

**Commercial Directorate**

**Employment Support Allowance  
Work Related Activity Group  
Intensive Support Proof of Concept (PoC)**

**Invitation to tender**

**Specification for ad-hoc procurement**

**July 2017**

**Contract Reference Number**

**20182**

## 1. Introduction

- 1.1 The 'Improving Lives: The Work, Health and Disability Green Paper' was published on 31 October 2016 and includes details of the Department for Work and Pensions' (DWP) new Personal Support Package (PSP). The PSP is made up of a new employment support package, plus other initiatives aimed at significantly improving employment support, such as the Health and Work Conversation (HWC), the Work and Health Programme and increasing the number of Disability Employment Advisers (DEAs).
- 1.2 As part of the employment support package, we will be carrying out a proof of concept (PoC) looking at offering enhanced support to people now placed in the Employment Support Allowance (ESA) Work Related Activity Group (WRAG). This will be based around the same principles as the HWC and utilise the same behavioural models. Further details of the principles behind the full HWC can be found at Annex 1. The ESA WRAG Intensive Support PoC will hereafter be referred to as the PoC.
- 1.3 One strand of the PoC will test whether, following a claimant's Work Capability Assessment (WCA), additional Jobcentre Plus (JCP) work coach time allocated to HWC intervention activities:
  - increases claimant motivation,
  - improves engagement and perceptions of the support offered by JCP, and
  - moves a claimant closer to the labour market.
- 1.4 **In addition to the JCP led strand, we are looking to contract an external service supplier to provide a HWC claimant intervention. This is the focus of this procurement exercise.**

## 2. Objectives

- 2.1 The objectives of the strand of the PoC that will be delivered by an external service supplier are:
  - To establish approximate levels of demand for a HWC intervention delivered externally to the JCP environment.
  - To collect feedback to identify the topics that claimants wish to cover in these conversations.
  - To assess the suitability of an external supplier compared to the internal JCP led process.
  - To establish whether it is a useful method of building understanding of a claimant's motivations and the barriers they face.
  - To establish whether, if a claimant is willing to participate, the HWC actively increases their confidence, and perceptions of JCP, for example through positive engagement with additional support on offer and feedback given to the Supplier or JCP staff.
  - To test the overall feasibility of this intervention, specifically:
    - To assess the feasibility of delivering this conversation outside of a JCP setting while still maintaining links to the wider welfare support on offer.

- To assess the feasibility of offering the support in a time flexible manner (involving the claimant in deciding how much time they spend in each session).
  - To understand whether the supplier led support offers advantages over the in-house JCP equivalent HWC intervention.
- 2.2 To help evaluate this PoC, the DWP will be collecting and analysing information. We may also undertake both in-house and externally commissioned research with staff, the successful supplier, and claimants. The successful supplier will be expected to comply with requests to cooperate in such research and to state this intention in their bid.
- 2.3 Through their involvement in the PoC evaluation, the successful supplier therefore has an opportunity to play an important role in shaping future support for DWP claimants.

### **3. Design & Content**

- 3.1 As noted above, there are two separate strands of support to this PoC which will be made available, on a **voluntary** basis, for any new claims to ESA made on/after 3 April 2017 and subsequently placed in the ESA WRAG.
- 3.2 Both strands will offer HWC interventions. The first strand will be delivered by JCP work coaches within one JCP District, while the second strand, which is the focus of this specification document, will be delivered by the potential supplier in a separate JCP District to the first.
- 3.3 The second strand, the focus of this procurement exercise, will be delivered by the potential supplier in certain areas of Essex, with specific JCP offices set out below at paragraph 4.1. The potential supplier, in comparison to the JCP led strand, will deliver a HWC intervention outside of the JCP environment – the supplier will be given scope to suggest and identify the most suitable location for this work, provided this is external to JCP and accessible to claimants from both a practical and financial perspective. This activity will mirror the principles and broad content of the JCP led initiative although some flexibility in style and structure, within the bounds of delivering the key elements of the HWC intervention, will be assigned to the potential supplier. This Specification describes the requirement for this second element only. The HWC intervention is due to go live in the Essex area in September 2017.

