



Department
for Work &
Pensions

Commercial Directorate

**Dynamic Purchasing System for the Provision of Work
Focused Activities in England, Scotland and Wales**

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Specification of the Commercial Requirement

Version 3.0

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1. Background

- 1.1 The Flexible Support Fund (FSF) is intended to help Jobcentre Plus District Managers deliver elements of our service for our customers in the best way they see fit for their Districts. In particular, the FSF enables District Managers to trial different approaches to tackling worklessness. Greater autonomy for District Managers enables Jobcentre Plus to respond to one of the priorities of the Government - public service reform and the devolution of power from the centre to the front line. District Managers are best placed to deliver elements of our service effectively and efficiently, procuring external services where appropriate, in order to meet the needs of local customers.
- 1.2 Currently, all FSF procurements of external services are undertaken on an individual basis, by DWP Commercial Directorate staff and this is time and resource intensive, from both a DWP and potential supplier perspective.
- 1.3 Following the Proof of Concept (PoC) established in Work Services Directorate (WSD) Central England Group, to test the use of a catalogue approach, DWP is seeking to establish a national Dynamic Purchasing System (DPS), with the objective being to maintain a database of supplier delivery proposals. The DPS will offer a wide range of innovative provision from a diverse range of suppliers (including Small and Medium-sized Enterprises (SMEs)) which will enable Jobcentre Plus to purchase provision in a quicker and more efficient way.
- 1.4 The DPS is for the procurement of social and other services referred to in Regulation 74 of the Public Contracts Regulations (2015) and, as such, the intention is to use a light touch regime, rather than the full regime described in Regulation 34 (Dynamic Purchasing System). The DPS will be operated by WSD in all Jobcentre Plus Districts in England, Scotland and Wales. See paragraph 5.3 for more details.

2. Dynamic Purchasing System

- 2.1 A DPS is an electronic process for setting up and maintaining a list of suppliers from who commonly used goods and services can be procured as and when the need arises. Operating a DPS offers a number of commercial and operational advantages for both the buyer and for the potential suppliers, compared to traditional contracting methods.
- 2.2 The PoC has provided evidence that a DPS can be a more effective and responsive tool, with the potential to create administrative savings and allow the buyer to respond to individual requirements more swiftly. It has simplified and reduced the time and cost involved for those suppliers on the DPS in bringing their services to market, for example by reducing the duplication of effort created by participation in multiple, separate procurement competitions.

3. Operation of the DPS

- 3.1 Potential Suppliers will be required to sign up to the DPS Agreement, which includes the Call Off Terms and Conditions, at the accreditation stage. DWP will not enter into any negotiation regarding this document.
- 3.2 Although the DPS Agreement includes the Terms and Conditions for subsequent Call Off contracts, it places no obligations on the Contracting Authority to purchase any services. The DPS Agreement governs the relationship between parties for future Call Off contracts.

- 3.3 One of the key benefits of operating a DPS is that it allows additional potential suppliers to subsequently apply and be accepted for inclusion onto the DPS, throughout its lifetime. In addition, it allows (and encourages) existing DPS members to revise their offerings throughout the period within which the DPS operates.
- 3.4 Suppliers who are successful in securing a place on the DPS will be invited to enter their Supplier Service Offer Factsheet(s) onto a Directory of Services which the DWP buyer will access to source provision that meets Jobcentre Plus requirements.
- 3.5 Each Call Off contract from the DPS will be awarded following a filtering process based on transparent, consistent criteria and a subsequent evaluation exercise, to decide which service offering provides the best combination of quality and price. For further details on the award process, please refer to Section 8 and the Instructions to Potential Suppliers.
- 3.6 The Potential Supplier which, in the opinion of DWP, best meets the service delivery requirements of the individual Call Off and is offering the lowest price, will be awarded the Call Off contract and will be issued with an Order Form, which will set out the specific requirement. The DWP Call Off Terms and Conditions are not negotiable and will apply to each contract called off under the DPS. The Call Off Terms and Conditions can be found in Schedule 3 of the DPS Agreement.
- 3.7 Acceptance onto the DPS does not guarantee that an organisation will be awarded any contracts and DWP does not guarantee any volumes when a contract is awarded.

4. Term and Budget

- 4.1 The DPS will commence on the first date that DWP signs a DPS Agreement, expected to be in July 2016. All DPS Agreements will expire 51 months from this date unless terminated sooner in accordance with the terms of the DPS Agreement.
- 4.2 The maximum total value of all Call Off contracts for the DPS will be approximately £35 million for 2016-17. Thereafter funding for DPS procurement will be annually agreed (amounts to be confirmed), and may include monies from other funding streams.

5. Provision Required and Locations

- 5.1 In order to gain accreditation onto the DPS, Potential Suppliers must be capable of delivering some or all of the content of one or more of the categories listed below. For clarity, each sub-heading under 'Supporting Hardest to Help into Work' and 'Addressing Barriers' is a category in its own right:
 - Engagement
 - Moving Towards Work
 - Support for hardest to help with complex and multiple barriers –Social Justice Outcomes only. (See Appendix 1 for details of Social Justice outcomes)
 - Supporting hardest to help into work
 - Literacy/Numeracy/Language
 - Health and disability issues including mental health
 - Drug/alcohol substance abuse
 - Mild learning difficulties
 - Homelessness
 - Offending issues
 - Addressing Barriers

- Entrenched Worklessness
- Literacy, Numeracy & Language
- Debt and Money Management
- Caring Responsibilities (in receipt of Carers Allowance)
- Skills for Work
- Getting Jobs
- Keeping Jobs

More detail of what, as a minimum, is included within each of the above categories is provided at Annex 1, 'The Employability Journey', however additional innovative interventions are also welcome.

The Employability Journey also describes five 'routeways', which consist of a combination of two or more categories. It is anticipated that a routeway will typically last a maximum of 6 weeks but this is not restrictive.

Additional local labour market information can be found through the following link:
<https://www.nomisweb.co.uk/>

- 5.2 As part of the tender process, Potential Suppliers are required to complete their Supplier Service Offer Factsheet(s) in the Basware online portal. The Supplier Service Offer Factsheet(s) will be uploaded using the Supplier Service Offer Factsheet(s). Support is available to help suppliers upload their Supplier Service Offer Factsheet(s) if required.

The Supplier Service Offer Factsheet(s) will describe the intervention/activity that a supplier is able to deliver. Further details on Supplier Service Offer Factsheet(s) are given in the Instructions to Potential Suppliers

- 5.3 The DPS will operate across all Jobcentre Plus Districts in England, Scotland and Wales. The Work Services Directorate (WSD) Group Structure can be found in Annex 2 together with a list of the Jobcentre Plus Districts which fall within each WSD Group.
- 5.4 Suppliers on the DPS will not be required to deliver in all Jobcentre Plus office locations but they must clearly outline, in their application, within which delivery locations they will offer their provision.

