Schedule 1 Appendix B Part 1: Tender Response

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

Your response should:

Provide one example of a participant journey for the Health and Disability group and one other example of a participant journey for one other participant group listed at section 2.11 of the WHP Specification; to illustrate how you will provide a structured programme of interventions for each individual participant from Day 1 of referrals, the rationale for your approach and the intended frequency of these interventions for each of the two participant groups in your examples.

Explain how you will engage prospective participants at the point of referral to the provision to ensure a high percentage of referrals start on the provision and how you will continue to ensure participants remain actively engaged with your provision in order to maximise outcomes as well as how you will continue to try to re-engage participants who disengage. Please also include why you think these approaches will be effective given what you know about the participant groups:

Please provide two examples, with each example relating to a separate participant group, of where you have successfully engaged similar participants on relevant current or previous provision, and with what success. Outline how your proposal is different to services provided by JCP. Explain how an individual participant will receive regular reviews including the format these will take and why you have chosen this approach. Explain how you will ensure that they progress while participating in the provision and how progress will be measured in these reviews.

Describe the duration of each stage or intervention of the provision for an individual participant, covering each customer group, the method of delivery e.g. face to face, telephone, web based, individual, group work etc. and a rationale for why this is appropriate for the target participant group.

Using two examples to cover at least two of the participant groups outlined within the WHP Specification, provide a rationale to clearly demonstrate why your proposed content is suitable for the specified participant groups giving evidence to support this rationale:

Please provide one example from your organisation's current and/or previous relevant delivery experience of where your proposed approaches have been successful in the past for these groups:

Explain what in-work support, including for self-employment, you will provide and how you will ensure that it meets an individual participant needs and employer needs to support the achievement of sustained employment.

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

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

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

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Work:Connect is the carefully designed WHP-specific, single delivery model that Ingeus and our supply chain will adopt to meet WHP specification requirements. Areas addressing Additional Assurance Report risks are highlighted with (AAR). 1. The design of Ingeus' full WHP offer for the North West (NW): Our evidence-

based design is informed by: **1. Cluster analysis** of 278,584 WHP-eligible client records via Ingeus' data warehouse and mapped to Experian Mosaic, ONS and Ofcom data to build future participant profiles to test assumptions and behaviours. **2. Local consultation** with all LEPs/Combined Authority to ensure proposals work in this CPA.

(Cumbria CC) to understand the challenges of rural delivery; Lancs. CC) on ensuring outcome parity across a diverse LCR CA) over the challenges people with mental health issues

face finding work in the City Region. 3. What works analysis of 100+ current interventions, using performance data and insight from frontline teams (e.g. our 'Changing Direction' workshop developed with Probation Officers); commissioned research (e.g. RAND Europe evaluated different cCBT tools, leading to our choice of SilverCloud); consulting with experts (e.g. Centre for Mental Health [CfMH]); and evaluating lessons learned from previous delivery. 4. User-led design: Service insights were gained from 3,457 WHP-eligible clients (e.g. we revised the Initial Assessment question sequencing based on focus group feedback) 5. Co-design: We established a design team and drew in specialist expertise e.g. Pluss (leading Work Choice provider); Ingeus' Clinical Advisory Group (health); NHF (housing) and Business Disability Forum (disability). 6. Tests, trials and pilots in 'live' environments with service-user/staff feedback (e.g. our participant portal IngeusHub, [see S2.2.1], and a new office layout in Ingeus' Model Office [S2.1.2]). The result is an informed approach built to meet specific needs of all participant groups across the NW CPA. 2. Content of our offer: All participants will have a mix of strengths and barriers which transcend their group (e.g. 37% of ESA clients cite something other than health [e.g., criminal record) as their main barrier; 42% of LTU NW clients report mental health challenges). Our design personalises each participant's journey and is sequenced to tackle their hierarchy of needs. Key features of Work: Connect. • Keyworker (KW)-led model (AAR 11) With average caseloads of 63:1, KWs provide participants with an expert single point-of-contact, coordinating and sequencing multi-agency services as part of their personalised journey. A Personal Support Team (health, employer-facing and other specialist roles e.g. debt, housing) provides wrap-around support and a prework front-line participant/staff ratio 39:1. Our KW model is tried and tested on Working Well, the most comparable locally-integrated contract to WHP in terms of size (154% of annual WHP NW referrals [2016]) and scope (LTU/ESA clients) and achieving 178% of MPL (AAR 11) A model that maximises service touchpoints, the strongest driver of performance (our analysis showed 24% higher job starts for those engaging 4x month vs 2x month) • All services available from multiple locations (e.g. Hubs, co-location, outreach) and multiple channels (e.g. IngeusHub portal; face-to-face [F2F], phone). Below we describe our core offer for all participant groups from day one; in section 3 we provide two example journeys, highlighting specific features for different groups. 2.1. Engagement: Work: Connect supports positive participant engagement both initially and throughout WHP by offering content variety, participant choice and control. Our research (above) showing service touchpoints as the strongest correlative factor in

2.1.1 Pre-WHP Engagement: Engagement Advisors travel to community venues and JCP offices to: **engage prospective participants**; equip JCP Work Coaches with programme information; and run engagement events prior to referral to reduce anxiety and improve motivation. Upon referral, a participant record is created on our Case Management System, *IngeusWorks*. Participants are contacted by letter and SMS with

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Including

county; and

an appointment offer; their KW's name, venue and a link to IngeusHub (S2.2.1). They receive video introductions from local KWs and detailed Work: Connect information. Within two days a Client Liaison Officer (CLO) will phone the participant to address general concerns/questions, establish accessibility needs, and reschedule booked appointments (if needed). We will ensure a high percentage of starts through: . Strong Engagement Advisor relationships with Work Coaches

CLO out-of-hours (8am-7pm, Mon-Fri) support to answer queries/concerns • personalised SMS appointment reminders (25% increased starts on current provision) • 73 day-one peripatetic venues for participants, improving accessibility particularly across areas like South Cheshire • early access to IngeusHub to sample/preview available services. 2.1.2 Programme Engagement: This phase lasts up to 20 days post-referral and marks the hand-over point from JCP Work Coach to KW. KWs work holistically to meet participant health, social, skills and employability needs within a locally integrated context. Within 7-10 working days of referral, participants have an Initial Appointment with their KW at one of 12 Hub offices, 18 agreed co-location sites (definition: inprinciple agreements for semi-permanent desk space and collaborative working at partner offices) or 55 outreach venues (definition: public spaces suitable for outreach e.g. Wigton Market Hall). This peripatetic model is successful on Working Well (WW), where KWs co-locate with 15 partners and outreach in 10 venues. Peripatetic sites will flex over contract lifetime, with our day-one offer adapting to referral demand and wider changes (e.g. partner estate restructures). We ensure co-location/outreach coverage throughout contract lifetime through our Partnership Integration Manager sourcing additional venues to meet participant/ delivery need (AAR 2,5,9,13). KWs able to work peripatetically enable greater parity of service access for those in rural locations. KWs conduct an Initial Assessment (IA) over two one-hour appointments (within 14 days of referral) as the first step of our end-to-end Progression Framework (PF), a tool for KWs to support assessment, sequence activity and measure distance travelled. Our PF has been co-designed with local Physios/Psychologists, Pluss, CfMH, GeniusWithin, RAD and RNIB. Participants are assessed across four interrelated Focus Areas: 1) MyLife (e.g. housing, finance, support networks); 2) MyHealth using EQ-5D tool, "the most well-known and commonly used generic measure of health status internationally" (Economic Journal of Health Economics); 3) MySkills (e.g. assessing digital literacy, functional skills, qualifications); 4) MyWork (e.g. work-related aspirations, attitudes, motivation). Following IA, each participant will work with their KW to build and agree a tailored, holistic Progression Plan (PP) within 14 days of referral. The Plan will drive a journey that is: • Structured around a target retum-to-work date. • Personalised to the unique needs and strengths identified by initial and ongoing assessment • Sequenced to recognise wider barriers and personal circumstances. By establishing a participant's hierarchy of needs, KWs can sequence interventions in a logical order, providing the right support at the right time. This holistic approach is proven to work better for individuals facing multiple barriers (e.g.-Green et al. 'How cities can connect people in poverty with jobs' 2015 and OECD, 'Tackling LTU amongst vulnerable groups', 2013). Ongoing engagement to maximise outcomes is achieved through: • enabling participants to control their own journey by choosing how (F2F/phone/email/video/IngeusHub), when (self-scheduling, requested by 67% of surveyed participants) and where (office/outreach/ colocation) they engage with WHP. MEAM's 2016 Steps Towards Employment report found 'lack of control over support received' leads to disengagement • a new office environment to remove physical barriers between KW and participants, creating shared workspaces. In our Model Office (S2.2.4), clients cited this as a top reason for engagement • a mobile service that enables KWs to spend c.20% of time meeting participants in accessible community locations e.g. co-location at Mersey Care NHS Health Life Rooms in

Walton and Southport . ensuring interventions continue to be relevant/impactful . through participant reviews (S2.2.5), feedback loops and trend analysis of all WHP data to identify what works and does not . motivating participants by enabling them to see their progress (S2.2.5) . KWs tracking participant activity via IngeusHub to identify risks of disengagement in weekly caseload reviews with Managers. • Reengagement: KWs will re-engage non-attendees (min. monthly for 15 months post-referral) using participants' preferred channels to send relevant job opportunities and offer to meet in different locations to resolve issues. Engagement Advisors will also work with JCP Work Coaches to identify/re-engage participants. Engagement examples: Our engagement approach is based on learning from previous contracts, including: similarsized Working Well (Health & Disability [H&D]) where Ingeus achieves attachment rates of 71% and disengagement rates of 7% by: Engagement Advisors visiting JCP. offices to explain our offer to likely clients and facilitate warm handovers; identifying residents at multi-agency meetings who will benefit from support; increasing touchpoints via multi-channel delivery. Work Programme (LTU): In Liverpool we achieved a 99.8% attachment rate, a 13% disengagement rate and a 50% job start rate with PG2 clients via: personal welcome texts and follow-up calls to ensure clients knew when/where to attend; boosting engagement via jobs fairs (e.g. Awareness in Hospitality at Anfield); reengagement initiatives e.g. a training event with known sports stars e.g. Olympian Natasha Jonas. 2.2 Pre-work support: Participants will have different journeys of varying lengths. Our target group analysis predicts average durations for pre-work varies by group (251

days for H&D; 255 days for LTU; and 203-285 days for Early Access). 2.2.1 Frequency and method of contact: Whilst participants will have minimum fortnightly F2F appointments with their KW, we have designed a multi-channel, multiplace delivery model to provide for multiple touchpoints each week. 1:1 and group support will be available via F2F offices, outreach or co-location and via phone/video. IngeusHub, our web-based Application, increases touchpoints and accessibility further. Available 24/7 from any internet-enabled device, it enables: self-scheduling of appointments (e.g. around health appointments, public transport times or child care); jobsearch; IAG services; and access to rich online learning content. Whilst all content on IngeusHub will be available on-demand, specific activities, based on user profiles, will be automatically suggested (e.g. where IA identifies job goal uncertainty, it prompts enrolment on our 'Exploring Job Goals' workshops). Based on our 3,467 WHP-eligible client survey, 56% of participants will be keen to access this channel; a further 24% will be capable with support (provided by dedicated Hub Guides and KWs). Preferences and ability to access multi-channels is established through IA. For all those unable or unwilling to use IngeusHub (approx. 20%) all interventions are available E2E for parity. 2.2.2 Provision content and suitability: Each participant's Plan will sequence a package of interventions from our content library (200+ interventions are available to all participant groups and vary in length from 30 mins to 1 day) to build on strengths and address needs across the four Focus Areas. Example interventions are detailed in the sample participant journeys (S3). From our extensive research, co-design and testing (S1) we know our provision is suited to the following example participant groups: H&D group: Qualified Senior Health Practitioner and Health Advisers provide 1:1 and group support as part of the Personal Support Team. Our approach builds on Ingeus' marketleading performance with ESA customers and was designed in partnership with disability employment expert Pluss to meet a broad spectrum of health needs, including physical health (workshops include 'Pain Management') and mental health ('Anxiety & Depression Management') • Our cCBT tools are NHS-endorsed; SilverCloud showed "significant improvements" in addressing depression/anxiety and achieving positive job outcomes in the RAND study; and our own trial led to 57% of

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clients showing reliable change' (PHQ-9 scores) after ten 14-min sessions • Our specialist WHP content is endorsed by experts such as CfMH, Action on Hearing Loss Head of RNIB Operations: "Ingeus' approach is the most and RNIB well-considered for people with sight loss we have seen for WHP") • Our proven integration approach (S4.4) ensures we use the best local services (e.g. Recovery College courses) . To ensure provision continues to be relevant and accords with best practice, our Senior Health Practitioners will provide oversight within our Clinical Governance Framework. Early Access (EA): . Workshops and online modules e.g. 'Disclosing a Conviction', 'English for Work', 'Caring Responsibility', 'Housing and Homelessness' will help address barriers commonly experienced by EA participants . All written and digital content is pitched at a reading age of 12 to be accessible to those with low skills, with translations available . KWs will integrate with local services (e.g. housing, ESOL, Probation) to coordinate specialist support. For example, we have agreed case-conferencing arrangements with Liverpool Addaction to help address the flack of coordinated employment, health and skills support for people accessing drug Public Health England NW) • Specific needs can and alcohol services" be addressed through agreed referral arrangements with VCS organisations e.g. Career Connect (ex-offenders), Shelter (homelessness), Sola Arts (refugee integration) As part of the Personal Support Team, participants will be able to access 1:1 and group support delivered by a specialist KWs formally trained to offer support in one of 19 areas of need (e.g. Housing, Debt). All groups: • IngeusHub is built from the technology platform, Portail Avenirs, which Ingeus has delivered at scale to support 26,838 French jobseekers into work since July 2015. 66% of disadvantaged French clients regularly use the portal, evidencing its function and suitability. IngeusHub, has refined this platform to increase accessibility for those with disabilities (e.g. compliant with Government Digital Service guidelines). In prototype, IngeusHub has augmented F2F delivery to WHP-eligible clients in our Model Office (MO) in Huyton since January 2017 (AAR 3,6,7,12,14) . LearnMyWay is a platform built by Good Things Foundation to improve digital literacy amongst people who are socially excluded (84% of their users), disabled (46%) and LTU (35%). 72% of 100,000+ LearnMyWay users greatly improved their digital literacy (2016 Survey) . Our Jobs You May Like' tool, codesigned with Edinburgh University, broadens participant job goals (76% identify this as a barrier) by suggesting vacancies based on the success of previous similar participants. In a randomised control trial participants secured 70% more interviews. 2.2.4 Current example: We are trialling elements of Work: Connect in current provision, including at Ingeus' MO in this CPA. Since Sept. 2016, 366 WHP-eligible clients have engaged with MO service making it a similar size to many WHP NW sites. Approaches built into our offer include: . IngeusHub, including self-scheduling tool (21% attendance increase vs control group) and LearnMyWay digital learning (85% course completion) . KW freedom to allow for outreach appointments • video-conferencing with Health Advisors (95% found these calls "beneficial") • a more relaxed workspace (e.g. client feedback: "I was so anxious but the minute I walked in, I felt relaxed") • 'gold-standard' job-carving methodology co-developed with CfMH • a social prescribing model codesigned with Bromley by Bow Centre to support access to locally-available non-clinical activities (68% previously unaware of local activities). These approaches contributed to a 27% job start increase for KWs (2015-2016) versus our prior Adviser model. 2.2.5 Reviewing and measuring progress: Our IA provides participants and KWs a visual benchmark of their current position on a 6-point 'resilience' scale across each of the four Focus Areas in our Progression Framework. All participant activity is logged and tracked on IngeusHub to enable the following Progression Plan (PP) reviews:.... <u>Daily:</u> KWs view a caseload dashboard of real-time activity and progress • Weekly: KWs review inactive/ non-progressing participants with Managers • Fortnightly: KWs

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will review PPs one-to-one (format: F2F, phone & video) . Quarterly: KWs complete a 1:1 F2F 'deep dive' repeat assessment (format: 60-90min F2F appointment to assess progress and re-invigorate the plan) • Ad-hoc reviews: KW post-interview, pre-work, in-work etc. (format: F2F, phone & video). Participants and KWs track progression through an IngeusHub dashboard. Progress indicators include: (i) MyLife: From agreeing a weekly budget to a debt repayment plan (money management), or from seeking advice to securing a tenancy (housing); (ii) MyHealth: Improvement scores on EQ5D-5L (Health Screening Tool) and other relevant assessment tools (iii) MySkills: Gaining our recognition soft-skills 'Open Badges': accreditations gained through external provision and (iv) MyWork. Based on a target job start date, indicators such as: interviews attended; work experience gained. Feedback from 20+ participant codesign sessions illustrates the motivational impact of seeing progress in visual format. 2.3 In-work support: Participants will receive tailored support for 182 days (or until an outcome achieved), with access to IngeusHub for a further year. All support available pre-work is available in-work. Each participant completes a Pre-Work Assessment with their KW covering: personal sustainability risks (e.g. childcare issues); Health/Disability impact management; wage and career progression opportunities. This determines review frequency (min. monthly) and method. Participants with needs better managed locally, or risk-assessed as vulnerable to drop-out, will continue to be supported by KWs (e.g. accompanying them to work to ease transition). After one month, KWs review progress and agree whether handover to a Client Liaison Officer (CLO) is appropriate for the remaining 152 days. Out-of-hours telephone/online support by a CLO will be available to all participants to fit around their job. A key factor in securing outcomes is the right initial match of participant to employer. To improve quality of job matching we will: • analyse job posting data and local strategies (e.g. LCR Skills for Growth Agreements) to align participant upskilling to local employer skills requirements support participants to identify realistic job goals mapped to the local labour markets using local material (e.g. LCR 'Jobs for Tomorrow' videos) • and develop sectorspecific Candidate Pools to provide employers with job-ready participants. An Employer Account Manager (EAM) will engage key employers to provide a single, trusted point of contact to respond to all recruitment/retention needs. Specific in-work support will include: • EAM-led employee and employer engagement and reactive issue resolution • Health Advisers providing consultation services in relation to Access to Work and workplace adjustments • quarterly regional Disability Confident events. 2.3.1 Self-employment routeway: Self-employment is popular with disabled people and those in rural areas as it builds a work opportunity around their circumstances. We expect c.15% of participants will become self-employed. From day one, our SFEDIaccredited Self-Employment KWs (SEKW) will deliver support across three stages: 1) Idea: 3-hour seminar with SEKW to explore viable business ideas. 2) Plan: participants with simple business ideas (e.g. sole traders) continue to work with their KW (with calloff support from SEKW). Those with more complex business ideas can choose to transfer to the SEKW's caseload, who will: help them produce a business plan; facilitate access to local start-up and support initiatives (e.g. Cumbria Business Growth Hub); and provide up to £1000 for working capital and/or equipment where required. 3)Trade: KW/SEKW provides ongoing in-work support through live trading e.g. mentoring, running workshops (e.g. 'Managing Cashflow') and facilitating 'business exchange' sessions, encouraging self-employed participants to exchange skills and ideas. Fortnightly appointments (minimum) will continue until outcome is achieved. 2.4 Programme Exit: KWs schedule an exit appointment with each participant to review their experience and discuss next steps. This feeds into a full exit report issued within 5 working days of programme completion to enable future provision to build on progress made, eliminate repetition and address enduring issues.

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3. Example participant journeys: We illustrate our Work: Connect model working in practice with these two examples of structured and sequenced participant journeys: 3.1 H&D: • Pre-engagement: The Engagement Advisor will deliver introductory sessions in health locations or within local disability support groups (e.g at YMCA Fylde Coast), reassuring participants that Work: Connect will take a holistic approach to meeting their needs, with specialist support for health, disability and social issues. A Client Liaison Officer will ask about accessibility requirements during referral calls, communicating this to their KW • Engagement: Initial Appointments will often take place nearer to a participant's home for those with mobility difficulties/sensory impairments. Those with mental health issues may prefer a known and trusted venue such as their local community centre. The use of EQ-5D as an embedded part of the IA is supplemented by clinical assessments e.g. NICE-approved GAD-7 (anxiety); PHQ-9 (depression); PHQ-15 (physical disabilities); Working Memory Rating Scale (dyslexia/dyspraxia/ ADHD); RAD-RNID (hearing); and RNIB-enabler (sight). These are conducted by our qualified Health Advisors. Ongoing engagement: H&D participants will make more use of co-location or outreach venues near to their homes for appointments, as well as phone, email and video conferencing, to work around accessibility needs e.g. a Life Opportunities Survey found 29% of people with physical disabilities identify travel as a key barrier; 35% of our ESA clients identify phone as their preferred channel. Phone/ video-conference augment F2F in our Model Office (44% of interactions), increasing frequency of contact (AAR 7) • Pre-Work Support: Participants will meet their KW fortnightly, with weekly additional contact points. Progression Plans will sequence activities to create between 5-10 additional interventions per month. Ingeus' local data shows 73% of our NW ESA clients have 2+ health conditions, with mental health highly prevalent (58%). We will emphasise condition management and workshops to stabilise health/disability early in the journey. Our health offer covers: - Health/Wellbeing Support via 52 Health-Advisor led workshops (e.g Managing Anxiety, Pilates, Pain Management) to improve selfmanagement and address wellbeing indicators • our NHS-endorsed SilverCloud CBT App for depression . Expert Internal Support: Senior Health Practitioner hold 1:1/group clinics supporting participants in understanding the work-related impact of their conditions; and are available for 3-way F2F/video-call case-conferencing with KWs = Expert External Support: Referral/case conferencing with NW's best health/disability providers e.g. Richmond Fellowship (mental health); ABL Health (physical conditions) Clarion, RNIB (sensory impairments); Right to Write (learning impairments). Referral to NHS support is made where unmanaged clinical issues are identified through initial/ ongoing assessment e.g. Supporting Minds, Blackpool NHS. Once conditions are better managed, focus can turn to work e.g. work placements as 'stepping stones' into work (27% of WHP-eligible participants cite lack of work experience as a severe barrier); and 'job-carving' (shaping job roles to meet needs - an approach co-designed with CfMH, and found through EQOLISE trial across 6 countries to double disabled jobseekers' likelihood of gaining work . In Work Support: H&D participants are more likely to benefit from the continuity of care from their KW (e.g. those with learning disabilities). Support will be weekly either F2F or phone (participant choice). Handover to a Client Liaison Officer is likely to take place much later in their journey (if at all). Ingeus ranks first in UK (against target) for sustained Work Choice outcomes (168% of MPL) evidencing the suitability of our approach.

3.2 LTU: • **Pre-engagement:** Engagement Advisors will emphasise the differences between Work:Connect and previous programmes e.g. more personalised support (S4.2), integration with local services and a multi-channel offer enabling greater levels of choice and control. • **Engagement:** Key to overcoming any reluctance to engage initially is the welcome received onto programme. KWs will greet/welcome each

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participant and make them a drink. A Model Office pilot illustrated how this can immediately break down barriers (e.g. "I was offered tea straight away. It doesn't sound like much, but it's so important"). The Progression Plan (PP) is co-owned by KW and participant to maximise choice and responsibility (e.g. showing participants how to access and update their Plan via IngeusHub), while allowing KWs to review/challenge. LTU participants are more likely to attend Hub offices, with regular workshops to improve skills and motivation. • Pre-Work Support: Support frequency for LTU participants is as high as H&D (above). Skills needs are highest among this group (62% of current clients at Level 1 or below), so IA features basic skills screening. PP sequencing may emphasise MySkills and MyWork. Interventions to increase skills include: · 'Open Badges' soft skills development, providing documented evidence of skills valued by employers (e.g. team work). Badges demonstrate 'more granular, specific skills & achievements' (OVAE Report, 2014) = 'How to Learn' skills development, providing a foundation for formal learning (e.g. apprenticeships) = referral to local skills partners (13 in-principle agreements with local colleges) e.g. for ESOL, Basic Skills and work-focused training, such as CSCS at Riverside College. MyWork interventions include . Supported and independent job search (e.g. via our Edinburgh University job match tool on IngeusHub) = 55 employability workshops (e.g. Recognising Strengths) = Better Off In Work Calculations = Sector-specific Candidate Pools matching participants to future vacancies (responsible for a 52% increase in our employer team's performance since 2013) • In Work Support: For most, telephone support by a Client Liaison Officer (fortnightly) will be appropriate and fit around work. Ongoing access to IngeusHub's learning platform enables continued skills building. 4. Building on JCP's offer: We engaged JCP in NW including Lancashire Provision to understand local JCP provision (District Provision Tool Manader activity) and build on, rather than duplicate JCP services, ensuring our offer is: 4.1 Intensive: participants will receive over six times more weekly 1:1 contact (27.8 vs 4.2 mins JCP Time Bank). IngeusHub's dashboard provides a real-time view of activity, enabling KWs to suggest workshops or push content outside of appointments. Selfscheduling enables participants to find and book support to suit their needs. 4.2 Personalised: WHP participants may have cycled through past provision without reaching sustained work (e.g. 67% of WP clients). Our KW approach will be visibly different as KWs: = will be closer to participants (through outreach) = will sequence holistic support around wider life circumstances, health, skills and work - support multichannel delivery, enabling participants to access services in the way they want. 4.3 Specialist: Our existing integrated employment and health capability, combined with our partner Pluss' disability specialisms, enables us to deliver specialist support such. as: Health Advisor workshops and 1:1 support, with Senior Health Practitioner expert oversight within our Clinical Governance Framework. Our supply chain of local experts deliver specialist support (e.g. Turning Point's CBT for substance misusers). 4.4 Integrated: 'Integration with wider service provision' was a 'central factor' in Working Well's success (SQW, 2016). Work: Connect builds on this, with a dedicated Partnership Integration Manager (PIM) to drive local partnership at a strategic level (e.g. reporting into LCR Employment and Skills Board) and operational level (e.g. helping Cumbria CC set up a new multi-agency approach to collaboration). At participant level, KWs integrate services via: • direct referral/signposting to local services (e.g. Mary Seacole House) . case-conferencing (e.g. KW. IAPT and participant) . embedding (e.g. co-location with Your Housing Group) = social prescribing (e.g. to Active Cumbria). Ongoing PIM engagement with strategic leads will build our knowledge of service gaps/shortfalls, which we will use our ring-fenced (1% of NW revenue) Community Investment Fund to fill e.g. funding specialist supply chain provision on a fee-for-service basis to cover specific unmet needs (e.g. RBLI support for ex-military jobseekers).

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2.1

Delivering a Personalised Service

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

In your response, please include details of:

- How you will identify the individual strengths and needs of each participant at the start of the programme and how you will use this information to build a structured, sequenced and personalised individual action plan with goals which are specific, realistic and achievable
- How local issues and/or barriers relevant to this CPA will impact the customer journey, what these issues and /or barriers are and how you will address their impact on the customer journey.
- How you have identified the third parties within your response which provide existing services to WHP potential participants within the CPA, and how and why your proposal complements, without duplicating, such third party services.
 - How you intend to engage with other relevant stakeholders the participant may already be engaging with, and how you will gain the participant's consent to do so, in order to join services up around the participant to improve outcomes. How will you use the information received from other relevant stakeholders to improve the participant's journey?
- How you will assess the on-going relevance and effectiveness of a participant's personalised plan and how you will refresh it over the participant's time on programme.
- Explain how you will manage participant exit from the programme: (1) at the end of the 15 months; (2) if the customer is an early completer (please see paragraph 1.36 of the WHP Specification); and/or (3) when in-work support is ending post 15 months; and describe the process involved.
- How you will ensure all participants have a customer journey which they will value and that demonstrates objectively measurable progression, from both the participant and DWP's perspective, irrespective of outcome. How will you measure the value placed on the customer journey by participants and the progression of participants?
- How will you ensure consistency of service delivery across the whole CPA to ensure all participants receive the same quality of service
- How you will ensure there will be funding to cover any specific customer needs and that this funding, if a separate funding pot, will be set aside to support individual customer needs for the duration of the contract.

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

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

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

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1. A holistic person centred approach: Each participant has strengths and barriers that transcend their customer group (e.g. 32% of LTUs have 2+ health conditions; 15% of H&D report addiction as a key barrier). Personalisation, rather than categorisation, underpins our approach. Our *Work:Connect* model for the North West (NW) delivers personalised journeys to build on strengths and address barriers through:

1.1 Keyworkers (KWs) with the time to coordinate person centred journeys. 63.5 FTE KWs (inc. specialist KWs) will operate across NW with average caseloads of 63:1. This resource is ideal for personalised delivery (Additional Assurance Report, AAR 4) as: analysis of 487000 WHP-eligible client records shows optimum job start performance is achieved with caseloads of 50-75 (with minimal impact on job starts below this level) participant activity levels are the single biggest performance driver (analysis of 104000 journeys showed doubling monthly engagement increased job starts by 24%) . and we modelled likely flows at lower-tier LA-level to ensure geographical coverage. 1.2 Increasing touchpoints: Our model enables participants to try something new every day via: • a Personal Support Team providing variety and more holistic specialist support (e.g. 9.3 FTE Health Advisors); and pre-work participant-to-frontline staff ratios of 39:1 • a new digital interface, IngeusHub, supplementing face-to-face (F2F) delivery, enabling participants to: manage their journey via a personalised account; self-book activity; and access online content 24/7 • and 200+ group workshops and 1:1 activities (F2F & online). By 31/12/17, the NW will have 95% superfast broadband coverage. 56% of 3,467 surveyed clients want a digital channel; 24% will be capable with KW support; and for 20% unable/unwilling to use IngeusHub, all content is available F2F. 1.3 Integration: To create holistic, joined-up journeys, we work with local provision first to target WHP investment and avoid duplication. We have partnership arrangements with 52 stakeholders (Annex 7). Our Partnership Integration Manager will build on this during mobilisation (to ensure geographical coverage from day one), and throughout delivery. In each NW LEP & Liverpool City Region (LCR), we mapped provision against 35 service areas including (with examples): • mental health (Chapter West Cheshire) • physical health (ABL Health) . learning difficulties (Right 2 Write) . debt (Knowsley CAB) • substance misuse (Genie Recovery Services) • housing (Affinity Sutton - letter confirming ongoing relationship: AAR 1) • and skills (Riverside College). 1.4 An end-to-end Progression Framework (PF): a distance-travelled measurement

1.4 An end-to-end Progression Framework (PF): a distance-travelled measurement tool to support assessment, action-planning, sequencing and reviews across four interrelated areas: (1) *MyLife*; (2) *MyHealth*; (3) *MySkills*; and (4) *MyWork*. Our 'whole-person, whole-life' PF measures 50+ areas of strengths/needs to support delivery of *"holistic interventions rather than focusing only on employability"* (OECD, 2013). The PF helps KWs identify and sequence in-house and third party support at the right time. **1.5 Empowered participants:** 90% of WHP-eligible clients in our focus groups said choice *"impacts heavily"* on engagement. Our model enables participants to choose: <u>how</u> they access services (e.g. F2F/digital/telephone options); <u>what</u> they access (e.g. via a '*Netflix'* approach *IngeusHub* recommends personalised activities based on user profiles); and <u>when</u> they access (e.g. digital/telephony self-scheduling appointments – requested by 67% of 3467 surveyed clients). Our model treats LTU participants the same way as volunteers unless there is a reason not to (e.g. not adhering to referral requirements) to support participant control, and avert issues linked to mandation.

