Department for Work & Pensions

Invitation to Tender Questionnaire

Response Template

Question 2.4.6 Staff Resources

Wellbeing and Work Trials – Group Work

PeoplePlus Group Ltd

Merseyside

Question 2.4.6 Staff Resources
Please provide a detailed account of your resourcing structure (including any sub-contractor staff) that you will use to deliver this provision and implementation of the JOBS II Model. Your response should include: • A clear explanation of the number of staff including the Full Time Equivalent (FTE) of both delivery and management staff you intend to use for delivery and support of the Group Work, clearly detailing the key responsibilities for each role. • Details of the key skills, experience and knowledge of staff who will deliver this trial and how these support the delivery model and customer journey. • Explain how you will ensure staff acquire and continue to perform their roles with the required skills, experience and knowledge • Indicate how many of these staff are currently employed by your organisation, what evidence you have to indicate they will be able to perform the roles you identify, and how many you will need to recruit • If you need to recruit staff resource indicate the processes and timescales for undertaking any recruitment. • A rationale for why you consider your proposed staffing level to be appropriate for this trial and how these staff will be managed and increased or decreased over the life of the contract Please provide a separate table and upload as Appendix 3 at question 2.5.3 detailing staffing resource allocated to this contract. This will not be counted within the page count. 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 2.4.6 Staff Resources

Proposed Staffing FTEs	Current	New	Total
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]			

Key skills, experience and knowledge of delivery staff: Through our longstanding delivery of DWP programmes, including The Work Programme, we have an inherent understanding of the skills required to effectively deliver contracted employment

provision. We draw on upon our collective experience of staff skills development, but equally upon good industry practice, such as the work of the Institute of Employability Professionals (IEP). We already have in place defined job descriptions and person specifications for core staff roles which will be tailored to the Group Work programme (reflecting the stated competences set out in the JOBS II Manual, UK 2015). Group Work Leader candidates will, for example, be assessed at interview, through reference checks, and through associated selection exercises, to ascertain that they are able to demonstrate the following attributes:

- Conversant in group facilitation skills, training and/or adult education;
- Working with people with mental health issues or similar barriers;
- Experience in a similar employability support and/or health and well-being role;
- Effective delivery of job search skills, with knowledge of participant group characteristics, the local labour market and national economic trends;
- Ability to motivate, engage and build rapport with challenging participants;
- Competent and accurate IT and administration skills;
- Excellent communication, influencing and interpersonal skills;
- Excellent planning, time management and personal organisation skills;
- Person-centred empathy, understanding, listening and mentoring skills.

These address key aspects of the Group Work delivery model, customer journey and needs of the participant group. We will select delivery staff who will bring a high level of relevant transferable skills, experience and knowledge. The majority, particularly those transferring within PeoplePlus, will already have a background in delivering employment related support in order to ensure swift implementation of this relatively short contract and to help us achieve our best possible trial outcomes. The skills and experience of new recruits will be validated e.g. by recent reference checks. Validation of the skills base of external subcontractors, if used, will involve requesting proof of staff qualifications and carrying out observational checks.

Training of Staff: All staff will receive orientation and training appropriate to their role, including delivery and/or process training specific to the Group Work customer journey. Led by our staff training and development team, including designated Group Work Leader Trainers (GWLTs), this will include:

- Introduction and integration into PeoplePlus;
- Key contractual/performance requirements and service standards;
- User training on PRaP and **[REDACTED]**
- Completing participant ID and personal details verification checks;
- Managing and delivering the Group Work course based on the JOBS II manual (Group Work Leaders will complete up to 7 weeks training, covering orientation, mock intervention seminars, Trainers' Forums, and a rehearsal period);
- Collating, verifying and validating start and completion data;
- Effectively conducting Reception Interviews;
- Delivering the psychological, wellbeing and jobsearch measures questionnaire.

We are fully committed to ongoing skills training and development for our staff - managed **[REDACTED]**. Staff are encouraged to set, review and achieve personal development goals e.g. skills training, refresher training in key subject areas such as safeguarding, and/or independent learning. This is overseen and co-ordinated by our staff training and development team. This can include **[**

REDACTED **].** Our internal Quality Leads will also play their part in ensuring that staff demonstrate and maintain appropriate skills e.g. Leaders will be observed during their practice rehearsals and then at least once per quarter. We will also encourage peer-monitoring between the two Group Work Leaders facilitating each course.

Existing staff resource and recruitment: Through an initial resource and skills analysis, we anticipate that up to 50% of the staff resource for this provision can be filled by existing local PeoplePlus staff. These will primarily be

[
REDACTED

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Our recruitment strategy adopts the principles of HMG Baseline Personnel Security Standard, complies with the equality act and conforms to our safer staff recruitment and safeguarding policies. Shortlisted candidates (internal and external applicants) will go through a selection process that includes competency based and/or 'audition' interviews to assess required knowledge, experience and skills. This process will be informed by the JOBS II Manual and its relevant appendices. All successful candidates are subject to DBS vetting and disclosure. The indicative timescale for recruitment (from advertisement to job offer) is approximately 4 to 8 weeks – which builds comfortably into our implementation planning.

Staffing Rationale: The volume and range of proposed job roles ensures that all elements of the customer journey are effectively addressed. For example, our Referrals Manager ensures dedicated focus on engagement with JCP to maximise the quality and quantity of referrals. Our business model and associated financials have been developed to support the delivery of ab average of 5 Group Work courses per month (at least 2 running concurrently at any time). This is based **[REDACTED]** per course, with a modest degree of overcapacity (10%) to allow for peak periods/absence, for rotation among the Leader team for administrative and evaluative tasks (1 week in 4), and for initial interaction with participants pre and post the Reception Interview. Our proposed optimum caseload ratio **[REDACTED]** Group Work Leaders co-delivering at any one time, will help ensure we have the capacity to support participants as individuals and subsequently improve employment and health and well-being outcomes. The tiers of our management structure, with just three management levels between our Operations Director and participant-facing staff - proven to be successful in our current Work Programme delivery – is lean and performance focused, resulting in responsive decision-making and effective support.

Our resource planning is based on a uniform scheduling of courses across the pilot, with modest front loading (to ensure all volumes are comfortably achieved) and factoring in seasonal peaks and troughs (e.g. Christmas and summer). Ongoing Group Work Leader Trainer support, including full 7 week inductions for new Group Work Leaders, will support this. We have a flexible resourcing model, supported by peripatetic delivery methods, flexible contracts and options to redeploy staff from/to elsewhere in the organisation. Fluctuations in participant volumes can be managed

by alterations to course scheduling e.g. increasing course numbers (i.e. achieving a minimum of 15 participants per course, rather than an average), running an additional course per month, or re-scheduling or combining courses with low take-up. Our Contract Manager will use trend analysis to forecast volumes enabling proactive planning for peaks and troughs in volumes and reallocation of staff.