

**Phase 2 Flexible New Deal
ITT Q and A log – 18 December 2009**

Question Reference	Question	Answer	Area
ITT001	Is the Merlin standard now formalised?	A two year pilot commences this month. As this pilot period aligns with the procurement and implementation phases of Flexible New Deal Phase Two, suppliers are asked to bid on the basis that the Merlin Standard will apply to the Flexible New Deal Phase Two contract, either at the outset or during the contract period.	Merlin Standard
ITT002	How can sub-contractors influence Primes via Merlin	2 nd and 3 rd tier suppliers will be asked to report on their contracts as part of the monitoring process. This information feeds up via Merlin to report on Primes, providing more transparency and greater information sharing.	Merlin Standard
ITT003	Does Merlin standard apply pre-contract	Yes it will be part of the pre-award contract supply chain set up.	Merlin Standard
ITT004	Does Merlin standard apply to SPVs?	Yes	Merlin Standard
ITT005	Will tier 2 suppliers be part of the review of the pilots?	Yes – 2 nd and 3 rd tier suppliers are being asked to report on Primes. Merlin is expected to drive best practice and develop supply chain management principles in line with DWP standards.	Merlin Standard
ITT006	Will there be an arbitration element built into Merlin?	Yes. A mediation and arbitration service will sit alongside Merlin and will address how subcontractors access dispute resolution.	Merlin Standard

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ITT007	In terms of the Merlin Assessment, will it be mandatory for primes and sub-contractors? Surely all levels need to sign up to the Standard	The formal interface will be with the prime contractor and therefore the assessment will be mandatory for the prime. However, there is the potential for tier 2 sub-contractors to be assessed as well. This is currently being considered.	Merlin Standard
ITT008	Will Merlin focus on supply chains?	Yes. The Merlin web portal will help other organisations see who is in the supply chain, and act as a shop window for the market.	Merlin Standard
ITT009	With short bid cycles there sometimes isn't time to negotiate?	Merlin will help DWP steward the market through open channels of communication. Merlin will also enable the sharing of information, building on the information sharing sheet already available on the DWP website.	Merlin Standard
ITT010	If a provider is new to the market, how would they demonstrate that they meet the Standard?	DWP contracts state that providers must adhere to the Code of Conduct. The Merlin Standard is an extension of the Code and will become the vehicle for its implementation.	Merlin Standard
ITT011	Will Merlin be a bit like EBay where people can post their feedback?	People will not be able to just post feedback. Providers will self assess against the standard – providers within the supply chain will be asked to provide feedback as part of the assessment process.	Merlin Standard
ITT012	Could organisations that haven't gone "live" with a provider, and are not included in the supply chain still provide feedback as part of the assessment process?	This will be considered as part of the pilot.	Merlin Standard
ITT013	How will Merlin link to the Code of Conduct, and for example test parts of the Code such as "acting with integrity"?	Merlin is being developed to embed the principles of the code of conduct and promote healthy supply chain behaviours. Aspects such as measuring acting with integrity will be driven by how the criteria are built.	Merlin Standard
ITT014	Could there be a conflict of interest using Carley Consult to build Merlin?	No, there will be no conflict of interest.	Merlin Standard

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ITT015	Do we have a set of standards that show how to manage sub contractors well?	There are a range of minimum requirements that must be adhered to which encompass management of sub-contractors. These include, but are not limited to, all applicable laws, the DWP Code of Conduct, the Merlin Standard, FND2 Terms and Conditions and Good Industry Practice.	Supply Chain
ITT016	For prime providers who are acting as managing agents how much does DWP drill down into supplier chain? Or do DWP work primarily with lead provider/contractor?	DWP work primarily with lead provider/contractor but make sure that sub contractors are supported as per code of conduct.	Supply Chain
ITT017	Has the sub-contracting policy changed for fND phase 2?	No.	Supply Chain
ITT018	How will customer choice work where there is only one contractor?	Customer choice is not available in those areas.	Choice
ITT019	Will customers have a real choice?	Yes between Prime Contracts. Customers will be given details of their star rating & information made available by the provider.	Choice
ITT020	Is Choice at prime or sub contract level?	It is only at prime level.	Choice
ITT021	How is market share allocated? Is it by postcode?	No, a Market Allocation Tool used by Jobcentre Plus will randomly allocate customers 50:50 for the first 18 months and then according to the bandwidths in the ItT Provision Specification, section 5, paragraph 5.11 onwards.	Choice
ITT022	How are the star rating marks awarded?	We will conduct the first Star Rating after one year using the process outlined in the ITT Provision Specification, section 5, paragraph 5.11 and section 6 paragraphs 6.51 to 6.55. You can also see more on Star Rating on the DWP website	Choice