2. Identifying individual participant strengths and needs at programme start Work:Connect KWs assess individual participant strengths and needs during 2x onehour sessions at programme start using our new Initial Assessment (IA) process, codesigned with experts including Pluss (disability); Genius Within (learning difficulties); Centre for Mental Health; and Action on Hearing Loss. A decision tree format minimises and targets questions within a person centred approach. • <u>Session 1:</u> using motivational interviewing, KWs emphasise strengths, encouraging them to discuss:

social connections (MyLife); fitness (MyHealth); qualifications (MySkills); and work experience to target local sectors/employers (MyWork). . Session 2: KWs draw out barriers including: debt (MyLife); health issues using EQ-5D-5L (MyHealth); skills gaps (MySkills); and in-work needs (MyWork). IA output is a visual indicator of resilience on a 0-6 rating in the four Areas. This approach has been successful on our Working Well contract that helped 6,599 WHP-eligible clients in 2016: KW-led "assessment and discussion of wider barriers" aided delivery of "personalised packages...integrated, prioritised and sequenced appropriately". (SQW Report, 2016). Qualified Health Practitioners support assessment using proven clinical tools: GAD-7 (anxiety); PHQ9 (depression); and PHQ15 (physical health). KW and participant work together to build a Personalised Progression Plan: • structured around an agreed target return-to-work date to drive a 'work-focused' not 'work-first' journey (reflects DWP evidence of "less personalised approaches" in work-first models) . sequenced to address a participant's hierarchy of needs in a logical order to focus on more acute barriers early (housing) . personalised to unique strengths / needs identified • and integrated with stakeholders to provide "the right support at the right time" (SQW). The participant owns the Plan, and it is reviewed and challenged by KWs who help participants build specific, realistic and achievable goals in all four Areas. SMART training enables KWs to ensure goals are: • specific (focusing participants in a particular area) • measurable (progress and end goals) • achievable (building on strengths; addressing barriers) • realistic (e.g. attainable, locally-available jobs) • and time-bound (aligned to return-to-work date). 3. Addressing the impact of local issues and barriers on customer journeys Each NW area has a unique geography, labour market and service ecosystem. Work: Connect partners (inc. Ingeus), were chosen based on their existing capabilities, infrastructure and LEP-level integration (e.g. Bootstrap, 30yrs in Lancashire, employ 140 staff and deliver 17 contracts from 6 centres and outreach sites). CPA issues and solutions include: A) Geographic: Many residents in isolated costal/rural areas face barriers accessing support (e.g. Eden is England's "most deprived district in terms of geographic barriers", Cumbria Intelligence Observatory). Specific journey point support includes: • Engagement Advisor initial contact at 73 identified outreach/co-location sites mapped to referrals . KW outreach flexed by local area (e.g. 90% in Cumbria; 10% in LCR) • integrating with transport solutions to help people moving into work (e.g. Wheels2Work) • and telephone/video to augment F2F support. B) Skills Mismatches exist across the CPA (e.g. 15.9% of LCR residents have no qualifications vs. a 9.5% NW average (ONS); vs. skills shortages in LCR's Visitor Economy). Support includes: • referral to local colleges/training providers (e.g. to co-location partner, Mooreskills, to help LCR residents into 62000 tourism jobs) • pre-work 'Excellence in ...' workshops in key sectors (e.g. manufacturing; Lancashire) • in-work progress (e.g. Apprenticeship opportunities via our ongoing relationship with 'The Lancashire Colleges' (a group of 12 FE colleges). C) Service Access varies significantly in the NW (e.g. IAPT waiting times: 33 days in West Cheshire vs. 19.6 NW av.). To mitigate waiting list postcode lotteries', we: . have agreed premises-sharing with Alternative Futures . use our CIF (Section 9) partner Turning Point to deliver targeted mental health provision CPA • and invested in proven digital mental health apps (e.g. SilverCloud, which an Ingeus/RAND review concluded as best for "significant work-related & mental health improvements"). 4. Identifying and engaging stakeholders to join services up around participants Ingeus has identified relevant stakeholders in local events and 1:1 engagement led by our NW Partnership Lead. Our approach complements, rather than duplicates, existing provision and is grounded in evidence (e.g. Institute for Government's (IfG) evaluation of best-practice in 'Joining up public services around local citizen needs', 2015). 4.1 Engaging stakeholders in co-design to "build buy-in to partnership" (IfG) from the outset. We held workshops to: • map local service ecosystems • outline joint-working

WHP CPA Questionnaire

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benefits • and agree how WHP can complement existing services with strategic bodies including all four LEPs; LCR Combined Authority; 13 upper tier LAs; JCP; housing associations (e.g. Your Housing); and health (e.g. 5 Boroughs Partnership NHS Trust). 4.2 A "multi-disciplinary team approach to focus on complex issues" (IfG). Our Partnership Integration Manager (PIM) and KWs will participate in existing joint-working arrangements (or set up new forums) to join up third party support for participants. For example, where no forum exists, for example in Cumbria (as discussed with

Cumbria County Council), we will establish a new multi-agency support team. 4.3 Gaining participant consent: KWs explain the process, requiring signature of a consent form (detailing third parties in scope & nature of information to be shared. KWs will involve participants in three-way case-conferencing to provide opportunities for them to share information directly (e.g. with NHS Blackpool's Supporting Minds). 4.4 Using stakeholder information to improve journeys and enable parties to work in a "far more joined-up way towards the same goal" (SQW); KWs use information to: • sequence activity & complement third party provision (e.g. align Plans with Strawberry Fields' substance misuse support for people in Lancaster). Our Head of Delivery uses data to track stakeholder intervention impact to improve services. Our PIM shares information where appropriate (e.g. with Cumbria CC) to inform future commissioning. 5. Assessing the ongoing relevance and effectiveness of a participant's plan Each participant will receive: a) Minimum fortnightly F2F 1:1s to jointly review progress. KWs will ask questions such as: "how much is this activity still a priority?" and "what should we target next?" to refresh the plan with new activities. b) Quarterly 1:1. F2F 'deep-dive reassessments' to provide participants with an up-to-date visual benchmark on IngeusHub of their current resilience across the four Areas. Progress indicators include: • securing a tenancy (MyLife) • improved scores via NHS tools such as GAD-7 and PHQ-9 (MyHealth) • 'Open Badges' to recognise soft skills sought by employers (MySkills) • and work experience gained (MyWork). c) Ongoing KW encouragement to help maintain focus on goals and give support if they hit a blockage. We refresh Plans over time by: recording all progress/achievement to ensure participants are not starting again; reviewing goals ensuring they are SMART; and using ingeusHub to automatically suggest new activities based on progress made and identified needs. 6. A personalised approach to managing participant exit from our WHP provision KWs schedule an exit appointment with each participant to review their experience and discuss next steps. KW and participant co-produce a personal record of achievement (ROA) that captures all progress to: . enable future provision to build on progress. eliminate repetition and address enduring issues • provide evidence to employers of capabilities • and empower them to take control of their journey. We will share the ROA with JCP to demonstrate the value of the participant's time on WHP. The ROA will include a full exit report containing personalised KW summary notes. As a minimum, each report includes: (1) After 15 months: IA information (e.g. job goals); attendance record (e.g. appointments); skills gained (e.g. digital); achievements (e.g. work experience; Badges); job-search; and specialist referrals. If not in work, the report includes: personal strengths; future job goals; areas of need; and unresolved barriers. If employed, the report includes job information; and in-work support plans. (2) For early completers: KWs include disengagement reasons of voluntary participants (following DWP process). (3) Post in-work support: KWs include a summary of inwork support/attendance and next steps to support retention/progress. KWs ensure stakeholders working with the participant are aware of their exit. All participants have IngeusHub access for 12 months post exit (e.g. Managing Finances In Work content). 7. Demonstrating objectively measurable participant journey progression Each Work: Connect participant sets their starting point on a 6-point PF scale to support ownership from day one. They choose activities/interventions, and self-assess their

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progress on the scale at monthly reviews and quarterly deep-dives. KWs use a range of tools to show participants the value of their journey, objectively measuring progress across: • <u>MyLife</u> (e.g. debt repayment progress) • <u>MyHealth</u> (e.g. EQ-5D-5L: "arguably most well-known measure of health status internationally", EJHE) • <u>MySkills</u> (e.g. Pearson's 'Open Badges' as objective certification of progress made in 10 key soft skills (e.g. team-working)) to "showcase what they know and can do for employers" (OVAE, 2014) • <u>MyWork</u> (e.g. qualifying for a sector-specific 'Candidate Pool' of jobready candidates). Our closed loop 'SmartSurvey' tool captures participant feedback via multiple channels at specific points (e.g. post-intervention). Survey results form part of all staff performance-related pay, incentivising not just what is achieved (outcomes) but how it was achieved (to drive quality). We will provide DWP with evidence of objective progression via: • KW caseload progress updates (case-conferencing with Work Coaches) • quarterly local-level cohort participant progress/outcome reports (e.g. breakdown of 6-point PF scale progress) • and inviting DWP to observe delivery. 8. Ensuring consistency of service delivery across the whole NW CPA

Ingeus and our partners will operate a consistent service under the *Work:Connect* brand across the CPA. All WHP requirements, Customer Service Standards and tender commitments will be translated into supply chain contracts, and KPIs for *Work:Connect* staff to provide a minimum service guarantee for participants irrespective of geography or customer group. Underpinning this, our model includes: • an agile estates strategy to ensure geographical coverage (e.g. co-location agreements enabling mobile KWs to work with key partners such as Mersey Care in their 'Life Rooms' for learning, recovery health and wellbeing) • minimum 60 mins' (average 120) monthly F2F contact for every participant • a multi-channel offer enabling them to choose what, when and how they access • and using *IngeusHub*, to analyse monthly data on activity, progression and outcomes across all participant groups, geographies and Equality Act protected characteristics. Our Performance Excellence Manager uses this data to improve service consistency via: • site/supplier Performance Improvement Plans • sharing best practice (e.g. training rolled out across *Work:Connect*) • and bringing in new specialists to address identified gaps/shortfalls (*see below*).

9. Ensuring there is ring-fenced funding to cover specific customer needs Every Work: Connect partner will control two funding pots. We have set aside 1% of revenue into a flexible Community Investment Fund (CIF) to fund specialist supply chain provision to cover unmet needs. Stakeholder engagement and client need analysis has informed our day one specialist support offer. For example, Ingeus' involvement in the LCR Child Poverty & Life Chances Forum has highlighted to us the need for lone parent support (e.g. 46% of LCR single parents are not in work). Our CIF partner, Gingerbread, will deliver support for lone parents. A further nine specialists will help meet similarly critical needs, including:
 Shelter (homelessness)
 RBLI (exarmed forces) . Clarion (hearing impairments) . and RNIB (vision impairments). '1%' is consistent with previous flexible funding pots; and preserves an 'integration-first' approach to avoid duplicating local services. Participant need and service capacity will change throughout WHP. Our CRM, IngeusWorks, will give us unparalleled data to understand needs & intervention success; and ongoing PIM stakeholder engagement will build our knowledge of service gaps/shortfalls. This insight will enable our Head of Delivery to: • bring in new specialists to cover participant needs • track spend and effectiveness (e.g. by provider, locality, intervention type) via a dedicated cost-centre and report quarterly on spend and effectiveness (progress impact, SCM observation) to DWP to ensure transparency. A Participant Spend Fund will meet practical day-today needs (travel, childcare; training & clothing) and ensure participants are not worse off by attending WHP. This uncapped budget is driven by individual need, informed by data from 487000 journeys, and refined via CPA cost analysis.

WHP CPA Questionnaire

Employer Engagement

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

Your response should include a detailed description of:-

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

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

WHP CPA Questionnaire

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

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

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

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<u>1. Engaging employers to achieve more outcomes for participants:</u> Ingeus (and supply chain) provide high-quality recruitment and candidate matching, helping 3,084 people in the North West (NW) find work in 2016. Work:Connect employer engagement builds on best practice from our collective Work Choice (H&D), Work Programme (LTU) and Working Well (H&D/EA) services. Our 5-stage employer engagement strategy (1.1-1.5) includes: **1.1** *Targeting* employers most likely to employ participants: Appendix .1 is our list of the top 139 employers in this CPA for targeting in Year 1, to secure participant outcomes. Our segmented targeting approach engages: • Existing account managed businesses: Ingeus has identified 80+ key NW employers from current account managed businesses including the secure of NW participants) has relationships with 28 NW employers and commits to expanding this. Our regional employer services team has briefed employer partners about WHP, so we can capitalise on Day 1 opportunities. Key relationships include: Targeting in generate a secure of the secure of

Rationale: Leveraging

existing employer relationships, built on mutual trust/expenence of our quality delivery is critical to ensuring rapid outcome delivery from Day 1.• Employers who meet specific Participant needs: Our data/ experience show some sectors deliver proportionately more outcomes for some groups e.g. construction (ex-offenders) and logistics (veterans). Many employers have public commitments to improve job access for certain groups. We will target these employers; some are listed in Appendix 1. This includes Disability Confident employers (s.1.3); Mindful Employers positive about mental health (95 in NW e.g. (Ban the Box'-employers such as the properties of the second state of t

In providing jobs for specific groups increases the likelihood of vacancies aligned to participant needs. • Growth sectors: Work:Connect targets employers to exploit benefits of growth (i.e. jobs for participants). The Partnership Integration Manager (PIM) networks with stakeholders (e.g. JCP, Councils, LEPs, Chambers of Commerce) to develop market intelligence, horizon scan, and capitalise on CPA developments. Ingeus has met each NW LEP to understand sector and economic development priorities and agree how to connect WHP to local labour market (LLM) demand. The PIM will deliver ongoing LLM analysis and refresh employer lists, targeting those aligned to growth, and collaborate with employer-led boards to integrate delivery with i) business growth via strategic employer networking (e.g. Cumbria Chambers run 200 each year); ii) skills/employment initiatives (e.g. Liverpool City Region (LCR) Skills for Growth); and iii) Local Authorities (e.g. s106 regeneration schemes). Employer Account Managers (EAMs) convert this strategic integration into WHP jobs by systematic account management, targeting vacancies that are aligned to growth (S1.2). EAMs will target growth in key clusters e.g. LCR: big data analytics and cognitive computing

Lancashire LEP's 'arc of

prosperity': jobs created via £234m Growth Deal Investments (e.g. 800 from Blackpool regeneration). PIM/EAMs monitor macro-economic impacts e.g. Brexit affecting import/export and major ports, or the impact of potential reductions in migrant labour in the hospitality sector. <u>Rationale:</u> WHP participants (e.g. H&D, Veterans) will have a wider range of skills than traditional programmes cater for. This presents an opportunity to target a diverse range of employers, particularly those in growth sectors. Investment in horizon scanning and exploiting growth sector opportunities brings benefit to employers and participants. 1.2 Account Managing employer relationships to deliver repeat business: Our main offer to employers is a proven ability to supply motivated, job-ready candidates. This is why Work:Connect has 6 FTE dedicated EAMs directly managing

relationships (accounts) with medium/large employers to meet recruitment needs and place high quality participants into their businesses. EAMs: • systematically develop mutually beneficial employer accounts; • develop detailed recruitment specifications in sectors such as manufacturing and engineering (e.g. c.

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professional/finance services (45,000 jobs with 7,000 employers in Cheshire and · identify and obtain multi-Warrington LEP, e.g. vacancy and repeat business opportunities; • support job matching with participants and KWs, preparing candidates for roles; • provide post-placement support; • develop sector/employer-specific 'Candidate Pools' where pre-screening enables us to immediately provide participants for vacancies (a key benefit to employers looking to scale up or locate in the CPA). EAMs actively promote Work: Connect services to employers via: quarterly employer forums (with expert advice on topics e.g. Access to Work & Apprenticeships); sector-specific employer roundtables to share LLM intelligence (e.g. salary and benefits data, and recruitment trends); newsletters to share best practice and good news stories. Rationale: Ingeus' market leading approach to employer Account Management has seen our Employer Services Team deliver up to 52% year-onyear increases in their contribution to overall performance. Account Management builds trust, secures priority access to jobs for our participants and enables EAMs to successfully negotiate/flex job criteria to maximise vacancies. In NW WP, this has supported 990 (PG1&2 LTU) clients to find work in the last 12 months. 1.3 Engaging employers' hearts and minds. Our employer relationships are about long term partnerships and mutual interest. Work: Connect will change perceptions, look past health and focus on ability. It will inspire employer's: i) hearts, promoting the benefits of employing WHP participants and ii) minds, building longer term capabilities supporting better recruitment. As Disability Confident Leaders (Level 3), Ingeus and Pluss help employers unlock the talent of disabled people by: highlighting benefits of recruiting (at no-cost) from a pool of motivated, job-ready candidates, including the benefits specific to hiring disabled people (retention rates 10% higher for ESA); providing in-work IAG to help employers access funded support (e.g. Access to Work) (S3.2); running quarterly Disability Confident events to boost understanding of disabled talent. Keyworkers (KWs) also support employers to make adjustments (and boost outcomes) for other participant groups with specific needs, e.g. lone parents, ex-offenders (e.g. raising awareness of fair access to employment initiatives like 'Ban the Box'). Rationale: Engaging hearts and minds boosts outcomes for the H&D group. For Work Choice (WC) we delivered. Disability Confident training to 70+ employers and JCP staff helping them better attract disabled talent. This has supported high WC performance: Ingeus is ranked 1st nationally of 28 WC contracts for Sustained Job Outcomes. 1.4 Shaping opportunities through job-carving: KWs engage employers (especially SMEs) by job carving. They use knowledge of each participant to market them to employers, helping recruiters understand individual needs and create/tailor roles (e.g. start-times, tasks, reasonable adjustments; S2.1). Job carving benefits all groups with specific needs e.g. flexible working for carers. Rationale: Working Well (WW) for Greater Manchester Combined Authority delivers comparable levels of close working with employers (H&D/EA; 154% annual flows of NW WHP in 2016). SME Job Carving provides c.60% of jobs. We worked with Centre for Mental Health to develop KW Job Carving training, a key part of the Individual Placement & Support (IPS) model. The EOOLISE RCT (randomised control trial) in 6 European countries found clients were twice as likely to gain work via IPS. 1.5 Integrating Work: Connect with local brokerage to join up services for employers. Work: Connect integrates with existing provision, enabling us to match more clients to more employers by: • KWs operating (co-locating) in council locations (e.g. Liverpool City Council), providing participants/employers with joined up pathways; • via the PIM,

collaborating with partners on target growth opportunities and growth projects (S1.1) e.g. 16% growth forecast in construction in areas such as Preston & South Ribble, inc. A6 Broughton Bypass); • vacancy sharing arrangements with council-led job brokerage services (e.g. **Construction in areas such as Preston & South Ribble**, inc. and opportunities for participants). Integration provides all parties with wider pools of quality jobs and candidates and removes duplicate account management investment. To boost upskilling in work, we will integrate with skills providers such as Lancashire Skills Hub. **Rationale:** Integration maximises our ability to find work for individuals across the participant groups, removes contact duplication for employers and simplifies recruitment. Linking with economic growth projects boosts available job opportunities for participants across priority and growth sectors. Using local support (S3.4) we up-skill participants to drive in-work progress and increase earnings.

2. Tailored approach for different employers/infrastructure: Our 5-stage employer engagement methodology flexes to employer scale and sector. 2.1 SMEs: KWs source small-volume opportunities by engaging small business owners. They support SMEs to shape vacancies and tailor roles to participant capabilities/needs through targeted job carving. This involves educating SMEs about employing individuals with specific needs (e.g. mental health) or backgrounds (e.g. ex-offenders). Integration with local training providers enables access to external training for up-skilling (e.g. Apprenticeships) that SMEs might not afford in-house. SMEs benefit from face to face (and online) support from Work: Connect health professionals and Specialist KWs who provide consultancy to businesses with less-developed HR functions (e.g. flexible working policies), and in-work IAG. 2.2 Local large employers: EAMs: • engage target employers at the right level (e.g. HR Directors) to identify multi-vacancy opportunities and target our end-to-end offer (i.e. upskilling, onboarding, in-work support); • are a single, trusted point of contact to understand recruitment and retention needs, building these into a bespoke package of support; • tailor agreements to suit employers with different infrastructure and needs, including engaging supply chains of large construction employers (e.g. and working with preferred recruitment partners of contact centre employers such as

and working with prevened recruitment partners of contact centre employers such as 1.2.3 Different sectors: Our offer flexes to sector needs: • offering out-ofhours telephone/online IAG for employers/employees in logistics or food production where early/late shift work is prevalent; • KWs encourage soft skill progression (via Open Badges (3.4)), valued by employers in customer-facing sectors e.g. retail and hospitality; • for rapidly growing sectors, EAMs build Candidate Pools (4.3) in target sectors e.g. Advanced Manufacturing (Lancashire LEP) and Tourism (Cumbria LEP) to prioritise work-ready WHP participants for these jobs.

3. In-work support & promoting up-skilling: 3.1. For participants: Our in-work offer is personalised to each participant's specific needs. All pre-work support (face-to-face, telephone, digital) is also available in-work. KWs conduct Pre-Work Assessments to determine review frequency (min. monthly) preferred communication method and in-work support interventions. Participants access *IngeusHub* for 12 months following programme exit, enabling ongoing learning and up-skilling. Since 2010, tailored in-work support helped 57% of Ingeus' WC clients achieve 6 months' unsupported work. Informed by the Pre-Work Assessment, participants receive in-work support by their KW (i.e. vulnerable to drop-out), and/or by Client Liaison Offers (CLOs) who deliver out-of-hours telephone/online support. **3.2 For employers:** To maximise outcomes, we provide:

• Health support: Senior Health Practitioners: support employers to make adjustments for condition management (proven by Business Disability Forum (BDF) to reduce sickness absence by up to 27%); provide information to de-stigmatise mental health conditions; provide healthy workplace consultancy; conduct site visits to identify workplace adjustments (cited as essential by 50% of disabled employees, BDF); support Access to Work applications; • Crisis Management: Health professionals and KWs will

rapidly mobilise to support participants in crisis, (e.g. health, housing or debt / budgeting issues) and intensively support employers to keep participants in work; . Information, Advice & Guidance: health professionals will co-deliver quarterly Disability Confident events to inspire and support employers to become Disability Confident; provide IAG on reasonable adjustments; and provide access to the BDF hotline. 3.3 For the selfemployed: KWs and specialist Self Employment Keyworkers (SFEDI-accredited) provide in-work support during early trading e.g. mentoring, running workshops (e.g. Managing Cashflow/Tax Returns), and facilitating 'business exchange' sessions in hub offices, encouraging networking amongst self-employed participants. Minimum of fortnightly appointments continue until the business generates enough income for participants to achieve outcomes. 3.4 Promoting up-skilling: We support progression in-work/up-skilling by: • continued availability of KW appointments and online learning e.g. "Influencing Skills' . Pearson 'Open Badges' soft skills training, providing evidence of achievement of the skills valued by employers (e.g. teamwork /timekeeping) . Referral to skills partners for ESOL; Basic Skills; work-focused training e.g. ICT Skills at 1.1.14 Liverpool's Adult Learning Service. Ingeus' Skills Division will advise employers about the Apprenticeship Levy, enabling them to customise in-work training (we delivered 2,000+ Apprenticeship pathways for employers in 2016).

4. Mapping Participant needs to LLM opportunities: 4.1 Participant assessment / informing participants about the LLM: We will assess participants against our Progression Framework, establishing their progress towards work. Looking at individual needs (MyLife, MyHealth, MySkills, MyWork), KWs will support them to identify realistic job goals, mapped against the LLM. This means jobs participants want, can realistically get and that exist in the LLM (informed by PIM insight (S1.1) e.g. supporting LCR Skills for Growth initiatives. Assessments will also enable EAMs to target vacancies linked to goals. KWs will further map needs to the LLM by broadening job goals through our 'Jobs You May Like' tool. This exclusive job-matching tool, developed by ingeus with Edinburgh University, generates lists of: • jobs found by people with similar goals • and jobs needing similar skills (to show participants how transferable their skills are to new sectors). An RCT with WHP-eligible clients showed a 70% increase in interviews secured. 4.2 Showcasing soft skills: 97% of employers see soft skills as critical (Development Economics, 2015). KWs use 'Open Badges' to reward/record progress in 10 soft skills (e.g. communication skills sought in 34% of all Cumbria job postings in April 2017, CIO). Ongoing LLM analysis/employer engagement will enable us to co-develop new Badges with employers to ensure participants have the right skills. 4.3 Preparing participants for work through: General employability via 5 levels of F2F/group/online modules including (1) CV Workshops, (2) Benefits of Work, (3) SMART Goals, (4) Cover Letter Peer Review, (5) Speed Interviews. Sector-specific employability: EAMs work with KWs to identify and pre-screen job-ready participants (into Candidate Pools) putting participants forward for vacancies as they arise. Business-specific employability: scale applications/interview preparation and co-design of pre-work assessment routes for a single employer, e.g. for

5. Chailenges faced by NW employers and sectors: All identified challenges can be addressed by working closely with employers. Three most commonly cited challenges were: Challenge 1: skills gaps. NW employers/stakeholders told us recruiting enough people with the right skills for jobs in key growth sectors is a key challenge (e.g.

(Cumbria LEP) cited skills shortages in Cumbria's manufacturing industry). In Cumbria, manufacturing contributes >£2bn of GVA and accounts for 20,000 jobs. This shortage is compounded by a rapidly shrinking working-age population, falling by 1,500 – 2,000 p.a. We will work with employers to identify skills gaps, refer participants to relevant training (e.g. via 17 in-principle agreements with local colleges/training providers) and develop a Manufacturing Candidate Pool of pre-screened, job-ready and

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up-skilled participants. Challenge 2: improving employer confidence around health/disability. The NW contains 3/5 areas in England with the largest disability employment gap: Liverpool (44.6 percentage points), Knowsley (42.5) and Blackpool (42.5). At a provider roundtable told us some employers report reticence about employing people with mental health issues. As a Disability Confident L3 Leader, we will work with employers to meet this challenge by using job carving methodology, supporting them to tailor roles for participants with health conditions / disabilities. We will promote our disability confident toolkit (co-designed with BDF) to our NW employer network to support confident hiring decisions. Challenge 3: poor understanding of key opportunities. NW employers highlight poor understanding of local growth sectors result in many people making careers/skills choices misaligned to future opportunities (e.g. SuperPort and the visitor economy). This is particularly acute for young people and those changing career. We will work with employers to address this by promoting specific opportunities via multiple channels. Our Digital Content Manager will collate existing information (e.g. LCR's Jobs for Tomorrow video guides) and develop new content for IngeusHub, showcasing opportunities in growth sectors. 6. Previous successful engagement with NW employers (Contract: WP: Scale: 285% annual flows of WHP; Scope: H&D (PG6). LTU, EA) 6.1 The Contact Company (TCC) in Birkenhead: Background: TCC has become one of the Wirral's leading employers (1,500 staff). Our EAMs engaged TCC at a networking event by Wirral Small Business Stars. Rationale: TCC had the appetite to grow but needed a guicker, more effective way to recruit large numbers of job-ready participants. Our EAMs discussed our approach to motivating and preparing WP clients for work and how we could tailor this for TCC. Success (participants): We worked with TCC to understand staff roles and benefits, enabling us to showcase TCC to clients. We built a bespoke end-toend process inc. pre-screening, interview preparation and in-work support. We placed 400 clients into work. Success (TCC): Our partnership helped to solve TCC's recruitment challenge and was bolstered by commissioning local training provider, academyONE, to deliver a TCC-specific training academy for Ingeus clients to prepare them for TCC vacancies. Lessons learnt for WHP: Forging strong account management links can: generate suitable vacancies for participants • enable us to help employers adapt recruitment/retention processes to better support participants • and provide opportunities to educate employers about the untapped talent of participants with multiple barriers. 7.2 Stocks Hall (Skelmersdale): Background: i2i (delivering 6% of KW services) have worked with Stocks for 2+ years. Stocks are a family-run provider of elderly care services, and an IIP Gold Award business. Rationale: Despite paying competitive wages . and offering better terms than their industry (e.g. 35-hr contracts), Stocks struggled to attract the right calibre of applicant. i2i (like all Work: Connect partners) target employers who offer attractive Ts&Cs (to drive sustainability) but may experience difficulties filling vacancies. Success (participants): After mapping requirements and approach, [2] highlighted that Stocks' candidate attraction approach could be widened to target more disadvantaged groups by adopting greater flexibility in Ts&Cs (e.g. job carving). As a result, i2i has supported 20 clients into roles with Stocks. Success (TCC): i2i supported Stocks to address their recruitment and retention challenges (achieving 90% job sustainment) and supported them to access wider funding (e.g. adaptive work equipment for employees with disabilities). Lessons learnt for WHP include: • the benefits of targeting high quality employers in industries with recruitment challenges • job carving impacts significantly on successful outcome delivery • proactive, responsive in-work support builds trust in responsive employer/employee support.

