leave their job (*source: TLNT*). **Employer support** may include:

- Inclusive Employment service to adapt employment practices, make workplace adjustments, link to Access to Work, promote Disability Confident practices.
- support to establish mentor/buddy systems.
- advocacy to address early issues including rapid response support from the H&VT for specific condition advice/ support.
- link to funding to support the participant's development e.g. Apprenticeships.

Regular reviews will be undertaken to a format/frequency agreed with the participant and employer where appropriate to ensure support continues to meet the needs of all parties and supports achievement of sustained employment.

Shaw Trust's proposal offers a combination of successful evidence-based practice and innovative and exciting new opportunities for participants, to create a step change in achieving sustained employment for WHP participants.

### **Q 2.3.3 Delivering a Personalised Service**

Explain how you will identify: (1) an individual participant's strengths; (2) their barriers to entering work (including, but not limited to, health and disability); and (3) how your provision will take a holistic person centred approach.

In your response, please include details of:

- How you will identify the individual strengths and needs of each participant at the start of the programme and how you will use this information to build a structured, sequenced and personalised individual action plan with goals which are specific, realistic and achievable.
- How local issues and/or barriers relevant to this CPA will impact the customer journey, what these issues and /or barriers are and how you will address their impact on the customer journey.
- How you have identified the third parties within your response which provide existing services to WHP potential participants within the CPA, and how and why your proposal complements, without duplicating, such third party services.
- How you intend to engage with other relevant stakeholders the participant may already be engaging with, and how you will gain the participant's consent to do so, in order to join services up around the participant to improve outcomes. How will you use the information received from other relevant stakeholders to improve the participant's journey?
- How you will assess the on-going relevance and effectiveness of a participant's personalised plan and how you will refresh it over the participant's time on programme.
- Explain how you will manage participant exit from the programme: (1) at the end of the 15 months; (2) if the customer is an early completer (please see paragraph 1.37 of the WHP Specification); and/or (3) when in-work support is ending post 15 months; and describe the process involved.
- How you will ensure all participants have a customer journey which they will value and that demonstrates objectively measurable progression, from both the participant and DWP's perspective, irrespective of outcome. How will you measure the value placed on the customer journey by participants and the progression of participants?
- How will you ensure consistency of service delivery across the whole CPA to ensure all participants receive the same quality of service
- How you will ensure there will be funding to cover any specific customer needs and that this funding, if a separate funding pot, will be set aside to support individual customer needs for the duration of the contract.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

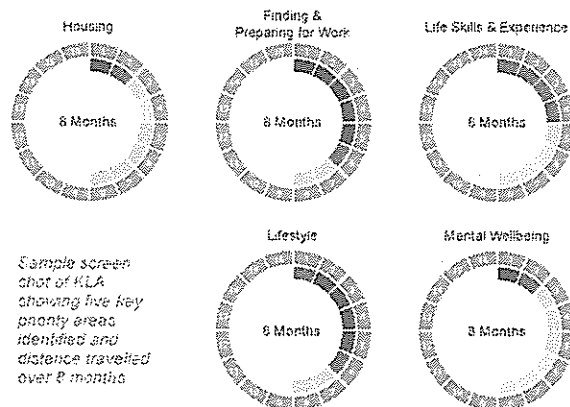
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**Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 4 sides of A4, excluding the question text and these instructions.**

Shaw Trust's (ST) Work & Health Programme (WHP) provides an individual, holistic, person-centred approach to assessment, review and support to move people into work. Our embedded processes employ: effective, recognised assessment tools; a bespoke distance-travelled tool based on the Theory of Change embedded into our Participant Engagement & Progression System (PEPS); asset-focused planning that recognises/ maximises individual strengths. Our experienced Support Managers (SMs) have the exceptional interpersonal skills needed to build trusting relationships with participants and utilise motivational and CBT-based interviewing to effectively engage them. SMs are trained in the use of all assessment and planning tools, including specialist training e.g. Recognising Neurodiversity from Genius Within, to ensure a consistently high standard of assessment, planning and support to meet participant needs. Central to our delivery ethos is putting individuals in control through a co-produced action plan, access to Tools for Success, a Specialist Intervention Budget and a Discretionary Fund ensuring a flexible journey based on an individual's needs, not "one size fits all".

**We will identify strengths and needs** through a multi-faceted In-Depth Assessment process that begins from the point of referral (including a warm handover with the JCP Work Coach where possible), involving a minimum of two face-to-face meetings between the participant and their SM. This includes: • **Welcome call** to the participant by their SM 24 hours before the Start Meeting to identify/alleviate any concerns and start to establish individual priorities. • **Start Meeting** within 10 working days of referral to: build rapport; discuss aims, ambitions, interests, immediate needs and personal priorities; and start *Vocational Profiling* – exploring activities and progress to date, previous experience of work (likes/dislikes), transferable skills, workplace preferences. The SM will also gain consent to contact other key workers/agencies as appropriate to gain further insight, organise three-way meetings and ensure a holistic joined-up approach. • **Key Life Areas** (KLA) collaborative assessment covering 9 work readiness themes: Life Skills & Experience, Finding & Preparing for Work, Physical Wellbeing, Mental Wellbeing, Housing, Finance, Social & Support Networks, Lifestyle and Family & Personal Responsibilities. The SM and participant explore each one to identify those having most impact (strengths to build on and needs to be addressed). Prioritising the key areas provide a structure around which to agree goals and develop the action plan. Progress against the key areas is assessed at each review to measure distance-travelled. A visual 'traffic light dial' (see example right) on the participant's *Shaw Online* dashboard (also available in hard copy) provides a constant indicator of progress. • **Assessment & Review Toolkit (ART)**: To underpin the KLA assessment, SMs use relevant tools to explore specific themes. The number/type of assessments

will be determined by the multiplicity/complexity of participant needs. The ART includes: *GAD7* (anxiety); *PHQ9* (depression); *SWEMWBS* (mental wellbeing); *British Dyslexia Screening*; Neuro-diversity screening tool; *BKSB* (functional skills); *EQ5D* (generic health screening); *MAS Financial Health Checker*; *Skills for Work* (digital skills assessment). • **Third party consultation**: see Engaging Relevant Stakeholders below. • **Realistic Job Goals** including: Vocational Profiling to explore skills, interests, motivation, strengths; use of *NCS Skills Health Check* and our sector-leading job matching software to highlight transferable skills to expand the scope of jobsearch. SMs will work with participants to develop a range of realistic job goals. Some of the above tools will be available through *Shaw Online* enabling participants to complete them/make results available to their SM before their next meeting. The SM will record results of assessments on PEPS and use outputs to build a **co-produced Personalised Individual Action Plan (PIAP)** with the participant within 20 days of





referral. The PIAP will document an agreed set of long-term goals linked directly to priorities agreed via the KLA. In all cases, reflecting our embedded work focus, a "target date into employment" (TDiE) will be agreed to drive all interventions/activities. Activities are sequenced to address highest impact areas at an early stage e.g. barriers such as homelessness or unmanaged mental health issues will be a higher priority than gaining work experience. Sequencing will also inform the type/intensity of engagement and structure e.g. a participant closer to the labour market may engage in intensive employment-focused activity daily (1:1 with the SM, group work, working with the *Inclusive Employment Team*, accessing digital services); a participant with more entrenched issues may undertake graduated weekly activity to address wider barriers/confidence before moving to intensive jobsearch activity. Initial bite-size SMART (Specific, Measurable, Achievable, Relevant and Time-bound) actions agreed for each goal, will be updated at each review to ensure participants progress.

Our delivery model is designed to allow maximum flexibility to ensure support can be targeted directly at **addressing the local issues/barriers impacting on individuals**. Specific issues/impacts vary across the myriad of localities within the CPA but include: rural isolation/poor transport infrastructure in Fenland impacting on access to jobs and services; high levels of micro businesses in Southend-on-Sea means fewer regular vacancies; seasonal employment along the coastal areas impacts on sustainability/progression. To address issues/impacts like these we will: link in with rural transport initiatives e.g. Kick-Start moped lending scheme; focus on self-employment as a route to work; offer Tools for Success focusing on fixed term working. In all cases, we will work with local organisations to address problems holistically and cost-effectively.

**We identified the third parties providing existing services** via: a) ST and our supply chains' existing relationships in the CPA via our service delivery e.g. ST has 26 years delivery in the CPA including Work Choice in Essex/Norfolk and Live Well Kent; Employ Medway is Medway Council's employment services provision, delivering WP. b) consultation with existing/new key strategic/operational stakeholders including CCGs, Integrated Care Organisations, LAs, colleges. c) additional desk-based research to develop locality maps of relevant third-party services across the CPA e.g. employability, health, housing, skills and other complementary services; including identifying 'free at point of access'/other funded services. Our Partnership Managers and subcontractors have already engaged local third-party providers e.g. Sussex Downs College for vocational skills training; services available through 850 Peterborough Council for Voluntary Service members to start to develop referral routes, identify added value. **Our WHP delivery complements, without duplicating,** these services as we will: a) engage with the funded services in preference to self-delivery or commissioning, subject to minimum quality thresholds e.g. Health in Mind delivered by Sussex Partnership NHS Foundation Trust and Turning Point. b) only commission similar services where they will plug gaps/provide clear added value (justified through individual business cases). c) co-locate with third party services where possible (and offer office space in our sites) to enhance holistic offers and reduce duplication. d) find co-produced solutions to local problems via multi-agency approaches. e) adopt a No Wrong Door approach to service delivery through effective communication and referral protocols.

**SMs will engage with a range of stakeholders** that participants may already be working with, to join up services/improve outcomes e.g. leaving care manager, Improving Access to Psychological Therapies keyworker, offender manager, social worker, housing support worker. We will engage them via: a) agreed communication/information sharing protocols to share assessments, action plans, reviews, telephone updates etc, to avoid duplication and provide more holistic support e.g. we hold monthly meetings with the Local Area Coordinators for mental health in Sudbury Ipswich and Lowestoft; b) formal case conferencing e.g. we already engage with CRC/NPS as part of MAPPA through our NOMS CFO contract; c) 3-way meetings to promote a joined-up approach, and assume defined roles for different aspects of the participant journey e.g. Circle Housing support worker leading on housing/personal

support, Shaw Trust leading on employer engagement; **d)** agreeing triggers for individuals that could flag the need for intervention by specialists e.g. counsellor, to ensure a rapid response. We will gain participant consent to engage stakeholders at the Start Meeting, clearly explaining the purpose, nature of the information to be shared, and benefits. Participants will be asked to complete a Consent Form listing the agencies/people they consent to us sharing information with, and the level/nature of that information. SMs will be required to confirm consent is in place before contacting a stakeholder. If the information shared is in writing, the participant will be asked where possible to initial their consent on the document. Participants can withdraw/restrict consent at any time. We will use the information received from other relevant stakeholders to **a)** inform participant goals, **b)** effectively sequence interventions/actions to achieve relevant outcomes for all parties, **c)** flex/adapt engagement levels e.g. at times of heightened activity with the other provider, **d)** agree leads for distinct aspects of delivery. This activity improves the participant's journey by facilitating holistic responses, a better joined up approach and cost effectiveness.

**We will assess the on-going relevance and effectiveness of PIAPs** through a continual cycle of review and assessment as participants start/complete activities; at key stages of the journey e.g. starting volunteering or moving into work; and via a formal monthly review. As a living document, the PIAP is continually refreshed as SMART actions are agreed, achieved, or superseded. As part of the monthly PIAP review the SM: **a)** reviews actions achieved/missed to celebrate success and identify emerging strengths/needs; **b)** measures progress towards each long-term goal, including TDiE and assesses whether these remain relevant/meaningful in light of changing needs/circumstances, including the labour market e.g. changes in growth/declining sectors e.g. tourism/hospitality; reduction in public sector employment; **c)** Revisits the KLA and other assessment e.g. GAD7 to identify whether priorities have changed, and update the PIAP accordingly; **d)** undertakes new assessments to confirm/validate emerging issues e.g. PHQ9; **e)** engages with stakeholders working with the participant (as above) to ensure ongoing relevance and complementarity of activity in light of progress/changing circumstances. In addition, we will ensure our overall service remains relevant by responding to emerging local needs e.g. increasing health inequalities in coastal Essex (e.g. Jaywick) impacted by reductions in public/VCS sector health/wellbeing support infrastructure capacity, requiring commissioned services as less other-funded support becomes available. As participants move into work they undertake a Transition to Work assessment and their PIAP is refreshed to reflect the In-Work Support (IWS) agreed for them and their employer, with the review process above continuing as agreed until the participant exits the programme. ST's Risk & Quality Assurance (RQA) Team will monitor the relevance/effectiveness of PIAPs as part of our risk-based quality assurance activity, to ensure they reflect assessment outcomes, agreed priorities, local labour market, and effectively progress participants towards goals. Analysis of distance travelled, achievement of outcomes at individual, caseload and contract level are also used as indicators of PIAP effectiveness.

**Participant exit from the programme** will be managed through a rules-based system-driven process. PEPS is programmed to produce daily notifications for each SM on their Dashboard highlighting upcoming exit dates for their participants based on a combination of on-programme dates, employment status and earnings data held. Action is first prompted two weeks in advance of the anticipated exit date. Warnings are flagged to line managers if no action is recorded within 5 working days for follow up/remedial action. **(1)** For participants reaching 15 months: the SM conducts an exit review to celebrate achievements (e.g. activities, skills developed, qualifications achieved); update the KLA to map distance travelled and identify challenges still to be overcome; agree/facilitate access to services to support continued progression e.g. Suffolk Wheels to Work, West Norfolk Befriending, links with work-based learning providers, career progression advice, as well as ongoing access to *Shaw Online*; update their CV; ensure an appointment with the JCP Work Coach is in place. A completed Exit Report will be sent to JCP and the participant within 10 working days of the exit date. For participants who are in work at 15 months, the exit review will focus on next steps to promote sustainability. The SM will update PEPS with an agreed IWS date, which is automatically notified to our Customer Service Team (CST) who will

update PRaP with the extension date (by day 456). The Exit Report is actioned as above at the end of the IWS period. (2) For early completers, the SM: conducts a review where possible focusing on achievements and next steps to ensure participants understand the ongoing support is available (including in-work progression); update PEPS with the exit date, which is automatically notified to our CST to update PRaP. (3) When IWS ends post-15 months the SM will complete a "next-steps" review to ensure the participant understands where to access ongoing support; update PEPS with the completion date, which is actioned by CST on PRaP.

**To ensure all participants have a journey they will value and which demonstrates progression** we will: • use a co-production approach to planning that incorporates personal priorities and ambitions; • take a holistic person-centred approach to moving participants into/closer to work, with a focus on social, physical and emotional support as well as employment; • prioritise/sequence interventions progressively at a pace that suits the individual; • demonstrate/document clear links between all activity and identified needs/priorities enabling participants to see the relevance of interventions to their goals; • embed activities that result in clear measurable achievements to increase confidence e.g. certificated training, gaining new skills through work experience; • establish realistic milestones for agreed goals to enable us to easily measure and recognise progress; • highlight all achievements as an integral part of each progress review; • use our KLA distance travelled indicators to objectively measure progression. We will also report to DWP on: improvements in labour market situation; movement into education/training; gaining a qualification or basic skills as evidence of progression; results of feedback relating to how much participants value the journey; and regular distance travelled reports. We will measure the value placed on the customer journey, and their progression through: • KLA distance-travelled analysis, actions agreed/completed, positive outcomes e.g. into learning, volunteering and other positive activity not just work; • participant feedback, taken in line with our Stakeholder Engagement & Customer Experience Strategy via e.g. surveys (anonymous/taken at programme exit) and subject/cohort-specific focus groups managed by SMs (held quarterly), feedback cards at delivery sites, interviews by the RQA team. We will use our Shaw Online app for feedback via e.g. 6-monthly surveys measuring the value participants place on the support they receive/how well they think they've progressed.

**To ensure consistency of service across the whole CPA we will deliver** (ST and subcontractors) ST's WHP model to a minimum standard of quality/resourcing including adherence to our ISO9001 Quality Management System and contract-specific procedures that will apply across all delivery across the CPA. To ensure consistency, quality assurance activity by our RQA team will include comparing delivery across the CPA to ensure conformity. SMs will be recruited to a standardised job description and undertake a standard induction and job-specific training. SMs will also receive a locality-based induction to increase their understanding of the local context e.g. partnership structures, levels of integrated working; and barriers faced by participants. In addition, access to ST centralised services and resources enables subcontractors to deliver a consistent service e.g. access to *Tools for Success*, *Shaw Online* to support staff development, specialist health and wellbeing support from our Health & Wellbeing Team and best practice workshops. Subcontractors will be licensed and fully trained to use PEPS to ensure consistent capture, monitoring and reporting of data.

**We will ensure there will be funding to cover any specific customer needs** in two ways: 1) a specialist intervention budget to cover the cost of all specialist support (total budget for Home Counties CPA is [REDACTED] ); 2) a Discretionary Fund to cover additional participant costs (outside of travel and childcare), e.g. tools or clothes for work, specific pre-employment training, transition costs). This money has been set aside in our budget to pay for participant support across the duration of the contract.

#### **Q 2.3.4 Employer Engagement**

Please describe, in respect of each of the participant groups how you will engage with employers within the CPA to achieve Outcomes.

Your response should include a detailed description of:

- How you will engage, throughout the life of the contract, with employers you have identified in Appendix 1 in order to capitalise on the opportunities to achieve Outcomes for participants. Please outline any future employment opportunities you are aware of within this CPA.
- Your rationale behind this approach and how you think it will benefit participants and employers.
- How you will actively promote your services and work with local employers to create a range of employment opportunities for the participant groups, including how you will identify and exploit future developments in the CPA to enable WHP participant groups to access employment opportunities.
- How your approach to working with both local large employers and small and medium enterprises (SMEs) and how your proposal will differ in terms of the in-work support to participants employed by different types of employers, employers with different types of infrastructure and participants with different needs.
- Your in-work support offer for the participant, employer and the self-employed and how this will promote up-skilling participants.
- How you will map participant needs to the employment opportunities within the CPA and how you will educate participants about the realities of their local labour market in context of how it applies to the individual participant.
- The three main challenges faced by local employers and/or sectors in the CPA, whether these are challenges which you could have an impact upon and how you will work with local employers to help them address these challenges (where applicable). If any challenges you have identified are ones which you cannot help address by working with local employers, please explain why not.
- Two examples of where you have successfully engaged with employers during provision of similar size or scope. Each example should include background on the nature and rationale for engagement, how your service successfully placed individuals into employment and helped the employer with a key challenge and what lessons you learnt from this example that you will embed in your approach on the Work and Health Programme.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

**Please complete Appendix 1 detailing key employers in the CPA you will engage with to achieve outcomes for participant groups.**

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 5 sides of A4, excluding the question text and these instructions.**

Shaw Trust's (ST) approach to employer engagement builds on our ability to engage socially responsible employers through our charitable ethos. We have 26 years' experience of working with employers to support Work & Health Programme (WHP) equivalent participant groups into employment e.g. 25k+ people into work since 2010 (3k+ in CPA5). ST has existing relationships with 2.8k+ Home Counties employers, and our WHP Employer Pledge has secured additional commitments to co-design pre-employment training (PET), provide work trials/placements, and/or promote vacancies e.g. [REDACTED]

**Engaging employers throughout the life of the contract:** We will engage CPA5 employers: **1) Locally:** Support Managers (SMs) will perform reverse marketing/job carving that matches participants to roles with local employers, including SMEs e.g. [REDACTED] **2) Regionally:** Our CPA5 Inclusive Employment Team (IET) will provide bespoke employer support e.g. inclusive business audits, to facilitate the recruitment/retention of participants with complex needs by employers in key sectors e.g. [REDACTED] **3) Nationally:** Our Central IET will promote inclusive employment, support employers to become inclusive e.g. [REDACTED]. We will mobilise all IETs two months prior to contract start, ensuring a pipeline of opportunities at go-live.

SMs/IETs will engage the employers in Appendix 1, and wider employers through:

**a)** Promoting WHP to Local Enterprise Partnership (LEP) initiatives e.g. New Anglia LEP's Youth Pledge Marque; Growth Hubs e.g. in Kent & Medway and Southend & Thurrock; Enterprise Zones e.g. Discovery Park in Sandwich; and business networks e.g. Skills East Sussex. **b)** Co-designing/delivering PET that equips participants with core skills linked to local jobs e.g. with [REDACTED], where all of our participants achieved Retail NVQ Level 2 and 40% started work.

**c)** Building relationships of trust through our Inclusive Employment Service e.g. workforce planning/skills development, fully managed recruitment service (job design, advertising, screening, placement, induction), in-work support (rapid response to issues, back-filling service to support progression), and signposting for business support/growth. **d)** Promoting job shadowing and work experience/trials to provide an extended introductory period to reduce the perceived 'risk' of employing participants with complex needs. We will agree codes of practice with work placement providers e.g. [REDACTED] guarantees interviews to ST participants completing work placements. **e)** Offering a strong [REDACTED] service through an Individual Placement and Support approach, to give employers confidence in the level, duration and intensity of support they/participants will receive. **f)** Involving employers in delivery e.g. sector surgeries/workshops.

**Future employment opportunities in the CPA include:** [REDACTED]

**Rationale:** Our approach will benefit participants and employers as it: **a)** Sources job opportunities at multiple levels e.g. account management of large national employers, and full support offer for local SMEs (cited as best practice in DWP's latest Work Choice Evaluation. **b)** Engages a wide range of sectors/employers to reflect the diverse career goals of participants. **c)** Works in partnership with local employers/sectors to ensure support aligns with current/future skills needs – responding to current employer demand is important but it is equally important to build the workforce skills of the future (Inclusion, 2014). **d)** Links participants directly with employers by involving these employers in WHP delivery e.g. customer service workshops delivered by [REDACTED], to provide clear focus on the skills, experience and qualifications employers want (Career Development Institute, 2014). **e)** Provides access to valuable work experience for Long term unemployed (LTU) - lack of relevant, recent work experience is a common barrier to employment with work placements improving the likelihood of sustaining work (CIPD 2012). **f)** Aligns with Disability Confident campaign, actively promoting employment of disabled people, and supporting employers to recruit/retain this group. **g)** Delivers intensive IWS to employers/participants to facilitate job sustainment – Barriers to Employment (DWP 2002) shows IWS results in 65% of employers reporting improved retention.

**Actively promoting our services/working with local employers.** We will create a range of employment opportunities by: **a)** Running events/training to promote inclusive recruitment e.g. reverse job fairs for LTU. **b)** Engaging LEPs and business groups to leverage their support in promoting ST services to local employers, and facilitating access to local jobs **c)** Widely promoting our Inclusive Employment Service e.g.

physical and digital business audit, disability awareness training, support to build recruitment processes that are inclusive for participant groups e.g. disabled people, lone parents, ex-offenders etc. d) Providing IET support to tailor recruitment processes e.g. accessible on-line recruitment for disabled participants; design/re-design roles to support flexible working e.g. for lone parents; adapt environments e.g. we supported [REDACTED] to make workplace adaptations that helped 6 participants with disabilities/health conditions into work.

e) Developing service level agreements with employers to secure opportunities e.g. guaranteed interviews at [REDACTED] for participants completing work placements. f) Facilitating links with skills providers for workforce progression e.g. apprenticeships via our skills company Ixion.

**Identifying and exploiting future developments in the CPA:** We will maintain an in-depth understanding of local developments throughout the life of the contract by: a) Regional IETs gaining insight from employers e.g. forecasting meetings with Swale Employer Group; Local Authorities, and LEPs. Information/data will be cascaded to local teams via updates on our Participant Engagement & Progression System (PEPS). b) Joining existing employer networks e.g. [REDACTED], and establishing new ones where they are absent. c) Analysing labour market information e.g. New Anglia LEP - Construction Labour and Skills (Feb 2016), and economic development strategies e.g. SELEP Strategic Economic Plan. d) SMs using PEPS to analyse real-time vacancies across different areas, sectors and occupations, and identifying trends to inform strategy/targeted engagement.

**To exploit developments and enable participants to access job opportunities, we will:** a) Assign IET leads to key sectors e.g. Transport, Ports & Logistics employs 35k people in Essex, and those experiencing growth e.g. Construction is expected to create 20k new jobs in East of England by 2021. b) Engage existing sector groups e.g. Essex Partnership's Logistics Sector Action Group to develop solutions that meet emerging local recruitment needs/promote inclusive employment. c) Maximise existing relationships with national employers entering new geographies, and those developing locally, to position ourselves as their recruitment partner of choice e.g. [REDACTED], through bespoke launch services that include tailored recruitment drives, and co-design/delivery of PET for roles in new sites. d) Have a regular presence at sector hubs e.g. Adastral Park Suffolk, to provide information and advice for employers e.g. Apprenticeship Levy.

**Working with large employers and SMEs:** Through our extensive experience, we know that irrespective of size, employers who receive the right information and support, are willing and able to provide placements/sustainable jobs to people with complex needs. Our approach is flexible to the individual nature of each company, their specific needs, and preferred engagement style.

**SMEs** are the focus of our offer as they are key to tackling entrenched unemployment (Federation of Small Businesses, 2013); employ approx. 1.3 million unemployed/disadvantaged people each year (large businesses hire <130k); but often have limited resource to focus on recruitment, induction, support, and development. Our SME engagement emphasises a more holistic/personalised approach through a named single point of contact (SM). We will deliver long-term intensive support that includes advice, guidance and business-focused support to enable growth e.g. awareness raising/training for Equality Act compliance; systems development; information on available support/funding e.g. Access to Work; links with other employers to share positive experiences of employing disabled people; high levels of practical support to complement limited internal resource e.g. fully managed recruitment process.

**Large employers** with a centralised structure e.g. [REDACTED], often have established policies/procedures and need little core business support. These organisations may prefer an account managed, recruitment agency style approach. We also encourage active involvement in co-design and delivery from larger employers with greater/dedicated resource to support this type of activity e.g. [REDACTED] provides corporate volunteers to support our employability workshops. Employers with local autonomous structures e.g. [REDACTED], may benefit from more intensive support (as described above for SMEs).

**IWS for participants** will be commensurate with each employer's capacity to support



the participant e.g. those working in businesses with limited internal resources (no embedded buddy systems/training, no experience supporting complex needs) will need more intensive IWS from the SM. The SM/employer will co-design IWS that maximises existing internal support mechanisms, and meets individual participant/business needs. IWS will be documented in the Personalised Individual Action Plan and cover immediate support for entering work, medium-term activity to promote sustainment, and long-term focus on progression.

All IWS services are available to all participants. SMs will complete a Transition to Work Assessment to identify critical factors that could impact sustainment. This will inform our tailored IWS offer which may include, but is not limited to: **a) disabled participants:** workplace adjustments, ST Health & Wellbeing Team support e.g. condition management, work-based coaching, Expert Volunteer support. **b) early access participants:** access to childcare providers/funding e.g. via Gingerbread, peer mentoring, workplace advocacy, sign-posting. **c) LTU:** access to skills/funding, personal support, Shaw Online resources, Rapid Response early intervention.

**IWS for employers:** SMs will provide regular contact/support e.g. Rapid Response to issues (employer/participant mediation, specialist health support where conditions prevent sustainment), and link employers to ST's Inclusive Employment Service, including: inclusive business audits, and full support to implement recommended changes, including: adapting employment policies/practices; workplace adjustments; developing buddy systems; delivering disability awareness training to existing staff e.g. Mental Health First Aid; links to funding e.g. Business Growth Fund; help to achieve Disability Confident; resources from our Inclusive Employment website; workforce planning; access to ST Expert Volunteers for employee mentoring.

**IWS for the self-employed (SE):** SE participants will receive the same level of IWS as those in mainstream employment. It includes: mentoring/coaching from business mentor, SM, and via ST/Ixion's online mentoring Hive; access to practical business solutions e.g. subsidised starter website packages; networking events e.g. Enterprise Clubs; participation in our online Ideas Bank which enables ST/Ixion businesses to work together at reduced rates; and facilitated access to local start-up support e.g. Accelerate Cambridge. Participants struggling to sustain their business will receive a Survival Review/SWOT analysis informing subsequent changes to IWS.

**To promote up-skilling** our IWS offer builds on findings from the Taylor Review (2017) and the experience of established skills providers Ixion (recent acquisition), and Prospects (strategic partner). It includes: **a) for participants:** continued access to all Tools for Success modules e.g. PET for 'next step' jobs; formal skills development e.g. vocational distance learning; Shaw Online independent learning resources, online skills matching tools e.g. Prospect's Adult Directions. **b) for employers:** IET support to provide upskilling/career progression opportunities e.g. links to FE colleges/skills provision, creating workforce development strategies, Tools for Success interventions (including modular learning highlighted as being more valuable/flexible for employers in the Taylor Review) and links to funding e.g. Apprenticeship Levy. **c) for self-employed:** business mentoring including from corporate volunteers; promoting business-related learning e.g. ST/Ixion's Develop your Own Enterprise accredited online learning; support to access Advanced Learner Loans/Lifelong Learning Fund initiatives to maintain ongoing development.

**Mapping participant needs to employment opportunities:** Our Key Life Area assessment will capture key metrics about participants' physical, geographical and psychological barriers to entering employment e.g. caring responsibilities. This data will be stored on PEPS and analysed by CPA5 IET who will identify concentrations of participants with common needs/goals, and develop strategies to support them e.g. pre-employment pathways, finding transport solutions (Colchester and Peterborough identified as areas of poor accessibility/transport links by Campaign for Better Transport); and negotiating flexible working patterns. Our PEPS' sector-leading job matching system will match participants to live vacancies based on their skills, experience and interests, maximising the asset-based principles of our approach.

**We will educate individuals about the realities of their local labour market** through a range of 1:1/group employer-led activities. As a result of initial assessment and vocational/skills profiling, the SM will agree realistic job goals aligned to locally available opportunities. Once agreed, they will identify the participant's gaps in skills/



experience and plan how to address them e.g. through volunteering/work experience /short certificated training. SMs will use vacancy analysis from our job-matching system (produced by industry, location, job role/occupation) to help participants understand the reality of the jobs available locally in real-time, as well as trends in different sectors and locations. This will inform refining of job goals/travel to work areas to ensure goals remain realistic. Presentations/workshops delivered by local key/growth employers, and independent participant research e.g. National Careers Service job profiles, will improve understanding of the reality of different jobs in the context of their personal/financial circumstances e.g. wage expectations, entry level qualifications, flexibility, what to expect in the workplace, and how this reflects their skills, experience and ambitions. Where participants need to improve understanding of different sectors/roles/general workplace, the SM will organise work experience.