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ITT023	How are customers encouraged to make a choice?	JCP advisors will talk to customers using materials produced by suppliers about their service and, after 18 months, using performance information. Providers can produce marketing materials.	Choice
ITT024	Who will decide how much of the business goes up or down with the 20% difference from the initial 50/50?	STAR rating only applies for 5%- customer choice changes the other 15%	Choice
ITT025	Will a bidders' chosen delivery model e.g. SPV or prime contractor have any bearing on how a tender will be viewed by DWP?	No.	Procurement
ITT026	What is the DWP view of innovative Service Proposals?	DWP welcomes the best solutions for delivering the FND service to our customers and achieving Short and Sustained Job Outcomes.	Procurement
ITT027	Will DWP consider revising the page limits set?	We will consider requests to increase Page Limits for particular sections if supported by a valid reason. Clearly, any revisions will apply to all bidders.	Procurement
ITT028	Will DWP share best practice with bidders in terms of exemplary tenders?	No.	Procurement
ITT029	Is the Bidder Engagement Process a competitive dialogue?	No.	Procurement
ITT030	What are the e-tendering (BravoSolution) helpline holiday opening times?	Thursday 24th Dec 2009 - 08:00-18:00 Friday 25th to Monday 28th Dec 2009 - CLOSED Tuesday 29th December 2009 - 08:00-18:00 Wednesday 30th December 2009 - 08:00-18:00 Thursday 31st December 2009 - 08:00-18:00 Friday 1st January 2010 – CLOSED Any urgent queries outside the hours above should be emailed to the FND Phase 2 inbox.	Procurement
ITT031	What is the maximum file size for electronic submission of tenders onto BravoSolution for FND2?	BravoSolution advise bidders to keep files between 2-5mb. The site will accept files of up to 50mb but it is not advised that bidders far exceed the advised levels.	Procurement

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ITT032	How far does an SPV need to be constituted at tender submission stage?	An SPV must be a fully constituted single legal entity at the point at which contracts are signed and at this stage all monies will need to be in place. We expect that the SPV described in the tender will not change prior to contract award.	Procurement
ITT033	Will DWP be hosting local events to support bidders and subcontractors through FND2?	In response to considerable feedback from the market we have decided not to host local events for FND2. Individual local partners may decide to host their own events and we will support them in the most appropriate way. We have already facilitated networking through the Standard Information Sharing Template, which we have circulated widely amongst the subcontractor community.	Procurement
ITT034	Could you provide any further information or clarification regarding scoring and weighting of bids?	DWP will consider what further information might be available to release and will inform you of this as appropriate.	Procurement
ITT035	Can bidders in a CPA join together by changing the membership of an existing SPV to increase membership and reduce the level of competition?	Any changes to the structure of a bidding organisation would be considered on a case by case basis.	Procurement
ITT036	Are you able to provide any further information regarding the availability of JCP premises for use in bids?	For the purpose of your bid, you should assume that no premises will be made available.	Procurement
ITT037	The Halton & Merseyside specific tender form does not appear to have a question 17, even though it is a co-commissioning area. Is this correct?	It is correct that there is not a Question 17 in the Halton & Merseyside specific tender form as it is anticipated that we will not require any information in addition to that included in response to other questions.	Procurement

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ITT038	Para 19 of the Instructions for Bidders says, "Where a question attracts a score...." Which questions attract a score?	Paragraph 18 of the Instructions to Bidders indicates which questions will be scored as it provides high level qualitative evaluation criteria for these questions.	Procurement
ITT039	Smaller suppliers find the security process very onerous – this discourages primes from involving smaller providers	It is up to Prime Contractors to ensure that the security of subcontractors is adequate but we would hope that this would not deter them from involving smaller suppliers.	Security
ITT040	Is there any assistance available for SPVs to develop security plans?	<p>There are many information security organisations that provide help and advice including those for charitable organisations for little or no cost. Here are some of them:</p> <p>Charities Security Forum www.charitiessecurityforum.org.uk Get Safe Online www.getsafeonline.org Infosecurity Awareness infosecurity ISACA www.isaca.org Serving IT Governance Professionals (ISC)2 www.isc2.org International Information Systems Security Certification Consortium ISSA-UK www.issa-uk.org Information Systems Security Association.</p>	Security

