



Department
for Work &
Pensions



European Social Fund (England) 2014 – 2020

Invitation to Tender Specification and Supporting Information

The Marches Local Enterprise Partnership Area

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1 Background

Purpose

- 1.1 This specification sets out the Provider delivery requirements which apply to the Department for Work and Pensions (DWP) European Social Fund (ESF) 2014 – 2020 contracts (England only), procured for the The Marches Local Enterprise Partnership (LEP) area.
- 1.2 The specification explains requirements in full, to enable Providers to develop comprehensive delivery proposals and accurate pricing schedules. It comprises of two parts:
- the main specification which sets out requirements for delivery, and additional information; and
 - the annexes, which contain further detail that may be useful in preparing tenders.

Background to ESF (2014–2020)

- 1.3 In June 2013 the Government set out the allocation of European Structural and Investment Funds (ESIF), including ESF money for the full seven-year period. The allocation was divided across LEP areas in England, with funds being distributed and managed by the ESF Managing Authority (MA).
- 1.4 LEPs have an advisory role and documented their local/strategic needs in an ESIF Strategy. Initial strategies were submitted in October 2013, with final strategies being signed off by Government following formal adoption of the Operational Programme by the European Commission (EC) in Autumn 2015.
- 1.5 ESF Provision can be funded via the MA or an approved Co-Financing Organisation (CFO) such as DWP, the Big Lottery Fund (BIG) or Education and Skills Funding Agency (ESFA). The MA will, in addition, organise direct ‘calls for proposals’ which will target specific LEP areas.
- 1.6 DWP will consider the LEP’s local / strategic needs and ESF requirements when deciding the Provision to deliver in the LEP area.
- 1.7 Provision for offenders will be delivered through the Her Majesty’s Prison and Probation Service (formerly the National Offender Management Service (NOMS)) which will remain a Co-Financing Organisation. This means that current offenders are out of scope for this Provision.
- 1.8 DWP as a CFO will tender, procure, manage contracts and provide equivalent Match Funding from key national programmes.

ESF Programme and Objectives (2014 – 2020)

- 1.9 The ESF Operational Programme as part of the European Growth Programme for England in 2014 – 2020 will deliver the Growth Programme’s priorities to increase labour market participation, promote social inclusion and develop the skills of the workforce.

ESF Requirements

- 1.10 Providers must meet ESF specific requirements set by the European Commission and failure to comply can result in a high financial risk for both Providers and DWP, as funds used inappropriately or for ineligible Participants or purposes and / or where the ESF requirements have not been met are recoverable from Providers. The ESF requirements are that:
- ESF Provision must add value to existing available DWP Provision and other Provision in the locality and must not duplicate it;
 - Evidence must be kept at all stages for Participants who have started on ESF Provision;
 - A complete audit trail of key documents and electronic information must be captured, maintained and retained at all stages throughout the process;
 - The European Union (EU) regulations in connection with marketing and publicising ESF are met;
 - The requirements relating to sustainable development, equality, diversity and equal opportunities are met, and;
 - All required documentation for each Participant, including claims for payment, is made available so that an adequate audit trail exists. This is a key audit requirement.

Further information on ESF Requirements can be found in [Chapter 11b](#) of the DWP Generic Provider Guidance.

- 1.11 The requirements above apply to the whole supply chain throughout their delivery. If sub-contractors are used to deliver any part of the contract it is the responsibility of the Provider to adhere to these requirements and ensure its supply chain does the same. The Provider is ultimately accountable for the ESF compliance of their contract. Failure to comply with any of the ESF requirements can result in the repayment of funds. Provider Guidance, which will be available with the ITT, will provide further information on requirements for ESF.

Roles and Responsibilities LEP and DWP

- 1.12 The overall responsibility of LEPs in determining employment priorities are to:
- advise on the employment priorities for their area;
 - identify the specific nature of the skills, support and engagement required to address worklessness amongst the most disadvantaged in their area;
 - advise on the type of Provision which should be procured to support the most disadvantaged into employment, through ESF monies;
 - provide DWP with an assurance that added value has been considered across the full range of Provision/delivery organisations across the LEP area.

- 1.13 The overall responsibility of DWP working in partnership with the LEPs is to:
- support the LEP in identifying gaps in Provision in their area;
 - assist in the design of Provision to meet local requirements;
 - provide the appropriate Match Funding for this ESF Provision;
 - provide advice and support to the LEP to help identify added value, value for money and avoid duplication or overlap with current DWP and other local Provision;
 - ensure the Provision meets requirements relating to equality and sustainability of Provision, ensuring robust audit trails are in place;
 - ensure the Invitations to Tender (ITT) and Provision specifications include the ESF requirements;
 - ensure the Provision process and funding models support audit requirements;
 - manage the tendering exercise from publication of the specification through to award of contract;
 - ensure Providers' marketing and publicity arrangements meet ESF requirements; and
 - manage contracts in line with DWP standards and ESF requirements.

The Commercial Approach

- 1.14 The contract will be procured by conducting a mini-competition under the Umbrella Agreement for the Provision of Employment and Health Related Services (UAEHRS). The relevant Contract Package Area (CPA) is the entire geographical area covered by The Marches LEP. The Lot to which the mini-competition relates is Lot 1 (Central England). DWP will invite all of the UAEHRS Providers who have been appointed Lot 1 to bid for the contract.
- 1.15 The tendering process and evaluation will be managed through Bravo, DWP's Procurement Portal. The tender evaluation will consist of a qualitative and final evaluation, as well as a commercial dialogue stage, and tender assurance. This will enable an award based on the Most Economically Advantageous Tender (MEAT).

Tender Evaluation

- 1.16 The tender evaluation process is outlined in the ESF 'Instructions to Bidders' which will be available with the Invitation to Tender (ITT).
- 1.17 DWP will manage the tendering and evaluation process.

2 Overview of the Provision

Purpose of Provision

- 2.1 The Provision will be a package of tailored support for unemployed and economically inactive individuals - particularly those who are disadvantaged and facing multiple barriers to employment and those that are not fully supported by existing employment programmes. The Provision is voluntary for Participants.
- 2.2 The Provision will enhance engagement with the specified priority groups. It will develop their employability skills, improve their work readiness activity and move them into employment.
- 2.3 The ultimate purpose of the Provision is to achieve sustained employment outcomes. The inclusion of In-Work Support in the Provision for those that require it will enhance the likelihood of work sustainability being achieved.

Geography

- 2.4 The Provider is expected to deliver the Provision across the Marches LEP area (see [Annex 3](#) for detail relating to geographical coverage). The LEP encompasses the local authority areas of:
- Herefordshire;
 - Shropshire;
 - Telford and Wrekin.

Critical Success Factors

- 2.5 Below are the Critical Success Factors for performance against which the success of this Provision will be measured. They will be based on attainment of performance levels stipulated by Providers for Cohorts of Participants for Short and Sustained Job Outcomes based on the definitions for each outcome and how these Cohorts will be attained based on monthly Cohort profiles:
- number of Participants starting on the Provision;
 - percentage of Participants who start achieving a Short Job Outcome;
 - percentage of Participants who start achieving a Sustained Job Outcome.

Contract Duration and Implementation

- 2.6 The contract will consist of:
- Approximately six (6) week Implementation Period from the Contract Commencement Date;
 - Three (3) year Provision Period which will include any In-Work Support Provision appropriate to the Participant's needs;

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- Sixty-four (64) week claim period during which the Provider can make any further claims for outcomes, see Annex 6 and T&Cs;
- A payment tail period following which DWP shall be under no obligation to make any further delivery fee or outcome payments to the Provider, see Annex 6 and T&Cs.

- 2.7 All Participants are required to complete Provision by the end of the third year of the Provision Period. For Participants referred in the third year, it may not be possible for them to receive the full Provision duration. Any starts profiles for the third year will be agreed with the Provider and included in a Contract Variation, however; the proportion of outcomes expected to achieve an outcome and the Cohort Profiles will remain the same as for the first and second year of the Provision Period (also see paragraph 6.6 on Performance).
- 2.8 Referrals will take place during the two (2) years from the Service Start Date, and may be extended into the third year of the Provision Period. DWP will discuss with Providers to determine the last date for referrals, taking into account the realistic prospect of Providers delivering the service and outcomes to Participants who will not be able to receive the full Provision duration. DWP will make the final decision.
- 2.9 It is expected that Provider's Implementation Plans (submitted as part of their tender) will document how they aim to meet the commencement period for the Provision. Discussions will take place post contract award to establish the exact service start date. However there may be exceptional circumstances post contract award whereby a Provider may not be able to meet a date within the commencement period. If this is the case DWP may negotiate a service start date outside the commencement period, taking into account the relevant circumstances and in agreement with the LEP.

Contract Variations

- 2.10 Contracts may allow for changes that might occur in the lifetime to be made where these do not represent a substantial change to the original contract. DWP will also have the option to extend for up to a further two years, subject to satisfactory performance of the contract and availability of funding. Any variations or extensions will be subject to discussion and agreement between the Provider, LEP, MA and DWP at the appropriate time.
- 2.11 Where a requirement for a variation to the contract arises or is proposed, this will be progressed in accordance with the Change Control Process outlined in the Terms and Conditions.

Length of time on Provision

- 2.12 The maximum duration of this ESF Provision for a Participant is a continuous period of fifty-two (52) weeks from the Participant's start. *Please see paragraph 3.29 for the definition of a start.*
- 2.13 Once a Participant starts DWP ESF 2014-2020 Provision, they are expected to remain on that Provision until they become a completer or early completer

(regardless of changes to their employment status and engagement). Please see Annex 6 for Definitions and paragraph 3.53 for early completers. Participants will be allowed to change DWP ESF 2014-2020 Provision voluntarily during the life of the Provision where it is appropriate.

Hours of Participation

- 2.14 ESF Provision must be part-time for all Participants.
- 2.15 Participation in the ESF Provision must allow Participants who are in receipt of benefit to meet the requirements attached to their benefit, for example the conditionality requirements for Jobseekers Allowance (JSA).

Part time hours for Participants who are inactive and not in receipt of benefit are defined as less than thirty (30) hours.

Please see [DWP Provider Guidance](#) for further information on conditionality requirements and the Claimant Commitment relating to individuals on Universal Credit.

Payment Model

- 2.16 The contract value will comprise of the following payments:
- Delivery Fee
 - Short Job Outcome Payment
 - Sustained Job Outcome Payment

Please see [Section 5](#) for more details on payments.

Transition from existing programmes

- 2.17 There will be no automatic transfer of Participants from existing DWP ESF contracts to this contract.

Transfer of Undertaking (Protection of Employment) Regulations 2006

- 2.18 Your attention is drawn to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). It is the DWP's view that TUPE is unlikely to be applicable to ESF 2014-20 Provision. Nevertheless, it is the bidder's responsibility to consider whether or not TUPE applies in the individual circumstances of their tender.
- 2.19 For more information about TUPE and associated matters see - <https://www.gov.uk/transfers-takeovers>. Further information can be found in the Terms and Conditions.

Open Book Accounting

- 2.20 As part of the Cabinet Office Guidance on Open Book Contract Management in Public Sector Contracts, there will be an Annual Contract Review between the Provider and DWP Commercial, Finance and Operational leads.
- 2.21 Open Book Contract Management is a structured process for the sharing and management of costs and operational and performance data between the Provider and DWP. The aim is to promote collaborative sharing of data between parties as part of financial transparency. The outcomes should be a fair price for the Provider, value for money for DWP and performance improvement for both parties over the life of the Contract.

Referrals and Payments System (PRaP)

- 2.22 Providers will use the PRaP system, and any replacement system, to receive their referrals, record Participant activity (when Participant starts, completes, ends Provision, starts a job and remains in a job for the specified sustained period) and make claims for payments. Please note Jobcentre Plus will not be referring potential Participants to this Provision see para 3.11 & 3.12 for more detail.
- 2.23 Providers will need to have met relevant security requirements before contracts go live. More information on the PRaP system can be found at:
<https://www.gov.uk/government/publications/provider-referrals-and-payments-prap-system-for-dwp>
- 2.24 Direct access to PRaP will be made to the lead contractor.

Further information regarding PRaP actions will be detailed in the Provider Guidance.

3 Service Delivery Requirements

Aim

- 3.1 The Provision will be a personalised and individually tailored package of support that will be delivered by designated Caseworkers. The aims of the Provision are to;
- Complement and add value to existing Provision;
 - Enhance engagement with the priority groups;
 - Support those that are not fully assisted by existing employment programmes;
 - Improve employability skills and work readiness activities;
 - Enhance access to jobs;
 - Tackle entrenched worklessness, and;
 - Achieve sustained employment outcomes for disadvantaged people that face

multiple barriers to work.

