

Flexible New Deal (FND) – Phase One

Invitation to Tender

Tender Form

30th July 2008

Before completing this Invitation to Tender Form you are advised to read carefully the following:

- Flexible New Deal - Phase One Invitation to Tender Instructions for Bidders;
- Provider Guidance pages on the Contracted Employment Services section of the Supplying DWP website:
http://www.dwp.gov.uk/supplyingdwp/what_we_buy/provider_guidance.asp;
- The detailed Provision Specification and Supporting Information for this specific procurement;
- The draft DWP Terms & Conditions applicable to this contract; and
- The Pricing Proposal and Pricing Proposal Guidance

PLEASE NOTE: YOU RESPONSE TO PARTS 3 TO 13 (INCLUSIVE) MUST NOT EXCEED A TOTAL OF 80 A4 SIDES OF PAPER, INCLUDING THE QUESTIONS.

This page total does not include Annexes 1 and 2 to Part 3, the Process Map, Organisational Chart and Implementation Plan (Gantt Chart).

Invitation to Tender - Tender Form

Tender Round title:	Phase 1 Flexible New Deal
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PART 1 ORGANISATION IDENTITY

Name of the legal entity in whose name this tender is submitted and whom DWP will contract:	
Trading name (if different from above):	
Company registration number:	
Registered address:	
Head Office address, if different:	
VAT registration number:	
Website address (if any)	
Name and job title of main contact:	
Address if different from above:	
Telephone no. of main contact:	
Mobile telephone no. of main contact	
Fax no. of main contact:	
Email address of main contact:	
Alternative contact name and telephone no:	
Name of financial contact:	
Address if different from above:	
Telephone no of financial contact:	
Mobile telephone no of financial contact:	
Fax no of financial contact:	
Email address of financial contact:	

Are you a Jobcentre Plus/DWP Accredited Provider? (i.e. have you undergone an assessment with the Jobcentre Plus/DWP Momenta Accreditation service?):	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please state your unique ID: <i>If No, you must become accredited before you are awarded any contract.</i>
Do you consider that your organisation is a faith-based organisation?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Do any of your proposed Subcontractors consider their organisations to be faith-based?	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please list the names of these organisations below <hr/>

PLEASE NOTE: YOUR RESPONSE TO PART 1 WILL NOT BE SCORED OR HAVE ANY BEARING ON THE EVALUATION.

PART 2 DECLARATION BY TENDERER – Phase 1 Flexible New Deal

You must complete this Declaration by Tenderer. Failure to include this declaration could result in your bid being disqualified.

To: The Secretary of State for Work and Pensions

Date:

1. I have examined the proposed Contract documents and all other documents and Annexes enclosed with this declaration and the clarifications issued during the Invitation to Tender period.
2. I have completed and enclosed all information required in the Stage Two Tender Form in the format and order required.
3. I have reviewed acceptability of contract documents.
4. I hereby offer to enter into a Contract with the Secretary of State for Work and Pensions upon the draft terms and conditions in the said Contract documents with the exception of any proposed variations or additions to conditions of Contract or Provision Specification as attached to this declaration.
5. I warrant that I have taken all requisite corporate action, including a resolution from the Board of Directors, approving the execution, delivery, and performance of the Contract.
6. I declare that this is a bona fide Tender, intended to be competitive, and that I have not fixed or adjusted the amount of the Tender by or under or in accordance with any agreement or arrangement with any other person ('person' includes any persons and any body or association, corporate or incorporate; and 'any agreement or arrangement' includes any such transaction, formal or informal, and whether legally binding or not).
7. I also declare that the organisation is not aware of any connection with a member of DWP staff which could affect the outcome of the bidding process. I further declare that I have not done and I undertake that I will not do at any time any of the following:
 - A. communicate to any person, including the addressee calling for the Tender, the amount or approximate amount of the proposed Tender;
 - B. enter into any agreement or arrangement with any other person or body that he or it shall refrain from tendering or as to the amount of any Tender to be submitted;
 - C. offer or pay or agree to pay any sum of money or valuable consideration directly or indirectly to any person for doing or causing to be done in relation to any other Tender for the said work any act of the kind described above;
 - D. canvas or solicit Department for Work and Pensions staff.