**Three of the main challenges faced by employers/sectors in the CPA:**

**Skills shortage/gap** e.g. insufficient Level 4 qualified people to support growth in engineering/manufacturing (SELEP); technological change in logistics (use of mobile, location-based, hand-held systems), and new Driver CPC legislation impacting recruitment (Essex Partnership); low take up of Apprenticeships (Herts LEP). We will have an impact upon this challenge by working with employers/skills providers e.g. Harlow AMEC, to co-design PET/vocational skills programmes, that are directly linked to employer needs/jobs. IETs will collaborate with employers to establish career development routes for existing employees e.g. through vocational training/intensive IWS, to upskill workforces and address more technical skills shortages. IETs will promote apprenticeships to employers and business networks. We will continuously review and develop *Tools for Success* modules to ensure support reflects the skills needs of emerging growth sectors.

**Rurality** – employers in rural areas across the Home Counties are unable to recruit and retain suitability qualified staff due to poor transport links e.g. many rural areas continue to suffer from problems related to social exclusion and lack of access to jobs (Cambridgeshire Local Transport Plan). We will have an impact upon this challenge by: **a)** SMs and IET working with employers during the recruitment stage to tailor shift times to public transport hours e.g. start and finish times inside of public transport hours; **b)** supporting, promoting and contributing funds to community transport initiatives e.g. Community Action Dacorum, to ensure participants can access remote employment opportunities; **c)** providing financial assistance to support participants to access alternative transport e.g. we work with 'Wheels to Work' in East Sussex, providing subsidised mopeds, to support over 100 clients travel to work; **d)** promoting shared travel arrangements between participants at the same employer or helping employers to organise transport sharing initiatives.

**Reliance on migrant labour** in food, drink and agriculture (source: Food, Farming & Rural Economy Board), and health (source: East of England LGA) has particular impact on Home Counties employers, with uncertainty surrounding the UK's exit from the EU of particular significance. We will have an impact on this by:

**a)** engaging employers at a strategic level e.g. Norfolk/Suffolk Food Hubs, to develop joint initiatives that improve awareness/understanding about these sectors and make them more attractive to local participants; **b)** delivering workplace/role audits and support to implement recommendations e.g. co/design/re-design of roles to make them more accessible/attractive to local people; **c)** developing distinct work experience offers to encourage participants to consider the sectors. We will continuously monitor all potential employer challenges (locally/nationally), and pro-actively work with employers to achieve practical solutions.

**ST has been successfully engaging employers**, changing attitudes and effectively marketing *non-traditional* workforces for over 35 years. Two examples are:

[REDACTED]

#### **Q 2.3.6 Quality, Management and Assurance of provision**

Please provide a detailed description of how you and your supply chain (where relevant) will ensure the quality and consistency of service delivery through your management practices.

Your response should (in respect of both you and your supply chain (where applicable)):

- Explain how you will monitor and manage the quality of provision to ensure that the standards set within the WHP Specification and your tender will be met from the start of, and throughout the life of, the contract.
- How you will ensure the quality of staff and the frequency and appropriateness of participant engagement, across the entire CPA
- Clearly describe (where relevant) how you will manage and ensure the quality and consistency of delivery by any sub-contractors, stakeholders or specialist provision e.g. site visits, audits and observing delivery.
- Identify how you will continuously improve the quality of delivery of this provision using evidence gathered from the live running of the service, capacity build the supply chain partner (where relevant) and share best practice throughout your supply chain (where relevant). How you will apply this consistently across the whole CPA?
- Explain how you, and your supply chain (where relevant), will obtain feedback from participants and proactively act upon this including details of procedures and timings. How you will apply this consistently across the whole CPA?
- Describe how you, and your supply chain (where relevant), will handle complaints and act on any findings including details of procedures, timescales, escalation routes, how participants will be made aware of these procedures and how you will ensure the impartiality of any decision makers.
- Clearly explain how you, and your supply chain (where relevant), will accurately track and monitor the progress of each participant in the Work and Health Programme so that you can clearly articulate at any given time where these participants are in your participant journey towards achievement of outcomes.
- Explain how your proposals for delivery of services will be put in place without adversely affecting the ability of either your organisation or your supply chain (where relevant) to deliver existing and recently won contracts as well as other contracts which you are bidding for.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to 4 sides of A4, **excluding** the question text and these instructions.

Shaw Trust (ST) will deliver the Work & Health Programme (WHP) in the Home Counties CPA through a combination of our own direct delivery alongside a supply chain of four end-to-end subcontractors, specialist subcontractors e.g. RaPT, Ixion, Gingerbread; and a broader network of local partners/service providers e.g. Inclusion Thurrock, Norfolk Recovery Partnership, Voluntary Hertfordshire.

**Additional Assurance:** Shaw Trust's ISO9001 Quality Management System has been in place since 1998. In its current format it includes:

- A quality assurance system (our Assurance Framework) which covers quality as described below including observation, case audits, feedback, self-assessment.
- A performance management system (Performance Management Framework - PMF) covering direct performance management activity e.g. data/trend analysis, reporting and meeting structures to monitor and review performance, improvement planning, interventions to address under-performance etc.

The Frameworks have been in place in their current format since 2013 following the merger of Shaw Trust and Careers Development Group, to bring two existing accredited systems together. The changes the latest system has informed include establishing a "quality helpdesk" as a single point of contact to receive, triage and disseminate instructions and communications from commissioners and stakeholders; creation of a streamlined customer care process to ensure rapid response to customer feedback and complaints, and implementation of a range of self-assessment tools to drive continuous improvement. These changes have notably improved contract compliance through effective implementation of change; reduced our response time to resolve customer complaints by 45%; and improved outcomes from internal quality assurance audits by 14%.

Shaw Trust has received a strong level of assurance from DWP Provider Assurance Testing in 2016, which is evidence of the overall effectiveness of our systems. They highlighted robust auditing, well-embedded client management system and robust governance and financial management. In addition our Merlin assessment 2016 (good grade) found processes *"provide a crucial role in enabling Supply Chain Partners to manage and deliver the service, resolve operational issues as well as identifying any good practice."*

All managers (including subcontractors) will receive updated training on effective implementation of the Assurance Framework and PMF to ensure they both contribute to delivery of the performance and quality standards offered for WHP.

**ST will monitor and manage the quality of provision** across our own and supply chain delivery using our embedded ISO9001:2008 Quality Management System (QMS) to ensure all quality, customer service and contractual requirements are met. ST's Director of Compliance, [REDACTED], has overall responsibility for performance of the QMS, supported by ST's Risk & Quality Assurance (RQA) team responsible for systematic audit to manage effective implementation of the QMS, with oversight from ST's Audit Committee. The QMS includes contract-specific operating procedures based on our tender, the WHP specification, emerging best practice and changes arising to manage quality. All staff including supply chain partners receive mandatory training in WHP procedures prior to go-live to ensure standards are met from the start and throughout the life of the contract. ST Area Managers (AMs) and supply chain partner designated operations managers (DOMs) are responsible for day-to-day compliance with all mandatory procedures. A cornerstone of ST's QMS is our Assurance Framework, which informs a risk-based rolling schedule of quality monitoring, audit of procedures and case documents, and continuous improvement activities. Activity at local and CPA level, led by the RQA, includes: • **systematic weekly and monthly qualitative data analysis** via our Participant Engagement & Progression Systems (PEPS) to monitor quality indicators and Customer Service Standards (CSSs) e.g. frequency and appropriateness of engagement. • **scheduled observation** of delivery, sampling all elements of the participant journey (engagement, assessment, planning, reviews, group work etc), across all sites/staff, including peer/manager observations. • **case audits** to review individual participant journeys against pre-defined standards including effectiveness of assessment and identification of need, Personalised Individual Action Plan (PIAP) reflecting needs, progress against agreed

actions, reviews, how effectively participants are supported to achieve realistic job goals etc. • **participant feedback** (see below). • **comparative/trend analysis** at site, area and contract level to identify and share potential best practice/inform continuous improvement. • **annual self-assessment** involving staff (including subcontractors), participants and stakeholders. Outcomes from all monitoring activity, including DWP Compliance Monitoring, will inform robust Quality Improvement Plans (see below).

**ST will ensure the quality of staff** across the CPA through: • recruitment to stringent person specifications including qualifications/experience relevant to each role e.g. Support Manager: level 4 IAG or equivalent, experience in a similar role working with people with complex/multiple barriers. • approval of supply chain job descriptions/staffing plans to ensure consistent standards. • requirement for staff to complete initial mandatory training before working with WHP participants, including for subcontractors. • individual role-specific quality-focused KPIs/objectives that promote delivery of high-quality, tailored activity e.g. % of jobs filled to assure suitability of vacancies; % of participants engaged in meaningful weekly activity to assure quality of engagement. • monthly staff reviews informed by audit/observation with clearly defined improvement processes if staff fail to meet required standards. • ongoing coaching, training and personal development e.g. PTSD awareness; understanding autism.

**To ensure frequency and appropriateness of participant engagement** we will:

- agree frequency/methods of contact with each participant in line with CSSs to reflect assessed needs, documenting on PEPS and in their PIAP.
- review frequency of engagement as needs change e.g. personal situation, emerging health condition.
- produce weekly PEPS reports to highlight participants at risk of disengaging to prompt intervention/ensure consistent contact.
- review CSS reports weekly/monthly to monitor frequency/method of contact and take remedial action with individual Support Managers (SMs) as required.
- use case audits to monitor quality of assessment, how key challenges are being addressed, sequencing/prioritisation of activities to ensure appropriateness of engagement.
- qualitative analysis of PEPS data re the range of activities/services accessed and their impact.
- participant feedback (see below).

**A dedicated Supply Chain Manager (SCM) will manage and ensure quality of subcontractor delivery across the CPA with support from the RQA Team.** All processes outlined above will apply equally to subcontractors (including specialist providers) ensuring consistency across all WHP delivery. Our embedded processes enable systematic monitoring of all aspects of quality, performance and compliance and include: • a detailed operations manual establishing mandatory service standard requirements. • weekly tele-kits and qualitative data analysis. • monthly SCM site visits to review performance, results from subcontractor and the RQA quality assurance activity, to provide IAG and capacity building support. • independent participant feedback via digital survey and interviews as below.

In line with the ambitions of DWP and Shaw Trust to promote joint working, avoid duplication of services, and embed employability within wider local service delivery, participants may be referred to services outside of Shaw Trust's direct control e.g. Cambridgeshire Adult Learning Services, advice and guidance through Southend Carers Hub, Sussex Housing and Care. Our approach to monitor the quality of such services includes: • agreed SLAs where we co-locate with service providers or anticipate high levels of referrals e.g. Merchant's Place Resource Centre in Cromer giving access to Citizens Advice Bureau, NHS Wellbeing Services, OCD Action, Voluntary Norfolk, Mencap, Opening Doors; to establish clear services standards and review processes. • participant feedback invited following all externally delivered interventions, with positive/negative feedback shared with the service provider. • direct engagement by our qualified Health & Wellbeing Team professionals with local health service providers e.g. Wellbeing Norfolk & Waveney Service (IAPT), Kent Community Health NHS Trust, to share information about the quality of services received by participants. • membership of groups such as Essex Health & Wellbeing Board, Medway Council Strategic Interface Group, Peterborough Learning Disability Partnership Board to provide direct feedback on services, and influence continuous improvement and commissioning. Where we find services are consistently of lower quality than anticipated we will put a hold on referrals and source alternative services where possible until assurance is received that issues have been addressed.

**Shaw Trust use evidence from activity outlined above to continuously improve the quality of delivery.** Evidence from monitoring and performance reviews inform multi-level Quality Improvement Plans (QulPs) which may include activity such as embedding high performing practices in mandatory procedures, developing new initiatives to address emerging needs using Task & Finish groups; delivering training and coaching for staff or teams e.g. Mental Health First Aid. QulPs are maintained at: **a) contract level**, owned by the Head of WHP covering strategic/systemic and CPA-wide issues e.g. lack of parity of performance for a particular group such as homeless early entrants, or common areas for improvement across service delivery; reviewed monthly by the Quality Improvement Forum. **b) local level**, owned by AMs and supply chain DOMs to take forward site/partner-specific improvements. QulPs are updated monthly as part of the Performance Review and further reviewed at the quarterly Contract Review. The RQA team will sample QulPs as part of scheduled audit activity to provide independent assurance of standards and consistency across the CPA, and implement remedial action if issues are identified.

**Shaw Trust is committed to capacity building supply chain partners** by providing tailored IAG and support to achieve improvements. This includes access to coaching/training to increase performance/support professional development; shadowing of high performing staff within ST or other partners; support with central business functions e.g. data security, developing policies and procedures to improve robustness and quality of internal processes. For example, in Live Well Kent we have helped subcontractors transition from grant funding to PbR using a graduated process (starting at 10% PbR increasing annually) to improve sustainability in an increasingly competitive funding market. **We share best practice throughout ST and our supply chain** through common CPA-wide processes managed by the SCM: • monthly news bulletins. • quarterly regional forums where subcontractors/ST share experiences/mutual learning, including presentations from high-performing suppliers. • quarterly quality reports highlighting positive trends, working practices, case studies. • sharing audit outcomes highlighting successful approaches and best practice. • inter-partner champions to lead in specific areas e.g. addressing specific health issues, enterprise. • sharing resources via secondment/personal development activity to actively promote/embed practices and support capacity building.

**We will obtain feedback from participants** regularly in line with our Stakeholder Engagement & Customer Experience Strategy via: • ad-hoc feedback cards at all delivery sites and online feedback form. • monthly reviews with the SM. • targeted surveys (quarterly/annual/ad-hoc). • interviews by the RQA team during site visits/audits. • focus groups managed by SMs covering subject/cohort-specific themes – participants will be encouraged to host sessions as part of our user involvement strategy. We will also utilise our innovative *Shaw Online* app to elicit targeted feedback including regular “pop” surveys. ST’s RQA team will ensure systems are applied consistency across the CPA through assurance audits and participant interviews. The RQA team will also review and analyse feedback (including anonymous), highlight issues requiring immediate local attention (notifying the AM/DOM of action required) and identify wider trends including service gaps/emerging requirements to be managed via the QulPs e.g. as a result of feedback we introduced enhanced lone parent support by engaging Gingerbread to improve access to parent-friendly jobs, and monthly open days for ESA participants to improve peer support networks and wellbeing through targeted activities. Results of feedback will be publicised quarterly on our website, in our annual performance report, and made available at all delivery sites. Subcontractors will follow the same standards and submit a detailed quarterly report to the SCM, enabling a contract-wide view of the participant experience.

**ST treats all complaints seriously.** Participants are made aware of the complaints process during induction, via publicity at delivery sites, and our website. Complaints may be made face-to-face; in writing; by email ([stfeedback@shaw-trust.org.uk](mailto:stfeedback@shaw-trust.org.uk)) or telephone to our Customer Care Team (CCT); digitally including via *Shaw Online*. Participants are encouraged to talk directly to their SM or local manager to quickly address any issues arising; but if the issue is not resolved we have an expedited escalation process to: **1) AM:** conducts a full investigation, responds in 5 working days. **2) Operations Manager:** works with CCT to undertake a full review, responds in 10

working days. **3) Head of WHP:** investigates/reviews how the complaint has been handled, responds in 10 working days. Participants are given full details of the Independent Case Examiner should they wish to pursue their complaint further. The CCT maintains a Feedback & Complaints Register to track, manage and report complaints and make learning available to DWP and other stakeholders. Supply chain systems mirror those of ST, with the DOM notifying the SCM of all complaints, responses and progress in real time, reporting quarterly on trends/improvement actions. Participants may also raise a complaint directly with ST as above at any time. The CCT and Head of WHP are independent of direct front line delivery ensuring impartiality and integrity of the complaints process. Quarterly reports to the Audit Committee via the Director of Compliance provide additional independent oversight.

**We will accurately track participants within each cohort** through use of our real-time CMS (PEPS) used by all delivery staff (including subcontractors) to capture all participant activity from referral to outcome; enabling us to accurately track and monitor progress of each participant. An automated phase indicator identifies where individuals are within the journey e.g. engagement, pre-work support (<3 months, 3-6 months, 6 months+), in-work support. Each participant's progress chart highlights their current phase against time on programme, time remaining, target date into employment and number of actions agreed/completed. SMs can assess at a glance whether participants are progressing as planned. Cohort-specific reports at SM, site and contract level will monitor progress of different cohorts through the programme phases and towards achievement of outcomes through earnings data analysis.

**ST will put in place our proposal without adversely affecting other contracts** through dedicated resourcing and business plans. Our business change team continually reviews existing/new activity to identify and manage associated risks and mitigate impact. At any one time ST successfully deliver 26 service contracts, via 10 distinct business streams to effectively manage and mitigate risks. This includes NOMS CFO3 in East of England, Suffolk Wellbeing Service, and Live Well Kent. Resourcing plans for WHP are contract-specific, with dedicated mobilisation staff, and key operational staff who will work solely on WHP to ensure delivery is not impacted by existing/future contracts. Additional resilience is provided by corporate teams e.g. Finance, Quality, HR, ITC which support delivery across all contracts, with resource scaled according to the breadth of business requirement. We also have clear contract run-down processes in place to ensure effective transitioning/delivery of legacy contracts. This approach enables us to deliver all concurrent programmes in line with commissioner requirements. Subcontractors have identified current capacity/new staffing requirements, to provide assurance that WHP can be managed alongside other contracts e.g. Realise Futures, Adult Learning and Building Better Opportunities in Suffolk and Essex, all of which have wholly ring-fenced resourcing/funding; SCDA's Care and Support Services and 'Let's Get Working' project across East Sussex; Medway Council's skills and employability services. The SCM will monitor new business with subcontractors at least quarterly as part of our risk-managed approach to identify/address issues at an early stage and ensure mitigation of potential impact.

#### **Q 2.3.7 Supply Chain (a)**

**a)** Please describe your approach to choosing your supply chain partners. If you do not intend to use a supply chain, please do not answer this question and instead answer question **(b)**.

Your response should include as a minimum:

- The likely size of your supply chain, in terms of delivery, on day one and throughout the contract term.
- A clear explanation of your contract management practices with members of your supply chain, including how these abide by the principles of the Merlin Standard.
- How you will provide the Contracting Body with visibility of costs, margin and overall profit of your sub-contractors, including by way of open book accounting.
- How the services that you are contractually obliged to deliver to participants will be divided between your organisation and your supply chain so that in totality all services which you are contractually obliged to deliver to participants will be delivered, and why you have selected your supply chain partners.
- How you will incentivise, support and motivate and performance manage your supply chain throughout the life of the contract.
- How you will ensure individual participant requirements will be covered in totality by your supply chain; and if not what your process will be to engage with specialist providers as and when required.
- How you will ensure continuity of service provision where there is any change within the supply chain.
- Detail your contingency plan for maintaining the entire scope of your proposal within your bid should members of your supply chain withdraw prior to commencement of delivery of this contract.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

Please also complete **Appendix 2** detailing your supply chain partners, including SMEs, and provide a completed **Subcontractor Declaration (Appendix 3)** from all sub-contractors listed in your response to this question.



**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**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.**

Shaw Trust (ST) currently manages 120 partners nationally who deliver [REDACTED] + pa services to support e.g. our Work Choice (WC), Work Programme (WP), NOMS CFO delivery, giving us extensive experience of multi-sector supply chain management. Our May 2016 Merlin assessment noted our supply chain processes *"provide a crucial role in enabling the Supply Chain to manage and deliver the service, resolve operational issues as well as identifying any good practice."* And were rated "excellent" (overall grade 82% 'good').

**Our agreed Day 1 supply chain** for CPA5 consists of 5 case management providers (4 x subcontracted providers delivering the end-to-end participant journey via Support Managers plus Shaw Trust direct delivery) and 13 specialists (delivery of specific interventions or specialist support at points along the journey) as per Appendix 2. We do not expect the scale of our case management providers to change over the life of the contract, and aim to have all these material subcontractors in place until the scheduled contract end date. We recognise that we need to maintain flexibility so that, if a need arises for specialist/niche providers, we can expand our supply chain quickly and effectively. Our ASF (Approved Supplier Framework) process has been put in place to support this and currently has 132 providers registered.

**Contract management practices** are built around Merlin Standard principles:

**a) *Commitment*:** Our Supply Chain Manager (SCM) is the single point of contact for contracted providers who will allocate a Designated Operations Managers (DOM) to ensure clear channels of communication. Subcontracts include service specification, agreed KPIs, minimum standards, performance management, terms and conditions. Our Operational Support Manual gives information on procurement, management, communication, support, quality, policies and general standards. The SCM monitors subcontractors in line with our Performance Management Framework (PMF), which includes: weekly telekits; monthly meetings to review performance, quality, compliance, resourcing; quarterly contract reviews covering all areas of delivery/contractual obligations; forecasting/planning for future demands, strategic changes, volumes, funding and finance. Clear policies address under performance through our 4-stage Performance Improvement Planning (PIP) process, which encourages open dialogue to address potential or emerging issues. Subcontractors receive step-in support and close monitoring to ensure improvements agreed in their PIP are achieved e.g. WC supply chain partner Prospects improved job outcomes by 14% from 82% to 96% of target following PIP intervention.

**b) *Conduct*:** ST licences subcontractors to use our central Participant Engagement & Progression System (PEPS) to capture real-time participant data. This provides comprehensive performance and progression data including distance travelled and parity of outcomes between different groups to inform evidence-based improvements. The SCM and Risk & Quality Assurance team undertake regular scheduled audits including case reviews, observation of delivery, participant feedback, information assurance and Equality & Diversity. We also provide access to centralised services e.g. Health & Wellbeing and Inclusive Employment teams, to enable subcontractors to focus resources on the frontline. Subcontractors maintain a Quality Improvement Plan (QulP) to drive continuous improvement; with sharing of best practice promoted through quarterly regional forums, sharing resources e.g. secondment, job shadowing, access to internal training to actively promote/embed practices and support capacity building.

**c) *Review*:** Open communication and productive relationships encourage continual feedback to inform and improve practices, including annual self-assessment involving all subcontractors. Contract reviews also offer an open and transparent assessment of our service to ensure it continually responds to changing needs.

**ST will provide the Authority with visibility of costs, margin and overall profit** of subcontractors by including an open book accounting clause in contracts valued over

£75k pa (avoiding unnecessary burdens on smaller partners delivering low value contracts). Capacity building support, resources and tools will be provided to ensure subcontractors are able to comply. Reviews of costs, margins and profit will form part of our monitoring, enabling us to provide DWP with relevant information/reports at individual subcontractor, full supply chain and contract level as required.

**Services we are contractually obliged to deliver** to participants for WHP will be divided geographically between ST and our end-to-end case management subcontractors. ST's Customer Service Team will administer all PRaP activity and undertake initial engagement, booking each individual's Start Meeting with the end-to-end provider in their locality. The provider will undertake all assessment, planning, reviews, and directly deliver individually tailored core activity (including Support Manager services, jobsearch, placement, and in-work support) in line with our delivery model and mandatory procedures. Case management subcontractors will have access to ST's Health & Wellbeing and Inclusive Employment Teams to support their internal resources in achieving effective integration with health services and employer engagement. End-to-end case managers will directly engage specialist supply chain partners to deliver their agreed targeted specialist services on-demand CPA-wide.

**Additional Assurance:** We will ensure subcontractor delivery is aligned to contract requirements from day one and throughout the life of the contract via a waterfall subcontract which cascades key clauses, including adherence to the WHP Provider Guidance and ST's service delivery requirements. End-to-end subcontractors will adhere to our standardised delivery framework as per our ISO9001 QMS (based around contract requirements) and mandatory procedural training, using standardised resources; while system-based workflows within PEPS will drive mandatory compliance actions. PMF activity outlined above will ensure consistent, quality delivery across the CPA aligned to our contract.

**Our end-to-end case management and specialist delivery partners have been chosen** – following application and acceptance on to our ASF (demonstrating shared ethos, track record, organisational stability) - based on the additionality they bring via: **a) local insight and networks** e.g. *Employ Medway* is an experienced, LA-run employment services provider with extensive links to local community/voluntary services, including co-location bringing added value via direct access to LA infrastructure (hub/outreach venues) and services (Public Health, Adult Education); **b) geographical coverage** e.g. *Papworth Trust* are fully embedded across the north west of the CPA with delivery centres in e.g. Cambridge and Peterborough; **c) employer links** e.g. *Sussex Community Development Association* has extensive links to employers through its current WP delivery; **d) experience of similar delivery at a similar scale** e.g. *Employ Medway's* extensive delivery of work-/health-focused provision including WP; **f) ability to provide all in-scope services in the specification** e.g. *Realise Futures* have extensive links with Suffolk specialist support provision e.g. community mental health, housing; deliver ESFA employability/essential skills provision; **g) specialist services to address specific barriers** e.g. *RaPT supporting ex-offenders pan-CPA*; *Sussex Downs College* providing vocational qualifications and employability skills; *Open Door Thurrock* – health and wellbeing services across Essex. Shaw Trust – as a direct delivery provider - has been chosen where we have embedded local links to key stakeholders/specialist provision and experience of integrated work and health (e.g. as a result of our Live Well Kent delivery and Suffolk MH Wellbeing service) and can demonstrate that we are best placed to deliver e.g. there are no comparable existing providers with the quality, experience, capacity and track record that we need.

**To incentivise, support and motivate subcontractors**, ST will: • provide added value support including access to PEPS, training and support around systems and

processes, delivery tools (*Tools for Success*, assessments) to ensure consistent, quality delivery that achieves its targets across the CPA; • establish clear KPIs and actively manage subcontractors against them; • reward high performance (>75% of agreed outcome volumes) through a price acceleration model; • share monthly performance league tables to stimulate healthy competition; • promote 'inter-partner champions' enabling high-performing/innovative subcontractors to take a lead in their area of expertise including up-skilling, secondment, mentoring; • use our charitable reserves to fund pilots led by subcontractors to test new innovative ideas to inform service development; • involve them in developing services through Task & Finish groups to promote collaboration/share expertise; • hold annual events/awards to celebrate individual and team success; • provide opportunities for high-performing partners to increase volumes and/or expand into new contract areas.

**To ensure individual participant requirements are covered by our supply chain we will** meet all needs through a blend of direct delivery, specialist support partners and by accessing "free at point of access services". Our local provision mapping will be updated quarterly to ensure it remains relevant, avoids duplication and promotes joined-up holistic working. Our well connected local end-to-end case management providers with embedded links to local services (as outlined above) will drive this through their Support Manager (SM) teams. This ensures: **a)** experienced providers, with proven capability to address additional needs such as poor functional skills, addictions, mental health issues, and lifeskills are engaged; **b)** their expertise and knowledge is shared across the CPA through partner forums; **c)** specialist partners are engaged, by SMs to address targeted needs either CPA-wide or in a specific locality to address a local issue e.g. Suffolk Mind supporting participants with mental health issues. We ensure our WHP delivery is meeting needs via continual monitoring of assessment outcomes, demographics and participant additional needs and via formal service reviews bringing monitoring data together to identify gaps and plan services.

**Where we need new specialist partners to meet emerging needs** we will use our Specialist Intervention budget to commission services to plug gaps or increase capacity using our established/Merlin compliant supply chain processes. Ad hoc/one-off services will be purchased directly from the service provider to ensure support reaches participants without delay. Extended relationships with specialist providers will be managed via our ASF process.

**We will ensure continuity of service provision** where there is any change in our supply chain by employing a tried and tested transition process to expedite an effective transfer of participants to a new partner, existing subcontractor in a new area, or ST. A key benefit of our community-based co-located model is our ability to mobilise in a very short timescale. Our Business Continuity Plan's staged approach includes: robust communication with all parties to allay fears/uncertainty; providing maximum notice to minimise disruption; using our centralised PEPS to transfer historic/current participant data to other WHP staff to facilitate uninterrupted transition/smooth handover of data; rapid subcontractor on-boarding; seconding experienced Shaw Trust personnel to assist transition. A similar approach will be used if specialist providers change, with our SCM managing a structured handover between the incumbent/new provider.

**Our contingency plan for maintaining the entire scope of our proposal** starts at the point of supply chain design. Stringent risk management, identification and engagement of like-for-like providers via our ASF, early/comprehensive due diligence, and use of organisations with sufficient capacity/resources, mitigates the likelihood of an end-to-end provider withdrawing before go-live. During procurement, we have identified case management and specialist reserve providers able to deliver relevant services in each location (4 identified in CPA 5) with our Partnership Manager maintaining regular contact throughout implementation. This enables us to replace any subcontractor at short notice. The breadth of our wider business also enables ST to increase direct delivery if necessary.

### **Q 2.3.11 Human Resources, Recruitment & Training**

Detail the human resources (including any known sub-contractor staff) that you will use to deliver and manage this provision.

Your response should include:

- A clear explanation of how you will ensure the staff deployed/recruited on WHP will have relevant skills or experience, covering all customer groups. How you will ensure you and your supply chain partners are consistent across the whole supply chain and how you will ensure all staff are trained to an appropriate standard.
- Minimum and maximum caseload per advisor including a rationale for why this is considered appropriate against your delivery proposal, from day one and through the life of the contract.
- The number of existing staff and those who will need to be recruited through the life of the contract, for you and your supply chain (where applicable).
- A clear description of how you, and your subcontractors, will recruit, train and retain staff to ensure effective delivery of this provision and satisfactory performance from the start of the contract and throughout its lifetime.
- A clear explanation of how you, and your subcontractors, will manage sickness absences and annual leave during peak times, including contingency arrangements for managing the absence while maintaining the quality of service delivery and performance levels.
- How you will manage your staffing level as volumes of participants increase and decrease over the life of the contract.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

**Please complete Appendix 4 to provide human resource details.**

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**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.**

The staffing resource we will utilise to deliver Work & Health Programme (WHP) in CPA 5 at steady state (Nov-19) is detailed in Appendix 4.

**Additional Assurance (point 4):** Appendix 4 includes roles/responsibilities for Head of Health & Wellbeing (HHW), Health & Wellbeing Advisors (HWAs), Volunteer Coordinators (VCs). HWAs are not caseloaded; they provide advice to Support Managers (SMs) to address participant needs and interventions for complex cases or where essential services are not available locally. We expect 20% of participants with health issues may benefit from indirect/direct interventions; with three-way video conferencing / digital support extending their reach CPA-wide. The HHW is an existing member of staff and part of our central business resource who will offer advice on all matters relating to mental/physical health and wellbeing, ensuring fidelity towards our Practice Framework. VCs will recruit, develop and support our Expert Volunteers, managing 100 volunteers (1 VC in CPA 5) and supported by our central volunteer team developing volunteer roles and providing management/admin support.