3.2 Specifically the Provision will;

- Help unemployed and economically inactive people with disabilities or health conditions to enter and remain in work;
- Assist lone parents, economically inactive benefit recipients with children and other disadvantaged parents to enter and make progress in the workplace, and provide signposting to organisations who can advise on childcare where that is a barrier to work;
- Deliver tailored and personalised packages of support that will include mentoring and advocacy, practical soft skills training, job-related customised training (including the acquisition of job specific qualifications that cannot be funded via existing mainstream government programmes), labour market orientation and work experience.
- Deploy measures which ensure early identification of the needs of disadvantaged people, including individual action plans and personalised support, work search activities, information, advice and guidance and signposting to organisations for the expertise that they can provide (e.g. the Money Advice Service for those with financial and budgeting problems).
- Engage with inactive older workers to extend their working lives. This will include engaging with those who have become disabled or have developed health conditions;
- Undertake activities that will support local recruitment such as brokering work trial and work experience opportunities;
- Provide short pre-employment training courses and enable the acquisition of certification where the opportunity to start work exists and it is the absence of the training or the certification that is the final barrier to a Participant securing employment;
- Help those who have a limited work history and difficulty in attaining sustained employment by identifying and addressing the circumstances that lead to frequent / repeat benefit claims being made;
- Increase the participation by people from ethnic minorities in the labour market;
- Develop the skills and employability of ex-offenders to help them enter the labour market, and;
- Tackle specific barriers to work faced by unemployed inactive people in rural areas.

3.3 The Provision will consist of two strands;

- Intensive Work Focussed Support, and;

- Work Focussed Training.

3.4 This specification focuses on setting out the outputs and outcomes required for this Provision. See [Section 5](#) for further details on payments.

Delivery Location

- 3.5 Providers are expected to be able to show detailed knowledge of the The Marches LEP local labour market and barriers that affect access to employment. There should be a clear linkage between current labour market needs and requirements and proposed solutions.
- 3.6 The Provider is required to deliver the Provision across the entire contract area via a range of engagement methods that should include but is not limited to fixed delivery premises (on a full and/or part time basis) and outreach services to ensure that the Provision is accessible to all Participants.
- 3.7 The initial engagement meeting must take place at Provider premises within the Contract Package Area (CPA).
- 3.8 All premises must be easily accessible to Participants using public transport, meet all legal requirements and provide facilities commensurate with the requirements of this specification.
- 3.9 As a minimum the LEP has a preference that there are delivery premises in;
- Hereford City and Leominster covering the whole of Herefordshire with outreach into the market towns of Bromyard, Kington, Ledbury and Ross and the wider rural areas;
 - Telford, Wellington and a location in south Telford (Brookside/Woodside) to cover the Telford and Wrekin local authority area with outreach in deprived and rural neighbourhoods;
 - Shrewsbury, Bridgnorth, Ludlow, Oswestry and Market Drayton to cover Shropshire local authority area with outreach in deprived and rural areas.

Bidders may submit alternative locations to those listed above and they will be given due consideration.

Participant Changes Address

- 3.10 If a Participant changes address and moves outside the Contract Package Area, the Provider in agreement with the Participant needs to consider if participation is still appropriate as outlined below:
- Where possible and where suitable arrangements can be put in place (for example, where the Provider has a delivery presence or the Participant and Provider agree that remote working is appropriate), Providers will be required to continue to work with Participants and will be entitled to claim eligible outcomes. If the Provider decides that they are unable to support the Participant, they should gain agreement from the Performance Manager and inform the Participant who will be deemed an early completer (see paragraph

3.53 for the definition of an early completer).

- If the Participant moves address where commuting to Provision is unreasonable, delivery requirements can cease and the Participant will be deemed an early completer (see paragraph 3.53 for the definition of an early completer).
- Participants who change address during the Provision period, such that they reside outside of the CPA, may choose to change to another DWP ESF 2014-2020 Provision in their new location if they are eligible. (See paragraph 3.36 Accessing Other DWP ESF 2014 -2020 Provision).

Identification of Potential Participants

- 3.11 The Provider is responsible for identifying eligible Participants and should make links with other local organisations to market the Provision within the Contract Package Area, ensuring they maximise opportunities in order to achieve sufficient Participants.
- 3.12 This Provision is voluntary and suitable applicants should be identified using different sources including but not limited to:
- Provider recruitment;
 - Jobcentre Plus sign posting only;
 - Community and voluntary sector organisations;
 - Local Authorities;
 - GPs / Health workers;
 - Self referrals;
 - National Careers Service;
 - Adult Education and Community Learning Providers.

Please refer to ESF Provider Guidance for information on local organisations.

Eligibility

- 3.13 To be eligible for ESF, all Participants must be legally resident and have the right to take paid employment in the UK. Participants must be aged 16* or over. There is no upper age limit for Participants.

*Subject to changes in UK legislation

- 3.14 To be eligible for this Provision, individuals must be either **unemployed or inactive and** must fall into one or more of the following categories:

- Long term Unemployed and/or Inactive (twenty-six (26) weeks or longer);

- Basic Skills need (Below NVQ Level 1 or equivalent)
- Have at least one barrier to employment. Barriers may include:
 - a lone parent;
 - an older worker (50+);
 - an ex offender;
 - Caring Responsibilities (including those returning to employment when caring responsibilities end);
 - have physical disability or health condition, including Sensory Impairments;
 - Mental Health;
 - Learning Disability;
 - Drug / Alcohol dependency;
 - an ethnic minority;
 - have low or no qualifications (below NVQ Level 2 or equivalent);
 - Language barrier (English not first language etc.).

Please note: the 'Long-term' criteria can be a combination of unemployment and inactive periods to make the twenty-six (26) week period (as per the Provider Guidance).

- 3.15 It is the Providers responsibility to check Participants are eligible to take part in this Provision. The Provider must ensure they have robust systems in place to perform the eligibility check. The Provider must retain evidence to confirm eligibility for ESF purposes for the full retention period – this will be an integral part of audit assessments (see [Annex 2](#)).

Further information detailing the evidence which must be retained can be found in [DWP Provider Guidance](#).

- 3.16 DWP will not be responsible for determining eligibility, but will carry out internal checks, including benefit status, and whether potential Participants are participating in incompatible DWP Provision.

LEP Priority Groups

- 3.17 The LEP has requested that the Provider should target the following groups as a priority, but not exclusively:
- Unemployed people –long-term with multiple barriers (including those identified as part of the national Troubled Families programmes - branded as 'Families First' in Herefordshire and 'Strengthening Families' in Shropshire and Telford and Wrekin);

- Young people aged 18-24 who are not in education, employment or training;
- Unemployed disadvantaged people (e.g. homeless people, people with drug or alcohol dependency, persistent returners to JSA);
- Unemployed and inactive people with disabilities or health conditions (particularly existing claimants of incapacity benefit and ESA);
- Unemployed people aged 50 and over;
- Ethnic minorities and those with English language needs;
- Ex-offenders;
- Lone parents including those on Income Support (IS); and
- Other people with children, including teenage parents (18-20 year olds).

3.18 The Provider is expected to explain in their tenders how their recruitment processes will ensure Participants are identified from the priority groups specified in paragraph 3.17.

Caseload Size

3.19 Providers are expected to state in their tenders the average and maximum caseload size each Caseworker will be expected to manage. This will form part of the contract and Providers will be expected to report upon this on a monthly basis to their Performance Manager.

Provider and potential Participants initial meeting

3.20 The Provider must meet face to face with the potential Participant to discuss the Provision; the Participant's needs, check eligibility and inform the Participant that the Provision is funded by ESF and issue the leaflet ESF2020.

3.21 The Provider must obtain personal details from the Participant and gain consent for this information to be passed to Jobcentre Plus.

3.22 An ESF1420 form must be completed for each eligible individual who has declared their wish to participate in the Provision. The information captured on the ESF1420 must be accurate and complete and will include:

- Participant characteristic data;
- a declaration from the Participant that they wish to participate in ESF Provision, understand that the Provision is funded by ESF and that they permit their information to be stored and used to register them for ESF and future ESF research;
- endorsement (signature) from the Participant that the data provided is correct;
- details of eligibility and evidence seen by the Provider to support the referral

to Provision;

- the postcode of the venue where the in-depth needs assessment is to be conducted and initial Action Plan is agreed;
- endorsement (signature) from the Provider that the information supplied is correct to their knowledge and that they've seen documents confirming the Participant's identity.

- 3.23 The Provider must store the original ESF1420 form securely and send a copy to the DWP ESF Admin Team within five (5) Working Days of Participant signature. It is envisaged that the Provider will send the form via email (as defined in Provider guidance) but there is a possibility in the short term that the Provider will be asked to use secure post.
- 3.24 The DWP ESF Admin Team will check information contained in the form against Departmental system records and make an electronic referral which will appear on the PRaP the following Working Day. Inaccurate forms will be returned to the Provider within twenty (20) Working Days of receipt.
- 3.25 If DWP system checks show that the potential Participant is taking part in other Provision that is incompatible with ESF funded Provision, the form will be returned to the Provider within twenty (20) Working Days.

Please see ESF Provider Guidance for more information.

- 3.26 The Provider must either accept or reject the referral in PRaP. The Provider must contact the Participant to arrange a face to face needs assessment. It is recommended that this takes place within five (5) Working Days of acknowledgement of the PRaP referral.
Initial engagement meeting
- 3.27 The initial engagement meeting must include a face-to-face in-depth needs assessment and the development, agreement and signing of an initial Action Plan.

Action Plan

- 3.28 The Action Plan must detail activities linked to the requirements of the contract; set out clear goals and must be agreed and signed by the Participant and Provider. The Provider is responsible for co-ordinating activities outlined in the Action Plan to move the Participant towards their ultimate goal.

Starting Provision

- 3.29 A Participant will only be deemed to have started on Provision once a Provider has:
- undertaken a face to face in-depth needs assessment;
 - agreed activities with the Participant and an Action Plan has been signed by both parties; and
 - the start date is recorded on PRaP.

Where a Participant has not signed the initial Action Plan, Providers must not start them on Provision.

- 3.30 Once the Provider has received a referral on PRaP they will have twenty (20) Working Days to undertake the initial face to face engagement meeting (including agreeing and signing the Action Plan) and record the start date on PRaP. (The start date must always be the date that the Action Plan was agreed and signed).
- 3.31 Once the Participant has started ESF Provision, providers are required to electronically supply DWP with Participant data to support ESF reporting (Participant data collected on the ESF1420 form).

Review of the Action Plan

- 3.32 As a minimum, the Action Plan must be reviewed, updated, and signed by both parties in a face to face monthly meeting; however, frequency of these meetings should be tailored to meet the Participant's needs. Where the meeting cannot be held face to face every month, or where the Participant cannot sign the updated Action Plan, reasons must be recorded by the provider.
- 3.33 At each review meeting the Provider must chart and record activities that have taken place; steps taken to achieve goals; and identify further activities to be taken forward. This should include any agreed activities relating to In-Work Support during the Participant's provision duration. The revised Action Plan must be retained by the Provider. Evidence of action planning must comply with Providers' Customer Service Standards, the content of successful tenders and the Provision contract. The Provider must retain evidence of activities that have taken place to meet ESF evidence requirements (see [Annex 2](#)).
- 3.34 Providers are expected to actively manage Provision to ensure the actions detailed in the agreed personal Action Plan are delivered, managed, monitored, reviewed and evidence must be provided to show they have taken place.
- 3.35 If a Jobcentre Plus Work Coach requests a copy of the final Action Plan, the Provider must send this within five (5) Working Days of the request.

Please refer to ESF Provider Guidance for further information on Action Planning.

Accessing Other DWP ESF 2014-2020 Provision

- 3.36 During the Provision duration, Participants can change to another DWP ESF 2014-2020 Provision if they are eligible. They will be required to have an assessment and Action Plan with the new Provider and be allowed to participate for the full duration of that Provision. (See paragraph 5.12 for how this affects Job Outcome Payments).
- 3.37 Once a Participant has completed Provision, including early completion, they can only access DWP ESF 2014-2020 Provision if it is in another CPA.