WHP CPA Questionnaire

Quality Management and Assurance of provision

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

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

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

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

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

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

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Work: Connect is the operational delivery by Ingeus and our supply chain (SC) (4 endto-end and 10 specialist partners) of a high-quality, consistent WHP service for the North West (NW). Our Quality Management Framework (QMF) is Ingeus' proven business-wide system that has supported our consistent achievement against industry standards e.g.: a "Strong" grade in our 2017 Provider Assurance Team (PAT) Review, commending our "robust management processes to ensure service delivery quality"; and our 92% market-leading DWP Merlin Overall score. Adhering to our QMF, we have created a NW WHP specific 'Framework for Excellence' tool to embed a consistent high quality experience for all NW Participants. This Framework reflects WHP. specifications and Work: Connect's 10 Customer Service Standards (CSS), and translates all standards into Work: Connect role-specific Key Performance Indicators (KPIs), underpinning and driving a consistent high-quality service from Day 1. 1. Monitoring/managing provision of guality to meet WHP standards: Ingeus' caseload management system IngeusWorks underpins our approach to monitoring quality, via robust data capture and analysis. Work: Connect staff use IngeusWorks to monitor the entire participant journey: tracking strengths/barriers; engagement; progression; CSS compliance; activity; and outcomes. The QMF assigns responsibility for monitoring/managing quality across 4 levels, pinpointing responsibilities to balance local flexibility with corporate accountability. Level 1 (Local): Team Managers (TMs) (Ingeus/supply chain) monitor local, site-level service quality by Keyworkers (KWs) via: • real-time caseload analysis (e.g. using IngeusWorks) • direct delivery observations • reviewing in-work engagement. TMs conduct formal fortnightly reviews ensuring all staff adhere to the Framework for Excellence as well as regular informal catch-ups to drive a consistent quality focus throughout. Participant feedback/complaints and stakeholder/employer feedback are also monitored and managed at a local level. Level 2 (Contract): TMs report to our Head of Delivery (HoD) who manages the NW contract and associated Framework for Excellence. The HoD will review MI weekly and hold monthly reviews with TMs. For assurance, they will visit each delivery site (including co-located) minimum guarterly, announced and unannounced, to observe delivery and spot-check participant records. Our Supply Chain Manager (SCM) provides updates to the HoD through monthly reports and quarterly formal review meetings. Level 3 (Division): Our HoD reports to our Employability Director, who holds divisional responsibility for monitoring and managing quality across multiple contracts. Monthly reports from the HoD include Framework for Excellence compliance, providing divisional oversight of NW WHP quality. Quarterly formal divisional reviews cover performance against all guality measures, evidencing and agreeing improvement opportunities. Level 4 (Enterprise): At a UK business level, our Managing Director, will hold overall accountability for monitoring and will conduct formal monthly reviews of managing WHP quality. Division.

scrutinising performance and quality objectives **service** receives all internal audits directly, from a Compliance and Audit Specialist, ensuring appropriate separation of audit and operational reporting. 2. QMF process to ensure staff quality across the entire CPA: • Recruitment: Our

consistent staff job descriptions (JDs) draw on learning from Ingeus' and supply chain partners' experience of recruiting outstanding people to fulfil our vision for WHP. E.g. KW JDs require applicants to demonstrate experience of working with people with multiple needs (including disabilities / health conditions). All Health Advisors must be trained to NHS/PHE standards • Induction: Work:Connect staff complete a 3-month Induction Programme, co-designed with disability experts, Pluss and reviewed by the Institute of Employability Professionals (IEP). It includes specific modules linked to the *Framework for Excellence* to set clear quality/consistency expectations from Day 1 (e.g. *Local Service Integration*, providing KWs with the skills/networks to give

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Participants equal access to local support). • CPD: All staff will have annual refresher training to support quality/service improvement. CPD is targeted to address line manager-flagged issues and is personalised. CPD includes access to: 100+ professional courses on *il.earn*; IEP-accredited content via Ingeus' affiliation; as well as coaching/secondment opportunities. • KPIs: To promote consistency *Work:Connect* staff will have role-linked objectives flowing from the *Framework for Excellence* (e.g. KW targets include: participant engagement; satisfaction; job outcomes; and outcome parity). TMs will assure KW performance at formal fortnightly reviews (e.g. monitoring outcomes for different customer groups). • Performance: Managers use our *Performance Excellence Framework* (PEF), with 68 performance standards to reliably assess the quality of staff delivery. Resources supporting the PEF are maintained in the Ingeus Resource Hub. Line managers conduct formal and informal reviews and use individual Performance Improvement Plans (PIPs) with staff where issues are flagged. PIPs include measures to improve quality within agreed timescales, e.g. retraining or job-shadowing high quality delivery.

3. Ensuring the frequency and appropriateness of engagement across the CPA Our analysis shows that doubling monthly engagement increased job starts by 24% for WHP-eligible clients. That is why our service is designed for high levels of interaction and why we quality assure interventions for consistency to drive outcomes. Participant assessments (initial/ongoing and captured on IngeusWorks) provide detailed individual information about each participant, enabling personalised, appropriate engagement. Frequency: As part of action-planning, KWs and Participants agree a personalised schedule of frequent, multi-channel engagement. Across the CPA, all participants will have a minimum 60 minutes 1:1/face-to-face KW engagement per month (checked using automated IngeusWorks exception management reports); and typically, 120 minutes' additional support (face-to-face/telephone/video). The NW geography presents barriers to engagement, particularly in isolated coastal/rural areas (e.g. Eden, Cumbria). That is why our delivery strategy includes: • co-location agreements (e.g. semi-permanent desk space) to work together with 18 key partners (e.g. Moore Skills, Cheshire) • 55 identified outreach sites (e.g. Penrith Parish Centre) • and dedicated mobile KW time to support engagement (e.g. 90% of KW time in Cumbria vs. 10% in Liverpool). The quality/consistency of engagement is checked by KWs, weekly, via IngeusWorks, red-flagging participants where engagement activity is due - prompting KW contact (e.g. phone/ SMS). Frequency at a caseload-level is monitored by TMs in reviews and our Head of Delivery will use monthly IngeusWorks data to monitor CPAwide engagement. Appropriateness: 90% of WHP-eligible clients in focus groups said choice "impacts heavily" on engagement. Work: Connect empowers participants to agree appropriate engagement with KWs, enabling choice of what, how and when they access services (within minimum levels). Engagement schedules are captured on individual Progression Plans. KWs and participants monitor these plans to ensure appropriate ongoing engagement. TMs and external partners (e.g. Centre for Mental Health) will observe delivery to monitor/quality assure engagement. In-work support engagement will be informed by participant need (e.g. out-of-hours telephone support is appropriate for some participants to fit around work patterns). Participant feedback about unsuitable engagement will feed into CPA analysis for management action. 4. Managing and ensuring the quality and consistency of delivery by third parties Ingeus and supply chain will operate under the Work: Connect brand. We have codesigned this service and the shared Framework for Excellence sets the Work:Connect quality benchmark. We will use a single caseload management system (IngeusWorks) to ensure data consistency and enable CPA quality management and assurance.

Ingeus' dedicated Supply Chain Manager (SCM) manages sub-contractor quality using our Supply Chain Management Framework (SCMF) that incorporates QMF and

Framework for Excellence requirements. The SCMF provides WHP-specific quality expectations as well as tiered actions/tools to flag guality risks/issues and address underperformance. Our SCM assures quality through weekly MI reviews (including CSSs), formal monthly reviews and quarterly partner site visits for observations/audits. Our SCM also monitors IngeusWorks data by provider, comparing like-for-like delivery (e.g. the same participant group) to inform continuous improvement. Ingeus' Corporate Internal Audit Team supports this by conducting Delivery Partner Assurance Reviews. Our practices are Merlin-recognised as providing "effective approaches to monitor the quality of delivery and customer experiences in the supply chain". IngeusWorks data, Smart Survey feedback (S6); Progression Plan resilience scores (S8) and observations /quality assurance visits by our Partnership Integration Manager help us to monitor the effectiveness of interventions from specialist partners. We will use our Theseusdesigned CRM system to share data with stakeholders to show how investment / interventions support participants to achieve health/employment outcomes. 5. Continuously improving the guality of delivery consistency across the CPA Continuous Improvement: During live running Work: Connect gathers evidence from: participants (S6)
 staff (e.g. via Splash!, our online innovation platform to enable idea-sharing) • stakeholders/employers (via Partnership Integration Manager engagement) • supply chain partners (e.g. Partner Forums) • and IngeusWorks' warehouse of intervention impact data. Our Performance Excellence Manager (PEM) works with local teams to continuously improve service quality through: • Performance Improvement Plans (PIPS) at an individual/site/supply chain level (using the PEF) . working with strategic partners (e.g. Pluss) to co-design/trial/rollout of CPA-wide training • bringing in new partners via our Community Investment Fund (CIF) to ensure our supply chain "evolves to meet the changing needs of customers" (Merlin). Capacity building for end-to-end partners will be done through: • leadership/ management training to build long-term capabilities • bid support for partners to secure additional funding to enhance WHP customer journeys . and shared service support to reduce overheads and enable partners to capacity-build frontline delivery. The CIF seeks to preserve the 'integration-first' approach to meeting broader participant needs. Head of Delivery/SC partners will be empowered to use the CIF (and report on effectiveness and spend to DWP/DDA) to build capacity by: • funding secondments of third-sector specialists into delivery • increasing spend based on performance • and bringing successful community sector delivery to new areas, increasing CPA coverage. Sharing best practice to drive consistency throughout Work: Connect and across the CPA happens via: • consistent training/CPD for all staff (e.g. via iLearn, our supplychain wide virtual learning environment) • joining local forums for key competencies to learn from wider stakeholder networks (e.g. NW IEP) • Schwartz Rounds: structured forums for cross-CPA staff to discuss key aspects of the participant experience (e.g. care/compassion) • refreshing our Framework for Excellence tool to reflect observed/verified best practice quality delivery and cascading this across the network. 6. Our procedures to obtain and proactively act on participant feedback: We have designed a 'closed loop' feedback model to enable an agile, proactive response to individual participant feedback and to drive continuous improvement across the CPA. We use 'Smart Survey' to enable instant feedback via multiple channels, 24/7, and at specific points including: • post-intervention (e.g. SMS 'rating requests' or on-site suggestion.boxes) ... post-digital support (e.g. short online satisfaction survey) ... open questions at all KW review points (e.g. "How useful did you find the activity?") • 15-20 minute annual surveys (via IngeusHub (Participant Portal) / email) • and targeted focus groups. Smart Survey has an in-built 'Net Promoter' function that enables us to gain evidence specific to an intervention delivered, driving targeted actions, e.g. engagement activity, in response. To embed consistency across Work: Connect,

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participant satisfaction will form part of reward and recognition for all staff. Our PEM will work with teams to respond to feedback, e.g. trialling/assessing the impact of new services (e.g. via changes in Net Promoter scores for interventions). We will publish participant feedback in our annual Work: Connect.' You Said, We Did' updates. 7. Our procedures to handle complaints, and act on findings: Our commitment to continuous improvement includes responsive action to address individual participant concerns and pan-programme service improvements. A single complaints process will apply across Work: Connect. KWs will explain the process during initial appointments. The process is prominently displayed at delivery sites, in promotional material and on IngeusHub. Participants can make complaints to KWs or Managers, who will aim to resolve them immediately and informally. If not possible, they will support participants to make a formal complaint (writen/phone) to our Central Complaints Team (CCT). The CCT logs the complaint and acknowledges it within 3 days, providing a full response in 10 days. Our CCT provides impartial decision-making, with an average closure time of 4 days (84% reaching conclusion within 7). Unresolved complaints are escalated to our corporate Customer Relations Manager, (acknowledge in 3 days, respond in 15). If the complaint remains unresolved, participants will be supported to escalate to the Independent Case Examiner. Participants can make complaints to supply chain staff or directly to our CCT. Complaints data feeds into quarterly service design reviews led by the HoD to enable us to 'design-out' any recurring dissatisfaction with service. 8. Accurately tracking and monitoring the progress of each participant: Each participant will have a target return-to-work date and a personal Progression Plan to support their journey towards work. These will be updated on IngeusWorks to reflect activities completed, milestones achieved and progress made to provide an 'at any given time' view of how close the participant is to moving into work. KWs will intervene where this return-to-work date slips. IngeusWorks provides KWs/TMs with a real-time dashboard of progress at an individual, caseload, locality, cohort, SC-partner and CPAlevel. Ingeus has designed an end-to-end Progression Framework to track and monitor participant progress across 4 holistic, interrelated areas of focus: MyLife; MyHealth; MySkills; and MyWork. The output of 2x one-hour initial assessment sessions will be a visual resilience indicator of personalised needs/strengths on a 0-6 rating across these 4 areas. Participants self-assess their progress on this scale at monthly reviews and quarterly 'deep-dive' reassessments, providing a participant-owned progress measure. KWs use a range of objective tools to monitor progress, including for example: • securing a tenancy (MyLife) • the EQ-5D-5L, "arguably the most well-known and commonly used generic measure of health status internationally" (EJHE), to measure improvements in health (MyHealth) • Apprenticeship enrolment (MySkills) • and 'Candidate Pool' assessments to assess participant job-readiness (MyWork). 9. Proposals to avoid adversely affecting other contracts: Our implementation team is ring-fenced for WHP mobilisation to avoid adversely affecting existing or recently won contracts. We have appointed las Mobilisation Director and our NW Head of Delivery will be in place for implementation to ensure delivery readiness from Day 1. We have conducted robust due diligence on our supply chain's ability to implement, reviewing: • track record/resources impacting capacity to mobilise at scale without affecting existing / future contracts • implementation plans to ensure they are achievable • quality management systems (e.g. Pluss' 2014 Provider Assurance Team. (PAT). report found evidence of "effective controls to improve service quality"). This 'protected team' approach will smooth contract implementation. Ingeus has a proven track record of achieving this (e.g. in 2011 Ingeus set up 7 Work Programme contracts, mobilising 917 staff, 50 offices and 97 supply chain partners for Day 1). We received a "Strong" PAT Review, outperforming competitors in year one in all 7 contracts.

WHP CPA Questionnaire

Supply Chain (a)

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

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

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

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

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

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

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Our Work:Connect delivery model for the North West (NW) integrates direct delivery by Ingeus with our supply chain of 4 end-to-end and 10 specialist partners. In choosing the right partners for the NW, we applied proven practices praised in our Merlin Report (MR), where we achieved an industry-leading 92% for our supply chain approach.

1. Choosing the right supply chain for day one delivery in the NW

1.1 Identifying local participant needs and service gaps: We conducted research to

 identify participant needs (analysing 67,000 NW WHP-eligible journeys; focus groups in Liverpool/Preston)
 understand priorities (reviewing all 4 LEP, Liverpool City Region (LCR) and 13 upper tier LA strategic plans)
 and map service ecosystems (engaging stakeholders to identify gaps). Examples of identified need include:
 mental health in Cumbria (e.g. IAPT waiting times 75% higher than NW average.)
 physical disabilities in Cheshire
 parity of access/outcomes in Lancashire.

Lancashire Skills Hub, emphasised disparity in performance across the County • and skills shortages in LCR (e.g. 15.9% have no qualifications vs 9.5% NW average, ONS). 1.2 Choosing our NW supply chain: Based on this analysis, our NW partnership team engaged 250+ local providers via events and 1:1 engagement. Underpinned by our "excellent" approach to choosing partners (MR: 100% for Supply Chain Design), we conducted robust due diligence to evaluate partner capability and experience to take referrals from day one and meet the totality of contractual services, including WHP Critical Success Factors (CSFs). We reviewed: • organisation (culture/values) • performance with WHP customer groups (CSF-1) • local infrastructure/capacity to integrate (CSF-2) • commitment to achieving local priorities (CSF-3) • and quality. 1.3 Selection rationale: Our four end-to-end partners were chosen based on: A) Pluss were ERSA's Disability Employment Provider of the Year 2016 due to their exceptional performance and specialist capabilities; have supported disabled people for 45+ years; and employ 500+ staff. We formed a strategic alliance in Sept-16 to: • codesign support for H&D participants • embed their disability specialism in the heart of Work:Connect • and help them develop a detailed implementation plan for setting up and integrating in the NW, including establishing an extensive delivery infrastructure of two proposed sites and 25+ co-location and outreach centres.

<u>B) Bootstrap:</u> Operating in east Lancashire for 30yrs and employing 140 staff working from six centres and outreach sites, Bootstrap: • have a proven track record of local performance (May 2017: 274% vs. 244% DWP stretch target for PG6b clients) • are integrated in local communities (e.g. existing partnership agreements with Blackburn & Darwen Community MH Teams and Sanctuary Housing Group). • and align delivery to local priorities (e.g. via membership of strategic partnership's including SELNET).

<u>C) Halton Borough Council (HBC):</u> As a member of LCR Combined Authority, HBC: are fully integrated in LCR's service ecosystem (e.g. their Divisional Manager chairs the Halton Employment Partnership) • input directly into local priorities (e.g. give the Halton context to LCR sub-groups for health, skills & employment); • lead on future complementary provision such as '*Households into Work*' • and are our highest performing subcontractor on WP, May 2017: 179% vs. 160% stretch target.

D) inspire2independence (i2i) deliver successful DWP/ESF programmes across Lancashire. They: • integrate effectively with local services (e.g. by setting-up a 'Health Knowledge and Support Bank' of 30 specialists); and employers (e.g. in Blackpool to support the seasonal nature of opportunities) • have strategic relationships with LAs, <u>LEP-Employment-&-Skills-leads and JCP-e-and have supported 70,000 LTUs, H&D</u> clients and other disadvantaged groups (e.g. ex-offenders) since 2005.

1.4 The size of our supply chain on day one: Work:Connect is a blended direct and supply chain model to deliver all contractual services. Ingeus delivers the end-to-end journey for 59% of participants; and our 4 partners for 41% (• Pluss: 21% • Bootstrap: 11% • i2i: 6% • and HBC: 3%). Participant need analysis and stakeholder engagement

has also informed the size/composition of our day one <u>Community Investment Fund</u> (<u>CIF: Section 2.7</u>) specialist supply chain. For example, 46% of LCR single parents are not in work. Our CIF partner, Gingerbread, will deliver support for lone parents, and a further nine specialists will help meet similarly critical needs from day one: • Clarion (hearing impairment).• Cruse Bereavement • Turning Point (mental health and substance misuse) • RNIB (vision impairment) • RBLI (ex-armed forces) • Shelter. (homelessness) • Intuitive Thinking Skills (behaviour change) • Right 2 Write (learning impairments) • and Strawberry Fields (self-awareness/lifestyle).

1.5 Contingency planning for partner withdrawal before contract start: Our premobilisation planning includes: due diligence to examine partner readiness to deliver (e.g. assessment of cash flow); agreeing Heads of Terms at CEO-level to ensure governance sign-off; reviewing individual implementation plans for risks of withdrawal. In the event of partner (end-to-end or CIF specialist) withdrawal, our Contingency Plan (e.g. staff and estates transition planning) could include: • using a pre-identified, 'like-for-like' provider from our Partner Network which includes 191 providers covering all NW geographies • and/or expanding the delivery remit of a neighbouring partner.

2. Managing and refreshing our supply chain throughout the contract term

2.1 Merlin standard: Our MR praised our "well-developed Supply Chain Management Framework (SCMF)" that sets out our contract management practices for supply chain members. Our approach abides by the Merlin Standard, and Ingeus is the only prime contractor to achieve an "excellent" score in all four principles: • Design (100%): We work with partners "from all disciplines" (MR) to design integrated, holistic support for WHP customer groups. We are establishing a Partnership Board for Work:Connect partners to meet quarterly to discuss challenges and co-design new services. • Commitment (90%): On contract award, subcontracts will be consistent with agreements made prior to bid submission, and contain agreed, fair and proportionate funding models. • Conduct (88%): Our expectations of supply chain partners are clearly defined in our KPIs & Customer Service Standards (CSSs). Our dedicated NW Supply Chain Manager (SCM) will support, performance manage and motivate partners (Sections 2.2–2.4). • Review (90%): Ingeus has "effective and inclusive processes to support continuous improvement" (MR), which include the use of quarterly Self-Assessment Reviews owned by supply chain partners.

2.2 Supporting our supply chain: Ingeus will provide all partners with extensive support and delivery materials from day one. This includes a complete participant digital support channel, *IngeusHub*. Our SCMF details "*support mechanisms*" (MR) such as: • a dedicated SCM • shared services to reduce overheads (e.g. PRaP referral management; self-billing functionality) • a training/CPD offer including: our induction programme accredited by Institute of Employability Professionals; 200+ accredited programmes on *iLearn*; and 'Leadership & Management' training to build long-term leadership capability • best practice sharing across Work:Connect through continuously updating *IngeusHub* with new content/tools; and enabling staff to learn from each other via our online community, *Splashl* • subject matter experts to support partners to manage incidents, concerns and events (e.g. Information Security) • and capacity-building (e.g. supporting supply chain business development).

2.3 Performance managing our supply chain: Ingeus' established CRM system, IngeusWorks, will drive data collection/analysis to continuously improve services. Equipped with real-time data, our SCM: • supports partners (c.5brs/week) with: referral, /resource forecasting and change management • monitors/measures performance on a weekly, monthly and quarterly basis (based on WHP requirements, CSSs and tender commitments) including monthly and quarterly review meetings (usually face-to-face) • observes delivery monthly and identifies triggers predicting underperformance (e.g. attendance; job start forecasts). Where service/outcome parity is a concern, further

support includes: additional reporting; Performance Excellence Manager site visits; shadowing high-performing partners; and refresher training. Our *"clear performance management process (PMP)"* (MR) to address underperformance requires partners to provide a Performance Improvement Plan (PIP) within 5 working days of a formal PMP meeting detailing causes; time-bound actions; and additional support needed (e.g. training/root-cause analysis). Our SCM monitors performance against the PIP daily, with a scheduled formal review based on agreed timescales (e.g. 30 days). In the event of continued/deteriorating performance, our SCM will escalate to the UK Employability Director who has authority to reduce contract size via market share shift (Section 2.4); or terminate the contract, replacing the partner with a 'like-for-like' provider.

2.4 Motivating and incentivising our supply chain through: • target accelerator payments to incentivise and reward high performance (replicating DWP incentives) • using DWP best-practice market share shift (including in areas delivered by Ingeus) to move referrals to partners performing best; and limit/stop flows to providers below target
• and quarterly analysis of *IngeusWorks* data on the impact of specialist partner inventions to drive targeted CIF spend (Section 2.7). We highlight high performance by publishing monthly comparative performance information; holding celebration events; making nominations for ERSA awards; and inviting high-performing partners to present best-practice to the Work:Connect network at our guarterly Partnership Board.

2.5 Providing open-book visibility of sub-contractor costs, margin and profit: Ingeus will mirror the terms of our DWP WHP contract with all end-to-end partners to facilitate open book accounting and financial transparency. Ingeus agrees to Cabinet Office guidance on Open Book Contract Management and will attend annual contract reviews to share information on sub-contractor costs, margin and profit. We will provide a full breakdown of our management fee to our partners to demonstrate value and our fair and consistent fee approach. At formal quarterly review meetings, partners report on the financial performance of their contract against individual forecasts and budgets.

2.6 Ensuring continuity of provision within the supply chain: Our SCM manages risk in our supply chain, and maintains a contingency plan for end-to-end partners. In the event of necessary changes to the network, we maintain a reserve list of organisations pre-assessed against WHP requirements. All have passed initial due diligence to enable rapid engagement to maintain provision. Where required, we will replace partners with 'like-for-like' provision to maintain consistency. For example, in Q3 2015, *Learndirect* were unable to continue to deliver for PG9 customers in Cumbria. To achieve a smooth transition, Ingeus expanded the delivery of The Conservation Volunteers (TCV), a local charity with a proven record of supporting ex-offenders.

2.7 Engaging specialist providers to meet changing needs and service capacity: We know participant requirements and local service capacity to meet them will change throughout WHP. We are thus ring-fencing 1% of revenue into a flexible Community Investment Fund (CIF) to buy-in specialist support, on a fee-for-service or minimum referral basis, to meet emerging participant needs. '1%' is consistent/higher than previous funding pots; and preserves an 'integration-first' approach to avoid duplication. IngeusWorks will give us unparalleled data to understand needs, and Partnership Integration Manager-led stakeholder engagement will build knowledge of service gaps/shortfalls. This insight will enable each end-to-end Work: Connect partner to use their CIF budget to bring in specialists to meet changing needs/service capacity. Effectiveness will be measured via participant feedback/progression and SCM observation of customer experience. Spend (e.g. by provider, locality, intervention type) is tracked via a dedicated cost-centre for reporting. Our Head of Delivery will report quarterly on spend/effectiveness to commissioners (e.g. DWP/LCR) to ensure transparency. This builds on our practice of empowering local managers to "evolve services to meet the changing needs of customers" (MR).

Humani Resources Recruitment & Training

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

Your response should include:

 A clear explanation of how you will ensure the staff deployed/recruited on WHP will have relevant skills or experience, covering all customer groups. How you will ensure you and your supply chain partners are consistent across the whole supply chain and how you will ensure all staff are trained to an appropriate standard.

 Minimum and maximum caseload per advisor including a rationale for why this is considered appropriate against your delivery proposal, from day one and through the life of the contract.

- The number of existing staff and those who will need to be recruited through the life of the contract, for you and your supply chain (where applicable).
- A clear description of how you, and your subcontractors, will recruit, train and retain staff to ensure effective delivery of this provision and satisfactory performance from the start of the contract and throughout its lifetime.
- A clear explanation of how you, and your subcontractors, will manage sickness absences and annual leave during peak times, including contingency arrangements for managing the absence while maintaining the quality of service delivery and performance levels.
- How you will manage your staffing level as volumes of participants increase and decrease over the life of the contract.

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

Please complete Appendix 4 to provide human resource details.

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

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

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Work:Connect (Ingeus and SC) will require a peak total of (May-20). 87% of FTE will be participant facing and 13% will fulfil managemenvadministration roles, Our evidence-based staffing model (Annex 4) features: • A Keyworker (KW)-model (FTE): KWs differ from employment advisors as they work more holistically and integrate customer journeys with local public/community-sector support. This model is based on Ingeus' Working Well (WW) service in Greater Manchester, the largest integrated work and health KW service in the UK (6,599 WHP-eligible participants in 2016 [Additional Assurance Report point 4]). We will have KWs over contract lifetime in order to achieve average caseloads of 63:1 (min. 28:1, max. 83:1) The max. figure allows for short-term fluctuations i.e. localised referral spikes). Work: Connect is designed to maximise participant service touchpoints, as this is the strongest driver of performance (24% higher job starts for those engaging 4x month vs. 2x month). Linear Regression analysis (487,000 WHP-eligible client records) shows optimum job start . performance is achieved by caseloads of 50-75. Below this range, performance gains diminish (e.g. EQOLISE RCT found 25:1 Caseload IPS provision achieved 47% day one job starts, which would deliver insufficient outcomes for WHP) • A Personal Support Team FTE): is our investment in wider professionals to increase the diversity of specialist support our participants receive in order to drive progress (e.g. Employer staff, health professionals, Hub Guides, Engagement Adviser, Client Liaison Officer). This ensures each participant receives specialist wraparound support throughout their journey to work and an average pre-work front-line participant/staff ratio of 39:1 - An agile staffing solution: mapping the needs of WHP participant groups against NW service availability illustrates great variances in the local support available. Our staff therefore: i) are more mobile: delivering outreach and multi-channel (e.g. telephone/video) services to increase accessibility ii) increase specialist support: e.g. specialist KWs trained to meet local service/capability shortfalls (e.g. mental health in Cheshire); and iii) are more integrated: multi-agency working is a requirement of all employer, participant and health specialist staff roles to ensure we utilise existing resources and provide a coordinated, holistic service. :. Consistency across our supply chain (SC) - SC partners adopt Work: Connect staff skills requirements, recruitment and training processes outlined below. Our due diligence assessed their ability to ensure CPA-wide parity of appropriately trained staff. 2. Recruitment - Ingeus and SC partners have existing high-performing staff who can (due to declining flows on existing programmes) transfer at different points through the life of the programme. This ensures a strong start to WHP. In total, each partner will employ a total of FTE over the contract lifetime existing/ new recruits). Ingeus= us=**(1999)**; Pluss=**19** (1997); Bootstrap=**19** (1999); i2i=**1999**; Halton Cou . We have prepared job descriptions (JDs), built in TUPE assumptions and l ; Pluss=), i2i≒ ; Halton Council= appointed recruitment partner, Randstad Sourceright (embedded recruitment specialists with a track record of volume recruitment in short timescales). Our process includes: • internal / external advertising (e.g. ERSA, Universal Jobmatch) • 1st stage sift by Randstad; 2nd stage by hiring managers • situational-based interviews. In line with the Life Chances agenda, adverts state we welcome applicants from all backgrounds. We guarantee interviews to disabled candidates who meet minimum requirements. To ensure all recruited staff have relevant skills/experience, we have detailed JDs for each role, outlining key skills, experience and qualifications required, with staff recruited against these criteria. Work Connect JDs draw on WW delivery experience and consultation with specialist partners (e.g. Pluss) to understand the competencies required to support participant groups. For example: • H&D: KWs require experience of working with people with multiple, complex needs, including health conditions/disabilities. Health Advisors must be trained to NHS/PHE Health Educator standards. Our Senior Health Practitioner will be trained and professionally

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registered with the HCPC/RCN • LTU: KWs must show ability to build rapport, inspire, motivate and challenge participants, essential skills for those who may have been on multiple programmes before • Early Access (EA): Engagement Advisors must be able to promote WHP in a relevant and personalised way; KWs must be able to employ emotional intelligence in handling challenging situations (e.g. PTSD in veterans). 3. Training - All front-line staff undertake a Work:Connect induction, comprising elearning and classroom, co-designed with Pluss and the Institute of Employability Professionals (IEP), Modules to ensure staff meet participant needs include: • H&D: Mental Health (via Centre for Mental Health approved eLearning); Physical health and Learning Disabilities; Addiction; Reasonable Adjustments; and Access to Work (via Business Disability Forum approved learning) • LTU: Instigating Behaviour Change; Motivational Interviewing: and Effective Job Search Techniques • EA: Special Interest Area training - co-designed with BASE, Centre for Mental Health, GeniusWithin, and Action on Addiction - enables KWs to develop accredited specialisms. Induction for all staff covers: • Delivering a Multi-Channel Service • Effective Diagnostics • Integrating with Local Services • Information Security. We use a 'train-the-trainer' model for SC partners to deliver the same staff induction, quality assured by our SC Manager. Each staff member will have a combination of mandatory (role specific e.g. Safeguarding) and optional (development e.g. Level 1 British Sign Language) learning opportunities each year. Our CPD programme supports the professional development of Ingeus and SC staff. Opportunities include: •100+ professional courses on *iLearn* (our e-learning portal), including access to IEP content • coaching • accredited learning courses (e.g. 5% of our workforce on apprenticeships), Ingeus and SC develop all staff through quarterly development reviews; identifying skills gaps in monthly reviews; and facilitating training delivery across Work: Connect to address these gaps. 4. Retention - Ingeus' contracts deliver lower-than-industry turnover rates (26% vs 59.6% (ERSA-16). Building on this, our retention strategy comprises: 1) Competitive salary, pension and benefit package, including: variable pay component (outcomes and participant satisfaction); flexible benefits e.g. purchase extra annual leave, critical illness cover, childcare vouchers; and flexible working (supporting work/life balance); 2) Transparent career progression opportunities – Ingeus' diverse portfolio provides longterm career prospects for high achievers; 3) Company-wide engagement, including a quarterly employee survey and digital ideas-sharing community. We support our SC to match our retention strategy, analysing attrition and supporting improvement strategies. 5. Managing sickness and annual leave - Our HR Hub, MyHR, provides visibility of annual leave and scheduling for managers to make informed decisions, particularly during peak times. Our modelling plans for sickness, holidays and training with appropriate staff to maintain CSS-stipulated caseloads and performance levels. We review SC partners' staffing models to ensure the same. Contingency arrangements across Ingeus and SC include: • all case notes accessible via IngeusWorks • Personal Support Team approach providing continuity of support for participants when their KW is unavailable • using staff from comparable contracts to cover long absences. Managing staff levels - We will conduct phased recruitment in line with pre-identified need and identify fluctuations via data analysis (referral trends and local labour market conditions) and JCP engagement through our Engagement Advisor. In the event of volume increases, contingency measures include: • using our pre-identified Candidate Pools to enable rapid vacancy filling • adjusting referrals across the SC. Low volumes are managed through. • our agile stalling methodology, e.g. KWs travelling across a range of locations based on demand . flexible short-term resource transfer across all delivery. In exceptional circumstances, we will reduce caseload sizes and not back-fill vacancies. Our SC Manager will inform partners of expected fluctuations and conduct ongoing reviews of caseloads and staffing levels to ensure a consistent quality service.

