



# Annexes

## Annex A – List of organisations who responded

A4E Action for Employment	Breakaway Supported Employment Service Lewes
Aberdeen City Council Neighbourhood Services (South) Care	Breakthrough
Access Association	Bridge Employment
Access Made Easy Disability Consultants	Bridge the Gap
Acquired Brain Injury Education Centre: Evesham and Malvern Hills College	British Association for Supported Employment – BASE
Action for Blind People	British Broadcasting Company – Diversity Centre
Adult Dyslexia Organisation	British Society of Rehabilitation Medicine
Andover and District Mencap	Business Ability Ltd
Association of Disabled Professionals	Business, Employment and Disability Consultancy
Association of Graduate Careers Advisory Service	Canterbury Christ Church University
Association of Sign Language Interpreters	Cardiff University
Azure Charitable Enterprises	Care Services Improvement Partnership
Barking and Dagenham Centre for Independent, Integrated, Inclusive Living Consortium	Careers Scotland
Beacon Employment	CEiS
Bentley Day Centre – Surrey County Council	CIFAS
Best Ltd	Citizens Advice: Disability and Older People's Benefits and the Social Fund
BID Services for Deaf People	City and County of Swansea
Birmingham City University – Human Resources	City Lit
Bloomsbury Colleges	City of Bradford Metropolitan District Council – Skills for Work Service
Bognor and Chichester Voice Self Advocacy Group for People with Learning Difficulties	City of Edinburgh Council: Supported Employment Team, Health and Social Care
	City of York

City Parochial Foundation	Dorset County Council – Vocational Services
City University London	Down’s Syndrome Association
Civil Service Disability Network	Durham County Council Adult and Community Services Social Inclusion Section
Clarity Employment for Blind People	Edge Hill University Ormskirk – Human Resources
Clear Links Support Ltd	Employers’ Forum on Disability
Communication Workers Union	Employment Opportunities
Community Care Providers Scotland	Employment Related Services Association – ERSA
Community Head Injury Service ‘Working Out’ – Buckinghamshire Primary Care Trust	Employment Support and Retraining Agency Ltd
Community union	ENABLE Scotland
Cornwall Association for the Deaf and Hard of Hearing	Enham
Cornwall County Council	Enterprise Mentoring Ltd
Coventry University	Epilepsy Action
Crispin Consultancy	Epilepsy Scotland
Deaf Children’s Society	Equal Ability CIC
Deafness Cognition and Language Research Centre – University College London	Equal Access to Employment Glasgow
Deafness Support Network	Equality 2025
Denbighshire County Council (Workstep provider for)	Equality and Human Rights Commission
Derbyshire Welfare to Work Sub-Group of the Employment and Skills Board	Equality Challenge Unit
Dering Employment Services Ltd	Erskine – Caring for ex-Service men and women
Devon County Council	Fife Council Social Work Service – Fife Employability Team
Disability Action	Fife Employability Network – Fife Council Community Services
Disability Alliance	Finchale Training College
Disability Employment Advisory Committee	Foundation for People with Learning Disabilities
Disabled Motorist Federation	
Doncaster NHS: Pathways to Work Steering Group	

Glasgow City Council

Gloucestershire Industrial Services – Gloucestershire County Council

GMB union

Gofal Cymru

Group for Solicitors with Disabilities

Hampshire County Council

Hansel Alliance

Headway UK

Highland Blindcraft Workstep Consortium

Highland Council

Hull Learning Disability Partnership Board

Institute of Employment Studies

Islington Deaf Campaign

John Wheatley College

Joint East Midlands Higher Education Institutes

Kent Adult Social Services

Key4Learning Ltd

KeyRing

KMG Health Partners

Lancashire County Council Employment Support Service

Lancashire Local Partnership Boards/ Task Groups Chorley/South Ribble and West Lancashire

Learning and Skills Council

Learning Disability Partnership – Cambridgeshire

Learning Disability Task Force

Leeds Involvement Project

Leicester City Council Day Services (via Mencap)

Leonard Cheshire Disability

Leonard Cheshire Disability (Scotland)

