



Commercial Directorate

**Choose to Improve – Supporting Young People into Work
North East Yorkshire & The Humber**

Invitation to Tender

**Specification
December 2014**

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1. Introduction

- 1.1 The Flexible Support Fund (FSF) is intended to help Jobcentre Plus (JCP) District Managers to flexibly deliver elements of our service in a way they see fit for their Districts. In particular, the FSF enables JCP Districts to trial different approaches to tackling worklessness. Greater autonomy for District Managers will enable JCP to respond to one of the priorities of the coalition government - public service reform and the devolution of power from the centre to the front line. District Managers are best placed to deliver elements of our service effectively and efficiently, procuring external services where appropriate, in order to meet the needs of local claimants.
- 1.2 District Managers in the North East Yorkshire and The Humber Jobcentre Plus Group intend to use FSF to provide a programme that will support young people by improving confidence, motivation and self esteem in order to progress nearer to or into work.
- 1.3 The main customer group are those in the 18 – 24 age group on Jobseekers Allowance (JSA) (Pre & Post Work Programme), Incapacity Benefit (IB) or Employment and Support Allowance (ESA). However, overall eligibility for this programme will be determined by JCP who will be responsible for deciding which customers would benefit most from the programme.

2. Aims

- 2.1 The principle aim of the provision is to motivate and support claimants to progress nearer to or into work.
- 2.2 Claimants will be given a clear understanding of the fundamental qualities and behaviours they will be required to demonstrate in the workplace.
- 2.3 The Supplier must strive to instil in claimants the necessary work ethic which is so valued by employers and which will ultimately help them to develop and secure appropriate employment.

3. Targeted Support

- 3.1 The provision will target claimants residing within the North East Yorkshire and The Humber District with delivery locations focused to Hull, North East Lincolnshire, North Lincolnshire and East Riding.
- 3.2 DWP will be awarding one contract and Potential Suppliers are advised to see the Instructions to Potential Suppliers document (paragraphs

8.10 - 8.37) for how to submit a tender. Information about the claimant volumes is included at Section 5 of this Specification.

4. Design & Content

Engagement Activity

- 4.1 All claimants referred to the programme should have a minimum 1 hour one to one diagnostic interview to identify the key barriers to employment (including Travel to Work Area) and to start forming an understanding of the claimant's real or perceived barriers. An agreed Action Plan should be completed that details the required activities to address the barriers identified. Each claimant's Action Plan should also clearly document their next steps in progressing into work. The Action Plan should be updated weekly.
- 4.2 Each course should have a duration of 6 weeks, 16 hours per week (claimants will not be expected to attend a course any more or less than 16 hours per week). Potential Suppliers have the flexibility to determine the delivery arrangements for each course e.g. 6 hours per day for 3 days (including breaks). Potential Suppliers will be required to detail their delivery proposal in their tender.
- 4.3 Elements which the provision must address / deliver:
 - a) **Personal Development** - The programme must address personal development, i.e. increase the self-esteem, self discipline and motivation of claimants by challenging the often long held perceptions they may have and how these may be seen as a barrier to entering employment. JCP would welcome tender bids which propose to address this requirement by means of innovative activity which is designed to stimulate learning, participation & motivation e.g. use of interactive methods, creative activities, biographical work, team project etc. Bidders will be required to describe their proposals in detail;
 - b) **Digital Support** – digital support for all claimants, which will include the creation of or updating of a CV and an understanding of the need to take responsibility for it and comprehend how it relates to their skills and the job market. The Supplier is to ensure the claimant has an E-mail Account set up and is registered on Universal Jobmatch. The Supplier will also help the claimant to complete on-line job applications and register on job websites, arrange mock interviews.
 - c) **Workplace Behaviours** - Identifying and discussing the qualities, attitudes and behaviours employers expect from them their employees e.g. communication skills; self presentation; punctuality; time keeping and time management; and team working and problem solving. Claimants should also receive work-related coping strategies (e.g. interaction, anxiety, memory, concentration, work place behaviour).

The Supplier will ensure the claimant has an awareness of their needs and how they can cope/deal with them.

- d) **Labour Market Awareness** - Input from employers i.e. talks relating to working in specific occupational sectors, applying for jobs and interview techniques;
- e) **Healthy Lifestyles** - Claimants should be given advice and guidance around healthy lifestyles. There should be a focus on self worth and claimants should be encouraged to take ownership of the way forward for themselves;
- f) **Financial Awareness** – Claimants should be given a session on financial awareness including managing your money, budgeting advice, Better off Calculations, debt support etc.;

4.4 As the aim of this provision is to help claimants progress nearer or into work, Jobcentre Plus requires the Supplier to complete an Exit Report for each individual claimant who leaves, or completes the 6 week course.

