Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.5 Delivery Strategy

Wellbeing and Work Trials – Group Work

PeoplePlus Group Ltd

Merseyside

Question 2.4.5 Delivery Strategy
Please detail the strategy that you will use to deliver Group Work, whether the service will be delivered solely by the Prime Contractor or if subcontractors will be used for some elements of the delivery and provide evidence to support why this approach is the best solution for delivery of the requirement. If your organisation aims to deliver Group Work without the use of partners/subcontractors, please provide information to demonstrate your organisation has the capability and capacity to deliver a national quality service against performance expectations. If you intend to sub-contract elements of this provision, please provide details of all the organisations with whom you have made arrangements to deliver key elements of the service requirement, either under contract to your organisation or through consortium or other partnership arrangements. Please also provide details of any elements that your organisation will be delivering directly. Your response should: • If sub-contractors are being proposed, provide full details of where the sub-contractor fits into your proposed strategy along with details of communication channels through your delivery structure. • Detail the process and rationale used to source and select the Subcontractors that you have listed. • Describe how you intend to work with your sub-contractors and other organisations and how you will ensure the needs of all participants, including the hardest to help, are fully addressed from within your supply chain including voluntary sector organisations where appropriate. • Describe how your organisation will manage your supply chain for the delivery of Group Work, including detail of dispute resolution procedures. • Include how your organisation will apply the principles set out in DWP's Code of Conduct and how you will measure your organisation's compliance with it. A **0** score for this question will be considered a knock out score in relation to this competition and the bid will not be considered any further.
Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to 3 sides of A4, **excluding** the question text and these instructions.

Question 2.4.5 Delivery Strategy
Delivery Strategy: The strategy that we will use to deliver Group Work will be based on sole delivery by PeoplePlus without the use of subcontractors (in the traditional sense) to deliver the JOBS II Group Work to participants on our behalf. The elements of provision which PeoplePlus will deliver will include: participant engagement via DWP Work Coaches; recruitment and training of Group Work Leaders; delivery of Group Work to participants; quality monitoring and observation of Group Work delivery, and; all associated contract administration including data interactions via PRaP. We will, however, develop a framework of subcontracted outreach delivery venues which we can utilise across the CPA hub area. Our resourcing strategy will also include the option to recruit individual freelance Group Work Leaders, who will be subject to the same training as our internal Group Work Leaders, to provide additional delivery capacity during peak periods when and if required. The appointment of any such freelancers will be confirmed prior to them commencing delivery, which will include notification to the DWP District Single Point of Contact (SPoC) before they are approved and engaged as a Group Work Leader. As DWP's largest supplier of contracted employment provision, delivering nine Work Programme contracts nationally with a collective revenue of £630m, we believe we have the inherent scale, capacity and focus to be able to deliver Group Work without the use of conventional participant facing partners and subcontractors, adhering to all required quality standards and performance expectations. We have a proven record of delivering national quality services against performance expectations, complying with a broad range of external quality regimes (e.g. DWP PAT, Merlin, Ofsted, etc.), and achieving consistently strong quality results. This includes competency in achieving high programme standards on a multiple CPA delivery basis. We will leverage the weight of this expertise to support of Group Work delivery. Our delivery strategy will be continuously reviewed over the lifetime of the project, with flexibility to engage delivery subcontractors where this may be considered to better meet the needs of participants and the objectives of the pilot more broadly. **Delivery Strategy Rationale:** The rationale for our delivery strategy reflects the fact that this is a city based pilot with a very specific area of coverage which can be readily coordinated on a sole provider basis across a small number of delivery venues. More importantly, given the prescribed nature of the pilot, we believe that consistent delivery and full fidelity to the JOBS II manual can best be achieved by sole delivery, where there is greater scope to ensure that all Group Work Leaders and pilot participants are subjected to common delivery methods and consistent practices. The short-term duration of the pilot contract also lends itself to a level of tight control, clarity of management, and responsive decision making, all of which can best be achieved through a direct delivery focus. Group Work pilot activity will build upon our existing direct delivery of high-performing Work Programme provision in this CPA, utilising established delivery venues and staff

who bring an embedded Day 1 appreciation of participant needs. We already have an embedded understanding of labour market conditions locally, a strong working relationship with referring jobcentres, and a first-hand understanding of the needs of local jobseekers with limiting mental health conditions and disabilities.