Lincolnshire County Council

Liverpool John Moores University

London Borough of Barking and Dagenham

London Development Agency: Independent Disability Equality Group

London Employer Accord

Low Incomes Tax Reform Group

Lowestoft College

Make your Mark Campaign

MCCH Society Ltd

Mencap

Meridian East

Merthyr Tydfil Institute for the Blind

Mind

MS Trust

NASUWT The Teachers Union

National Association of Deafened People

National Association of Disability Practitioners

National Autistic Society

National Social Inclusion Programme

Neath Port Talbot County Borough Council

New Directions Salford Task Group

Newcastle City Council – Adult Services

Newco Products and Newco Employment and Training

NHS Employers

NIACE

North Somerset Council – Adult Social Services & Housing	Richmond Fellowship
North Yorkshire County Council	RNIB
Nottinghamshire County Council – Adult Social Care and Health Department	RNID
Nottinghamshire Deaf Society	Royal Blind
Office for Disability Issues – ODI	Royal British Legion Industries – RBLI
Oldham Metropolitan Borough Council – Training into Employment	Rugby Disability Forum
Open Assembly @ Genesis, Leicester City Mental Health Service User Forum	Sainsbury Centre for Mental Health
Open University – Human Resources	Salford Supported Employment
Osel Enterprises Ltd	Scope
Papworth Trust	Scottish National Federation for the Welfare Of The Blind
Parkinsons Disease Society	Scottish Union of Supported Employment – SUSE
Passionate about BSL	Sefton Equalities Partnership
PCS Equality, Health and Safety Department	Sense
Pertemps People Development Group	Shaw Trust
Pluss	Sign Translate Ltd
Progress Recruitment Ltd	Signalong
Quarriers Voluntary Support Organisation	Skill: National Bureau for Students with Disabilities
Quest Employment Agency	Skillnet Group
RADAR	Social Firms UK
Ravensbourne College of Design and Communication: Human Resources	Social Security Advisory Committee
RCT People First	Society of Visually Impaired Lawyers
Reed in Partnership	Somerset County Council
REMPLOY	South Wales Consortium of Supported Employment Agencies
Rethink	Speaking Up Group – Tunbridge Wells
RH Consulting	Spinal Injuries Association
Rhondda Cynon Taff County Borough Council	Staffordshire County Council
	Stoke on Trent City Council: Supported Placement and Supported Employment Services

Strathclyde Fire and Rescue  
Surrey Coalition of Disabled People  
Surrey Supported Employment Ltd  
Swansea Council for Voluntary Service  
Terence Higgins Trust  
The Action Group  
The Centre for Public Policy –  
Northumbria University  
The Invisible Workforce  
The Stroke Association  
The University and College Union  
Thera Group of Companies:  
The Quality Company  
Trade Union Disability Alliance  
Trafford Council  
Transition Information Network  
Treloar College  
TUC  
UNISON  
United Response  
Universities and Colleges Employers  
Association  
University of Bolton – Human Resources  
University of Central Lancashire  
University of Dundee  
University of Exeter – Occupational  
Health Unit  
University of Glasgow  
University of Gloucestershire  
University of Hertfordshire  
University of Hull  
University of Leeds  
University of Manchester  
University of Oxford – Personnel and  
Equal Opportunities  
University of Plymouth  
University of St Andrews  
University of Wales – Human Resources  
University of Wolverhampton  
Valuing People Partnership Board East  
Riding of Yorkshire  
Veterans of Scotland  
Vocational Rehabilitation Association  
Voluntary Action Leicester  
Warwickshire County Council  
Workstep Team  
Ways to Work  
We Think (via Mencap)  
Welsh Initiative for Supported Employment  
Wessex Autistic Society  
Westcombe Employment Service  
Whitehouse Enterprises: Suffolk County  
Council  
Wise Group  
Wokingham Employment Support Service  
Work Fit  
Workline Supported Employment Service –  
Sunderland City Council  
WorkWAYS  
Workwise – Calderdale Council  
Yorkshire and Humberside Disability  
Consulting Group  
Yorkshire and Humberside Regional  
Partnership