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Delivery Infrastructure

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

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

Please complete Appendix 5 to provide your delivery infrastructure details.

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

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

Work:Connect's delivery infrastructure for WHP marks an innovative departure from previous employment programmes. Designed to engage participants, increase choice and maximise accessibility. Ingeus and our supply chain (SC) partners' infrastructure in the North West (NW) comprises: • State-of-the-art fixed Hub offices located in high demand areas • Co-located sites and outreach from community venues in all lowertier local authority areas not serviced by a Hub • A new digital interface, IngeusHub, providing participants a rich suite of engaging employability, health, social and skills content to augment face-to-face (F2F) delivery • Telephone and video-conferencing to further complement F2F delivery, improving access and connecting participants to specialist non-local staff. Our infrastructure is supported by an agile staffing model, enabling Keyworkers (KWs) to use locations and channels to deliver support at a place and time that works best for participants. Our agile estates model responds to changing flows and ensures parity of service accessibility for participants, whether from urban Liverpool or rural Shap. Below we describe our delivery infrastructure and highlight where we are addressing Additional Assurance Report challenges (AAR). 1. Hub sites (x12): Hubs will host min. KWs (plus additional frontline staff) for 1-to-1 appointments (including private rooms), specialist interventions and group activities (training rooms). Hubs will also feature accessible job station PCs, photocopiers and free WiFi. Suitability: In developing our premises strategy, we considered the rural/ urban mix of the CPA, and the needs of all three participant groups, to tailor provision for: . Those with travel difficulties e.g. due to health reasons, rurality or other transport barriers (all groups): Hub locations were determined by mapping flowdata and transport routes by local council, building up viable sites (high demand areas) in each LEP area and using peripatetic sites to fill any gaps. This will minimise travel time. We will integrate delivery with existing rural transport initiatives (e.g. discussions are underway with Cumbria's Wheels to Work) and use our Participant Spend Pot to cover higher-jevel travel expenses • Those with disabilities (H&D): Hubs will be Equality Act-compliant, and accessible for disabled participants through: widened spaces and access ramps (mobility restrictions); hearing loops (hearing impaired); adapted desks/keyboards/mice (physically disabled); adapted monitors (visually impaired); disabled parking; and disabled access toilets. Ingeus will seek accreditation with WELL Building Standard and support SC partners to do the same • Voluntary Participants (H&D and Early Access) and those reluctant to engage (LTU): The aesthetics and functionality of our premises are critical to engaging participants. Our Hub office layout is designed to feel different to participants who have been on previous employment programmes, and has been tried and tested in a Hub office of similar scale to mid-size WHP-Hubs (our Model Office [MO] in Huyton - 6 KW plus 3 frontline staff) [AAR 8]). Our Hubs place collaborative working spaces centrally to stop participants sitting unengaged on the periphery; and feature a self-directed zone to empower participants to manage their own journey via an online account (see S3). Appointments can be conducted sitting side-by-side on sofas and KWs will offer participants a drink on arrival. "I was offered a cup of tea straight away. It doesn't sound like much, but it's so important" (MO client). The Hub design has generated very positive feedback from MO participants ("I was so anxious, but the minute I walked in, I felt relaxed") and increased attendance by 12%. Ahead of WHP, we have incorporated Hub features in our Liverpool office, which is larger than most WHP sites (145 starts a month) [AAR 8]) 2. Peripatetic sites; Work: Connect partners have identified and assessed 73 Equality-Act compliant peripatetic delivery locations. This includes: 18 Co-location (definition: in-principle agreements for semi-permanent desk space and collaborative working with participants at partner offices); including Mersey Care NHS, Your Housing Group and

YMCA Fylde Coast); 55 Outreach (definition: community spaces suitable for outreach 38

delivery e.g. Wigton Market Hall). This model is successful on Ingeus' Greater Manchester Working Well (WW) contract (comparable in size at 154% (6599) of annual WHP NW referrals [2016]); where KWs deliver health and employment support, colocating with 15 partner sites and outreach in 10 venues (AAR 2,4,5,9,13). Peripatetic sites will flex over contract lifetime, with our day-one offer adapting to referral demand and changes (e.g. partner restructures). We will ensure co-location/outreach coverage throughout contract lifetime through our Partnership & Integration Manager (PIM) sourcing additional venues to meet participant/delivery need (AAR 2,5,9,13). All peripatetic sites are Equality Act assessed, and close to transport links to ensure suitability. 20% of KW time is modelled as 'peripatetic', varying by locality (e.g. 90% of KW time in Cumbria vs. 10% for a KW in Liverpool). KWs are equipped with mobile equipment (e.g. internet-enabled laptop, phone, printer/scanner), enabling full service delivery. This ensures parity of service, with participants from rural/low demand areas receiving the same service level as those in urban areas. All participant attendance. activity, progression and satisfaction is monitored by Team Managers/SC Managers to ensure parity is achieved. Rationale: Our peripatetic model: • provides staff the freedom to tailor services to align with participants' personal circumstances, particularly important for those with mobility restriction (H&D) • brings WHP into the community to better integrate services with local referral/case-conferencing partners (all groups) • ensures full coverage and consistency, with sites covering all local district areas not directly covered with a Hub, including low demand, rural areas (e.g. Ribble Valley) and isolated coastal towns (e.g. Fleetwood). This ensures that regardless of geography, all participants will have: F2F access to their KW within 45 minutes travel time; and access to the same type, frequency and intensity of interventions (all groups). 3. Our digital service will augment F2F delivery. Participants can choose how they manage their journey through a personalised online account on IngeusHub, enabling: • self-scheduled appointments (important for those with medical appointments or limited public transport) • job search • and access to our rich online learning/health content. IngeusHub provides 24/7 access to our services from any internet-enabled device. It will therefore generate more frequent interventions, proven to increase job starts (internal WP data shows that 4x/month contact points vs 2x/month increases job starts by 24%). Non-F2F services: We will further supplement F2F delivery with telephone and video call appointments to: improve accessibility and frequency of contact; and connect participants with specialist staff based at other sites, such as KWs with special expertise (e.g. housing, addiction) and our health professionals. Suitability: In forming our multi-channel offer, we considered the suitability for all participant groups in terms of: . Those requiring digital-access support (all groups): Based on our 3,467 WHP-eligible clients' survey and our MO experience; 56% of participants will be keen to access digital services; 24% are capable with support. 68% of current participants use smartphones, are confident using social media and 73% have access to internet. We will provide training for the less digitally confident via LearnMyWay, a programme of digital literacy courses: "It has made computers seem less scary" (MO client). Hub Guides will provide on-hand IT support at Hubs (KW will do this via outreach). We have designed and curated applications for these devices, ensuring they are as intuitive as Facebook or Twitter • Those with disabilities (H&D): a Life Opportunities Survey found 29% of people with physical disabilities identify travel as a key barrier, with 35% of our ESA clients identify telephone as their preferred channel. This suggests the suitability of our non-F2F offer for H&D: All digital content has been co-designed and quality assured by the Business Disability Forum and our partner Pluss, and is compliant with W3C Accessibility standards • Those unwilling/unable to use digital channels: By 31/12/17 the NW will have 95% broadband coverage (Broadband Delivery UK, DCMS). Participants' preferences and ability are taken into account

through an initial assessment. For those unable or unwilling to use digital services (approx. 20%), all interventions are available F2F. The following examples demonstrate our model's suitability. Example 1: Digital interface - IngeusHub is built from the technology platform, Portail Avenirs, which Ingeus developed in 2015 for the French Government. This interactive portal gives clients access to personalised action plans; and includes a bespoke job search/job matching tool and e-learning content to support career development. How/why successful: Since 2015, Portail Avenirs has helped 26,838 jobseekers across France into work, evidencing the suitability of the approach and capability of disadvantaged jobseekers to access digital support. Client feedback revealed particular satisfaction with the job search function (e.g. "It's the best job searching-platform in France"). Based on the success of Portail Avenirs, we have. refined the platform to create the WHP-specific IngeusHub. Following prototype testing in our MO (since Jan-17) we are rolling out to additional sites. Full development is on track for completion by 22/11/17 (AAR 3.6.12.14). Example 2: Multi-channel support on WP - In Apr-16, Ingeus introduced phone appointments to increase interventions for rural clients and those less able to travel. A pilot of 30 clients began receiving phone appointments, with an average frequency of 4x/month compared with 2x/month F2F interventions. How/why successful: Clients reacted positively to the introduction of multi-channel delivery. "Indeus have taken on-board my illness and adjusted my... support accordingly with the use of telephone appointments"; "TPhone] support has

allowed me flexibility to manage my childcare situation". Phone and video-conference meetings have been tested in our MO, accounting for 44% of participant contact. This has been particularly effective with hard-to-engage participants e.g. carers, and those with mobility issues, increasing attendance by 21% (AAR 7).

<u>4. Existing premises</u>: Our solution assures day one deliverability by leveraging existing Ingeus and SC sites (9 of 12 Hubs already exist). Implementation plans build in sufficient time to convert existing sites to Hubs and identify additional peripatetic sites. Ingeus and SC capacity to deliver WHP alongside existing contracts has been evaluated, ensuring sites can meet agreed level of referrals and react to fluctuations. WHP delivery will be in a dedicated, visible space, which will expand as existing contracts (e.g. Work Programme [WP]) wind down). In peripatetic sites, KWs will bring their laptop/supporting materials to dedicated, working areas separate from other services.

5. New premises: Ingeus will secure one new Hub office in Carlisle; Pluss will secure new sites in Birkenhead and Chester (by 02/10/17). Preferred sites are identified, with landlords engaged; planned turnaround time is 6 weeks from contract award. We have a strong record of securing new premises and supporting our SC (e.g. we successfully set up 7 WP sites in the NW within 12-weeks). As a contingency (and to further enhance coverage), we continue to source potential peripatetic sites pre-award. 6. Contingency for demand fluctuations: Ingeus and SC have planned for monthly referrals from 204 (min) and 440 (max). In the event of very high fluctuations (+30%) contingency plans include our Facilities team: • liaising with local agents to secure short-term serviced offices (enabling quick ramp up to cover peaks) • negotiating additional co-location agreements with stakeholders • opening new Hubs in response to sustained increases. If volumes fall substantially below projected (-60%), we can coordinate premises-sharing agreements with other local service providers, reducing overheads and preserving feetprint. Example: On Ingeus' 7 WP contracts, referral peaks in the first 6 months were c.80% higher than forecast, thereafter they have been 30% lower. We managed this by: • using contingency office space to accommodate higher referrals • closing sections of our offices as volumes reduced • downsizing to smaller offices by utilising lease break clauses • and replacing some offices with outreach venues. Contract-to-date, we remain ahead of competitors in 6 of 7 CPAs.

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Management Structure Please submit an Organisation Chart alongside the response below. Please note there is no page limit requirements on the organisation chart. Please provide details of your management structure, systems and processes. Your response should: Describe your proposed management structure for the live running of this provision, including any subcontractor roles directly managed by your organisation (where relevant) and the percentage of time that will be allocated to this contract for each listed role. Provide a clear explanation of your capacity to manage this provision, during mobilisation and live running, alongside existing commitments and any potential future commitments. Outline the risks you have identified within your management structure and -10/2010 how you will mitigate against them including any escalation routes for both you and your subcontractors (where relevant). Clearly describe the systems and processes that will be used to prevent fraud. This should cover providing details of the robust audit trail of evidence that you will implement including but not be limited to: attendance records/action plans, participant consent, evidence to support claims for outcome payments and systems that will be used to prevent fraud for participants in self-employment. Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response. Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions. Present your response at the top of a new page, within these preset margins in Arial font size 12 up to 2 sides of A4, excluding the question text and these instructions

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<u>Management structure for Work:Connect</u> Organisation Chart 1 outlines Ingeus' management structure, providing clear visibility and accountability of staff and supply chain (SC) partner performance at every level of delivery. Employability Director

(29 years of senior employment and health operational experience) will have is our Head overall responsibility for WHP delivery in North West (NW). Reporting to of Delivery (HoD) providing a single and dedicated point of local leadership and accountability for WHP, responsible for the achievement of performance and quality standards across Ingeus and the SC. The HoD manages the following Ingeus staff in the live running of WHP provision: • FTE Team Managers (TM) overseeing our performance management framework and systems (IngeusWorks and IngeusHub) to support the HoD. TMs will line manage on average FTE Engagement Advisors (engaging with referral agencies / participants pre-referral), FTE Employer Account Managers (establishing employer links/generating vacancies), FTE Keyworkers (KW) (coordinating participant interventions) • 1 FTE Senior Health Practitioner responsible for 1:1/group 'clinics', case-conferencing with KWs and clinical governance and managing FTE Health Advisors (delivering health content) FTE Digital Content Manager generating original, localised content for digital channels and FTE) 🕯 FTE Partnership marketing activities and managing the Product Manager & Integration Manager (PIM) ensuring effective service integration across NW-and aligning provision with key strategic priorities • TE Supply Chain Manager (SCM) creating/monitoring our contract-specific Supply Chain Management Framework (SCMF) and the main contact point for all SC partners, with partner Operations Managers reporting to the SCM for scheduled performance reviews. The HoD will draw on specialist Employability Division resources who report directly to our Employability Director. These roles are: • Performance Excellence Manager (40% allocated) continual assessment and best practice sharing across Work: Connect, providing support to enable operational teams to deliver optimum performance. . Finance Manager (100%) tracking/analysing financial performance . Compliance and Audit Specialist (40%) specialist advice across 3 areas: Contractual compliance; Risk; and Regulatory requirements. This team is supported by our National Contact Centre by: • National Contact Centre Team Manager (10%) accountable for contact centre targets and Client Liaison Officer management. As well as Employability Division resources, Work:Connect will draw from Ingeus Corporate management (e.g. IT and HR). Strategic direction will be set by a Work: Connect Partnership Board (Ingeus and SC), sharing performance/best practice. Capacity to manage WHP provision: Ingeus has proven capability in managing largescale employability contracts (e.g. £773m worth of Work Programme contracts) alongside other high-performing provision (e.g. Greater Manchester's Working Well service). In 2015/16, we increased our relative overall WP performance across all CPAs, whilst implementing £500m of new business (e.g. 3 NHS Diabetes Prevention Programme contracts and Working Well Expansion). Ingeus' divisional structure ensures other business commitments do not infringe on dedicated WHP resources. WHP NW will have a ring-fenced transition budget, Partnership Board and Contract Management Team with a clear governance structure to oversee delivery, minimising impact on central resources. Our long-term resource plan has been devised by Ingeus' Portfolio Office who provide organisation-wide assurance of resource commitments for contract planning and management. Risks/challenges are escalated to the Executive Team as part of any tender assessment. We have assured our SC's capacity to deliver alongside existing contracts through due diligence (e.g. delivery plan reviews to ensure realistic against future_growth_objectives)__Risks_to_management_structure_e_Key_specialist/ experienced roles will be difficult to recruit: resulting in incomplete provision. Mitigation: Planning for recruitment and training has started, with TUPE assumptions incorporated and detailed job descriptions developed. We have nominated existing high

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performing managers for our management posts. They will support transition; implementation to delivery. 16.9% of roles will be filled by reassigning staff from WP delivery in NW as volumes decline. Randstad, our recruitment partners, will start recruiting from 08/09/17 (providing a 2 month window) and have already matched job descriptions to a pre-identified candidate pool. Ingeus will mobilise the PIM, Digital Content and HoD roles early. Management cannot flex with variance in participant flow: resulting in under/over capacity to manage the service. Mitigation: we have completed detailed participant flow analysis in line with DWP data. DWP referral process will smooth referrals. Overlapping WHP with existing WP creates contingency during transition and we can deploy flexible short-term resource from corporate functions • SC will require more management than planned; resulting in inconsistent SC performance. Mitigation: We have applied effective SC management practices ("Excellent" 2016 Merlin Standard score of 92%, and 100% for SC design) to identify our SC. All partners have shown successful previous delivery (due diligence-checked). We will apply tried and tested performance management processes and a dedicated (100% CPA allocated) SC Manager: Escalation routes: The Ingeus Executive Board (inc: CEO, CFO, CIO, HRD) is the key point for escalation of Divisional Risks, offering significant additional corporate capability and capacity should this be required. The Ingeus SCMF describes a 4-stage escalation schedule, from improvement-plans (Level 1) to Market Share Shift (Level 4). The Internal Audit and Assurance (IAA) team will perform annual Divisional/Contractual audits as well as bi-annual financial spot checks and Delivery Partner Assurance Reviews once every other year, reporting and escalating non-compliance to the Employability Director, Head of IAA and the Risk and Audit Committee. DWP would liaise with the Employability Director, (Stage 1) and with Ingeus UKMD, (Stage 2) if contract / delivery issues were not satisfactorily rectified. Systems and processes to provide evidence and prevent fraud: Ingeus' WP contracts deliver amongst the lowest error rates in the market (5 of the lowest 10). There are 3 lines of defence: Line 1: Management Core Service checks. policies/procedures, and work of the verification team provide assurance that evidence requirements are met; sampling audits of Participant records, including eligibility evidence, Action Plans, consent forms, exit reports, and job outcome evidence templates; Line 2: The Compliance and Audit Specialist checks the work of Managers, embedding the Compliance and Quality Assurance Framework (inc. ESF standards); Line 3: The IAA (above). All documentation is retained in line with a Document Retention Policy until 2030. We safeguard against fraud/non-compliance by training all staff in Ingeus' Bribery Policy, Fraud Prevention & Corruption Policy, Code of Conduct, Whistleblowing, Data Protection and Privacy Notice Policies (all available on request). SC partners must demonstrate similar policies, procedures and controls. Separation of duties ensures those responsible for achieving performance are not involved in the submission of claims to DWP or have a second sign off point to ensure impartial checks are undertaken. In-built systems validation and controls (ISO 27001 accredited case management system IngeusWorks and digital platform, IngeusHub) track participant activity (e.g. attendance and progression evidence) to ensure correct procedures are being followed such as: • Data validation, ensuring accuracy of information and correct values are added to data fields. • Ensuring steps cannot be bypassed, some actions are exclusive to certain user groups e.g. KWs raise expenses, but only administrators authorise payment/input bank details. • Users cannot carry out actions out of sequence; user access is managed by IT . Should an error be identified, IngeusWorks holds all claims-whilst-the-error-is-investigated-(independently-by-IAA);-Self-employed-outcomeswill be subject to a 3 stage claims verification process comprising: (i) KW confirmation of employment; (ii) 100% verification of employment details by the National Verification Team; and (iii) data review on the Ingeus PRaP dashboard and submission to PRaP.

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Performance Hationale

PART A

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

Your response should:

- Clearly identify each step in how your calculated your Performance Offer and provide a rationale for the baseline offer for each participant group, detailing the key elements of delivery and the associated level of uplift for each element that you expect to make up your Performance Offer. Detail any research, evidence and/or experience from relevant past delivery which underplus your. Performance Offer for each participant group including any assumptions and dependencies in each step.
- Clearly identify the key risks to each dependency and to each assumption underlying your. Performance Offer being as you have calculated and how you would ensure that you achieved your. Performance Offer if any of those risks occurred.
- Clearly explain why you believe that your Performance Offer is achievable and realistic detailing any research, evidence and/or experience from relevant pastdelivery which underpris your Performance Offer.
- Describe how you will proactively manage the achievement of performance levels and customer service standards as detailed at paragraphs 2.5 and 2.6 and paragraph 4.23 of the WHP Specification or outlined within your response below, by you and your supply chain, including the frequency and level of details of monitoring activity and trend analysis.
- Identify how-you will develop and implement effective solutions to correct failures to meet performance levels and customer service standards in a timely manner and ensure that it does not re-occur, for both you and your supply chain.
- Explain how you will proactively engage with the Contracting Body to notify us of any issues and remedial actions rather than waiting for scheduled review meetings.
- Outline your CSSs in line with paragraph 2-5 of the Specification. Please ensure these are SMART. Specific, Measurable. Achievable: Realistic and Time bound.

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

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

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

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Ingéus has developed a stretching, realistic and achievable performance offer of weighted average job outcomes for the North West (NW) CPA and Devolved Deal Area of Liverpool City Region (based on projected weightings/flows). We have used job start (JS) data from comparable programmes as our baseline for calculating performance, as this enables cross-programme comparisons and ensures programme-related adjustments (A1-A6 below) are applied where they are impacting. We have projected conversion rates (CR) based on earnings-data, to arrive at our Participant Group job outcomes (JO) offer and total job outcomes (TJO) offer. All Baseline JS Data Sources are based on large data-sets of completed cohorts .Health and Disability (H&D): Work Choice (WC) is the most comparable service for voluntary H&D participants. We used national WC JS data to eliminate the selection bias of picking specific high-performing sites, providers and cohorts (or small sample sizes e.g. DDA). Full cohort data (Jan-15 to Dec-16) shows 1587 clients with 1033 (65.1%) JS. . Long Term Unemployed (LTU): Ingeus job starts data for 25,481 WHP-eligible Work Programme (WP) participants (2 vears+ LTU subset) over two completed annual cohorts of starters (Jan-13 to Dec-14) shows 56.1% job starts. • Early Access Group (EA): Ingeus JS data for 17,010 WP PG3 (EA) participants show 56.9% starting work. Baseline Adjustment: Because of historical (marginal) differences in employment programme performance delivered in DDA/ NonDDA areas, we have weighted the baseline JS rate in line with long-term multiprogramme trends (Dn). Typically, LCR outperforms Cumbria but slightly lags behind other areas with an approximate differential of 0.4% overall.

	Base		Ass	sump	otion	s (se	e belo	w)	New	(%)	•	
Participants	JS%	Dn	A1	A2	A3	A4	A5	A6	JS	CR	JO	TJO
DDA.H&D												
NDDA H&D												
DDA LTU											1	
NNDA LTU												
DDA EA					_							
NDDA EA												
Weighted Av	verage	Job C	utco	mes	(%)			•	•		·	

Assumptions: The following series of performance adjustments were applied to the baseline JS percentages to calculate our performance offer: A1. Real Time Info (RTI): DWP's validation system of outcomes based on RTI reduces the risk of unclaimed outcomes. Ingeus compared outcomes claimed via the conventional process, with DWP RTI data for WP (completed WP cohorts, June 2011 to November 2013, c.330k WP records), confirming a 3% uplift. RTI creates an *external dependency* which can be partly mitigated by Ingeus' National Verification Team and Contact Centre checks that reduce time to evidence outcomes and increase consistency. A2. New JCP referral process: Enhanced gatekeeping and a new predictive selection tool will help JCP Work Coaches identify and filter out H&D/EA participants unlikely to achieve outcomes. Our Initial Assessment data indicates greater reliability in predicting JS with EA clients than H&D as health conditions impact unpredictably on job readiness. The JCP process creates an external dependency. In addition to the gatekeeper function, process failure is mitigated via proactive engagement with Work Coaches (via our Engagement Advisor), providing relevant MI of flow and eligibility, and Information Sessions with prospective participants before referral. AS. Caseload differences: Our regression analysis of 427,000 client records illustrates that participant activity has the greatest correlation with outcomes. Caseload size is one input to activity levels. Due to funding differences between programmes, our WHP Keyworkers (KWs) will have higher caseloads than WC (H&D = but lower than WP (LTU and EA = . This factor depends on consistent KW performance at the levels our analysis suggests. We will

mitigate against KWs missing targets through: • stretching vet realistic targets, lower than those being achieved on WP, reflective of the additional time/focus KWs will invest in each participant • recruiting and training exceptional staff, A4. Service Delivery Model (SDM) differences: Ingeus' Work:Connect delivery model incorporates performance-raising innovations to increase participant choice, control and intensity of engagement, drawing on research from our existing services (e.g. our WP data shows 24% higher JS performance for those participants engaging services 4 times per month compared with those engaging 2 times). We validated this via tests at our Model Office (MO) (with 366 WHP-eligible Participants engaging since Sept 2016, and FTE KWs, this is a typical size of site for WHP), where we achieved 19% higher JS performance for LTU participants by increasing contact points. We have incorporated this learning into Work: Connect to deliver a step-change in participant activity levels through: • Investment in non-KW Personal Support Team roles (e.g. health, engagement and employer support); • IngeusHub, a 24/7 digital employment and health service delivery channel; • Multi-channel services - participants choose how, when and where they access support (e.g. face-to-face, video, telephone, IngeusHub); • Local service integration (e.g. caseconferencing with local health and housing services) . Social prescribing (engaging clients in community-based programmes and activities); and • Our 'Jobs You May Like' tool developed in partnership with the University of Edinburgh (UoE) (a randomised control trial showed a 70% increase in job interviews for participants using this tool). Together these are expected to increase performance by for H&D/EA groups (who will typically access them more frequently) and to LTUs. The SDM assumptions / dependencies' risks and mitigations include: • IngeusHub: is an internal dependency at the heart of our digital offer. We have tested the platform for two years (as Portail Avenirs), helping 26,838 jobseekers across France into work since July 2015. This is at a larger scale than WHP. • Jobs You May Like is a further technology dependency and will be tested live through WP delivery ahead of WHP go-live. • Successful local service integration and social prescribing is an external dependency. Integration with local services and governance structures will be enhanced by stakeholder cooperation, e.g.: 16 months' NW stakeholder engagement, co-design and service mapping workshops to agree how to integrate/complement existing provision with across sub-regions (e.g. 4 LEPs, Liverpool City Region, 13 upper tier LAs (e.g. Cumbria CC), housing associations (e.g. Your Housing) and health sector (e.g. NHS Mersey Care). Investment in a dedicated Partnership Integration Manager (PIM), responsible for building relationships and agreeing ways of working with stakeholders. . Taking a 3-pronged approach to integration (strategic / operational / participant-level), successfully applied for Ingeus Working Well (WW) delivery in Greater Manchester which worked with 6,599 referrals in 2016 (154% of annual NW WHP referrals). Supply Chain high performance: is an SDM dependency. i2i, Pluss, Bootstrap and Halton Metropolitan Borough Council will provide 41% of our WHP delivery. Risk of under-performance is mitigated by: • a strong track record of performance e.g. Pluss achieved 68% JS on WC for Jan-15 to Dec-16 in CPA 28; • clear KPIs based on the performance offer; • a refined SC approach which sees our SCM spending 3 x longer supporting partners than on WP, and market share shift to incentivise performance, A5. NW labour market (LM) impact: ASHE 2016 data shows a healthy NW LM relative to the UK average. This is supported by higher than average WP regional performance (121% against minimum performance levels [MPLs] from contract start) and strong WW performance in neighbouring Greater Manchester (Indeus 178% of MPLs). To adjust for this higher regional underlying performance, we have modelled a 1.5pp adjustment assumption for LTU and EA participants. No adjustment has been applied to H&D participants as a result of the NW economy having substantially larger disability employment gaps (3 LAs in top 5), indicating that this group is not yet benefiting from local LM buoyancy. The LM is an external dependency. Ingeus will

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minimise the possibility of underperformance by investment in the PIM role. We have already met with key stakeholders to agree how we will connect WHP to local LM demand. The PIM has responsibility for market analysis, horizon scanning and planning to capitalise on current/future opportunities (e.g. with Councils on section 106 opportunities). A6. Programme Duration Adjustment: WHP will provide 15 months of support compared to WP's 24 months. Increased intensity of provision will mean some JS are achieved earlier but a provide 16 month of and 24. EA performance curves indicate an applicable reduction of the H&D participants will receive an additional 3 months of support relative to WC recognised in an applied to applicate the second support.

Outcome Conversion from JS: To forecast the participant to outcomes rate: • we sourced 17,872 records for WHP-eligible participants from WP/WC data, split into the 3 participant groups with details of up to 5 consecutive job start/stop dates, SOC codes, and local authority areas for each • calculated likely hourly earnings using the Annual Survey for Hours and Earnings (2016) adjusting for differences in average salary variances in every NW local authority by SOC code • and calculated the proportion of participants that would have reached outcomes in 456 (on programme) + 182 (in work) days, based on duration in work, local authority and SOC code. This provided the time-to-achieve outcome curve (rather than a simple flat profile) for our Contract Cost Register, cross-referenced and validated against DWP data.

A realistic and achievable Performance Offer: Work: Connect is the result of 16 months' research, consultation and co-design with leading experts (e.g. Business Disability Forum, disability-specialist Pluss, and Ingeus' Clinical Advisory Group). The Performance Offer has been calculated using a baseline of actual JS performance. We have tested key aspects of our service design in our MO and refined them for WHP to enable stretching outcome rates; 1) H&D (DDA/non DDA): Effective engagement, specialist support for H&D needs and a tailored employer engagement approach are key to performance with this group. Our service design therefore includes: • an Engagement Advisor working with JCP, referral agencies and participants prereferral. • Customer choice, including a multi-channel offer enabling participants to choose how, when and where they access services - 90% of our focus group voluntary clients said choice 'impacts heavily' on participation • specialist H&D provision codesigned/delivered with Pluss. Building on our WP health and employment integration (contributing to 17% higher PG6 performance on average versus competitors), we will provide interventions such as Health Advisor-run workshops (e.g. 'Coping with symptoms of pain'); Senior Health Practitioners providing oversight within our Clinical Governance Framework; and computerised Cognitive Behavioural Therapy (CBT) tools (e.g. NHS-endorsed SilverCloud). Our Community Investment Fund partners such as Clarion (visual and hearing impairments) and Turning Point (substance misuse) will provide wide-ranging specialist support; • our employer engagement approach, which connects supply and demand, working closely with local employers to shape opportunities. We have built on our work with Centre for Mental Health to develop KW training using their Integrated Placement and Support job-carving methodology -- found to double the chance of disabled jobseekers gaining work (EQOLISE trial across 6 countries). To achieve JO for H&D, a JS of is required. Showing this is realistic, we have achieved 82% JS for our Work Choice delivery (latest cohort).