6. Contracts to be let and Claimant Groups

- 6.1 Innovative provision that encourages claimants into employment, by helping them to find and remain in work, is required. Support for those claimants furthest from the labour market to move into employment is of particular importance.
- 6.2 The financial value of each contract called off the DPS will be limited to a maximum of £499,999.00 (although it is expected that the vast majority of contracts will be for significantly less than this).
- 6.3 Services procured will be additional to and not replace any existing contracted or non-contracted provision (including Low Value Provision (LVP) which is currently purchased through our Shared Services partners). With regards to Call Off contracts let by DWP, services procured will be for claimants not already on DWP contracted provision.
- 6.4 The type of provision we are seeking includes single interventions, courses and mentoring support tailored to meet the specific requirements of very diverse claimant groups. This will include young people aged 18-24 years, those over 50, lone parents,

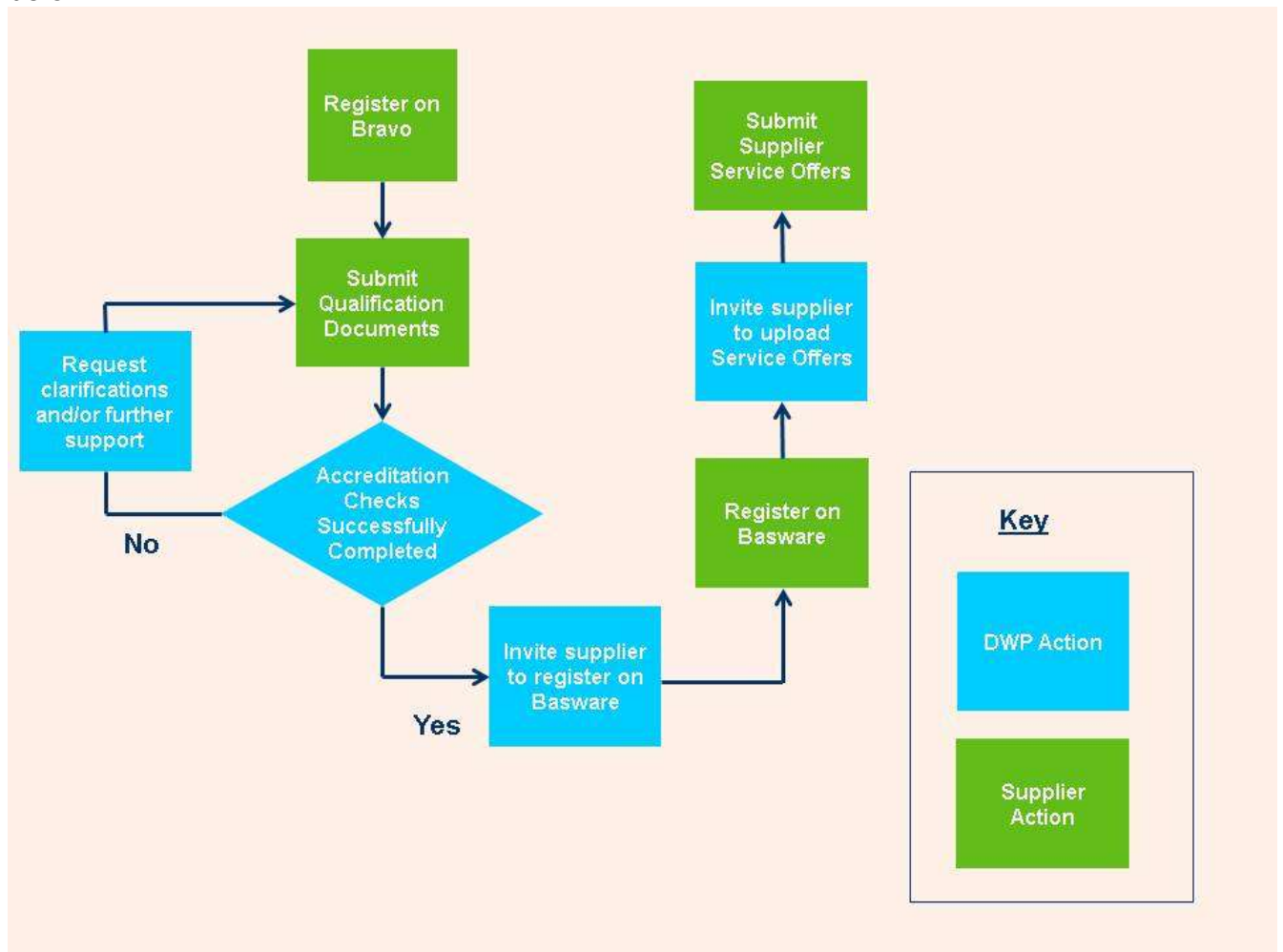
those with caring responsibilities, care leavers, those not in education employment or training (NEET), those with health or disability issues, including mental health issues, those from black and ethnic minority communities and those with specific employment related barriers. However, this list is not exhaustive.

6.5 When a requirement for provision is established, the DWP buyer will access a Directory of Services which will list all of the Supplier Service Offer Factsheet(s) submitted. The DPS will be used to hold this range of Supplier Service Offer Factsheet(s). For each piece of provision bought, the winning supplier will be offered a Call Off contract. The value and funding model of each Call Off contract will be determined by the package of support required and the pre-determined funding breakdown as set out in the Employability Journey.

6.6 The DPS is not open to other Public Bodies.

7. Selection onto the DPS

7.1 The accreditation process (referred to as the “Qualification Envelope”) and criteria are described in detail in the Instructions to Potential Suppliers. This process and the process for uploading Supplier Service Offer Factsheet(s) are outlined in the diagram below.



7.2 Acceptance onto the DPS will be through completion of the Qualification Envelope on the BravoSolution portal, including agreement to sign up to the DPS Agreement and Call Off Terms and Conditions. Following successful accreditation, a Potential Supplier will be invited to register on the Basware portal and will then be able to upload their Supplier Service Offer Factsheet(s).

- 7.3 Supplier Service Offer Factsheet(s) cannot be uploaded prior to suppliers being accepted onto the DPS.
- 7.4 Information provided on the Supplier Service Offer Factsheet(s)
- 7.5 will be used directly to select suppliers to deliver individual business requirements. Potential Suppliers should therefore ensure that the information provided is clearly presented and accurately reflects their proposed provision.

8. Award of Call-Off Contracts

8.1 Filters/Qualifiers

8.1.1 Following identification of a specific requirement (in the case of Jobcentre Plus this will be on receipt of a business case from the District Manager) the DPS Directory of Services will be accessed and the data filtered down to identify Potential Suppliers who are able to deliver the requirements of the Call Off in the required location, category, routeway and to the required claimant group. The following is a list of the filters that will be applied:

- Location – Has the supplier indicated that they wish to deliver provision in the required location? Y/N?
- Category – Has the supplier indicated that they wish to deliver provision in the required Category? Y/N
- Claimant Group – Has the supplier indicated that they will deliver to the required Claimant Group? Y/N
- Deliverable volumes – Does the supplier’s minimum volume of claimants per call-off contract fit with delivery of the required provision? Y/N
- Lead time – Can the Supplier commence delivery within the required timeframe? Y/N

All Potential Suppliers who satisfy all of the filter criteria will progress to the evaluation stage.