8. I understand that the Department for Work and Pensions is not bound to accept the lowest price or any Tender.
9. I affirm that none of the activities, outcomes and outputs detailed in this tender are supported through other funding sources
10. This Tender shall remain open for acceptance by the Department for Work and Pensions for a period of six months after the due date for return of Tenders specified in your Invitation to Tender.

Signed:

Date:

Name:

In the capacity of:

Duly authorised to sign Tenders on behalf of:

Name of organisation:

Contact Telephone Number

e-mail address.....

Fax Number

DRAFT CONTRACT TERMS AND CONDITIONS

Please complete the table below if you have any issues with or comments on, the Department for Work and Pensions draft Contract Terms and Conditions

	Terms and Conditions Reference Number	Issues or comments
1.		
2.		
3.		
4.		
5.		

PLEASE NOTE THAT THE DRAFT TERMS AND CONDITIONS THAT FORM PART OF THE INVITATION TO TENDER PACK MAY BE SUBJECT TO CHANGE.

PART 3 DELIVERY METHOD

Part 3 (i) Delivery Strategy

(A) Please detail the strategy that you will use to deliver the FND i.e. sole deliverer; deliver part of the service and subcontract the rest, subcontract the whole delivery. Please explain the rationale for the selection of this strategy and provide evidence to support why this is the best solution for delivering Flexible New Deal.

If your proposal is to deliver FND with the use of Subcontractors, please answer Part 3 (ii). If in your approach you intend to be the sole deliverer of the service, please complete Part 3 (iii)

For Special Purpose Vehicles, if your organisation will have subcontract arrangements with other organisations please complete Part 3 (ii). If your organisation is delivering the entire programme using only members of the Special Purpose Vehicle then please complete Part 3(iii).

Part 3 (ii) Subcontracting

(A) 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. **Please use Part 3 Annexe 1, which has been provided for this purpose.**

(B) Please provide a signed copy of the letter provided at **Part 3, Annexe 2** for each of the Subcontractors that you have listed in Part 3 Annexe 1.

(C) Please detail the process that you have used to source and select the Subcontractors that you have listed in Part 3 Annexe 1. This should include the rationale behind your choice of Subcontractors.

(D) Please describe how your organisation will manage your supply chain for the delivery of FND. Please 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. Your response should include your dispute resolution procedures.

Part 3 (iii) Sole Delivery

(A) Please demonstrate that your organisation has the capability and capacity to deliver FND without the use of Subcontractors

(B) Please provide evidence of your previous experience of successfully delivering contracts of a similar size and nature to FND without the use of Subcontractors.

PART 3 ANNEXE 1

ORGANISATIONS PROPOSED TO DELIVER SPECIFIC ELEMENTS OF THE SERVICE

NAME OF ORGANISATION	TYPE OF ORGANISATION Private, Public or Third Sector	ELEMENT(S) OF PROVISION TO BE DELIVERED BY THE ORGANISATION	DELIVERY LOCATION(S)

PLEASE NOTE: IF THERE IS INSUFFICIENT SPACE IN THE ABOVE TABLE TO INCLUDE ALL YOUR SUBCONTRACTORS, PLEASE ATTACH A SUPPLEMENTARY SHEET LABELLED PART 3 ANNEXE 1, USING THE SAME TABLE FORMAT.

PART 3 ANNEXE 2

Sub-Contractor Declaration

A letter containing the following declaration should be submitted by each proposed sub-contractor organisation (with the exception of ad-hoc suppliers) and attached to the Tender Form. Please note that we interpret you attaching this document as your agreement to its content.

To: Department for Work and Pensions

Date:

I confirm that we have agreed in principle with [name of bidding organisation], to deliver the following elements of the service described in their tender:-
Please list below elements of service to be delivered.

I have read and understood the specification for the elements of provision, which my organisation will deliver.

I have agreed in principle terms of delivery for this provision and am content that reasonable and appropriate price and payment terms have been negotiated and agreed for delivery of these services.

I confirm that the agreement in principle allows for recovery of costs, subject to performance.

I confirm that the agreement in principle allows for my organisation to make the appropriate level of planning and investment to deliver the service.

In addition to the above I confirm that the agreement made is consistent with the general principles set out in the DWP Code of Conduct (Annex 1 of the Instructions to Bidders).