The Exit Report will comprise

- A narrative assessment report from the course Tutor detailing the individual claimant's progress, strengths and weaknesses, during the 6 week course, including the claimant's perceptions of their own barriers/employability on both starting and leaving the course and
- Incorporate a copy of the claimant's agreed Action Plan, signed by both the course Tutor and claimant to confirm the claimant is in agreement of the identified steps/activities that will progress them nearer or into employment.

To note – further specific details on the Exit Report and Action Plan content will be agreed between Jobcentre Plus and the Supplier on award of contract.

4.5 The Supplier will send the completed Exit Report to the claimant's Jobcentre Plus Adviser within 6 working days of the claimant leaving or completing the 6 week course.

Post Programme Support

4.6 All claimants who are unsuccessful in finding employment must be offered up to 4 hours support, per week, for 4 weeks, following the completion of the Course.

4.7 Claimants who are unsuccessful in finding employment will receive post placement support that focuses on identifying and securing employment. For example:

- **Jobsearch Advice and Guidance** - advice and guidance to support the claimant's jobsearch activities e.g. further development of a C.V; completing job application forms; and preparing for job interviews;
- **Jobsearch Resources** - access to resources that will allow the claimant to identify and apply for job vacancies and provide advice and guidance to support the claimant's jobsearch activities;

In Work Support

4.8 All claimants progressing into work will have access to in work support service for up to 8 weeks from the date of starting work.

4.9 Claimants who successfully secure employment will receive support that focuses on starting and keeping their job. Topics to be discussed to include:

- **Childcare** – arrangements and options available to the claimants;
- **Travel Arrangement** – identifying the travel options and costs to their workplace;
- **Managing Finances** – advice on how to manage their personal finances and the financial support available for claimants moving into work and day to day budget;
- **Early Employment Issues** – Identifying and addressing issues that may arise in the workplace when starting a new job.

4.10 Delivery Locations

Bidders must identify and deliver the Courses from premises sited in a central location that must be accessible to claimants using public transport within the 4 named local authority areas. Claimants will not be expected to travel more than 1.5 hours (each way) to attend the provision.

5. Referrals

5.1 The anticipated numbers of claimants accessing the provision during the contract period are as follows :-

Local Authority Area	Locations	Referring JobCentres	Referral Volumes
Hull	Hull	Britannia House JCP	96

		Market Place JCP	
North East Lincolnshire	Grimsby	Grimsby JCP, Immingham JCP	96
North Lincolnshire	Scunthorpe	Scunthorpe JCP, Barton JCP	72
East Riding	Beverley	Beverley JCP, Goole JCP, Bridlington JCP	72
Total			336

Potential bidders should note, however, that these volumes are indicative only and Jobcentre Plus gives no guarantee that these volumes will be realised.

- 5.2 Each course should be designed to accommodate up to 12 claimants.
- 5.3 The Supplier will work with the District to schedule 28 courses across the 4 local authority areas taking into consideration any possible fluctuations in the above referral volumes. The contract will run continuously with referrals to the programme taking place in the first 9 months. The District will therefore work with the Supplier to agree a schedule of courses at least 6 weeks in advance of each course.
- 5.4 Jobcentre Plus will be the sole referral agent to the provision. However, partner organisations who identify claimants who may benefit from participation in the proposed provision may direct such claimants to their JCP Adviser who will check eligibility and make onward referrals where appropriate.
- 5.5 All claimants referred to the provision will be in receipt of a welfare to work benefit, they will be mandated to attend the provision and will be living in the postal code areas covered by the 4 named local authority areas within the North East Yorkshire and The Humber Jobcentre Plus District. However, overall eligibility for this programme will be determined by JCP who will be responsible for deciding which customers would benefit most from the programme.
- 5.6 The Supplier will be responsible for encouraging and supporting claimants to participate and complete the Programme.
- 5.7 The Supplier will be responsible for ensuring all claimants are treated within the requirements of the legislation outlined in the contract. The Supplier should ensure that each participant is clear about the aims and objectives of the programme and the benefits of their participation.