8.2 Evaluation Criteria

8.2.1 By applying the above filters, a shortlist of potential suppliers will be produced. For each of the shortlisted potential suppliers, a series of questions will be considered, evaluated and a score awarded using the information provided within the detailed description section of the Supplier Service Offer Factsheet(s). Please refer to the Instructions to Potential Suppliers for full details of the evaluation methodology, and scoring that will be applied.

8.3 Testing financial stability via a Financial Viability Risk Assessment (FVRA)

8.3.1 The aim of the FVRA is to assess the Potential Supplier’s financial stability and to ensure they have sufficient resources to successfully deliver a contract, with a minimal risk of failure. The assessment be undertaken at the point of Call Off and will consist of an evaluation of the data the supplier submits on the following templates:

- **FVRA Template:** Suppliers are required to submit details of their most recent key financial data (e.g.: Turnover, Assets, and Liabilities etc.).
- **Legal Entity Template:** Suppliers are required to submit details of their organisational structure (e.g.: Company Registration Number, VAT Registration Number etc.) and additional financial narrative to support the financial details submitted in the FVRA Template.

8.3.2 DWP will assess the Potential Supplier's financial stability in accordance with Annex 1 of the Instructions to Potential Suppliers.

9. Delivery of DWP provision

The following generic requirements will apply to all contracts called off the DPS by DWP.

9.1 Premises

- 9.1.1 All premises used to deliver provision must meet all legal requirements (including compliance with the Disability Discrimination Act) and contain appropriate and adequate facilities.
- 9.1.2 Each venue must be accessible, by public transport, to all claimants within each of the Jobcentre Plus office locations required by the individual call-off contract.
- 9.1.3 It is anticipated that, as a general rule, DWP premises will not be made available for delivery of provision called off the DPS and Suppliers should work on this assumption. It is however possible that occasionally Suppliers may be invited onto DWP premises, for example to market their Service Offers or conduct warm handovers.

9.2 Skills Conditionality

- 9.2.1 It is anticipated that the majority of referrals to provision called off the DPS will be mandatory.
- 9.2.2 Mandation of claimants to provision is facilitated through Skills Conditionality. The objective of Skills Conditionality is to reduce the numbers of people who fail to start and fail to complete provision which has been identified as a necessary step in a claimant's progression towards work. When a claimant signs for benefit, there is an obligation that they will up skill themselves to move into work.
- 9.2.3 If a claimant fails to participate in provision, then a supplier is required to inform the Jobcentre Plus office, within 24 hours, by completing the appropriate referral form for any claimant who fails to comply, and to keep supporting evidence, which includes information regarding:
 - failure to participate in or complete the training;
 - refusing a place on the training programme when notified of the requirement to attend by DWP, demonstrated by a failure to attend the first day;
 - failure to attend or participate in any meeting or activity, having been notified of the requirement to attend by the provider, without the previous agreement of the provider; and
 - losing a place on the training programme through misconduct.

To note: The sanction regime is a 4 week sanction for the first offence, followed by a further 13 week sanction for a second offence within 12 months.

9.2.4 **Work experience:** where a Supplier Service Offer Factsheet(s) includes an element of 'Work Experience', Jobcentre Plus Work Coaches must make clear to potential participants that they cannot be sanctioned if they fail to take up the work experience element of the provision. Sanctions could be imposed, however, if they fail to start the main element of the provision. Providers therefore cannot enforce the Work Experience element but should encourage participants to undertake it, as it would improve their employment prospects.

9.3 Travel Costs

9.3.1 The Supplier is responsible for paying travel expenses directly to claimants, in full, for return journeys from their home to the agreed delivery venue.

9.3.2 On commencing provision, the supplier should advise participants what evidence they will need to produce to claim refunds of travel costs, for example bus tickets.

9.4 Childcare/Caring Costs

9.4.1 DWP is responsible for paying any childcare/carer costs which a claimant may incur in order to participate in the provision. Payment of childcare costs will only be made in respect of a registered childcare provider while carer payments will only be made in respect of a carer registered with the Care Quality Commission. Suppliers should note that all such costs must be agreed with the local Jobcentre Plus office in advance of any agreement reached with the participant.

9.5 Performance Requirements & Referrals

A Performance Definitions

(I) **Employment** is defined as:

- A period of 4 weeks during which the participant was employed (be that under contract, PAYE, self-employment or otherwise with the exception of volunteering) where the participant worked for 16 hours or more per week and commencing from the start of employment for an early leaver or within the 13 week tracking period following completion of time on provision.
- The period of 4 weeks may be continuous or broken. The days counted towards the cumulative period of employment for a job outcome can be isolated days, blocks of days or weeks.
- If the 4 week period constitutes several separate periods, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.
- To be considered as employed, the participant should either:
 - i) not be claiming or otherwise in receipt of a **relevant benefit**;

(Relevant benefit means any combination of Incapacity Benefit, Carer's Allowance, Severe Disablement Allowance, Jobseekers Allowance, Employment Support Allowance, Income Support (and/or other such benefits detailed in Provider Guidance from time to time) as claimed or paid to the participant in respect of any day contributing to a period of employment.)

- ii) or, in the case of a participant continuing to claim/receive **Universal Credit**, have earned, in a period of employment, at least the Minimum Threshold.

(Minimum Threshold means net earnings in all cases of at least £338 for a calendar month (equating to 4 weeks in work) or other such amounts as detailed in Provider Guidance from time to time, as these thresholds may be updated of each year).

(II) A Job Outcome Payment can be claimed when:

- the initial Job Start date falls after the date on which provision starts i.e. after day one of provision **and**
 - **for claimants of relevant benefits**
- there has been either a continuous or cumulative period of employment of 4 weeks (Job Outcome payment trigger point) and this period begins to accrue from and including the Job Start date;
- a participant has been in employment and off benefit for the 4 week period; and
- where a single day or accumulation of days within a week, from each job start day, removes a full seven days of benefit (there is no claim to benefit), the full seven days (one week) can be counted towards the job outcome.

Days in work that do not remove a claim for a whole weeks benefit will be counted for each day that benefit is not claimed. Employment of less than a week can never count as more than a week of 'no claim'.

➤ **for Universal Credit claimants**

- when the claimant has been in work for 4 weeks and achieved the Minimum Threshold.

Minimum Threshold means net earnings in all cases of at least £338 for a calendar month or other such amounts as detailed in Provider Guidance from time to time as these thresholds may be updated.

Only one Job Outcome payment can be claimed for each participant per period of referral.

(III) Referral is defined as:

- A claimant who has been referred to the provision and who may or may not subsequently attend.

(IV) Starter is defined as:

- A claimant who commences provision on day one.

(V) Completer is defined as:

- A claimant who completes the full duration of the provision or who leaves early to commence employment (the latter does not apply to Category 8 Keeping a Job).

(VI) Claimant is defined as:

- An individual who is currently in receipt of a Social Security benefit, or who has been in receipt of a Social Security benefit within the previous 4 weeks.

B Performance Targets

➤ **Category 1 (Engagement) and Category 2 (Moving Towards Work)**

The Supplier will ensure that 100% of completers complete an action plan.