Provision Delivery Requirements

The Role of the Caseworker

- 3.38 The Provision will be delivered by Caseworkers and the Provider must be [Matrix Standard accredited](#) (or equivalent) within twelve (12) months of the contract being awarded. The Caseworker will endeavour to move Participants in to sustained employment. They will:
- Use their mentoring and advocacy skills to gain the trust of Participants;
 - Motivate, inspire and empower Participants to achieve their potential;
 - Give professional advice and guidance that will help Participants acquire the attributes and skills to move in to work, and;
 - Proactively manage a caseload of Provision Participants with the frequency of contact being relative to the needs and circumstances of each individual.
- 3.39 Caseworkers must have knowledge of employment issues, the local labour market and training provision, and other relevant agencies.
- 3.40 The Caseworker will conduct an initial and full diagnostic assessment of each Participant to identify the barriers and issues that are preventing them from gaining employment. The assessment must be robust enough to determine whether the Participant should join;
- The Intensive Work Focussed Support strand; and / or;
 - The Work Focussed Training strand.

The Provision

- 3.41 The Provision will address the needs of those Participants who face barriers to work, real and perceived, who are subsequently disadvantaged in the labour market. Activity should deliver individually tailored Provision, which provides a full and inclusive range of support in order to move Participants into work. The objective is that work attained will become sustained employment.

Strand 1: Intensive Work Focussed Support

- 3.42 This strand will address the barriers and issues of those Participants who are furthest away from the labour market including those who are not engaged with Jobcentre Plus. The Caseworker will deliver a comprehensive package of support that will move Participants in to employment. This must include:
- Building a rapport with each Participant;
 - Understanding and influencing the motivation and attitudes of each Participant;
 - Motivation and confidence building activities;

- Identifying any transferrable skills that a Participant possesses;
- Exploring and giving consideration to all realistic employment options;
- Identifying and addressing particular barriers to work;
- Practical jobsearch activities and ensuring that each Participant is able to search for and apply for work online;
- Promoting existing opportunities that are free at the point of use and undertaking the necessary signposting;
- Brokering work experience, work trial and volunteering opportunities with employers and arranging the attendance of Provision Participants on these opportunities where it is deemed appropriate;
- Signposting to money management and debt counselling services where financial difficulties represent a significant barrier to work;
- Discussing and promoting self-employment and signposting to New Enterprise Allowance or local business start-up programmes where appropriate;
- Delivering interview techniques sessions including the undertaking of mock interviews and how to present oneself to a prospective employer;
- Travel planning for both rural and urban areas so that Participants have an awareness of how they can access training, support and job opportunities across a wide and diverse geographical area such that travel is not perceived as a barrier;
- Signposting to organisations that can assist Participants with finding suitable accommodation where housing difficulties represent a barrier to work;
- Accompanying a Participant when accessing services directly associated with their quest to find work should they require that support;
- Contribute to the personal development of Participants such as reducing any sense of isolation and stress and assisting them to become more independent which will give them the confidence and mindset to look for and find work;
- Encouraging Participants to undertake volunteering opportunities where it will enhance their self-development and employment prospects, and;
- Support for individuals that require pre-entry level work focused ESOL. This Provision will support Participants with ESOL needs below Entry Level 1. The activity will focus on unemployed and economically inactive Participants who are prevented from accessing mainstream ESFA Provision due to age, or not receiving a qualifying benefit or because a fully funded place is not available in their location. This Provision should be an intensive short-term focused intervention in order to promote progression into work. Provision should be tailored to the learning and training needs of the individual, and

should incorporate a work experience placement or volunteering opportunity to assist with language development.

- 3.43 The elements of the Intensive Work Focused Support strand outlined at paragraph 3.42 are not exhaustive and activities undertaken by Participants must be determined by and tailored to individual need and circumstances.

Strand 2: Work Focused Training

- 3.44 This strand of the Provision will be those Participants who are;
- unable to access training via mainstream funded Provision such as those available through the ESFA Adult Skills Budget or ESFA ESF programme or Jobcentre Plus offerings. It must only be used to fill gaps in the existing Provision, and;
 - in need of a short bespoke training and / or the acquisition of certification to be able to start work, for example, Fork Lift Truck, Construction Skills Certification Scheme (CSCS) card, Construction Plant Competence Scheme (CPCS) card and associated training, Food Safety and Security Industry Authority (SIA) licence.
- 3.45 This strand will deliver specific work related Provision that must flexible and specifically designed to support the individual. Whilst it must be Participant led, it will also meet the needs of the local labour market and local business requirements - in particular those within growth sectors.
- 3.46 Short bespoke training courses might also be provided for a specific employer recruitment where there are job opportunities and a realistic chance of work being secured upon completion of the training. These courses will target and support those unemployed individuals who are ready for work. Such courses must only be provided when;
- they would not be available / funded through mainstream sources and thus they would deliver added value, and;
 - the employer is unable to provide the training.
- 3.47 A key benefit of this strand is the ability to offer a flexible approach that can be adapted to meet the needs of the individual as well as the employers. This tailored package of support must be agreed with local Jobcentre Plus to ensure that there is no duplication of activity and spend on Provision.
- 3.48 The Provision will cover a wide range of occupational areas and typically should include a work placement to consolidate any training. The Provider will be responsible for providing any equipment or protective clothing that is required for the training and placements.
- 3.49 Participants deemed potentially suitable for work focused training must receive an intensive initial assessment with appropriate advice and guidance which determines the training and support undertaken.

In-Work Support

- 3.50 For employment which falls within the Participant's Provision duration, In-Work Support may be required which meets the individual needs of the Participant to ensure they have the opportunity to sustain employment. On commencement of employment, Providers should agree with Participants the In-Work Support they will provide and record this on the Action Plan. Activities to be delivered for In-Work Support should be detailed in Provider's tenders; this will then form part of the contract. In-Work Support will maximise Provider's opportunity to claim both the Short and Sustained Job Outcomes.

Provision duration

- 3.51 The maximum duration of this ESF Provision for a Participant is a continuous period of fifty-two (52) weeks from the Participant's start date. Where referrals are permitted into the third year of the Provision delivery (see paragraph 2.7) the defined Provision duration for Participants may be reduced as Provision delivery will cease at the end of year three.

Completing Provision

- 3.52 Where a Participant completes the defined Provision duration they will be defined as a Completer. In addition, Participants who have been referred in the third year of the Provision delivery and remain on the Provision at the end of the third year will be defined as a completer. Providers are required to record all completion dates on PRaP.

Early Completer

- 3.53 A Participant will be deemed an early completer and their Provision period ends where:
- a Short Job Outcome is achieved during the Provision duration;
 - the Participant has moved address and, following discussions between the Provider and Participant, it is agreed that participation is no longer appropriate;
 - the Participant has chosen to move to a different DWP ESF 2014-2020 Provision;
 - the Participant starts other DWP Provision which makes continued participation no longer appropriate; or
 - the Participant has died.
- 3.54 Where a Participant becomes an early completer, Providers are required to notify DWP of the Participant's early completion date.
- 3.55 Where a Participant becomes an early completer due to a Short Job Outcome being achieved, the early completion date should be recorded as the date the Job Outcome was achieved.

Refer to ESF Provider Guidance for further information regarding reporting completion dates.

Exit Review

- 3.56 For one hundred percent (100%) of Participants completing Provision (including early completion), Providers are required to conduct an exit review prior to completion of Provision to document the Participants' progress and outcomes and highlight recommendations for future steps on the final Action Plan; gaining Participant agreement and signature (or where a signature cannot be obtained, reasons should be recorded by the Provider).

Refer to ESF Provider Guidance [Chapter 5](#) for further information regarding Exit Reviews.

Supplying ESF Participant completion data

- 3.57 On completing ESF Provision (including early completion), Providers are required to collect Participant destination information, verified by the Participant (e.g. where the Participant upon leaving is in employment or education or training and where appropriate submit information where Participants have gained basic skills or a qualification). To support ESF reporting this information along with the Participant's completion date must be securely submitted to DWP.

Updating the Provider Referrals and Payment System

- 3.58 There are points where Providers must ensure they update the PRaP system. Below are the key actions required:
- Each referral must be acknowledged by accepting or rejecting;
 - Record a start for each Participant;
 - Record Job entries;
 - Record outcome fee claims, ensuring all appropriate evidence and documentation is held;
 - Record details of periods of Employment;
 - Record Completer and Early Completer information.

4 Customer Service Standards

- 4.1 The success of this ESF Provision will be measured against a series of service standards to ensure that the service requirements are delivered.
- 4.2 Delivery against respective responsibilities will be monitored through a combination of existing performance management practices and Provider engagement meetings.
- 4.3 These service standards will be managed by the performance teams within DWP Employment Account Division, including the DWP Compliance Monitoring Officers and Performance Managers supported by DWP Category Managers.

Further information provided in [Section 6](#).

- 4.4 The customer service standards that the Provider must adhere to are:
- sign and securely send a copy of the fully completed ESF1420 form to the Jobcentre Plus ESF Admin Team within five (5) Working Days of Participant signature;
 - one hundred percent (100%) of people who start the Provision have a signed Action Plan (agreed and signed by both Participant and Provider);
 - review the Action Plan with the Participant on a monthly basis, as a minimum; recording clear evidence that the review has been undertaken;
 - for one hundred percent (100%) of Participants completing Provision or completing Provision early; conduct an exit review prior to completion of Provision to document the Participants progress, outcomes and highlight recommendations for future steps on the final Action Plan. This must give specific details on what activities the Participant has undertaken; any qualifications gained; behaviours and next steps. This should be free text of at least five hundred (500) words;
 - in one hundred percent (100%) of cases (where requested), send a copy of the final Action Plan to the Jobcentre Plus Work Coach within five (5) Working Days of the request;
 - as part of your tender submission, any other Customer Service Standards detailed in your tender which will form part of the contract.

Refer to ESF Provider Guidance and Terms and Conditions for further information.

Management Information and Evidence

- 4.5 DWP will use its Management Information (MI) for the on-going management of the Provision and for discussion with Providers.
- 4.6 DWP will also require Providers to capture and use their own MI and retain evidence for contractual and performance purposes. This should include:
- details of all periods of employment should be recorded on PRaP;

- pipeline (forward look performance information relating to attainment of your Outcomes including job entries recorded in PRaP) data to inform performance discussions with Supplier Managers and Performance Managers; and
- robust tracking systems to be able to identify and performance manage Participants in each Cohort.

NOTE: MI may require re-development and change over the life of the contract in order to meet the needs of DWP and the Provider.

For further information regarding performance please see [Section 6](#) and the ESF Provider Guidance.

5 Payment Model and Performance

- 5.1 This section sets out information on the funds available for this contract, the payment model, the process for making claims for payments and the Department's performance expectations.

Contracts

- 5.2 Set out below, are the maximum budget and minimum volumes for this contract. Providers should note that maximum contract values are fixed and DWP does not guarantee volumes.

LEP	Maximum Contract Value	Minimum number of starts
Marches LEP total Comprising:	£9,900,000	3,960
More Developed (Herefordshire)	£2,554,000	990
Transition (Shropshire and Telford and Wrekin)	£7,346,000	2,970

- 5.3 The Provider is responsible for identifying eligible Participants and should market the Provision within the CPA, ensuring they maximise opportunities in order to achieve sufficient Participants to deliver their Cohort Profiles.

Payment Model

- 5.4 The contract will be paid via a payment model that focuses on:
- The Delivery Fee will equal twenty-five percent (25%) of the contract value payable in equal instalments for twenty-four (24) months from Service Start Date;
 - Short Job Outcome Fees paid on a unit price basis and will equal a maximum of forty percent (40%) of the contract value;

- Sustained Job Outcome Fees paid on a unit price basis and will equal a maximum of thirty-five percent (35%) of the contract value.

Delivery Fee

- 5.5 The Delivery Fee will be paid monthly in arrears; there will be twenty-four (24) equal instalments commencing one (1) calendar month after the Service Start Date.
- 5.6 The Delivery Fee supports Providers in delivering the service to Participants. However due to the value of the contract DWP are introducing a Delivery Fee deferral mechanism. Where cumulative starts go below 85% of profile for three (3) consecutive months after the first six (6) months from the start of Service Delivery, 30% of each monthly Delivery Fee payment can be withheld until the provider reaches or exceeds 85% cumulative profile for one (1) month. If the provider does not reach 85% of the cumulative profile by the end of the referral period the Delivery Fee withheld will be forfeit. See Annex 7.
- 5.7 Providers must agree with DWP a monthly starts profile prior to the start of their contract. If the numbers of starts are below the agreed profile, Providers will be challenged on their activities to attract referrals and convert these into Starts. If the conversion rate falls below the minimum performance level then performance improvement action will be taken.

See [Section 6](#) and *Terms and Conditions*, for more information.