## Annex B – The DWP Commissioning Strategy – encouraging the market

### Background

1. The DWP Commissioning Strategy and Code of Conduct were published in February 2008. They set out our aims to achieve a step-change in the way we deliver welfare reform programmes. They outline our plans to introduce longer, larger contracts, with more outcome-based funding, which offer better value for money for the taxpayer and offer contractors the opportunity to be more flexible in the way they engage with customers.
2. The strategy was published following wide-ranging consultation with existing and potential providers, with other parts of government, with representative groups, employer organisations and other stakeholders, as well as taking on board recommendations from Freud, Leitch and other key papers including the responses to the consultation exercise. It also considered best practice gathered internationally from the United States, Australia and the Netherlands.
3. Currently, the Department spends nearly £1 billion buying employment provision and, in England, the European Social Fund (ESF) finances further provision. This generates a patchwork of provision which consists of contracts of different size and structures and which are both costly and time consuming to run. DWP recognised the need to spend the money cost-effectively to get the best result for every customer and to increase the number of people going into sustained work.
4. It is hoped the Commissioning Strategy will set in place a set of principles which will be flexible enough to adapt to the differences in the type of provision we offer and which we will be able to develop and modify to cover the needs of future provision. Our ambition is to make DWP provision a beacon for the Government's aim of becoming a world leader in skills and in tackling concentrations of worklessness at a local level.

### Next steps

5. The Commissioning Strategy represents a major milestone in our welfare reform programme and provides a comprehensive and compelling vision of radical change in the way we will work with providers. It will give us a strong platform on which we will be able to build, in the future, a more integrated approach to commissioning and delivering employability and skills support.
6. It is an integral part of the welfare reform agenda and, in particular, of meeting the significant challenges of achieving full employment in a generation and the eradication of child poverty.

7. Essentially, the Strategy describes:
- the market we want to do business with;
  - how we specify what we want to buy;
  - the purchasing process; and
  - performance management and the ongoing relationship.
8. It sets out the seven component parts of the Strategy and their underpinning principles. Together, they describe the direction we believe we must travel to achieve the required improvement in performance and signal the changes that all parts of the commissioning system will need to make for this to happen. It also describes what we need to do over time to get to that position where it does not exist at present. The seven key messages are:
- **Market structure:** We want a stronger, more consistent base of top-tier providers who can work closely with regional and sub-regional partners to deliver sustainable jobs for unemployed people.
  - **Market development and stewardship:** We will play an active and transparent role to ensure that smaller, local providers, who have the capabilities we need and who perform well, can flourish and develop.
  - **Provider capabilities:** We will spell out the specific capabilities and requirements that make up a high-performing supply chain and an effective first-tier provider. We will contract, inspect, manage and intervene on the basis of these capabilities and requirements.
  - **Commercial strategy:** We will build a competitive market with larger and longer contracts, rewarding providers for sustained outcomes and significantly reducing costs, using competition on a continuing basis as the spur to greater effectiveness.
  - **Performance management:** We will move to a single, integrated, shared and transparent approach to the measurement and management of provider performance that enables a 'like-for-like' analysis of performance.
  - **DWP capability:** We will build our own skill base so that we make a positive contribution to business partnership – doing the best job to support providers in securing sustained job outcomes for our customers.
  - **Customer experience:** Customer experience will play an important part in the commissioning of provision, how it is delivered and how it is improved.
9. The main aim of the Strategy is to bring a distinctive, flexible approach to service delivery, based on specialist knowledge, skills and experience using the private, public and third sectors, building on the significant proportion of the help and support available to jobless people already delivered under contract by providers. We want to develop a consistent base of providers who we will encourage to use their initiative and innovation to deliver services, and linking into the appropriate local delivery infrastructure that best delivers sustained jobs.

10. To encourage our existing providers, along with any other organisations who may not have previously delivered this service, we will:
  - run briefing events before and during the procurement exercise, involving both potential prime contractors and smaller organisations who may wish to be involved as sub-contractors. We will publicise these widely, including local, national and specialist publications and on our website;
  - implement arrangements to facilitate the ongoing exchange of information between potential prime contractors and potential sub-contractors;
  - work with the Office for the Third Sector and third sector representative organisations to ensure that there is an ongoing communication process with third sector organisations throughout the procurement exercise;
  - ensure that bidders receive information on the specific local requirements in each contract areas and are given opportunities to interact with key local stakeholders; and
  - provide specialist support to organisations in the forming of joint ventures.
11. The Department will need to play an active role here in ensuring that smaller, local partners can flourish and develop, provided they perform well and have the capabilities we need. We will support the entry of new providers to the market and are committed to ensuring that high performing third sector providers can continue to play their valuable role in provision.
12. For more detailed information on the DWP Commissioning Strategy, please go to: <http://www.dwp.gov.uk/publications/dwp/2008/com-strategy/cs-rep-08.pdf>