➤ **Category 3 (Support for hardest to help with complex and multiple barriers)**

The Supplier will be given a target of 100% of completers to complete an action plan and/or 100% to achieve an agreed Social Justice outcome.

The Supplier will be required to provide DWP with supporting evidence of engagement and an agreed action plan and where applicable, details of claimants who have completed the agreed action plan.

➤ **Category 4 (Supporting Hardest to Help into Work)**

The Supplier will be given a target of 30% of claimants commencing provision to move into employment (though potential suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 30% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

➤ **Category 5 (Addressing Barriers)**

The Supplier will be given a target of 45% of claimants commencing provision to move into employment (though potential suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 45% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods

of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

➤ **Category 6 (Skills for Work)**

The Supplier will be given a target of 60% of claimants commencing provision to move into employment (though Potential Suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 60% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

➤ **Category 7 (Getting Jobs)**

The Supplier will be given a target of 45% of claimants commencing provision to move into employment (though Potential Suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 45% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

➤ **Category 8 (Keeping jobs)**

This provision will entail a long term relationship with a claimant in order to keep them in a job. 100% of starters will have a signed Mentoring Agreement detailing the agreed level of support that they will receive. 75% of individuals who have a signed Mentoring Agreement will be in employment for a continuous period of 13 weeks from the date that the mentoring agreement was signed and evidence will be provided of the activities carried out.

➤ **Routeway 1**

The Supplier will ensure that 100% of completers complete an action plan.

➤ **Routeway 2**

The Supplier will be given a target of 40% of claimants commencing provision to move into employment (though potential suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 40% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

➤ **Routeway 3**

The Supplier will be given a target of 45% of claimants commencing provision to move into employment (though Potential Suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 45% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

➤ **Routeway 4**

The Supplier will be given a target of 60% of claimants commencing provision to move into employment (though Potential Suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 60% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

➤ **Routeway 5**

The Supplier will ensure that 100% of completers complete an action plan.

The Supplier will be given a target of 30% of claimants commencing provision to move into employment (though potential suppliers may propose a higher performance offer should they wish to do so). Successful performance of any provision within this category will be indicated by a minimum of 30% of claimants entering and remaining in employment for 4 weeks of their early exit or completion of the provision. For those completing provision, the 4 week period must commence within the 13 week tracking period. For broken periods of employment, the last period must commence within the 13 week tracking period for it to count towards the 4 weeks.

C Referrals

All referrals must come via DWP. If a supplier encounters an individual who may benefit from the provision they should refer them to their Jobcentre Plus office for referral.

9.6 Payment Model

The payment model will comprise the following payments, dependent upon the type of provision being offered. Evidence must be provided to support individual claims for payment. Specific evidence requirements will be stipulated at the point a contract is called off the DPS.

Please see **Annex 1** for more detailed information on the 5 routeways and 8 categories of The Employability Journey:

➤ **Categories 1 – 3: Engagement; Moving Towards Work and Support for Hardest to Help with Complex and Multiple Barriers**

- A **Start Fee**. Payments will represent **30%** of the supplier's unit price and is payable when a claimant enters the provision
- A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **70%** of the supplier's unit price.

➤ **Categories 4 : Supporting Hardest to Help into Work**

- A **Start Fee**. Payments will represent **20%** of the supplier's unit price and is payable when a claimant enters the provision.
- A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **50%** of the supplier's unit price.
- A **Job Outcome Fee**. Payments will represent **30%** of the supplier's unit price. Please see Section 9.5 above for the definition of a job outcome.

➤ **Category 5 – 7: Addressing Barriers; Skills for Work; Getting Jobs**

- A **Start Fee**. Payments will represent **10%** of the supplier's unit price and is payable when a claimant enters the provision.
- A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **30%** of the supplier's unit price.
- A **Job Outcome Fee**. Payments will represent **60%** of the supplier's unit price

➤ **Category 8 only: Keeping Jobs**

- A **Start Fee**. Payments will represent **25%** of the supplier's maximum unit price and is payable when a claimant enters the provision.
- A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **75%** of the supplier's maximum unit price.

➤ **Routeway 1**

- A **Start Fee**. Payments will represent **30%** of the supplier's unit price and is payable when a claimant enters the provision
- A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **70%** of the supplier's unit price.

- **Routeway 2**
 - A **Start Fee**. Payments will represent **20%** of the supplier's unit price and is payable when a claimant enters the provision.
 - A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **30%** of the supplier's unit price.
 - A **Job Outcome Fee**. Payments will represent **50%** of the supplier's unit price.
- **Routeway 3**
 - A **Start Fee**. Payments will represent **10%** of the supplier's unit price and is payable when a claimant enters the provision.
 - A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **30%** of the supplier's unit price.
 - A **Job Outcome Fee**. Payments will represent **60%** of the supplier's unit price.
- **Routeway 4**
 - A **Start Fee**. Payments will represent **10%** of the supplier's unit price and is payable when a claimant enters the provision.
 - A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **30%** of the supplier's unit price.
 - A **Job Outcome Fee**. Payments will represent **60%** of the supplier's unit price.
- **Routeway 5**
 - A **Start Fee**. Payments will represent **20%** of the supplier's unit price and is payable when a claimant enters the provision.
 - A **Completion Fee**, based on the completion of the specified delivery. Payments will represent **50%** of the supplier's unit price.
 - A **Job Outcome Fee**. Payments will represent **30%** of the supplier's unit price.

All Potential Suppliers must submit their unit prices on each Supplier Service Offer Factsheet(s) Fact Sheet that they complete.

9.7 Claimant Feedback and Complaints Handling

The Supplier should put in place a range of mechanisms for encouraging feedback from participants. Claimant feedback will be an integral part of the supplier's performance monitoring system.

The Supplier must ensure systems are in place to allow participants to resolve any grievances, concerns or complaints promptly and with the minimum level of

bureaucracy, without causing them embarrassment. This includes complaints in relation to discrimination.

The Supplier must always try to resolve problems internally. In some circumstances, however, it may be necessary to contact DWP or the JCP office for additional advice.

The Supplier must record any discussions and their outcomes, allowing the participant to see and sign the record of such discussions. Participants will be told the outcome of issues raised by them through the complaints procedures.

9.8 **Management Information**

Management information will be used to measure the performance and success of the programme. The information helps to:

- evaluate the effectiveness of the provision called off the DPS;
- measure the uptake and delivery of the provision; and
- monitor and manage the contract (including financial monitoring and external quality inspection).

DWP will monitor performance of call off contracts under the DPS and will use management information to inform Supplier Performance Reviews, as required.

DWP will require management information about individuals who have been referred to the programme by jobcentres. DWP will request management information from the Supplier, therefore the supplier will be required to maintain records to allow management information to be provided to DWP on:

- volume of referrals;
- volume of participants starting on the provision;
- Action Plans agreed;
- volume of participants completing the provision;
- Social Justice Outcomes; and
- Job Outcomes

This list is not exhaustive.

Where DWP requires additional information, to support performance management for example, Suppliers will be expected to supply this within the agreed time limits.