Short Job Outcome Payment

- 5.8 The Provider will be eligible to claim a Short Job Outcome Payment when a Participant has been in employment for a cumulative period of thirteen (13) weeks within a twenty-six (26) week period, where the initial job starts* within the Provision duration or four (4) week tracking period. (See paragraph 5.14).

*initial job start = The start date of the first job that contributes to Job Outcomes in the cumulative period.

- 5.9 Only one (1) Short Job Outcome Payment can be claimed per Participant irrespective of the number of different DWP ESF 14-20 Provisions they have been on.

Sustained Job Outcome Payment

- 5.10 The Provider will be eligible to claim a Sustained Job Outcome Payment when a Participant has been in employment for a cumulative period of twenty-six (26) weeks within a fifty-two (52) week period, where the initial job starts* within the Provision duration or four (4) week tracking period. The twenty-six (26) eligible weeks contributing towards the Sustained Job Outcome must fall within the fifty-two (52) week period commencing from the first week of the Short Job Outcome. Providers are prevented from using any periods of employment which occurred before the first week that contributed towards the Short Job Outcome.

*initial job start = The start date of the first job that contributes to Job Outcomes in the cumulative period.

- 5.11 Only one (1) Sustained Job Outcome Payment can be claimed per Participant irrespective of the number of different DWP ESF 14-20 Provisions they have been on.

Job Outcome Payments where Participants change to another DWP ESF 2014-2020 Provision

- 5.12 Where a Participant, during the Provision duration, moves to another DWP ESF 2014-2020 Provision, the previous Provider will not be entitled to claim any Job Outcomes relating to that Participant.
- 5.13 If a Participant commences Provision and it is subsequently identified that a Job Outcome payment has previously been made, DWP reserves the right not to pay another Job Outcome payment or to recover the previous payment.

Tracking Period

- 5.14 The tracking period is a four (4) week period following immediately after the completion date.

Employment

- 5.15 To satisfy outcome definitions Employment is defined as, each week contributing to the required number of weeks in work will:
- be a period of seven (7) consecutive calendar days during which the Participant was employed (be that under contract, PAYE, self-employment or otherwise with the exception of volunteering) on at least one (1) day (but not necessarily for any minimum number of hours).
- 5.16 To be considered as ‘employed’ for the entirety of the seven (7) day period the Participant was either:
- not claiming or otherwise in receipt of a Relevant Benefit;
 - or, in the case of a Participant continuing to claim / receive Universal Credit, earned in the seven day period at least the Minimum Threshold.
- 5.17 Relevant Benefit means any combination of Incapacity Benefit, Carer’s Allowance, Severe Disablement Allowance, Jobseekers Allowance, Employment Support Allowance, Income Support and/or Universal Credit (and or other such benefits detailed in Provider Guidance) as claimed or paid to the Participant.

Refer to Provider Guidance for the Minimum Threshold levels which apply to Universal Credit claimants.

Minimum Performance Levels

- 5.18 Once the Provision has gone live, Providers will be required to deliver the following requirements:
- a) One hundred percent (100%) of referrals either Start, Do not Start or Do not attend and the Start or Did not attend / Did not Start action is recorded in

- PRaP within twenty (20) Working Days of referral (a start is defined as someone who has had an assessment meeting with the provider and there is an agreed Action Plan in place, signed by the Provider and the Participant);
- b) A minimum of eighty percent (80%) of referrals, measured both on an in-month basis and a cumulative basis, that are recorded on PRaP by DWP start the Provision;
 - c) As a minimum the number of Provision starts will never be below eighty-five percent (85%) of the cumulative starts profile;
 - d) Cumulative referral backlogs must be below two percent (2%);
 - e) No one will be in backlog for over forty (40) Working Days from the date of referral;
 - f) Providers will have specified expected Short Job Outcome rates as part of the original tendering process; these are expressed as a single percentage of starts made for each monthly Cohort i.e. the same percentage for each monthly Cohort. Achievement of Short Job Outcomes for each monthly Cohort will be profiled by the provider and each Cohort profile will become part of the contract as Minimum Performance Levels;
 - g) Providers will have specified expected Sustained Job Outcome rates as part of the original tendering process; these are expressed as a single percentage of starts made for each monthly Cohort i.e. the same percentage for each monthly Cohort. Achievement of Sustained Job Outcomes for each monthly Cohort will be profiled by the provider and each Cohort profile will become part of the contract as Minimum Performance Levels;
 - h) All Job Outcome performance measures will include cumulative performance from day one of the contract.

Performance Offer

5.19 DWP are looking for minimum performance offers on:

- Short Job Outcomes i.e. proportion of Participants that are in employment thirteen (13) out of twenty-six (26) weeks;
- Sustained Job Outcomes i.e. proportion of Participants that are in employment twenty-six (26) out of fifty-two (52) weeks;
- the conversion of Starts to Short Job outcomes; and
- the conversion of Starts to Sustained Job Outcomes, on a profiled Cohort basis.

5.20 DWP will pay for both Short Job Outcomes and Sustained Job Outcomes based on your performance offer as a maximum percentage of the total contract value attached to the Job Outcomes, as detailed in paragraph 5.4. As part of your

tender you will be asked for both your Short and Sustained Job Outcome offers by Cohort and achievement of the Cohort Profiles.

- 5.21 DWP and the LEP are looking to maximise the use of ESF funds and ensure delivery capacity over the life of the contract. Tenders should therefore demonstrate a clear rationale, which is both stretching, yet achievable to support the Short and Sustained Job Outcomes expected to achieve.

Payments

- 5.22 All payments will be made via PRaP. Please note, that DWP can only make direct payments to United Kingdom and Northern Ireland bank accounts.
- 5.23 Providers will be required to hold adequate information to support their claims. This information must be kept at an individual Participant level.

For further information regarding evidence requirements please see [Annex 2](#).

Making Claims for payment

- 5.24 Before submitting any claim, Providers will need to assure themselves that they only submit claims for payment to which they are entitled. Providers will be expected to make a declaration to this effect.
- 5.25 To satisfy the audit trail, Providers will be expected to maintain a robust system of internal controls which must include appropriate checks, monitoring arrangements and adequate records to demonstrate that they are entitled to make the claim.
- 5.26 The records maintained need to be sufficient not only to support any claims but also to allow internal management checks and independent validation, for example by DWP and other external bodies. The records maintained must document how and when the employment information was obtained and must be made available to test by DWP and other external bodies.
- 5.27 When making claims, Providers must enter two (2) dates into PRaP:
- the initial employment start date; and,
 - the date the Participant has achieved the required duration of employment to meet the Job Outcome definition.
- 5.28 During the contract period, Providers should aim to claim Outcome Payments in the eight (8) weeks following the qualifying period for the outcome.

Validation

- 5.29 DWP will independently validate payments on a regular basis by conducting a series of pre- and post-payment checks. These checks will be performed at the optimum time to allow DWP systems to be updated.
- 5.30 Providers will need to ensure that they have the Participant's written, informed consent allowing DWP to contact employers directly in pursuance of validation. This must be obtained for Participants who are **not** covered by the Designation

Order process detailed in Chapter 5 of the DWP Generic Provider Guidance. It is the Provider's responsibility to obtain this consent and to determine when it is obtained. Failure to obtain this consent may result in DWP not being able to validate Providers' claims. Information, including the legal wording which must be used, is set out in DWP Generic Provider guidance.

- 5.31 As part of the validation process, where DWP identifies overpayments, the error rate will inform extrapolation calculation across the total population of paid claims for the sample period concerned. The error rate will include a proportion of payments/claims which DWP has been unable to conclusively validate or invalidate. Such 'unable to validate' claims will be apportioned in line with the claims that have passed or failed validation. DWP will recover monies in line with the adjusted error rate. In order to perform this adjustment a statistically valid sample will be used that is representative across the total paid claim population. DWP will automatically deduct recoveries from the next payments due or invoice the provider.

- 5.32 For the purposes of formal intervention (Performance Improvement Notices) the last known validation figures will be used.

Further information can be found in the Terms and Conditions and the ESF Provider Guidance.

Final claims for payment

- 5.33 The final date that any claim for payment can be accepted for this Provision will be sixty-four (64) weeks after the Provision delivery ends (see paragraph 2.6 for further details).

Assurance Processes

- 5.34 It is essential that we can provide assurance to the taxpayer that publicly funded Provision is delivering a quality service and value for money has been obtained. This will be measured using the following methods (this list is not exhaustive):
- Provider representation at national and local performance meetings as agreed with DWP at post-tender clarifications;
 - Provider procedures to handle Participant complaints, which must be available to DWP and Independent Case Examiner (ICE) upon request;
 - Providers' annual self-assessment report (further information regarding self-assessment is available in [Chapter 7](#) of DWP Generic Provider Guidance);
 - Performance management process as outlined in section 6 of this document;
 - Payment Validation;
 - Audit by DWP, National Audit Office (NAO) and ESF auditors, this list is not exhaustive.

The methods detailed above are in addition to the activities carried out by the Provider Assurance Team, detailed in [Section 6](#).

Code of Conduct and Merlin Standard

- 5.35 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 1 to the DWP Commissioning Strategy and can be found at:
<https://www.gov.uk/government/publications/dwp-commissioning-strategy-2014>
- 5.36 The Code is given effect in part through the Merlin Standard. Providers will be assessed (at their own expense) against the Merlin Standard by a third party organisation – the assessment and accreditation service Provider. Merlin Accreditation is, where delivery partners are utilised, mandatory. Further information on accreditation timescales and remedial actions against failure to obtain or retain accreditation is detailed in the Terms and Conditions.
- 5.37 For further information regarding the Merlin Standard, please see the Merlin website www.merlinstandard.co.uk.

6 Quality, Evaluation, Performance Management and Category Management

Purpose

- 6.1 This section provides a summary of the information required to meet contractual obligations relating to quality, evaluation, performance and contract management. Further information will be set out in the Provider Guidance and Terms and Conditions which will be available with the ItT.
- 6.2 DWP is committed to raising the standards of its contracted Provision making continuous improvement an integral part of its contracting arrangements.

Performance Management and Category Management

- 6.3 ESF contracts will be managed by Category Managers, Supplier Managers and Performance Managers. Provider performance is based on an assessment of performance priority which considers a range of factors including contract value, compliance with the contract, performance and security.
- 6.4 Where Providers have a supply chain the Provider will be responsible for managing their supply chain, including addressing poor performance. The Provider will need to ensure that all systems and processes used for the monitoring and recording of performance are robust, provide a clear audit trail of evidence and give confidence to DWP that the Provider and their supply chain are delivering the Provision in accordance with the overall contractual obligations.
- 6.5 The Provider must appoint appropriate named contacts who will work with the DWP Category Manager, Supplier Managers and Performance Managers to ensure the ESF Provision is delivered as specified in the contract and that required standards and performance levels are met.

Performance

- 6.6 DWP operates a robust performance management regime to hold Providers to account for performance offers within their contracts. DWP Supplier Managers and Performance Managers will hold regular Contract Performance Review (CPR) meetings with Providers which will focus on achieving contractual performance based on monthly and yearly Cohort Profiles and Customer Service Standards, and attainment of performance and delivery in line with the Contract. Performance will be managed on both quantitative and qualitative aspects of their contracts. Category Managers and staff representing Jobcentre Plus Districts may also attend these meetings.
- 6.7 DWP will use MI derived from PRaP for the on-going management of the Provision and for discussion with Providers. DWP will also expect Providers to capture and use their own MI and retain evidence for contractual and performance purposes. This should include pipeline data to inform performance discussions with Supplier Managers and Performance Managers (forward look performance information relating to attainment of your profiled Cohort outcomes) and robust tracking systems to be able to identify and performance manage Participants in each Cohort.

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- 6.8 DWP's performance teams may visit Provider premises on an ad hoc basis (announced and unannounced) to investigate performance for example, under or high performance.
- 6.9 As DWP is committed to transparency on how its programmes are working, Providers need to be aware that MI will be shared across Providers and may also be fed into published Official Statistics on DWP ESF Provision. Consequently Providers must treat information they have access to as restricted, and for their use only, ahead of formal publication. Official Statistics may also cover performance expectations at Provider level.

Further information can be found in the Terms and Conditions.