#### **Engagement Process**

- 3.4 Initially, a JCP work coach will set out the offer of the supplier led HWC to eligible claimants during an internal JCP meeting. Should a claimant wish to take up the offer of a full HWC intervention with the supplier, the work coach will refer the claimant to the supplier using existing DWP referral processes.
- 3.5 The expectation is that the HWC intervention will last for 90 minutes. This time can be divided among multiple shorter sessions, for example into a 60 minute

session followed by a session of 30 minutes, two 45 minute sessions, or a single 90 minute session. The intervention can take place either:

- through face to face communication and /or
- via telephone.

3.6 If a claimant decides to have a HWC intervention with the supplier, we would expect this to be delivered in line with some key principles and tools. These include:

- keeping the HWC as a claimant-led conversation. Where a claimant decides what they would like to discuss and chooses their own goals. The supplier should provide appropriate support to help them achieve this;
- using the HWC as an opportunity to build rapport and trust, and to understand more about that individual as a whole; and
- using this as a goal-setting exercise, in which the individual chooses a short-term personal goal to help them overcome internal obstacles that they may face and to increase their motivation and resilience.

It is up to the supplier to agree the intervention approaches that will be used with each claimant.

3.7 We would expect the supplier to deliver all of the sections that are set out in the current HWC, overarching details of which can be found at Annex 2 and a copy of DWP Work Coach booklet at Annex 3.

DWP will provide an awareness session with the awarded supplier to disseminate full details of the HWC (including the claimant version of the HWC booklet and My Value exercise sheet).

#### **4. Geographical Coverage**

4.1 The following locations in the Essex area will be involved in this PoC up to any specified date below, after which Universal Credit will have been fully rolled out in those specified date locations. New claimants in the specified date locations will not be eligible for the offer, although claimants who take up the offer before those dates will continue to be eligible for support:

##### **In scope:**

1. Canvey;
2. Chelmsford;
3. Clacton;
4. Colchester;
5. Harwich;
6. Loughton;
7. Rayleigh; and
8. Braintree – **ESA claims to 24 October 2017;**
9. Grays - **ESA claims to 24 October 2017;**
10. Witham - **ESA claims to 24 October 2017;**
11. Basildon – **ESA claims to 14 November 2017; and**

12. Brentwood – **ESA claims to 14 November 2017.**

13.

## **5. Volumes**

- 5.1 It is estimated that starts will:
- average 30 individual claimants per month, with
  - 180 claimants over the course of the six month PoC.

Please note DWP do not guarantee referral volumes and 180 starts will be the POC maximum volumes.

- 5.2 Once the PoC has gone live, the Essex District Third Party Provision Team (TPPT) will be the main point of contact for the supplier. Regular performance reviews will take place between TPPT and the supplier. TPPT may monitor the provision through site visits at delivery premises, regular discussions and monitoring of data.

## **6. Travel Costs**

- 6.1 The supplier will be responsible for paying claimants' travel expenses in full for return journeys from a claimant's home to the venue for delivery of the support.

## **7. Childcare Costs**

- 7.1 Jobcentre Plus will be responsible for paying any childcare costs associated with a claimant's attendance at the ESA WRAG Intensive Support PoC support.

## **8. Timing**

- 8.1 Delivery of this provision will start in Essex on 25 September 2017 and it will run until 30 March 2018. A contingency for low referral numbers of claimant volunteers has been built into this PoC. This contingency would take the form of a contract extension for a maximum of three months to realise the 180 starts anticipated.

## **9. Provision Budget**

- 9.1 A maximum budget of £135,000 has been allowed for this provision.

## **10 Performance**

- 10.1 It is expected that:
- 100% of claimants who want to participate in the provision will be referred to the supplier via a warm handover;
  - 100% of claimants referred will start the programme;
  - 100% of claimants will complete the 90 minute HWC intervention;

- Detailed action plan/HWC document will be provided to the claimant's JCP work coach in 100% of cases; a copy of the action plan/HWC document will also be sent to the TPPT team as evidence of a claimant completing the provision. In 100% of cases transition back to the claimant's JCP work coach will be via a warm handover;
- 100% of JCP referral forms to be returned to the third party team; and
- Suppliers will be expected to comply with existing referral procedures (e.g. the SL2 process which is widely in use within DWP).