Sharing of Management Information

There are rules around the sharing of management information. These are detailed in the DPS Terms and Conditions.

The Supplier shall not (and shall ensure that any of their sub-contractors shall not) at any time publish, disclose or divulge any of the management information to any third party without the consent of the Authority.

The Supplier must implement appropriate arrangements which ensure that the Department's information and any other Departmental assets are protected in accordance with prevailing statutory and central government requirements. These arrangements will clearly vary according to the size of the organisation.

It is the Supplier's responsibility to monitor compliance of any sub-contractors and provide assurance to DWP.

Failure to comply with any of these policies or standards could result in termination of any Call Off contract.

9.9 **Health and Safety**

All participants involved in any way with DWP provision are entitled to train and work in a healthy and safe environment with due regard to their welfare. Under Health and Safety Law they are regarded as the Supplier's employees, whether or not they are paid. Suppliers must, therefore, comply with their Duty of Care under the [Health and Safety at Work Act 1974](#) and the Act's associated regulations in the same way as they would do for any other member of their workforce. Suppliers must ensure that customers receive health and safety induction, training and supervision which are appropriate to the programme being delivered, and that systems are in place for checking this, both within their own organisation and within any sub-contractors. Suppliers must complete risk assessments and instruct, inform and train customers on the control measures identified. There are specific risk assessments for young people, pregnant workers, lone workers and employees who are engaged in Manual Handling activities. This list is not exhaustive.

DWP staff may visit Suppliers and their sub-contractors for a variety of reasons. When doing so they will, in the course of their duties, adopt an 'awareness' approach to health and safety. In doing this they will not be conducting a health and safety inspection, nor will they be in a position to offer advice on whether something is safe or not. Instead they will approach this from the position of any layperson. If, however, they do spot something on which they require assurance or clarification they will raise this with the Supplier or their sub-contractor's representative at the location they are visiting. If it is subsequently decided that the issue raised is one that requires follow up, this will be arranged with the supplier through their local Jobcentre Plus contact.

9.10 **Data Security Requirements**

Cabinet Office mandates certain requirements relating to data handling, security and information assurance in government contracts. Information must be protected, together with systems, equipment and processes which support its use. DWP suppliers must provide an appropriate level of security. See Instructions to Potential Suppliers for details of how to comply with this requirement.

9.11 **Her Majesty's Government (HMG) Personnel Security Requirements**

The HMG Baseline Personnel Security Standard is a staff vetting procedure. It requires that a number of checks are made on persons who are to be given access to Government assets (premises, systems, information or data). Full details of the contractual obligations required to comply with the above procedures can be found in the Guidance document "HMG Baseline Personnel Security Standard - A Guide for DWP Contractors". A PDF version can be viewed at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/514781/baseline-personnel-security-standard-for-dwp-contractors.pdf

9.12 **Offshoring (including Landed Resources and Nearshoring)**

Prior written consent from DWP must be sought where Suppliers (and/or their sub-contractors) are proposing to host or access DWP systems, services or official information outside of the United Kingdom, or to bring foreign nationals to the United Kingdom to provide services in delivery of the Contract. Potential Suppliers must submit an application for approval together with their bid. Further details can be found in the guidance document 'A Guide for Contractors on the DWP Offshoring Policy V2.0'. A PDF version of this can be viewed at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508996/guide-for-dwp-contractors-offshoring-policy.pdf

9.13 **DWP Code of Conduct**

The DWP Code of Conduct spells out the key values and principles of behaviour which DWP expects of Organisations which are essential for creating healthy, high performing supply chains. Organisations that contract with DWP will be expected to operate in accordance with the Code of Conduct.

The Code is Annex A to the DWP Commissioning Strategy and be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/338387/dwp-commissioning-strategy-2014.pdf

9.14 **Sustainable Development**

DWP supports the main goal set out in the UK Strategy for Sustainable Development (Securing the Future, 2005) which is to 'enable all people to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations. This includes four main aims - social progress recognising the needs of everyone; effective protection of the environment; prudent use of natural resources; and maintenance of high and stable levels of economic growth.

DWP Suppliers are required to ensure that they and their sub-contractors use all reasonable endeavours to comply with the principles set out in the UK Strategy and the Sustainable Operations on the Government Estate (SOGE) targets. More information can be found on the [DWP Sustainable Procurement page](#)

Category	1 Engagement	2 Moving towards work	3 Support for hardest to help with complex & multiple barriers	4 Supporting hardest to help into work	5 Addressing barriers	6 Skills for work	7 Getting jobs	8 Keeping jobs
Overview	Encourage engagement by potential JCP customers who traditionally find it difficult to access our services	Support people who are unlikely to look for work without some help to increase motivation/confidence	Requirement for support for hardest to help – Social Justice outcome only	Tailored support for hardest to help – with job outcome expectation	Support to overcome barriers to getting a job	Skills training, <u>but only</u> If contract is over £50,000 or For a DPS 'routeway' - across more than one category including skills training	Support people to be proficient and self sufficient in job hunting	In work support
Content	<p>Outreach to promote DWP Services</p> <p>Innovative Activities to engage people e.g. Young People</p> <p>Local or specialised delivery for specific communities</p> <p>Black Minority Ethnic communities</p> <p>Asian Women</p> <p>Gang Members, Those affiliated with gangs</p> <p>NEET</p>	<p>Full Diagnostic Interview & Work Plan</p> <p>Identifying primary & secondary barriers</p> <p>Understanding the world of work including self employment</p> <p>Self Awareness and Self Presentation</p> <p>Skills Experience</p> <p>Personal Circs Health/Disability</p> <p>Job Hunting Skills</p> <p>Attitude to finding work</p> <p>Confidence building & Motivation</p> <p>Challenging negative attitudes</p> <p>Promoting positive attitudes</p>	<p>Tailored intensive support for people with significant barriers who are too far away from the labour market to move straight into work.</p> <p>Suitable for people with</p> <ul style="list-style-type: none"> • moderate learning difficulties • Complex/multiple barriers • Entrenched worklessness 	<p>Tailored intensive support for people with significant barriers – for those where work is an immediate realistic prospect once barriers are addressed</p> <p>Full diagnostic interview and work plan to identify primary and secondary barriers with support to overcome</p> <ul style="list-style-type: none"> • Literacy/ Numeracy/ESOL • Health & disability Issues including Mental Health • Drugs/alcohol substance abuse • Mild learning difficulties • Homelessness • Offending Issues 	<p>Support to improve motivation/confidence and overcome practical barriers to work</p> <p>Full diagnostic interview and work plan to identify primary and secondary barriers to overcome</p> <ul style="list-style-type: none"> • Entrenched worklessness • Literacy/ Numeracy/ESOL • Debt and Money management • Caring responsibilities 	<p>Short certificated courses leading directly to a job</p> <p>Short Sector specific training and skills shortage training leading directly to a job</p>	<p>Realistic career / work planning</p> <p>Full Diagnostic Interview & Work Plan</p> <p>Identifying primary & secondary barriers</p> <p>Skills Experience</p> <p>Personal Circs</p> <p>Health & Disability</p> <p>Personal Skills & Personal Resilience</p> <p>Job hunting skills</p>	<p>Planning to stay in work</p> <p>Finances</p> <p>Contingency</p> <p>In work support</p> <p>Buddying</p> <p>Mentoring</p>