2) LTU (inc DDA/NDDA): A higher intensity of interventions than before will drive high-LTU-performance-Optimum-KW-caseleads-for-pre-work-participants combined. with multi-channel delivery will allow for 6 x more weekly contact than JCP (30 vs. 4.2 mins JCP Time Bank). Contact frequency is highly correlated with performance. Our digital interface, *IngeusHub*, will provide 24/7 services from any internet-enabled device; phone/video appointments will supplement face-to-face meetings; and our flexible

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estates strategy enables access from a convenient location. This will improve performance, compared with direct caseload support alone, as evidenced in our Model Office (performance is 27% higher than our control office). To achieve JO for the is required. Showing this is realistic we achieved 72.9% JS LTU group, a JS of for WP in the North East CPA (PG1 & PG2 latest cohorts). 3) EA (inc DDA/NDDA): Investing in holistic provision meets EA participants' complex needs. Our model includes: • KWs as a single point of contact, co-ordinating and integrating services (addiction, debt advice, housing) and sequencing support via referrals, signposting, case-conferencing, embedding delivery and social prescribing. Our approach builds on WW, where integration was a 'central factor' in its success (SQW, 2016) achieving 178% of MPLs . KWs with Special Interests supporting complex needs, including mental/physical health, housing and self-employment • a Community Investment Fund to fund specialist provision.

Customer Service Standards (CSS) - In addition to DWP's minimum CSS, we offer the following 'Participant Promises': • Pre-Programme Engagement: 1) We'll call you as soon as the Jobcentre tells us you are joining. SMART: EA/H&D & LTU caseload attachment over the life of the service. 3 calls attempted over 3 working days, within 2 days of PrAP referral. 2) Your Keyworker will send you a text as a reminder with details of your Initial Appointment. The text will contain a link to your new IngeusHub account. SMART: All participants receive a personalised text with tinyURL (IngeusHub access) within 24 hours of initial call, or immediately after 3 call attempts. • Programme Engagement: 1) We'll do everything we can to make sure your Keyworker can meet with you at a time and place that works for you, SMART: Average caseloads of 1:63, capped at 1:83 for referral spikes. 2) We guarantee you can talk to your Keyworker for at least an hour every fortnight. SMART: Minimum contact time of 3 hours per month with the expectation of significantly more. • Pre-Work Support: 1) Your Keyworker will work with you to identify the right support for you. You can book yourself into appointments and onto all our workshops whenever you want. SMART: Initial Assessment completed within first 2 appointments attended. Self-scheduling onto workshops via IngeusHub 24/7. 2) If you miss an appointment, someone from your Personal Support Team will be in touch within two days to reschedule for a time that works for you. SMART: 'Did Not Attend' appointments followed up 3 call attempts within 2 working days. Further followed up with SMS and letter when no contact established. IWS: 1) All the support that has been available to you prior to starting work will still be available for 12 months after you start work. SMART: Participants with high intensity support needs remain on KW caseloads. All on-programme working participants to schedule appointments/workshops via IngeusHub (all content available) or by phone. 2) If for any reason things are difficult once you start work, you can contact us at a time that suits you. SMART: Respond to all inbound calls taken Mon-Fri 8am-7pm. Respond to online account messages within 1 working day . Programme Exit: 1) If you finish the programme before you find work, you can agree with your Keyworker what goes into your record of achievement. SMART: Exit reports (500 words free text) co-authored if final appointment attended (opportunity to contribute to ongoing support needs). 2) Your JCP Work Coach will be sent a copy of your record of achievement, to help them understand your achievements, as well as other support you may need to help you find work. SMART: Exit reports issued within 5 days.

Managing the achievement of performance and CSS: Ingeus staff and supply chain (SC) partners will be performance managed against agreed contract-KPIs; contractual MPLs and CSS. Staff contractual targets will be cascaded through role-specific KPI frameworks to provide clear performance goals. Performance will be measured in terms of: i) results (e.g. JS) and ii) Behaviour/Activity measures e.g. caseload utilisation, client progression and sustainability. This management approach is also applied to SC

partners. Our Supply Chain Manager (SCM) will additionally scrutinise performance via deep-dives to formally review and rate performance. Performance monitoring across Work: Connect will be helped by 2 integrated systems: IngeusHub (our KW/participant app with performance dashboard), enabling KWs/Team Managers (TM) to monitor realtime JS performance against target; and IngeusWorks, our case management system used by TMs (ingeus and SC) to extract all periodic, standard reports. Reports include: weekly reports on KPI measures e.g. frequency of activity, attendance, interviews/ workshops attended and outstanding actions. All service-generated data will feed into our MI Gateway, providing monthly, guarterly and on-demand reports and trend analysis for managers. Quantitative analysis is supported by qualitative input on delivery via TM observations. Proactive performance management: Daily delivery reports are performance predictors, allowing early intervention. Reports monitor: • referrals (attachment predictors) - identifying lower than expected areas will enable us to realign our Engagement Advisor • Progression Framework progress (predictor of JS) - resilience scores enable KWs to realign activity and TMs to review /advise on inactive or non-progressing participants • JS (outcomes predictor) - weekly/monthly/annual performance reviews between KWs and TMs address job start issues. Monthly operations performance reviews with the Head of Delivery and Director of Employability to review previous month's data, forecasts, and inform next month's targets / actions. Management of SC partners mirrors this. Our Supply Chain Manager (SCM) has a live dashboard showing referrals; Progression Framework advancement and JS and outcomes, enabling proactive intervention. This is supported by monthly deep-dives to review performance. SC partners will have individual Development Plans detailing measures for continuously improving performance, guality and compliance. Solutions for remedial action: Quarterly, Ingeus staff will be rated on a 4-point scale for performance (1 highest, 4 lowest). Staff with a score of 3+ (needs improvement), will develop a Performance Improvement Plan (PIP) with their TM to agree performance improvements, key objectives, and support measures e.g. buddying, training, more frequent observations. Persistent underperformance will lead to dismissal. SC underperformance for longer than a month will lead to an increase in the frequency of SCM interventions. Should underperformance continue or fall below contractual levels. a PIP will be agreed, including agreed actions and support. Ongoing underperformance will result in a formal 4-stage process; if unresolved, we will apply our contract termination process. Market share shift will apply to all delivery. High performing SC partners may be rewarded with increased flows, and we will limit or stop flows to underperformers (substituting like-for-like to maintain SDM integrity). We ensure that performance failures do not reoccur via continuous improvement activities and best practice sharing. Our Performance Excellence Manager flags new guidance and processes, highlighting emerging concerns and sources of good practice and innovation, targeting training for staff where required. Our SCM shares findings with SC partners (also via online information/reference hub) to facilitate innovation/best practice sharing. DWP engagement: Ingeus and our SC partners are committed to transparency and will notify DWP of issues/remedial actions by: • using our strong NW relationships with DWP (e.g. Category, Supplier and Performance Managers) and JCP (e.g. District and Third Party Provision Managers), to flag issues before performance reviews; • presenting issues, remedies and progress reports (including with DDA/LCR); • sharing monthly performance and CSS dashboards, including SC partners subject to PIPs/volume reductions--{If-we-intend-to-terminate-a-SG-partner-we-will-seek-advance-dialogue-with-DWP); • participating in keep-in-touch opportunities (e.g. Provider Engagement Meetings) to flag early risks to contractual performance within JCP control /influence. We will immediately report any major breach, and agree methods of contact and frequency for keeping DWP abreast of the situation and informed about outcomes.

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In 15 years of DWP contracting, the example below is the only situation where Ingeus has been under formal performance improvement measures. All Ingeus Work Programme (WP) contracts are exceeding Minimum Performance Levels (MPLs). No contracts are in breach, including Work Choice (ranked 1st nationally, performing 168% against MPLs for sustained outcomes, 47 percentage points (pp) higher than our nearest competitor). 7/

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1. Situation: Ingeus runs DWP WP in the North East, CPA 5 (Total Contract Value £87.6m). This service has been run by Ingeus since 2011 and has a larger scope and scale than Work and Health Programme in North West, In May 2013, Ingeus received a formal Performance Improvement Notice (PIN) 18 months into delivery, when the first client cohort was finishing their time on WP and achieving outcomes. Our performance was 29.8% and 22.5% (Job Outcome Rate) for PG1 and PG2 groups respectively; 3.2 pp and 5 pp (respectively) below the performance offer. The PIN set targets of 39% for PG1 and 31% for PG2, to be reached by October 2013. 2. Task and actions: The breach triggered an instant organisational response, mobilising extra help, setting up extraordinary monitoring and governance measures and readying other resources to support the CPA, Ingeus returned a Performance Improvement Plan (PIP) to DWP (which was formally accepted) with additional monitoring/reporting actions to ensure maximum assurance for DWP. We deployed the Continuous Improvement Team (now Performance Excellence Managers) to set up site-level improvement plans, translating the PIP into local/site/individual actions. Our detailed response to remedy underperformance fell into four categories: 2.1 Local Action Planning: Specialist Continuous Improvement Managers (CIMs) were mobilised to the Sunderland and Newcastle offices where an immediate 'deep dive' into service activity began. This involved intensive onsite visits/observations, data interrogation, and reviews of team working and leadership. CIMs tested activities against 68 standards in eight areas of our Performance Excellence Framework (PEF) including: Activity, Advisor Communications, Belief, Teamwork, Processes, Support Services, Environment, and Leadership. Following the 'deepdive', CIMs analysed data for emerging underperformance themes and patterns. An Activity Report was produced for the CPA Operational Manager (OM) and shared with site managers, detailing activity being done well and areas requiring urgent improvement. Local teams 'owned' the response, submitting detailed plans to address the report. CPA 5 Site Action Plans included 47 remedial actions across seven out of the eight PEF areas: • Activity (12 actions e.g. increasing 1.1 appointments and SMART action planning training to improve productivity) . Advisor Communications (3 actions e.g. increasing interview observations to support best practice motivational techniques) • Teamwork (3 actions e.g. best practice staff board and local/mini competitions incentivising high performance, e.g. job starts) • Support Services (3 actions e.g. Engagement Advisors attended health and wellbeing workshops, improving understanding of health barriers) . Environment (4 actions e.g. refresh displayed jobs daily) • Leadership (2 actions e.g. increase observations of staff/client interactions to ensure best practice) . Processes (5 actions e.g. improve appointment management and increase evidence collation). Improvement actions also applied to supply chain partners TCV and Triage, and they had identical areas of focus for improvement. Actions were overseen by the Supply Chain Manager, who met with each partner weekly. providing-additional-improvement-capability-ingeus-Site-Action-Plans-were-ownedand delivered by Site Managers. Critical Review Meetings happened every six weeks with the CIM, Site Manager, OM and Regional Director, who assessed plans, gaps and impact, using MI from IngeusWorks (CRM). Demonstrating our differentiated approach to support and intervention, the Sunderland office came out

WHP CPA Questionnaire

Performance Rationale

PARTB

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

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

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

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

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of intensive monitoring after a three-month follow-up assessment (August), whereas the Newcastle office required more intensive support and continued with the monitoring and CIM support until October. 2.2 Reprioritisation of resources: The PIN was treated as a critical commercial risk; the whole business mobilised to support the service and remedy underperformance. Through effective governance and established lines of reporting from the frontline to the UK CEO, Ingeus was able to efficiently re-allocate personnel (e.g. from central functions) and resources to support CPA 5. The UK CEO oversaw strategic improvement activity including weekly updates from operational management, and appointed a senior Task Force (with operational, performance and audit capability) to monitor additional activity and deployment of resources. The team held people accountable for remedial actions throughout Ingeus, ensuring reprioritised resources were targeted to increase activity where it would have the most impact, e.g. re-engagement, increasing interviews per advisor (boosted 37% June to July 2013) increasing client interviews (boosted 300% June to July). 2.3 Evidence gathering: Ingeus Performance Analysts 'data mined'/interrogated CRM systems to unearth unclaimed outcomes and correct an evidence collection backlog. Using this data-driven approach, resources were ringfenced for more consistent/targeted evidence gathering. CPA performance reports were produced by Performance Analysts, who instigated additional data checks and standard reports using the Information Gateway (containing operational reports that staff and delivery partners use to assess real time delivery). This enabled automated daily reports for Site Managers and the OM: i) Daily Performance Reports were used for workload and caseload management to monitor the impact of additional activity to re-engage people; ii) Daily Exception Reports prompted Team Managers to take action to resolve issues (e.g. where interviews or workshops were not happening). All data was taken from IngeusWorks. Data was (and still is) updated daily and was used to analyse performance in-month and over the 6-month PIN period. This promoted consistency and transparency. 2.4 Long-term changes supporting performance (lessons for WHP): The Performance Excellence Framework (PEF) was effective in linking data to practical interventions to improve outcomes, so it was developed into a proactive tool and used to support operations managers to self-assess site performance. Managers are now trained to deliver selfassessments against the PEF and resources to support interventions are maintained in the Ingeus Resource Hub (used across all CPAs). The Caseload Management Framework (CMF) is now used to monitor progress (e.g. job applications, appointment attendance, and better off calculation completion). CMF reporting allows operational management to monitor performance in each region, using reports to set SMART goals and agree areas of focus for different sites and CPAs. We have built on the CMF to develop the WHP Progression Framework. This uses detailed assessments rather than advisor judgements on client progress; crucial for measuring engagement and predicting participant performance. Improving evidence gathering: This is no longer carried out at the CPA level. The National Verification Team and Contact Centre check outcomes in line with the Ingeus National Approach to Verification (complementing HMRC RTI/RTE reports by verifying all self-employment outcomes). This high quality system has reduced time to evidence outcomes and increased consistency. It is regularly audited for quality. 3. Results: By July 2013 internal data showed performance had improved to 56% for PG1 and 33% for PG2, exceeding targets by 17 pp and 2pp respectively. When we formally came off the PIN in November 2013 we were exceeding targets by 27pp for PG1 and 7pp for PG2. Lessons learned from improvement activity were flowed to all other CPAs. We have never been back on a PIN. In CPA 5, Ingeus is performing 118.25% (contract to date) and 152.14% (2017 in year) against MPLs.

WHP CPA Questionnaire

Implementation

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

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

 The date on which you propose to commence service delivery (first referral date) which must be the earliest date on which you could be ready to start providing services in accordance with the Authority's requirements.

 Key milestones, timescales for implementation activities including start and end dates for each activity and the position of the person responsible for each activity and the escalation route for these activities.

The timeline, including a narrative explaining its rationale, for staffs, recruitment and training.

The timeline and key activities to secure and set up your proposed delivery locations.

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The timeline and key activities of engagement with all relevant stakeholders to ensure successful programme go live.

A narrative to expand on the Implementation Plan which: identifies all key risks and dependencies (e.g. delays to securing premises, recruiting staff, IT etc.); provides a RAG (Red, Amber, Green) rating for each of these risks; and explains how these risks will be mittigated and managed, including the timeframe for doing so to ensure that service delivery will still commence on your proposed date.

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

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

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

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WHP CPA Questionnaire

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Mobilisation activity for North West (NW) delivery commenced January 2017 to ensure Ingeus and supply chain (SC) are ready to receive referrals and **commence full service delivery** (premises, staffing, stakeholder integration and multi-channel delivery) on our proposed starting date of 27/11/17. Why this date? As established local providers our implementation lead-time is considerably shortened. Existing infrastructure is in place (9/12 fixed delivery sites; 18 co-location and 55 outreach sites); 139 existing employer relationships and 52 stakeholder agreements-inprinciple. This ensures service continuity for jobseekers and staff as Work Choice (WC) / Work Programme (WP) conclude. Ingeus have proven robust implementation capabilities; mobilising Working Well (Greater Manchester integrated health and employment Keyworker service) in 2 weeks; with high performance from the start (178% against MPL, months 1-6). Our risk/mitigation section below explains how we will ensure prompt mobilisation and also addresses Additional Assurance Report (AAR) risks. Our Mobilisation Director,

(10+ years' mobilising similar contracts e.g. WC & WP), is supported by a full programme team with named leads (shown below). We will implement WHP services using PRINCE2/MSP methodologies. We have invested 'at risk' in workstreams with long lead-times (e.g. IT). Key milestones and the 'critical path' have been established and our WHP Programme Board (chaired by is overseeing implementation and provides the point of escalation for leads. It meets fortnightly to monitor and report progress, manage change, review risk, coordinate workstreams, and report/escalate to the Executive Committee (CEO/MD/CFO/CIO). Key milestones, timescales, people responsible: Our Plan (see Appendix 6) provides a detailed breakdown of all activities required to implement the contract, including key milestone dates and critical path. Major workstreams, their owners and key activities include: • People People Director): recruitment and training of staff starts pre-contract award (04/08/17); TUPE due diligence; T&Cs for internal staff agreed; external recruitment campaign; offers made; onboarding; all day 1 staff in post and core induction training completed by 24/11/17 • Estates

Facilities Manager), starts 28/08/17: all bar 1 'of Ingeus' fixed delivery locations in place; outreach/co-location sites confirmed. New office sourced, lease signed, refurbishment by 24/10/17; additional & contingency colocation sites sourced/agreed by 24/11/17 • IT CIO) started 6/3/17. IngeusHub building, testing and user training; case management system; office IT ready by 24/11/17 • Stakeholder and Local Integration (Colin Geering, Head of Regional Strategy), started 09/01/17. Partnership & Integration Manager (PIM) recruited to lead engagement of relevant stakeholders incl. Core (e.g. Mersey Care) and Ancillary (e.g. Lancs LEP); creating schedules for meetings by (23/10/17); Finalise all year one SLAs (incl. post-tender identified) by (03/01/18). Key risks, dependencies and mitigations - We capture and review updated risks to implementation at bi-weekly progress reviews in line with our Risk Management policy. The Risk Register is owned by Patrick. The following risks (R), mitigations (M) and timescales (T) for key workstreams relate to our key dependencies. Workstream Estates Initial Likelihood Mediums Initial Impact R: Delivery premises not ready for day 1. M: All bar 1 of proposed Ingeus fixed sites are part of our existing infrastructure. Quotes for refurbishment work have been received and contractors sourced. Building on experience of co-location and outreach on WW (25 sites), we have 75 agreements in place for such sites in each lower-tier council area, all of which are established facilities requiring minimal adaptation. Co-location sites will flex over contract lifetime, our day 1 offer adapting to demand. Our PIM will continually source additional co-location venues to meet Participant/delivery need and mitigate the risk of estate rationalisation (AAR

2.5.9.10.13). All SC partners bar Pluss have existing sites. Our SC team support Pluss to mobilise on time. T: Landlords are engaged, turnaround time is 6 weeks. 8-day refurbishment commences 16/10/17, providing 5 weeks' contingency. Leow Residual Impact Residual Likelihood Initial Likelihood Medume Initial Impaces in the Workstream People R: Insufficient trained KWs to deliver on Day 1. M: We are adopting a Keyworker (KW) model already implemented at an equivalent scale - 154% of annual WHP NW referrals [2016] on WW (AAR 11). Planning for recruitment and training has started, with TUPE assumptions incorporated and detailed job descriptions (JDs) developed for all roles. As part of succession planning, we have nominated existing high performing managers for key management posts who will provide seamless transition from implementation to service delivery. 16.9% of roles will be filled by reassigning experienced staff from our WP delivery in NW as volumes decline. Our strategic recruitment partner (Randstad) is in place to start recruiting from contract award and has already matched JDs to their pre-identified candidate pool. T: Recruitment for new staff starts 08/09/17, providing a 2 month window. Residual Likelihood Initial Likelihood Medium Initial Impact Workstream IT R: New digital solution components not ready for Day 1. M: IngeusHub is based on proprietary technology Ingeus developed for the French Government, (supporting 26,838 jobseekers into work). UK development began in 03/17 and user-testing of prototypes has concluded in our Model Office, Huyton. The remaining development is on track for completion by 22/11/17. Current functionality is already confirmed via testing as sufficient to meet contract requirements. Specific vendors of embedded applications within IngeusHub are already purchased and have undergone usertesting. If not ready, all interventions are designed to also be delivered face-to-face. Telephone/video appointments are already used in current delivery (37,100 per year). (AAR 3,6,7,12,14). Our CRM, IngeusWorks, is a pre-existing, PRAP-enabled system which can be tailored with minimal refinements. T: IngeusHub will be rolled out to supply chain partners by 23/11/17 and fully operational by 27/11/17. Residual Likelihood Workstream Supply Chain (SC) Initial Lead Head of SC. R: Supply chain (SC) partners not ready to receive referrals for Day 1. M: We have applied effective SC management practices ("Excellent" 2016 Merlin Standard score of 92%, and 100% for SC design) to identify our entire SC pre-bid. Heads of Terms are in place with each partner with detailed service requirements, and we have carried out due diligence on partner capabilities to deliver these. All bar Pluss are established NW providers with staff/premises in place. We assessed additional capacity across the SC, and contingency is in place t ensure delivery from Day 1 in the event of failure by any given provider. T: SC Manager in post by 13/11/17 to support SC partner mobilisation. Residual Likelihood Meeiume Workstream Integration Initial Medium Initial Impact R: Referral routes into key local services, relationships with employers and jointworking arrangements not in place for Day 1. M: We have working relationships with 144-employers and agreements-in-principle-with 52 stakeholdors-for-WHP (AAR 10). From our experience of delivering WW, we understand that integration requires resources to get it right. We are investing in a dedicated role to build on our position, lead local partnership engagement, confirm service access points, joint working, and social prescription routeways. T: PIM in post by 08/11/17. Residual Likelihood

WHP CPA Questionnaire

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Schedule 1 Appendix B Part 1 Appendix 1 – Employer Engagement

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KEY EMPLOYERS

Sector	Significant Growth Sector Y / N	Employer Name	Geographic Area (eg region, sub-region, LA, DDA, City, National)
[REDACTED	[REDACTED	[REDACTED	[REDACTED
[REDACTED	[REDACTED	[REDACTED	[REDACTED
[REDACTED	(REDACTED	REDACTED	[REDACTED
[REDACTED	[REDACTED	[REDACTED	[REDACTED

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Schedule 1 Appendix B Part 1 Appendix 2

Allerdate, Barrow-In-Furness, Carilisle, Cooptand, Edon, South Lakeland, Blackburn with Darven, Chorley, Lancaster, Preston, South Ribble, West Lancashire, Wyre, Knowsley, Liverpool, Sefton, St Holens Blackburn with Darwen, Burnfey, Hyndburn, Pendle, Ribble Valley, Rossendale Cheshire East, Cheshire West, & Chester DELIVERY LOCATION(S) Warrington, Wirral Blackpool, Fylde All areas Halton PERCENTAGE OF OVERALL DELIVERY [REDACTED] REDACTED [REDACTED] Demand led services for participants with learning impairments [[REDACTED] [REDACTED] [REDACTED] End to End services End to End services Demand led services for participants with hearing impairments Demand led services for Lone Parents Demand led services for participants dealing with homelessness and housing problems Demand led CBT based services for participants with mental health conditions and substance misuse Demand led services for ex-anned forces Demand led services for ex-anned forces Demand led bereavement services Demand led services on educational and behavioural change Demand led services for participants with vision impairments ELEMENT(S) OF PROVISION TO BE DELIVERED End to End services End to End services End to End services CONTACT NAME AND E-MAIL ADDRESS [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] REDACTED REDACTED [REDACTED] REDACTED [REDACTED] REDACTED TYPE OF ORGANISATION (Private, Public, Votuntary) <u>Votuntary</u> Private Voluntary Voluntary Voluntary Voluntary Voluntary Voluntary Voluntary Private Private Private Private rivate Public NAME OF ORGANISATION including name and email address of your main contact from your subcontractor organisations. (Begin by Including your own organisation) hogeur British Legion Industries (RBLI) nspire 2 Independence Hallon Borough Council Cruse Bereavement Intuitve Thinking Skills awberry Fields ming Point tight 2 Write ngerbread Bootstrap larion 찔쯾 Seulo E

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

ORGANISATIONS PROPOSED TO DELIVER SPECIFIC ELEMENTS OF THE SERVICE

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Schedule 1 Appendix B Part 1 Appendix 3 – Subcontractor Declarations

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APPENDIX 2

The Pluss Organisation ClC Merriott House Hennock Road Central Exeter EX2 8NP



SUBCONTRACTOR DECLARATION

To: Department for Work and Pensions

Date: 25 April 2017

I confirm that we have agreed in principle with Ingeus UK to deliver the following elements of the service described in their tender:

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

Signed

HIEF EXECUTIVE OFFICER

THE PLUSS ORGANISATION CIC, MERRIOTT HOUSE, HENNOCK ROAD CENTRAL, MARSH BARTON, EXETER EX2 8NP.

A Right 2 Write A

APPENDIX 3

SUBCONTRACTOR DECLARATION

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

Department for Work and Pensions Date: 26th July 2017 I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender: Right 2 Write has agreed the nature of the relationship between Ingeus and Right 2 Write which will involve providing specialist demand-led services for clients with learning difficulties for the delivery of the Work and Health Programme in the Home Counties CPA and in the North West CPA. I have read and understood the specification for the elemenis of provision which my organisation will deliver. I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services. I confirm that the agreement in principle allows for recovery of costs, subject to performance.

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

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

Signed

To:

RIGHT 2 WRITE LTD, CLITHEROE BUSINESS CENTRE, 105 WHALLEY ROAD, CLITHEROE, BB7 1HW


RBLI Employment Solutions Hall Road Aylesford Kent ME20 7NL



Patron HRH The Duchess of Kent

APPENDIX 3

SUBCONTRACTOR DECLARATION

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

Fo:	Departmen	t for	Work	and	Pensions
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Date: 2nd August 2017

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender-

Provision of our telephone helpline support for veterans, ex-servicemen, wives and partners of serving personnel and reservists in the North West and Home Counties.

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



ROYAL BRITISH LEGION INDUSTRIES, HALL ROAD, AYLESFORD, KENT ME20 7NL

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

President Vircuic De Lisie MSE Los Lisvenint d'Avri Crahman Rubari Corben "P FCIOB – Chiel Executive SF Sherry CMC 035 A division of Reyal Ecten Logion Industria: Linflod by Guaranae Rogicarrol in England No. 156475 Arctranol Dittor Ivill Road, Ayolach, Kee JW20 711, Rectanged Chairy No. 21000



Supporting people with sight loss

RNIB 105 Judd Street London WC1H 9NE

rnib.org.uk facebook.com/mibuk twitter.com/mib

To: Department for Work and Pensions

Date: 26 July 2017

I confirm that we have agreed in principle with ingeus, to deliver the following elements of the service described in their Tender:

RNIB has agreed to provide specialist demand-led services for clients with vision impairments for the delivery of the Work and Health Programme.

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

Royal National Institute of Blind People

Patron: Her Majesty The Queen • President: Dame Gail Ronson DBE • Chair: • Acting Chief Executive: • Principal address: 105 Judd Street, London WC1H 9NE • Registered charity number: 226227 (England and Wales) and SC039316 (Scotland) • Incorporated by Royal Charter Registered in England no. RC000500



Specialist Lead, UK Specialist Services

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SUBCONTRACTOR DECLARATION

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

To:	Department for Work and Pensions
Date:	27/07/17
•	
Lconf	irm that we have agreed in principle with Ingeus, to deliver the following elements of th
servic	e described in their Tender:
Specia	lised training programmes at a set price in the following areas;
•	Self-awareness
•	Drug awareness
•	Health lifestyles and wellbeing
•	Finance and budgeting
•	Recognising and Managing Emotions
•	· · · ·
•	have read and understood the specification for the elements of provision which my
	organisation will deliver.
	· · · ·
·	I have agreed in principle the terms of delivery for this provision and I am content that
_	reasonable and appropriate price and payment terms have been negotiated and agreed for
	delivery of these services.
-	I confirm that the agreement in principle allows for recovery of costs, subject to performance
• 38	I confirm that the agreement in principle allows for my organisation to make the appropriate
	level of planning and investment to deliver the service.
k	I also confirm that we will not further sub-contract any of these Services.
	South Place, 1 Meeting House.Lane, Lancaster, LA1 1TQ www.strawberryfieldstraining.org
_	Strawberry Fields Training CIC
	Registered in England
	Registered in England No. 6628982

Secure Email :

۰. Signed SOUTH PLACE 1 MEETING HOUSE LANE LANCASTER LA1 1TQ

Tel: 01524 874245 South Place, 1 Meeting House Lane, Lancaster, LA1 1TQ www.strawberryfieldstraining.org.uk Strawberry Fields Training CIC Registered in England No. 6628982

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Shelter

88 Old Street London EC1V 9HU The

Email:

www.shelter.org.uk

To: Department for Work and Pensions

Date: 26th July 2017

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:

Provision of Helpline Plus telephone casework. The advice and support we will offer might include:

- Help with accessing suitable accommodation under the homelessness legislation and reviewing negative local authority decisions.
- Help to deal with rent or mortgage arrears and possession action across all fenures.
- Help to defend possession claims or file applications to the county court to vary or suspend possession orders.
- Negotiating with landlords and mortgage lenders to prevent court action.
- Help to deal with landlord issues, e.g. disrepair, harassment
- Advice about housing rights following relationship breakdown
- Advice and signposting to help clients to identify and secure suitable accommodation
- Helping clients understand their rights and responsibilities

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

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

I confirm that the agreement in principle allows for recovery of costs, subject to performance.

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

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

Signed

88 OLD STREET, LONDON, EC1 V 9HU

Sheine, the Helistal Campaign (at Hemoloos Paople Limited

Registered address: St Dic Starse, London EC V SHLI Replaced In: Expland and Weise Corport number 1026133 Registered drashy in England and Weise (200740) and in Scenard (StarD2007)

Until there's a home for everyone



bootstrap enterprises

35 Railway Road Blackburn Lancashire BB1 1EZ

www.bootstrap.org.uk

APPENDIX 2

SUBCONTRACTOR DECLARATION

To: Department for Work and Pensions

Date: 13th April 2017

I confirm that we have agreed in principle with Ingeus to deliver the following elements of the service described in their Tender-

End-to-end delivery in the boroughs of Blackburn with Darwen, Burnley Hyndburn, Pendle, Ribble Valley and Rossendale.

□ I have read and understood the specification for the elements of provision which my organisation will deliver.

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

□ I confirm that the agreement in principle allows for recovery of costs, subject to performance.

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

 \Box i also confirm that we will not further sub-contract any of these Services.

CED

Signed

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BOOTSTRAP ENTERPRISES, 35 RAILWAY ROAD, BLACKBURN BB1 1EZ



inspire2Independence et at Independence House Millield Lane York Y026 6PH web www.enaci21 can email APPENDIX 2 150112) independence

let place to be

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

DECLAR

To: Department for Work and Pensions

Date: 25/4/17

I confirm that we have agreed in principle with Ingeus UK Ltd, to deliver the following elements of the service described in their Tender:-

Boroughs of Blackpool & Fylde

(End to End)

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

Signed

FD, INSPIRE2INDEPENDENCE, MILLFIELD LANE, YORK, YO26 6PH

'to inspire individuals to fulfil their potential' Education New Skills Training Employment Recruitment



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Our Ref	· · ·
lf telephon	you e
please for Your ref	ask
Date	18 th April 2017
E-mail address	

APPENDIX 3

SUBCONTRACTOR DECLARATION

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

To: Department for Work and Pensions

Date: 18th April 2017

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:-

(End to end delivery).

www.inalton.gov.uk

End-to-end delivery in the borough of Halton - North West lot / CPA3

- I have read and understood the specification for the elements of provision which my organisation will deliver.
- I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.