6. Skills Conditionality

6.1 Skills conditionality is to reduce the numbers of people who fail to start and fail to complete on provision which is identified as necessary. When a claimant signs on for benefit there is an obligation that they skill themselves to move into the workplace. Participation in the training will be mandatory for all claimants referred to this programme. If a claimant fails to participate then Suppliers are required to inform JCP, within 24 hours, by completing the referral form for any claimant who fails to comply, and to keep supporting evidence, which includes information regarding:

- failure to participate in or complete the training;
- refusing a place on the training programme when notified of the requirement to attend by JCP, demonstrated by a failure to attend the first day;
- failure to attend or participate in any meeting or activity, having been notified of the requirement to attend by the Supplier without the previous agreement of the Supplier; and
- losing a place on the training programme through misconduct.

To Note - The sanction regime is a 4 week sanction for the first offence, followed by a further 13 week sanction for a second offence within 12 months.

7. Travel Costs

7.1 The Supplier is responsible for paying directly to Claimants' any reasonable travel expenses for return journeys from the Claimant's home to the agreed delivery venue.

7.2 The Supplier will pay Claimants' travelling expenses when they attend the provision in line with the Jobcentre Plus' policy, i.e.:

- travel by public transport based on the cheapest reasonable return fare;
- travel by private motor vehicle paid at the appropriate standard rate as defined by Her Majesty's Revenue and Customs;
- taxi fares if public transport is not available or the Claimant is unable to use it (for example, people with mobility issues) and where prior approval has been given by the provider in line with guidance supplied by Jobcentre Plus, or, if the Claimant did not seek approval, it is clear the Claimant required a taxi to attend the provision.

7.3 Other expenses: miscellaneous costs incurred, such as parking and bridge tolls, and congestion charges. These costs will only be met if they relate to the journey to or from the provision.

- 7.4 Any public transport or taxi receipts should be produced by the claimant to validate the claim. If a ticket or receipt cannot be produced, or has been lost, payment should be made providing the claim seems reasonable. The Supplier will not be required to routinely provide the North East Yorkshire and The Humber District Third Party Provision Team with the receipts to support the payment of claimant expenses. However, receipts should be retained for up to 6 months, or as advised by Jobcentre Plus, for audit purposes.
- 7.5 The Supplier will manage the payment of travelling expenses to standards which will involve but not be limited to:
- the collection of all relevant information to enable payment, including bank account details;
 - ensuring complete accuracy in all payments of expenses;
 - providing an effective system to pay and monitor all expenses payments with appropriate audit trails; and
 - making any payments properly due, upon receipt of a correctly completed and documented application, upon receipt of the claimant's application.
- 7.6 If DWP advises changes to the rates of expenses (e.g. mileage rates) payable to claimants, the Supplier will update these rates within 30 days of being notified.

8. Childcare Costs

- 8.1 Jobcentre Plus is responsible for paying any childcare costs associated with attendance at the provision. This will be agreed between JCP and the claimants.

9. Timing

- 9.1 The contract will be for the period **9th March 2015 to 31st March 2016**.
- 9.2 Jobcentre Plus aims to have the delivery of the provision commence by **9th March 2015**. The last claimant starting this provision will be no later than **30th November 2015**. Therefore, to enable those participants starting on or around **30th November 2015** to receive the full provision, the contract will run up to **31st March 2016**.
- 9.3 DWP reserves the right to extend the contract, subject to the availability of funds, the satisfactory performance of the Supplier and continuing need for the provision.

10. Performance

10.1 The performance requirements are:

- 28 six week 16 hours per week (maximum) courses across the 4 named local authority areas;
- 336 claimants will Start the provision;
- 10% of participants who don't move into employment should progress into additional mainstream help or support to improve their chances of employment e.g Voluntary Work, Additional Training, Work Experience etc;
- **Job Outcome – 30 %** of claimants starting the provision will obtain employment for 4 consecutive weeks. See Paragraph 10.2 for the definition of a job outcome.
- **Sustained Job Outcome – 80%** of those claimants who achieve a Job Outcome will remain in sustained employment for a minimum of 8 weeks. See Paragraph 10.3 for the definition of a sustained job outcome;

10.2 A job outcome - defined as one where, within 4 weeks of leaving the provision, the Claimant starts paid employment for a minimum 16 hours per week and resulting in an off flow from Working Age Welfare to Work Benefits;

10.3 A sustained job outcome is defined as when a claimant has been in employment and off benefit each week (a week is defined as a 7 day period) for 8 weeks following the initial job start date. The original job outcome must be achieved within 4 weeks of leaving the programme.