	Isolated communities 1 -1 mentoring / counselling	Pros & Cons of work versus non-work Devising work plan ESOL Literacy/Numeracy assessment only					CVs; Job Application techniques; Interview preparation; Interview skills; follow up;	
Funding model (single category)	30% start fee 70% completion fee		20% start fee, 50% completion fee, 30% job outcome	10% start fee, 30% completion fee, 60% job outcome			25% start fee, 75% completion fee	
Performance	100% of completers to complete an action plan	100% of completers to complete an action plan and/or 100 % to achieve an agreed SJ outcome	30% Job Outcomes – in work 4weeks in a 13 week tracking window	45% Job Outcomes – in work 4weeks in a 13 week tracking window	60% Job Outcomes – in work 4weeks in a 13 week tracking window	45% Job Outcomes – in work 4weeks in a 13 week tracking window	100% - signed Mentoring Agreement 75% signing Mentoring Agreement will be in employment 13 weeks after date mentoring agreement was signed	

Annex 1 - Routeways

A routeway to employment consists of a combination of two or more categories and will typically last (but is not restricted to) a maximum of 6 weeks. The table below provides details of the routeways against which suppliers are invited to submit their Service Offers.

Routeway	Funding Model	Performance
<u>R1:</u> Engagement (1), Moving towards work (2) and Support for hardest to help with complex and multiple barriers (3)	30% Start fee 70% completion fee	100% of completers to complete an action plan
<u>R2:</u> Supporting Hardest to help into work (4) and Skills for Work (6).	20% Start Fee 30% Completion Fee 50% Job Outcome	40% Job Outcomes – in work 4 weeks 13 weeks tracking period.
<u>R3:</u> Addressing barriers (5) and Getting jobs (7)	10% start fee 30% completion fee 60% Job outcome	45% Job outcomes – in work 4 weeks 13 weeks Tracking
<u>R4:</u> Skills for work (6) and Getting Jobs (7)	10% start fee 30% completion fee 60% Job outcome	60% Job outcomes – in work 4 weeks 13 weeks Tracking
<u>R5:</u> Engagement (1), Moving towards work (2) Support for hardest to help with complex and multiple barriers (3) Supporting hardest to help into work (4)	20% Start Fee 50% Completion Fee 30% Job Outcome	100% of completers to complete an action plan 30% Job Outcomes - – in work 4 weeks 13 weeks Tracking

Annex 1 – The Employability Journey (Narrative)

Work Focused Activity

DWP is committed to helping people out of poverty.

We encourage people into employment by helping them to find work and stay in employment and by supporting those furthest from the Labour Market to move, where possible, into work.

To do this we want to access a wide range of provision to address the barriers to work experienced by different groups of claimants, including those who experience disadvantage in the Labour Market.

Such groups include:

- Young People
- 25+
- those over 50
- lone parents
- those with caring responsibilities; (in receipt of Carers Allowance)
- Care Leavers
- those not in education employment or training (NEET)
- those with health or disability issues including those with mental health issues
- those from black and ethnic minority communities and
- those with specific employment related barriers

We also want to support people as they move towards work and deal with a range of issues which prevent successful job hunting.

Some of our most disadvantaged claimants will need help to establish and clarify their employment need, to understand what their individual barriers are and to prepare a realistic and time bound work plan.

We want flexible provision - modules which cover specific knowledge and skills or address different barriers to work and stand-alone, short interventions which will set people on the right track.

We want local provision, tailored to suit the demands of local labour markets and travel to work patterns.

We want to encourage small and medium-sized suppliers to enter the market and we want to tap into new ideas and approaches to deal with entrenched worklessness and increase the options available for our claimants.

We are keen to encourage innovative activities to address individual and specific needs.

We want quality outcomes which clearly demonstrate value for money and how individuals have progressed towards and into work.

We want you to tell us your service delivery proposals (working within our Terms and Conditions and funding model) and we want to select the most suitable provision and arrange delivery within the shortest possible time frame.

The following will help you decide which services or provision you can offer. To help you we have grouped activities into the following categories and given more detail below on what we are looking for:

- Engagement
- Moving Towards Work
- Supporting Hardest to Help towards Work (Social Justice Outcomes)
 - Moderate learning difficulties
 - Complex/Multiple barriers
 - Entrenched Worklessness
- Supporting Hardest to help into work (Job Outcomes)
 - Health & Disability Issues (including mental health issues)
 - Drug/Alcohol/Substance Abuse Issues
 - Mild Learning Difficulties
 - Homelessness
 - Offending Issues
- Literacy/Numeracy/Language/Addressing Barriers
 - Entrenched Worklessness
 - Literacy, Numeracy & Language
 - Debt and Money Management
 - Caring Responsibilities

- Skills for Work
- Getting Jobs
- Keeping Jobs

1. Engagement

We want to ensure that all our claimants and those who could benefit from our help are able to do so and we want to encourage engagement by DWP claimants who have traditionally found it difficult to access our services.

Examples include but are not limited to:

Black and minority ethnic groups including Asian women; gang members; those affiliated to gangs or likely to become gang members; those not in education employment or training; geographical locations, social housing estates where transport is problematic; those with little knowledge of the welfare system. Please note that this list is not exhaustive.

Potential suppliers will need to demonstrate a sound knowledge of local communities, existing support and complimentary services that may already be available.

We are seeking innovative activities, outreach or similar provision that will connect with and fully engage individuals and groups of customers or communities so that they are able to

access other support which leads to work. Typically such activities will be short interventions and may be a single activity or divided into multiple segments over time.

We require a package of support that is flexible, structured and appropriate to different groups and individuals but which clearly links to DWP services.

Support shall include but is not limited to:

- One to one action planning with potential claimants to identify and address barriers to engagement;
- Awareness of the services offered by DWP and its partners;
- Initial support for claimants when first engaging with DWP.

2. Moving Towards Work

We want to encourage and help people who are unlikely to look for work or engage with other programmes without some help to increase their motivation and improve their confidence.

We are looking for short interventions which help claimants to think positively about themselves and the world of employment. We want them to gain an increased understanding of the world of work, what employers are looking for and how to behave at work. We also want them to gain additional communication and budgeting skills which will improve their chances of gaining and keeping a job.

Activities should include but are not limited to:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;
- an initial assessment of English as a Second Language (ESOL)/Literacy/Numeracy levels;
- development of an individual, realistic, time bound, action plan with agreed milestones, for the claimant to follow as their journey to employment, including, where required, help to remove barriers to employment;
- self-awareness and self-presentation – personal hygiene, dressing for interview, dressing for work, what employers look for etc;
- personal assessment of skills, experience, personal circumstances, health both physical and mental, attitude towards work and finding work, job goals – linked to defined occupations or sectors;
- challenging negative attitudes and build on positive attitudes;
- confidence building and motivation
- developing tools and techniques to encourage and embed a more positive approach to themselves and to work;
- understanding the impact of not working and the pros and cons of working and not working; financial and non-financial benefits, social benefits, personal benefits, the contribution they can make to an Employer, the community, and as a role model for other family members;
- re-focussing on getting a job, increasing personal capability and undertaking more effective job seeking.