## 11. Payment Model

### 11.1

	Unit cost	Volume	Total Cost (£)
<b>Provision Starts</b>	£250	180	£45,000
<b>HWC Completed Templates, Warm Handover to JCP.</b>	£500	180	£90,000
			£135,000

11.2 **Provision Start Definition:** A claimant must have engaged with the supplier both at the warm handover stage and attended the commencement of the 90 minute engagement activity. Where a claimant decides part way through the 90 minute engagement activity that they want to cease their participation in this provision, the supplier must record the reasons for cessation of the claimant's involvement and share these with the claimant's JCP work coach/TPPT, in order to receive full payment for a provision start.

11.3 **Warm Handover Definition:** There must be engagement between the JCP work coach, the claimant and the supplier at the referral stage place so that the introduction can be made. Following delivery of the provision, there will again be engagement between the supplier, the claimant and the JCP work coach. The supplier will provide a detailed action plan / HWC document back to the adviser (including next steps which have been agreed with the claimant). A copy of the action plan/HWC document will be sent to the TPPT by the supplier.

## 12. Participant feedback and complaints handling

12.1 The supplier should put in place a range of mechanisms for encouraging feedback from participants. Participant feedback will be an integral part of the supplier's performance monitoring system. Suppliers must ensure systems are in place to allow customers to resolve any grievances, concerns or complaints promptly and with the minimum level of bureaucracy, without causing them embarrassment. This includes complaints in relation to discrimination.

- 12.2 Suppliers must always try to resolve problems internally. In some circumstances, however, it may be necessary to contact TPPT for additional advice.
- 12.3 Suppliers must record any discussions and their outcomes, allowing the participant to see and sign the record. Participants will be told the outcome of issues raised by them through the complaints procedures.
- 12.4 Any claimants' feedback/complaint should be retained for the period stated in the contract in case Jobcentre Plus needs to see them as part of Performance and Contract Management activities.

### **13. Management Information**

- 13.1 Management Information is used to measure the performance and success of the provision, as follows:
  - to evaluate the effectiveness of the programme;
  - to measure the uptake and delivery of provision; and
  - to monitor and manage contracts (including financial monitoring and external quality inspection).
- 13.2 A management process will be developed in collaboration with the supplier as to updates being provided to DWP on high level outcomes for each participant to support the best possible coordination of support between the I supplier and wider provisions on offer. In addition, as part of the wider learning and evaluation process, the Supplier should on occasion be open and accommodating to the observation of HWC interventions by suitably qualified individuals on behalf of DWP.
- 13.3 The Essex District Third Party Provision Team (TPPT) will monitor performance and will use Management Information to inform Supplier Performance Reviews, as required.
- 13.4 DWP will collect Management Information about claimants who have been referred to the provision and may request Management Information from the supplier. The supplier will be required to maintain records to allow Management Information to be provided to DWP on:
  - Referrals.
  - Starts.
  - Claimants who take part in the HWC and how much of the available time was taken up;
  - Individual outputs from claimants as part of the HWC.

Suppliers are expected to retain records as per existing contractual arrangements.

This list is not exhaustive.

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

#### **14 Sharing of Management Information**

- 14.1 There are rules around the sharing of Management Information. These will be detailed in the contract.
- 14.2 The potential supplier shall not (and shall ensure that any of their sub-contractors shall not) at any time publish, disclose or divulge any of the Management Information to any third party until the date of publication of the official and/or national statistics.
- 14.3 All potential suppliers must implement appropriate arrangements to ensure that the Department's information and any other Departmental assets are protected in accordance with prevailing statutory and central government requirements. These arrangements will clearly vary according to the size of the organisation.
- 14.4 It is the potential supplier's responsibility to monitor compliance of any sub-contractors and provide assurance to DWP.
- 14.5 Failure to comply with any of these could result in termination of the contract.