ESF Compliance Monitoring Officers

- 6.10 The Compliance Monitoring Officer's (CMO) role is to perform regular evidence based checks that all ESF and Match funded Providers are adhering to the delivery models set out in their contracts.
- 6.11 This includes checking samples of Participant records to validate eligibility, activity and payment for these Participants supported by the Provider and, if appropriate, their supply chain. CMOs will check that the ESF Regulatory Requirements, in terms of Marketing and Publicity; Sustainable Development; Equality and Diversity; and Document Retention are being adhered to. Providers may also be invited to submit a Self-Assessment if their CMO deems this to be appropriate.
- 6.12 DWP specify the location where the checks will take place and we expect them to be centralised, DWP (at their discretion) may also request the check information via email. All records must be available on the Provider system for inspection, or be made available for a physical check at DWP's request.
- 6.13 Providers are expected to have the necessary remote IT equipment which they can bring to the location to enable DWP to carry out centralised checks of the Providers systems; this includes the Provision of any necessary electronic evidence that is required by the CMO to undertake the checks effectively. Providers are also expected to bring paper copies of any materials as requested by their CMO, to enable the CMO to conduct a physical check if required. DWP (at their discretion) will carry out these checks at the following locations:
- London;
 - Birmingham;
 - Sheffield;
 - Leeds;
 - Newcastle.
- 6.14 All issues arising from CMO checks are reported to the Provider, Performance Management Team, Category Manager and Provider Assurance Team. Contract review meetings with DWP Supplier Managers and Performance Managers (and CMO's where appropriate) will include discussions around compliance issues

identified by CMOs. Further information regarding the CMO role will be detailed in the ESF Provider Guidance which will be available with the ItT.

- 6.15 DWP reserves the right to carry out physical checks on documentation as part of this process.

Contracted Health and Employment Services (CHES) Provider Assurance Team

- 6.16 The primary purpose of the (CHES) Provider Assurance Team is to provide the DWP CHES Director with an assurance that:
- Payments made to DWP CHES Providers are in accordance with DWP and Treasury requirements;
 - Public funds and DWP data are protected; and,
 - Value for money has been obtained.
- 6.17 This work is carried out by the Provider Assurance Team by reviewing Providers' internal control systems to assess their ability to manage risk across three key areas:
- **Governance Arrangements** – covering the Provider's governance arrangements, systems for tracking and reporting performance and their anti-fraud measures;
 - **Service Delivery** – includes the Provider's systems for starting, ending and moving Participants through Provision and generally looks to ensure that DWP is getting the service it is paying for. This section also covers management of the supply chain;
 - **Claim Procedures and Payments** – looks to ensure that Providers have in place effective systems to support their claims for payment, including appropriate segregation of duties.
- 6.18 The Provider Assurance Team operate at a national level enabling them to present CHES Providers operating across regions with a single view of the effectiveness of their systems; each Provider will have a nominated senior provider assurance manager and therefore a single point of contact within DWP for management of assurance related issues / concerns.
- 6.19 On completion of each review, providers are awarded an assurance rating from the following four categories – weak, limited, reasonable and strong. They are also sent a formal report which details the review findings including key strengths and areas for improvement; where weaknesses have been identified they are asked to complete an action plan setting out appropriate steps for improvement and this is followed up at an agreed point.
- 6.20 The timescale for a subsequent review is determined by several risk factors; these include the Provider's current assurance rating, the contract value and intelligence from internal stakeholders. Provider reviews are conducted over a period of up to

twenty (20) weeks. The resource allocated to each review depends on the complexity of the contract delivery.

- 6.21 Findings from each review are routinely reported to the relevant category managers / supplier managers and other DWP stakeholders. Remedial actions may be taken in the following circumstances:
- If following a Weak or Limited Assurance level from the Provider Assurance Team the Provider's subsequent assurance level is the same or worse for the same reasons, or the Provider is awarded a consecutive third weak or limited assurance, regardless of the reasons;
 - Where there are suspicions that a Provider may be acting inappropriately the team will refer to Internal Investigations as the experts trained in the legalities and techniques required to carry out formal investigations.
 - Where there are serious concerns around data security.

Further details on remedial actions can be found in the Terms and Conditions.

- 6.22 DWP will periodically publish Provider assurance levels and names (note- this will not include reports or supporting information). This is to satisfy a commitment DWP made in response to a Freedom of Information request and to support DWP's commitment to public transparency.
- 6.23 The Provider Assurance Team will work with successful Providers to ensure that they understand what is expected of them and are, therefore, adequately equipped to develop robust systems to support their service delivery model when the ESF Provision goes live.

Quality

- 6.24 Our expectation is that Providers will invest in and be active in their own improvement and development through a process of continuous self-assessment and action planning.
- 6.25 A self-assessment must be completed within six (6) months of contract start-up then annually thereafter.

See [DWP Provider Guidance](#) for more information about self-assessment requirements.

Evaluation and Reporting

- 6.26 Independent evaluation will be an important element of the ESF Provision and Providers will be asked to cooperate in a range of evaluations, commissioned by the DWP ESF Managing Authority and the DWP CFO.

Refer to [DWP Provider guidance](#) for further information.

- 6.27 Other interested parties and Government Departments as part of wider cross-government agendas may commission further evaluations and Provider assistance will be expected when required.

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- 6.28 As part of this evaluation work researchers may wish to visit and interview Providers and their supply chain, Participants and employers involved in the Provision. Providers may be asked to provide the relevant contact details and in order to facilitate this process Providers should seek advance agreement from Participants to take part in evaluations.
- 6.29 Advance notice will be given to Providers where their co-operation is required.
- 6.30 An end of project evaluation report will also be required highlighting innovative delivery practices and achievements against the cross cutting themes.

Annex 1: Additional Information

- A1.1 This section provides additional information Providers should consider when setting out their tender, and expected delivery standards.

Financial support for Participants

- A1.2 Participants must not be worse off by virtue of attending ESF Provision. Providers are responsible for travel and additional support costs while Participants are participating in the Provision. The following paragraphs provide the guidelines used by Jobcentre Plus when determining financial support in these areas.

Additional Support

- A1.3 Additional support is defined as any support that allows a Participant who needs extra help to attend and participate fully in Provision (e.g. clothing, child care and specialist equipment e.g. a specialist key board). Providers must, as part of their obligations under the Equality Act 2010, take the necessary steps to obtain and provide special aids or services that might be needed for participation. Providers must include these costs within the financial part of their proposal.

Further information relating to specialist equipment can be found at:
<https://www.gov.uk/reasonable-adjustments-for-disabled-workers>

Travel expenses

- A1.4 The Provider is responsible for funding the Participant's travel costs to attend ESF Provision. If the Participant attends interviews arranged by the Provider e.g. to undertake work related activities, job interviews or other related interviews, then the Provider is responsible for funding their travel costs.
- A1.5 The Provider will be required to actively promote the access to funding for travel expenses as part of their promotional campaign.
- A1.6 There is no requirement to provide a Participant with travel expenses once they have moved into work, however, should the Provider wish to offer to fund travel costs to cover the time between any last benefit payment and first salary payment, this will be at the Provider's discretion and will not be included in outcome payment claims.

Childcare

- A1.7 Where it is a barrier to participation in the ESF Provision, childcare should be funded by the Provider. Childcare for attendance should only be funded for an approved activity, if it is provided by:
- carers registered with Ofsted (Office for Standards in Education);
 - a carer accredited under the Childcare Approval Scheme, run on school premises out of school hours or as an out of hours club by a Local Authority;
 - or

- schools or establishments exempted from registration under the Children’s Act 1989 or operated on Crown property.
- A1.8 The Provider will be required to actively promote the access to funding for childcare costs as part of their promotional campaign.
- A1.9 The parent or guardian can make alternative arrangements. However, costs should not be paid unless the carer is in one of the above categories (see paragraph A1.7).
- A1.10 The child/children must satisfy the age requirement (see below) and be a dependant of and residing with the Participant.
- A1.11 DWP currently sets its costs for childcare up to the Tax Credit limits. Providers should consider the following limits when developing and pricing their proposals:
- help with childcare costs can be paid up to, but not including, the first Tuesday in the September following the child’s 15th birthday;
 - parents requiring childcare for five (5) days a week can claim up to a maximum of £175 per week for one (1) child and £300 per week for two (2) or more children; and
 - if the Participant is attending an approved activity of less than five (5) days a week, they can claim up to the maximum daily rates of £35 per day for one (1) child and £60 per day for two (2) or more children.
- A1.12 Providers must not recommend particular childcare facilities to Participants. This is to ensure that DWP and/or the Provider does not take on the liability for the safety of children. It is the parents’ responsibility to decide with whom they entrust the care of their children.
- A1.13 Providers may choose to arrange for a crèche facility to be on their premises. However, they must ensure it is the parents’ choice whether their child uses the facility. Providers should also ensure that any crèche facilities adhere to current legislation.

Replacement caring costs

- A1.14 Providers are expected to fund replacement care costs for individual Participants, who are:
- aged 18 or over;
 - not in work, or work less than sixteen (16) hours per week; and
 - spend a significant proportion of their lives providing unpaid support to relatives, partners or friends who are ill, frail, disabled or have a mental health or substance misuse problem.
- A1.15 Carers must be participating in an approved activity and/or incur one-off replacement care costs when attending an interview with a Provider or employer which has been pre-arranged /agreed by the Provider. Other alternatives, such as

moving the time/date, should be considered before replacement care costs are paid.

- A1.16 The Provider will be required to actively promote the access to funding for replacement caring costs as part of their promotional campaign.
- A1.17 Replacement care costs should not be paid if the replacement care is provided by family members.
- A1.18 Replacement care must be provided by a local authority registered Provider, a local authority preferred Provider, or a recognised care organisation within the local area. Providers should work with Jobcentre Plus to ensure that the Provider meets these criteria.
- A1.19 Providers must not recommend particular replacement care to Participants. The carer, or the person being cared for, must do this, as it is their responsibility to decide who should provide the care.

Checks for the Disclosure and Barring Service

- A1.20 Should the service Provision need a check as required and permitted by the Disclosure and Barring Service, Providers are responsible for the associated costs.

Interaction with other Provision and Participation in other programmes and initiatives

- A1.21 DWP Provider guidance for each specific Provision gives information relating to participation in other programmes and initiatives.

Please refer to ESF Provider Guidance for further information.

- A1.22 Providers are expected to help Participants to access other relevant services for which they are eligible so that ESF Provision is experienced as part of a coherent package of employment and skills support. When Participants are referred to other services, Providers must ensure an effective exchange of information to help deliver a seamless service to the Participant. Any exchange must be in accordance with the General Data Protection Regulation.
- A1.23 It is acceptable for Participants to join two or more ESF Provisions if they are with different CFOs or with a CFO and a direct project (direct call Provision via the Managing Authority). Each Provision will pay independently for delivery / achievement of the activities they have contracted for.

Partnership Working

Providers working with Government, DWP and Jobcentre Plus

- A1.24 During the lifetime of the contracts, there will be regular interactions between Providers and DWP to ensure the effective delivery of the Provision. Providers should ensure they establish robust links with local Jobcentre Plus representatives to facilitate effective partnership working.

ESF 2014-20 – The Marches LEP Specification

- A1.25 The Provider will be required to inform Jobcentre Plus when Participants start and leave / complete Provision in accordance with Provider Guidance (which will be available with the ItT).
- A1.26 The Provider will be required to work collaboratively with both DWP and sub-contractors (where applicable) throughout the life of the contract to resolve any delivery and/or supply chain issues and deliver continuous improvement.
- A1.27 Transparency throughout the Supply Chain will be key to collaborative working and DWP will require the Provider to share market information and good practice via contract review meetings.
- A1.28 As the contracting body, DWP will be the single point of contact for Providers. DWP will facilitate contact between the Provider and the LEP representatives where it is deemed to be necessary. There will be no requirement for the Provider to contact the LEP representatives directly or vice versa.

Working with strategic and local partners:

- A1.29 Partnerships are central to the delivery of DWP objectives and statutory duties and DWP believes that effective partnership working will be key to effective delivery of ESF Provision. As a result, Providers are required to work with a wide range of local partners to ensure the best possible experience for every Participant.
- A1.30 Providers are required to work with local partners to ensure that proposals reflect the specific needs of Participants across the LEP area and take into account local strategies and services. Providers should aim to improve performance and individual service wherever possible and improve the effective use of public funds in a locality/area.
- A1.31 Local partners may include, but are not limited to:
- DWP / Jobcentre Plus;
 - LEPs;
 - Local Authorities;
 - Regional ESF partners;
 - Employers;
 - Her Majesty's Prison and Probation Service;
 - Education and Skills Funding Agency (ESFA);
 - Local health services;
 - Voluntary and community sector and specialist organisations;
 - The Big Lottery Fund (BIG).