Process to Source Subcontractors: PeoplePlus has a proven and established model for the delivery of provision through subcontractors. We are a Merlin Standard accredited provider and, similarly, we have also had our subcontracting controls for SFA funded provision subjected to an independent external audit. We currently retain 70 active end-to-end subcontractors and 280 active specialist / call-off subcontractors across our suite of 9 Work Programme prime contracts nationally. We will apply the same principles to our selection and appointment of third party partners, where applicable, within the delivery of the Group Work pilot.

Our process of selecting third party venues has involved **[REDACTED].** This has taken account of likely referrals based on claimant rates at a ward level. **[REDACTED**

]. The framework will remain open for the lifetime of the contract, providing scope to on-board other potentially suitable venues over the lifetime of the pilot.

Our process of selecting third party associate / freelance Group Work Leaders mirrors the recruitment process for internal Group Work Leaders, as described in response to Question 2.4.6. The primary difference is that such external Group Work Leaders will be subject to an associate freelance agreement rather than an employment contact. This will provide scope to engage their support on an ad-hoc / call off basis, whilst not restricting their freedom to engage in other training work on behalf of other clients. They will also be required to hold an appropriate level of professional indemnity insurance, and will be subject to DBS checks, evidence of which must be provided to us. In every other respect external Group Work Leaders will be subject to the same training, induction, monitoring and review requirements as internal Leaders.

Management of Subcontractors: Our Group Work Supervisor will be responsible for managing all third party suppliers (both venue providers and freelance Group Work Leaders). This will include co-ordination of activity with suppliers, confirming session dates when they will be engaged. It will also include monitoring and observation of activity against agreed requirements and the JOBS II manual. The Group Work Supervisor will conduct
[
REDACTED

]. We will also share any relevant benchmarking data and evaluation updates from DWP more broadly in relation to the progression of the pilot across all CPAs.

Should any third party supplier be identified as failing to comply with requirements, especially where this may relate to a perceived deviation from the JOBS II manual, they

will be suspended from the provision until the issue in question has been satisfactorily resolved. This may involve extra training for external Group Work Leaders, or investment in facilities or remedial refurbishment at venues. Only when the Group Work Supervisor is full satisfied will the supplier be re-instated within the provision.

PeoplePlus retains a documented Dispute Resolution Procedure as a common element of our agreements with all suppliers. This will be amended for the contract to provide clarity of the escalation route through our Group Work Supervisor to our Contract Manager and ultimately to our Operations Director should the subcontractor perceive any potential grievance. Minor disputes will typically be resolved through reasonable and candid dialogue. Our procedures do, however, allow for escalation to independent mediators and arbitrators if required, with an emphasis on achieving a mutually accepted resolution at the earliest possible point.

DWP Code of Conduct: The Code of Conduct principles of integrity, transparency and respect are embedded within all of our supplier relationships. Our compliance with the principles of the Code are borne out by our continued accreditation against DWP's Merlin Standard for over five years. PeoplePlus was successfully accredited against DWP's Merlin Standard in April 2016, achieving an overall assessment rating outcome of 81%. The constituent businesses integrated to form PeoplePlus (A4e, Avanta and EOS) have previously individually held the Standard since its first inception in 2011. We retain Supply Chain Managers covering locations where we are a Work Programme prime contractor, supported by our Operations Directors. Through this we ensure consistent application of our supply chain procedures, which embody the DWP code, and embed this within each supplier relationship. This covers the full lifecycle of our contractual relationship with each supplier. Our compliance against the Code is measured through our rolling programme of structured reviews with each subcontractor, feedback from supplier surveys and focus groups, and reviews of the nature and indices of supplier complaints and disputes. Where any potential breach against the Code is identified, remedial action is taken, such as additional staff training or process revisions, to ensure onward compliance. Whilst our proposed subcontract relationships will be different in nature within the Group Work pilot, the same principles and methods of compliance against the Code will be applied.