10.4 Suppliers will only be paid one outcome payment per Claimant.

10.5 The Supplier will be required to report their success against these criteria to Jobcentre Plus.

11. Provision Budget

11.1 A maximum budget of £287,000 has been set for the provision.

12. Payment Model

12.1 JCP will pay the successful organisation on the following basis:

- JCP will pay the Supplier an initial flat fee in respect of each course delivered (including post programme support), irrespective of the number of claimants referred to / starting the course;
- In addition, the Supplier will be entitled to claim a further payment in respect of each qualifying Job Outcome achieved
 - 4 week job outcome;
 - 8 week sustained job outcome(limited to one qualifying Job Outcome per claimant).

12.2 The Supplier will submit a monthly invoice. The invoice must include evidence to support the claim. The evidence requirements for each element are:

- **Course Fee:**
 - The Claimant starting the course, e.g Form SL2 and a copy of the Claimant's signature of Attendance on nominal roll;
 - A copy of the individual claimant's Action Plan and Exit Plan signed and dated by both the Claimant and the Supplier;
- **4 Week Job Outcome:** evidence such as a wage slip or written confirmation from the employer to support the Claimant starting and retaining employment. This will be limited to one qualifying Job Outcome per Claimant;
- **8 Week Sustained Job Outcome:** evidence such as a wage slip or written confirmation from the employer to support the Claimant starting and retaining employment. This will be limited to one qualifying Job Outcome per Claimant.

12.3 The Supplier will be paid monthly in arrears upon submission and validation of a suitable invoice detailing the claim along with appropriate supporting evidence, as outlined in paragraphs 12.2.

Jobcentre Plus will confirm that the claimant has ceased claiming benefit (for 4 and 8 weeks) on receipt of an invoice.

12.4 Suppliers are invited to submit their proposed unit costs for:

- Course Fee (up to a maximum of £6,150 with the maximum total amount paid for this element being £172,200);
- 4 Week Job Outcome (up to a maximum of £500 per Claimant with maximum total amount paid for this element being £50,000);

- 8 Week Sustained Job Outcome (up to a maximum of £810 per Claimant with maximum total amount paid for this element being £64,800)
- 12.5 Suppliers may propose a lower course fee, job outcome fee and sustained job outcome fee unit costs than illustrated in paragraph 12.4. The successful Supplier will be entitled to claim for job outcomes achieved in excess of the job outcome performance requirements detailed in paragraph 12.4, subject to the maximum contract value £287,000.
- 12.6 A worked example for Choose to Improve – Supporting Young People into Work Provision based on the anticipated number of starts (i.e. 336 starts); progression into work (i.e.30%); set out below for illustrative purposes
- Fee for each Course on the provision : £6,150 – maximum payable $28 \times £6,150 = \mathbf{£172,200}$
 - 30% into work: $30\% \times 336 \text{ starts} = 100$ - 4 week job outcomes
 - Unit Cost of £500 per 4 week job outcome: $100 \times £500 = \mathbf{£50,000}$
 - 80% into sustained work: $80\% \times 100 \text{ job outcome} = 80$ - 8 week sustained job outcomes
 - Unit Cost of £810 per 8 week sustained job outcome: $80 \times £810 = \mathbf{£64,800}$
 - **Overall cost £287,000**
- 12.7 No variants on the payment model illustrated in this specification will be accepted.

13. Participant feedback and complaints handling

- 13.1 The Supplier must put in place a range of mechanisms for encouraging feedback from Claimants. Claimants' feedback will be an integral part of the successful Supplier's performance monitoring system.
- 13.2 The Supplier must ensure systems are in place to allow Claimants 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.
- 13.3 The Supplier must always try to resolve problems internally. In some circumstances, however, it may be necessary to contact Jobcentre Plus for additional advice.

- 13.4 The Supplier must record any discussions and their outcomes, allowing the participant to see and sign the record. Claimants will be told the outcome of issues raised by them through the complaints procedures.
- 13.5 Any Claimant 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 – see Section 14.3.
- 13.6 If the dispute between the Claimant and the Supplier (and/or the Sub-contractor) cannot be resolved the dispute shall be referred to the Independent Case Examiner (ICE) for mediation.
- 13.7 If the dispute cannot be resolved by mediation, the ICE will conduct a full investigation. The decision of the ICE shall be final and binding upon the parties to the dispute. The ICE investigation shall carry a £5,000+ VAT contribution to costs paid by the Supplier or the Sub-contractor, who will also be liable for any financial redress recommended by the ICE. In the event that the complaint against the Supplier or Sub-contractor is dismissed, no costs shall be payable. Any costs in respect of complaints that have been upheld against the Supplier or the Sub-contractor and any financial redress due to the claimant shall be paid within four (4) weeks of the date of the ICE's final investigation report.