It's all happening IN HALTON

Municipal Building, Kingsway, Widnes, Cheshire WAB 7QF







 I confirm that the agreement in principle allows for recovery of costs, subject to performance.

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

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

Signed

HALTON BOROUGH COUNCIL KINGSWAY LEARNING CENTRE, VICTORIA ROAD, WIDNES, WAS 7QY

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

It's all happening IN HALTON

Municipal Building, Kingsway, Widnes, Cheshire WA8 7QF Tel: INVESTOR INTERPORT

Gingerbread provides expert advice, practical support and campaigns for single parent families,

To: Department for Work and Pensions

Date: 27th July 2017

Single parents, equal families

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:

Demand-led services for Lone Parents for the delivery of the Work and Health Programme. This includes a one off cost for access to online information, peer support services and Gingerbread's single parent helpline and the supply of workshops designed to specifically support the needs of single parents.

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

Signed

520 Highgate Studios 53-79 Highgate Road London NW5 1TL

President: Chief Executive Chair of Trustees:



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

'Gingerbread, the charity for single parent tamflies' is tegistered in England and Wates as a company limited by guarantee, no. 402748, and à registered charity, no. 230750

www.gingensiedenorgram



Intuitive Thinking Skill

From dependence te independence

SUBCONTRACTOR DECLARATION

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

To: Department for Work and Pensions

Date: 26/07/2017

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:

Educational behaviour and attitude change programmes

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

Signed

Union Street, Ardwick, Manchester, Intuitive Thinking Skills, City View House, 5

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



othinkinoskills.c

intuitive Thinking Skills Ltd. City View House, 5 Union Street, Ardwick, Manchester M12 4JD T: Registered No. 5204890

APPENDIX 3



Central Office, PO Box S09 Richmond, Surrey TW9 1RG

SUBCONTRACTOR DECLARATION

www.cruse.org.uk

E.

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

To: Department for Work and Pensions

Date: 31st July 2017

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:

Bereavement services to participants of the WHP

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

Signed

CHIEF OPERATING OFFICER CRUSE BEREAVEMENT CARE UNIT 0.1 1 VICTORIA VILLAS RICHMOND SURREY TW9 2GW

Somewhere to turn when Someone dies

Royal Patron: Her Majesty The Queen

Reprinced Charley No. 206076. & Company Limited by Guarance No. (68709. Reprinced Office, Unit 0.1, One Victoria Villax, Richmond, Surrey TV9 2GW

clarion uk

To: Department for Work and Pensions

Date: 27th July 2017

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:

Providing specialist demand-led services for hearing impaired clients for the delivery of the Work and Health Programme.

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

Signed

Head of Employment Services

Clarion Interpreting Limited (Clarion UK) The Old Dairy, Brook Road, Thriplow, Hertforshire, SG8 7RG

The Old Dairy, Brook Road, Thriplow SG8 7RG

Telephone:

Email

www.clarion-uk.com



Turning Point Standon House 21 Mansell Street London E1 84A

www.turning-point.co.uk

27th July 2017

To: Department for Work and Pensions

I confirm that we have agreed in principle with ingeus, to deliver the following elements of the service described in their Tender:

- Receiving referrals of Work and Health Programme participants
- Delivering CBT based counselling interventions to address a range of mild moderate mental health conditions including anxiety based conditions and depression.
- I have read and understood the specification for the elements of provision which my
 organisation will deliver.
- I have agreed in principle the terms of delivery for this provision and I am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.
- I confirm that the agreement in principle allows for recovery of costs, subject to performance.
- I confirm that the agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.
- I also confirm that we will not further sub-contract any of these Services.



REGIONAL MANAGER, EMPLOYMENT SERVICES, TURNING POINT, THE EXCHANGE, 3 NEW YORK STREET, MANCHESTER, M1 4HN



INVESTOR IN PROPILE

CHIEF EXECUTIVE: LORD VICTOR ADEBOWALE CBE TURNING POINT IS A REGISTERED CHARITY, NO. 234887, A REGISTERED SOCIAL LANDLORD AND A COMPANY LIMITED BY GUARANTEE NO. 793558 (ENGLAND & WALES) REGISTERED DIFFICE: STANDON HOUSE, 21 MANDELL STREET, 10NDON, E1 8AA. T1020 7481 7600 F:020 7481 7520 www.tuming:-point.co.uk



Blackpool Teaching Hospitals

NHS Foundation Trust

Supporting Minds Adult Mental Health Department South Shore Primary Care Centre Lytham Road Blackpool Lancashire FY4 1TJ

Tel:

To: Department for Work and Pensions

Date: 28th July 2017

I confirm that we have an existing relationship with i2i (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

I Taking referrals of Work and Health Programme participants where they meet your eligibility criteria

Co-locating delivery

Sharing vacancies, training placements or coordinating employer relationships

⊠Case conferencing, where appropriate

In Image and the security requirements and security requirements

Other (please describe).....

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Signed

Supporting Minds Team Manager



REGISTERED COMPANY NO. 3789945 REGISTERED CHARITY NO. 1079865

85-101 Sankey Street Warrington WA1 1SR

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that The Gateway is willing to be included in the Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between The Gateway and The Pluss Organisation CIC will involve the agreement of premises sharing arrangements in The Gateway, 85-101 Sankey Street, Warrington, WA1 1SR for the delivery of the Work and Health Programme.

This document is not a legal form or contract.

Signature:		······
Name:		-
Job Title:	Centre Receptionist	
Organisation:	The Gateway	
Date:	25.7.17	

Supporting Further and Higher Education in Lancashire

C/O Preston's College Fulwood Campus St. Vincent's Road Lancashire PR2 8UR

1 August 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that The Lancashire Colleges and Ingeus have an ongoing relationship and that The Lancashire Colleges is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The Lancashire Colleges is a membership body comprising 12 general further education and sixth form colleges in Lancashire as follows:

- Accrington & Rossendale College
- Blackburn College
- Blackpool & The Fylde College
- Blackpool Sixth Form College
- Burnley College 1
- Cardinal Newman College
- Lancaster & Morecambe College
- Myerscough College
- Nelson & Colne College (including Lancashire Adult Learning)
- Preston's College
- Runshaw College
- West Lancs College

The nature of the relationship between The Lancashire Colleges and Ingeus will vary from college to college. In most cases we anticipate it will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision. In some cases it may also include agreeing premises sharing arrangements in different parts of Lancashire for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between The Lancashire Colleges nor any of its member organisations and Ingeus.

Kind Regards

Executive Director The Lancashire Colleges

mewton-syms@tlc.ac.uk

01772 225041



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Our F	Ref H	PIJ/R1	•		
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pleas	e ask	for 🏉	:		
Your		-	-	·	
Date	28 Ju	ly 201	7		
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To: Department for Work and Pensions.

I confirm that we have an existing relationship with Halton People into Jobs (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

(tick any that apply)

□ Taking referrals of Work and Health Programme participants where they meet your eligibility criteria □Co-locating delivery

Sharing vacancies, or coordinating employer relationships

Case conferencing, where appropriate

Data sharing where this meets data security requirements

Other (please describe) ... Transport IAG.....

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Signed



Transport & Planning Pollcy Officer Halton Borough Council, Kingsway, Widnes, WA8 7QF

Policy & Resources"

Municipal Building, Kingsway, Widnes, Cheshire WA8 7QF Telephone: 0303 333 4300 www.halton.gov.uk



Turning Point Standon House 21 Mansell Street London E1 8AA

www.tuming-point.co.uk

27th July 2017

To: Department for Work and Pensions

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:

- Receiving referrals of Work and Health Programme participants
- Delivering CBT based counselling interventions to address a range of mild moderate mental health conditions including anxiety based conditions and depression.
- I have read and understood the specification for the elements of provision which my
 organisation will deliver.
- I have agreed in principle the terms of delivery for this provision and I am content that
 reasonable and appropriate price and payment terms have been negotiated and agreed for
 delivery of these services.
- I confirm that the agreement in principle allows for recovery of costs, subject to performance.
- I confirm that the agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.
- I also confirm that we will not further sub-contract any of these Services.



REGIONAL MANAGER, EMPLOYMENT SERVICES,

TURNING POINT, THE EXCHANGE, 3 NEW YORK STREET, MANCHESTER, M1 4HN

P'SABLES

INVESTOR IN PEOPLE

CHEF EXECUTIVE: LORD VICTOR ADEBOWALE CBE TURNING POINT IS A REGISTERED CHARITY, NO. 234887, A REGISTERED SOCIAL LANDLORD AND A COMPANY LIMITED BY GUARANTEE NO. 79355B (ENGLAND & WALES) REGISTERED OFFICE: STANDON HOUSE, 21 MANSELL STREET, LONDON, E1 8AA. 1200 7481 7600 F:020 7481 7620 www.durning-point.co.14

YMCA CENTRAL OFFICE St Albans Road Lytham St Annes

T

'Lancashire FY8 1XD

25th July 2017

To whom it may concern

Ingeus – Work and Health Programme (WHP) tender

This is to confirm that YMCA Fylde Coast and Ingeus have an ongoing relationship and that YMCA Fylde Coast is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

1. The nature of the relationship between YMCA Fylde Coast and Ingeus will involve agreeing premises sharing arrangements in Fleetwood, Lancaster and St Annes for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between YMCA Fylde Coast and Ingeus.

Registered Charity Number, 1074571

Kind Regards

On behalf of YMCA Fylde Coast



Our ref If you telephone please ask for Mr Gray Date 31/07/2017 E-mail address

To: Whom it may concern,

Department for Work and Pensions

Date: 28th July 2017

I confirm that we have an existing relationship with Halton People Into Jobs (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

(tick any that apply)

 \square Taking referrals of Work and Health Programme participants where they meet your eligibility criteria

□Co-locating delivery

Sharing vacancies, training placements or coordinating employer relationships

. DCase conferencing, where appropriate

Data sharing where this meets data security requirements

SOther (please describe) Welfare Benefits and debt advice.....

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Signed SENIOR BENEFITS ADVISORY OFFICER WELFARE RIGHTS SERVICE HALTON BOROUGH COUNCIL PO BOX 223 WIDNES WA8 2DA

Welfare Rights Service, Halton Borough Council, P.O Box 223, Widnes, WA8 2DA. Telephone in the service of the s

INVESTOR IN PE

abl a better life

71 Redgate Way, Farnworth Bolton. BL4 0JL Tel:

26th July 2017

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To whom it may concern

Ingeus -- Work and Health Programme (WHP) tender

This is to confirm that ABL Health Ltd and Ingeus have an ongoing relationship and that ABL Health Ltd is willing to be included in Ingeus tender submission for the Work and Health Programme in the North-West CPA.

The nature of the relationship between ABL Health Ltd and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between ABL Health Ltd and Ingeus.

. .

Kind Regards

Business Development Manager ABL Health Ltd



1/08/17

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Liverpool Addaction and Ingeus have an ongoing relationship and that Liverpool Addaction is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

1. The nature of the relationship between Liverpool Addaction and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

. This document is not intended as a legal form of contract between Addaction and Ingeus.

Kind Regards

Contract Manager Addaction



Your Response PO Box 593 Preston PR2 2WU www.youmousinggroup.co.uk

27th July 27, 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Your Housing Group and Ingeus have an ongoing relationship and that Your Housing Group is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

1. The nature of the relationship between Your Housing Group and Ingeus will involve agreeing premises sharing ar angements in Partington for the delivery of the Work and Health Programme.

OR:1

2. The nature of the relationship between Your Housing Group and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Your Housing Group and Ingeus.

Kind Regards

Head of Customer First

Yourhousing

your_housing

Part of Your Housing Group Ltd. See company details on reverse.



Your Housing Group Limited, a charitable registered society under the Co-Operative and Community Benefit Societies Act 2014 no 30566R registered with the HCA no 14203.

Registered Office:

Tel:

Your Housing Group 602 Aston Avenue Birchwood Park Warnington WA3 6ZN

Your Housing Group Subsidiaries:

Arena Housing Group Limited A charitable registered society under the Co-operative and Community Benefit Societies Act 2014 no 17704R, registered with the HCA no L1700.

Registered office: 602 Aston Avenue Birchwood Park Warrington WA3 6ZN

Manchester and District Housing Association Limited A charitable registered society under the Co-operative and Community Benefit Societies Act 2014 no 16434R

registered with the HCA no L1423. Registered office: 602 Aston Avenue Birchwood Park Warrington WA3 6ZN

Frontis Homes Limited A registered society under the Cooperative and Community Benefit Societies Act 2014 no 28841R, registered with the HCA no 14204.

Registered office: 602 Aston Avenue Birchwood Park Warrington WA3 67N

Headrow Limited A charitable registered society under the Co-operative and Community Benefit Societies Act 2014 no 21086R registered with the HCA no 1H0065A.

Registered office: 602 Aston Avenue Birchwood Fark Warrington WA3 6ZN

Partington Housing Association Limited A charitable registered society under the Co-operative and Community Benefit Societies Act 2014 No 27231R. Registered office: 602 Aston Avenue Birchwood Park Warrington WA3 62N Outlook Homes Limited A company registered in England and Wales. Company registration no 1997084.

Registered office: 602 Aston Avenue Birchwood Park Warrington WA3 6ZN

Arena Future Limited A company registered in England and Wales, Company registration no 05852395.

Registered office: 602 Aston Avanue Birchwood Park Warrington WA3 6ZN

Derwent and Solway Housing Association Limited A Charitable registered society under the Co-operative and Community Sensit Societies Act 2014 no 28630R. registered with the HCA no LH4213. Registered office; 602 Aston Avenue Birchwood Park Warrington WA3 6ZN Principal place of business: Stoneleigh Park End Road Workington Cumbria CA14 4DN

Moorlands Housing A charitable registered society under the Co-operative and Community Benefit Societies Act 2014 no 30941R, registered with the HCA no 114306. Registered office: 602 Aston Avenue Birchwood Park Warrington WA3 6ZN Principal place of business: Eaton House Buxton Road Leek Staffordshire Moorlands ST13 6EQ Tung Sing Housing Association Limited A charitable registered society under the Co-operative and Community Benefit Societies Act 2014 no 24701R, registered with the HCA no L3532.

Registered office: 602 Aston Avenue Birchwood Park Wairington WA3 6ZN

Principal place of business: Victoria House 119 Princess Road Manchester

M17AG

Ascent Housing LLP A limited liability partnership no OC 358082, registered with the HCA no 4724.

Registered office: 602 Aston Avenue Birchwood Park Warrington WA3 6ZN

Your Response is a trading name of Your Housing Group

Arena Options and Arena Homes are trading names of Arena Housing Group

Eaves Brook is a trading name of Manchester and District

Supporting Families, Shaping Futures

28th July 2017

Alchemy Crosby Youth and Community Centre Parenting 2000 58 Coronation Road L23 5RQ

To whom it may concern





Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Alchemy Crosby Youth and Community Centre and Ingeus have an ongoing relationship and that Alchemy Crosby Youth and Community Centre is willing to be included in Ingeus' tender submission for the Work and Health Programme in the North West CPA.

Alchemy Crosby Youth and Community Centre has agreed that the nature of the relationship between Ingeus and Alchemy Crosby Youth and Community Centre will involve the provision of the following for the delivery of the Work and Health Programme:

Co-location

Case-conferencing .

Data sharing

Other (Please explain further below)

This document is not intended as a legal form of contract between Alchemy Crosby Youth and Community Centre and Ingeus.

Kind Regards -



Youth and Community Centre Lead Alchemy Crosby Youth and Community Centre

Aichemy Crosby, Crosby Youth Centre, 58 Coronation Road, Crosby, L23 SRQ

W: www.patenting2000.org.uk Patenting 2000 no registered thathy No: 1947534 מהל בבירובסוץ והמציל די שסומיזיני No. 2997217 Registered Officia The Latya. Mornington Racal, Satulticart Fich as



Maple House, 157-159 Masons Hill, Bromley, Kent BR2 9HY www.offinitysutton.com

Telephone Text Reloy: Emoil:

28 July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Clarion Housing Group and Ingeus have an ongoing relationship and that Clarion Housing Group is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

 The nature of the relationship between Clarion Housing Group and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Clarion Housing Group and Ingeus.

Kind Regards

Employment Opportunities Officer

Clarion Housing Group

HELPING PEOPLE PUT DOWN ROOTS

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Lar-asthe Feitres Ground ind
and a state of the
- 4 - 4 - 1
(afg. nef
E-19314
Telephone Fax
See phone Say

26 July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

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This is to confirm that Alternative Futures Group and Ingeus have an ongoing relationship and that Alternative Futures Group is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

.1. The nature of the relationship between Alternative Futures Group and Ingeus will involve agreeing premises sharing arrangements in Merseyside for the delivery of the Work and Health Programme.

OR:

2. The nature of the relationship between Alternative Futures Group and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Alternative Futures Group and Ingeus.

Kind Regards

Regional Resource Lead Alternative Futures Group

nearthnach Albert Aire Albert - Albert Martin (193 Animer Fell Albert - Deutscher Charten (193) Animer Fell Albert - Deutscher Charten (193)

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Wellmind

Wellmind Media Ltd 55 Osborne Villas, Rove, BN3 2RA, UK Tel. Fax. Fax.

24th July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Be Mindful and Ingeus have an ongoing relationship and that Be Mindful is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Be Mindful and Ingeus will involve Be Mindful contributing to the ongoing design and improvement of services for Participants with mental. health conditions for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Be Mindful and Ingeus.

Kind Regards,

Client Services Director

Wellmind Media Ltd. (Be Mindful)

Wellmind Media Ltd. Reg. Office. 168 Church Rd. Hove, BN3 2DL Reg. No.4542911 VAT No.802511968

Lancashire Care

Te FAX Daisyfield Mill Appleby Street Blackburn BB1 3BL

Blackburn and Darwen Community Mental Health Teams

Monday 10th July 2017

To whom it may concern

I am writing to confirm:

The Community Mental Health Teams provide high quality support and treatment for people over the age of 16 years who are experiencing complex mental health and social care needs.

The Community Mental Health Team is an existing partner of Bootstrap Enterprises and is willing to be named as a partner of Bootstrap Enterprises in the Work and Health Programme

With the support and care of the team, people will be assisted to maximise their quality of life by promoting independence, recovery and social inclusion.

The Community Mental Health Team has an ongoing relationship with Bootstrap which offers specialist practical and emotional help for our service users seeking employment and training, or job retention support.

Collectively we are able to support people to make positive steps in their recovery and achieve their goals and aspirations.

Kind Regards

Deputy Manager

Mental Health Teams

Blackburn and Darwen Community Mental Health Teams







Ask about Research Opportunities relevant to your

Chief Executive:

MINDFUL

BUSINESS Discibility Building disability-smart organisations

Nuimeg Housi	e, 60 Gainsfor	rd Sireet
· London SEI 2N	lγ	
Tel:		•
Fax	and the second	
Textphone:		
Emoli		

17 July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Business Disability Forum and Ingeus have an ongoing relationship and that Business Disability Forum is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Business Disability Forum and Ingeus will involve Business Disability Forum contributing to the ongoing design and improvement of services for Participants with disabilities for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Business Disability Forum and Ingeus.

Kind Regards

<u>, akapten Skar</u>ov

Senior Disability Consultant Business Disability Forum

T: +44-20-7089-2482

E: chrisw@businessdisabilityforum.org.uk W: http://www.businessdisabilityforum.org.uk

Company limited by guarantee with charitable objects. Registered Charity No. 1018463. Registered in England No; 2603700 Registered Office: Nutmeg House, 60 Gainsford Street, London SEI 2NY



Head office 7th Floor, Walker House Exchange Flags

_ Liverpool L2.3YL

28 July 2017

To whom it may concern .

Ingeus -- Work and Health Programme (WHP) tender

This is to confirm that Career Connect and Ingeus have an ongoing relationship and that Career Connect is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

1. The nature of the relationship between Career Connect and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Career Connect and Ingeus.

Kind Regards

Assistant Director

Career Connect

· .

Head office:

Company No. 4233289 Charily Number: 1141077

.

careerconnect.org.uk



Castle Street Centre

Thursday, 27 July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Castle Street Centre and Ingeus have an ongoing relationship and that Castle Street Centre is willing to be included in Ingeus' tender submission for the Work and Health Programme in the North West CPA.

Castle Street Centre has agreed that the nature of the relationship between Ingeus and Castle Street Centre will involve the provision of the following for the delivery of the Work and Health Programme:

✓ □ Co-location
 □ Case-conferencing
 □ Data sharing

Other (Please explain further below)

This document is not intended as a legal form of contract between Castle Street Centre and Ingeus.

Kind Regards

Centre Manager Castle Street Centre



25 /7/17

Re Community Venue

Dear Graham

I can confirm that we are able to offer access to our offices to Bootstrap to use as a community venue.

Arrangements for use would involve contacting the office on the above number to arrange details.

Yours sincerely



Registered Manager



Clitheroe, Lancs. BB7 1BE

Tel: Fax

Non profit making Co Ltd. By guarantee No: 2733145. Charity Regularation No: 1014894



Stanlaw Abbey Business Centre Dover Drive Ellesmere Port CH65 9BF

31 July 2017

To whom it may concern

Ingeus -- Work and Health Programme (WHP) tender

This is to confirm that Chapter (West Cheshire) Ltd - hereafter referred to as 'Chapter' - and Ingeus have an ongoing relationship and that Chapter is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Chapter and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Chapter and Ingeus.

Kind Regards,



Chief Officer of Chapter

www.chaptenvestcheshire org Chapter (West Cheshure) Ltd Registered Charity Number 1072395 A Company Limited by Guarentae - Company Registration Number 3294547


24th July 2017

To whom it may concern

Ingeus -- Work and Health Programme (WHP) tender

This is to confirm that the School of Health Sciences, at City, University of London and Ingeus have worked together on a research project to understand the speech, language and communication needs of potential WHP participants.

The School of Health Sciences, at City, University of London is willing to be included in Ingeus' tender submission for the Work and Health Programme in the North West CPA.

The nature of this project between the School of Health Sciences, City, University of London and Ingeus reflects the contribution that the School of Health Sciences, City, University of London has made to the ongoing design and improvement of services for participants for the delivery of the Work and Health Programme.

It is our intention that this partnership with Ingeus continues in order to inform and enhance the services offered to participants of the Work and Health programme

This document is not intended as a legal form of contract between the School of Health Sciences, City, University of London and Ingeus.

Kind Regards



Professor, Enhancement of Child and Adolescent Language and Learning Associate Dean, Internationalisation, School of Health Sciences

City, University of London, Northampton Square London, EC1V 0HB



clarion uk

12th July 2017

To whom it may concern

ingeus - Work and Health Programme (WHP) tender

This is to confirm that Clarion and Ingeus have an ongoing relationship and that Clarion is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Clarion and Ingeus will involve Clarion providing specialist demand-led services for hearing impaired clients for the delivery of the Work and . Health Programme.

This document is not intended as a legal form of contract between Clarion and Ingeus.

Kind Regards

Head of Employment Services

Clarion Interpreting Limited (Clarion UK)

The Old Daîry, Brook Road, Thriplow SG8 7RG

www.clarion-uk.com '



12th July 2017



Central Office, PO Ikw 800 Richmand, Surrey TW9 1RG

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To whorn it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Cruse Bereavement Care and Ingeus have an ongoing relationship and that Cruse Bereavement Care is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Cruse Bereavement Care and Ingeus will involve Cruse Bereavement Care providing specialist demand-led services for clients dealing with a bereavement, for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Cruse Bereavement and Ingeus.

 South barries controlation. The function amonths to supervise policy that and force the set to set.

Kind Regards



Chief Operating Officer .

Polin Sciences

Gruse Bereavement Care



THE UNIVERSITY of EDINBURGH School of Economics The University of Edinburgh 30-31 Buccleuch Place Edinburgh EHB 9.17



.

Wednesday, 19 July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Edinburgh University and Ingeus have an ongoing relationship and that Edinburgh University is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Edinburgh University and Ingeus will involve Edinburgh University contributing to the ongoing design and improvement of services for Participants for the delivery of the Work and Health Programme:

This document is not intended as a legal form of contract between Edinburgh University and Ingeus.

Kind Regards

Professor in Economics School of Economics University of Edinburgh

The University of Edinburgh is a charitable body, registered in Stolland, with registration number SC005336

EPNAVCO

Ellesmere Port & Neston Association of Voluntary & Community Organisations

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ingeus - Work and Health Programme (WHP) tender

This is to confirm that EPNAVCO is willing to be included in the Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between EPNAVCO and The Pluss Organisation CIC will involve the agreement of premises sharing arrangements in The Community Hub, Whitby Rd, Ellesmere Port, CH65 9BD for the delivery of the Work and Health Programme.

This document is not a legal form or contract.

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Signature:	
Name:	
Job Title:	CHIEF OFFICER
Organisation:	EPHANCO.
Date:	87 /7/17
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EPNAVCO Ltd 108-112 Whitby Road, Ellesmere Port, Cheshire CH65 0AB Company Registration Number: 5301920 Registered Charity Number: 1108080 Tel:



Cheshire West



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

Tuesday, 18th July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Genius Within and Ingeus have an ongoing relationship and that Genius · Within is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Genius Within and Ingeus will involve Genius Within contributing to the ongoing design and improvement of services for Participants with neuro-differences for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Genius Within and Ingeus.

Kind Regards, Chief-Operating Officer.

> Genius Within CIC. Registered in England and Wales. No: 7602446 The Lewes Stand, Plumpton Racecourse, Plumpton Green, East Sussex. BN7 3AL



Engage | Empower | Evolve

2nd August 2017

To whom it may concern,

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Genie Recovery Services and Ingeus have an ongoing relationship and that Genie Recovery Services is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

1. The nature of the relationship between Genie Recovery Services and Ingeus will involve agreeing premises sharing arrangements in Liverpool for the delivery of the Work and Health Programme.

OR:

 The nature of the relationship between Genie Recovery Services and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Genie Recovery Services and Ingeus.

Kind Regards



Genie Recovery Services

Director

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Engage | Empower | Evolve

"We're all in the gutter but some of us are looking at the stars" ~ Oscar Wilde |Co-Founder and CEO: "We're all a stars" a looking Street |Liverpool | L1 9EN | Tel: |We're all on the stars of the star

| Registered charity no: 1172952 | Company no: 05786202 |









Liverpool Liverpool Jinical Commissioning Group





Good Things Foundation

1st Floor 1 East Parade Sheffield S1 2ET 31/07/2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Good Things Foundation and Ingeus have an ongoing relationship and that Good Things Foundation is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

Subject to the outcome of the tender, the nature of the relationship between Good Things Foundation and Ingeus is proposed to involve Good Things Foundation contributing to the ongoing design and improvement of digital services for Participants for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Good Things Foundation and Ingeus, neither does it constitute any form of agreement to work in partnership,

Kind Regards

Head of Digital Inclusion Good Things Foundation

The Greenn # Community Hub Ltd.

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26/07/2017

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To whom it may concern

Ingeus - Work and Health Programme (WHP) tender-

This is to confirm that The Greenhill Community Hub] and Ingeus have an ongoing relationship and that The Greenhill Community Hub is willing to be included in Ingeus' tender submission for the Work and Health Programme in the North West CPA.

The Greenhill Community Hub has agreed that the nature of the relationship between Ingeus and The Greenhill Community Hub will involve the provision of the following for the delivery of the Work and Health Programme:

- Co-location
- Case-conferencing
- Data sharing
- Other (Please explain further below)

This document is not intended as a legal form of contract between The Greenhill Community Hub and Ingeus.