**To ensure ST/subcontractor staff have relevant skills/experience**, and provide a consistent service pan-CPA, we will implement our robust recruitment process to stringent person specifications, with competency-based interviews backed by eligibility, qualification and reference checks. Job descriptions used by ST and subcontractors stipulate essential/preferred qualifications, experience and occupational standards, using a matrix of skills reflecting local demographics – e.g. SMs have lived experience/specialisms reflecting common needs of participants in a locality e.g. SM with lone parent support background in Swale/HM Forces background in Colchester; HWAs specialising in musculoskeletal problems, mental health/addictions which have an impact on employment across CPA 5. Induction and continual professional development processes, including mandatory delivery training, specialist training in common conditions e.g. Mental Health First Aid, dyslexia, Asperger's ensure staff are trained to an appropriate standard.

**Additional Assurance (point 4):** Our Implementation Plan maps milestones for recruitment for all key roles, including HWAs and VCs, which will be recruited and in post by Go Live. Recruitment starts prior to notification of Intention to Award with job description sign-off (including essential qualifications/experience), advert preparation, and early market testing by preferred recruitment agencies; to ensure the full process (usually 8-12 weeks) can be initiated at notification, with sufficient time for induction and initial training to be undertaken before Go Live. Contingency options include seconding existing staff in these roles should there be unexpected recruitment delays.

**Caseload sizes:** SMs will have a minimum caseload of 32 and maximum caseload of 48 active participants at steady state (20% tolerance on our target caseload of 40). SMs will have less than the minimum over the first/last 3 months of delivery as the contract ramps up/winds down. This is appropriate as it: • enables us to flex caseloads in line with the complexity of current needs e.g. SMs with complex caseloads requiring intensive work can run lower caseloads; • enables delivery of the personalised/intensive support shown to achieve success for WHP groups (*Halving the Gap, Learning and Work Institute, 2016; Evaluation of Work Choice, DWP 2013; Evaluation of Support for the Very Long Term Unemployed Trailblazers, 2012*) – SMs will meet all participants face-to-face at least fortnightly, with frequent face-to-face, telephone and digital interventions for those needing more support; • gives SMs capacity to engage participants via outreach where appropriate; • allows SMs to dedicate time to inter-agency/joint-working to promote positive outcomes and provide continuity of support to participants in work. Our additional support resources significantly extend SMs' capacity to work intensively with participants, enabling us to commit to these lower caseloads – this includes our digital offer, specialist support from HWAs and Inclusive Employment Consultants (supporting effective employer engagement and vacancy generation), and Expert Volunteers offering added-value support for participants.

**Existing Staff/New Recruits:** Following a staff audit exercise across the delivery partnership (ST and subcontractors), we expect [REDACTED] of profiled staff roles [REDACTED] on Day

1 to be filled by existing staff (subject to interview and up-skilling to meet enhanced requirements of new roles); and to externally recruit for [REDACTED] of Day 1 roles. By peak capacity we will have recruited an additional [REDACTED] staff, comprising

an anticipated [REDACTED] internal transferees from ST and subcontractors, including from contracts that are ending; and [REDACTED] via recruitment including other TUPE transfers (total [REDACTED] recruited).

**ST and our subcontractors will recruit, train and retain staff** to ensure effective delivery and satisfactory performance from the start of the contract through: **a) Recruitment:** adverts on industry websites e.g. Indus Delta, FE Careers; third/public sector media e.g. Guardian Jobs, ThirdSector.co.uk; local media e.g. East Anglian Daily Times; digital media including LinkedIn – 44% of ST applications are made through our website (286k+ visitors in 2015/16) and social media. We use a robust, staged selection process: 1) initial screening and sift (CV or application form). 2) Assessment Day: role play, written tasks. 3) second interview: group problem solving activities, extended face-to-face interview. 4) final screening for successful applicant(s), references, DBS etc. We require subcontractors to utilise similar robust selection processes. **b) Training:** Inductions ensure employees understand their role and the tools/support available to them to maximise performance; contractual targets/requirements. SMs receive a locality-based induction to increase understanding of the local context e.g. partnership structures, integrated working; and barriers faced by participants e.g. refugees in Peterborough. ST invest >£600k annually in learning and development, deliver 45 internal courses e.g. Working in Multi-Agency Teams, and sponsor external training. We will deliver mandatory training to subcontractor staff around WHP systems, procedures and delivery requirements before approving them to deliver the service; and open internal training opportunities to them. **c) Retention:** ST offer industry-leading salaries, strong training/development pathways, performance incentives and other benefits e.g. discounted gym membership, healthcare plan. Staff support includes an occupational health and Employee Assistance service. Appraisals, regular 1:1s and development plans are used to support staff development and we enable our staff to follow career progression routes e.g. our Chief Financial Officer started at ST as an interim accountant. SC partners have demonstrated that they share ST's ethos and commitment to staff through a due diligence process which included review of staff turnover rates and employment terms and conditions.

**ST and our subcontractors will effectively manage sickness absence and annual leave** to maintain quality and performance, using our robust attendance policies and procedures. Absences for ST staff are recorded on our iTrust system, which generates reports to highlight leave allowances and sickness patterns. Annual leave is restricted during anticipated peaks to maintain sufficient staffing across all key roles, and must be applied for at least a month in advance enabling managers to plan cover. Staff report sick absence to their line manager by 9:00 am, advising an anticipated return date and details of outstanding/planned work. Managers reassign work for the duration to ensure key services are maintained. We use the Bradford Factor to determine action for managing frequent or long-term sick absence, monitored monthly by HR. Contingencies to maintain performance/service quality include warm handover before scheduled absence; shared CMS enabling other staff to provide uninterrupted service to participants; flexible working practices enabling short-term relocation; emergency secondments; designated 'act up' individuals; sector-specific agencies to backfill long-term absences. Subcontractors will use their own in-house systems which have undergone due diligence to ensure management practices reflect ST processes as a minimum. Subcontractors report monthly to the Supply Chain Manager on resourcing/absences enabling us to effectively manage and deploy appropriate contingencies.

**ST will manage staffing levels as volumes fluctuate** by planning staff resource quarterly using forecast profiles. Low caseloads offer inbuilt flexibility to deal with short-term variations. We will manage persistent increases by re-deploying/re-allocating staff; seconding qualified staff from other business areas; recruitment. Longer-term reduction will result in non-replacement of staff through natural turnover, redeployment to other business areas, cessation of fixed-term contracts or reduction in headcount.

**Q 2.3.13 Delivery Infrastructure**

Please provide details of the delivery infrastructure you will use to deliver this provision, including details of premises, digital support and any outreach services.

Your response should:

- Explain why you consider your delivery infrastructure to be suitable for this provision and the specified participant groups (please see paragraphs 2.11 to 2.19 of the WHP Specification), and how you will ensure consistency across the whole CPA.
- Where applicable, describe any outreach or co-location services that you will provide, how you intend to provide them, the rationale for providing such services and how and why this approach will result in parity of services across the CPA.
- Explain why you consider digital services or other non-face to face services, if appropriate, would be suitable for this provision and the specified participant groups (please see paragraphs 2.11 to 2.19 of the WHP Specification). Please provide two examples of where these services have been successfully deployed on current or previous relevant contracts. Why and how were they successful?
- Clearly describe how your proposal will achieve full coverage and consistency across the entire CPA.
- If you intend to use existing premises, outreach centres or co-location, explain how delivery of this provision will fit with current use.
- If you intend to secure new premises, indicate the timescales for doing so ahead of go-live and your contingency arrangements for ensuring timely delivery of this provision.
- Detail your contingency plans for dealing with fluctuating participant volumes over the life of the contract, including the minimum and maximum volumes that can be handled at any one time without having an adverse impact on your premises proposal. Please provide one example of how you have managed fluctuating volumes on a previous contract.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

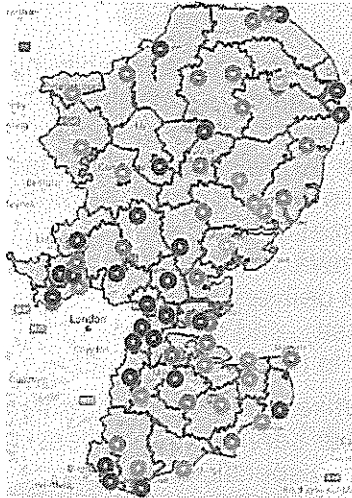
**Please complete Appendix 5 to provide your delivery infrastructure details.**

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**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.**



Shaw Trust (ST) and subcontractors will deliver the Work & Health Programme from:



### **1) Fixed delivery premises.**

**Fixed Co-location Sites** are our primary delivery locations. Formal occupancy arrangements facilitate delivery of the full support offer on a regular/fixed basis. Co-location integrates WHP with local services, ensuring we provide holistic/sequenced work and health support. **ST Work & Wellbeing Hubs** in Norwich and Colchester are the central sites for our WHP operations in CPA5 e.g. home to ST Inclusive Employment/Health & Wellbeing Teams. Situated in areas of high need/flow, Hubs will be inclusive community spaces that integrate support services mapped to local participant needs.

**ST/Subcontractor Fixed Premises** are already used for equivalent services e.g. Employ Medway deliver Work Programme (WP) from LA sites across Kent.

### **2) Additional infrastructure:**

**Outreach locations** will be utilised on an ad-hoc basis, to meet participant needs that cannot be satisfied through our fixed premises e.g. pre-employment training at employer sites, group training in remote communities, accommodating participants with specific demographic/disability needs. Our local teams will develop networks of outreach venues e.g. community/children's centres, libraries and probation offices, to ensure we can deliver our full support offer to all participants across the CPA.

**Digital infrastructure** to deliver our full support offer via: CISCO Jabber secure video conferencing e.g. 1:1 support, streaming group workshops, case-conferencing with health professionals; *Shaw Online* digital community (online and mobile app) providing participant access to *Tools for Success* resources, ST sector-leading job matching/application system (tailored to location, job goals, skills), direct messaging, local services search; provision of 4G tablet/internet package to help participants overcome restricted internet access at home and increase digital engagement.

**Suitability:** Our delivery infrastructure is informed by: **a)** existing ST provision e.g. Live Well Kent participants with health conditions requiring confidential space; **b)** best practice e.g. an independent evaluation of our existing Community Hubs identified co-located services as driving participant engagement; **c)** focus groups e.g. 100+ ST participants identified the ability to access multiple services in one visit as a key benefit of our Work Choice (WC) delivery sites. **All premises are suitable for:**

**a) The Provision** because they: • are co-located sites that increase use of employment services/facilitate greater levels of communication between service providers (Cameron et al, 2013); • are Equality Act compliant, have disabled access e.g. street side entry, and meet health and safety standards; • provide suitable space for confidential 1:1 support, group activity, and time-out; • provide a range of participant resources e.g. IT/Internet, phones, photocopiers, printers; • are in familiar and readily identifiable central locations e.g. Papworth Trust in Peterborough Town Centre; • are close to business hubs to maximise access to local jobs e.g. Harlow Wellbeing Hub is 12 miles from Stanstead Airport (which employs 11,600 people).

**b) Specified participant groups** because they are: • co-located sites that support immediate access to complementary services e.g. Addaction for participants with drug/alcohol dependencies at Maidstone Community Support Centre, and facilitate delivery of sequenced work/health support e.g. SMs working alongside Community Nurses/Occupational Therapists at ECL Wellbeing Hubs across Essex; • outreach sites that maximise local access to our full support offer e.g. for participants who lack confidence to travel, and act as a precursor to moving participants towards main delivery/employment centres as their resilience builds; • vibrant community spaces that offer engaging activities e.g. for LTU participants lacking motivation; • already used by participant groups who may not otherwise engage e.g. ex-forces personnel at RBLI in Dartford; • accessible for participants who rely on public transport e.g. average home-to-provision journey of 30 minutes (max 60 minutes) via bus/train. Participants will be supported to access concessionary travel e.g. Disabled Person + Companion Bus Pass, and community transport schemes e.g. Colchester 360; • continually reviewed to ensure they remain appropriate/accessible for emerging groups e.g. Homeless

Prevention Trailblazer participants in Chelmsford.

**Consistency across the CPA:** see below.

**Outreach/Co-location Services** will provide the same full support offer available in all other premises, including 1:1 support/group activity; Tools for Success modules; targeted interventions e.g. neuro-diverse support; access to wider services; social prescribing; [REDACTED]. SM's lower caseloads (average 40) will ensure they have time to work peripatetically, while 4G-enabled laptops, mobile phones, and 'Training to Go' consumables enable digital access to all delivery resources and video conferencing. Fixed co-location sites will have sufficient hardware/software to access all delivery resources. All interventions have varied/adaptive delivery methods e.g. group workshops can be delivered one-to-one (and vice versa), and can be digitally streamed to facilitate remote group activity with participants in multiple locations.

**Rationale.** We will provide our full support offer in outreach/fixed co-location premises across the CPA, ensuring all participants can access all of our services, regardless of their location. Where we identify a common/high need within a specific geography, e.g. ESOL for concentration of refugees in Medway, we will provide sufficient resource to meet this need. This includes using our Specialist Intervention Budget to commission new services (where there is a gap), and increase capacity to deliver existing services (where there is high demand). This ensures we deliver the right support, to the right participants, in the right locality. Support will be tailored to reflect local labour markets e.g. pre-employment training in Dover Big Local's Community Hub may focus on logistics [REDACTED]

**Parity of services across the CPA** will be achieved by making our full service offer available in all/any location, and promoting peripatetic working by SMs e.g. through 4G resources and lower caseloads, to accommodate individual participant need.

**Digital services:** ST's WHP delivery will focus on regular face-to-face engagement, supplemented by digital services. With 25% of disabled people having never used the internet (ONS, 2016), and varied usage across the CPA e.g. 19% of Thurrock residents have not used the internet in the last three months/ever, participants will need support to engage with digital services. A Digital Skills Assessment will inform our individual approach for each participant. Participants will not need to access digital services if they do not wish to. **Our digital services are suitable for:**

**a) The provision** because they: Provide parity across the CPA e.g. delivery of full support offer to all participants, regardless of location; Promote integrated and properly sequenced work/health support e.g. through SMs video-conferencing with IAPT keyworkers; Offer multiple access channels e.g. web-chat, messaging, video conferencing; Are secure e.g. Cisco Jabber is fully encrypted; Provide 24/7 access to Shaw Online resources, supporting independent development of employability skills.

**b) The Specified participant groups** because they: Reflect generally high levels of internet use (75%+ of UK adults use the internet daily, ONS); Are accessible to disabled participants e.g. our Accessibility Team will ensure Shaw Online meets Web Content Accessibility Guidelines; Increase engagement for participants with fluctuating health/chaotic lives; increase participant confidence in accessing "digital by default" services, online job searching, and other services that increasingly apply digital engagement e.g. mental health support, bidding for social housing.

**We used digital services successfully on a) WP** using a 'Skills for Work' Moodle co-designed with Charity Learning Consortium for participants to access learning resources remotely. This was successful because it targeted participants with low attendance at delivery centres, giving them access to support they would otherwise not have received. 1800+ users gained a certificate. **b) WC** using video conferencing for 1:1 support/group activity, and remote mentoring from Expert Volunteers e.g. an IT expert in Ipswich mentoring a participant in Cromer. This was successful because it enabled disabled participants with access issues to positively engage, and allowed volunteers to share locally held expertise across a wider area. 100% of participants said the remote engagement was more convenient for their circumstance.

**Full geographical coverage** will be achieved by: **a)** Fixed premises in areas where anticipated flow is highest e.g. Norwich, Cambridge, Medway. **b)** Agreed outreach sites in rural hub towns e.g. Attleborough Community Hub, locations with reduced public transport e.g. Healthy Hub in Stevenage, and areas of low flow e.g. West Kent Mind in

Sevenoaks. **c)** Digital services to support all participants across the CPA. **d)** Main sites e.g. Norwich Hub, being mapped to public transport routes from outlying areas.

**Consistency across the CPA** will be achieved through:

**a)** Providing the full support offer to all participants, irrespective of location. **b)** Using standardised delivery procedures e.g. Tools for Success; **c)** Quality Assurance measures e.g. monthly delivery observations across all sites (including digital delivery). **d)** Independent participant feedback via quarterly surveys/interviews.

**Existing premises, outreach centres, and/or co-location sites** are already used to deliver similar programmes e.g. WP at the Isabel Blackman Centre (Hastings), and/or services appropriate to WHP participants e.g. multiple services (including SSAFA) at South Ockenden Centre. This ensures existing usage is compatible with WHP services. As some programmes taper-off/end in 2017/18, they will release additional capacity for WHP. Capacity has been analysed as part of due diligence to ensure WHP through-flow can be accommodated. **New Premises** include ST Hubs in Norwich and Colchester, and 28 (23 ST) fixed co-location sites. Our estates strategy, led by ST's Facilities Team, ensures all fixed delivery premises are available/operational 3 weeks before go-live, including all legal, refurbishment, and fit-out requirements for Hubs; and formal occupancy agreements with co-location partners based on immediate access. Contingency arrangements to ensure timely delivery include outreach from pre-arranged locations e.g. The Hub (Leigh on sea), existing group premises e.g. Ixion, and short-term office rental e.g. at Vauxhall Community Hub in Norwich.

**Managing Fluctuations:** Monthly rolling forecasts of through-flow/capacity will inform our Estates Strategy throughout the contract. We have modelled inbuilt capacity tolerances to ensure short term fluctuations of +/- 20% have no adverse impact on our proposal. Our model of minimal stand-alone delivery infrastructure and preference for co-location premises ensures flexibility/responsiveness to fluctuating demand. In the event of sustained increase in volumes our contingencies include: CPA wide database of pre-vetted co-location sites; sourcing new co-location sites through existing/new partnerships; use of wider SCP estate; serviced offices; short-term lease arrangements. This ensures premises can be readily/flexibly mobilised at short notice. The table shows maximum/minimum volumes that can be managed at any one time without impacting our proposal (+/-20% expected through-flow).

	Year 1	Year 2	Year 3	Year 4	Year 5
Expected	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Minimum	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Maximum	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

**Example:** Throughout WP, referrals have been up to 50% above anticipated levels e.g. introduction of PG9 prison leavers/PG6b ESA, and 30% below anticipated levels e.g. overall decline in LTU. We managed fluctuations by: increasing/decreasing desk space in co-located sites; extending/running down flexible leases; re-allocating referrals to SCPs with premises in high flow areas e.g. Renaisi in Lambeth; increasing outreach delivery e.g. in probation offices to serve this emerging participant group; sub-letting surplus office space e.g. to Maximus in Southampton.

**Q 2.3.15 Management Structure**

Please submit an Organisation Chart alongside the response below. Please note there is no page limit requirements on the organisation chart.

Please provide details of your management structure, systems and processes.

Your response should:

- Describe your proposed management structure for the live running of this provision, including any subcontractor roles directly managed by your organisation (where relevant) and the percentage of time that will be allocated to this contract for each listed role.
- Provide a clear explanation of your capacity to manage this provision, during mobilisation and live running, alongside existing commitments and any potential future commitments.
- Outline the risks you have identified within your management structure and how you will mitigate against them including any escalation routes for both you and your subcontractors (where relevant).
- Clearly describe the systems and processes that will be used to prevent fraud. This should cover providing details of the robust audit trail of evidence that you will implement including but not be limited to: attendance records/action plans, participant consent, evidence to support claims for outcome payments and systems that will be used to prevent fraud for participants in self-employment.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**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.**

**Proposed Management Structure:** The Organisation Chart (Appendix 1) outlines Shaw Trust's (ST) robust management structure for the Home Counties Work & Health Programme (WHP). Building on our track record of excellence in delivering large-scale government programmes e.g. largest provider of Work Choice (WC), our reporting hierarchy connects delivery teams to the Executive Management Team (EMT). The EMT report to ST's Board of Trustees and Board Sub- Committees e.g. Performance & Investment, Audit & Risk, to guarantee rigorous oversight of organisational/financial stability, quality/compliance, service delivery, and future development. This ensures quality is maintained and performance targets are met.

<b>Strategic and operational management is provided by:</b>	<b>Time allocated:</b>
<b>Executive Director of Enterprise &amp; Operations (EDEO)</b> is a member of EMT, oversees all ST operations, reports directly to CEO.	10%
<b>Head of WHP (HoWHP)</b> reports to EDEO and has overall responsibility for delivery, performance, partnerships and integration. Will manage other WHP contracts where multiple CPAs are secured.	33%
<b>Operations Manager (OM)</b> reports to HoWHP, is responsible for delivery/performance, line-managing Area Managers, and developing integrated services/partnerships.	100%
<b>Area Managers (AMs)</b> report to OM and manage day-to-day delivery e.g. quality/performance locally, line managing SMs.	100%
<b>Supply Chain Manager (SCM)</b> reports to OM and manages Supply Chain Partners (SCPs)/commissioned services to ensure consistently high quality delivery/performance across the CPA.	100%
<b>Designated Operations Manager</b> appointed by each SCP to report to ST's SCM. Responsible for quality of delivery/performance in line with ST's Delivery Assurance Framework.	100%
<b>Support Services Manager (SSM)</b> reports to HoWHP and is responsible for all CPA5 support services, including line management of Health & Wellbeing Advisors and other support service staff.	100%
<b>Spice Innovations Project Manager</b> reports to ST SSM. Manages delivery/performance of our Time Credits initiative, trains/supports staff, develops local partners, promotes time credits.	100%

Additional management capacity is resourced through ST's central business support functions, including our Head of Health and Wellbeing who ensures compliance/good practice throughout the business, on all matters relating to mental/physical health and wellbeing, ensuring fidelity towards our Practice Framework.

**Capacity to manage the provision:** As a national charity with significant resources ([REDACTED] turnover), we will draw on our track-record of mobilising/delivering concurrent large-scale contracts e.g. managing 16 WC contracts, and mobilising NOMS in 3 regions, while retaining our status as the highest performing WP prime in East London. Our established business/resourcing policies ensure sufficient capacity to manage WHP alongside existing commitments e.g. Live Well Kent, run down of WP/WC, and potential future opportunities e.g. Suffolk MYGO Service, London WHP. **Mobilisation:** Our Head of Implementation will lead our mobilisation process through to live running. A team of experienced work stream leads are seconded to WHP throughout mobilisation to ensure sufficient resource is in place to achieve all mobilisation activity on-time/to budget. This activity has already commenced. **Live Running:** All ST/SCP operational staff will work solely on WHP to ensure delivery is not impacted by existing/future contracts – SCPs have provided assurance to this effect, and the SCM will monitor any new business they undertake. Additional resilience is provided by ST corporate teams e.g. Finance, Quality, HR, supporting Managers across all contracts, with resource scaled up/down as required.

**Identified Risks:** All risks are managed through our robust Risk Management Framework which includes bi-monthly risk reviews by business leads across ST, including the SCM to represent SCPs. This provides clear escalation through the EMT to our Audit & Risk Committee. Identified risks: a) Hierarchical layers delay decision-making. *Mitigation:* Clearly defined decision-making responsibilities commensurate with every level/role. Where a decision cannot be made at a specific level, clear escalation procedures ensure swift resolution. b) Loss of key managers

impacts performance. *Mitigation:* Effective staff retention policies including strong development pathways that provide opportunities for future managers to develop; staff trained and ready to 'act up' in the event of absence; swift recruitment of permanent replacements through established networks. **c)** SCM not in post to manage SCPs. *Mitigation:* Partnership Manager (central resource assigned to the CPA) has existing relationship with SCPs and will be seconded on an interim basis until the post is filled; WHP Operations Manager and Risk & QA Team will provide enhanced support on performance management/quality assurance for SCPs. **d)** SCP DOM leaves/long-term absence impacting on communication, performance and quality. *Mitigation:* effective forward planning during quarterly service reviews with SCPs to pre-empt issues; 'act-up' staff in place; second experienced ST manager to support SCP. **d)** Insufficient AM resource to support additional SMs (deployed to meet increased flows). *Mitigation:* Re-deploy AMs from areas of low flow; second managers from other business areas; swift recruitment of permanent staff.

**Systems and processes to prevent fraud:** WHP will be managed in line with our ISO9001 certified Quality Management System, and policies/procedures that include Confidential Reporting & Whistleblowing, Fraud & Corruption, Data Protection, Document Retention, and Information Assurance. Our most recent DWP PAT report commended ST's comprehensive approach to risk management, and its application across our supply chain - SCPs must evidence policies/processes that are equal to/better than our own, or adopt those of ST. Our contract-specific procedures outline the standards/requirements for WHP including evidence to support outcomes (particularly self-employment). The procedures apply across our supply chain, defining clear audit trail requirements against which ST/SCPs will be managed.

Use of our Participant Engagement & Progression System (PEPS) by ST/SCP staff will provide a secure mechanism for storing data, recording participant progress, and managing claims. In-built work flows, compliance rules and automated error checks ensure activity is documented/evidenced e.g. ESF1420 signed at referral, ID checked to evidence eligibility; fields validated upon entry e.g. job outcome cannot be achieved before salary data meets income threshold; progression through system prevented if mandatory activities are incomplete e.g. monthly review. System audit trail logs/user access controls ensure all data is traceable to reduce risk of fraud.

A secure repository in PEPS for copies of original documents, ensures effective data storage that supports a robust audit trail of evidence. This includes: **Participant Consent:** hard copy with participant's wet signature uploaded to PEPS, mandatory field on PEPS to confirm consent, flagged for review. **Attendance:** digital signature for each attendance; signed course registers for group activity; timesheets signed by external providers; all contact/attempted contact recorded. **Action Plans:** signed version stored on PEPS; signature at each review to confirm attendance and agreement with content/actions. **Outcomes:** employer details documented on PEPS; clerical contingency for failure in RTI. **Self-employment (SE):** clearly evidenced journey with specific SE interventions; full business details on PEPS; certified copies of HMRC documents uploaded; confirmation template for SE.

Compliance/accuracy checks of PEPS data are undertaken by OM, AMs, and Finance Team, as part of the performance management and audit process, including cross checking against wider evidence e.g. signed course attendance, to assure data accuracy. Embedded segregation of duties between staff i) inputting data (SMs), ii) validating/authenticating data against pre-defined outcome specific checklists (AMs), and iii) evidencing/authorising claims (Finance), ensures payment validation before PRaP submission, fraud prevention and compliance with DWP/ESF requirements. If potential fraud is identified, we will immediately notify DWP, commence internal investigation, and take swift and robust action as required.

### **Q 2.3.16 Performance Rationale**

#### **PART A**

Please outline the rationale for the Performance Offer as outlined in the CCR.

Your response should:

- Clearly identify each step in how you calculated your Performance Offer and provide a rationale for the baseline offer for each participant group, detailing the key elements of delivery and the associated level of uplift for each element that you expect to make up your Performance Offer. Detail any research, evidence and/or experience from relevant past delivery which underpins your Performance Offer for each participant group including any assumptions and dependencies in each step.
- Clearly identify the key risks to each dependency and to each assumption underlying your Performance Offer being as you have calculated and how you would ensure that you achieved your Performance Offer if any of those risks occurred.
- Clearly explain why you believe that your Performance Offer is achievable and realistic detailing any research, evidence and/or experience from relevant past delivery which underpins your Performance Offer.
- Describe how you will proactively manage the achievement of performance levels and customer service standards as detailed at paragraphs 2.5 and 2.6 and paragraph 4.23 of the WHP Specification or outlined within your response below, by you and your supply chain, including the frequency and level of detail of monitoring activity and trend analysis.
- Identify how you will develop and implement effective solutions to correct failures to meet performance levels and customer service standards in a timely manner and ensure that it does not re-occur, for both you and your supply chain.
- Explain how you will proactively engage with the Contracting Body to notify us of any issues and remedial actions rather than waiting for scheduled review meetings.
- Outline your CSSs in line with paragraph 2.5 of the Specification. Please ensure these are SMART; Specific, Measurable, Achievable, Realistic and Time bound.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 5 sides of A4, excluding the question text and these instructions.**



Shaw Trust's (ST) Work & Health Programme (WHP) performance offer is based on 26 years' experience achieving positive outcomes with similar groups in CPA5. The table below shows each step used to calculate our performance offer and the effect on our calculation (uplift +, reduction -) for non-Devolution Deal Areas (non-DDA) and DDA:

Steps	+/-	Disabled		Early Access		LTU	
		Non	DDA	Non	DDA	Non	DD
1. Job Entry (JE) Baseline		[REDACTED]					
2. Subsidised employment	-						
3. Mainstreaming Subsidised	+						
4. Absence of 16 hr minimum	+						
5. RTI employment	+						
6. Delivery Elements							
- Support Manager (SM)	+						
- Health Wellbeing Team (H&WT)	+						
- Specialist services	+						
- Self-employment (SE)	+						
- Work Experience	+						
- Inclusive Employment Team	+						
Job Entry Rationalised							
Full JE to Job Outcome (JO)							
7. Below £3k earnings	-						
8. Potential multiple jobs	+						
9. Enhanced in-work support (IWS)	+						
Job Entry to Outcome Rationalised							
Total							

#### Overall Performance Offer

**Assumptions and dependencies for each Step and associated risks** are below along with mitigation (*M*: see "achieving our performance offer" below for mitigation code):

**Step 1:** CPA Work Choice (WC) performance for Disabled and Early Access (EA), ST's Work Programme (WP) performance for Long-Term Unemployed (LTU); rationalised against end-to-end subcontractor performance and weighted against anticipated flows. **Assumptions:** 1) We maintain

current performance levels as a minimum. **Risk:** Failure to achieve the baseline will impact on outcomes. *M*: a, b. 2) Sustainable job entries for each group are achieved in the periods shown right. **Risk:** Not achieving timescales could impact outcomes as less

	Dis	EA	LTU
12 wk	[REDACTED]		
24 wk			
36 wk			
60 wk			

time is available to achieve the £3k threshold. *M*: a, b, c, d, e, f. **Dependencies:** JCP refer the level/split of participants as profiled. **Risk:** Different flows from different areas could distort overall performance e.g. higher flow from Suffolk (low baseline) and lower flow from Hertfordshire (high baseline). *M*: c, g. **Step 2 (-):** Subsidised employment not applicable to WHP and not used within WP. For disabled/EA reduction based on ST use of subsidies on WC. **Step 3 (+):** [REDACTED] of people benefiting from a subsidy will start work without such help (Hartman, 2004: *Study of Behaviour of Hiring Firms*; Brown, 2015, *Can hiring subsidies benefit the unemployed?*). **Assumption:** [REDACTED]

of disabled and [REDACTED]

of EA participants would have entered un-subsidised employment. **Risk:** Fewer participants secure mainstream employment than anticipated, impacting overall outcomes. *M*: d, e. **Step 4 (+):** Tapering of benefits encourages more people into part-time jobs as a step towards full-time work (39% of Universal Credit (UC) claimants are in work). **Assumption:** More participants will take up part-time work to enter the labour market; particularly disabled/EA groups who may require more flexible working arrangements compared to LTU. **Risk:** a) Participants may be less keen to take part-time work due to perceived impact on benefits (where UC is not fully in place) or lack of awareness of the taper. *M*: d. b) Insufficient availability of part-time jobs in the geographic/sector areas means participants are unable to enter

the labour market in a graduated way. *M: c, e, g.* **Step 5 (+):** On legacy programmes where participants did not want their employer contacted, or were in sectors reliant on agency work e.g. agriculture, logistics; providers had difficulty obtaining evidence for outcomes. Our uplift is based on ST operational data analysis of the current impact. **Step 6 (+):** Key elements of delivery will have a measurable impact on performance. • SM model offers a substantially different approach in intensity/personalisation of support. • Our 6 strong qualified H&WT provides added-value services, plugs gaps in/promotes access to wider services e.g. occupational health, support during the 'watchful waiting' period for mental health. • Specialist partners offer added-value support not otherwise available e.g. RAPt providing a specialist employment service for ex-offenders. • Work experience introduces participants to employers, minimising perceived risks in recruiting disabled, LTU and EA groups; and helps instil structured routines core to recovery for mild/moderate mental health issues and substance misuse. • Three-level tiered approach to SE is a step-change to the current offer. • Our Inclusive Employment Team (IET) aims to create new opportunities through targeted growth sector engagement and promotion of inclusivity to employers. **Assumptions:** 1) Based on prevalence of health conditions in CPA5 (NOMIS), we have resourced H&WT to directly support [REDACTED] of participants. **Risk:** The specialist support is required at a higher/lower level than anticipated. *M: f, g.* 2) The specialist needs presented will reflect WC/WP experience. **Risk:** Needs presented differ to specialist support procured. *M: c, f, g.* 3) [REDACTED] of participants will undertake some form of work experience/volunteering. **Risk:** Level of meaningful high-quality work experience/ volunteering is insufficient to meet demand. *M: a, b, c, e.* **Dependencies:** Specialist supply chain partners are expected to provide full geographical coverage of their service. **Risk:**

	Dis	EA	LTU
5 months	[REDACTED]		
6 months			

Potential inconsistent service if partners are unable to deliver CPA-wide. *M: c, f, g.* **Step 7 (-): Assumption:** Using ST's WC and WP data (hours/salary rates) the average time to reach the £3k threshold (right), takes into account types/durations of employment expected.