Signed

[Name of Sub-contractor]

[the person signing the letter should be authorised to sign contractual agreements on behalf of their organisation]

PART 4 CUSTOMER JOURNEY

Part 4 (i) Customer Journey

(A) Please provide a process map and description of the customer journey through FND, from initial contact through to sustained employment. You should include your proposals for engaging with customers, how you will ensure that referred customers start the programme within 15 working days of their referral by Jobcentre Plus and how you will manage customers who fail to attend their interviews. Your response should reflect the diverse customer base.

(B) Please describe how you will identify the specific needs and barriers of individual customers? This should be supported with evidence and examples to illustrate how your approach has successfully worked in practice.

(C) Please detail how you will produce and agree a work focussed action plan that is tailored to an individual customer, how you will implement that action plan and ensure that the agreed actions are taken forward and delivered by your organisation/Subcontractors/partners and how you will manage customer compliance with their agreed action plan.

In your response, please also include how the work-focussed action planning process will support the Integrated Employment & Skills (IES) agenda and how you will factor skills considerations into the development of a customer's action plan.

(D) Please describe the type and level of support that will be provided for customers in order to achieve sustained outcomes. Your response should reflect how you will deliver FND to all the customer groups and why your approach is appropriate.

(E) Please describe how you will ensure a consistent delivery of service to all customers with a minimum standard for all, whilst taking account of their individual needs and barriers e.g. those with childcare responsibilities, those with health conditions and other vulnerable groups. This should include how you will address the fact that, on average, ethnic minority customers are less often placed successfully in work than non ethnic minority customers. You should also include how you will help to achieve the Government's objectives of reducing child poverty and social exclusion.

(F) Please describe the type and duration of in-work support that you will offer to customers to ensure that they sustain work and continue to develop/progress in the work place. Please also include how you will track customers and Short Job Outcomes and Sustained Job Outcomes?

Part 4 (ii) Mandatory Work-Related Activity

(A) Please describe the types of activities that will be made available to customers in order to deliver the minimum of four continuous weeks of full-time Mandatory Work-Related Activity.

(B) Please describe the process that you will undertake to decide the most appropriate type of Mandatory Work-Related Activity for a customer. Please explain how you will use work-related activity to increase a customers potential to enter and sustain work.

(C) Please explain how you will ensure that at least 95% of customers who complete the FND programme have undertaken either a minimum of either four weeks continuous full-time work or four weeks continuous full-time work-related activity within the mandatory period of the programme. Please also describe the actions that you will take where customers fail to comply with this activity.

PART 5 STAKEHOLDER ENGAGEMENT

Part 5 (i) Employer Engagement

(A) Please describe how you will identify and engage with employers (both local and national) and Local Employment Partnerships (LEP) in order to meet their requirements and the needs of the local labour market.

Part 5 (ii) Stakeholder & Partner Engagement

(A) Please describe how you will identify and engage with stakeholder and partner organisations (both local and national) to deliver a service that is coherent and integrated with their objectives and initiatives.

PART 6 PERFORMANCE OFFER

(A) Please set out your performance offer for Short Job Outcomes and Sustained Job Outcomes. These should be in the form of numerical annual figures for each year of the contract term and the conversion rate over the full contract term. Please explain what considerations and research has been taken into account when formulating your offer and your rationale behind this offer. If your offer is below the national benchmark set out in the Provision Specification and Supporting Information you must provide a clear justification as to why.

As outlined earlier in Part 4 of the FND Tender Form, our aim is to ensure that customers who start FND end up in work irrespective of their ethnic backgrounds. Please confirm that the performance proposals above will also apply to ethnic minority customers. If the same figure is not expected to apply to these ethnic minority customers, please provide an indication of how far you consider that the conversion rate in respect of those customers would differ from the general average, along with your considerations and rationale. Please note that this part of your response is for information only and will not form part of the evaluation.

Number of programme starts	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6 & 7	Total		
Number of Short Job outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6 & 7	Total	Percentage of programme starts	
Number of Sustained Job outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6 & 7	Total	Percentage of programme starts	

(B) Please describe how you will support and achieve these targets

PART 7 SKILLS AND EXPERIENCE

(A) Please detail the previous experience that you/your Subcontractors/partners have of working with the customer groups and demographics described in the Provision Specification and Supporting Information including your experience of working with disadvantaged customers and of delivering similar provision. Please include the results of any external inspections e.g. Ofsted/Estyn or the overseas equivalent.