Working with Small to Medium Enterprise (SME)

- A1.32 DWP is committed to supporting the government target of thirty-three percent (33%) of government spending with third party suppliers to go through SMEs through either direct or indirect spend where it is relevant to the contractual requirement and provides value for money. DWP therefore actively encourages Providers to make their sub-contracting (if applicable) opportunities accessible to SMEs and implement SME-friendly policies by:
- Opening their supply chain to SMEs by splitting requirements into smaller elements to make them more attractive to the SME market whilst bringing innovation, flexibility and value for money;
 - Advertising any sub-contracting opportunities where appropriate and economical to do so, for example by using Contracts Finder or informing local networks/partners;
 - Where possible paying SMEs earlier than the contractual requirement of thirty (30) days from receipt of valid invoice; and
 - Working with SMEs throughout the life of the contract to develop innovative and cost effective solutions delivered through the supply chain.

Regular contract review meetings will be used to explore continued and increased use of SMEs where appropriate throughout the life of the contract.

Participant feedback and complaints handling

- A1.33 Providers must have an appropriate complaints process (this should apply to the whole supply chain, if appropriate) to attempt to resolve Participants' complaints. Where complaints cannot be resolved, a Participant can complain to the Independent Case Examiner (ICE). ICE will mediate between the lead contractor and Participant to attempt to broker a resolution.
- A1.34 Providers must explain the feedback and complaints processes to Participants at the start of Provision as part of their induction.

Further information regarding complaint resolution can be found in the terms and conditions and DWP Providers Complaint resolution core briefing pack.

DWP Customer Charter

- A1.35 DWP is committed to providing high quality and efficient services to our customers. The DWP Customer Charter sets out the standards that customers can expect and what their responsibilities are in return. DWP are dedicated to raising the standards of all our contracted Provision and require all Providers and sub-contractors to embed the principles of the Customer Charter into the services they deliver on DWP behalf. The customer charter can be found at: <https://www.gov.uk/government/publications/our-customer-charter>

Business Continuity

- A1.36 As part of the contract implementation, Providers will be asked to supply details of how business continuity arrangements will be implemented and how these

requirements will be covered. We expect Providers to:

- provide a Business Continuity and Disaster Recovery Plan for all services in the format specified in Schedule 18 of the Call-off Terms and Conditions;
- provide DWP with sufficient evidence to demonstrate these are in place;
- regularly test all contingency arrangements, providing relevant evidence and outcomes of tests to DWP via Category Managers; and
- immediately notify DWP in the event of a business continuity incident or a significant disaster.

Data Protection & Data Protection Legislation

- A1.37 DWP treats its information as a valuable asset and considers that it is essential that information must be protected, together with the systems, equipment and processes which support its use. In order to protect Departmental information appropriately, Providers and their supply chain (if appropriate) must put into effect and maintain the security and safeguards appropriate to the nature and use of the information. All Providers of services to the DWP must comply with the DWP's relevant policies and standards. The Standards are based on ISO/IEC 27001, but with specific reference to the Department's use. Compliance is demonstrated through the completion of a security plan. Bidders are required to submit a draft security plan as part of their tender and are expected to maintain this.

Further information can be found in the Terms and Conditions.

Other Opt In Organisations and Co-Financing Organisations

- A1.38 Where the LEP has engaged with either the ESFA or the Big Lottery Fund to deliver their strategies, DWP will require assurance from the LEP that this Provision will complement, add and not compete with the Provision the LEP has asked other CFOs to procure.

Education and Skills Funding Agency

- A1.39 The ESFA as an CFO will support LEPs who opt in with them to procure education and training Provision outlined in their ESIF Strategies for the 2014 – 2020 ESF period. The ESFA can also in exceptional circumstances provide employability training but only where education or skills are the main focus of the Provision.
- A1.40 The ESFA is responsible for the funding and Procurement of all skills Provision. Providers should be clear on the Provision supported by the ESFA to avoid duplication. Tenders will be expected to detail how Providers will identify and link with organisations offering such skills Provision locally, where Participants are eligible, in order to complement the ESF Provision and detail how any gaps in support can be filled.
- A1.41 Providers should be aware of the services available through the skills system delivered by the ESFA in England and may wish to consider what part the skills system may play when developing tenders.

- A1.42 Details of ESFA specifications used for their skills Provision are available from ESFA website: Education and Skills Funding Agency:
<https://www.gov.uk/government/organisations/education-and-skills-funding-agency>

The Big Lottery Fund

- A1.43 The Big Lottery Fund (BIG) is the largest lottery ‘good cause’ distributor, funding local projects across England through both targeted strategic investment focused on specific themes and open, demand led programmes that can support local priority projects across a wide range of themes. BIG will offer LEPs who opt in with them a delivery and match funding service to enable them to procure Provision to meet their social inclusion priorities.
- A1.44 Providers should be clear on the Provision supported by BIG to avoid duplication.
- A1.45 Further details are available from the BIG website:
<https://www.biglotteryfund.org.uk/england>

Her Majesty’s Prison and Probation Service ESF Provision

- A1.46 Her Majesty’s Prison and Probation Service (previously the National Offender Management Service) is a Co-Financing Organisation and has contracted Provision available in England to support offenders leaving prison and probation and help them to access the learning and employment support they need. See link to Prison and Probation Service site –
<https://www.gov.uk/government/organisations/her-majestys-prison-and-probation-service>

Non CFO ESF Provision

- A1.47 Where the LEP has sourced Provision via Direct Calls with the MA or through the Local Authority, the Provider should be clear on the Provision supported to avoid duplication.

Annex 2: ESF Requirements

- A2.1 It is the Provider's responsibility to adhere to all ESF requirements and to ensure their supply chain does the same. Providers are ultimately accountable for the ESF compliance of their contract.

Refer to ESF Provider Guidance for further information.

ESF requirements for Marketing and Publicity

- A2.2 The Providers are responsible for complying with contractual requirements for publicity and information-related measures to support ESF, including complying with the publicity requirements of the European Commission.
- A2.3 Providers must include the costs of producing publicity material in their tenders.
- A2.4 DWP will work with Providers on the information that their material needs to cover to ensure the relevant DWP and ESF standards are met. DWP must approve all publicity material before publication or use.

Further information is set out in [Chapter 11b](#) of the DWP Generic Provider Guidance.

- A2.5 Providers and their supply chain (if appropriate) must:
- display an ESF 2014 - 2020 poster in their main delivery locations in a prominent place, where it is clearly visible to staff, Participants and wherever possible, others using the building;
 - use the ESF logo with reference to the European Union on any websites, publicity material and project documentation, including forms and letters;
 - make Participants aware that the Provision is ESF funded and they should be reminded of this throughout their activity;
 - provide Provider and Provision details for inclusion in the ESF public databases;
 - provide DWP with 'Good News' stories, including collecting the relevant information and obtaining Participants consent for DWP to publicise ESF Provision; and
 - issue Participants with an information leaflet when they start on ESF funded / match Provision, which explains that the Provision they are attending forms part of ESF. This leaflet could be the DWP produced leaflet, the ESF2020 (formerly DWPF06).
- A2.6 The ESF MA will maintain a database of contracts on the national ESF website. This will include the names of Provision, Provision Providers and the amount of funding allocated to the Provision. This will be generated from information supplied by the DWP CFO to the MA. It may also be used on the European Commission's website. The ESF MA also publish a communications plan which includes information about the role of Providers in helping to raise awareness of

ESF support for employment Provision among both ESF Participants and the wider general public.

Cross Cutting Themes for ESF Provision

- A2.7 Providers and their supply chain (if appropriate) are required to take action to support ESF cross cutting themes of Gender Equality and Equal Opportunities and Sustainable Development.
- A2.8 Providers should fully understand the requirements and the following are some key activities that Providers are required to do:
- maintain an equality policy, training plans and Provider diversity plan;
 - ensure that a discrimination complaints procedure is in place. Grievance Policy guidance will be included in the Provider Guidance which will be available before contract award;
 - ensure an equal opportunities policy is in place for Participants and staff including any key workers;
 - ensure buildings including outreach centres etc. comply with the Equality Act 2010;
 - support and be involved in equality impact assessments undertaken by the Department; and
 - ensure a sustainable development policy and implementation plan is in place which must be submitted to the ESF Performance Manager within six (6) months of the contract starting and annually thereafter. Guidance on the requirements for sustainable development will be set out in Provider Guidance which will be available before contract award.

ESF Documentation and Evidence Retention Requirements

- A2.9 Providers must keep evidence and key documentation in support of the delivery of and payments for ESF Provision. It is the Provider's responsibility to ensure that documents and data can be relied on for ESF audit purposes. The Provider must have robust systems in place to ensure that documentation (paper or electronic) is securely held and is easily retrievable and accessible throughout the retention period.
- A2.10 To meet audit requirements Providers will be required to retain all relevant documentation. This must cover:
- A complete audit trail of all relevant documents at all stages of the process (e.g. Participant and claim-related documentation);
 - Documentation down to individual level against a specific contract number to provide evidence of payments claimed from DWP – a key EU audit requirement; and

- Evidence to show compliance with ESF publicity requirements, sustainable development, equality, diversity and equal opportunities.

Further information on ESF Requirements can be found in [Chapter 11b](#) of the DWP Generic Provider Guidance.

A2.11 Documentation must be:

- Properly organised (it is recommended that all the required information for an individual Participant is held on a personal file linked to a contract number, which is cross-referenced to a main file to aid retrieval of specific documents to support audit activity);
- Maintained in good condition to protect the integrity of the information; and be,
- Secure, controlled and easy to access if and when required for audit purposes throughout the retention period.

A2.12 The Provider must submit a Document Retention Policy to DWP within four (4) weeks of the Service Start Date. This must include details on how the policy will be implemented (including through the supply chain where applicable), maintained and monitored by the Provider.

A2.13 The Provider (including their supply chain, if appropriate) can be audited by DWP Internal Auditors, ESF Audit Authority, the European Court of Auditors or the European Commission and the ESF MA.

A2.14 DWP and The National Archives recommend that electronically held data is migrated onto new formats every five (5) years to ensure the data remains readable and usable.

A2.15 Details of the documentation that must be retained as a minimum can be found in the DWP Generic Provider Guidance.

Annex 3: LEP Area Additional Information

- A3.1 The information in this Annex has been provided by the LEP for reference only. The Provider is expected to conduct their own research into the LEP area covered by this contract.
- A3.2 The Marches LEP is made up of Herefordshire as a More Developed category of region and Shropshire and Telford and Wrekin as the Transition area. The Marches is one of the largest LEPs in the country covering 2,300 square miles with a resident population of 684,300 (ONS, 2017) and home to 30,775 businesses characterised by micro businesses (89.7%) and SMEs (8.6%).
- A3.3 The Marches vision is to create 70,000 new homes and 40,000 new jobs over the next twenty years accelerating growth and providing opportunities for all who live and work here.

Pen Picture

- A3.4 The Marches LEP covers the local authority areas of Herefordshire (the More Developed area) and Shropshire and Telford and Wrekin (the Transition area). It covers 2,300 square miles with a population of 684,300 making it one of the least densely populated areas of the country. The three main urban centres are Hereford (60,825 population), Shrewsbury (71,864) and Telford (147,698) with market towns across the Marches also playing a role as important economic and employment centres. The Marches also has resident and business populations in smaller rural communities dispersed across the area.
- A3.5 The Marches performs well on labour market indicators with an economic activity rate of 80% compared to 78.2% nationally, and employment at 76.7% which is above the UK average of 74.7%. Despite this, there are urban areas within the Marches identified through the Indices of Multiple Deprivation (2010) as having significant concentrations of economic need with engrained issues of worklessness, low qualification attainment and low income levels. The largest concentrations are located in Telford and Wrekin with pockets in south Hereford, Shrewsbury, Ludlow, Oswestry and Market Drayton.
- A3.6 In addition the Marches has a number of smaller more isolated areas, particularly in Herefordshire and West Shropshire which are amongst the most disadvantaged areas in the West Midlands on the Rural Disadvantage Index (WMRO (1), 2010). The needs within these smaller areas are exacerbated by additional rural issues such as limited public transport, social isolation, digital exclusion and increased costs of fuel.
- A3.7 The Marches is home to 286,000 jobs and 30,775 businesses, contributing £14.3bn in economic output measured as Gross Value Added (GVA) or £21,178 per person (2016). Exports are worth £1.8bn annually. Major international businesses operating in a range of advanced manufacturing specialisms, logistics, and food and drink include BAE Systems, GKN, Ricoh, Special Metals Wiggan, Kuehne and Nagel, Cargill, Avara Foods (the new joint venture between Cargill and Faccenda), ABP Food Group, Müller and Heineken. Other large companies in the area include Capgemini, Culina and CML.