**Risk:** Participants earning less than anticipated or who start work later than profiled, may impact on outcomes. *M: a, b, c.* **Step 8 (+):** Not included for LTU as WP baseline includes multiple jobs. **Assumption:** [REDACTED] of participants who drop out of work before reaching the earnings threshold will take up another job and go on to achieve an outcome. **Risk:** The multiple-job factor has less influence on WHP than anticipated, impacting outcomes. *M: d, e.*

**Step 9 (+):** IWS is a step-change from previous programmes, providing meaningful/intensive support for all participants and more practical support for employers through our H&WT and IET offer. **Assumption:** The majority of participants will continue to engage with their SM for IWS. **Risk:** Less participants engage when in work impacting our ability to address issues early and achieve sustainability. *M: d, e.*

**Overarching Dependency:** 30% of delivery sits with our supply chain. **Risk:** The supply chain fails to perform to the expected level. *M: a, b, d.*

**ST will achieve our performance offer should any of the above risks occur** through proactive performance and risk management activity. Our embedded Risk Management Framework defines mitigation activity and an owner at a level commensurate with each risk, ensuring all risks are effectively managed to prevent occurrence or minimise/mitigate them should they transpire. If they do occur, to ensure achievement of the performance offer we will: **a)** revise performance targets with internal teams e.g. H&WT, IET and subcontractors in line with forecasts and emerging factors to maximise the contribution of higher-performing staff and ensure sufficient focus. **b)** drive improvements of individuals, teams and subcontractors through our well-established Performance Management Framework (PMF) and improvement planning process (PIP) implemented from day one (see 'Managing Performance' and 'Correcting Failures' below). **c)** undertake forecasting and trend/needs analysis to inform resourcing, service improvements, marketing, participant and employer engagement, and future targets. **d)** undertake systematic quality assurance and service reviews to identify and implement improvements to systems, processes and services to ensure participant needs are met, with clear Quality Improvement Planning processes to address issues. **e)** revisit our employer

engagement strategy based on forecasts, emerging needs and best practice, to ensure it is responsive to local/emerging needs and secures appropriate opportunities. **f)** use our specialist

intervention budget to source additional added-value services and suppliers to plug gaps and increase services shown to improve performance. **g)** work with stakeholders to develop holistic solutions and improve inter-agency/organisation working.

**Additional Assurance:** Our Performance Management Framework (PMF) will be effective in delivering the performance offer for WHP. Our PMF in its current format has been in operation since 2013 and underpins our position as the highest performing WP provider in London. Shaw Trust received a strong level of assurance from DWP Provider Assurance Testing in 2016, highlighting robust auditing, well-embedded client management system and robust governance and financial management, evidencing the overall effectiveness of our current systems. Our Merlin assessment 2016 (good grade) found processes “*provide a crucial role in enabling Supply Chain Partners to manage and deliver the service, resolve operational issues as well as identifying any good practice.*” All managers (including subcontractors) will receive updated training on the PMF to ensure it is effectively implemented to deliver our performance offer for WHP. The system will be continually reviewed as part of continuous improvement processes.

**Rationale for baseline offer for each group:** **a) Disabled:** journey characteristics and performance expectations of WHP are closely aligned to WC, which provides a robust baseline. We anticipate lower impact of SM, H&WT and IWS elements as current WC delivery utilises aspects of these services. Removal of the 16-hour rule enables a more graduated entry to the labour market more appropriate to this group, while our improved SE offer also has high impact – >20% of ST’s WP ESA participants enter SE and a third of the rise in employment 2014-2016 is accounted for by SE (*Oxford Economics*). For the **DDA** of Cambridgeshire & Peterborough Combined Authority (CPCA) variations reflect: a marginally higher proportion of job entries with agencies e.g. wholesale and distribution accounts for 17% of employment CPCA (RTI); prevalence of the ‘gig’ economy in urban areas with higher population density (SE); a mixed labour market which is strong in Cambridgeshire but weaker in Peterborough, although there is a strong low-skilled labour market in this area (IET). **b) Early Access:** Part-time working is particularly relevant for carers and other groups requiring flexibility so benefits this group as above. Multiple job starts currently contribute 30% to ST’s overall WP performance with similar participant groups – with a higher job attrition rate for this group we expect this factor to have greater impact for EA groups. In addition many specialist services e.g. RBLI Lifeworks course, Shelter housing support, will be directed at this group to provide targeted holistic support; while our IET service aims to target wider inclusivity e.g. carers, refugees, homeless, and create higher volumes of opportunities for marginalised groups. For the **DDA** in addition to labour market variations above, we anticipate RTI having a slightly greater impact due to the higher level of blue collar agency opportunities available in CPCA particularly within the lower-skilled labour market in Peterborough, which may be suited to this participant group. **c) LTU:** WHP offers higher levels of intensive 1:1 support than previous provision with a step-change in quality of IWS, hence greater relative impact for LTU. Access to embedded health support will address issues that may not currently qualify for help e.g. mild/moderate mental health – 29% of LTUs have common mental disorders (CMD) (*MHF 2016*); and it is more difficult for those with CMD to sustain work (*OECD, 2011*). For the **DDA** the variations follow the rationale above reflecting the nature of the labour market, and a slightly higher impact of RTI with similar employers to EA above. Across all DDA groups we anticipate positive benefits from working with Papworth Trust to develop a Work & Wellbeing Hub in Peterborough to deliver holistic added-value services.

**We believe our performance offer is achievable and realistic** as it is based on our experience as the largest WC provider and our historical performance in similar provision e.g. WP job entry rate 55% in the last contract year; Home Counties WC 50.7% job outcomes in the last full contract year. Additional research/evidence underpinning our offer includes: • **review of performance of other contracts in**

**CPA5:** 90% of local authority areas performing above the national average for WP (DWP, March 2017): Rochford 41.7%, Dartford 39%; Ixion's Building Futures project with Wates Construction, 55% job outcomes; Blue Sky Works (ex-offenders), 43% job outcomes; RBLI Family Focus 35% into work for EA groups. • **best practice informing our model:** *New Skills at Work*, IPPR, 2015 – over 60% of employers felt work experience/ placements were most effective in making LTU more employable; the Work & Pensions Committee recently highlighted the need for more specialist self-employment support for LTU and disabled people. • **a varied picture of economic activity and employment:** strong regional trends e.g. Dacorum, Harlow and South Norfolk employment rate is 6-8% higher than the Home Counties average; employment is growing in New Anglia LEP area faster than others in the Home Counties (+1.4% in the last year, compared to -1.7% in Hertfordshire LEP area), with an overall increase of economic inactivity in the East of 4.1% compared to a drop of 1.4% nationally; East Herts was ranked second in the UK league table for number of start up companies per 1000 people in 2016 (StartUp Britain). • **analysis of predicted growth and investment:** including growth of tech clusters in Norwich, Ipswich, Cambridgeshire; logistics across Thames Gateway; creative industries in the South East and Hertfordshire; New Anglia Sector Growth Strategy; the most recent Growth Deals providing over £200m to promote investment, regeneration and growth.

**Additional Assurance:** Shaw Trust will proactively manage achievement of performance and customer service standards (CSS) through our established PMF currently used to manage performance of ST and 34 subcontractors across the Home Counties in line with Merlin Principles and Code of Conduct. All contract targets are cascaded through the staffing structure, including subcontractors, informing role-specific targets. PEPS provides robust bespoke reporting mapped against Minimum Performance Levels (MPLs) and CSSs, enabling full reporting/analysis by contract, site, SM, cohort, participant group, demographic. Clear responsibilities at all levels ensures proactive management: *Head of WHP (HoWHP)*: overall responsibility for contract performance reporting to ST's Board; *Operations Manager (OM)*: day-to-day responsibility for CPA performance, supported by a *Supply Chain Manager (SCM)* responsible for managing subcontractors and *Area Managers (AMs)* responsible for ST performance locally. A designated operational manager (DOM) within each subcontractor reports to the SCM ensuring clear lines of accountability.

Frequency/level of detail of monitoring activity/trend analysis for ST and subcontractors is: **Daily**: standardised exception reports to enable early identification/preventive action e.g. PRaP referral backlogs, frequency/method of contact; SM's caseload dashboard with individual actions, engagement levels, outcomes for follow up, to drive positive action/performance. **Weekly**: MPL/CSS reports; tele-kit (OM:AMs, SCM:DOMs) including short-term targets to drive performance; multi-level caseload/site trend analysis by our Business Intelligence Team e.g. referrals, starts, attendance, progression; SM caseload reviews. **Monthly**: MPL/CSS reports with comparative reporting across sites; face-to-face Performance Review and written report at contract, area and subcontractor level; review performance, identify potential under-performance and agree preventive action; observations of intervention quality; randomised sampling of participant records to assure quality and compliance; trend analysis (job entries and outcomes, conversion rates, duration of job start to outcome, accuracy of target dates into employment); HoWHP reports to the Board on contract performance. **Quarterly**: cohort forecasting and MPL/CSS projections to identify/manage risks; trend/comparative analysis across different cohorts, demographics and geographies in line with our Equality & Diversity Plan to monitor parity of outcomes; regional forum for OM, AMs, DOMs to review performance, share best practice, schedule training to embed best practice, review labour market data, discuss emerging needs/changes to provision to continually drive high performance.

**We will implement our existing robust PMF to correct failures to meet MPLs/CSSs and avoid reoccurrence.** Root cause analysis involving senior managers, delivery staff, participant/stakeholder feedback, will inform our 4-stage Performance Improvement Process, which applies equally to ST and subcontractors. **Stage 1:** Failure to meet in month targets – actions agreed/documentated in Performance Review to recoup the deficit the following month. **Stage 2:** Continued

failure at month three – AM/DOM produces a Performance Improvement Plan (PIP) to address under-performance over 1-3 months depending on risk/impact, drawing on identified best practice from other areas via our Quality & Compliance Directorate to ensure effective solutions e.g. CPA-wide Task & Finish Teams focus on specific processes/services; staff training/coaching, mentoring by high-performing staff. PIP reviewed weekly by the OM/SCM. **Stage 3:** continued under-performance – Improvement Direction issued by the HoWHP detailing steps to rectify performance within a month. **Stage 4:** improvement not achieved – internal disciplinary action or subcontractor breach process; daily HoWHP review calls; Step-in Action to take over management of delivery or second high-performing staff from another area until a permanent solution is in place; potential subcontract variation to amend requirements. To ensure failures in performance do not re-occur we will: address root causes through our QMS, re-design services or working practices; review resource planning/management; maintain a WHP Quality Improvement Plan (QuIP) owned by HoWHP and local QuIPs owned by AMs/DOMs; enable preventive action via effective early risk identification.

**We will proactively engage with DWP** through the HoWHP as a dedicated single point of contact for DWP Performance Managers (DWPPM), to develop open communication for operational challenges, performance quality issues. Through effective monitoring/forecasting above, the HoWHP has early warning of potential issues (including at subcontractor level) enabling them to update the DWPPM of all risks and proposed mitigation. Should issues occur, PIPs and all updates and escalation will be shared with DWPPM by telephone, email and agreed meetings schedule, and a risk-based update regime e.g. high risk = potentially weekly calls/meetings. Our open door policy will enable DWP to visit and engage with ST and subcontractors about activity and performance, with the DWPPM invited to performance review meetings and regional forum. The HoWHP will share quarterly qualitative report detailing lessons learned, forecast issues/ risks and details of best practice/what works for wider dissemination.

**Shaw Trust CSSs are:** **Pre-Programme Engagement:** 1) Customer Service Standards will be displayed on the Shaw Trust website and in writing for JCP Work Coaches to issue to customers at their referral interview. 2) Shaw Trust will book an initial face-to-face appointment to take place within 10 days of the referral by JCP for all people referred to the WHP. 3) At least 90% of disabled; 96% of early entrants; and 92% of long-term unemployed people referred to the programme will start the provision. **Programme Engagement:** 1) Support Managers will have an active caseload of no more than 48 participants to ensure a high-quality service to all individuals. 2) Participants will be offered a minimum two face-to-face appointments with their Support Manager in the 20 days after referral, to explore their goals, priorities and needs and agree a Personalised Individual Action Plan. 3) All participants will receive one-to-one support from their dedicated Support Manager at least fortnightly, including advice and guidance; ongoing assessment, review and action planning. 4) If a participant disengages we will contact them by telephone, text, email and/or in writing four times over a two-week period, and monthly thereafter, to promote re-engagement. **Pre-Work Support:** 1) All participants will agree a 'target date into employment' at the start of the programme, which will be reviewed and updated at least every 13 weeks to maintain a work focus to all activity.

3) Participants will agree relevant targeted weekly activities to help achieve their job goal and sustain employment. All agreed activities will be documented in the Personalised Individual Action Plan. **In-Work Support:** 1) The support each participant receives when they start work will be tailored to their specific needs and documented in their action plan. 2) Support Managers will contact participants at least fortnightly for the first three months when they start work to provide advice, guidance and support to help them sustain employment. Where participants do not wish to be contacted and/or agree a different frequency, this will be recorded in their action plan. **Programme Exit:** 1) An Exit Report will be completed for all participants reaching 456 days on programme (or as otherwise requested) showing activities completed, progress and suggested next steps. The Report will be sent to JCP and the participant within 10 working days of the participant reaching day 456 (or other

request). 2) Shaw Trust will notify DWP within 48 hours of a participant exiting the programme including their destination and outcomes achieved.

### **Q 2.3.17 Performance Rationale**

#### **PART B**

Please provide an example of an existing contract with DWP of an equivalent or larger scope and scale than the Work and Health Programme, where you failed to achieve the performance offer you made in your tender at any point in the life-cycle of the contract and clearly explain how you have remedied the failure to achieve the level of performance offered in your tender. If you were not able to remedy the failure to achieve the level of performance offered, please explain whether the contract was terminated or whether DWP accepted a lower level of performance. If DWP accepted a lower level of performance, please explain how much lower that level of performance was than the performance offer in your tender and what steps you have taken to ensure that your Work and Health Programme Performance Offer will not lead to the same result. If you do not have any existing contracts with DWP of an equivalent or larger scope and scale than the Work and Health Programme, please provide an equivalent example for another Government Department, or if you have no experience of performance issues, please outline how you would address them, covering any remedial action you would put in place.

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

**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.**

Shaw Trust has a successful track record of delivering major welfare to work contracts for the last 19 years including New Deal, Flexible New Deal, Work Choice, and the Work Programme.

Our current Work Programme (WP) prime contract in East London represents an existing DWP contract of equivalent/larger scope and scale to the Work & Health Programme (WHP). Since 2011 we have supported over 50,000 JSA, ESA, IS/IB claimants and other disadvantaged groups e.g. ex-offenders through this contract.

The performance offer in our WP tender and actual achievement is shown below. *This shows in-month profiles as per the original submission/specification, and not the cohort/MPL measures later implemented by DWP.*

	Year 1	Year 2	Year 3	Year 4	Year 5
Proposed Attachments	[REDACTED]				
Proposed Outcomes					
In Year Conversion Offer					
Actual Conversion					
Variance					

**Overview:** In the first year of delivery we received 142% of the proposed attachments (150% of DWP's initial indicative level), which had a major impact on resources and infrastructure. Our performance offer was predicated on 65% long-term unemployed (LTU) JSA customers and 35% ESA and volunteers. For the first two years the actual composition was 90%+ LTU JSA. Both of these factors were key to our failure to achieve the performance offer made in our original tender as detailed above. As the nature and level of referrals became apparent it was necessary to re-design the programme in live running, including reviewing our delivery model and services available, redeploying staff, and refreshing our supply chain to meet the needs of the emerging customer base (see below).

An additional challenge as we started to recover performance in year two was a key change in the PG6 group from ESA customers with a three to six-month prognosis to those with up to a 12-month prognosis. This required us to adapt our delivery model further for people with more complex needs, including strategies to help individuals make sufficient progress to enter sustainable employment within the time constraints of the WP. The impact of this change was that outcomes were achieved later in the ESA customer journey than profiled, thereby impacting year two performance.

**Identification:** Implementation of our Performance Management Framework from day one of the contract, included weekly reporting by Business Managers (BMs) and systematic reporting/analysis of activity via our case management system (CMS) to enable timely identification of emerging issues, with monthly contract reviews to plan improvement activity. Our central Business Intelligence Team undertook a range of trend analysis and forecasting to inform ongoing dialogue with the DWP Performance Manager to keep DWP fully informed of our current/projected performance and development activity as part of monthly review meetings including providing monthly Performance Development Plan (PDP) updates from October 2012, and interim updates between review meetings to ensure full transparency across all activity.

**Remedial action to correct the failure** was implemented by the Operations Director (OD), who was responsible for achieving the required improvements.

- A Performance Improvement Project Team was introduced, drawing staff from Business Development, Quality, staff training, and subject specialists, to lead the re-design of services, deliver staff training, roll out of new initiatives and provide practical support for BMs to deliver improved performance.
- Enhanced initial assessment was implemented April 2012 following consultation with managers/frontline staff. Customers were streamed into three different groups to tailor intensity of employability support to specific needs – *active jobsearch*: intensive job focus; *work readiness*: targeted activity to tackle barriers; *progression*: intensive support to tackle personal barriers and personalised case management support.
- Team Leaders implemented more rigorous/systematic weekly caseload reviews to



support advisors to achieve targets, with job pipeline reviews to support forecasting.

- A thorough analysis of each centre's delivery identified areas for improvement and best practice to share e.g. introducing wellbeing rooms to improve the environment and engagement and meet holistic needs, not just employment (precursor to our Community Hubs). Centre-specific PDPs were agreed by the OD with BMs, updated weekly/monthly as part of the performance reviews.
- Ongoing staff recruitment drive by Shaw Trust and subcontractors, and continued release of TUPE staff from New Deal, enabled us to immediately increase numbers of Employment Coaches (ECs), introducing more targeted job-focused activities to drive performance, and recruit more advisors to deal with increased through flow.
- We engaged the Association of Colleges London to access funded training and introduced a clear pre-employment training offer to address employer and customer needs e.g. tailored Customer Service for Transport for London supply chain, cleaning academy with Initial Cleaning and Westminster Kingsway College.
- Consultation with ESA customers with 12-month prognosis highlighted the need to deliver the right support at the right time for specific health conditions. As a result we introduced specialist Employment Coaches e.g. dealing with musculoskeletal, mental health, mobility etc; developed initiatives with local health services e.g. working with Newham IAPT, Public Health England and UCL to improve referral routes; and increased use of specialist partners e.g. counselling through Care to Listen; group sessions by Expert Patient CIC. As part of our ongoing continuous improvement these activities led to the introduction of our dedicated Health & Wellbeing Team to increase the expertise we have in-house to effectively meet the needs of this customer group.
- Additional staff training from expert partners e.g. Ellingham Employment Services improved staff knowledge in supporting customers with disabilities/health problems.

Rigorous application of our Performance Management Framework by the Operations Director, Regional Managers, BMs and Team Leaders ensured clear accountability and responsibility for performance at all levels to drive improvements. Advisors were required to update the CMS daily with all outcome-related activity to enable accurate daily monitoring; and revised KPIs and delivery targets for each member of staff introduced numerical job entry/outcome targets that reflected their individual caseloads rather than a generic % target, enabling more effective management and improvement planning. New Performance Dashboards for managers and advisors enabled the operations team to rapidly identify and act on under-performance and target individuals effectively. In addition daily, weekly, and monthly reporting was enhanced to ensure the Senior Management Team had full sight of all performance and could make effective strategic and operational decisions to improve performance.

Consistent month-on-month improvements in performance across all groups remedied the initial failure and enabled us to exceed our performance offer as shown above.

**WHP:** Our experience with WP has given us valuable insight into the importance of managing performance at an early stage of contract delivery; successful resourcing and delivery strategies that enable us to respond to volatile fluctuations in through flow; and has informed our identification of risks (and mitigation) for our WHP performance offer. It has also informed our design e.g. co-location providing a flexible responsive infrastructure to accommodate increase/decrease in volumes, investment in qualified Health & Wellbeing Advisors from the outset; and the development of an effective CMS to ensure early identification/intervention where performance fails to achieve target.

Shaw Trust are exceptionally confident in our ability to manage a diverse range of potentially extreme situations that could impact our performance. Should such situations occur DWP can be assured that, based on our track record, we are able to meet such challenges head on and deliver on our WHP offer.

**Q 2.3.18 Implementation**

Please provide an implementation plan in the form of a detailed Gantt Chart to be attached at **Appendix 6** showing the critical path and interdependencies with supporting narrative.

Your written response, in addition to the Gantt Chart, should include:

- Key milestones, timescales for implementation activities including start and end dates for each activity and the position of the person responsible for each activity and the escalation route for these activities.
- The timeline, including a narrative explaining its rationale, for staff recruitment and training.
- The timeline and key activities to secure and set up your proposed delivery locations.
- The timeline and key activities of engagement with all relevant stakeholders to ensure successful programme go live.
- A narrative to expand on the Implementation Plan which: identifies all key risks and dependencies (e.g. delays to securing premises, recruiting staff, IT etc.); provides a RAG (Red, Amber, Green) rating for each of these risks; and explains how these risks will be mitigated and managed, including the timeframe for doing so to ensure that service delivery will still commence on your proposed date.

**Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.**

Please note that a page limit does not apply to the implementation plan to be provided at **Appendix 6**.

**Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.**

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.

**Additional Assurance (point 6):** Shaw Trust (ST) has successfully implemented complex, multi-stakeholder programmes including 16 prime/7 subcontract UK-wide Work Choice (WC) contracts in 5 months (largest number DWP contracts mobilised simultaneously by a single provider [REDACTED] 1 prime/6 sub pan-England Work Programme (WP) contracts in 12 weeks [REDACTED] . Our experienced Head of Implementation (Hol) will lead WHP mobilisation using PRINCE2 principles and project-management best practice (KPMG-validated techniques, standards, templates). The Hol will report to our Integrated Services Director (ISD) who led implementation of WP/WC for ST, and who will ensure this experience is used to inform implementation of WHP, providing consistent leadership/process control

Our 4-phase approach to implementation (ITT>Preparation>Mobilisation>Transition), starting at ITT stage, keeps later activity on target and ensures delivery is ready to start on Day 1. We have identified 15 key work-streams (W/S) with named leads who have prior experience of implementing large-scale contracts. W/S leads report weekly to Hol, assessing progress against targets/impact of upcoming activities; reviewing risk logs to manage emerging/new/altered risks. The Hol monitors/manages progress to ensure slippages do not affect the critical path, assigning additional resources and updating the Risk Register as required. The Head of WHP supports the implementation team.

**Key milestones** (with (Timeline) and Lead) include: a) Delivery model, client journey & delivery blueprint finalised (Apr-17-Aug-17) Service Design Manager; b) Tools for Success content produced (Apr-17-Nov-17) Ops Managers; c) Identify Work & Wellbeing Hubs (Jan-17-Jul-17) Dir of People & Places (DPP); d) CPA co-location site list approved (Jan-17-Jul-17) DPP; e) Final staffing profiles approved (Aug-17-Sep-17) DPP; f) Production/approval of technical infrastructure proposal for Hubs and co-location sites (Jul-17-Oct-17) DPP/BT Service Delivery Manager; g) End-to-end/specialist provider contracts issued (Sep-17-Jan-18) Head of Supply Chain; h) PEPs/Shaw Online complete (Oct-17-Dec-17) ICONI; i) Process design/produce operational manuals (Apr-17-Dec-17) Business Improvement Manager; j) Deliver role specific training essential for Go Live (Jan-18) L&D Business Partner. The escalation route for all these activities is to the ISD who sits on the Executive Management Team and is ultimately accountable for the successful implementation of WHP.

**Additional Assurance (point 7)** *how infrastructure/local relationships will be in place for referral period start date:* **Our timeline/key activities for securing/setting up** delivery locations, driven by our Estates W/S lead, will ensure CPA-wide coverage by Go Live. We have identified and begun preliminary negotiations on our new Work & Wellbeing Hubs in Colchester and Norwich; we have identified over 28 (23 ST) co-location sites and 27 (18 ST) outreach sites across the CPA. We are finalising agreements with landlords/leaseholders to facilitate formal agreements being negotiated from notification of award, and in place by Go Live, with suitable contingencies in place. Key activities are: **a)** identifying premises during tender development (Jan-17-Sep-17), **b)** issuing ICT/facilities surveys to sites (May-17-Sep-17), **c)** agreeing additional ICT/facilities requirements (Jun-17-Sep-17), **d)** approving final site list (Sep-17), **e)** finalising premises agreements immediately post-award and ordering fit-out/ICT infrastructure where applicable (Sep-17), **f)** scheduling/completing site visits, access and audit report (Jan-18). **Our timeline/key activities for engagement with all stakeholders**, including supply chain partners, will ensure all relevant relationships are in place by Go Live. Our Stakeholder Engagement and Supply Chain W/S leads direct activities, which include: **a)** core, case management subcontractors engaged and ready to sign subcontracts at notification of award (Apr-17-Sep-17), **b)** specialist partners on our Approved Supplier Framework identified and engaged via call-off (Jan-17-Dec-17), **c)** key employability/health/strategic stakeholders mapped by locality (Jan-17), **d)** Partnership Managers engage/consult stakeholders to identify co-location options, integration opportunities, free-at-point-of-access services, strategic priorities, etc (Jan-17-Sep-17), **e)** SLAs in place where Our attached Gantt Chart (Appendix 6) details all activities, dependencies, start/end dates and owners for each activity. **Critical tasks** lie on the **critical path** and any delays to these potentially affect contract start & effective Day 1 delivery. These are tracked daily by our Hol, with risks logged on the Risk Register and contingency plans agreed/in place. Key critical tasks include recruitment; premises and stakeholder engagement. **Our timeline for staff recruitment and training** includes a staggered

approach based on a) all non-TUPE Day 1 staff in place by end Nov-17, with comprehensive role specific training delivered pre-Go Live (Jan-18), b) initial TUPE transferees in place/trained by Jan-18 (dependent on WC contract end date), c) additional staffing/training staggered in line with profiled participant start volume up to projected steady state. We will ensure the timeline is flexible to respond to changes in mobilisation schedule e.g. higher than projected starts triggers bringing forward the recruitment timeline. The rationale is that steady state staff levels are not projected to be required until Nov-19.

**ST has a robust approach to identifying and managing risk and dependencies** in the implementation of new contracts. Our Head of Risk & Quality Assurance is a W/S lead, supporting the wider implementation team. Our Hol will own the WHP Risk Register and report on all Amber risks to ST's WHP Programme Board fortnightly, with weekly updates on Red rated risks. Key risks are: **Red Risks:** a) inability to establish/maintain an effective information management system/safeguard personal data. Mitigation/Timeline (M/T): Security Plan signed off (by Jul-17); Info Security Management Systems in place (by Dec-17); staff trained in handling information/reporting issues (by Jan-18); penetration testing (in Jan-18). b) Inability to establish and maintain effective partnerships/relationships with strategic; tactical and supply chain partners by Go Live. M/T: undertaking active marketing of ST services/early engagement with other local providers (by Aug-17); implementation of ST Work & Wellbeing Hubs that serve as multi agency premises to enable effective signposting/support (by Jan-18). **Amber Risks:** a) inability to attract, recruit and manage appropriate personnel to deliver the contract. M/T: clear job descriptions detailing role, skills, experience (by Sep-17); robust recruitment/induction processes in place (completed); salary review to ensure ST remuneration package is commensurate (by Sep-17); existing talent pool within ST engaged so that appropriately skilled staff may be able to transition into the new contract (May-17); ST Learning and Development Team enhancing existing/implementing new training to meet the needs of WHP (by Nov-17). b) impact of TUPE on recruitment schedule (may delay recruitment process, more staff may transfer than required, transferring staff may not have the skills required). M/T: robust skills analysis of transferring staff (by Nov-17); detailed induction /training delivered (end Jan-18); assess existing staff skills, identify gaps and provide appropriate training to ensure Day 1 readiness (by Jan-18); utilise internal secondments (Jan-18); staggered staffing approach dependent on location/ referral levels (from Sep-17-Nov-19). c) uncertainty/overlap of legacy contracts may lead to staff attrition. M/T: clear communication plan for existing staff (Apr-17-Jan-18); learning needs assessment to identify training needs for WHP to support staff development/retention (May-17). d) inability to procure suitable delivery sites in areas/venues appropriate for participant needs. M/T: ST facilities team engaging with local agents with clear specification of requirements to ensure appropriate premises are procured and fitted out in the right locations (Jan-17-Sep-17); implementation of outreach working where SMs will work in communities using shared locations (by Dec-17). e) ST's technology provider (BT) fails to deliver required ICT infrastructure and hardware for WHP within timeframe. M/T: Review/realign existing project activity with BT (by Nov-17); recruit additional resource in ST and BT (by Oct-17); robust commercial management of BT via our ICT Supplier Manager (Jul-17-Mar-18). **Key dependencies** in the critical path include: **3<sup>rd</sup> party** e.g. reliance on ICONI, BT, etc to meet deadlines (we use known suppliers, managed by W/S Leads); partners joining/staying in supply chain (Supply Chain Manager coordinates contracts/implementation); TUPE schedule (DPP works with TUPE transferees/employers to facilitate planned transition); **CPA-specific** e.g. availability of co-location options, Hub premises, etc. (significant work has been done and will be finalised at point of contract award).