14. Management Information

- 14.1 Management Information is used to measure the performance and success of the provision:
- evaluate the effectiveness of the programme;
 - measure the uptake and delivery of provision; and
 - monitor and manage contracts (including financial monitoring and external quality inspection).
- 14.2 The North East Yorkshire and The Humber Jobcentre Plus District will monitor performance and will use Management Information to inform the Supplier Performance Reviews, as required.
- 14.3 DWP will collect Management Information about Claimants who have been referred to the provision by Jobcentre Plus. DWP 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:
- Course starts
 - Course completers
 - Job Outcomes

- Sustained Job Outcomes

This list is not exhaustive.

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

15. Sharing of Management Information

- 15.1 There are rules around the sharing of Management Information. These are detailed in the contract.
- 15.2 The 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.
- 15.3 The Supplier must implement appropriate arrangements which 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.
- 15.4 It is the Supplier's responsibility to monitor compliance of any sub-contractors and provide assurance to DWP.
- 15.5 Failure to comply with any of these Policies or Standards could result in termination of current contract.

16. Health and Safety

- 16.1 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 participants receive health and safety induction, training and supervision which are appropriate to the provision being delivered, and that systems are in place for checking this, both within their own organisation and at any sub-contractors. Suppliers must complete risk assessments, instruct, inform and train participants 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.

16.2 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.

17. Data Security Requirements

17.1 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 which support its use. DWP Suppliers must provide an appropriate level of security. The Supplier will be required to submit a Security Plan with their Tender, which details all activities required to safeguard DWP information in compliance with the DWP Security Policy and standards. The Supplier is required to complete and submit their Security Plan using the template attached as Annex E to the Tender Form.

18. Her Majesty's Government (HMG) Personnel Security Requirements

18.1 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:
<http://www.dwp.gov.uk/docs/aguidefordwpcontractors.pdf>

19. DWP Customer Charter

19.1 DWP is committed to providing high quality and efficient services to our customers. The DWP Customer Charter sets out the standards that customers can expect and what their responsibilities are in return. DWP are dedicated to raising the standards of all our contracted provision and require all Suppliers and sub-contractors to embed the principles of the Customer Charter into the services they deliver on DWP behalf. The customer charter can be found at;
<http://www.dwp.gov.uk/docs/customer-charter-dwp.pdf>

20. DWP Code of Conduct

- 20.1 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 1 to the DWP Commissioning Strategy and be found at; <http://www.dwp.gov.uk/docs/cs-rep-08.pdf>

21. Supplier Charter

- 21.1 The Supplier Charter is a set of principles that outline how DWP and its contractors, will work together to help DWP achieve its strategic objectives. The charter embraces a partnering approach to driving up value for money through continuous improvement and innovation. It reflects DWP core values and our commitment to a fairer and more sustainable society. A full copy can be found below.

<http://www.dwp.gov.uk/docs/dwp-supplier-charter.pdf>

22. Offshoring (including Landed Resources and Nearshoring)

- 22.1 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. The Supplier 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 Offshoring Policy V2.0'. A PDF version of this can be viewed at: [DWP Contractor Offshoring Guidance](#)

23. Provider Assurance Team

- 23.1 The Provider Assurance Team (PAT) provide DWP with assurance that:
- payments to contracted employment provision Suppliers are in accordance with DWP and Treasury requirements;
 - public funds and DWP data are protected; and
 - value for money has been obtained.

24. Programme Evaluation

- 24.1 Evaluation of the programme may seek to determine the success of provision. DWP will analyse MI and conduct qualitative research with JCP/DWP staff, customers and The Supplier to build up a picture of the support delivered. Researchers may wish to visit and interview Suppliers as part of the evaluation. Suppliers will be contacted in

advance of any fieldwork. Suppliers are expected to fully co-operate with evaluation activity commissioned by DWP.

25. Sustainable Development

- 25.1 DWP supports the main goal set out in the UK Strategy for Sustainable Development (Securing the Future, 2005) which is to ‘enable all people to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations. This includes four main aims - social progress recognising the needs of everyone; effective protection of the environment; prudent use of natural resources; and maintenance of high and stable levels of economic growth.
- 25.2 DWP Suppliers are required to ensure that they and their sub-contractors use all reasonable endeavours to comply with the principles set out in the UK Strategy and the Sustainable Operations on the Government Estate (SOG E) targets. More information can be found on the [DWP Sustainable Procurement page](#).
- 25.3 DWP Suppliers are required to provide a policy statement within **six** months of the contract start date to demonstrate how they will satisfy and adhere to the principles of sustainable development, together with an action plan to explain how they will deliver environmental and community benefits.