Kind Regards

Director

The Greenhill Community Hub Ltd

The Greenhill Community Hub Ltd., Beech Close off Lancaster Crescent, Skelmersdale, WN8 8DL. Tel. Notestand and the mail; Company Ltd by Guarantee No. 8971703 ·

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Schedule 1 Appendix B Part 1 Appendix 4 – Human Resources

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HUMAN RESOURCES

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ations	 Ability to build rapport with, fnspire, motivate and chaltenge participants Participants Participants Experience of working with people with multiple and complex needs, including health conditions and disabilities Experience of working with people with multiple and complex needs, including health conditions and disabilities Ability to employ emotional intelligence in handing challenging situations Strong understanding of the employment services/wellare to work industry and the needs and challenges of the job market for fong term unemployed Strong Knowledge of the labour market and local stakeholder eco- system. Excellent verbal and written communation skills Ability to flecitive previous and outid and maintain effective processions 	 Hardin Structure and Structure strong working knowledge of Microsoft Office applications and web-based communication technologies Excellent organisation skills with a demonstrated ability to manage a busy schedule/workload under pressure A strong commitment to personal and professional orgolog 	 Able to network to build and maintain effective relationships internaty and externaly Excellent verbal and written communication skills Excellent verbal and written communication skills Strong understanding of the employment services/wei/are to work philosophy and the needs and challenges of the job market for long term unemployed. Experience of working with people with multiple and complex needs, including health conditions and disabilities religit tevel official illoracy skills, including strong working knowledge of hicluding thealth conditions and disabilities Experience of working with people with multiple and complex needs, hicluding thealth toroxicions and bisbilities Experience of working with a demonstrated ability to manage a busy schedule/working under pressure
id Qualific	olivate and c sily and multiple and the multiple and tess in handking tess for services, of the job me et and local s et and local s cation skills nd maintain et	ng slrong wo dased comm monstrated a e f professiona	elfective rela cation skills cation skills en services/ es of the job ing v provision a ing v prong es ng strong wo ased commi
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Relevant Skills, Experience and Qualifications	 Ability to build rapport with, inspire, motivate and chaftenge - batticipants Ability to work flexibly and peripatetically - batticipants Ability to work flexibly and peripatetically - batticipates of vorking with people with multiple and complex n including health conditions and disabilities Experiment of the employement in handling challenging situations and the meeds and challenger in handling challenging inclusivy and the needs and challenges of the job market for fong inclusivy and the needs and challenges of the job market for fong inclusivy and the needs and challenges of the job market for fong inclusivy and the needs and challenges of the job market for fong inclusivy and the needs and written communication skills Excellent verbal and written communication skills 	 High hourd digital fleetaxy successive strong working kno Hicrosoft Office applications and web-based communication flectmologies Excellent organisation skills with a demonstrated ability to m busy schedule/workload under pressure A strong commitment to personal and professional orgoing development 	 Able to network to build and maintain effective relationships and externally Excellent verbal and willten communication skills Excellent verbal and willten communication skills Sirrong understanding of the employment services/weilaret philosophy and the needs and challenges of the job market f term unempbyed. Knowledge of the labour market, wider provision and stake focal to the area in which you are applying Experience of working with people with multiple and comple ricidusing health conditions and veb-based communication the light vest digital literacy skills, including strong working km Microsofi Office applications and web-based communication technologies Excellent organisation skills with a demonstrated ability to r busy schedule/workload under pressure
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	 Providing a single point of contact for participanis, coordinating and sequencing services us part of their personalised journey Building strong and positive relationships with participanis, enabling them to make well informed choices Conducting Initial Assessments and co-creating Action Plaus with participanis Navigating participanis through multi-agency interventions Uitisfing a multi-channel pationality (digata, video, leephone) to provide participanis with the choice of how, when and where they engage Mang connections with local services, including as connections Providing in work support for participanis with high intensity support needs. 	 Providing participants with specialist advice and guidance in key areas (e.g. housing, substance abuse, self-employment, learning disabikiles) Developing single points of contact with key partner agencies (e.g. Housing Officers, individual Placement and Support Services) Supporting Keyworkers through case conterencing or joint appointments to upskill the Keyworker in the spotial interest area Providing group based support as well as one to one for participants in relation to their area of special interest. 	 Building and maintaining strong relations/typs with JCP, providing relevant Management information to support their monitoring of both flow and eligbility eligbility regularity with JCP Work Coachos and other referrat agents (ELSOS) to ensure accuracy of reterrals Eaclistiating welcome assistents for new participants, as agreed with JCP Provide feedback JCP colleagues to demonstrate "good news stories" of provide feedback JCP colleagues to demonstrate "good news stories" of provide feedback JCP colleagues to demonstrate "good news stories" of provide feedback JCP colleagues to demonstrate "good news stories" of provide feedback JCP colleagues to demonstrate "good news stories" support JCP in Identification of disengaged participants and undertaking activity to evaluate and respond to any trends leading to disengagement patients. Sensitively handle participant concerns about joining an employment programme or returning to work, and considerations around certain health condilions, disabilities or personal cfrumstances
	participants, rssonatised jo inps with part co-creating A agency inter fiai, video, te fiai, video, te an and where ants with high ants with high	advice and g mployment, I fit key partn and Support and Support i and Support i and support i as one to c	onstyps with eir monitoring chos and oth is v perticipants to demonstre to demonstre gaged partici to demonstre tends leadin trends leadin rends leadin rends leadin rends leadin rends leadin rends leadin rends leadin
5	 Provking a single point of contact for participants, coordin sequencing services as part of their personalsed journey Building strong and positive relationships with participants, to make well informed choices Conducting Initial Assessments and co-creating Action Pla participants Variaging participants through multi-agency interventions Utilishing a multi-channet phation (digital, video, telephone) participants with the choice of how, when and whare they en Making connections with tocal services, including case con Providing in work support for participants with high intensit needs. 	 Providing participants with specialist advice and guidance in i (e.g. housing, substance abuse, self-employment, learning dis Developing single points of contact with key partner agencies Housing Officers, individual Placement and Suppont Servees), supporting Keyworkers through case conterencing or joint ar to upskill the Reyworker in the spotbial interest area to upskill the Reyworker in the spotbial interest, area Providing group based support as well as one to one for parti- refailon to their area of special interest. 	 Building and maintaining strong relations/typs wil Management information to support thair monitor eligibility eligibility regularly with JCP Work Coachos and c ELSOs) to ensure accuracy of reterrals Facilitating welcome assistents for new participar Provide feedback to JCP colleggues to demons of progression or outcomes. Support JCP in Identification of disengaged part activity to evaluate and respond to any trends lea activity to evaluate and respond to any trends lea patients. Sensitively handle participant concerns about joi programme or reterring to work, and consideratic conditions, disabilities or personal circumstances
Key Responsibilities	 Providing a single point of consequencing services as part of a sequencing strong and positive <i>tr</i> on make wall informed cholers Conducting initial Assessment participants througe - Ultilating an unull-channel participants with the choice of the articipants with the choice of the articipants. 	anticipants w substance single points cers, individa Keyworker is i revorker di group based i eir area of sp	 Building and maintaining st anargement information to eligibility Lalsing regularly with JCP Lalsing regularly with JCP ELSOs) to ensure accuracy Forklisting welcome sessivi- care provide feedback of JCP c Provide feedback of the context of progression or duitomes Support JCP in identificatio activity to evaluate and resp patients. Sensitively handle participa programme or returning to w conditions, disabilities or per
Key Resp	 Providing a sequencing sta enducing sta building sta to make wei conducting to make wei participants e Making co e Providing I needs. 	 Providing F (e.g. housing (e.g. housing Housing Office Supporting to upskill the to upskill the to	 Building ar Managemer Managemer elgibitity Libaling re elgibitity Elschop re Provide te di prograssi activity to eve patteriny, to eve
ll Time uivalent	(REDACTED)		[нерастер]
Full Équi		by one colal ed, ta	5 0
	the defivery, mulii-place, t nodel, The as been finfo orking on program	se enhanced ters with Spe termarrd (a caseload at targeted suy	lective of the a voluntary. be essential of reterrals. and will be t
	Keyworker Keyworkers are ihe fynchpin of service deñvery, navigating participanis through our mulit-place, mulit- agency and mulit-channel deñvery model. The Keyworker role and job prolite for has been informed by ur expetience of what works on Wolfking Waf (a keyworker-lød health and employment programme).	The Keyworker delivery model will be enhanced by one in 5 developing to become Keyworkers wilh Special Interest. Special Interest areas will be demand fed, based on the specialist needs of the caseload at a borough by borough fovel to ensure targeted support.	Engagement Advisor The Engagement Advisor role is reflective of the high proportion of participants who will be voluntary. Effective engagement with JCP will be essential in ensuring the accuracy and quantity of referrals. They will be based in JCP focations and will be the local point of contact for referral enguines
	s are the tym participants of multi-chan cole and fob noce of what and health a	nker deliver) phrg to beco pecial Intere he specialist borough lov	ini Advisor jement Advis rigagement v rigagement v rigagement v rigagement v rigagement v rigagement v raci
Job Title	Keyworker Keyworkers navigaling I agenoy and Keyworker keyworker	The Keywr in 5 develo Inlerest. Si based on 11 borough by	Engagement Advisor The Engagement Adv proportion of participa Effective engagemen ensuring the accuracy They will be based in point of contact for re
Chain			
Prime/Supply Chain Organisation	20		ω
Prim Orga	รรลอย		

 Excellent Interpretational skills both orally and written, with a high familiarily of working in a customer facing onvironment High tevel of personal standard whist under pressure High tevel of personal and an addition and time management skills in order to work to a high standard whist under pressure Strong IT skills Strong IT s	 One of the following: One of the following: O A relevant City and Guidis Level 3 Health Trainer or equivalent NVO and/or relevant Dubic Health qualifications i.o. Association for Nukrilion and Exordes Professionals O Physical activity qualification Physical activ	 Broad range of clurical experience with significant post graduate experience Excellent oral and written communication skills Able to effectively network to build and maintain effectiver relationships internality and externality One of the following <l< th=""></l<>
 Greeting participants at our offices Supporting participants in accessing ingeustivub Diagnosing and quickly resolving access ingingeustivub Diagnosing and quickly receiving access ingingeustivub Diagnosing and quickly receiving access ingingeustivub Diagnosing and quickly receiving access issues in order to minimise participant dissalisitaction and downitme Dealivering group sessions on LearnMyWay (digital literacy training) Dealing with day to day responsibilides of the office maintenance (e.g. post, stationary supplies, booking of interprotectaxis, issuing staff invovements to the received of panetwork and electronic records completing 100% checks on all panetwork and electronic records 	 Detvering Illestyle, health specific and psycho-educational workshops activities tacking general filestyle and wellpeing, including improving activity of Arelevant City and Guidis Level 3 Health Trainer or equivalent NVC lavels, healthy ealing, alcoloid and smoking averaness, improving activity of Arelevant City and Guidis Level 3 Health Trainer or equivalent NVC lavels, healthy ealing, alcoloid and smoking averaness, improving activity of Arelevant City and Guidis Level 3 Health Trainer or equivalent NVC lavels, healthy ealing, alcoloid and smoking averaness, improving activity of Arelevant City and Guidis Level 3 Health Trainer or equivalent NVC lavels the and sites management as well as building confidence, and facerise Professionals Conducting 1:1 approximate to assist in improving their training related to eithar teaching, counselling or group general health plans for participants to assist in improving their training related to eithar teaching, counselling or group their ecourse decising 1:1 approving their training related to eithar teaching, counselling or group to coused Action plan; Producing tallored health plans for participants focusing on improving their course Producing tallored health plans for participants focusing on improving their course Freducing tallored health plans for participants focusing on improving their course Freducing tallored health plans for participants focusing on improving their course Freducing tallored health plans for participants focus on improving their course Freducing their local Social Prescription network, or via local state of a strategies and organisation sufficient and communication skills organisations within the local Social Prescription network, or via local state organisation services 	 Ensuring the delivery of the service meets the quality standards as building relationship described through our chindeal governance framework Eucliding relationships with key stakeholders including GPs, employers and experience Excellent oral and wittens cellent out and maintain effective relationship relevant NHS buckes Abilding relum to work advice and guidance for both participants and chiefle recelevant NHS buckes Colleding relum to work advice and guidance for both participants and chiefle recelevant NHS buckes Colleding relum to work advice and guidance for both participants and chiefle recelevant City and Galds Level 3 Health Traihor or equivalent NVC and support of employers on specific and the following Cons of the collowing And support of employers on specific marging the participants and discussing in work support where a participants and support of employers on specific marging related to enhole-thereacy involves the adding the performance and development of Health Advisors Managing the performance and development of Health Advisors Managing the performance and development of Health Advisors Consolidio collowing collowing collowing collow
(нерастер)	[REDACTED]	[HEDACTED]
Hub Guide/Administator Hub Guides reflect Work:Connect's increased focus on providing multi-channel delivery, enabling participants to engage with the service flivough digital channels. Hub Guides also provide en essential role in terms of greeting participants and provising administrative support to Keyworkers.	Health Advisor role is an essential element of the The Health Advisor role is an essential element of the Work:Connect health difor, ensuing we meet the wide- ranging health and disability needs of participants. Ingeus Health Advisors can provide support across the network to participants of supply chain partners who, due to low flows, do not have a dedicated Health Advisor function	Servior Health Pracitioner The Servior Health Practitioner will provide direct matrix management and support in respect of the professional development of Health Advisers as well as having coverarching responsibilities for clinical governance and safeguarding
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 Externsive exportence in a customer service environment Experience of working wills people wills multiple and complex needs, including health conditions and disebilities Froven environment, conditions and disebilities Froven environment, environment and the telephone. Froven environment, with cients wills on the telephone. Inardie sensitive situations with ampathyr, listen in detail without making assumptions; treat each person as an individual white maintaining assumptions; treat each person as an individual white maintaining assumptions; treat each person as an individual white maintaining with employers where required Confidence at supporting another serviced in conjunction will the rest of the team 	 Sirong understanding of the employment services/wellaro to work philosophy and the needs and clattenges of the job market for long term unemployed people Knowledge of Norit West labour market rends and drivers Knowledge of Norit West labour market rends and drivers Excellen of verbal and written communication skills Excellen lo ellectively network to build and marinalin effective retationships internally and externally High lavel digital fliceracy skills, and strong working knowledge of Microsoft Office applications High lavel digital fliceracy skills, with a demonstrated ability to manage a busy schedule/workload under pressure A strong commitment to personal and professional ongoing development. 	 Strong understanding of the employment services/welfare to work industry and the needs and challenges of the job market for iong term unremployed people Knowledge of North West labour market trends and drivers Knowledge of North West labour market trends and drivers Excellent verbal and written communication skifts Ability to effectively network, build and meintain strong relationships informally and externally and externally sciencial skifts, and strong working knowledge of Microsoft Olite approachions skills, and strong working knowledge of Microsoft Olite approachions skills with a demonstrated ability to manage a busy schedule/workload under prossure
 Making outbound calls to engage participants following relerrat to the programme Responding to inbound call queries and general emails from participants in as lifts topint of contact when participant is unable to speak to local delivery is staff Recording all relevant Information accurately, maintaining up to date intercords Recording to low-up action including further calls, texts or writing a telter as caller tercords Taking tolow-up action including further calls, texts or writing a telter as calletermined by operational processes and confractual targels Promoling a positive view of the WHP and addressing any concerns Promoling a positive view of the WHP and addressing any concerns Promoling a positive view of the WHP and addressing any concerns Promoling and sequencing in Work support services on behalt of in work participant to questions or concerns Coordinating the anticipant on access to local additional support as needed to resolve any issues Lalsing with the employer as needed to resolve any issues Suggesting reasonable adjustments to the role or workplace as required 	 Building and malntaining strong and elfective relationships with newlexisting local employers to generate vacancies for participants. Making regular contact with all key employers with repeat vacancles and tecontucting monthly meetings with all major employers where ongoing Facturtment is occurring. Anaking market tends to identify potentiat business opportunities Anaking factor monketing as required, using digital and electronic format e.g. emotived in the continent needs of each employer and tatoring pre- tormate c.g. emotived in the continent needs of each employer and tatoring pre- tioning the recomment to their specific needs Ensuring participants are appropriately matched to and propared for employer vacancies 	Targeting appropriate micl to large-scale employers that will provide volume • Strong understanding of the employment services/welfare to work (bb opportunities for participants) • Representing Work:Connect at Industry, sector and employer events, to primore and market the services of Work:Connect to attendees • Hornwelgo of Noth Work:Connect to attendees • Hornwelgo of Noth Work:Connect at Industry, sector and employers • Representing work: build and market trends and drivers • Reproved and market the services of Work:Connect to attendees • Hornwelgo of Noth Work:Connect at Industry, sector and employers • Reprinde and market the services of Work:Connect to attendees • Hornwelgo of Noth Work:Connect at Industry and the services of the and the services of Work:Connect • Hornwelgo of Noth and written communication skifts • Hornwelgo of Noth More and written communication skifts • Hornwelgo at and written communication skifts • Ability to effectively network, build and maintain strong relationship participants • Consulting with employers on matters of best practice, recruit our internally and extramally • Consulting with employers on matters of best practice, recruitment lacits, + inght literacy skifts, and strong working knowledge of employee induction, workforce integration and upskilling, productivity and • Excellent organisational skills with a demonstrated ability to mana; telention strategies.
(REDACTED)	REDACTED]	[REDACTED]
Clitent Llatson Officer is contact centre based and will deliver an outstanding lovel of customer service to individual participants at the point of referral and once in work	Employer Account Manager (local accounts) [F The Employer Account Manager vill lead employer engagement at a tocal level, establishing links with employers to generate appropriate and sustainable vacancles for participants.	Employer Account Manager (national accounts) [F Employer Account Manager (national) will engage with major employers that hire in volumo and would benefit from central coordination. The ingeus EdM will sharing vacancies across the The ingeus EdM will sharing vacancies across the tetwork, providing the employer-facting (unction to those supply chain pathens who, due to to low flows, do not have a dedicated EAM role.
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 Excellent interpersonal skills and experience in a supervisory tole Understanding of the employment services/wellare to work industry unemployed people An ability to hande multiple priorities and projects on time and on budget ensuing delivery of the highest quality Experience of business planning, budget preparation, budget management 	
 Delivering performance of the WHP through effective operational Excettent interperso parformance management Managing Keyworkers, Hub Guides and Employer Accurnt Managers Managing Keyworkers, Hub Guides and Employer Accurnt Managers Montoning and managing there accent managers Montoning and managing there are accent managers Montoning and team Montoning and team Montoning and team Hegular reporting of performance against individual and team Hegular reporting of performance in accordance with Ingeus and DWP Experience of busin management Ensuring compliance with informal and last Ensuring and active accordance with tingeus and DWP Excetter on as and weather and an active 	
(REDACTED)	
Teum Manager The Team Manager role is essential for motivating and supporting operational teams to active high performance levels; overseeing day-to-day performance; and supporting the Head of Defivery/Operations Director in the smooth defivery of the service.	
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NB // Ihere is insufficient space in the above table to include all the HR roles to support deliver of the Work and Health Programme, please attach a supplementary sheet using the same table format

HUMAN RESOURCES

Relevant Skills, Experience and Qualifications	suring they provide the Technical knowledge based on experience of Managing et and excesed their contracts at all slagcs of the contract life cycle from identification to completion to completion to completion - Excellent presentation, listening and written skills - Ability to develop and haintain relationships at a strategic level capacity building of - CIPS qualified (destrable) skills contracturate requirements where contracturate where	 mployment and skifs, Experience of leading focal strategic partnerships with LEPs, estment. Combined Authorities or similar Proven relationship-management skifts Proven relationship-management skifts Oral, within the company and all one short or second communication (stenning & allonding, negoliation & assertion) within the company and the provise at the sciencing is a second or company and externally Ability to build strong partnerships and identify opportunities for collaboration Ability to work under pressure in a larget driven environment r participants Ability to wulti-lask and deliver against a number of priorities 	 erfence for participants Degree educated, ideally in Markeling or related subject liked reports for senior A successful track record of managing comprehensive markeling programmes, with a focus on digital C supertise in all things digital and social, including PPC, SEO Expertise in all things digital and social, including PPC, SEO T straness of the sarvice Project managgement experience Project managgement experience Successful track record of creating markeling campaigns and initiatives that drive and increase awareness, engagement and return on investment Detailed knowledge of strategic marketing and communications planning Thorough understanding of social media management or rease conversion and
ime Key Responsibilities alent	 - Managing a network of SC Partners, ensuring they provide the highest level of service for clearls, and meet and exceed their contractual minimum expectations. - Ensuring that Defixery Partners are managed in line with the Supply Chain Management Framework. - Driving the continuous improvement and capacity building of subcontractors by ensuring that appropriate Performance improvement Plans are in place and exceuted. - Ensuring SC partners are compliant with contractual requirements and militrrum standards, and to drive improvements where required. 	 STEDJ • Strategic engagement of local leads for employment and skils, public health, regeneration and inward investment. • Brokering and managing relationships with North West stakeholders to positively impact participants • Establishing regional Social Prescription Networks • Ensuring our services are transparent and report into identified local integration • Managing a portfolio of external agencies and partners to ensure they provide the highest level of service for participants 	 TEDJ • Innovating and improving the digital experience for participants Analysing websile usage, producing detailed reports for senior management Designing and delivering local UX testing to understand local requirements Using digital and social media to raise awareness of the service brand, attract and retain customers, and build positive word of mouth Using digital and social media to raise awareness of the service brand, attract and retain customers, and build positive word of mouth Psroducing retailve content strategies, with a focus on digital platforms Producing valuable kocalised digital content Using CRM to provide regular teedback on performance of campinging to senior management Optimising onfine customer journeys across web, lablet and mobile platforms to drive acquisition and increase conversion and retention rates
Job Title. Équivalent	Supply Chain (SC) Manager Supply Chain (SC) Manager A role dedicated to supporting, chaltenging and assuring the delivery of our SC partners.	Partnership and Integration Manager [REDACTED] Our PIM role reliects the emphasis our model places on local integration – hard and complex to do well. Our experience on Working Weil delivery (an integrated health and employment service in Greater Manchester) is that dedicated resource is required to lead Integration	Digital Content Manager [REDACTED] Another rote that refrects the increased digital focus of our delivery model, the Digital Content Manager is nequired in order to generate original, engaging and localised content for digital channels.
Prime/Supply Chain Órganisation	ราลอบิบุ	, , snabu	ST DO DO LU

 Extensive experience of devoloping blended learning, e- learning and mobile tearning southons Experience in a related training theories, instroment Detailed knowledge of relevant training theories, mettodobgies and techniques Detailed knowledge of relevant training theories, instronobologies and techniques Relevant Engilsh language qualification at advanced education or degree level Experience working in a commercial e-fearning development environment (preferably involving blended fearning and mobile tearning soutions) Working knowledge of e-tearning authoring tools including Capitvate, Camtasta and Articulate Experience within light time constraints Strong project management skills 	 First class all round communication skills Proven ability to build effective rapport Positive attitude towards the aims and objectives of the programme Practical problem solving abilities Empathetic approach to holding sensitive conversations 	
 Developing instructional strategies and e-learning as well as contributing to broader, hended tearning osolutions Utilisting axcellent written English stifts to design and develop storyboards for e-learning and other digital learning materials Delivering e-learning that is accessible to contracted standards Llaisting with external partners to ensure co-written materials are delivered with their approval Participating in staft, partner and end usor meetings to ensure delivery is fit for purpose for the target audience 	 Recording all relevant information accurately, maintaining up to date records Taking follow-up action including further calls, texts or writing a letter as dolormined by operational processes and contractual tatents Promoting a positive view of the programme and addressing any concerns raised by employers Llaising closely with Keyworkers and operational teams to manage questions or concerns around verification 	
(REDACTED)	REDACTEDJ	
Product Manager The Product manager is needed to design and defiver the vast range of learning programmes InWorkGM is offering participants via InWorkHub. They project manage the design lifecycle from the original concept through to the go live stage of each course or course component.	Revenue, Referral & Processing Officers Contact centre based, this role is essential to our process for ensuring that Job start and Outcome Information is correct and companit.	
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 Managing performance and delivery across ingeus and the whole Excellent Interporsonal skills with extensive experience in managing high performing contracts Ellectively communicating and collaborating with managing high performing contracts Understanding of the employment services/wellare to work managing relating, managing relationships with key internal and external partners Managing is and brodgeting Managing is and projects on time on budget delivery of the management scheme is welfare to work with P&L Leading the long-term financial performance management Project management skills and experience such as negotingion. Leading the long-term financial performance management An ability to handle multiple priorities and projects on time on budget delivery of the highest quality. An ability to handle multiple priorities and projects on time on budget delivery of the highest quality. An ability to handle multiple priorities and projects on time on budget delivery of the highest quality. An ability to handle multiple priorities and projects on time on budget delivery of the highest quality. An ability to handle multiple priorities and projects on time on budget delivery of the highest quality. Management An ability to handle model previous budget delivery of the indices and projects on time on budget delivery of the highest quality. An ability to handle model previous budget preparation, budget pre		hare As outlined under Ingcus Keyworkers	AS outlined under Ingeus Health Advisers		As outlined under Innaus Olivert I laison Officers
Marraging performance and delivery across ingeus and the whole Suppy Chain. Electively communicating and colraborating with arrager/Corporate Heads to achieve common company goals Manager/Corporate Heads to achieve common company goals Leading, managing and developing senior ingeus operation staff • Managing relationships with key Internal and external partnens including identifying new business opportunities as appropriate • Leading the long-term financial performance of operations throug effective operational and financial performance management		As outlined under ingeus Keyworkers. In addition, due to the share of flows, Pluss Reyworkers will tulif the function of an Engagement Advisor and Hub Guide on an FTE-equivalent basis.	As oulfned under ingeus Health Advisers		As outlined under increus Citent Liaison Officers
[нерастер]	[REDACTED]	[REDACTED]	[ПЕРАСТЕР]	[REDACTED]	
Head of Delivery The Head of Delivery is accountable for the day to management of the WHP contract, overseeing the collective Work:Connect performance		Keyworker	Health Adviser		Client 1 laison Officer
sn Babu		Fluss	sond		

NB If there is insufficient space in the above table to Include all the HR roles to support deliver of the Work and Health Programme, please attach a supplementary sheet using the same lable format

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Prime/Supply Chain Organisation Pluss	Job Title Employer Account Manager	Full Time Equivalent [REDACTED]	Full Time Key Responsibilities Equivalent [REDACTED] As outlined in Ingeus Employer Account Manager	Relevant Skills, Experience and Qualifications As outlined in Ingeus Employer Acocunt Manager	n
1	(local accounts) Team Manager	[REDACTED]	(local accounts) ED] As outlined in Ingeus Team Manager	(local accounts) As outlined in Ingeus Team Manager	
	Digital Content Manager	[REDACTED]	[REDACTED] As outlined in Ingeus Digital Content Manager	As outlined in Ingeus Digital Content Manager	
	Operations Manager	[REDACTED]	 [REDACTED] Managing performance and delivery across the company's operations. Leading, managing and developing senior operation staff Effectively communicating and collaborating with ingeus Head of Delivery Operational performance reporting to Ingeus Head of Delivery 	 Excellent interpersonal skills with extensive experience in managing high performing contracts Understanding of the employment services/welfare to work industry and the needs and challenges of the job market for long term unemployed Management experience in welfare to work with P&L responsibilities Project management skills and experience such as negotiation, scheduling and budgeting An ability to handle multiple priorities and projects on time on budget delivery of the highest quality Experience of business planning, budget preparation, budget management Excellent oral and written communication skills Able to effectively network to build/maintain effective relationships internally and externally 	
Bootstrap	Keyworker	[REDACTED]	[REDACTED] As outlined under Ingeus Keyworkers. In addition, due to the share of flows, Bootstrap Keyworkers will fulfil the function of an Engagement Advisor on an FTE-equivalent basis.	As outlined in Ingeus Keyworker	r

	T			<u>.</u>		
As outlined under Ingeus Hub Guide and Administrator roles	As outlined under Ingeus Health Advisers	As outlined under Ingeus Employer Account Manager (local acocunts)	As outlined under Ingeus Team Manager		As outlined under Pluss Operations Manager	
D] As oullined under Ingeus Hub Guide and Adminstrator roles	D] As outlined under ingeus Health Advisers	D] As outlined under Ingeus Employer Account Manager (local acocunts)	D] As outlined under Ingeus Team Manager		D] As outlined under Pluss Operations Manager	
[REDACTED] A	[REDACTED]	[REDACTED] A	[REDACTED]		[REDACTED]	
Hub Guide/Administrator	Health Adviser	Employer Account Manager [REDACTEI (local accounts)	Team Manager		Operations Manager	
Bootstrap	Bootstrap	Bootstrap	Bootstrap		Bootstrap	

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Prime/Supply Chain Organisation	Job Title	Full Time Equivalent	Key Responsibilities	Relevant Skills, Experience and Qualifications
121 121	Keyworker	[REDACTED]	As outlined under Ingeus Keyworkers. In addition, due to the share of flows, i2i Keyworkers will fulfil the function of an Engagement Advisor on an FTE- equivalent basis.	As outlined in Ingeus Keyworker
[2]	Hub Guide/Administrator	[REDACTED]	As outlined under Ingeus Hub Guide/Administrator	As outlined in Ingeus Hub Guide/Administrator
(2)	Health Adviser	[REDACTED]	As outlined under Ingeus Health Adviser	As outlined in Ingeus Health Adviser
[2] .	Client liaison Officer	[REDACTED]	As outlined under Ingeus Client Liaison Officer	As outlined in Ingeus Ollent Liaison Officer
[2]	Operations Manager	[REDACTED]	As outlined under Ingeus Operations Manager	As outlined in Ingeus Operations Manager
Halton Borough Council	Keyworker	[REDACTED]	As outlined under Ingeus Keyworkers. In addition, due to the share of flows, Halton Borough Council Keyworkers will fulfil the function of an Engagement Advisor and Hub Guide on an FTE-equivalent basis.	As outlined under Ingeus Keyworker
Halton Borough Council	Client llaison Officer	[REDACTED]	As outlined under Ingeus Client Liaison Officer	As outlined under Ingeus Client Liaison Officer
Halton Borough Council	Employer Account Manager (local accounts)	[REDACTED]	As outlined under Ingeus Employer Account Manager (local accounts)	As outlined under Ingeus Employer Account Manager (local accounts)
Halton Borough Council	Operations Manager	[REDACTED]	As outlined under Pluss Operations Manager	As outlined under Pluss Operations Manager

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Schedule 1 Appendix B Part 1 Appendix 5 – Delivery Infrastructure

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DELIVERY INFRASTRUCTURE DETAILS

n					 	 	
Confirmation that delivery premises will comply with the Equality Act 2010					-		
	5-10 mins walk from bus rautes	5-10 mins waik from bus routes	5-10 mins walk from bus routes	On main bus routes			
Public Trai premises	5-10 mine	5-10 mins	5-10 mins	On main			
Permanent site, subcontractor site, outreach Public Transport links and proximity to the or co-location?	Oulreach	Outreach	Outreach	Outreach			
liittes Avaliable	WFL desks, crèches, disabled and wheelchair access	WiFl, dosks, crèches, disabled and wheelchair access	WIFI, desks, crèches, disebled and wheelchair access	WIFT, desk, phones, jobseach PCs			
State if Existingr New sites	Existing	Existing	Existing	Existing			
Delivery Location(s) (including Outreach and co-location sites)	Widnes - Upton Children's Centre, All Saints Upton C of E Primary School, Hough Green Road, WA8 4PG	Widnes - Warringten Road Chikiren's Centre, Naylor Rd, WA8 0BS	Runcom - Brookvale Children's Centre, WA7 68J	Hasiingden Community Link and Children's Centre - Bury Road, Haskingden, Rossendale, BB4 5PG	-		
Organisation Name(s) (including Prime, Subconiractors, Specialist and ad-hoo)	<u>Halton Borough Council</u>	Hallon Bocough Council	Hatton Borough Council	Bootstrap			

Schedule 1 Appendix B Part 1 Appendix 6 – Implementation Plan

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Schedule 1 Appendix B Part 1 Appendix 6 – Implementation Plan [REDACTED] .