## Schedule 1 Appendix B Part 1 Appendix 1

## KEY EMPLOYERS

[illegible]

[illegible]



[illegible]



[illegible]

[illegible]

## ORGANISATIONS PROPOSED TO DELIVER SPECIFIC ELEMENTS OF THE SERVICE

NAME OF ORGANISATION including name and email address of your main contact from your subcontractor organisations. (Begin by including your own organisation) Shaw Trust	TYPE OF ORGANISATION (Private, Public, Voluntary)	CONTACT NAME AND E-MAIL ADDRESS	ELEMENT(S) OF PROVISION TO BE DELIVERED	PERCENTAGE OF OVERALL DELIVERY	DELIVERY LOCATION(S)
	Voluntary	[REDACTED]	Case Management Provider - responsibility for managing the customer journey from referral through to in-work support.	[REDACTED]	Norfolk, Essex, Kent, Hertfordshire.
Realise Futures CIC	Voluntary CIC (SME)	[REDACTED]	Case Management Provider - responsibility for managing the customer journey from referral through to in-work support.	[REDACTED]	Suffolk
Sussex Community Development Association	Voluntary (SME)	[REDACTED]	Case Management Provider - responsibility for managing the customer journey from referral through to in-work support.	[REDACTED]	East Sussex
Papworth Trust	Voluntary (SME)	[REDACTED]	Case Management Provider - responsibility for managing the customer journey from referral through to in-work support.	[REDACTED]	Cambridgeshire
Employ Medway, Medway Council	Public	[REDACTED]	Case Management Provider - responsibility for managing the customer journey from referral through to in-work support.	[REDACTED]	Medway
Clarion UK	Private	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
Enterprise Exchange	Voluntary (SME)	[REDACTED]	Specialist intervention: employment and pastoral support for hearing impaired participants Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
Genius Within CIC	Voluntary (SME)	[REDACTED]	Specialist intervention: Employment support for participants seeking self-employment Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
Gingerbread, the charity for single parents	Voluntary (SME)	[REDACTED]	Specialist intervention: Employment and pastoral support for participants with neurodiversity Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist intervention: Employment and advice support for lone parents	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required

121 Health to Employment	Private	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.	[REDACTED]	Helpline support - telephony-based
ixion Holdings (Contracts) Limited	Private (SME)	[REDACTED]	Specialist intervention: Mental health assessment, reviews and in-work health support Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist intervention: Employment support for participants seeking self-employment Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist intervention: Employment support, and Information Advice and Guidance for visually impaired participants Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist intervention: Employment support and Information Advice and Guidance for veterans, ex-veterans and spouses	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
RNIB	Voluntary	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
Royal British Legion Industries (RBL)	Voluntary	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
Shelter The National Campaign For Homeless People Limited	Voluntary	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.	[REDACTED]	Helpline support - telephony-based
Spice Innovations	Voluntary (SME)	[REDACTED]	Specialist intervention: Helpline support for homeless Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist intervention: Time Credits Initiative - Volunteering is rewarded through training, leisure activities and benefits.	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
RAP1 (Forward Trust)	Voluntary	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist intervention: Employment support for offenders	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
The Salvation Army	Voluntary	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management. Specialist intervention: Employment support and Information Advice and Guidance for homeless participants	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required

Unallocated Specialist Intervention budget	Private, Public, Voluntary as per our Approved Supplier Framework	[REDACTED]	Specialist Partner - Responsible for delivering specialist interventions to participants. Not responsible for case management.  Specialist interventions: as per our Approved Supplier Framework	[REDACTED]	Peripatetic - service delivered from Shaw Trust's premises, Case Management Providers' premises and appropriate hired sites as required
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NB If there is insufficient space in the above table to include all the organisations proposed to deliver specific elements of the service involved, please attach a supplementary sheet using the same table format.







Clarion Interpreting Limited (Clarion UK)  
The Old Dairy  
Brook Road  
Thriplow  
Nr Royston  
Hertfordshire  
SG8 7RG

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Support for hearing impaired participants</p> <ul style="list-style-type: none"><li>• Provision of BSL sign language interpreters, including remote video interpreting, covering the whole of the CPA.</li><li>• Provide access to a Communication &amp; Employment Consultant (CEC) providing 1-2-1 support, tailored to participants with a hearing impairment, with full range of job searching and mentoring activities including support at interviews by CEC, where desired, and setting up Access to Work when in employment.</li><li>• Engage with Case Management Providers to share information, case conference, co-produce participant action plans and next steps.</li></ul>	<p>Approximate annual expected volumes across the CPA:</p> <p>[REDACTED]</p>	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

The Old Dairy, Brook Road, Thriplow SG8 7RG

[www.clarion-uk.com](http://www.clarion-uk.com)

Telephone: [REDACTED]

Email: [REDACTED]

	<ul style="list-style-type: none"> <li>• Support front line staff and participants in accessing and engaging with local hearing impairment networks where participant need demands.</li> <li>• This service will be available to all Shaw Trust sites and Case Management partners across the CPA.</li> <li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li> </ul>		
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I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,



Head of Employment Services

The Old Dairy, Brook Road, Thriplow SG8 7RG

[www.clarion-uk.com](http://www.clarion-uk.com)

Telephone: 

Email: 

## SUBCONTRACTOR DECLARATION

A letter containing the following declaration should be submitted by each proposed Subcontractor organisation (with the exception of ad-hoc suppliers) and attached to the Tender Form. Please note that we interpret you attaching this document as your agreement to its content. The letter should confirm that a price has been agreed for delivery of the stated element; however, the letter must not include information regarding the actual price agreed.

To: Department for Work and Pensions

Date: 24<sup>th</sup> April 2017

I confirm that we have agreed in principle with Shaw Trust to deliver the following elements of the service described in their Tender for the Work & Health Programme in CPA 5 (Home Counties). The service to be delivered will be that of an end-to-end Case Management Partner, which will include:

- Initial engagement of customers;
- Management and delivery of the customer journey following the Shaw Trust delivery model;
- Brokering relationships with local employers to source vacancies appropriate for individual customers;
- In-work support of customers following job entry.

We will deliver this service in Medway

- I have read and understood the specification for the elements of provision which my organisation will deliver.
- I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.
- I confirm that the agreement in principle allows for recovery of costs, subject to performance.
- I confirm that the agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.
- I also confirm that we will not further sub-contract any of these Services.

Signed

HEAD OF REGENERATION DELIVERY  
REGENERATION, CULTURE, ENVIRONMENT AND TRANSFORMATION DIRECTORATE  
PHYSICAL AND CULTURAL REGENERATION  
MEDWAY COUNCIL  
GUNWHARF  
DOCK ROAD  
CHATHAM KENT ME4 4TR



enterprise  
exchange

Enterprise Exchange  
1 Benison Court, 75 Hencroft Street South,  
Slough SL1 1RF

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Supporting participants seeking self-employment or setting up their own business</p> <ul style="list-style-type: none"><li>• Delivery of Self-employment service to participants</li><li>• Support with referral into appropriate value added provision where appropriate e.g. start-up funding.</li><li>• In work support of participants through in work reviews</li><li>• This service will be available to all Shaw Trust sites and case management partners in the CPA.</li><li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li></ul>	Indicative minimum annual referrals across the CPA:	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

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I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,



Director



Genius Within CIC  
The Lewes Stand  
Plumpton Racecourse  
Plumpton Green  
East Sussex  
BN7 3AL

Tel: [REDACTED]

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

	Specification	Volume of Participants	Supporting Groups
CPA 5	<ul style="list-style-type: none"> <li>Supporting participants with Neuro Diversity work towards employment through the delivery of Memory Genius, a six session workshop, addressing the cognitive skills that underlie learning and communication. Specifically supporting socially excluded adults, including those with neurodiversity, mental health needs, substance abuse history or head injury.</li> <li>Assessment of strengths with an employability focus by an Occupational Psychologist (trainee or chartered). Participants will receive a report detailing strengths, abilities and career options that can be shared with job coaches and employers</li> <li>Engage with Case Management Providers to share information, case conference, co-produce participant action plans and next steps.</li> <li>This service will be available to all Shaw Trust sites and case management partners in the CPA.</li> <li>To be part of the Shaw Trust Approved Supplier Framework for the purposes of</li> </ul>	<p>Indicative minimum annual referrals across the CPA:</p> <p>[REDACTED]</p>	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

	being eligible to bid for the commissioning of services in response to a participant need statement.		
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I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

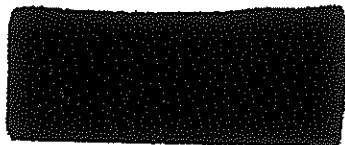
I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,




Chief Operating Officer.

520 Highgate Studios,  
57-79 Highgate Road  
London  
NW5 1TL

[REDACTED]  
To: The Department of Work and Pensions,

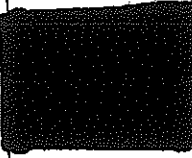
We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

[REDACTED]  
President [REDACTED]  
Chief Executive: [REDACTED]  
Chair of Trustees: [REDACTED]

520 Highgate Studios  
53-79 Highgate Road  
London, NW5 1TL  
Tel: [REDACTED]



Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Support for single parents through:</p> <ul style="list-style-type: none"> <li>• Access to the Gingerbread help line for Support managers and participants</li> <li>• Delivery of workshops to single parents offering specialist IAG, including access to childcare, skills awareness, confidence and self-esteem, family finances and/or benefits for single parents (tax credits/universal credit). 'Understanding single parents' modules for practitioners.</li> <li>• Access to Gingerbread's Peer support network programme, developing groups of single parents who support each other through shared experiences.</li> <li>• Engage with Case Management Providers to share information, case conference, co-produce participant action plans and next steps.</li> <li>• This service will be available to all Shaw Trust sites and case management partners in the CPA.</li> <li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li> </ul>	<p>Indicative minimum annual referrals across the CPA:</p> 	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

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I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

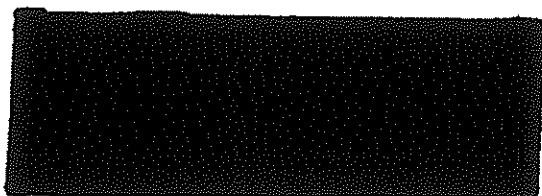
I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

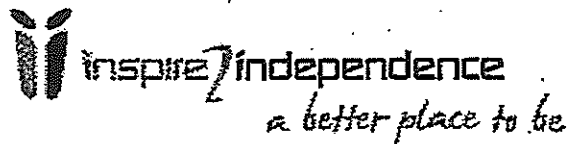
We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,



Deputy Chief Executive

Inspire2Independence  
 Independence House Millfield Lane York YO26 6PH  
 web www.inspire2i.com email



To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Groups
CPA 5	<p>Supporting participants who have a mental health or physical condition</p> <ul style="list-style-type: none"> <li>• Delivery of a Health to Employment service consisting of a telephone based triage, assessment and support pathway including case conferencing and input into the participants' action plan.</li> <li>• Support with referral into statutory provision where appropriate.</li> <li>• In work support of participants through in work reviews with clinical staff</li> <li>• Additional services including face to face support for participants in delivery locations to be developed where appropriate</li> <li>• This service will be available to all Shaw Trust sites and case management partners in the CPA.</li> <li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li> </ul>	<p>Indicative minimum annual referrals across the CPA:</p>	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p> <p>(All WHP participants potentially eligible for i2i Service)</p>

'to inspire individuals to fulfil their potential'

Education New Skills Training Employment Recruitment

Inspire2Independence  
Independence House Millfield Lane York YO26 6PH  
t [redacted] f [redacted]  
web www.inspire2i.com email [redacted]



I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,

[redacted signature block]

[redacted name block]

Finance and Services Director

'to inspire individuals to fulfil their potential'

Education New Skills Training Employment Recruitment

Shaw Trust,  
Garrick Court,  
31 Scarborough Street, London, E1 8DR

21/7/17

Subject: Work & Health Programme

Dear Phil East

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Supporting participants seeking self-employment or setting up their own business</p> <ul style="list-style-type: none"> <li>• Delivery of Self-employment service to participants and Developing your Enterprise.</li> <li>• Support with referral into appropriate value added provision where appropriate.</li> <li>• In work support of participants through in work reviews</li> <li>• This service will be available to all Shaw Trust sites and case management partners in the CPA.</li> <li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li> </ul>	<p>Approximate annual expected volumes across the CPA:</p> <p>[REDACTED]</p>	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>



Ixion Holdings (Contracts) Ltd  
Halford House 2<sup>nd</sup> Floor  
Coval Lane  
Chelmsford  
Essex  
CM1 1TD

T: [REDACTED]  
F: [REDACTED]

I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

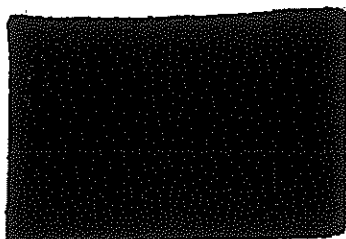
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I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,

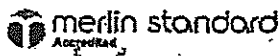


[REDACTED]  
Group CEO  
Ixion Holdings (Contracts) Ltd

[www.ixionholdings.com](http://www.ixionholdings.com)

Registered in England: 05886337 - Registered office as above

Skills, Employment, Enterprise &  
Innovation for Growth



## APPENDIX 2

### SUBCONTRACTOR DECLARATION



A letter containing the following declaration should be submitted by each proposed Subcontractor organisation (with the exception of ad-hoc suppliers) and attached to the Tender Form. Please note that we interpret you attaching this document as your agreement to its content. The letter should confirm that a price has been agreed for delivery of the stated element; however, **the letter must not include information regarding the actual price agreed.**

To: Department for Work and Pensions

Date: 24<sup>th</sup> April 2017

I confirm that we have agreed in principle with Shaw Trust to deliver the following elements of the service described in their Tender for the Work & Health Programme in CPA 5 (Home Counties). The service to be delivered will be that of an end-to-end Case Management Partner, which will include:

- Initial engagement of customers;
- Management and delivery of the customer journey following the Shaw Trust delivery model;
- Brokering relationships with local employers to source vacancies appropriate for individual customers;
- In-work support of customers following job entry.

We will deliver this service in Cambridgeshire

- I have read and understood the specification for the elements of provision which my organisation will deliver.
- I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.
- I confirm that the agreement in principle allows for recovery of costs, subject to performance.
- I confirm that the agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.
- I also confirm that we will not further sub-contract any of these Services.

Signed

PAPWORTH TRUST – BERNARD SUNLEY CENTRE, PAPWORTH EVERARD,  
CAMBRIDGESHIRE, CB23 3RG

*[the person signing the letter should be authorised to sign contractual agreements on behalf of their organisation]*

Bernard Sunley Centre, Papworth Everard, Cambridge CB23 3RG

[www.papworthtrust.org.uk](http://www.papworthtrust.org.uk)

Registered charity number 211234 © Papworth Trust  
Registered Company 148906 England, Registered Social Landlord LH1648

3th August 2017

# Forward

Formerly RAPT

The Foundry, 17 Oval Way,  
London, SE11 5RR

T: [REDACTED]

F: [REDACTED]

E: [REDACTED]

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Provision of a range of introductory, standalone workshops that are suitable for customers who have not yet commenced community treatment, but have an identified drug or alcohol need. These sessions:</p> <ul style="list-style-type: none"><li>• Provide information and harm minimisation for specific substances cannabis</li><li>• Prepare customers to engage with treatment</li><li>• Address some of the wider symptoms and/or drivers of substance misuse</li><li>• Support wider health and wellbeing outcomes</li></ul> <p>Provision of specialist employability support for ex-offenders.</p> <ul style="list-style-type: none"><li>• In work support of participants through in work reviews.</li></ul>	<p>Indicative minimum annual referrals across the CPA:</p> <p>[REDACTED]</p>	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>



	<ul style="list-style-type: none"> <li>To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li> </ul>		
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I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

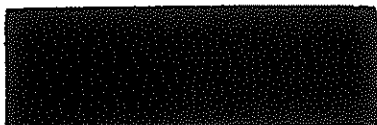
I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,




Divisional Director – Business Development



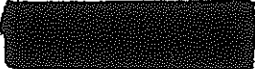
RBLI


*Improving lives every day*

To: The Department of Work and Pensions

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<ul style="list-style-type: none"><li>• Providing support to veterans, reservists and spouses through the delivery of Lifeworks, an intensive, five day programme delivered by a team of health professionals (i.e. Occupational Psychologist who support vocational assessment), former Armed Forces trainers and qualified Life Coaches.</li></ul>	Indicative minimum annual referrals across the CPA: 	Persons with a service connection who have a Disability  Early Access Disadvantaged Groups specifically: <ul style="list-style-type: none"><li>• a former member of Her Majesty's (HM) Armed Forces</li><li>• a member of the HM Armed Forces reserves</li><li>• a partner of current or former Armed Forces personnel</li></ul> Long-Term Unemployed Claimants with a service connection
	<ul style="list-style-type: none"><li>• Engage with Case Management Providers to share information, case conference, co-produce participant action plans and next steps.</li><li>• Support in accessing and engaging with local Veteran networks where participant need demands.</li><li>• This service will be available to all Shaw Trust sites and case management partners in the CPA.</li><li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li></ul>		



RBLI, Hall Road,  
Aylesford, Kent ME20 7NL



[www.rbli.co.uk](http://www.rbli.co.uk)

President: Viscount de L'Isle AGE Lord Lieutenant of Kent Chairman: Stephen W. Segman OBE Chief Executive: S. Sherry CMAJ OBE  
A Division of Royal Wiltshire Industries Limited by Guarantee Registered in England No. 153479  
Registered Office: Hall Road, Aylesford, Kent ME20 7NL Registered Charity No. 210051

I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.


I also confirm that we will not further sub-contract any of these Services.



We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind regards

[Redacted Signature]

[Redacted Name]  
Director, Employment Solutions

  
RBL, Hall Road,  
Aylesford, Kent ME20 7NL

  
  
President, Vice President or Chair of the Local Employment of Kent, Chairman, Stephen W. Kipman DL, Chief Executive, Sharon, KMG CBE  
A division of Royal British Legion Industries Limited by Guarantee Registered in England No. 334499  
Registered Office Hall Road, Aylesford, Kent ME20 7NL, Registered Charity No. 210043

  
[www.rbli.co.uk](http://www.rbli.co.uk)

# REALISE FUTURES

Developing your potential

To: Department for Work and Pensions

Date: 24<sup>th</sup> April 2017

I confirm that we have agreed in principle with Shaw Trust to deliver the following elements of the service described in their Tender for the Work & Health Programme in CPA 5 (Home Counties). The service to be delivered will be that of an end-to-end Case Management Partner, which will include:

- Initial engagement of customers;
- Management and delivery of the customer journey following the Shaw Trust delivery model;
- Brokering relationships with local employers to source vacancies appropriate for individual customers;
- In-work support of customers following job entry.

We will deliver this service in Suffolk

- I have read and understood the specification for the elements of provision which my organisation will deliver.
- I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.
- I confirm that the agreement in principle allows for recovery of costs, subject to performance.
- I confirm that the agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.
- I also confirm that we will not further sub-contract any of these Services.

Signed

[Redacted Signature]

[Redacted Name] Managing Director  
REALISE FUTURES CIC  
LOVETOFTS DRIVE  
IPSWICH  
IP1 5NZ

Realise Futures CIC

Registered Office: Realise Futures, Lovetofts Drive, Ipswich, IP1 5NZ

[www.realisefutures.org](http://www.realisefutures.org)

Registered No 7828443 England and Wales



Supporting people  
with sight loss

RNIB

105 Judd Street  
London WC1H 9NE

[rnib.org.uk](http://rnib.org.uk)

[facebook.com/rnibuk](https://facebook.com/rnibuk)

[twitter.com/rnib](https://twitter.com/rnib)

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Supporting participants who have a visual impairment through:</p> <ul style="list-style-type: none"><li>• Delivery of Living With Sight Loss (LWSL) - a modular, peer led employment focused confidence building programme that covers many of the issues and areas that a visually impaired person looking to enter into paid employment may need to consider.</li><li>• In work support of participants and their employers including engagement of Access to Work specifically for visually impaired participants and RNIB's pool of support equipment.</li><li>• This service will be available to all Shaw Trust sites and case management partners in the CPA.</li><li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement.</li></ul>	<p>Indicative minimum annual referrals across the CPA:</p> <p>[REDACTED]</p>	<p>Persons who have a Disability specifically: Participants with visual impairment</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,

[Redacted Signature]

[Redacted Name]

Specialist Lead, Employment



The Salvation Army  
Territorial Headquarters  
101 Newington Causeway  
London SE1 6BN

Tel: [REDACTED]

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Supporting participants who are homeless and those with complex needs:</p> <ul style="list-style-type: none"> <li>Delivery of a Life Skills programme specifically for those suffering from Homelessness and other associated complex needs and will consist of a combination of intensive coaching sessions and group sessions that will sit alongside the employability interventions that participants will be receiving from the end to end provision.</li> <li>Support will include: Communication and inter-personal skills; Housing Problems: Helping with housing applications and navigating the housing register system; Debt, Budgeting, Financial Capability with qualified Debt Advisors, registered with The Salvation Army Debt Advice Service that is authorised and regulated by the Financial Conduct Authority including help to set up bank accounts etc; Life skills- Personal hygiene, savvy shopping, cooking skills, social interaction. Help registering with doctor and dentist; Emotional Challenges – including anxiety and behavioural issues. We would work in partnership</li> </ul>	<p>Indicative minimum annual referrals across the CPA:</p> <p>[REDACTED]</p>	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

	<p>with The Salvation Army Counselling Service (British Association for Counselling registered)</p> <ul style="list-style-type: none"> <li>• Support with referral into statutory provision where appropriate.</li> <li>• In work support of participants through in work reviews with clinical staff</li> <li>• This service will be available to all Shaw Trust sites and case management partners in the CPA.</li> <li>• To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li> <li>• Support in engaging Salvation Army premises for the purposes of outreach or co location where appropriate.</li> </ul>		
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I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

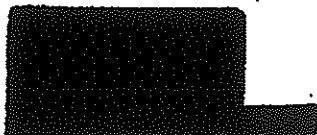
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I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,



Secretary for Mission





Employability

Unit 7 The Hub  
3 Drove Road  
Newhaven  
East Sussex  
BN9 0AD

Te [REDACTED]  
www.sussexcommunity.org.uk

## APPENDIX 2

### SUBCONTRACTOR DECLARATION

A letter containing the following declaration should be submitted by each proposed Subcontractor organisation (with the exception of ad-hoc suppliers) and attached to the Tender Form. Please note that we interpret you attaching this document as your agreement to its content. The letter should confirm that a price has been agreed for delivery of the stated element; however, **the letter must not include information regarding the actual price agreed.**

To: Department for Work and Pensions

Date: 24<sup>th</sup> April 2017

I confirm that we have agreed in principle with Shaw Trust to deliver the following elements of the service described in their Tender for the Work & Health Programme in CPA 5 (Home Counties). The service to be delivered will be that of an end-to-end Case Management Partner, which will include:

- Initial engagement of customers;
- Management and delivery of the customer journey following the Shaw Trust delivery model;
- Brokering relationships with local employers to source vacancies appropriate for individual customers;
- In-work support of customers following job entry.

We will deliver this service in East Sussex

- I have read and understood the specification for the elements of provision which my organisation will deliver.
- I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.
- I confirm that the agreement in principle allows for recovery of costs, subject to performance.
- I confirm that the agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.
- I also confirm that we will not further sub-contract any of these Services.

Signed [REDACTED]

Registered Charity number: 1094905 Company Limited by Guarantee: 3387617  
Registered address: Denton Island Community Centre, Denton Island, Newhaven, East Sussex, BN9 9BA  
Patrons: [REDACTED]



Making a difference in your community





Employability

Unit 7 The Hub  
3 Drove Road  
Newhaven  
East Sussex  
BN9 0AD

Tel. [REDACTED]  
[www.sussexcommunity.org.uk](http://www.sussexcommunity.org.uk)

[REDACTED] *Sussex Community Development Association, Unit 7, The Hub, 3 Drove Road, Newhaven, East Sussex, BN9 0AD.*

*[the person signing the letter should be authorised to sign contractual agreements on behalf of their organisation]*

Registered Charity number: 1094905 Company Limited by Guarantee: 3387617  
Registered address: Denton Island Community Centre, Denton Island, Newhaven, East Sussex, BN9 9BA  
Patrons: [REDACTED]



Making a difference in your community



# Shelter

Shelter  
88 Old Street  
London  
EC1V 9HU

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume of Participants	Customer Group
CPA 5	<p>Supporting participants who are homeless and those with complex needs</p> <ul style="list-style-type: none"> <li>Access to Shelter's Helpline Plus to provide support and advocacy around housing, benefits and housing related debt</li> <li>This service will be available to all Shaw Trust sites and case management partners in the CPA.</li> <li>To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</li> <li>Providing support to the Work and Health programme partners in engaging Shelter's face to face services for participants where appropriate.</li> </ul>	<p>Indicative minimum annual referrals across the CPA:</p>	<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

Until there's a home for everyone

Shelter, the National Campaign  
for Homeless People Limited

Registered address:  
88 Old Street, London EC1V 9HU  
Registered in England and Wales  
Company number 1001113  
Registered VAT number: 835 545634  
Registered charity in England  
and Wales 270271 (6) and in  
Scotland 100002271

I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

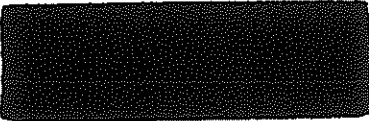
I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these Services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,

A large black rectangular redaction box covering the signature of the sender.A small black rectangular redaction box covering the name of the sender.

Head of Business Development



Head office  
15 Old Ford Road  
Bethnal Green  
London  
E2 8PJ

Registered office  
Unit 2  
55-52 Cowbridge Court  
Cowbridge Road West  
Cardiff CF5 5BS

01633 250000  
www.justadeplica.org

To: The Department of Work and Pensions,

We would like to confirm our working partnership with The Shaw Trust as part of their Work and Health Programme bid.

Following discussions between our organisations we have agreed in principle to support with the following services.

Geographic Coverage	Specification	Volume	Customer Group
CPA 5	<p>Provide and manage a Time Credits Service for Shaw Trust and the supply chain across the CPA. The service will allocate a time credit for each hour a participant volunteers. This intends to:</p> <ul style="list-style-type: none"><li>Support Participants on their journey to employment</li><li>Give new opportunities to participants with mental health or other health conditions to take part in new activities that boost their self-esteem, independence and confidence</li><li>Ensure that our clients are connected to the local community and are able to access the support they need</li><li>Help clients to learn new skills and acquire work experience and qualifications</li></ul> <p>This service will be available to all Shaw Trust sites and case management partners in the CPA.</p> <p>To be part of the Shaw Trust Approved Supplier Framework for the purposes of being eligible to bid for the commissioning of services in response to a participant need statement</p>		<p>Persons who have a Disability</p> <p>Early Access Disadvantaged Groups</p> <p>Long-Term Unemployed Claimants</p>

I have read and understood the specification for the elements of provision, as detailed above, which my organisation will deliver.

I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated for delivery of these services.

I confirm that this agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

I also confirm that we will not further sub-contract any of these services.

We will continue to work with Shaw Trust to develop this service as part of any potential implementation or change in contract participant need.