#### **15. Health and Safety**

- 15.1 The Local Implementation Plan(s) will cover this area.
- 15.2 All claimants involved in any way with DWP Provision are entitled to train and work in a healthy and safe environment with due regard to their welfare. Under Health and Safety Law they are regarded as the supplier's employees, whether or not they are paid. Suppliers must, therefore, comply with their Duty of Care under the **Health and Safety at Work Act 1974** and the Act's associated regulations in the same way as they would do for any other member of their workforce. Suppliers must ensure that participating claimants receive health and safety induction, training and supervision that are appropriate to the provision being delivered, and that systems are in place for checking this, both within their own organisation and within any sub-contractors. Suppliers must complete risk assessments, instruct, inform and train participating claimants on the control measures identified. There are specific risk assessments for young people, pregnant workers, Lone Workers and employees who are engaged in Manual Handling activities. This list is not exhaustive.
- 15.3 DWP and Jobcentre Plus staff may therefore visit suppliers and their sub-contractors for a variety of reasons. When doing so they will, in the course of

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

## **16. Data Security Requirements**

- 16.1 Cabinet Office has introduced mandatory requirements relating to data handling, security and information assurance in government contracts. Information must be protected, together with systems, equipment and processes that support its use DWP suppliers must provide an appropriate level of security.

## **17. Her Majesty's Government (HMG) Personnel Security Requirements**

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

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/251271/guide-for-dwp-contractors-bpss.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/251271/guide-for-dwp-contractors-bpss.pdf)

## **18. DWP Code of Conduct**

- 18.1 The DWP Code of Conduct spells out the key values and principles of behaviour which DWP expects of Organisations which are essential for creating healthy, high performing supply chains. Organisations that contract with DWP will be expected to operate in accordance with the Code of Conduct. The Code is Annex A to the DWP Commissioning Strategy and be found at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/338387/dwp-commissioning-strategy-2014.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/338387/dwp-commissioning-strategy-2014.pdf)

## **19. Offshoring (including Landed Resources and Nearshoring)**

- 19.1 Prior written consent from DWP must be sought where bidders (and/or their sub- contractors) are proposing to host or access DWP systems, services or official information outside of the United Kingdom, or to bring foreign nationals to the United Kingdom to provide services in delivery of the Contract. Bidders must submit an application for approval together with their bid. Further details can be found in the guidance document 'A Guide for Contractors on the DWP 12 offshoring Policy V4.0'. A PDF version of this can be viewed at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/508996/guide-for-dwp-contractors-offshoring-policy.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508996/guide-for-dwp-contractors-offshoring-policy.pdf)

## **20. Evaluation**

- 20.1 As part of this contract the Supplier contracted must support and fully co-operate with evaluation activity conducted, or commissioned, by DWP should this be applicable. The Supplier will be contacted in advance about any evaluation activity and research needs. The qualitative evaluation may utilise techniques such as surveys, interviews and focus groups with participants of the conversation, in addition to collecting and analysing management information. The findings will be used to help inform Authority decisions on the initiatives which best support claimants to progress towards/in to the labour market and how this support may be integrated in to the business as usual claimant interventions.

## **Annex 1: Principles behind the Health and Work Conversation**

- The Health and Work Conversation consists of the following principal elements:
  - An opportunity for the Work Coach to get to know individuals, to build rapport and trust, and to understand more about the individual as a whole person; their background and the things that really matter to them in their lives.
  - A goal-setting exercise, in which the individual chooses a short-term personal goal and works with the work coach to plan steps to achieve their goal. This goal can be related to health or work, but does not need to be about either of these. Individuals will identify ways to overcome possible obstacles they face in their everyday lives, to increase their motivation and build resilience. Work Coaches will use discretion throughout to ensure that these exercises are used only where circumstances are appropriate.
  - The HWC will be followed by an action planning exercise, in which the Work Coach and individual will work together to devise a Claimant Commitment once it is introduced.
  - The work coach will inform the claimant about the support available to help them to improve their situation.