(B) Please detail the previous experience that you/your Subcontractors/partners have of working with employers. This should include evidence of how you/your Subcontractors/partners have worked successfully with employers to achieve contracted outcomes and how the interaction with employers has added value to delivery.

(C) Please detail the previous experience that you/your Subcontractors/partners have of working with strategic stakeholders (both local and national), such as those described in Section 5 of the Provision Specification & Supporting Information. This should include evidence of how you/your Subcontractors/partners have worked successfully with strategic stakeholders to achieve contracted outcomes and how the interaction with strategic stakeholders has added value to delivery.

(D) Please describe the previous experience that you/your Subcontractors/partners have of delivering across large geographical areas (similar in size and nature to FND), which have areas with distinctively different socio-economic characteristics within them.

PART 8 MANAGEMENT AND QUALITY

Part 8 (i) Management Structure

(A) Please describe your organisations internal management structures, how you will interface with any subcontractor/partner organisations, the extent of the supply chain tiers, what the responsibilities and reporting lines are, together with details of where all key personnel will be based. In order to support this, an organisation chart should be provided, along with justification of why you believe this structure is the most appropriate approach for delivering FND.

(B) Please detail how you will manage and monitor the performance of your delivery to ensure that the whole provision is of a consistently high standard and that outcome objectives are achieved by all staff and Subcontractors/partners. In the event of poor performance being delivered by your organisation or your Subcontractors/partner please describe how this will be addressed.

Part 8 (ii) Quality Procedures

(A) Please describe how you will evaluate and monitor the quality of the FND provision to ensure that it meets the needs of customers and to ensure that they receive a positive experience. Within this you should describe your approach to continuous improvement for the supply chain as a whole, outlining how you/your Subcontractors/partners will act on the findings of any monitoring activity. You should also detail what procedures will be in place for handling complaints and feedback from customers on their experiences on the programme. Please also provide details of any quality standards that you/your Subcontractors/partners hold or are working towards.

Part 8 (iii) Management Information

(A) Please describe the systems that you will be put in place to collect, store and enable the transfer of timely and accurate customer information to DWP/JCP for handoffs, payments, contract management activity and evaluation purposes. Please include how this information will be collected, stored and transferred throughout your supply chain.

(B) Please explain how you and your Subcontractors/partners will keep accurate and auditable records of customer progress, outcomes and expenditure made on customers, maintain and store secure and confidential records and meet the requirements of the Data Protection Act.

PART 9 HUMAN RESOURCE REQUIREMENTS

(A) Please provide details of the resources that you expect to use to manage and deliver this provision, by job title and staff units, and the rationale behind these proposals. You should also provide detail of the required experience, skills and qualifications for those staff, along with a resource plan showing how staff will be allocated across the delivery area. Please also include your contingency plans.

(B) Please indicate which of the staff detailed in Part 9 (A) will be drawn from within current resources and which are to be newly recruited. If newly recruited, please describe the recruitment process that will take place. This should include detail of how pre-employment checks will be carried out on new staff. Please also provide details of your training arrangements for both new and existing staff, along with details of your approach to retaining staff and minimising staff turnover. Please include details of annual staff turnover as a percentage of your workforce for the last 5 years. If your organisation is an SPV, staff turnover information should be provided for all members of the SPV.

(C) Please supply details of your previous experience of handling TUPE transfers and/or major organisational change with details of how the transfer/change was managed, any issues that arose and how these issues were handled.

(D) Please provide details of your plans for managing a TUPE transfer for Phase 1 FND should TUPE apply. Your response should include any measures you propose to take under Regulation 13 of the TUPE regulations, (including any proposals to seek agreement to change terms and conditions of employment, or any planned redundancies for organisational, technical or economic reasons over the life of the contract), to enable the transferor to meet their statutory requirements and details of proposals to communicate with transferring staff prior and immediately after the transfer date. Details of your proposals to work with existing employers to effect a smooth transfer of staff should also be included.

(E) Please provide details of your proposals for meeting the requirements of the Cabinet Office "A Fair Deal for Staff Pensions" in respect of any group of transferring staff who may be covered by these requirements.

(F) Please provide details of your proposals to ensure compliance with the Code of Practice on Workforce Matters in Public Sector Service Contracts.