Kind Regards,

[Redacted Signature]

HEAD OF DEVELOPMENT



## HUMAN RESOURCES

Prime/Supply Chain Organisation	Job Title	Full Time Equivalent (REDACTED)	Key Responsibilities	Relevant Skills, Experience and Qualifications
Shaw Trust and end-to-end case management subcontractors: Sussex Community Development Association Papworth Trust Realise Futures Medway Council / Employ Medway	Support Manager Support Managers are engaging, empathetic and motivational; able to support people with complex barriers to move into sustainable employment. Support Managers are employment experts with a proven track record of successfully working to targets, able to quickly build rapport with participants, proactively source job opportunities with appropriate employers, and maintain supportive relationships with both participant and employer once employment begins. Support Managers understand their communities and the wide range of services available within them. Brokering routes into existing services and liaising regularly with health professionals, partner organisations and employers in the local community. Support Managers ensure individuals access the right support at the right time and progress towards their employment goals and are able to adapt the support they provide, according to the changing needs of the participant.		Engage participants referred to WHP, assess support / development needs and co-produce an action plan into sustainable employment; Work with partners to contribute to / influence development of the action plan including e.g.: warm handovers, integration of support, joint delivery of support; Motivate / support participants to achieve action plan goals; Undertake / participate in regular case conferences with stakeholders / other team members; Organise / coordinate varied timetable of activities, including 1:1 meetings, group sessions, outreach appointments; Build / maintain strong relationships with employers to identify vacancies and tailor these to participants strengths / needs; Build / maintain relationships with existing services that will support participants in achieving their employability / wellbeing goals; Supervise / guide volunteers providing participants with additional support to access community provision; Ensure use of Time Credits as a tool to engage / develop participants through volunteering in the local community; Be fully responsible for all tasks related to Journey / case management function including maintaining effective / efficient administrative procedures producing appropriate records and reports, including the updating of participant details on the relevant case management system; Ensure safe working practices are maintained as set out within Shaw Trust's policies / procedures as well as operating within service guidelines when participants require crisis support; Maintain up-to-date working knowledge of the local labour market, training opportunities and relevant support agencies particularly health / wellbeing service providers; Provide a quality service / achieve service delivery KPIs, targets and outcomes; Undertake in-work support activities to ensure an individual is able to maintain their employment and wellbeing, and identify any risk to achieving this	Technical competency: 5+ GCSEs; IAG L4 or equivalent; accredited training in relevant disciplines e.g. Cognitive Behavioural Therapy. Experience: Strong track record of successfully working to targets; Experience in successfully managing and progressing a caseload of participants; Experience of working with external stakeholders, including employers, local health services and voluntary sector organisations; Experience of supporting, motivating and advising participants with complex and/or multiple barriers; Experience of proactively engaging with employers to source and create employment and training opportunities; Experience within the employment/training/recruitment sectors; Knowledge: Knowledge of the local labour market; Understanding of employer expectations and accessing career opportunities; Knowledge of common health conditions and their impact on finding work; Knowledge of challenges faced by long term unemployed; Knowledge of benefit system and welfare to work programmes; Knowledge of local service providers. Skills: Proactive and solution focused, taking initiative to create opportunities; Passionate about making a positive difference to peoples' lives; Good organisational skills and time management; Ability to work independently, providing regular outreach support to participants, as well as engage with employers and other stakeholders as required; Excellent interpersonal, communication and presentation skills; Flexibility to cope with the varying demands of the role, managing time effectively to achieve the desired results, including regular travel/outreach working; Ability to facilitate, engage, motivate and support partner organisations and service users; A motivational, flexible and problem-solving approach; Good IT skills, including Microsoft Office; Positive attitude to disability, health and employment problems;

<p><b>Shaw Trust</b> Subcontractors will nominate a Designated Operations Manager to cover a similar role in their operational areas.</p>	<p><b>Area Manager (AM)</b> Responsible for the day to day performance and delivery of their team of Support Managers, assisting and motivating people who are disadvantaged in the job market. They enable and encourage staff to be flexible and self-managing and support them to manage and facilitate participants' individually tailored journeys into sustainable employment based on co-produced action plans. The AM embraces change and drives continuous improvement and demonstrates a passion to further the charitable aims of ST, acting with integrity. AMs lead, develop and implement our community based delivery model including use of Time Credits, volunteers, employment-led support, as well as integrated delivery with health and local government services. AMs have what it takes to lead a team of skilled and motivated professional. They thrive in an environment of innovation, motivation and have a strong track record of achieving and exceeding performance targets, staying focused under pressure.</p>	<p>(REDACTED)</p>	<p>Line manage Support Managers (max 10); Ensure all services/contracts meet/exceed performance and contractual targets whilst meeting/exceeding all external standards with all compliance audits and reviews, ensuring clear action plans are followed for improvement as appropriate; Analyse and share regular reports/MI to the team, identifying trends that impact on effective delivery of contract; Control/manage financial aspects of performance, ensuring all transactions are validated/regularly monitored; Develop and maintain working relationships with local stakeholders including LAs, health service providers and the VCS to ensure access to service for participants at a local level; Ensure use of Time Credits as a tool to engage participants in giving their time both in services and the wider community, ensuring targets are met; Ensure regular collection of monitoring information on Time Credits engagement, earning and spending, and support programme evaluation data collection; Facilitate the involvement of participants directly in design, delivery and evaluation of our services; Manage team understanding of the systems that enable a clear focus on performance, quality, finances, compliance and equalities; Communicate/motivate team to ensure employees achieve/realise true potential, ensuring succession and continuity planning is in place for all skills/levels; Set personal development and performance targets for direct reports and ensure these are met, and ensure appropriate corrective action is taken if targets are not being achieved; Ensure that the business strategy is communicated to the local team so that staff understand and support the organisation's growth; Ensure safe working practices are followed in respect of COSHH and other Risk Assessment control measures; Comply with/promote the safeguarding policy/procedures; Be aware of, promote and implement Risk, Quality and Information Security Management Systems.</p>	<p><b>Technical competency:</b> Relevant management/ team leading qualification. Experience: Demonstrable experience in successfully managing target driven services and teams within a high-performance culture; Proven experience of operational management of high-level or complex delivery of participant services and contracts internally and/or through a supply chain; Experience of supporting, motivating and engaging others; A strong track record of establishing and maintaining productive relationships with partners and stakeholders; Experience in managing, coaching and leading a team to drive success in a challenging and target driven environment, ideally within contract service provision; Knowledge: A thorough understanding of financial management including monitoring and management of P&amp;L, budgets etc; An understanding of the local area commissioning and service delivery environment; An understanding of the national government commissioning and contracting environment and context; An operational understanding of working with individuals who face disadvantages in relation to employment, inclusion and independence with varying and complex needs and barriers. <b>Skills and Abilities:</b> Excellent interpersonal, communication and presentation skills; able to confidently interact with stakeholders; Strong operational planning and organisational skills; Ability to demonstrate success in managing budgets with real achievement in meeting or exceeding targets; Able to coach and lead by example; Flexibility to cope with the varying demands of the role, managing time effectively to achieve the desired results and willing to travel with possible overnight stays; Ability to manage change.</p>
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Subcontractors: Sussex Community Development Association, Papworth Trust, Realise Futures, Medway Council / Employ Medway	Designated Operations Manager (DOM) Responsible for the day to day performance and delivery of an end-to-end case manager subcontractor's Support Managers. They enable and encourage staff to be flexible and self-managing and support them to manage and facilitate participants' individually tailored journeys into sustainable employment based on co-produced action plans. Subcontractors DOMs lead, develop and implement the WHP community-based delivery model including via Time Credits, use of volunteers, employment-led support, stakeholders and external support providers; and integrated delivery with health and local government services.	[REDACTED]	Line manage Support Managers (max 10); Ensures the subcontract meets/exceeds performance and contractual targets whilst meeting/exceeding external quality/compliance requirements, audits and reviews, ensuring clear action plans are followed for improvement as appropriate; Analyse and share regular reports/MI to their team, identifying trends that impact on effective delivery of subcontract; Control and manage all financial aspects of performance, ensuring that all transactions are validated and regularly monitored; Develop and maintain working relationships with local stakeholders including local authorities, health service providers and the voluntary and community sector to ensure access to service for participants at a local level; Ensure the use of Time Credits as a tool to engage participants in giving their time both in services and the wider community where appropriate, ensuring targets are met; Ensure the regular collection of monitoring information on Time Credits engagement, earning and spending, and support programme evaluation data collection and share good news stories with Shaw Trust and Spice; Facilitate the involvement of participants directly in design, delivery and evaluation of WHP services; Manage team understanding of the systems that enable a clear focus on performance, quality, finances, compliance and equalities; Communicate and motivate team(s) to ensure employees achieve and realise their true potential, ensuring that succession and continuity planning is in place for all skills and levels; Set personal development and performance targets for direct reports and ensure these are met, and ensure appropriate corrective action is taken if targets are not being achieved.	Technical competency: Relevant management/ team leading qualification. Experience: Demonstrable experience in successfully managing target driven services and teams within a High-performance culture; Proven experience of operational management of high-level or complex delivery of participant services and contracts internally and/or through a supply chain; Experience of supporting, motivating and engaging others; A strong track record of establishing and maintaining productive relationships with partners and stakeholders; Experience in managing, coaching and leading a team to drive success in a challenging and target driven environment, ideally within contract service provision; Knowledge: A thorough understanding of financial management including monitoring and management of P&L, budgets etc; An understanding of the local area commissioning and service delivery environment; An understanding of the national government commissioning and contracting environment and context; An operational understanding of working with individuals who face disadvantages in relation to employment, inclusion and independence with varying and complex needs and barriers. Skills and Abilities: Excellent interpersonal, communication and presentation skills; able to confidently interact with stakeholders; Strong operational planning and organisational skills; Ability to demonstrate success in managing budgets with real achievement in meeting or exceeding targets; Able to coach and lead by example; Flexibility to cope with the varying demands of the role, managing time effectively to achieve the desired results and willing to travel with possible overnight stays; Ability to manage change.
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Shaw Trust	<p>Inclusive Employment Consultant  engagement, sales and recruitment skills, knowledge and experience to identify and engage with local employers to generate long term relationships with Shaw Trust and match our services to employer needs. IECs work closely with employers, Support Managers, other internal delivery staff and subcontractors, taking a holistic approach to support employers to gain employment opportunities for Shaw Trust programme participants. IECs will have a strong sales track record and be a local labour market expert, with strong knowledge of employers, their workforce development needs, and labour market trends in a region. They will be confident relationship builders, able to create opportunities with employers that match the needs of WHP participants. They will have the ability and passion to persuade employers to give employment and development opportunities to disabled people and those facing disadvantage in the labour market.</p>	[REDACTED]	<p>Manage the Identification and development of a range of employment opportunities for WHP participants to meet their individual employment needs and aspirations; Work closely with Support Managers to move participants into appropriate employment as quickly as possible; Identify, engage and account, manage local employers to develop an understanding of their workforce development needs and how Shaw Trust can support them; Promote the benefits of inclusive employment practices to employers across a region, encouraging them to join ST's employer pledge scheme and gain recognition as a Disability Confident employer; Lead locally on the development and maintenance of effective relationships with employers, public sector organisations, employer forums, and other key stakeholder groups linking in with the National Inclusive Employment Team and operational staff as appropriate; Working with other frontline staff and the National Inclusive Employment Team design bespoke recruitment, workforce develop and support packages to meet the needs of partner employers; Set up and run employer engagement activities across a region; Maintain records of available opportunities and employer requirements, sharing information across internal delivery and supply chain as appropriate; Work with employers to develop and agree appropriate pre-employment training for participants; Liaise with employers and Support Managers to jointly agree post-employment support for both employers and participants; Take responsibility for managing the post-employment support services to account managed employers; Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures; Be aware of, promote and implement Shaw Trust's Duality and Information Security Management Systems.</p>	<p>Technical competency: Minimum of 5 GCSEs (A to C) or equivalent qualifications; Holding or able to achieve NVQ Level 3 Sales and Marketing or Customer Service (or equivalent).  Experience: Demonstrable experience of the recruitment or sales sector; Experience within the employment, training or skills sectors; Proven experience of meeting and exceeding targets; Experience of engaging and gaining commitment from employers, local authorities, health service providers and voluntary sector organisations; Experience of proactively selling services to businesses; Experience of developing tailored service packages to businesses to meet their workforce development and recruitment needs; Lived experience of local community and participant groups – reflecting demographics; Skills, Knowledge and Characteristics: Knowledge of the local labour market; Understanding of employer expectations and accessing career opportunities; An understanding of, and positive attitude towards: mental and physical wellbeing; community and social inclusion; and a barriers faced by disabled people and the long term unemployed; Knowledge of disabilities and common health conditions and their impact on finding work; Knowledge of benefit system; An understanding of the requirements of health and safety risk assessments in the workplace; Proactive and solution focused to create employment opportunities; Passionate about making a positive difference to peoples' lives; Excellent organisational, interpersonal, communication and presentation skills; Flexibility to cope with the varying demands of the role, managing time effectively to achieve the desired results , including regular travel and outreach working; Good IT skills, including Microsoft Office and databases; Positive attitude to disability, health problems and employment problems</p>
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Shaw Trust	<p>Health &amp; Wellbeing Adviser (H&amp;WA)</p> <p>H&amp;WAs use their professional health and wellbeing skills, knowledge and experience to give advice, guidance and support to frontline staff to enable them to better support participants to manage their physical and/or mental health conditions. H&amp;WAs will work closely with front line staff, taking a holistic approach to support participants to gain employment through better management and self-management of their physical and/or mental health and wellbeing needs. H&amp;WAs need to be registered as either: A Physiotherapist with psycho-social experience, registered with the HCPC; A Counsellor / psychotherapist registered as an accredited practitioner with the British Association for Counselling and Psychotherapy (BACP); An accredited Cognitive Behavioural Therapist registered with the British Association for Behavioural and Cognitive Psychotherapies (BABCP); Mental Health Nurse, registered with NMC; Clinical psychologist, registered with HCPC; Understanding of cognitive behavioural techniques/principles and experience of applying in working practice; Experience working with people from diverse backgrounds; Well-developed networking skills; Compliance with relevant professional practice standards and registration; Able to train, coach, mentor staff to raise competency; Able to work within and across multiple teams simultaneously; Understanding of a wide range of disabilities and impairments across the mental and physical health spectrum; Able to support development of new provisions through implementation and continuous improvement processes; Solutions focussed with ability to work under pressure; Ability to work on own initiative and as part of a team; Experience in using new technologies to deliver support and training</p>	<p>Technical competency: Allied health background or equivalent qualification in behavioural or health sciences; Post graduate studies in occupational health, employability or disability management; Provides a best in class service to all participants internal and external. Experience, Knowledge and Skills: Relevant health/wellbeing clinical experience; Registered as either: A Physiotherapist with psycho-social experience, registered with the HCPC; A Counsellor / psychotherapist registered as an accredited practitioner with the British Association for Counselling and Psychotherapy (BACP); An accredited Cognitive Behavioural Therapist registered with the British Association for Behavioural and Cognitive Psychotherapies (BABCP); Mental Health Nurse, registered with NMC; Clinical psychologist, registered with HCPC; Understanding of cognitive behavioural techniques/principles and experience of applying in working practice; Experience working with people from diverse backgrounds; Well-developed networking skills; Compliance with relevant professional practice standards and registration; Able to train, coach, mentor staff to raise competency; Able to work within and across multiple teams simultaneously; Understanding of a wide range of disabilities and impairments across the mental and physical health spectrum; Able to support development of new provisions through implementation and continuous improvement processes; Solutions focussed with ability to work under pressure; Ability to work on own initiative and as part of a team; Experience in using new technologies to deliver support and training</p>
[REDACTED]	<p>Provide support, advice and guidance to front line staff to enable them to effectively support and guide WHP participants; Provide guidance/support to meet the needs of participants following Support Managers initial identification of need; Undertake professional assessments of health/wellbeing needs of participants with complex or multiple needs and support onward engagement in local health provision; Provide face to face, telephone and workshop interventions as required; Participate in 3-way conference calls with front line staff and participants or employer to give advice and guidance; Organise, facilitate and if required directly deliver an agreed set of core and specialist individual interventions under a bio-psycho-social approach. This will include: Brief solution focussed therapy; Low level CBT; Occupational performance - Functional skills - ADL; Motivational therapy; Strengths / asset focussed therapy; Wellbeing and healthy lifestyles; Support/develop local volunteers focussed on health and wellbeing activities; Work with front line staff to embed health/wellbeing approaches and ensure fidelity to our practice model; Provide training, coaching and support for existing/new staff/volunteers on an individual and/or group basis to support agreed developments; Deliver against our framework of reflective practice, supporting front line staff to better understand the complexities of wellbeing needs participants experience and how they can better support them; Establish programmes to deliver effective health/wellbeing support working as an integrated member of local teams; Develop and maintain effective working relationships with local health and wellbeing sector to ensure collaborative working and timely participant access to a wide range of services; Work within quality and clinical governance frameworks ensuring services delivered meet standards required of lead bodies and commissioners; Produce accurate/timely reports on activity and performance.</p>	<p>Provide support, advice and guidance to front line staff to enable them to effectively support and guide WHP participants; Provide guidance/support to meet the needs of participants following Support Managers initial identification of need; Undertake professional assessments of health/wellbeing needs of participants with complex or multiple needs and support onward engagement in local health provision; Provide face to face, telephone and workshop interventions as required; Participate in 3-way conference calls with front line staff and participants or employer to give advice and guidance; Organise, facilitate and if required directly deliver an agreed set of core and specialist individual interventions under a bio-psycho-social approach. This will include: Brief solution focussed therapy; Low level CBT; Occupational performance - Functional skills - ADL; Motivational therapy; Strengths / asset focussed therapy; Wellbeing and healthy lifestyles; Support/develop local volunteers focussed on health and wellbeing activities; Work with front line staff to embed health/wellbeing approaches and ensure fidelity to our practice model; Provide training, coaching and support for existing/new staff/volunteers on an individual and/or group basis to support agreed developments; Deliver against our framework of reflective practice, supporting front line staff to better understand the complexities of wellbeing needs participants experience and how they can better support them; Establish programmes to deliver effective health/wellbeing support working as an integrated member of local teams; Develop and maintain effective working relationships with local health and wellbeing sector to ensure collaborative working and timely participant access to a wide range of services; Work within quality and clinical governance frameworks ensuring services delivered meet standards required of lead bodies and commissioners; Produce accurate/timely reports on activity and performance.</p>

<p>Shaw Trust</p>	<p>Volunteer Coordinator (VC) The VC will work as part of Shaw Trust's national Volunteer Team to help coordinate, develop and deliver a high-quality volunteer programme to add value to the help Shaw Trust offers participants on WHP and which meets with our ethos and values. In collaboration with the wider team, the VC will deliver against the agreed volunteer strategy for WHP and offer innovative, timely and cost-effective solutions to enable our programme to be best-in-class.</p>	<p>[REDACTED]</p>	<p>Ensure the effective delivery of volunteer support to provide additional in the WHP; Contribute to continuous improvement activities to meet, and where possible exceed, all internal and external quality standards; Contribute to the development and management of the volunteer recruitment strategy and processes for WHP in a CPA; Manage of a caseload of volunteers (max 100) ensuring effective recruitment, induction, delivery, communication and support processes are implemented and maintained; Provide subject matter expertise on all volunteer matters relating to the management of volunteers, coaching and facilitating front line staff to make best use of volunteer support to ensure it adds value to, but does not replace, core resourcing and support; Enable volunteers to access online training and any local face-to-face training organised within the agreed development framework for Shaw Trust Volunteers; Ensure the contribution of volunteers and impact of their support is recognised through the reward and recognition activities; Be aware of the team's operational budget and processing volunteer and other expenses within this; Establish and maintain effective and enduring relationships with operational colleagues, volunteers, partner organisations, volunteer referral agencies and other key stakeholder groups, including employers engaging with us to offer their employees volunteering opportunities; Maintain effective and efficient administrative procedures producing appropriate records and reports as required, including the updating of volunteer details on the relevant database; Collate management information and use this to inform development of the programme and help identify trends.</p>	<p>Technical Competency: Minimum 5 GCSEs (A-C) or equivalent qualifications; Holding or able to achieve ILM Level 3 Management of Volunteers qualification (or equivalent); 1+ years managing multi-site volunteer programme; Experience: Experience navigating web-based platforms for recruiting volunteers; Experience using data management systems for processing expenses and recording personal data; Good knowledge of social media platforms and how they can be used to engage with stakeholders, both existing and potential; Experience of community-based initiatives; Knowledge of volunteering and community initiatives; Experience in dealing with and influencing a wide range of people; Experience of delivering training and presentations; Experience of project management; Experience of working within a dispersed team across a broad geographical area. Skills and Attributes: Highly organised professional with evidence of developing relationships with stakeholders; Strong effective communicator in writing and in interpersonal communication; Ability to manage and support a caseload; Ability to influence in a difficult environment; Ability to work flexibly to cope with the varying demands of the role and achieve desired results; Ability to work on own initiative and as part of a team; Excellent time management and the ability to prioritise a workload; Personal qualities, communicating and relating to others; Positive attitude to disability, health problems and employment problems; Flexible, adaptable and innovative; Enthusiasm for the value and impact of volunteers; Excellent interpersonal, communication and presentation skills demonstrating the ability to convey messages clearly; Good IT skills – to present data via Word, Excel, PowerPoint and PDF</p>
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Shaw Trust	<p><b>Customer Support Officer (CSO)</b> The CSO manages referrals of all participants on WHP and processes all required information to and from DWP. This includes; processing referrals from Jobcentre Plus, making initial contact with participants to agree first appointment via email/telephone as well as maintaining DWP PRAP records throughout the participant's time on programme. CSOs will have the experience and demonstrable ability to effectively communicate with people experiencing social exclusion and unemployment, have a strong track record of achieving targets and be able to motivate people, work well in a team and stay focused under pressure.</p>	[REDACTED]	<p>Download and action PRAP referrals on a daily basis ensuring all contractual deadlines and requirements are met; Provide a link to participants via telephone, email, SMS, mail and Shaw On-line to provide information, book appointments and monitor progress throughout customer journey; Make first contact with participants on behalf of Shaw Trust by telephone including completing an assessment of needs that may affect initial engagement on the programme; Allocate participants to appropriate Case Management providers and a specified Support Manager; Liaise with Support Managers and monitor PEPs to track participant's engagement and progress; Ensure PRAP is constantly up to date to ensure DWP deadlines and contractual requirements are met; Adhere to Shaw Trust policies, procedures and quality standards; Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures; Understand, comply with and promote Shaw Trust's safeguarding policy and procedures; Comply with the Trust's Equality and Diversity Policy; Maintain confidentiality about clients, staff and other Trust business, meeting the requirements of the Data Protection Act at all times; Maintain awareness of risk and take personal responsibility for ensuring that the Trust is not unnecessarily exposed to risk; Promote and implement Shaw Trust's Risk, Quality and Information Security Management Systems.</p>	<p><b>Technical competency:</b> Holding or able to achieve NVQ Level 3 Customer Service or IAG (or equivalent); IT skills including experience of databases and Microsoft Office. Experience; Demonstrable experience of successfully working to targets; Previous experience within welfare to work; Previous experience within a busy call or contact centre environment. Knowledge and skills; Understanding of data protection and information security; Knowledge of Government employment programmes and the benefit system; Understanding of the customer group and the barriers that unemployed people may face; Personal qualities, communicating and relating to others; Excellent interpersonal and communication skills; Ability to meet performance targets; Able and willing to work outside of normal working hours; Good organisational skills and time management; Multitasking, flexible approach to problem solving; Excellent communication skills at all levels, verbal and written; awareness, understanding and commitment to the protection and safeguarding of young people and vulnerable adults; Commitment to Equal Opportunities and Diversity; Awareness of Health &amp; Safety issues; Awareness of disability and social exclusion issues</p>
Shaw Trust	<p><b>Community Hub Host (CHH)</b> The first point of contact for all participants and visitors/callers to our 2 Work and Wellbeing Hubs in CPA5, responsible for selling an excellent first impression of Shaw Trust and welcoming participants and visitors in a friendly and professional manner. The CHH efficiently directs visitors/callers to the person or service they are looking for. CHH are to build a friendly but professional rapport with people quickly and display the ability and passion to help people from a diverse range of backgrounds and abilities. The CHH demonstrates a passion to further the charitable aims of the organisation and acts with integrity.</p>	[REDACTED]	<p>Undertake telephone and reception duties, adhering to agreed standards; Ensure all participants and visitors are welcomed and directed to the appropriate member of staff in a professional and efficient manner; Ensure all participants receive a tour of the Hub and its facilities when they arrive for their first appointment; Be the main point of contact in the Hub for participants answering general questions and directing them to facilities or appropriate support as required; Maintain the security of the Hub including access to restricted areas and sources of data and information; Manage the petty cash for the Hub making and recording payments as appropriate; Ensure that the presentation of the Hub is maintained to the highest standard at all times; Liaise with the marketing team to ensure that display boards are updated and any promotional material or information for participants is correct and up to date; Undertake incoming and outgoing mail duties; Manage the ordering and distribution of stationery and consumables within the Hub following agreed procedures; Support the senior managers by completing ad hoc tasks as required; Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures; Understand, comply with and promote Shaw Trust's safeguarding policy and procedures; Maintain confidentiality about participants, staff and other Trust business; Be aware of, promote and implement Shaw Trust's Quality and Information Security Management Systems.</p>	<p><b>Technical competency:</b> Minimum of 5 GCSEs or equivalent; Relevant previous administrative experience, including use of MS Office Suite (Word, Excel, PowerPoint &amp; Outlook); Previous experience in a customer service role; Embraces change and drives continuous improvement; People centred in a commercial framework, takes accountability for results. Experience, Knowledge and Skills; Provides a best in class service to all clients internal and external; Excellent interpersonal, communication and presentation skills; Ability to engage, and relate well to individuals from a diverse range of backgrounds and abilities; Customer Service focussed; Professional and efficient telephone manner; Dynamic, self-motivated with previous experience of prioritising tasks; Flexible approach and ability to cope with the varying demands of the role; Ability to act on own initiative; Ability to work collaboratively as part of a team; Positive attitude to disability and social inclusion with an understanding of related issues and empathy; Displays an awareness, understanding and commitment to the protection and safeguarding of young people and vulnerable adults; Have an understanding of and be able to demonstrate a commitment to Equal Opportunities and Diversity; Awareness of Health &amp; Safety issues.</p>

<p><b>Shaw Trust</b></p>	<p><b>Head of Work and Health Programme (HoWHP)</b> Reporting directly to the Executive Director of Enterprise and Operations (EDEC), the HoWHP will lead Shaw Trust's internal and external WHP delivery. The role will ensure all WHP operational delivery is operated safely, efficiently and achieves or exceeds performance expectations.</p>	<p>[REDACTED]</p>	<p>Provide strategic leadership/management to ensure effective delivery across ST's WHP contracts; Provide effective line management to senior operational leaders within WHP; Identify gaps in internal / external delivery and agree remedial action with EDEC; Collate/distribute performance reports highlighting areas for improvement in internal/external delivery; Drive continuous improvement throughout internal / external delivery; Monitor / manage operational budgets; Work with Commercial Assurance Team to: a) implement a systematic approach to quality management to ensure participants receive a consistent high standard of service, maximising job outcomes, b) ensure that PAT, Merlin and other audit requirements are achieved and any recommendations implemented; Monitor and analyse performance to ensure programme targets are achieved across all internal and external delivery, initiating remedial action when required; Promote effective relationships between internal and external delivery and all local stakeholders, in particular JCP, LAs and health service providers, ensuring that innovative ways of involving local organisations in Shaw Trust's work are developed; Ensure the Inclusive Employment Service effectively engages with employers to identify appropriate opportunities for participants as well as employer support needs; Work alongside the business development team to develop and test solutions to improve operational performance; Ensure that good practice within external and internal delivery is effectively shared across the operation; Ensure that delivery locations are operated safely and in an environmentally appropriate manner in accordance with policies, standards and procedures; Ensure that safe working practices are followed in respect of COSHH and other Risk Assessment control measures; Promote Shaw Trust's safeguarding policy and procedures.</p>	<p><b>Technical competency:</b> Educated to degree level / equivalent experience; Hold a recognised management qualification. Knowledge and Experience: Ability to demonstrate a proven track record of achievement at a senior level; Ability to provide strategic leadership and direction; Experience of managing WHP contracts; Significant relevant operational management experience; Experience of managing operations over a regional area and/or multiple teams on a remote basis; Ability to plan, monitor and provide effective reporting on progress of projects; Proven experience of driving continuous operational performance improvement; Experience of effective partnership working with internal and external stakeholders; Proven experience of meeting operational budgets and analysing trends and acting on adverse variances; Excellent verbal and written skills and ability to communicate concisely and effectively; Excellent IT skills; Understanding of ISO and other quality standards; Understanding of UK Welfare to Work sector; Understanding of Health and Safety. Skills/Behaviours: Proven leadership skills; Ability to motivate and support; Ability to lead, inspire and empower; and performance; Dynamic, open, participative and supportive management style; Ability to lead, inspire and empower; Champion and embrace change; Operate with a commercial focus; Operate with charitable integrity; Ability to work on own initiative, as well as in consultation and negotiation with senior managers and other stakeholders as required; Well-organised with good planning skills and able to deliver to agreed target dates; Analytical problem solving skills; Outstanding personal impact, drive, enthusiasm and presence; Flexible and adaptable approach to work; Innovative; Commitment to safeguarding of young people and vulnerable adults.</p>
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NB If there is insufficient space in the above table to include all the HR roles to support deliver of the Work and Health Programme, please attach a supplementary sheet using the same table format

## HUMAN RESOURCES

Prime/Supply Chain Organisation	Job Title	Full Time Equivalent [REDACTED]	Key Responsibilities	Relevant Skills, Experience and Qualifications
Shaw Trust	<p><b>Operations Manager (OM)</b> Managing the overall operational delivery of a large CPA for WHP, the OM post requires strong management experience, preferably within a similar role/sector, and demonstrable performance management and operational planning experience and organisational skills. The OM is responsible for the employability and support services delivered internally and through a supply chain and ensures services are consistently delivered to the highest standards meeting all performance and contractual requirements. The OM directly line-manages a team of Area Managers and a Supply Chain Manager and will empower and encourage their staff to be flexible team players who in turn enable delivery staff and supply chain partners to support participants to take control of their lives and move into employment. The OM will be adept at developing/maintaining relationships with local integrated services and building local stakeholder relationships to enhance and expand the services to participants. The OM will have the right experience to deliver a flagship government contract and thrive in an environment that encourages them to lead</p>		<p>Ensure the operational delivery of WHP within the CPA (internally/supply chain) meets contractual requirements and exceeds performance targets; Ensure agreed Customer Service Standards and external standards are met for all participants (including those supported by supply chain); Work closely with Risk &amp; Quality Assurance team to support compliance audits/reviews, ensuring clear action plans are agreed and implemented to continually improve service delivery; Ensure effective contract management of supply chain partners and support Supply Chain Manager to implement agreed internal management processes/procedures; Analyse/share regular reports/Mi with delivery teams and supply chain, identifying trends impacting on effective delivery of the service, agreeing remedial or improvement action where required; Control and manage all financial aspects of service delivery and performance, ensuring all transactions are validated and regularly monitored; Build and maintain effective working relationships with partners and stakeholders to ensure effective service integration at a local and regional level (including agreeing co-location of service delivery, cross-referral to other local provisions and accessing other funding streams); Facilitate the involvement of participants, supply chain, employers and wider stakeholders in design, delivery and evaluation of services; Manage delivery teams understanding of</p>	<p><b>Technical Competency:</b> Educated to degree level or equivalent; Relevant management operational qualification supported by demonstrable operational experience. <b>Experience, Knowledge and Skills:</b> Experience in successfully managing target driven community based services and teams within a high performance culture; Experience of the operational management of high level or complex delivery of customer services and contracts internally and/or through a supply chain; Demonstrable experience of managing a remote and dispersed staff team working on both a community delivery and outreach basis; Experience of supporting, motivating and engaging others; Experience in managing, coaching and leading a team to drive success in a challenging and target driven environment; Experience in establishing and maintaining productive relationships with partners and stakeholders; Ability to manage budgets with real achievement in meeting or exceeding targets; An operational understanding of working with individuals who face disadvantages in relation to employment, inclusion and independence with varying and complex needs and barriers; Flexibility to cope with the varying demands of the role, managing time effectively to achieve the desired results and willing to travel with possible overnight stays; Proven ability to manage change in a complex business environment; Excellent</p>