- A3.8 The business base is predominantly SMEs (10%) and micro-businesses (89.7%) with relatively few large employers. The Marches has both established and emerging growth sectors that will be important to not only the local but also to the national economy over the coming years including: advanced manufacturing and engineering; agriculture including agri-food and agri-tech; food and drink processing; defence, cyber security; health and social care; construction; environmental science and technologies; visitor economy (leisure, business tourism and heritage based business); creative and digital and industries; professional services.
- A3.9 Around 17,500 businesses are based in rural areas some with issues around transport and broadband connectivity. The Marches has a supportive business environment with strong, closely networked SMEs, and has the highest two-year business survival rate (80.2%) of all LEP areas.
- A3.10 Overall productivity in the Marches is lower than the UK average at £27.76 per hour worked compared to £33.99 nationally and has been relatively static since 2004. ([Marches Strategic Economic Plan 2019 draft](#)). Factors including skill levels, connectivity, investment, innovation, pay levels and out commuting of higher skilled workers are all factors contributing to lower than average productivity. One of the LEP's key challenges is to support activity to close the productivity gap and accelerate economic growth.
- A3.11 Demographic changes present a challenge in the Marches with a projected contraction in the working age population and increase in the retired population threatening economic and social sustainability. The retired population (65+) is anticipated to grow by 30% by 2022 while the working age population is projected to fall by around 4,700 or 2%, compared to 3% growth in England as a whole. The decreasing pool of working age residents poses a threat to economic performance as employers struggle to recruit.
- A3.12 The Marches is under-represented on the proportion of workers with higher level skills (NVQ Level 4 qualifications or above) compared to the UK average, and has a higher proportion of residents with no and Level 1 qualifications. Typically, younger residents have higher skills levels than older residents whilst 50 to 64 year olds have the highest proportion of no to NVQ Level 1 qualifications. Employers in key sectors have reported skill shortage vacancies and skills gaps as one of the key barriers to growth.
- A3.13 The Marches has an active and well networked Vountary, Community and Social Enterprise (VCSE) sector with 4,109 registered voluntary organisations and an estimated 2,418 other community groups employing 6,760 people and 475,752 volunteers. Research shows as many as one in five volunteers (22%) go on to find paid work after volunteering.

Skills agenda in the Marches

- A3.14 The [Marches LEP Strategic Economic Plan 2014](#) and the [2019 draft update of the Plan](#) set out the vision and priority actions to support accelerated economic growth in the Marches. The [Marches Skills Plan](#) sets out the strategic skills objectives and actions to address skills challenges. The [Marches ESIF Strategy](#) sets out the priorities for ESI Funds: Strategic Activity 4 sets out the priorities for ESF for

employment and skills and Strategic Activity 5 for ESF for Social Inclusion.

A3.15 The Marches Skills Plan sets out four strategic objectives:

- **Inspiring young people** – this highlights the need for interventions to address the shrinking supply of labour arising from demographic changes in the Marches and the impact on hard-to-fill vacancies which suppresses business growth and deters investment. Interventions aimed at attracting and retaining individuals of working age, and equipping both younger and older people with the skills that businesses need to enable them to enter and progress within the labour market are vital.
- **Skills for growth and competitiveness** - the productivity gap in the Marches can be explained by a number of factors, including skills, enterprise, innovation, investment and competition. This strategic objective establishes the importance of skills for growth and competitiveness and the need to ensure a responsive demand-led approach to ensuring provision is in place to meet these needs. There is a need to support upskilling and retraining of the existing workforce as well as attracting new entrants into the workforce to meet demand.
- **Boosting vocational pathways** - apprenticeships provide a mechanism for delivering economic growth aspirations, providing a skilled workforce, meeting skill shortages and gaps, and encouraging growth in higher level skills. They also support social mobility through the pathways in place to facilitate progression from craft to technician, to professional and managerial job roles. This strategic objective highlights the importance of boosting apprenticeship participation by employers and learners alike to meet the skills needs of the economy.
- **Addressing barriers to participation** - The Skills Action Plan seeks to ensure that the benefits of economic growth are equitable and that all residents in the Marches have the opportunity to realise their aspirations. This Strategic Objective seeks to ensure that support is in place to enable residents to enhance their skills and access to employment.

Factors relating to ESF 1.1 provision in the Marches

A3.16 An initial view of the employment rate in the Marches which is above both the West and East Midlands and National rates might indicate a strong economy. However, further analysis shows the make-up of residents highlights a number of issues:

Herefordshire

- The numbers claiming Jobseekers Allowance and Universal Credit are relatively small, but claims to other benefits show:
 - a. 5,600 claiming Employment Support Allowance / Incapacity Benefit;
 - b. 760 Lone Parents claiming Income support / other related benefits;

- c. 1,640 claiming Carers Allowance.
- Other factors affecting Herefordshire include lower than average pay, a higher ratio of part-time to full-time jobs compared to West Midlands and National figures and over 9,000 people (8.2%) with no qualifications which is above the national average.

Shropshire and Telford and Wrekin

- There is a variance between Shropshire, with an employment rate of 77.7% and Telford at 72.5%.
- The numbers claiming Jobseekers Allowance and Universal Credit are relatively small, but claims to other benefits show:
 - a. 12,800 claiming Employment Support Allowance / Incapacity Benefit;
 - b. 3,423 claiming Income Support / other related benefits, including Lone Parents;
 - c. 2,980 claiming Carers Allowance.
- Other factors affecting Shropshire and Telford and Wrekin include lower than average pay, a higher ratio of part-time to full-time jobs compared to West Midlands and National figures and over 12,000 people in Shropshire (6.6%) and 8,600 people in Telford & Wrekin (8.0%) with no qualifications which is above the national average of 7.7%.

Target groups

A3.17 The provider would be expected to target groups in the Marches identified as under-represented in the labour market including:

- lone parents;
- care leavers;
- people who are 50 and over;
- families with multiple and complex needs including those identified as part of the Families First programme in Herefordshire and Strengthening Families in Shropshire and Telford and Wrekin);
- people who are homeless;
- people with disabilities (physical and mental health issues);
- people with caring responsibilities;
- people from black and minority ethnic communities;
- Gypsy Roma and travelling communities;

- Eligible refugees and asylum seekers;
- substance misuse;
- those with Basic skills / ESOL needs;

Key barriers to address

A3.18 Key barriers to participation in the labour market have been identified as including:

- Lack of transport in rural areas is a key barrier prohibiting the take up of employment, training, volunteering and work-experience opportunities.
- ESOL / Basic Skills support which are both limited;
- Lack of affordable Childcare;
- Support for substance misuse;
- Lack of mental health provision.

The potential supplier should set out in their application how they would support participants to overcome these barriers either through new ways of delivering services or through referral mechanisms to relevant agencies and specialist providers. Addressing transport barriers is a key priority for the LEP.

Current provision and key partners

A3.19 The provider would be expected to work with partners in the LEP area including the Department for Work and Pensions, Jobcentre Plus, Local Authorities across all relevant departments, the National Careers Service and Careers Enterprise Company, other ESF funded projects including the Building Better Opportunities Programme delivered in the Marches LEP area by [Landau](#) and other future ESF provision detailed on the [ESF pages of the Marches LEP website](#), and local community and voluntary sector organisations.

Geography

A3.20 The programme will cover the Marches LEP area and the provider must demonstrate its capability to deliver in all the specified delivery areas. The provider is expected to deliver from premises within the delivery area specified at paragraph 3.9 and have the capacity to provide outreach services.

Annex 4: Labour Market Information Sources

- A4.1 Providers will be expected to conduct research on the labour market in the LEP area they are tendering in.
- A4.2 Information relating to the LEP area can be found on the [Marches LEP website](#).
- A4.3 Published Analysis of the DWP Working Age Customer Base:
<https://www.gov.uk/government/statistics/analysis-of-the-dwp-working-age-customer-base-2010-quarter-4>
- A4.4 This analysis supports the commitment by DWP to understand its individual claimants better by creating a consolidated view of DWP working age claimants from the wealth of information held in Departmental systems. The analysis draws upon well-established principles to create ten segments based on shared characteristics, such as length of time on benefits, demographics and situation, mainly drawn from DWP administrative data and supplemented by external socio-demographic profiling information. Providers may find this information useful when considering their service delivery model.
- A4.5 Local partners may have a range of data about localities which may help but some other sources of further information on proportions of key claimant groups are:
- **Census Output Area Data on Workless Benefit Customers:**
<https://www.gov.uk/government/collections/census-output-area-data-on-workless-benefit-claimants-in-2013>
 - **NOMIS Official Labour Market Statistics:**
<https://www.nomisweb.co.uk/Default.asp> NOMIS provides a history of information on benefit counts and flows. It is possible to breakdown by geographical areas, certain characteristics, claim durations, occupation sought and recorded destination on leaving benefit.
 - **The Office for National Statistics:** <http://www.statistics.gov.uk/default.asp> produces independent information to improve our understanding of the UK's economy and society.

Annex 5: Sources of Additional Information¹

A5.1 Further background information can be found in the following:

- DWP Provider Guidance:
<https://www.gov.uk/government/collections/dwp-provider-guidance>
- The LEP Network:
<http://www.lepnetwork.net/>
- DWP Benefit Statistics:
<https://stat-xplore.dwp.gov.uk/webapi/jsf/login.xhtml>
- NOMIS Official Labour Market Statistics:
<https://www.nomisweb.co.uk/Default.asp>
- DWP Policy Publications:
<https://www.gov.uk/government/publications>
- Corporate Publications:
<https://www.gov.uk/government/organisations/department-for-work-pensions>
- General Data Protection Regulation:
<https://gdpr-info.eu/>
<https://www.gov.uk/government/publications/guide-to-the-general-data-protection-regulation>
- Employment and Support Allowance – Help if you are ill or disabled:
<http://www.direct.gov.uk/en/DisabledPeople/FinancialSupport/esa/index.htm>
- Employment protection during business transfers and takeovers:
<https://www.gov.uk/browse/employing-people/contracts>
- Guidance on TUPE in the DWP contracting process:
<https://www.gov.uk/transfers-takeovers>
- Jobseeker's Allowance – Help while you look for work:
<https://www.gov.uk/browse/working/finding-job>
- Jobseeker's Allowance Regulations 1996:
<http://www.legislation.gov.uk/uksi/1996/207/contents/made>
- The Universal Credit Regulations 2013
<https://www.legislation.gov.uk/ukdsi/2013/9780111531938/contents>
- Office of public sector information - UK legislation:
<http://www.legislation.gov.uk/browse/uk>
- Early Learning and Child Care: <https://www.gov.uk/schools-colleges/early-learning-childcare>

¹ All links were working at the time of publication.

Annex 6: Contract Period Illustration



For illustration purposes only

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Annex 7: Delivery Fee Deferral Illustration

See paragraph 5.6 for more information.