(G) Please provide the names of any Trades Union you recognise for collective bargaining purposes and Trades Union coverage and density by Union in your organisation and details of any industrial action that are ongoing in your company or organisation or have occurred in the last 3 years. Details of any industrial action related to your Subcontractors/partners should also be provided. If your organisation is an SPV, this information should be provided for all members of the SPV.

(H) Please provide details of your plans that are in place for monitoring arrangements to enable DWP to meet their General and Specific Duties as a public authority under the Race Relations (Amendment) Act 2000.

(I) Please provide details of your Health and safety policy, procedures, organisation and training arrangements and details of any prosecutions or notices served against your organisation relating to health and safety within the last 3 years. Details of any notices served against your Subcontractors/partners should also be provided. If your organisation is an SPV, this information should be provided for all members of the SPV.

PART 10 FRAUD PREVENTION

(A) Please describe the systems that will be put in place to prevent fraudulent activity and ensure integrity throughout the supply chain as a whole.

Your response should include;

- fraud prevention and deterrence policies and ethical codes;
- systems to enable delivery staff to report inappropriate behaviour in respect of performance claims;
- staff performance management systems and any staff performance incentives;
- measures to manage and mitigate the risk of fraudulent activity by employees i.e. inflating performance to maximise personal incentives;
- internal audit and financial control procedures including the segregation of duties within the operation;
- subcontractor funding arrangements and audit proposals; and
- measures to gain and provide assurances that fraud is being prevented and deterred throughout the supply chain.

PART 11 PREMISES AND FACILITIES

(A) Please indicate where all the delivery premises will be sited (with addresses where available) and explain why you consider that this/these location(s) are suitable for FND provision. Please also detail what facilities will be available at this/these location(s) (e.g. number and type of rooms, welfare facilities, equipment etc.)

(B) How will you ensure that the needs of all customers are met in each site e.g. those with childcare responsibilities, health conditions etc. Please also describe the transport links and accessibility arrangements for your delivery sites. Your response should also include details of any reasonable adjustments that you will be making to allow access to the provision by disabled people.

(C) Please describe the contingency arrangements that you will put in place to mitigate against any problems in securing your proposed premises within the timescales.

PART 12 IMPLEMENTATION

(A) Please provide an implementation plan (in the form of a Gantt chart or similar), which includes the key activities required to put the provision into place by service commencement date. This should include key milestones, timescales for activities including start and end dates and who is responsible for each activity. The implementation plan should also include when staff come on line, the timeline for recruitment, the timeline for identifying and securing premises and the rollout of staff training. The critical path should be identified along with details and examples of how you will manage any deviations from it and the contingency arrangements that you will put in place.

(B) Please detail your previous experience of successfully implementing similarly sized contracts.

(C) Please explain how your proposal will be put in place without adversely affecting your organisation's or your Subcontractors'/partners' ability to deliver existing Government contracts.

(D) Please describe the business continuity plan that you will put in place to manage key risks to delivery and ensure continuity of service for customers.

PART 13 VOLUME FLUCTUATIONS

(A) Please describe how you will manage the higher customer volumes that are anticipated during the first 6 months of delivery as a result of existing customers.

(B) Please describe your contingency plans for dealing with any fluctuating customer numbers, indicating the maximum and minimum volumes that could be handled without an adverse effect on the pricing of your proposal, and service delivered. Your response should include the activities that you will undertake to monitor labour market conditions and any associated effects on customer volumes, throughout the life of the contract.

PART 14 CAPACITY TO DELIVER MULTIPLE CONTRACTS

(A) In the event that you are awarded more than two FND contracts, please set out the challenges you would face, the resultant impacts on delivery and how these impacts/challenges would be overcome. You should also explain how these factors would change for increasing numbers of contracts.

In your response you should, where appropriate, include the situation where you will be delivering concurrently as a subcontractor to other Prime Contractors, as well as delivering as a Prime Contractor yourself.

You should also consider impacts where your Subcontractors/partners will be delivering across multiple contract areas.

PLEASE NOTE: THIS RESPONSE WILL NOT BE SCORED. HOWEVER, IT WILL BE TAKEN INTO ACCOUNT WHEN UNDERTAKING THE CAPACITY AND CAPABILITY ASSESSMENT REFERRED TO IN PARAGRAPHS 75 TO 77 OF THE INSTRUCTIONS FOR BIDDERS.