Shaw Trust	<p><b>Support Services Manager (SSM)</b>  <i>The SSM manages the Work and Wellbeing Hubs and line manages a multi-disciplinary team of support staff across the CPA, requiring strong management experience, preferably within a similar role and proven operational planning and organisational skills. The SSM ensures that our support services (volunteers, Health and Wellbeing Advisers and Inclusive Employment teams) work in a joined-up way to allow the Support Managers to concentrate on their participants' journey to employment. The SSM will enable and encourage staff to be flexible team players, supporting participants to take control of their lives and move into employment, and will also be adept at developing and maintaining relationships with local integrated services.</i></p>	(REDACTED)	<p>Manage the smooth and timely referral / initial engagement process of participants through DWP's PRA system and interaction with jobcentres as required; Oversee compliance with DWP referral systems to maximise attachment of participant to the programme; Work in partnership with operational colleagues, internal experts (e.g. volunteers, health and wellbeing teams and delivery partners) to ensure Support Managers can focus on supporting participants; Ensure all services meet or exceed performance and contractual targets whilst meeting or exceeding standards with all compliance audits and reviews, ensuring clear action plans are followed for improvement as appropriate; Work with Spice Innovations and Area Managers to support, embed and monitor the use of the Time Credits scheme by Support Managers; Identify opportunities for Shaw Trust to develop new partnerships; Analyse and share regular reports/MI to the team identifying trends that impact on effective delivery of WHP; Control and manage financial aspects of performance, ensuring transactions are validated/monitored; Facilitate involvement of participants in design, delivery and evaluation of services; Manage team understanding of the systems that enable a clear focus on performance, quality, finances, compliance and equalities; Set personal development and performance targets for direct reports and ensure these are met; Ensure business</p>	<p><b>Technical Competency:</b> Educated to degree standard (or equivalent); Relevant management training/qualification. Experience: Proven experience of successfully managing target driven services and teams within a high performance culture; Demonstrable experience of operational management and contract compliance within customer / business services environment; Proven track record of effectively managing contracted-out services and partnership delivery; Experience of supporting, motivating and engaging others; Demonstrable experience in establishing and maintaining productive relationships with partners and stakeholders; Experience in managing, coaching and leading a multi-disciplinary team to drive success in a challenging and target driven environment. <b>Knowledge:</b> Financially knowledgeable with a strong commercial focus applied within a large or complex organisation; Knowledge of local area commissioning and service delivery environment; Understanding of working with individuals who face disadvantages in relation to employment, inclusion and independence with varying and complex needs and barriers. <b>Skills and Abilities:</b> Excellent interpersonal, communication and presentation skills; Strong project management skills and the ability to facilitate contract implementation and development; Excellent management and leadership</p>
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Shaw Trust	<p><b>Supply Chain Manager (SCM)</b>  <i>The SCM manages supply chain partners to ensure they deliver their contractual requirements and outcome targets for WHP. The SCM establishes and maintains relationships with community and specialist partners in so that WHP participants receive appropriate support, opportunities for progression and can achieve job outcomes. The SCM support continuous improvement in the existing supply chain, maximising potential for growth and delivery of contractual outcomes. The SCM actively supports the development of our supply chain, building a strong portfolio of supply chain and alliance partners including across: social inclusion and cohesion; health and well-being; equality and diversity; joined-up government; sustainable development and child poverty. The SCM has extensive experience in managing and supporting a complex supply chain to achieve social and/or employment outcomes for people facing disadvantage in the labour market.</i></p>	(REDACTED)	<p>Hold individual suppliers to account for their contractual performance, agreeing remedial actions in a timely manner where required and / or sharing good practice across the supply chain. This requires the establishment of regular meetings with each provider and the creation of regular supply chain network events in the CPA; Provide the Operations Manager with regular and accurate performance reports on each supplier; Agree with the Operations Manager the appropriate management actions which range from working with the supplier to increase capability to deliver results to the provision of sanctions or removal of contracts; Use agreed tools and techniques with the supply chain to ensure each supply chain partner delivers their contractual obligations, including quality assurance &amp; compliance; Act as the focal point for supply chain delivery staff queries relating to the Shaw Trust approach to delivering WHP; Work with supply chain partners to ensure facilitation of best practice, continuous improvement in contract delivery and integration of the participant journey in order to meet the WHP required outcomes; Work with suppliers to create alliances with employers and other agencies who provide tangible outcomes for WHP participants; Develop, maintain and promote the Approved Supplier Framework with service providers, charities and voluntary organisations. Ensuring that we maintain a rich and diverse framework</p>	<p><b>Technical Competency: Relevant management qualification (e.g. IoSCM L3 Supply Chain Management) or equivalent experience. Experience: Demonstrable experience of supply chain management focused on supporting the achievement of high levels of performance, quality and compliance; Experience of implementing corrective measures with contracted suppliers leading to desired improvements; Experience of achievement in a target-driven environment; Experience of working with partners to introduce new business processes and ways of working; Previous experience within the recruitment, welfare to work industry or skills sectors; Knowledge of provider networks across the local area; Understanding of marketing to develop services and contacts; Good understanding of the local and national labour market. Skills and Attributes: Ability to cope with a variety of challenging situations in a calm and sensitive manner; Ability to drive performance through focused performance management of suppliers; Strong analytical and data manipulation skills; Flexibility to cope with the varying demands of the role, managing time effectively to achieve the desired results; Ability to problem solve and respond appropriately to a variety of situations; Ability to work flexibly on own initiative and as part of a team; Commercial awareness – developing</b></p>
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Spice Innovations Limited	<p><b>Spice Senior Project Manager (SPM)</b></p> <p>The SPM will lead delivery and growth of Spice's Time Credits programme, overseeing it from development, design and planning, through to delivery and evaluation. Spice are a rapidly-growing social enterprise and the largest community currency organisation in the world. Their work builds strong, resilient communities and gives people the tools to make real lasting changes in their lives. The SPM will be responsible for leading the national development and management of Time Credit programmes for the Shaw Trust, setting the vision, ensuring successful delivery and managing development of spend partnerships. The SPM will manage and support local programme staff to develop and grow the project, monitor growth and report to local partners. The SPM will also work with senior stakeholders to set the strategy for the programme and ensure that things are developing to meet their needs. The SPM will be a leader with experience of managing staff to deliver new projects and creating new partnerships across sectors. They will be passionate about communities and creating positive lasting change focussed on utilising the skills and assets of all. The PM will be a facilitator, enabler and champion making who is</p>	(REDACTED)	<p>Oversee the delivery of all aspects of Time Credits for Shaw Trust, including leading on delivery of Time Credits with a range of partner and client organisations; Work in partnership with programme heads, clients, stakeholders and ensure their implementation; Set and agree strategy and assess the performance of a rapidly growing Time Credits network across a diverse range of groups and initiatives; Build and maintain excellent relationships with funders and project stakeholders across a range of organisations and developing new stakeholder relationships where necessary; Manage programme budgets; Provide additional capacity to support project staff to successfully deliver project outcomes, including support in: workshop design and facilitation, training design &amp; delivery, marketing and communications and other requests; Report against project outputs and outcomes and develop recommendations for future development; Work with Shaw Trust and local staff to coordinate and develop national and regional delivery approaches and resources and raise the profile of Time Credits; Work closely with Shaw Trust at a national level to deliver programmes successfully and meet requirements; Work with local staff to develop and implement a growth and development plan for spend partnerships across each delivery region to support impact through spending of Time Credits; Develop and support delivery of all aspects of Time Credits for Shaw Trust, including with a range of partner and client organisations; Work in partnership with programme heads, clients, stakeholders and the SPM to design and develop project plans, and ensure their implementation; Mobilise agreed strategy and assess the performance of Time Credits across CPA and a diverse range of groups and initiatives; Build and maintain excellent relationships with funders and project stakeholders across a range of organisations and developing new stakeholder relationships where necessary; Manage CPA programme budget; Successfully deliver project outcomes; Report against project outputs and outcomes and develop recommendations for future development; Work with Shaw Trust and local staff to coordinate and develop regional delivery approaches and resources and raise the profile of Time Credits; Work with local staff to develop and implement a growth and development plan for spend partnerships across each delivery region to support impact through spending of Time Credits; Develop and deliver a communications and marketing plan for Time Credits; a) Work with other Spice staff to design, develop and disseminate practical resources to support more efficient and effective programme delivery</p>	<p><b>Technical Competence:</b> Ideally educated to degree standard (or equivalent); Relevant management training/qualification or demonstrable experience. Experience of: leading, managing and inspiring a team to develop and deliver against ambitious plans and targets; effective management of multiple projects/programmes; working with the public and voluntary sectors; successful partnership building across sectors; managing budgets; working autonomously and independently to deliver projects; capacity building for public and voluntary sector staff, community groups or other stakeholders; natural and experienced facilitator with knowledge, skills and experience of public service improvement and community development; managing projects/programmes across a wide geographical spread; working with and engaging with communities including informal community groups, individuals, third sector and public sector organisations; supporting evaluation of projects / programmes. Skills and Attributes: able to facilitate relationships between multiple stakeholders, enabling positive decision making; creative and entrepreneurial with a can-do attitude; a natural relationship builder and able to work with people across different levels to inspire and enthuse them about new ideas; understanding of health and social care services including employment.</p> <p><b>Technical Competence:</b> Ideally educated to degree standard (or equivalent); Relevant management training/qualification or demonstrable experience. Experience of: delivering against ambitious plans and targets; effective programme management; working with the public and voluntary sectors; successful partnership building across sectors; managing budgets; working autonomously and independently to deliver projects; capacity building for public and voluntary sector staff, community groups or other stakeholders; natural and experienced facilitator with knowledge, skills and experience of public service improvement and community development; managing projects/programmes across a wide geographical spread; working with and engaging with communities including informal community groups, individuals, third sector and public sector organisations; supporting evaluation of projects / programmes. Skills and Attributes: able to facilitate relationships between multiple stakeholders, enabling positive decision making; creative and entrepreneurial with a can-do attitude; a natural relationship builder and able to work with people across different levels to inspire and enthuse them about new ideas; understanding of</p>
Spice Innovations Limited	<p><b>Spice Project Manager (PM)</b></p> <p>The PM will deliver and grow Spice's Time Credits programme, working with the SPM to ensure delivery of an exemplar programme from development, design and planning, through to delivery and evaluation. The PM will be responsible for supporting the CPA-wide development and management of the Time Credit programme for the Shaw Trust, ensuring successful delivery and managing development of spend partnerships. The PM will manage and support local Shaw Trust programme staff to develop and grow Time Credits to ensure it reflects the needs of participants and enhances their participant journey. The PM will be experienced in mobilising and delivering new projects, working with stakeholders and creating new partnerships across sectors. They will be passionate about communities and creating positive lasting change focussed on utilising the skills and assets of all. The PM will be a</p>	(REDACTED)		

<p><b>Spice Innovations Limited</b></p>	<p><b>Spice Partnership Manager</b> The Partnership Manager leads on the development and expansion of a regional network of spend partners with the main focus developing new partners and opportunities that will enable Time Credits members from the WHP to access a wide range of opportunities that support positive outcomes. The Partnership Manager leads on spend strategy development and implementation in the CPA, working closely with the Senior Project Manager and local Project Manager. They will also manage relationships with key flagship partners, and have oversight of wider network management, spend communications and encouragement, and monitoring. The Project Manager will work with the Senior Project Manager to develop a strategy for the growth of the spend network in the CPA in order to meet the needs of the local projects and will liaise with Project Managers and Shaw Trust staff to ensure spend development is aligned to local priorities and member needs. A creative approach to growing the spend network will be taken, developing new types of spend opportunity and new relationships with spend partners.</p>	<p>(REDACTED)</p>	<p>Grow the Spend Network in the CPA; Sign up new spend partners that meet local project targets and needs, working with Spice Project Managers, Shaw Trust staff and members to identify opportunities to target; Deepen existing partnerships where they exist to expand existing offers or open up new opportunities, including development of innovative and bespoke spend partnerships or opportunities that drive increased spending; Raise the profile of Spice's Spend Network as an exciting opportunity for businesses in the region to be involved in, through press and PR and partner channels; Develop &amp; implement a regional Spend Strategy; Work with the Senior Project Manager to develop the strategy for spend in the CPA, including growth plans, communications, network management and analysis of data; Ensure the spend strategy is implemented; Oversee effective management of the local Spend network; Ensure the spend network is managed effectively, including partner communications, regular network audits and responding to issues or complaints; Provide leadership and oversight of effective spend communications, including production of promotional materials, newsletters, marketing materials and social media use; Support planning and oversee delivery of work to support access to partners, including ticket allocation, regional spend trips or trips to new partners; Ensure quarterly spend reporting is collected and shared</p>	<p><b>Technical Competency:</b> ideally educated to degree standard (or equivalent); Relevant management/partnership development training/qualification or demonstrable experience of experience. Experience: proven experience of successful partnership development and setup (in any sector) with external contacts, businesses and services; entrepreneurial and have experience of securing new business and/or generating revenue; experience of developing and implementing new processes and systems; experience of developing and/or implementing communications/marketing plans; experience of managing and delivering events; proven experience of problem solving and driving improvement experience or a good understanding of community development models; experience of facilitating workshops or training events. <b>Skills and Attributes:</b> able to sell concepts and initiatives to new organisations and individuals; pro-active, dynamic and able to inspire and enthuse others; creative thinker, able to see new opportunities for collaboration and flex pitch/approach to build effective relationships; Outstanding at building rapport and developing productive relationships; Excellent networker; IT literate with strong knowledge of the MS Office suite, including Excel, Word and Powerpoint as well as other administrative platforms, including Mailchimp.</p>
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NB If there is insufficient space in the above table to include all the HR roles to support deliver of the Work and Health Programme, please attach a supplementary sheet using the same table format



## DELIVERY INFRASTRUCTURE DETAILS

Organisation Name(s) (including Prime, Subcontractors, Specialist, and other)	Delivery Location(s) (including Outreach and co-location site)	State of Existing/ New sites	Facilities Available	Permanent site, subcontractor site, outreach or co-location?	Public Transport links and proximity to the premiere	Confirmation that delivery premises will comply with the Equality Act 2010
Medway Council	Embury Way, 99-101 High Street, Chatham, Kent ME4 4DL	Existing	Internal / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	5 minute walk to bus stop & 15 minute walk to train station	Y
Medway Council	Gillingham Community Hub, High Street, Gillingham, Kent ME7 1BD	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 20 minute walk to train station	Y
Medway Council	Medway Adult Education, 48 Canterbury Street, Gillingham, Kent ME7 5UN	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	3 minute walk to bus & train station	Y
Medway Council	Medway Adult Education, Rochester Community Hub, Rochester, Kent ME1 1EW	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 5 minute walk to train station	Y
Medway Council	The Island Partnership, Old Library, Tintin Road, Sheerness, Kent ME12 2PF	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 5 minute walk to train station	Y
Papworth Trust	Cambridge Centre, Hawthorn Way, Cambridge, Cambridgeshire CB4 1AX	Existing	Internal / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 20 minutes bus journey to train station	Y
Papworth Trust	Huntingdon Centre, Saxongate, High Street, Huntingdon, Cambridgeshire PE29 3RH	Existing	Internal / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	2 minute walk to bus stop & 10 minute walk to train station	Y
Papworth Trust	Peterborough Hub, Pant South Wing, Trinity Centre, Trinity Court, Peterborough, Cambridgeshire PE1 1DA	Existing	Internal / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	10 minute walk to train & bus stations	Y
Papworth Trust	The Ferry Project, Queen Mary Centre, Queen's Road Widloch, Cambridgeshire, PE13 2PE	Existing	Internal / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	15 minute walk to bus stop	Y
Realise Futures	Adsbrough Community & Sports Centre, Suffolk Coast & Heales, AOMD, Dock Lane, Melton, Adebrough, Suffolk IP12 1PE	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 15 minute walk to train station	Y
Realise Futures	Realise Futures, Bury, Bury St Edmunds, Suffolk IP33 1TZ	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 20 minute walk to train station	Y
Realise Futures	Hallesworth Voluntary centre, Wiveney Local Office Halesworth, Suffolk, IP19 6LW	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	10 minute walk to bus stop & 25 minute walk to train station	Y
Realise Futures	Realise Futures, Ipswich, Suffolk IP1 5NZ	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	10 minute walk to bus stop	Y
Realise Futures	Realise Futures, Ipswich, Suffolk IP3 9LJ	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	10 minute walk to bus stop & 20 minute walk to train station	Y
Realise Futures	Realise Futures, Lowestoft, Suffolk NR32 1PA	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	10 minute walk to bus stop & 15 minute walk to train station	Y
Realise Futures	Realise Futures, Newmarket, Suffolk CB8 0TY	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Colocation	2 minute walk to bus stop & 20 minute walk to train station	Y
Realise Futures	Realise Futures, Stewinham, Suffolk IP14 1BB	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Colocation	Bus stop directly outside & 20 minute walk to train station	Y
Realise Futures	Sudbury Library, Market Hill, Sudbury, Suffolk CO10 2ET	Existing	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	10 minute walk to bus & train station	Y
Stew Trust	Bradston Community Resource Centre, 1 The Gore, Bradston, Essex SS14 2EA	New	Internal / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, On-site parking, Disabled toilet, Meeting rooms, Café, Library	Outreach	10 minute walk to bus stop & 15 minute walk to train station	Y
Stew Trust	Papworth Bradston, Bradbury, Wickhams, Bradston, Essex SS16 5BP	New	Internal / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Colocation	2 minute walk to bus stop & 5 minute walk to train station	Y
Stew Trust	Bradston Welbong Hub, ECL - The Gore & Welbong Cenepay, Tompke Place, Coggeshall Road, Brakelton, Essex CM7 8GB	New	Telephone, Photocopier / Printer, Kitchen / catering facilities, On-site parking, Disabled toilet, Meeting rooms, ICT suite	Colocation	2 minute walk to bus stop & 15 minute walk to train station	Y

Shaw Trust	Rowan & Lena Welbelling Hub, Hazarath Centre, Ramey, Brentwood, Essex CM15 8BG	New	Telephone, Kitchen / catering facilities, On-site parking, Disabled toilet, Meeting rooms, Waiting room / reception area.	Colocation	10 minute walk to bus stop & 20 minute walk to train station	Y
Shaw Trust	Mincap Hall, 56 Midway Road, Charnold, Essex CM2 6DZ	New	Internal / WIFI, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet, Meeting rooms	Colocation	10 minute walk to bus stop & 20 minute walk to train station	Y
Shaw Trust	Shaw Trust Work & Welbelling Hub, Cobchester Business Centre, 1 George Williams, Cobchester, Essex CO1 2US	New	Internal / WIFI, Telephone, Photocopier / Printer, Kitchen / catering facilities, On-site parking, Disabled toilet, Meeting rooms, ICT suite	Permanent site	5 minute walk to bus stop & 15 minute walk to train station	Y
Shaw Trust	Rowan Welbelling Hub, 80, The Care & Welbelling Company, Peveral Road, Harlow, Essex CM19 4LU	New	Internal / WIFI, Telephone, Kitchen / catering facilities, On-site parking, Disabled toilet, ICT suite, Fitness / gym facilities, Training kitchen	Colocation	2 minute walk to bus stop & 25 minute walk to train station	Y
Shaw Trust	The Hub, Leigh on Sea, South Essex Homes, Birmingham Chase, Leigh on Sea, Essex SS9 4HX	New	Internal / WIFI, Kitchen / catering facilities, Disabled toilet, ICT suite, Meeting rooms	Colocation	5 minute walk to bus stop & 15 minute walk to train station	Y
Shaw Trust	Malden & District CVS, The Square, Holloway Road, Malden, Essex CM9 4ER	New	Internal / WIFI, Kitchen / catering facilities, On-site parking, Disabled toilet, Meeting rooms, Photocopier / Printer	Colocation	5 minute walk to bus stop	Y
Shaw Trust	Sallion Welden Welbelling Hub, 39 Audley Road, Sallion Welden, Essex CB11 3HD	New	Internal / WIFI, Kitchen / catering facilities, Disabled toilet, Meeting rooms, ICT suite	Colocation	10 minute walk to bus stop & 7 minute last journey to train station	Y
Shaw Trust	The Hub Shetburn, South Essex Homes, 151 West Road, Shetburn, Essex SS3 9EF	New	Internal / WIFI, Kitchen / catering facilities, Disabled toilet, Meeting rooms, ICT suite, Library	Colocation	5 minute walk to bus stop & 10 minute walk to train station	Y
Shaw Trust	South Oxenden Centre, Oakley Avenue, South Oxenden, Essex RM15 5DX	New	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, On-site parking, Disabled toilet, ICT suite, Waiting room / reception area	Colocation	5 minute walk to bus stop & 15 minute walk to train station	Y
Shaw Trust	The Hub - Southland Victoria, South Essex Homes, Victoria Shopping Centre, 383 Chelmsford Square, Southend-on-Sea, Essex SS2 5SP	New	Internal / WIFI, Printer / photocopier, Kitchen / catering facilities, On-site parking, Disabled toilet, Meeting rooms, Waiting room / reception area, Meeting rooms	Colocation	5 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	Tilbury Hub, Ohio Square, Tilbury, Essex RM18 0AD	New	Internal / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, ICT suite, Waiting room / reception area, Meeting rooms	Colocation	5 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	Metropolitan House, Dares Lane, Polina Bar, Harfordshire EN3 1AG	Existing	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, ICT suite, Waiting room / reception area, Meeting rooms	Permanent site	Bus and train station directly outside	Y
Shaw Trust	The Healing Hub, Stevenage, Harfordshire SG1 1LZ	New	Internal / WIFI, Telephone, Kitchen / catering facilities, Disabled toilet, Lift, Meeting rooms, On-site parking	Colocation	Bus and train station directly outside	Y
Shaw Trust	Walford Workshop, Century Retail Park, Dutton Way, Walford, Harfordshire WD17 2BF	New	Internal / WIFI, Kitchen / catering facilities, Disabled toilet, ICT suite, Meeting rooms	Colocation	Bus stop directly outside & 5 minute walk to train station	Y
Shaw Trust	Live Well Kent, Breachley House, Gantebury Road, Ashford, Kent TN24 8DF	Existing	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, ICT suite, Meeting rooms, On-site parking	Permanent site	2 minute walk to bus stop & 25 minute walk to train station	Y
Shaw Trust	12-17 Upper Bridge Street, Canterbury, Kent CT1 3NF	Existing	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, ICT suite, On-site parking	Permanent site	1 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	RELI, Waterbridge Court, Spilth Street, Dartford, Kent DA1 2DT	New	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, ICT suite, On-site parking, Meeting room, Lift	Colocation	2 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	Dover Big Local Community Hub, The Chariton Centre, High Street, Dover, Kent CT16 1TT	New	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, ICT suite, On-site parking, Meeting rooms, Waiting room / reception area	Colocation	2 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	89 Serodgate Road, Folkestone, Kent CT20 2AF	Existing	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms	Colocation	2 minute walk to bus stop & 4 minute walk to train station	Y
Shaw Trust	Hardenham Village Hall, Haslemere, Kent TN27 6NR	New	Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area	Permanent site	10 minute walk to bus & train station	Y
Shaw Trust	Malden Community Support Centre, 39-40 Marlton Street, Malden, Kent ME14 1TH	New	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, Waiting room / reception area, Disabled toilet, Meeting rooms	Colocation	2 minute walk to bus stop & 10 minute walk to train station	Y
Shaw Trust	M&L Lens House, M&L Lane, Margate, Kent CT9 1LB	Existing	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, ICT suite	Permanent site	1 minute walk to bus stop & 3 minute walk to train station	Y
Shaw Trust	The Asphallens Healthy Living Centre, Woodwood Business Park, Breckburg Street, Margate, Kent CT9 4JJ	New	Internal / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, Café	Colocation	5 minute walk to bus stop & 20 minute walk to train station	Y
Shaw Trust	The Marsh Academy Community Hub, New Romney, Kent TN28 0BB	New	Internal / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area, Lift	Colocation	2 minute walk to bus stop & 5 minute walk to train station	Y

Shaw Trust	West Kent Mind, 34 St John's Road, Sevenoaks, Kent TN13 2LW	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area	Colocation	5 minute walk to bus stop & 10 minute walk to train station	Y
Shaw Trust	St Georges Bulwark Centre, Castle Road, Shillingbourne, Kent ME10 3TB	Existing	Internet / WIFI, Telephone, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, On-site parking	Permanently site	4 minute walk to bus stop & 14 minute walk to train station	Y
Shaw Trust	Live Well Kent 97-101 High Street, Tonbridge, Kent TN9 1DR	Existing	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, ICT suite	Permanently site	3 minute walk to bus stop & 7 minute walk to train station	Y
Shaw Trust	Sudd Hall, Swalecliffe, Winkfield, Kent G16 2QV	Existing	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking	Permanently site	3 minute walk to bus stop & 30 minute walk to train station	Y
Shaw Trust	Alabonough Community Hub, Sikes Road, Alabonough, Norfolk NR17 2AT	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area	Outreach	2 minute walk to bus & train station	Y
Shaw Trust	Learning & Resource Centre, Keidman's Place, 16 Church Street, Cromer, Norfolk NR27 9ES	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area, ICT suite	Colocation	5 minute walk to bus stop & 15 minute walk to train station	Y
Shaw Trust	Dorham Community Hub, 1 Rast's Green, Dereham, Norfolk NR19 1JG	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area	Outreach	10 minute walk to bus stop & 30 minute walk to train station	Y
Shaw Trust	Independence Matters Community Hub, Suffolk Road, Gorleston, Great Yarmouth NR31 0LJ	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking	Colocation	5 minute walk to bus stop & 30 minute walk to train station	Y
Shaw Trust	Hot Community Centre, Charles Road, Holk, Norfolk NR25 6DA	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking	Colocation	Bus stop directly outside & a 25 minute bus journey to bus train station	Y
Shaw Trust	Mr Bees Healthy Living Centre, St Augustine's, Columbia Way, King's Lynn, Norfolk PE30 2LB	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area	Outreach	1 minute walk to bus stop & 14 minute walk to train station	Y
Shaw Trust	Twicken Road Community Hub, 120 Ipswich Road, Norwich, Norfolk NR4 6DS	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking	Colocation	10 minute walk to bus stop	Y
Shaw Trust	Shaw Trust Work & Wellbeing Hub, 11 Phase of Wales Road, Norwich, Norfolk NR1 1BD	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking, Waiting room / reception area, ICT suite	Outreach	1 minute walk to bus stop & 7 minute walk to train station	Y
Shaw Trust	Independence Matters Community Hub, Howay Road, Shillingbourne, Norfolk NR26 6XP	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet	Permanently site	5 minute walk to bus stop & 15 minute walk to train station	Y
Shaw Trust	Swallham Community Centre, Kent Partnership, Swallham, Norfolk PE37 7RD	New	Internet / WIFI, Printer / photocopier, Kitchen / catering facilities, Disabled toilet, Meeting rooms	Outreach	10 minute walk to bus stop	Y
Shaw Trust	Thetford Healthy Living Centre, Croton Road, Thetford, Norfolk PE24 1UD	New	Internet / WIFI, Kitchen / catering facilities, Disabled toilet, Meeting rooms, Waiting room / reception area, LMI	Outreach	Bus stop directly outside & 5 minute walk to train station	Y
Shaw Trust	Independence Matters Community Hub, 46 Leaburnum Grove, Thetford, Norfolk PE24 3RS	New	Internet / WIFI, Kitchen / catering facilities, Disabled toilet, Meeting rooms, On-site parking	Colocation	2 minute walk to bus stop & 30 minute walk to train station	Y
Shaw Trust	Bishops Park Community Centre, Bishop Siedent, Norfolkshire CM23 4DA	New	Kitchen / catering facilities, On-site parking, Disabled toilet, Meeting rooms	Colocation	2 minute walk to bus stop & 30 minute walk to train station	Y
Shaw Trust	St Albans City & District Council, Civic Centre, St Albans Street, St Albans, Hertfordshire AL1 3LE	New	Internet / WIFI, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	Breaks Manor Youth Centre, Lark Drive, Hatfield, Hertfordshire AL10 9TP	New	Internet / WIFI, Kitchen / catering facilities, Disabled toilet, ICT suite, Meeting rooms	Colocation	5 minute walk to bus stop & 10 minute walk to train station	Y
Shaw Trust	Hertfordshire Partnership, Salton Ground, Dishmore Lane, Stevenage, Hertfordshire SG1 3LJ	New	Internet / WIFI, Kitchen / catering facilities, Disabled toilet	Outreach	2 minute walk to bus stop & 10 minute walk to train station	Y
Shaw Trust	Weslyn Garden City Central Library, Campus West, Welwyn Garden City, Hertfordshire AL9 6AJ	New	Internet / WIFI, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet, ICT suite, Meeting rooms	Colocation	2 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	Connect Hertfordshire Community Hub, 39 Oakley Drive, Welwyn, Hertfordshire WD16 7BD	New	Internet / WIFI, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet, Meeting rooms	Outreach	2 minute walk to bus stop & 5 minute walk to train station	Y
Shaw Trust	The Nat Hatfield Community Resource Centre, 1 Town Centre, Hatfield, Hertfordshire AL10 8UZ	New	Internet / WIFI, Kitchen / catering facilities, Disabled toilet, ICT suite, Meeting rooms	Outreach	2 minute walk to bus stop & 30 minute walk to train station	Y
Sussex Community Development Association	Eastbourne Town Hall, Eastbourne, East Sussex BN21 4UG	Existing	Internet / WIFI, Kitchen / catering facilities, Disabled toilet, ICT suite, Meeting rooms	Colocation	Bus stop directly outside and train station & 5 minute walk	Y

Sussex Community Development Association	Purports House, Hailsham, East Sussex BN27 1AD	Existing	Internet / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	10 minutes walk to bus stop & 15 minute bus journey to train station	Y
Sussex Community Development Association	Isabel Blackman Centre, Hastings, East Sussex TN24 3AT	Existing	Internet / WiFi, Telephone, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Subcontractor site	5 minutes walk to bus stop & 20 minutes walk to train station	Y
Sussex Community Development Association	Southover House, Lewes, East Sussex BN7 1AB	Existing	Internet / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Colocation	3 minutes walk to bus stop & 10 minutes walk to train station	Y
Sussex Community Development Association	The Hub, Newhaven, East Sussex BN9 6ND	Existing	Internet / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Colocation	5 minutes walk to bus stop & 10 minutes walk to train station	Y
Sussex Community Development Association	Uckfield Library, Uckfield, East Sussex TN22 1AR	Existing	Internet / WiFi, Photocopier / Printer, Kitchen / catering facilities, Disabled toilet	Outreach	2 minutes walk to bus stop & 10 minutes walk to train station	Y

NB If there is insufficient space in the above table to include all the organisations proposed to deliver specific elements of the service involved, please attach a supplementary sheet using the same table format