	1	2	3	4	5	6	7	8	9	10	11	12
Starts Profile	100	100	100	100	100	100	100	100	100	100	100	100
Cumulative Profile	-	200	300	400	500	600	700	800	900	1,000	1,100	1,200
85% of Cumulative Profile	-	170	255	340	425	510	595	680	765	850	935	1,020
Actual	90	80	90	80	70	65	70	80	90	120	99	100
Actual Cumulative	-	170	260	340	410	475	545	625	715	835	934	1,034

Below 85% cumulative Profile

Full Delivery Fee Re-instated
All Deferred payments paid

30% Delivery Fee
Deferred from Mth 10

For illustration purposes only

Annex 8: Glossary of Terms

Action Plan	A document that specifies agreed activity.
All Work Related Requirement (AWRR) - Intensive Work Search Regime	Claimants who do not fall into the: 1. no work-related requirements group; or 2. work-focused interview requirements only group; or 3. work-focused interview and work preparation group. falls into the all work-related requirements group
Big Lottery Fund (BIG)	The Big Lottery Fund (BIG) distributes millions of pounds from the UK's National Lottery to good causes, with money going to community groups and health, education and environment projects. BIG is an executive non-departmental public body, sponsored by the Department for Digital, Culture, Media & Sport.
Business Continuity and Disaster Recovery Plan	means the Plan submitted by the Provider as detailed in Schedule 18 of the Call-off Terms and Conditions
Carer's Allowance	means the allowance that is paid to people caring for an individual.
Children's Act 1989	As set out here https://www.legislation.gov.uk/ukpga/1989/41/contents
Cohort Profile	means the percentage of those starting provision who are expected to achieve an outcome in each time period (beginning in the time period in which they start). There will be a different profile for Short Outcomes and for Sustained Outcomes.
Completer	Where the Participant completes the defined Provision duration.
Construction Plant Competence Scheme (CPCS)	Construction Plant Competence Scheme (CPCS) The CPCS training scheme aims to provide proof of the skills and abilities of plant operators. It is based on a mix of professional competence, experience on site and health and safety awareness - three essential qualities for operating plant machinery safely and effectively.
Construction Skills Certification Scheme (CSCS)	CSCS is the leading skills certification scheme within the UK construction industry. CSCS cards provide proof that individuals working on construction sites have the required training and qualifications for the type of work they carry out.
Contract Package Area	The term used to describe the geographic area of the contract.
Critical Success Factors	The factors (i.e. the positive outcomes or benefits) against which the success of a programme will be measured in order to justify the investment.
Crown	As defined in the Call-Off Terms and Conditions

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Cumulative Backlog	“Cumulative Backlog” shall refer to the backlog of referred Participants (expressed as a percentage) which shall inevitably accrue if the lead contractor fails to honour its Monthly Performance Level within ESF 2014-2020, in that a Start or Did not Attend/Did not Start action is recorded in PRaP within twenty (20) Working Days for one hundred percent (100%) of referrals.
Customer Service Standards	Means the service levels to which the services are provided by the supplier as set out in Schedule 2 of the Call-Off Terms and Conditions. This includes the Specification Customer Service Standards and the Tender Customer Service Standards.
Delivery Fee	As defined in the Call-Off Terms and Conditions
Disclosure and Barring Service	The Disclosure and Barring Service (DBS) helps employers make safer recruitment decisions on more than four million people every year. DBS is an executive non-departmental public body, sponsored by the Home Office.
Document Retention Policy	Is an organisation's established protocol for retaining information for operational or regulatory compliance needs. The document is submitted by the supplier to DWP within four (4) weeks of the Service Start Date.
DWP Code of Conduct	As defined in the UAEHRS Agreement
DWP ESF 2014-2020 programme	DWP work in partnership with the Local Enterprise Partnership (LEP) areas in England (who have an advisory role) to deliver the European Social Fund (ESF) 2014-2020 programme. The purpose of the provision is to meet the Growth Programme's priorities to increase labour market participation, promote social inclusion, and develop the skills of the workforce. The provision is voluntary and aims to support unemployed and economically inactive individuals, including those in receipt of Employment and Support Allowance (ESA) with mental health conditions.
Generic Provider Guidance	See Provider Guidance
Early Completer	A Participant will be deemed an early completer and their Provision end where: <ul style="list-style-type: none"> • a Short Job Outcome is achieved during the Provision duration; • the Participant has moved address and, following discussions between the Provider and Participant, it is agreed that participation is no longer appropriate; • the Participant has chosen to move to a different DWP ESF 2014-2020 Provision; • the Participant starts other DWP Provision which makes continued participation no longer appropriate; or • The Participant has died.

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Employed	Persons aged 15 and over in Employment (Work for pay, profit or family gain or were not at work but had a job or business from which they were temporarily absent because of for instance, illness, holidays, industrial dispute, and education or training).
Education and Skills Funding Agency (ESFA)	The ESFA brings together the former responsibilities of the Education Funding Agency (EFA) and Skills Funding Agency (SFA) to create a single agency accountable for funding education and skills for children, young people and adults. ESFA is an executive agency, sponsored by the Department for Education.
Equality Act 2010	The Equality Act came into force from October 2010 providing a modern, single legal framework with clear law to better tackle disadvantage and discrimination. https://www.legislation.gov.uk/ukpga/2010/15/contents
ESF1420 form	Means the Eligibility self-declaration form, a copy of which is at Annex 3 of the ESF Provider Guidance here https://www.gov.uk/government/publications/esf-2014-to-2020-provider-guidance
ESF2020 leaflet	Means the publicity leaflet for the ESF 14-20 Programme.
ESF Co-Financing Organisation (CFO)	As defined in the Call-Off Terms and Conditions.
ESF Provider Guidance	See Provider Guidance.
ESOL	Means English for Speakers of Other Languages.
European Commission	The European Commission is the EU's politically independent executive arm. It is alone responsible for drawing up proposals for new European legislation, and it implements the decisions of the European Parliament and the Council of the EU.
European Social Fund (ESF)	As defined in the Call-Off Terms and Conditions
European Union	The European Union is a political and economic union of 28 member states that are located in Europe.
Her Majesty's Prison and Probation Service	HMPPS carries out sentences given by the courts, in custody and the community, and rehabilitate people in their care through education and employment. HMPPS is an executive agency, sponsored by the Ministry of Justice.
Inactive	Persons not Employed and not Unemployed.
Independent Case Examiner (ICE)	As defined in the Call-Off Terms and Conditions.
Intensive Work Focussed Support	As defined here at Strand 1: Intensive Work Focussed Support

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Invitation to Tender (ItT)	A package of documentation issued to Providers as part of a Procurement exercise.
ISO/IEC 27001	Means the standard requirements for an information security management system (ISMS). More details can be found here https://www.iso.org/isoiec-27001-information-security.html
Jobcentre Plus District	A specified area of England, Scotland or Wales within which to deliver services to Jobcentre Plus claimants.
Jobcentre Plus	Part of DWP, Jobcentre Plus provides an integrated service to people of working age. It offers help to people looking to move into work and support for people who cannot. Jobcentre Plus also provides services to employers wishing to fill vacancies.
Light Touch regime	Is a specific set of rules for certain service contracts that tend to be of lower interest to cross-border competition. These service contracts include certain social, health and education services, defined by Common Procurement Vocabulary (CPV) codes.
Local Enterprise Partnerships (LEPs)	Local enterprise partnerships (LEPs) are voluntary partnerships between local authorities and businesses.
Managing Authority (MA)	As defined in the Call-Off Terms and Conditions
Matrix Standard	See https://matrixstandard.com/
Maximum Provision Duration	A continuous period of fifty-two (52) weeks from the Participant's start date.
Merlin Standard	As defined in the Call-Off Terms and Conditions
Minimum Performance Levels	Means the performance levels to which the services are to be provided by the supplier as set out in Schedule 2 of the Call-Off Ts&Cs. These include both the Specification Minimum Performance Levels and the Tender Minimum Performance Levels.
Minimum Threshold	Minimum value which serves as a benchmark for comparison or guidance.
Most Economically Advantageous Tender (MEAT)	DWP uses a tender evaluation model that consists of a qualitative and financial evaluation, which enables an award of contract to be based on the Most Economically Advantageous Tender.
The National Archives	The National Archives is the official archive and publisher for the UK government and for England and Wales. It is the guardian of some of our most iconic national documents, dating back over 1,000 years. The National Archives is a non-ministerial department.
National Audit Office (NAO)	The National Audit Office (NAO) scrutinises public spending for Parliament. NAOs public audit perspective helps Parliament hold government to account and improve public services.

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National Careers Service	The National Careers Service is the publicly funded careers service for adults and young people in England. Launched in April 2012, it brings together elements of previous publicly funded careers services for adults and young people.
Ofsted	Ofsted is the Office for Standards in Education, Children's Services and Skills. We inspect and regulate services that care for children and young people, and services providing education and skills for learners of all ages. Ofsted is a non-ministerial department.
Participant	As defined in the Call-Off Terms and Conditions
Participation	Means a person directly receiving the services provided by the supplier as specified in the contract.
Part Time Work	This is a small part-time job as allowed under the unemployed definition. <ul style="list-style-type: none"> For Unemployed JSA Participants 'a small part-time job' equates to employment under sixteen (16) hours per week. For Unemployed UC Participants 'a small part-time job' equates to employment that does not move the claimant out of the All Work Related Requirements (AWRR) - Intensive Work Search Regime.
PAYE	PAYE is a three-party process, involving HM Revenue and Customs (HMRC), an employer or pension provider and the employee. In most cases the tax due from an employee can be taken off their pay or pension under the Pay As You Earn (PAYE) system.
Performance Manager	As defined in the Call-Off Terms and Conditions
Procurement	The process of purchasing goods and/or service: identification to payment.
Profiled Cohort	The number of outcomes expected in each time period if the Cohort Profile is achieved for all actual starts to date.
Provider(s)	The generic term used to describe Providers of employment support.
Provider Assurance Team	As defined in the UAEHRS Agreement
Provider Guidance	As defined in the Call-Off Terms and Conditions. This includes the ESF and Generic Provider Guidance.
Provider Referrals and Payments System (PRaP)	As defined in the Call-Off Terms and Conditions
Provision	A term used to describe the services offered to a Participant when they are participating in a government programme. These can be services provided in-house, for example, by DWP, or by organisations from the private and voluntary sector.

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Relevant Benefit	means any combination of Incapacity Benefit, Carer's Allowance, Severe Disablement Allowance, Jobseekers Allowance, Employment Support Allowance, Income Support and/or Universal Credit (and or other such benefits detailed in Provider Guidance) as claimed or paid to the Participant.
Run Off Period	means the period between the end of the Payment Tail Period and the date on which the Contractor has fulfilled all of its obligations under the Contract.
Security Industry Authority (SIA)	The Security Industry Authority is the statutory organisation responsible for regulating the private security industry in the UK. Established as a non-departmental public body in 2003, the SIA reports to the Home Secretary under the terms of the Private Security Industry Act.
Service Start Date	Means the date from which the supplier will start delivering the provision once the service has been implemented and DWP agreement has been reached.
Short Job Outcome	A cumulative period of thirteen (13) out of twenty-six (26) weeks employment where the initial job starts within the Provision duration or four (4) week tracking period.
SMEs	Means small-to-medium enterprise as defined by the EU here http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en
Start	A Participant will be deemed to have started on Provision once a Provider has: <ul style="list-style-type: none"> • undertaken a face to face in-depth needs assessment; • agreed activities with the Participant and an Action Plan has been signed by both parties; and • the start date is recorded on PRaP.
Starts Profile	The number of participants expected to start on provision in each time period over the duration of the contract.
Sustained Job Outcome	A cumulative period of twenty-six (26) out of fifty-two (52) weeks employment where the initial* job starts within the Provision duration or four (4) week tracking period. The twenty-six (26) eligible weeks contributing towards the Sustained Job Outcome must fall within the fifty-two (52) week period commencing from the first week of the Short Job Outcome. Providers are prevented from using any periods of employment which occurred before the first week that contributed towards the Short Job Outcome.
Time on Provision	Once the Participant has started this ESF Provision they remain on Provision until they become a completer or early completer (regardless of employment status and engagement).
Tracking Period	The tracking period is a four (4) week period following immediately after the completion date.
TUPE	Means the Transfer of Undertakings (Protection of Employment) Regulations. This is relevant to any redundancy decisions where a business or part of it is transferred from one owner to another.

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Umbrella Agreement for the provision of Employment and Health Related Services (UAEHRS)	A Framework agreement for suppliers to provide Employment and Health related services in a number of lots covering different geographical areas.
Unemployed	Persons out of work, available for work and actively seeking work who are registered as a JSA claimant or UC claimant whose circumstances place them in the All Work Related Requirements (AWRR) – Intensive Work Search Regime.
Universal Credit (UC)	UC – Universal Credit is a new single payment for people who are looking for work or on a low income. Universal Credit will help claimants and their families to become more independent and will simplify the benefits system by bringing together a range of working-age benefits into a single streamlined payment.
Work Coach	Means the job role within a Jobcentre Plus office that is responsible for delivering personalised and quality interventions for claimants across ESA, IS and JSA, including those with a complex health condition and/or disability.
Work Focussed Training	As defined at Strand 2: Work Focused Training
Working Day	any day other than a Saturday or Sunday or public holiday in England and Wales

Annex 9: Abbreviations

BIG	Big Lottery Fund
CHES	Contracted Health and Employment Services
CFO	Co-Financing Organisations
CMO	Compliance Monitoring Officer
CPA	Contract Package Area
CPR	Contract Performance Review
DWP	Department for Work and Pensions
EC	European Commission
ESA	Employment and Support Allowance
ESFA	Education and Skills Funding Agency
ESF	European Social Fund
EU	European Union
GP	General Practitioner
IB	Incapacity Benefit
ICE	Independent Case Examiner
ICO	Information Commissioners Office
IS	Income Support
IT	Information Technology
ItT	Invitation to Tender
JSA	Jobseeker's Allowance
LA	Local Authorities
LMS	Labour Market System
MEAT	Most Economically Advantageous Tender
MI	Management Information
NAO	National Audit Office
PAT	Provider Assurance Team
PRaP	Provider Referrals and Payments system
SCR	Special Customer Records
T&Cs	Terms & Conditions
TUPE	Transfer of Undertakings (Protection of Employment)
UC	Universal Credit
UK	United Kingdom