## Annex 2 Completion of the HWC Process - The Role of the supplier:

- We would expect the supplier to secure completion of all of the stages that are set out in the HWC process. These sections include “About Me”, “My Values” and “My Four Steps”. The requirements of each section are as follows:

### About Me:

- The About Me section of the HWC will be the chance for the supplier to learn more about the individual.
- The supplier will be required to ask the individual to complete the “About Me” questionnaire. It is important to note that the claimant can choose which sections of the “About Me” section they fill out – they don’t have to answer every question.
- After the individual has finished completing the “About Me” section the supplier should take a few moments to look over it.
- Once the supplier has reviewed the “About Me” section, they will be required to have a discussion with the individual about the content to build a better understanding of the person’s abilities and any limitations they might have, all the while working towards building stronger rapport and understanding which can then inform the remainder of the HWC.

### My Values:

- The next activity in the HWC is the “My Values” exercise. The My Values exercise will allow individuals to understand what they value and what is important to them.
- The My Values exercise is an **optional** exercise for the HWC, with regard to whether the claimant wishes to complete this section. However, the supplier **must** ask the individual whether they want to complete it. The supplier will be required to tell the individual that they are not required to discuss their answers with the supplier.
- If the individual agrees to complete the My Values exercise, the supplier should provide them the My Values exercise to complete.
- As the My Values exercise is an optional exercise for the HWC, it is recommended that the supplier keeps this exercise as a separate document from the main HWC template.

### My 4 Steps:

- My 4 Steps is a key part of the HWC. This activity allows an individual to set a short-term goal through the use of a goal-setting exercise to increase their confidence, motivation and resilience.
- The supplier will be required to go through My 4 Steps with the individual. My 4 Steps are the four steps the individual goes through to help them identify a goal they would like to achieve and to make a plan to achieve it. The four steps are **Want**, **Outcome**, **Obstacle** and **Plan**. Information about the individual four steps can be found below.
- The supplier will be required to provide support to the individual when they are choosing their goal, making sure that the goal they choose is appropriate, realistic and achievable but is a goal that they have chosen. To do so, the supplier can make use of the SMART structure for goals and be mindful of the expected four week time frame for the achievement of any goals.

### My 4 Steps – Want:

- In My 4 Steps, Want is where an individual chooses a goal that they want to achieve. The goal the individual picks has to be something that is important to them and that they really care about, and which is appropriate to this exercise. The supplier will be required to support the individual to choose a goal they would like to achieve, ensuring that the goal they choose is within the individual's control to achieve.

### My 4 Steps – Outcome:

- In My 4 Steps, Outcome is where an individual visualises how they would feel if they achieved their Want.
- The supplier will be required to support the individual to visualise the best possible outcome if they achieved their Want.

### My 4 Steps – Obstacle:

- In My 4 Steps, Obstacle is what is stopping the individual from achieving their Want. The obstacle that they identify has to be an internal obstacle. An internal obstacle is an obstacle that is within their control and they are able to do something about, to overcome that obstacle.
- The supplier will be required to support the individual in identifying an internal obstacle that prevents them from achieving their Want.
- If the claimant can only identify external obstacles the supplier must:
  - Support the claimant in trying to identify an internal obstacle that stops them achieving their Want and;

- If there is no real internal obstacle, ask the claimant to choose a new Want which has an internal obstacle
- Once the supplier has agreed the internal obstacle with the individual, they will help the individual create a plan to overcome it.

#### My 4 Steps – Plan:

- The final part of My 4 Steps is the Plan. This activity involves the individual creating a plan to help them overcome their internal obstacle.
- The supplier will be required to support the claimant to come up with a plan to help them overcome their internal obstacle.
- Once the individual has come up with a Plan, the supplier will be required to work through the “If-Then” statement with the individual so that the individual understands, remembers and is prepared to carry out their plan.

#### Further Activity:

In addition to the above activity, the supplier will discuss additional activities that the claimant might want to undertake, where a need has been identified as part of the conversation. For example, if the claimant has expressed an interest in a certain type of training course, the supplier will record this within the HWC process in order that this information is fed back to the claimant’s JCP work coach.

## **Annex 3 Health and Work Conversation Booklet:**



HWC work coach  
booklet v3.0.pdf