**Schedule 1 Appenndix B Part 1 – Appendix 6 Implementation Plan**

**[REDACTED]**



# Work and Health Programme Stakeholder Relationship List

WHP Shortlisted Bidder	Shaw Trust Limited	CPA	5
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Stakeholder Classification	Definition	Confirmation Letter Required?
Core	If a Stakeholder meets one or more of these three conditions they are considered 'Core'	Yes
	1. The withdrawal of this stakeholder is an integral part of the customer journey or would materially affect performance. OR 2. The withdrawal of this stakeholder would result in a gap service provision to a customer group or geographic area. OR 3. Greater than 1% of annual CPA referral volumes which will directly engage with this stakeholder's services.	
Ancillary	None of the above conditions are met, but the stakeholder provides a service which represents added value for the customer.	No

Stakeholder Name	Service Provided	Geographical Coverage	Estimated Proportion of Referral Volumes	Estimated Contribution to	Core or Ancillary Stakeholder	Confirmation Letter Submitted
Catch22	Strategic and services - Provide integration opportunities with existing programmes and services covering substance misuse, justice / offenders, skills, mentoring, apprenticeships, family support, employability support. Further opportunities to jointly commission value added services on a demand-led basis.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
CGL - Change Grow Live	Strategic and services - Substance misuse services, services for children, families and young participants, homelessness, domestic abuse and criminal justice through their existing programmes and services. Opportunities to promote integration of services and align activities in specific sectors to add value to participants through joint training, group work and case conferencing with shared participants.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Clarton Housing (including Circle Housing)	Partnership working and services - Alignment of activities to support participants seeking employment. Joint activities to promote and support engagement of participants on programme, integration of local services and estate based programmes to target high flow / high need areas	Kent	[REDACTED]	[REDACTED]	Ancillary	No
Everyone Health	Services - support for participants requiring health and wellbeing services, specifically 1-1 support for weight management, NHS Health Checks, Health Trainers and health and wellbeing.	Cambridgeshire	[REDACTED]	[REDACTED]	Ancillary	No
Inclusion Thurrock	Services - Recovery College, Substance Misuse, CBT, Psychological Wellbeing, Help for Veterans, Interpersonal Psychotherapy, Counselling, Gaining Control of your Mental Health needs Stress and Mood Management and Wellbeing	Essex	[REDACTED]	[REDACTED]	Ancillary	No

Kent Community Health NHS Trust	Strategic and services - support for engaging with mental health and Health and Wellbeing services across Kent, provide support in signposting to and integrating into existing services. Help steer WHP provision to areas and geographies of greatest need, and provide feedback on service to inform future development and commissioning.	Kent	[REDACTED]	[REDACTED]	Ancillary	No
MCOH	Services - Support for participants with learning difficulties, autism and mental health needs to live as independently as possible. Other support include: registered care (autism and learning difficulties), supported living, individual community support, transitions services, social enterprises, day services, wellbeing centres, employment support and hate crime project - Jigsaw.	Kent & Essex	[REDACTED]	[REDACTED]	Ancillary	No
MIND	Services - assessments and in-house services and signposting to statutory services for people with mental health issues.	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Norfolk & Suffolk NHS Foundation Trust (Wellbeing & IAPT)	Strategic and services - support to engage with and signpost to statutory services including health and wellbeing, and mental health services (IAPT). Will help to integrate services with WHP and provide feedback on service experience of participants to inform continuous improvement. Access to local services such as 1-1 support for weight management, NHS Health Checks, Health Trainers.	Norfolk & Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Together for Mental Wellbeing Trust Links	Services - support for participants with mental ill-health health problems through therapeutic gardening and access to new skills in horticulture leading to job opportunities.	East Sussex Southend	[REDACTED]	[REDACTED]	Ancillary	No
Wellbeing Suffolk	Services - specialist support participants with mild/moderate mental health problems; support is accessible in a variety of ways, online, groups sessions in the community	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Colchester CVS	Strategic and services - strategic support for programme alignment within the third sector network including support with service provider engagement, signposting and WHP service development. Access to volunteering opportunities for participants.	Colchester	[REDACTED]	[REDACTED]	Ancillary	No
Community 360	Strategic and services - strategic support for programme alignment within the third sector network including support with service provider engagement, signposting and WHP service development. Access to volunteering opportunities for participants.	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Community Action Suffolk	Strategic and services - strategic support for programme alignment within the third sector network including support with service provider engagement, signposting and WHP service development. Access to volunteering opportunities for participants.	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Enterprise East	Services - Business start up support	East of England	[REDACTED]	[REDACTED]	Ancillary	No
Enterprise First Kent	Services - Business start up support	Kent	[REDACTED]	[REDACTED]	Ancillary	No

Hamlin Trust	Strategic and services - strategic support for programme alignment within the third sector network including support with service provider engagement, signposting and WHP service development. Access to volunteering opportunities for participants.	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Kent Union	Strategic and services - strategic support for programme alignment within the third sector network including support with service provider engagement, signposting and WHP service development. Access to volunteering opportunities for participants.	Kent	[REDACTED]	[REDACTED]	Ancillary	No
MENTA Business Support	Services - Business start up support	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Peterborough CVS	Strategic and services - strategic support for programme alignment within the third sector network including support with service provider engagement, signposting and WHP service development. Access to volunteering opportunities for participants.	Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
Cambridge City Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services, Adult Skills and other services, and undertaking joint working where possible for shared participants.	Cambridge	[REDACTED]	[REDACTED]	Ancillary	No
Cambridgeshire County Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services, Adult Skills and other services, and undertaking joint working where possible for shared participants.	Cambridgeshire	[REDACTED]	[REDACTED]	Ancillary	No
East Sussex Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services, Adult Skills and other services, and undertaking joint working where possible for shared participants. Access to Locality Link Workers helping identify local services and to connect services across East Sussex.	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No

Essex County Council	Strategic and services - Public Health Team. Provide strategic support for signposting, outreach locations and support to integrate services in Health and Wellbeing services including smoking cessation, weight management, healthy eating and support integrating with addiction services provided through Council networks including Phoenix. Engagement with the Health & Wellbeing Board to influence continuous improvement and future service delivery/commissioning.	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Fenland District Council	Strategic and services - Links into existing statutory services including housing and particularly the Homeless Prevention Trailblazer to support shared participants and leverage access to wider housing support.	Fenland	[REDACTED]	[REDACTED]	Ancillary	No
Hertfordshire County Council	Strategic and services - Public Health Team. Provide strategic support for signposting, outreach locations and support to integrate services in Health and Wellbeing services including smoking cessation, weight management, healthy eating and support integrating with addiction services provided through Council networks including Phoenix. Engagement with the Health & Wellbeing Board to influence continuous improvement and future service delivery/commissioning.	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
Independence matters	Services - placements and work experience for participants with disabilities and health conditions in social enterprises.	Norfolk	[REDACTED]	[REDACTED]	Ancillary	No
Kent County Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services, Adult Skills and other services, and undertaking joint working where possible for shared participants.	Kent	[REDACTED]	[REDACTED]	Ancillary	No
Lewes District Council	Strategic and services - Links into local housing services to support shared participants.	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No
Medway Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services, Adult Skills and other services, and undertaking joint working where possible for shared participants.	Medway	[REDACTED]	[REDACTED]	Ancillary	No
Norfolk County Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services, Adult Skills and other services, and undertaking joint working where possible for shared participants.	Norfolk	[REDACTED]	[REDACTED]	Ancillary	No

North Norfolk District Council	Strategic and services - Links into local housing services to support shared participants.	Norfolk	[REDACTED]	[REDACTED]	Ancillary	No
Peterborough City Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate including Learning Disability Partnership Board. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services. Adult Skills and other services, and undertaking joint working where possible for shared participants	Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
Suffolk County Council	Strategic and services - support to align employability and skills services, steer policy and service design/commissioning. Engagement with existing employment and skills provision to integrate activities. Representation on partnership boards as appropriate. Supporting access to Local Authority Teams, Public Health, housing, Adult and children's services, Adult Skills and other services, and undertaking joint working where possible for shared participants	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Sussex Coastal College	Services - Learning and skills provision	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No
Sussex Downs College	Services - accredited Level 2 Food Hygiene, Level 2 Emergency First Aid, Level 2 Health and Safety. One day course with an exam and certificate at the end of the day. Non accredited courses: self-employment, presentation skills, how to cope with rejection, equality and diversity, telephone techniques	Lewes & Eastbourne	[REDACTED]	[REDACTED]	Ancillary	No
Sussex Partnership NHS Foundation Trust	Services - Access to existing health services including Health in Mind	Sussex	[REDACTED]	[REDACTED]	Ancillary	No
Accelerate Cambridge	Services - Self employment start up support	Cambridge	[REDACTED]	[REDACTED]	Ancillary	No
Adult Community Learning Essex	Services - Skills delivery including Maths and English, with programmes aligned to local labour market needs, including provision of ESOL on a demand led basis. Also includes support for participants with learning disabilities and difficulties.	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Cambridge & District Volunteer Centre	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Cambridge	[REDACTED]	[REDACTED]	Ancillary	No
Huntingdon Volunteer Centre	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Huntingdon	[REDACTED]	[REDACTED]	Ancillary	No
Medway Council - Medway Adult Education	Services - Skills delivery including Maths and English, with programmes aligned to local labour market needs, including provision of ESOL on a demand led basis.	Medway	[REDACTED]	[REDACTED]	Ancillary	No
Medway Volunteering Centre	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Medway	[REDACTED]	[REDACTED]	Ancillary	No
Peterborough Volunteer Centre	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
Southend Association for Voluntary Services	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Southend	[REDACTED]	[REDACTED]	Ancillary	No
Voluntary Hertfordshire	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
Voluntary Norfolk	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Norfolk	[REDACTED]	[REDACTED]	Ancillary	No



Volunteer Centre East Sussex	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No
Volunteer Essex	Partnership working - sourcing local volunteering opportunities for participants and wider VCSE services.	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Huntingdonshire Regional College	Services - training courses in work based training such as GSCS, SIA, Warehouse and FLI training	Cambridgeshire and Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
Open Door Thurrock	Services - Engagement with programmes including: Oasis - Thurrock, Essex, East London & Kent Drug and Alcohol (Thurrock residents), Tydas - comic relief year olds - counselling, NLP, CBT etc.), Young participants Looked After (LA Thurrock - advocacy, mentoring etc.), S.O.S (motivation, family and behaviour management).		[REDACTED]	[REDACTED]	Ancillary	No
Ashtford College	Services - Learning and skills provision	Kent	[REDACTED]	[REDACTED]	Ancillary	No
Basildon Adult Community College	Services - Learning and skills provision	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Cambridge Regional College	Services - Learning and skills provision	Cambridge	[REDACTED]	[REDACTED]	Ancillary	No
Cambridgeshire Adult Learning Services	Services - Learning and skills provision	Cambridgeshire	[REDACTED]	[REDACTED]	Ancillary	No
Chelmsford College	Services - Learning and skills provision	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Colchester College	Services - Learning and skills provision	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Harrow College	Services - Learning and skills provision	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Mid Kent College	Services - Learning and skills provision	Kent	[REDACTED]	[REDACTED]	Ancillary	No
North Hertfordshire College	Services - Learning and skills provision	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
Oaklands College	Services - Learning and skills provision	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
Peterborough Learning Centre	Services - Learning and skills provision	Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
Peterborough Regional College	Services - Learning and skills provision	Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
South Essex College	Services - Learning and skills provision	South Essex	[REDACTED]	[REDACTED]	Ancillary	No
Southend Adult College	Services - Learning and skills provision	Southend	[REDACTED]	[REDACTED]	Ancillary	No
Southend YMCA	Services - housing advice and services	Southend	[REDACTED]	[REDACTED]	Ancillary	No
Thurrock Adult Community College	Services - Learning and skills provision	Thurrock	[REDACTED]	[REDACTED]	Ancillary	No
West Hertfordshire College	Services - Learning and skills provision	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
West Suffolk College	Services - Learning and skills provision	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Cambridgeshire DAAT	Services - Drug and Alcohol support, referral routes and case conferencing with shared participants	Cambridge	[REDACTED]	[REDACTED]	Ancillary	No
Crisis UK	Services - support for homeless participants in crisis	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Healthy Suffolk	Services - Drug and Alcohol support, referral routes and case conferencing with shared participants	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Norfolk Recovery Partnership	Services - Drug and Alcohol support, referral routes and case conferencing with shared participants	Norfolk	[REDACTED]	[REDACTED]	Ancillary	No
Alwytch Housing	Services - housing advice and services	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
Axlom Housing	Services - housing advice and services	Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
Carers in Herts	Services - advice and support for carers and the people they care for	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
Carers UK	Services - advice and support for carers and the people they care for	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Centre for Independent Living	Services - support, information and advice service for people with disabilities	Kent	[REDACTED]	[REDACTED]	Ancillary	No
Counselling Plus	Services - counselling sessions	Hastings & Rother	[REDACTED]	[REDACTED]	Ancillary	No



Disability Living Foundation	Services - support and impartial advice, information and training on independent living for participants with health conditions and disabilities.	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Disability Resource Centre	Services - disability information and advice service	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
East Anglia's Complimentary Health Care Clinic	Services - health and wellbeing services including 1-1 support for weight management, NHS Health Checks, Health Trainers	Norfolk	[REDACTED]	[REDACTED]	Ancillary	No
Essex Cares Ltd	Services - home care/day services/training sites including work based training opportunities for adults with disabilities across Essex.	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Family Mosaic	Services - Housing services with holistic support, including joint working with tenants/participants	Essex and South East	[REDACTED]	[REDACTED]	Ancillary	No
Hastling Community Housing Association	Services - housing advice and services	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No
Health in Mind	Services - counselling for depression and anxiety	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No
Home Group	Services - Alignment of activities to support participants seeking employment. Joint activities to promote and support engagement of participants on programme, integration of local services and estate based programmes to target high flow / high need areas	East of England	[REDACTED]	[REDACTED]	Ancillary	No
Kent Housing	Services - housing advice and services	Kent	[REDACTED]	[REDACTED]	Ancillary	No
Kent Savers Credit Union	Strategic and services - Access to financial services for participants, linking up to develop holistic services to address emerging needs of local residents	Kent	[REDACTED]	[REDACTED]	Ancillary	No
Orwell Housing	Services - housing advice and services, supported living	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Red2Green	Services - support for participants with learning disabilities and living on the autistic spectrum.	Cambridge	[REDACTED]	[REDACTED]	Ancillary	No
South Essex Special Needs Housing Association Ltd	Services - housing advice and services	Essex	[REDACTED]	[REDACTED]	Ancillary	No
Southeast Carers Hub	Services - advice and support for carers and the people they care for	Southend	[REDACTED]	[REDACTED]	Ancillary	No
Southeast YMCA	Services - housing advice and services	Southend	[REDACTED]	[REDACTED]	Ancillary	No
Suffolk Housing Society	Services - housing advice and services	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
Sussex Housing and Care	Services - housing advice and services	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No
Sussex Pathways	Services - specialist support for ex-offenders	East Sussex	[REDACTED]	[REDACTED]	Ancillary	No
The Smile Organisation	Services - specialist support for ex-offenders	Suffolk and Norfolk	[REDACTED]	[REDACTED]	Ancillary	No
Thurrock Carers Centre	Services - advice and support for carers and the people they care for	Thurrock	[REDACTED]	[REDACTED]	Ancillary	No
Turning Point	Services - support and recovery for substance misuse, including case conferencing for engaged participants and referral routes for participants requiring engagement.	Suffolk	[REDACTED]	[REDACTED]	Ancillary	No
West Kent Housing	Services - housing advice and services	Kent	[REDACTED]	[REDACTED]	Ancillary	No
West Norfolk Advice Hub	Services - housing advice and services	Norfolk	[REDACTED]	[REDACTED]	Ancillary	No
West Norfolk Befriending	Services - support to improve social inclusion, particularly aimed at carers. Aim to improve wellbeing and engagement of participants.	West Norfolk	[REDACTED]	[REDACTED]	Ancillary	No
YMCA - Cambridge & Peterborough	Services - specialist support for ex-offenders	Cambridge & Peterborough	[REDACTED]	[REDACTED]	Ancillary	No
Hertfordshire Holistic Health Centre	Services - a range of well-being, alternative, complementary and lifestyle therapies and services	Hertfordshire	[REDACTED]	[REDACTED]	Ancillary	No
Kickstart	Services - moped hire scheme to help participants travel to work	Peterborough	[REDACTED]	[REDACTED]	Ancillary	No

Mencap	Services - support for participants with learning disabilities, CPA wide families and carers	[REDACTED]	[REDACTED]	Ancillary	No
Wheels to Work	Services - moped hire scheme to help participants travel to Suffolk work	[REDACTED]	[REDACTED]	Ancillary	No
Essex Partnership's Logistics Sector Action Group	Strategic - engagement with growth sector employers to promote WHP, support career pathways and access new opportunities to meet emerging needs.	[REDACTED]	[REDACTED]	Ancillary	No
Hertfordshire LEP	Strategic - engagement with the LEP and Employment and Skills Unit for signposting, alignment of programmes and integration of existing provision and services. Will provide a steer for WHP to align with local employer and skills needs.	[REDACTED]	[REDACTED]	Ancillary	No
New Anglia LEP	Strategic - engagement with the LEP and Employment and Skills Unit for signposting, alignment of programmes and integration of existing provision and services. Will provide a steer for WHP to align with local employer and skills needs. Link into local Growth Hubs to promote WHP and engage employers; and link into initiatives such as Youth Pledge Marque and the Food Hubs/Enterprise Zones to access new opportunities to support growth.	[REDACTED]	[REDACTED]	Ancillary	No
Norfolk Chamber of Commerce	Strategic - links to promote WHP and raise the profile with local employers, tapping into new emerging opportunities	[REDACTED]	[REDACTED]	Ancillary	No
Skills East Sussex	Strategic - links into business network to promote WHP and directly engage employers to create and access job opportunities	[REDACTED]	[REDACTED]	Ancillary	No
South East LEP	Strategic - engagement with the LEP and Employment and Skills Unit for signposting, alignment of programmes and integration of existing provision and services. Will provide a steer for WHP to align with local employer and skills needs. Link into local Growth Hubs to promote WHP and engage employers.	[REDACTED]	[REDACTED]	Ancillary	No
Sussex Council of Training Providers	Strategic - support to align employability with skills, apprenticeships delivery across the whole skills provider network.	[REDACTED]	[REDACTED]	Ancillary	No
Thanet CIC	Strategic - Links into the Primary Care Home Pilots to develop holistic ways of working and embed WHP into the local health offer where possible.	[REDACTED]	[REDACTED]	Ancillary	No

Registered and regional office  
 3rd Floor Tower Point 44 North Road Brighton East Sussex BN1 1YR  
 T: [REDACTED] F: [REDACTED] E: [REDACTED]  
 W: [change.growlive.org](http://change.growlive.org)



To: Department of Work and Pensions

20 July 2017

Dear Sirs

CGL confirm our working partnership with The Shaw Trust and their supply chain partners as part of their Work and Health Programme bid. We have agreed in principle to offer support to Work and Health Programme Participants on a need basis to the below effect.

Geographic Coverage	Specification (Description of service)	Customer Groups
CPA 1 CPA 4 CPA 5 CPA 6	<ul style="list-style-type: none"> <li>Where geographies allow, we will integrate existing CGL provision (substance misuse, health and justice) and Work and Health Programme provision to benefit our shared participants. This may include case conferencing, joint group work and aligned activities working towards employment outcomes.</li> <li>Where appropriate, develop targeted provision / joint projects in identified areas of need.</li> <li>Where appropriate, explore of co-location opportunities where Shaw Trust staff can deliver services to Work and Health programme participants within CGL and vice versa, and to promote integrated working between Shaw Trust and Partners and CGL staff.</li> <li>Sharing information and case conferencing with front line staff where we share participants to best service shared participants.</li> <li>Exploring other commissioning opportunities to provide specialist services to Shaw Trust or joint programmes to support shared cohorts.</li> </ul>	Health and Disability  Early Access  Long Term Unemployed



Change, grow, live [CGL] Registered Office: 3rd Floor, Tower Point, 44 North Road, Brighton BN1 1YR. Registered Charity Number in England and Wales (1079527). Company Registration Number 3861209 (England and Wales).



Our goal is to help service users regain control, change the direction of their lives, grow as a person and live life to its full potential.



We will continue to work with Shaw Trust and partners to develop the above as part of any potential implementation or change in contract participant need.

Yours faithfully

A large, solid black rectangular box redacting the signature of the Executive Director.

A solid black rectangular box redacting the name of the Executive Director.

Executive Director

Thursday, 3 August 2017

To: Department of Work and Pensions

Catch22 confirm our working partnership with The Shaw Trust and their supply chain partners as part of their Work and Health Programme bid. We have agreed in principle to offer support to Work and Health Programme Participants on a need basis to the below effect.

Geographic Coverage	Specification (Description of service)	Customer Groups
CPA 5	<ul style="list-style-type: none"> <li>Where geographies allow, we will integrate existing Catch22 provision (substance misuse, health and justice) and Work and Health Programme provision to benefit our shared participants. This may include case conferencing, joint group work and aligned activities working towards employment outcomes.</li> <li>Where appropriate, develop targeted provision / joint projects in identified areas of need.</li> <li>Where appropriate, explore of co-location opportunities where Shaw Trust staff can deliver services to Work and Health programme participants within Catch22 and vice versa, and to promote integrated working between Shaw Trust and Partners and Catch22 staff.</li> <li>Sharing information and case conferencing with front line staff where we share participants to best service shared participants.</li> <li>Exploring other commissioning opportunities to provide specialist services to Shaw Trust or joint programmes to support shared cohorts.</li> </ul>	<p>Health and Disability</p> <p>Early Access</p> <p>Long Term Unemployed</p>

We will continue to work with Shaw Trust and partners to develop the above as part of any potential implementation or change in contract participant need.

Kind Regards




Director, Bid Management

27 Pear Tree Street London EC1V 3AG

T  F  E  catch-22.org.uk

Patron: HRH The Princess Royal Catch22 Charity Limited Registered charity no. 1124127

Registered office: 27 Pear Tree Street London EC1V 3AG Company limited by guarantee Company number 6577534



## Schedule 1 Appendix B Part 2 - Contract Cost Register

Received through Bravo on 4 August 2017 10:00 a copy of which is embedded

[REDACTED]





## Work &amp; Health Programme Final Offer Q&amp;A Log 25/07/2017

Key:

Question Reference	Published in Previous Log	New Question

Question Reference	Question	Answer
1	Instructions to Bidders 4.1.2 - the % of total volume available add up to 101%. Please can the Authority confirm the correct %s.	As stated in the note to the table in 4.1.2, total may add up to more than 100 due to rounding. The percentages within the table are approximations and have been rounded up where appropriate. The Department will provide the updated %s and C's as soon as possible. They will be provided by 21/07/2017.
2	Please can the Authority confirm when the final T-C's will be issued to enable planning for internal supply chain?	The Department will provide the updated T-C's to all bidders by 21/07/2017. The Department will also provide the updated T-C's to all bidders by 21/07/2017.
3	Can the Authority confirm when the final T-C's will be issued?	The Department will provide the updated T-C's to all bidders by 21/07/2017. The Department will also provide the updated T-C's to all bidders by 21/07/2017.
4	Please confirm what is meant by Q&A - provide examples in Appendix 5 column D.	Additional information is provided in the Appendix 5 column D. An updated version of Appendix 5 has been provided to all bidders by 21/07/2017.
5	In the Appendix 4, please confirm if column A requires the name of the subcontractor or just whether the role is a person or subcontractor role.	Please provide the name of the subcontractor, where appropriate, in Column A of Appendix 4.
6	Can the Authority confirm if the proposed subcontractor is part of the proposed supply chain? If so, please confirm if the subcontractor is a person or subcontractor role.	In response to the question for Final Offer, the Department has included additional Appendices and amended the Appendix 4 to include the proposed subcontractor. Please ensure all requirements for the proposed subcontractor are included within the proposed supply chain.
7	Delivering a person-centred service question, what is the department expecting in response to the question regarding local stakeholders given the role of the CPA and the limited space available in a high level summary of deliverables per subcategory?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
8	Employer Engagement and Proposed question, both questions ask bidders about how to work support other stakeholders. What is the difference between the two questions? What is the difference between the two questions?	It is the bidders responsibility to deliver how to address the requirement within their response. The proposed subcontractor is a person or subcontractor role. The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
9	Quality question, the third bullet point asks bidders to describe how you will manage and ensure the quality and consistency of delivery by any sub-contractors, subcontractors or specialist providers, bidders will only be able to manage and ensure quality of delivery of organisations that it has a contractual relationship with i.e. subcontractors, could the department please consider removing subcontractors from Supply Chain A question, the first part of bullet point appears to duplicate bullet point four, would it be acceptable for bidders to respond to the second part of bullet point four only as the first part will be covered elsewhere within the proposal?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
10	HR, Recruitment and Training question, the second bullet point asks for maximum and minimum constraints per adviser from day one and through the life of the contract, established on day one of the contract will be the day, can the department please restate the part of the HR question?	It is the bidders responsibility to address how to address the requirement within their response. The proposed subcontractor is a person or subcontractor role. The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
11	Delivery question, the second part of bullet point one, you will ensure consistency across the whole CPA, is also covered in bullet point four, your proposal will address full compliance and consistency across the entire CPA, given the limited page count for the selection is it acceptable for bidders to respond to the question on consistency in the response to bullet point four?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
12	Implementation question, as all of the detail on relationships requested as part of bullet point two is contained within the Supply Chain A question, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
13	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
14	The definition included within the appendix suggests that you are referring to service providers not subcontractors.	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
15	Appendix 8, it is for the bidder to decide on the format of the Confirmation Letter requested.	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
16	Appendix 8, Appendix 8, it is for the bidder to decide on the format of the Confirmation Letter requested.	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
17	Following the amended spec, (Change of Circumstances para 1.20) please can you confirm that DTPP no longer wants to be notified when a participant starts work that includes any part time work? Is this correct?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
18	The specification now says that for CPAs 1, 2, 3, 4, 5 the start date will be 15 January 2018 (para 1.39). However the previous para still says that for every month after 1 November the volumes and value will be reduced by a month's equivalent. As the January date is being imposed, does this mean the full contract value and volume will be available to bidders or as they automatically reduced as specified in 1.39?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
19	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
20	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
21	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
22	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
23	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
24	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
25	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.
26	Appendix 2, Stakeholder relationships, could the department please clarify your definition of Stakeholder?	The Department is keen to understand what bidders and buyers have to deliver to ensure the role of the CPA, it is the bidders responsibility to address how to deliver this requirement within their response.

27	We warrant whether there is a mix up with the meaning of the information question documents, as the version labels for use on CPAs 3 & 6 does not link documents to previous e.g. live date, but is based on the version label for use on CPAs 1, 2, 4 & 5 (where we are unable to respond a specific question).	Apologies, this was a naming error of the templates. Amended templates have been uploaded onto Black in the Additional Information folder on 14/07/2017
28	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	See Question 11
29	In the revised Performance Review Report (Part A), there is a significant overlap between bullet 1 and bullet 2, specifically where it asks us to detail any research, evidence and/or experience from relevant past or current contracts, which we have submitted in the 'Performance Review' section. Can we be assured that the information requested is not duplicated?	It is the bidders responsibility to determine how to address the requirement within their response. Bullet Point 1 requires detail of how your research, evidence and/or experience of each participant group has enabled the delivery of previous contracts. Bullet Point 2 requires detail of how your research, evidence and/or experience has enabled you to deliver the service. The information requested is not duplicated. There is no requirement to include the question in a specific format or order, only to address the set is required. Yes, bidders can respond to the question in a specific format or order, only to address the set is required. They are clearly listed Appendix 3 when uploaded, even if the digital document states Appendix 2.
30	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Bidders are requested to submit a Price List (PL) and a Bidder's Financial Statement (BFS) as part of their response. The Supply Chain Appendix 2 forms part of the Supply Chain A section and as a result will only be evaluated as part of this section.
31	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	The WIP design is currently being tested. However, decisions have not been reached that Mandatory parameters (Bidders' Financial Statement (BFS)) will not form part of the support offered to WIP. ACB/EPSE are not currently part of the offer for WIP and as such legislation is not planned, or currently included.
32	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Current references in the draft WIP Provider Guidance will be amended and included in advance of go-live to reflect the changes. The document requires the right to access the funding including but not limited to receiving a 100% payment by results model. This is not the case for F3.4 (b) will be amended to reflect this position. After this meeting and we would seek to seek Delivery Fee Payments and therefore report a 30% discount. F3.4 (b) will now be worded as 'the right of the Contracting Body in its absolute discretion to amend the funding and payment model for such estimated WIP Contract Period, including but not limited to: attending the provision of the Fee calculated by each of the Delivery Fee and the Contract Payment'.
33	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, the organisation chart will be considered as part of the 2 site page limit for the narrative response. We update the question template response and the organisation chart within a 2 site page response to the question.
34	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
35	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
36	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
37	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
38	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
39	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
40	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
41	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
42	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.
43	Can the Authority provide information on which is relevant to the information requested and which is not relevant to the information requested?	Yes, only the information on template and the CCR are specific to the CPA and have individual templates for each CPA. The information on template and the CCR are specific to the CPA and have individual templates for each CPA.

[illegible]

[illegible]





**Schedule 1 Appendix D – Post Tender Clarifications**

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**Schedule 1A – Implementation Plan**

**See Schedule 1 Appendix B Part 1 – Appendix 6**



## Schedule 1B – Contract Package Area and DDA

### Home Counties CPA 5

Ashford  
Babergh  
Basildon  
Braintree  
Breckland  
Brentwood  
Broadland  
Broxbourne  
Cambridge\*  
Canterbury  
Castle Point  
Chelmsford  
Colchester  
Dacorum  
Dartford  
Dover  
East Cambridgeshire  
East Hertfordshire  
Eastbourne  
Epping Forest  
Fenland  
Forest Heath  
Gravesham  
Great Yarmouth  
Harlow  
Hastings  
Hertsmere  
Huntingdonshire  
Ipswich  
King's Lynn and West Norfolk  
Lewes  
Maidstone  
Maldon  
Medway  
Mid Suffolk  
North Hertfordshire  
North Norfolk\*  
Norwich  
Peterborough\*  
Rochford  
Rother  
Sevenoaks  
Shepway  
South Cambridgeshire  
South Norfolk\*  
Southend-on-Sea  
St Albans  
St Edmundsbury  
Stevenage  
Suffolk Coastal\*  
Swale  
Tendring  
Thanet  
Three Rivers  
Thurrock  
Tonbridge and Malling  
Tunbridge Wells  
Uttlesford  
Watford  
Waveney  
Wealden  
Welwyn Hatfield

### Cambridge and Peterborough City Region DDAs

Cambridge  
North Norfolk  
Peterborough  
South Norfolk  
Suffolk Coastal