Self-Employment and Social Enterprise

We recognise that for some self-employment is the right way out of poverty. We want to help people who are considering self-employment make the right decision by offering a short intervention designed to make people fully aware of all the implications of becoming self-employed.

3. Support for Hardest to Help with complex and multiple barriers

Tailored, intensive support for people with significant barriers who are too far from the labour market to move straight into work.

We want people to receive the necessary support to overcome the barriers (real and perceived) that are preventing them from getting and keeping a job.

Many of our claimants have wide ranging, multiple barriers which prevent them from getting a job or which disadvantage them in the labour market.

For some claimants there are significant barriers which mean they are too far from the labour market to move directly into work. These claimants would benefit from a period of tailored, intensive support with signposting to other agencies/interventions as necessary to help them on their journey to employment.

Suitable for people with:

- moderate learning difficulties – this **cannot** include cognitive behaviour therapy or other therapies;
- complex/multiple barriers;
- entrenched worklessness.

We are seeking innovative provision to be delivered in a variety of ways to meet the needs of the individual through, for example, courses, stand-alone interventions and via mentoring (advocate) support, however this list is not exhaustive.

We would welcome provision which covers more than one barrier to employment. Within your Service Offer please provide details of the social justice outcomes you would meet and the percentage of claimants who would achieve these. A list of Social Justice Outcomes can be found at Appendix 1.

Listed below are some examples of features of provision. Provision shall include but is not limited to:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;
- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;
- signposting to other agencies/specialist providers as required;
- mentoring support;
- progressing claimants to other DWP provision.

4. Support for the Hardest to Help into work

Tailored intensive support for people with significant barriers to employment but for whom work is an immediate, realistic prospect once those barriers are addressed.

We want people to receive the necessary support to overcome the barriers (real and perceived) that are preventing them from getting and keeping a job.

Many of our claimants have wide ranging, multiple barriers which prevent them from getting a job or which disadvantage them in the labour market.

We want to help our claimants to improve their prospects by gaining sustainable employment. Interventions need to include an element of employability support as well as addressing specific barriers. Delivery should include but is not limited to:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;
- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;
- signposting to other specialist agencies as required;
- workplace behaviours and employer expectations – timekeeping, flexibility, attendance, reliability, dress code etc;
- basic job hunting techniques including digital Jobsearch, accessing, registering and navigating Universal Jobmatch;
- basic financial information/advice in the context of work e.g. PAYE, National Insurance, pension scheme contributions and the financial benefits of work in general;
- ESOL/Literacy/Numeracy provision where an intensive intervention is clearly linked to getting a job:
 - ESOL provision for individuals or groups where English Language skills are considered to be at Pre Entry (Complete beginner) or Entry Level 1 (Starter) levels; to include addressing full diagnostic requirements;
 - literacy provision for individuals or groups where literacy skills are considered to be at Entry Level 2 or below (Access Level 2 and below in Scotland); to include addressing full diagnostic requirements;
 - numeracy provision for individuals or groups where numeracy skills are considered to be at Entry Level 2 or below, this also applies in Scotland. This may include addressing full diagnostic requirements.

We are looking for provision to be delivered in a variety of ways to meet the needs of the individual, for example, through courses, stand-alone interventions and via mentoring support, however this list is not exhaustive.

We would welcome provision which covers more than one barrier:

- **Support for Those with Health and Disability Issues including Those with Mental Health Issues** - individual support to overcome personal barriers or help people to manage their conditions in relation to employment. This cannot include the provision of Cognitive Behavioural Therapy and/or access to Condition Management Support.
- **Support for Drugs, Alcohol and Substance Abuse** - engaging the customer, offering advice, guidance and support and building understanding of the ways to address drug issues; complementary activities to address drug issues and prepare for work; tackling lifestyle issues that are likely to inhibit a return to work.
- **Support for Those with Mild Learning Difficulties** – targeted support to enable claimants to reach the appropriate level for entry to other provision to include: one to one support; IT skills (and understanding of Universal Jobmatch); confidence and self-esteem building; soft skills such as hygiene, dressing appropriately for interviews, speaking to employers, appropriate work behaviour; job search support, delivered within a supported environment, either one to one or with peers;
- **Homelessness & Supported Accommodation:** access to tailored support for claimants where homelessness is a significant contributing factor adding to labour market disadvantage. Provision is required that will assist claimants to move closer to / into work. This will include those who are sleeping rough, have no secure address or are living in hostels.
- **Dealing with Offending Issues** – to address the employability issues related to a person's conviction; knowledge and awareness of the Rehabilitation of Offenders Act and the Police Act 1997; disclosure to an employer any offences spent or unspent under the Rehabilitation of Offenders Act and Police Act where relevant; awareness of relevance of specific offences and specific occupations; awareness of the legal position of disclosure of offences; building confidence in securing employment and producing a letter of disclosure.

A supplier can make an offer under the broad definition of category 4 and/or they can create offers that are tailored to one or more of the subsections.

5. Addressing Barriers

Support to overcome barriers to getting a job, including support to improve motivation/confidence and overcome practical barriers to work.

Delivery should include but is not limited to:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;
- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;
- signposting to other specialist agencies as required;
- workplace behaviours and employer expectations – timekeeping, flexibility, attendance, reliability, dress code etc;
- basic job hunting techniques including digital Jobsearch, accessing, registering and navigating Universal Jobmatch;
- basic financial information/advice in the context of work e.g. PAYE, National Insurance, pension scheme contributions and the financial benefits of work in general;
- ESOL/literacy/numeracy provision where a short intensive intervention is clearly linked to getting a job:
 - ESOL provision for individuals or groups where English Language skills are considered to be at Entry Level 2 (Elementary) or above, to include addressing full diagnostic requirements;
 - literacy provision for individuals or groups where literacy skills are considered to be at Entry Level 3 or below (Access Level 2 and below in Scotland); to include addressing full diagnostic requirements;
 - numeracy provision for individuals or groups where numeracy skills are considered to be at Entry Level 3 or below, this also applies in Scotland. This may include addressing full diagnostic requirements.

We would welcome provision which covers more than one barrier.

- **Tackling Entrenched Worklessness:** we are looking for innovative motivational support which tackles entrenched worklessness where people have received one or more of the main working age benefits for at least 3 out of the last 4 years and where people are capable of work or work-related activity. The support should: challenge benefit dependency – identify why individual claimants are reliant on welfare benefits and empower them to “breakthrough” the barriers of entrenched worklessness; increase the claimant’s self-esteem – identify and promote positive traits and raise self-esteem through structured inspirational discussions and exercises; inspire the claimant’s to make lifestyle changes – create a bespoke ‘road map’ that sets out

realistic and achievable goals; build their motivation and confidence levels and equip claimants with the qualities, attitudes and behaviours to stimulate their approach to seeking work and changing their lives for the better.