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	rk and Health Programme keholder Relationship List	WKP Shortlisted Bidder	ingeus UK Ltd.	СРА	3	
takeholder Classification	Pati-Jila-	Confirmation Letter	-			•
re	Definition If a Stakeholder meets one or more of these three	Yes				
	conditions they are considered 'Core' 1 The withdrawal of this stakeholder is an integral part of					
	the customer journey or would materially affect performance.					
	OR 2. The withdrawal of this stakeholder would result in a gap					
	service provision to a customer group or geographic area. OR					
ncillary	3 Greater than 1% of annual CPA referral volumes which None of the above conditions are met, but the stakeholder	No				
3CHI41 Y	Note of all above conditions are net, but the staken boor provides a service which represents added value for the customer.	NO				
eksholder Name	Service Provided	Geographical Coverage	Estimated Proportio of Referrat Volumes		Core or Ancillary Stakeholder	Confirmation Lei Submitted
ver Cloud Health Ltd yal Association of Deal Peop	Ongoing co-design of computensed CBT services Ongoing co-design of delivery model for sensory impairment	NA NA	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Core	Yes Yes
ntre for Mental Health od Things Foundation	Ongoing co-design of services for mental health provision Ongoing co-design of digital services (LearnMyWay)	NA	(REDACTED) [REDACTED]	[REDACTED] [REDACTED]	Core	Yes Yes
nars Within	Ongoing co-design of services for participants with neuro-de	NA	[REDACTED]	(REDACTED)	Core	Yes
ngurgh University hool of Health Sciences, City	Ongoing co-design partner for ongoing improvement of sen Ongoing co-design of services for speech, language and co	NA	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Core	Yes Yes
siness Disability Forum	Ongoing co-design partner for participants with disabilities Ongoing co-design of services for mental health provision	NA	[REDACTED]	[REDACTED] [REDACTED]	Core	Yes Yes
ion on Addiction	Prior co-design of delivery model for substance misuse	NA	[REDACTED]	[REDACTED]	Ancillary	No
ish Association Supported E	Prior co-design of delivery model for sensory impairment Prior co-design of delivery model for supported employment	NA NA	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Ancillary Ancillary	No No
mley-by-Bow Centre	Prior co-design of delivery model for social enterprise Prior co-design of delivery model for homelessness support	NA	(REDACTED) [REDACTED]	[REDACTED] [REDACTED]	Ancillary Ancillary	No No
ish Institute of Learning Disa bonal Housing Federation	Prior co-design of delivery model for tearning disabilities	NA NA	[REDACTED]	[REDACTED]	Ancillary	No
ND Europe	Prior co-design of delivery model for housing support Prior co-design work for policy insight into key delivery area	NA	[REDACTED]	[REDACTED] [REDACTED]	Ancilary Ancilary	No No
itute of Employment Profess arson Education	Prior co-design of delivery model for professional developm Prior-co-design work on 'Open Badges' soft skills accreditab		[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Ancillary Ancillary	No No
tion UK se Bereavement Care	Specialist demand-led services for hearing impaired WHP p Specialist demand-led services for WHP participants dealing	All CPA	[REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes
ituve Thinking Skills	Specialist demand-led educational services on substance m	AII CPA	(REDACTED)	[REDACTED]	Core	Yes Yes
ht 2 Write B	Specialist demand-led services for WHP participants with le Specialist demand-led services for vision impaired WHP part		(REDACTED) [REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes Yes
gerbread hter	Specialist demand-led services for lone parent WHP particip Specialist demand-led services for WHP participants facing		[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes Yes
awberry Fields Training CIC	Specialist demand-led training programmes in self-awarene	AII CPA	[REDACTED]	[REDACTED]	Care	Yes
rning Point L Health	Specialist demand-led mental health and substance misuse Integrating WHP delivery with local physical health and well	Central Lancashire, St He	(REDACTED) (REDACTED)	[REDACTED] [REDACTED]	Core Core	Yes Yes
daction (Liverpool) inity Sutton (Clarion Housing	Integrating WHP delivery with local substance misuse support Integrating WHP delivery with local housing support	LCR Warrington, Widnes	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes Yes
ckburn & Darwen Communit	Specialist support for complex mental health and social care	Blackburn with Darwen	[REDACTED]	[REDACTED]	Core	Yes
apter Ltd	Integrating WHP delivery with local career support services, Integrating WHP delivery with local mental health support	West Cheshire	(REDACTED)	[REDACTED] [REDACTED]	Core Core	Yes Yes
	Integration activity inc. referral routes and sharing vacancies Integrating WHP delivery with local disability support service		[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes Yes
	Integration activity inc. referral routes for health and wellbei Integrating WHP delivery with local skills support, inc. sharir	Halton	(REDACTED) (REDACTED)	[REDACTED] [REDACTED]	Core Core	Yes Yes
ry Seacole House	Integrating WHP delivery with local mental health support fo	Merseyside	(REDACTED)	[REDACTED]	Core	Yes
t Lancashire Community Re		Lancashire	(REDACTED) (REDACTED)	[REDACTED] [REDACTED]	Core Core	Yes Yes
erside College actuary Housing Group	Integrating WHP delivery with local skills support, inc. sharin Integrating WHP delivery with local housing support (partner	Cheshire	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes Yes
a Arts	Integrating WHP delivery with local community support grou	Liverpool	(REDACTED)	[REDACTED]	Core	Yes
nsport and Planning, Halton	Integrating WHP delivery with specialist mental health support Integrating WHP delivery with local transport IAG services	Halton	[REDACTED] [REDACTED]	(REDACTED)	Core Core	Yes Yes
Ifare Rights Service Halton pire (CGL)	Integrating WHP delivery with local wolfare benefits IAG ser Integrating WHP delivery with local substance misuse suppo	Halton Lancoshire	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes
mative Futures Group	AIP for co-location and integration with learning disabilities a AIP to use offices as outreach location	Merseyside, Cheshire	(REDACTED) [REDACTED]	[REDACTED]	Core	Yes Yes
itie Street Centre	AIP for co-location	Kendal	[REDACTED]	(REDACTED)	Core	Yes
ne Recovery Services	AIP for co-location in community hub AIP for co-location and integration with local substance mist	Liverpool	(REDACTED) (REDACTED)	(REDACTED) [REDACTED]	Core Core	Yes Yes
enhill Community Hub	AIP for co-location AIP to use community hub as outreach location (for Bootstra	Skeimersdale	(REDACTED) (REDACTED)	[REDACTED] [REDACTED]	Core Ancillary	Yes Yes
wative Alkance	AIP for co-location and integration with local training and se	North-West	[REDACTED]	[REDACTED]	Care	Yes
zens Advice Knowsley (GMh	AIP for outreach location (for Bootstrap) AIP for co-location and integration with debt advice service	Knowsley	(REDACTED) (REDACTED)	[REDACTED] [REDACTED]	Ancillary Core	Yes Yes
al Solutions	AIP for co-location AIP for co-location (deliver carers, mental health, training, h		(REDACTED) (REDACTED)	[REDACTED] [REDACTED]	Core Core	Yes Yes
sey Care NHS	AIP for co-location in Life Rooms (deliver specialist mental h AIP for co-location and integration with local training provisi	Merseyside	[REDACTED]	[REDACTED]	Core	Yes
h Allerdale Development Tr	AJP for community outreach location	Wigton	(REDACTED) (REDACTED)	(REDACTED) [REDACTED]	Core Ancillary	Yes Yes
ential 4 Skills amond Fellowship	AIP for co-location and integration with local skills training p AIP for co-location and integration with mental health suppo	Merseyside North West	(REDACTED) [REDACTED]	[REDACTED] [REDACTED]	Core Core	Yes Yes
Gateway	AIP for co-location in community resource centre AIP to integrate WHP with local further education provision a	Warrington	REDACTED	[REDACTED] [REDACTED]	Core	Yes
emy Crosby Youth & Comm.	AIP for co-location, case-conferencing and data sharing	Crosby	[REDACTED]	[REDACTED]	Core Core	Yas Yes
	AIP for co-location AIP for co-location in Partington and integration with local h		(REDACTED) (REDACTED)	[REDACTED] [REDACTED]	Core Core	Yes Yes
1	Specialist demand-led services for ex-services, disabilities a Strategic input into delivery model, e.g. by Dave Brennan	North West	(REDACTED) (REDACTED)	[REDACTED]	Core	Yes No
cashire LEP	Strategic input into delivery model	LLEP	REDACTED]	[REDACTED] [REDACTED]	Ancillary Ancillary	No
nbria County Council	Strategic input into delivery model, e.g. by Rob Tabb Strategic input into delivery model, e.g. by Amanda Towers		[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	Ancillary Ancillary	No No
	Strategic input into delivery model, e.g. by Clare Latham Strategic input into delivery model	Cheshire West and Chest Lancashire		[REDACTED] [REDACTED]	Ancillary Ancillary	No No
	Strategic input into delivery model, e.g. by Rachael Gosling			[REDACTED]	Ancillary	No

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Schedule 1 Appendix B Part 1 Appendix 8 – Stakeholder Declarations

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Gingerbread provides expert advice, practical support and comparigns for single parent families.

11⁵ July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Gingerbread and Ingeus have an ongoing relationship and that Gingerbread is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

Gingerbread has agreed the nature of the relationship between Ingeus and Gingerbread which will involve providing specialist demand-led services for Lone Parents for the delivery of the Work and Health Programme. This includes a one off cost for access to online information, peer support services and Gingerbread's single parent helpline and the supply of workshops designed to specifically support the needs of single parents.

This document is not intended as a legal form of contract between Gingerbread and Ingeus.

Kind Recards

President: Chiel Executive: Chair of Trustees:

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Deputy Chief Executive Gingerbread, the charity for single parent families

520 Highgate Studios 53-79 Highgate Road London, NW5 1TL Tel

WITH STATISTICS AND AND ADDRESS AND ADDR

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Congenierasi the charity as single parent families in registered in England and Wales as a company limited by Quantanee no. 400745 and a registered abainty no. 230759

And the second secon

inforgingerbread.org.uk www.gingerbread.org.uk citizens advice Halton

To:

Department for Work and Pensions

Citizens Advice Halton Unit 3 Victoria Building Lugsdale Road , Widnes WA8 6DJ

www.haltoncab.org.uk

Tel

I confirm that we have an existing relationship with Halton People into Jobs (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

(tick any that apply)

Date: 24th July 2017

Taking referrals of Work and Health Programme participants where they meet your eligibility criteria

Co-locating delivery

Sharing vacancies, training placements or coordinating employer relationships

Case conferencing, where appropriate

Data sharing where this meets data security requirements

Dother (please describe).....

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Signed Advised and a state of the second stat

Chief Officer of Citizens Advice Halton

Tel:

Chief Executive Hitesh N Patel

Citizens Advice Halton is an operating name of Halton Citizens Advice Bureau. Charity registration number 1118300. Company limited by guarantee. Registered number 5345702 England. Authorised and regulated by the Financial Conduct Authority FRN:517620. Registered office: Unit 3 Victoria Building. Lugsdale Road, Widnes. WAB 5D] Halton Disability Partnership

26th July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Halton Disability Partnership] and Ingeus have an ongoing relationship and that Halton Disability Partnership is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Halton Disability Partnership and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Halton Disability Partnership and Ingeus.

Kind Regards

Manäger

Halton Disability Partnership







Registered Office: Setion House, Public Hall Street, Runcom, Cheshire, WA7 1NG Halton Disability Partnership is registered in England and Wales as a Registered Charity No. 1138404 and a Compony Limited Guarantee No. 7335794 Telephone: Telepho

www.haltondisablility.org.uk



25th July 2017

Dear

I am writing to confirm that Haslingden Community Link is available to host Bootstrap outreach services in Rossendale.

I look forward to discussing potential partnership working with you.

Yours faithfully,



Enterprise & Contracts Manager Haslingden Community Link



Haslingden Community Link & Children's Centre

Bury Road, Haslingden, Rossendale, Lancs BB4 5PG Community Tel: Children's Centre Tel: Children's Centre Tel: Children's Centre Tel:

Emzil: info@hcl.org.uk www.hasiingdencommunitylink.org.uk Haslingden Community Link - Company Limited by Guzantee No. 3612468 - Registered Charity No. 1075926





To: Department for Work and Pensions

Date: -27th July 2017

I confirm that we have an existing relationship with Hallon Borough Councils Employment Learning & Skills Divisions – Halton People into Jobs (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

I Taking referrals of Work and Health Programme participants where they meet our eligibility criteria

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Kind Regards

Divisional Manager – Health and Wellbeing Halton Borough Council

Ics all happening IN HALTON

Settive HEALTH IMPROVEMENT

Halton Health Improvement Team history Runcorn Town Hall, Health Road, Runcorn, WA? 5TD Tel: Tel: Www.hallonhealthimprovement.co.uk HIT@halton.gov.uk

www.halton.gov.uk

INNOVATIVE ALLIANCE

The Turbot' Coburg Wharf, Liverpool. L3 4BP

26^{sh} July 2017

To whom it may concern

 \sim ingeus – Work and Health Programme (WHP) tender

This is to confirm that Innovative Alliance Ltd and ingeus have an ongoing relationship and that Innovative Alliance Ltd is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Innovative Alliance Ltd and Ingeus will involve agreeing premises sharing arrangements in the North West for the delivery of the Work and Health Programme where appropriate. The nature of the relationship between Innovative Alliance Ltd and Ingeus will also involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Innovative Alliance Ltd and Ingeus.

Kind Regards

Contracts and Quality Manager Innovative Alliance Ltd

VAT Reg No. 179856733 ICO Reg No. ZA096373

www.innovativealliance.co.uk

3 Company Reg no. 08884205

Registered Office: c/- Percy Westhead, Greg's Buildings, 1 Booth Street, Manchester, M2 4AD

Enquiries:

Space North Lancashire Integrated Substance Misuse Service

Top Floor The Lofthouse Building London Street Fleetwood FY7 6JL



To: Department for Work and Pensions

Date: 3^{id} August 2017

I confirm that we have an existing relationship with i2i (who will be a subcontractor to Ingeus for the . Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

(tick any that apply)

 \boxtimes Taking referrals of Work and Health Programme participants where they meet your eligibility criteria

Co-locating delivery

Sharing vacancies, training placements or coordinating employer relationships

Scase conferencing, where appropriate

🛛 Data sharing where this meets data security requirements

Other (please describe).....

l confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Signed

Inspire



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Intuitive Thinking Skills"

From dependence to independence

To whom it may concern

10/07/2017

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Intuitive Thinking Skills and Ingeus have an ongoing relationship and that Intuitive Thinking Skills is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

Intuitive Thinking Skills has agreed the nature of the relationship between Ingeus Intuitive Thinking Skills which will involve providing specialist demand-led educational services on substance misuse, employability and domestic violence for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Intuitive Thinking Skills and Ingeus.

Kind Regards

Managing Director

Intuitive Thinking Skills Ltd



ntuitivelhinkingskills.com

Intuitive Thinking Stats Ltd. City View House, 5 Union Street, Ardwick, Manchester M12 4JD Tig Registered No. 5204890

Jubilee Tower Credit Union Ltd.

5 - 7 Bolton Road, Darwen, Lancashire, BBS 1DF

1 August 2017

Deart

I can confirm that Jubilee Tower Credit Union in Darwen has an established relationship with Bootstrap Enterprise and is able to offer access to our offices to use as a community venue in the delivery of the Work and Health Programme.

Email:

Arrangements for use would involve contacting the office on the above number to arrange details.

Kind Regards,

Yours sincerely,



Chair

Registered Office: 5 - 7 Bolton Road, Darwen, Lanceshire. BB3 1DF Jubiloe Tower Credit Union is authorized by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority FRN 213662, Registered Credit Union No. 450c

INTERTOR IN PROTIS

Citizens Advice Knowsley

citizensadviceknowsley.org.uk



2nd August 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Citizens Advice Knowsley and Ingeus have an ongoing relationship and that Citizens Advice Knowsley is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

 The nature of the relationship between Citizens Advice Knowsley and Ingeus will involve agreeing premises sharing arrangements in Knowsley for the delivery of the Work and Health Programme.

OR:

 The nature of the relationship between Citizens Advice Knowsley and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Citizens Advice Knowsley and Ingeus.

Kind Regards

Assistant Chief Officer

Citizens Advice Knowsley

Citizens Advice Knowsley is an operating name of Knowsley District Citizens Advice Bureau. Telephone Charity registration number 1049996. Company limited by guarantee. Registered number 3108844 England. Authorised and regulated by the Financial Conduct Authority FRN: 617643. Registered office: 2 Newtown Gardens, Kirkby, Liverpool, L32 8RR.





To: Department for Work and Pensions

Date: 28th July 2017

I confirm that we have an existing relationship with Halton Borough Councils Employment, Learning and Skills Division – Halton People into Jobs (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

Sharing vacancies, training placements or coordinating employer relationships

SEngaging with and signposting Work and Health Programme participants to appropriate apprenticeship opportunities

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Skills Strategy Manager

Room 10 | Kingsway Learning Centre Victoria Road | Widnes | WA8 7QY Mobile

Liverpool City Region Apprenticeship Hub



Employees Support in Skills Project Supported by the European Social Fund / Education & Skills Funding Agency Room 10, Kingsway Learning Centre Victoria Road Widnes WA8 7QY www.apprenticeshipswork.org.uk 27th July 2107

To whom it may concern

Telephonel

E-mail:

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Local Solutions and Ingeus have an ongoing relationship and that Local Solutions is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

Olu

localsolutions.org.uk

Mount Vernon Green • Hall Lane • Liverpool L7 BTF Facsimiles Facsimiles • Minicom

 The nature of the relationship between Local Solutions and Ingeus will involve agreeing premises sharing arrangements for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Local Solutions and Ingeus.

Kind Regards

Deputy Human Resources Manager

Local Solutions



Chaiman Chaiman Chaiman Chair Executive Active States and Chair Executive Active Active Active Active States and Water as a company list by Guerrance Company No. 1792921. Charities Active Active States and Water as a company of the States and States and



INVESTORS

28th July 2017

To whom it may concern 🕔

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Liverpool City Council and Ingeus have an ongoing relationship and that Liverpool City Council is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

 The nature of the relationship between Liverpool City Council and Ingeus may involve agreeing premises sharing arrangements in Liverpool for the delivery of the Work and Health Programme.

OR:

F

 The nature of the relationship between Liverpool City Council and Ingeus may involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Liverpool City Council and Ingeus.

Kind Regards



Funding and Commissioning Manager

Liverpool City Council Mynicipal Buildings, Dale Street, Liverpool, L2 2DH

W.liverpool.gov.uk



Mary Seacole House

Upper Parliament Street, Liverpool L8 7LB

31^{±1} July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Mary Seacole House and Ingeus have an ongoing relationship and that Mary Seacole House is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

 The nature of the relationship between Mary Seacole House and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not inlended as a legal form of contract between Mary Seacole House and $\mbox{-}$ logeus.



INVESTORS | Silver

Mary Seacole House is a project of Granby Community Mental Health Group. Registered Charity No. 1062895. Company Number: 3204514



31/7/2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Mooreskills and Ingeus have an ongoing relationship and that Mooreskills is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Mooreskills and Ingeus will involve agreeing premises sharing arrangements in the North West for the delivery of the Work and Health Programme and will involve will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Mooreskills and Ingeus.

Kind Regards

Managing Director

Mooreskills

MOORESKILLS	
9 5 & 6 Priory Mews, Monks Feiry CH41 5A2 10	es www.mooreskilis.co.
· · ·	 · · · · · · · · · · · · · · · · · · ·





Date: 26 July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Mersey Care NHS Foundation Trust and Ingeus have an ongoing relationship and that Mersey Care NHS Foundation Trust is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Mersey Care NHS Foundation Trust and Ingeus will involve agreeing premises sharing arrangements in Life Rooms Walton and Life Rooms Southport for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Mersey Care NHS Foundation Trust and Ingeus.

Kind Regards



Director of Social Inclusion & Participation Mersey Care NHS Foundation Trust



Clinical Commissioning Group

First Floor Runcorn Town Hall Heath Road Runcorn . Cheshire WA7 5TD

Tel: www.haltonccg.nhs.uk

To: Department for Work and Pensions

Date: 31st July 2017

I confirm that we have an existing relationship with Halton Borough Councils Employment, Learning and Skills division – Halton People into Jobs (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

□ Taking referrals of Work and Health Programme participants where they meet our eligibility criteria for projects that we are delivering

Supporting with development of any community projects that may be relevant to this customer group

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Kind Regards

Well Halton Programme Manager

Involving everybody in improving the health and wellbeing of the people of Halton



PRIVATE & CONFIDENTIAL

	ashire Care	NHS
Tel: Our ref: Your ref: Date:	WHP ST 10/07/2017	ξ

EAST LANCASHIRE COMMUNITY RESTART TEAM

To whom it may concern

i am writing to confirm:

The Community Restart Team is an existing partner of Bootstrap Enterprises and is willing to be named as a partner of Bootstrap Enterprises in the Work and Health Programme

The Community Restart Team is a modern, forward thinking service that has co-production with service users at its heart. It is dedicated to improving quality of life, promoting opportunities and improving the outcome for people across Lancashire who have mental health support needs.

The Community Restart Team has an ongoing relationship with Bootstrap which offers specialist practical and emotional help for our service users seeking employment and training, or job retention support.

Collectively we are able to support people to make positive steps in their recovery and achieve their goals and aspirations.

Kind Regards .

Yours sincerely.

Project Lead BwD Community Restart Darwen Resource Centre Edward Street Darwen BB1 1AY

upporting Health and Wellbeing

EL Community Restart Service Darwen Resource Centre Edward Street Darwen, BB3 1AY

CRISIS TEAM -

NÁDT

26/07/17

To whom it may concern

Ingeus – Work and Health Programme (WHP) tender

This is to confirm that North Allerdale Development Trust (NADT) and Ingeus have an . ongoing relationship and that NADT is willing to be included in Ingeus' tender submission for the Work and Health Programme in the North West CPA.

NADT has agreed that the nature of the relationship between Ingeus and NADT will involvethe provision of the following for the delivery of the Work and Health Programme:

□ Other (Please explain further below) Provision of hire space for the delivery of Outreach activities

. This document is not intended as a legal form of contract between NADT and Ingeus.

Kind Regards

NADT Trust Manager

Centre for Mental Health



Realising a better future

21st July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Centre for Mental Health and Ingeus have an ongoing relationship and that Centre for Mental Health is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between Centre for Mental Health and Ingeus will involve Centre for Mental Health contributing to the ongoing design and improvement of services for Participants with mental health conditions for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Centre for Mental Health and Ingeus.

Kind Regards



Director of Programmes and Performance

Centre for Mental Health

2D21 South Bank Technopark, London Road, SE1 6LN Tel

<u>www.centreformentalhealth.org.uk</u> formerly.Sainsbury Centre for Mental Health Charity Reg No 1091156 A Company limited by guarantee registered in England and Wales No 4373019



27th July 2017 To whom,it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Potential4skills and Ingeus have an ongoing relationship and that Potential4skills is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

1. The nature of the relationship between Potential4skills and Ingeus will involve agreeing premises sharing arrangements in Merseyside for the delivery of the Work and Health Programme. OR:

2. The nature of the relationship between Potential4skills and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Potential4skills and Ingeus.

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Kind Regards

Sales Manager Potential4skills

Centres in: Setty - New Set

Φ Right 2 Write

Right 2 Write Ltd Clitheroe Business Centre 105 Whalley Road Clitheroe Lancashire BB7 1HW

Date: 17th July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Right 2 Write and Ingeus have an ongoing relationship and Right 2 Write is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

Right2Write has agreed the nature of the relationship between Ingeus and Right 2 Write which will involve providing specialist demand-led services for clients with learning difficulties for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Right 2 Write and Ingeus.

Kind Regards

Director

Right 2 Write Ltd

Right 2 Write Ltd, Clitheroe Business Centre, 105 Whalley Road, Clitheroe, BB7 1HW

Tel:

Email:



RBLI Employment Solutions Hall Road Aylesford Kent ME20 7NL



Patron HRH The Duchess of Kent

APPENDIX 3

SUBCONTRACTOR DECLARATION

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

To: Department for Work and Pensions

Date: 2nd August 2017

I confirm that we have agreed in principle with Ingeus, to deliver the following elements of the service described in their Tender:-

Provision of our telephone helpline support for veterans, ex-servicemen, wives and partners of serving personnel and reservists in the North West and Home Counties.

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



ROYAL BRITISH LEGION INDUSTRIES, HALL ROAD, AYLESFORD, KENT ME20 7NL

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

*ration Viscow Do Liele MSE Lord Londonni el Keni Shairnam Rotran Sorben & FCDS – Chief Executive SF Sharry GMS OSE 4 Giózon of Royal Estáb Legion Housius United United by Guarante Repistaned in England He. 158479 Gylinend Chille Mill Read, Ayastraf, Kent MSEN 712, Regutared Chariny No. 21003

TVTESTOR IN PEOPLE

80 Holloway Road London N7 8JG

28th July 2017

To whom it may concern,

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Richmond Fellowship and Ingeus have an ongoing relationship and that Richmond Fellowship is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

 The nature of the relationship between Richmond Fellowship and Ingeus will involve agreeing premises sharing arrangements in Merseyside (Graeme House, Derby Square, Liverpool L2 2XS) for the delivery of the Work and Health Programme.

OR:

 The nature of the relationship between Richmond Fellowship and Ingeus will involve integration activity to align Work & Health Programme delivery to effectively complement existing local provision.

This document is not intended as a legal form of contract between Richmond Fellowship and Ingeus.

Kind Regards

Group Director of Business Development Richmond Fellowship part of Recovery Focus Group

Recovery Focus is a new group of expert charities being built to inspire recovery nationwide.











aquarius

Head Office: 80 Holloway Road London N7 BJG Tel

www.recoveryfocus.org.uk

To: Department for Work and Pensions

Date: 24th July 2017

I confirm that we have an existing relationship with Halton Borough Council (who will be a subcontractor to Ingeus for the Work and Health Programme).

I confirm that we have agreed in principle to support the delivery of the Work and Health Programme by:

(tick any that apply)

□ Taking referrals of Work and Health Programme participants where they meet your eligibility criteria

□Co-locating delivery

Sharing vacancies, training placements or coordinating employer relationships

Case conferencing, where appropriate

Data sharing where this meets data security requirements

□Other (please describe)...:

I confirm that we are happy for this relationship to be referenced in the tender.

This letter does not represent any form of legal or contractual agreement between any parties.

Signed:



HEAD OF SKILLS AND ENTERPRISE RIVERSIDE COLLEGE HALTON KINGSWAY CAMPUS KINGSWAY WIDNES CHESHIRE WA8 9ZA Riverside College Widnes & Runcorn

Kingsway Campus Nogsway Widnas Cheshire WAS 700

Cronton Swith Form College Cronton Line Widnes Cheshire WA8 SWA

T T www.riverside.ac.uk

> e officialitierside college

> 🐓 - priversidecolleg



Supporting people with sight loss

RNIB 105 Judd Street London WC1H 9NE

rnib.org.uk facebook.com/rnibuk twitter.com/rnib

21 July 2017

To whom it may concern

Ingeus – Work and Health Programme (WHP) tender

This is to confirm that RNIB and Ingeus have an ongoing relationship and RNIB is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

RNIB has agreed the nature of the relationship between Ingeus and RNIB which will involve providing specialist demand-led services for clients with vision impairments for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between RNIB and Ingeus.

Kind Regards

Specialist Lead, UK Specialist Services

Royal National Institute of Blind People

Patron: Her Majesty The Queen • President: Dame Gail Ronson DBE • Chair: Kevin Carey • Acting Chief Executive: Sally Harveý • Principal address: 105 Judd Street, London WC1H 9NE • Registered charity number: 226227 (England and Wales) and SC039316 (Scotland) • Incorporated by Royal Charter Registered in England no. RC000500

Royal Association for Deal people

Century House South Riverside Diffice Centre. Worth Station Road, Colcliester, Essex CO: sRE





Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Royal Association for Deaf People is willing to be included in the Ingeus tender submission for the Work and Health Programme in the North West CPAs.

The nature of the relationship between Royal Association for Deaf People and Ingeus / The Pluss Organisation CIC is based on input to co-design a delivery model for use with the Work and Health Programme.

This document is not a legal form or confract.

Director of Services Royal Association for Deaf People

141

28th July 2017 ·



Nefrit; www.usp.life.it.org.st Poznárd ziez Peroznikatni dok Dirtm. Drež zavelo Churchy Hil, robsiero Registered Officz: RAII, Century Hower Seath, Kinniside Vikiza Teatre, lieuk So Çse

zay kiristovia Lirino Hajiransi Ma Cokhristo Kasar Consti



Sanctuary Group Tina Flatley Local services manager 111 Old Liverpool road Warrington Cheshire WA5 1AS

Email

Monday 10th July 2017

To whom it may concern

I am writing to confirm:

Sanctuary Housing supported tenancy scheme in Blackburn is an existing partner of Bootstrap Enterprises and is willing to be named as a partner of Bootstrap Enterprises in the Work and Health Programme tender document

Sanctuary Housing Supported tenancy scheme offers structured help to single people with mental health problems who need housing support. We have developed a strong relationship with Bootstrap who offer specialist practical and emotional support for any of our service users who need specialist support to gain employment and training opportunities.

We have also received referrals on behalf of customers with mental health needs from Bootstrap who they have identified to be vulnerable. This has been due to poor housing or safeguarding concerns, this partnership has enabled very positive outcomes that have been life changing for people,

Kind Regards

Local Services Manager

INVESTORS

Sanctuary Group is a trading name of Sanctuary Housing Association, an exempt charity Registered office: Chamber Coint, Eastle Street, Worcester WR1 32Q Registered as a provider of social housing with the Homes and Communities Agency No. 10247 Registered Society Ho., 1905Re VAT registration No. GB 732 0124 87

Shelter

13th July 2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that Shelter and Ingeus have an ongoing relationship and Shelter is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

Shelter has agreed the nature of the relationship between Ingeus and Shelter which will involve providing specialist demand-led services for clients facing homelessness for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Shelter and Ingeus.

Kind Regards

Head of Business Development

Shelter

Until there's a home for everyone

18/07/2017

To whom it may concern

Ingeus - Work and Health Programme (WHP) tender

This is to confirm that SilverCloud and Ingeus have an ongoing relationship and that SilverCloud is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA.

The nature of the relationship between SilverCloud and Ingeus will involve SilverCloud contributing to the ongoing design and improvement of computerized cognitive behavioural therapy services for Participants for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between SilverCloud and Ingeus.

Kind Regards

Kind Recards

Head of Commercial Europe & Director of Marketing

1.45

SilverCloud Health Ltd

20

5th Floor, Beston, MA 02100, USA TΞL Kity Reen, Lond ina, Ui rear West, Cublin B. Ireland

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guardian & musica

SilverCloud



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Secure Email :	



strawberry fields training c.i.c.

11/07/17

To whom it may concern

ingeus - Work and Health Programme (WHP) tender

This is to confirm that Strawberry Fields Training CIC and Ingeus have an ongoing relationship and Strawberry Fields Training CIC is willing to be included in Ingeus tender submission for the Work and Health Programme in the North West CPA. Strawberry Fields has agreed the nature of the relationship between Ingeus and Strawberry Fields which will involve providing specialist demand-led services for the delivery of the Work and Health Programme.

This document is not intended as a legal form of contract between Strawberry Fields Training CIC and Ingeus.

Kind regards

Tel:



Managing Director Strawberry Fields Training CIC

> South Place, 1 Meeting House Lane, Lancaster, LA1 1TQ www.strawberryfieldstraining.org.uk Strawberry Fields Training CIC **Registered** in England No. 6628982

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Schedule 1 Appendix B Part 2 - Contract Cost Register

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

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schedde I Approduc Final Offer Q&A Log 25/07/2017

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388	The safe baby in the Derivering a Prescription Service quastion i references. 1.35 of the specification. In the most recently instead of the specification, 1.35 refers to participants who move out of the CPA. Please	The reference strand read 1.37 of the Specification. An updated temptite was updated who Brans on 2162/2317

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Schedule 1 Appendix D – Post Tender Clarifications

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Not Used

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Schedule 1A – Implementation Plan

See Schedule 1 Appendix B Part 1 – Appendix 6

Schedule 1B - Contract Package Area and DDA

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North West - CPA 3

Allerdale Barrow-in-Furness Blackburn with Darwen Blackpool Burnley Carlisle Cheshire East Cheshire West and Chester Chorley Copeland Eden Fylde Halton* Hyndburn Knowsley* Lancaster Liverpool* Pendle Preston Ribble Valley Rossendale Sefton* South Lakeland South Ribble St. Helens* Warrington West Lancashire Wirral*

Liverpool City Region DDA

Halton Knowsley Liverpool Sefton St. Helens Wirral . .