- **Literacy, Numeracy and Language Barriers** including those for whom English is a second language where a short intensive intervention is clearly linked to getting a job.
- **Debt/Money Management:** training in personal financial management, budgetary skills; referral to additional sources of help available, including Credit Unions and the Money Advice Service; Better Off In Work calculations, to demonstrate work pays.
- **Support for those with Caring Responsibilities including Lone Parents** – flexible support recognising the personal circumstances and needs of those with caring responsibilities, offering skills assessments, work tasters and job hunting skills and support.

A supplier can make an offer under the broad definition of category 5 and/or they can create offers that are tailored to one or more of the subsections.

6. Skills for Work

Skills training but only:

- if the contract is valued at over £50,000 or
- if this is part of a DPS Routeway, with access to more than one category including skills training.

We require a comprehensive package of support to provide the individual with everything they need both in terms of work-related skills and relevant licenses etc. to enable them to compete in the labour market.

We need employer and employment focused training opportunities to meet the needs of a wide range of claimants, which are aligned to local labour markets, supporting those with diverse needs and which lead to paid and sustained employment. This may include pre-determined, pre-employment training for a sector based work academy¹ (sbwa).

We are looking for close links between claimants and employers to deliver specific vocational skills which lead directly to jobs, prepare claimants for work and provide certification, accreditation and/or qualifications as appropriate. The training provided must be occupationally focused, accepted as an industry requirement and delivered to industry standards.

Ideally we want short certificated courses.

Where certification or accreditation is required to allow claimants to access certain working environments and undertake work in particular occupational areas, this should be provided and arranged for by the supplier.

Training courses must provide nationally recognised accreditation/qualifications by appropriate awarding bodies such as NVQ, City & Guilds, ASDAN, NCFE and recognised industry-specific organisations and any Scottish equivalents.

The following training has been offered previously but the list is not exhaustive and we would welcome additional proposals which clearly link to future employment opportunities in new sectors or industries. There must be a demonstrable link to realistic employment.

Examples of short certificated courses include (this list is not exhaustive):

- Security Industry Authority (SIA) Certificate; Construction Skills Certification Scheme (CSCS) cards; Health & Safety certificates; Manual Handling certificate; Basic Food Hygiene certificate; 17th Edition BS7671 electrical wiring regulations update;

¹ Sector based work academies (sbwa) are short, sharp sector-based pre-employment training courses, typically of 2 weeks (however this is not restrictive) in a pre-defined occupational area. Provision is for those who are relatively job-ready, and therefore do not need significant support on basic skills or generic employability training. The decision for a claimant to participate in a sbwa is voluntary however once formally referred then participation is mandatory. NB: Sbwa provision is not available in Wales.

Examples of sector-specific training and skills shortage training include (this list is not exhaustive):

Administrative/Clerical/Secretarial

Arts and Media

Care

Construction

Customer Service

Engineering

Financial

Hairdressing and Beauty

Health and Safety

Hospitality

IT Media

Logistics and Transport

Manufacturing

Other

Public Services

Retail

Security

Sports and Fitness

Travel and Tourism

7. Getting Jobs

We want people to be proficient and self-sufficient in their job hunting.

We are looking for provision as short courses to cover:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;
- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;
- realistic career/ work planning with goals and milestones based on the local labour market, personal skills, knowledge and aspirations, including activities broadening job choices;
- review of personal assessment, work and non-work experience and personal circumstances to identify transferable skills;
- personal skills: importance of personal presentation and communication (language, behaviours, body language and eye contact); approaching interviews positively; coping with rejections, seeking and making use of feedback, dealing with negative and positive comments and managing fear of rejection/failure;
- basic job hunting clerical techniques; identifying jobs, vacancy and labour market analysis, following up job leads, advertised vacancies and making speculative calls,
- using social media, “selling people to employers”; written applications, speculative letters, tailor made CVs, interview preparation and techniques, practice interviews, telephone interviews, group interviews, assessment centres, recruitment tests and personal appearances;
- basic job hunting digital techniques, including digital Jobsearch, electronic CVs, demonstrating skills, experience and potential to employers via online applications, accessing, registering and navigating Universal Jobmatch.
- in-depth, one to one skills and aptitude assessments including for specialist skills.

Redundancy Support

We may need redundancy support, as part of a wider Rapid Response Service which JCP provides for any paid employee, at the discretion of the Jobcentre District, who has lost their job or had their contract terminated as a result of workforce management.

This service supports employees employed directly by companies affected and those sub-contracted to them to help them move into new jobs. The service is delivered locally and is tailored to the individual’s needs.

8. Keeping Jobs

Finding a job is only part of the story. We want to be sure that our claimants are able to keep the job they have worked hard to obtain and also, and in line with the requirements for Universal Credit, prepare for paid progression/enhancement.

This provision should be flexible with an initial meeting to establish needs and agree action and will include regular contact where mentoring or buddying relationships are involved.

This should include but is not limited to:

- awareness of the issues which will impact – making work pay; transferring to a waged income; domestic arrangements; contingency planning; impact on family and /or partner; clothing and equipment requirements; transport; impact on well-being and health;
- access to in work support or work buddy;
- access to a mentor where required;
- budgeting and debt management.

Annex 2 Work Services Directorate (WSD) Group Structure

The WSD Groups

Work Services Directorate is split into 7 Groups covering England, Wales and Scotland. The 7 Groups are:

- Central England
- London & Home Counties
- North East England
- North West England
- Scotland
- Southern England
- Wales



Below is a list of the Districts covered by each Group.

1) **Central England Group (CE)** -

- Birmingham and Solihull
- Black Country
- East Anglia
- Leicestershire and Northamptonshire
- Lincolnshire, Nottinghamshire, and Rutland
- Mercia
- Midland Shires

2) London and the Home Counties (LHC)

Bedfordshire and Hertfordshire
East London
Essex
Kent
North London
South London
West London

3) North East England (NE)

Durham and Tees Valley
North East Yorkshire and the Humber
Northumberland, Tyne and Wear
North East Yorkshire and the Humber
South Yorkshire
West Yorkshire

4) North West England (NW)

Cheshire
Cumbria and Lancashire
Greater Manchester
Merseyside

5) Scotland

Central Scotland
East and South East Scotland District
North of Scotland District
West of Scotland District

6) Southern England (Southern)

Avon Severn and Thames District
Berkshire, Surrey and Sussex
Devon, Cornwall and Somerset
Dorset, Wiltshire, Hampshire and IoW

7) Wales

North and Mid Wales
South East Wales
South West Wales

Appendix 1

List of Social Justice Outcomes

- CV, interview techniques
- An Action Plan detailing steps towards employment
- Attendance at a training Course/Event
- Attendance at a non-work related community group or activity
- Voluntary Work
- Increased engagement with an individual or organisation
- Seeking help from a support group or worker, GP, Counsellor
- Steps towards removal of a barrier that makes the individual socially excluded e.g. talking to people, going out on their own, using public transport
- Community College Course, evening classes
- Increased motivation/participation in an activity
- Increase their social awareness/skills

This list is not exhaustive.