ITT041	How do we control data security when operating a large supply chain with a number of small subcontractors?	As answered above: DWP data security controls apply to <u>all</u> subcontractors in the supply chain who are intending to receive (or have access to) DWP personal data. Within the Security Plan there are several specific controls that particularly relate to subcontractors/3 rd parties: 6.1.5 Confidentiality agreements, 6.2.1 Identification of risks related to external parties, 6.2.2 Addressing security when dealing with customers, 6.2.3 Addressing security in third party agreements, 8.1.2 Screening, 10.2.1 Service delivery, 10.2.2 Monitoring and review of third party services & 10.2.3 Managing changes to third party services.	Security
ITT042	How do we know which security consultant to go to?	There is a CESG Listed Adviser Scheme that lists CLAS Consultants. Details of which can be found on: http://www.cesg.gov.uk/products_services/iacs/clas/clasconsul.shtml There are other good non-CLAS consultants with well recognised information security related certifications which include: Certified Information System Security Professional (CISSP), CISM as well as full members of the Institute of Information Security Professionals (www.instisp.org).	Security
ITT043	As a prime contractor are we responsible for data security of our subcontractors?	Yes	Security

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ITT044	What is your view of information being processed abroad? Also, if we wish to offshore, what information should we include in the security Plan?	DWP policy is clear that no personal data can be processed outside of the UK (i.e. off-shoring). For non personal data DWP have a formal process that is complex, lengthy and with no guarantee of a successful outcome. It is therefore important that any such proposed solutions are notified to DWP as soon as possible and arrangements will be made to discuss this process.	Security
ITT045	If we have already had a security plan approved for Phase 1 is there anything different we need to do for Phase 2?	Individual security plans are required for each contract however where there are similarities in the proposed solution used this will clearly save time in your construction of any subsequent plans.	Security
ITT046	We are already completing JCP Support and ESF security plans do they have to be contract specific?	Yes - see response above.	Security
ITT047	Can you provide any specialist advice for Local Authorities?	The data security requirements are the same for Local Authorities.	Security
ITT048	What financial update does DWP require?	DWP Commercial Directorate Finance has requested the following documents if any have changed since they were last submitted at the PPQ stage: management accounts; forecasts; audited or draft accounts. Additionally, we need to be kept informed of any changes to these. Documents should be submitted by email to your contact in the Finance Team.	Finance
ITT049	When will the service fee element of the contract be paid?	Suppliers will be paid service fees monthly in arrears.	Finance
ITT050	Is this procurement stage a 2 tier procurement, quality then price?	No, there is a joint assessment of both finance and quality based on a 50%/50% split.	Finance
ITT051	Finance comprises of 50% of the scoring in the ITT assessment. What is considered during the financial evaluation?	DWP will take into consideration the bidders' price per outcome and tolerances at all levels in the evaluation.	Finance

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ITT052	Is there any extra information on the assessment of SPVs. Also any further information on parent company guarantees?	Any assessment of a SPV will depend upon the make up of each SPV. Each SPV will be looked at individually, ensuring the SPV has the necessary financial instruments to fulfil the contract. A single Parent Company Guarantee will need to be signed by all parties of the SPV.	Finance
ITT053	If volumes breach +/-15% of profiled volumes, will the outcome rate change?	Job outcomes or job sustainment rates do not change if tolerances breached. Tolerances only affect the service fee.	Finance
ITT054	Is the +/-15% tolerance on an aggregate basis or on a month by month basis?	Volumes are monitored on a month by month basis by contract managers. There will be no recoupment of service fees paid, and the tolerance has to be breached continuously for 3 months for a discussion on tolerance implementation to take place. Either party, the DWP or the provider can instigate a discussion over tolerances after 3 months continuous breach.	Finance
ITT055	Should inflation be included in the contract price bid?	There is an opportunity in the pricing proposal to reflect what bidders believe the inflation rate will be, this may alter year on year payment rates, but the total budget is fixed, therefore any inflation adjustment will not affect the amount of money paid over the contract life, just the profile in which the contract fees are paid potentially.	Finance
ITT056	Are discounts taken into consideration?	Discounts are assessed in the final finance/quality capacity and risk analysis part of the procurement. Any discounts offered, will be regarded as fixed and firm, and will be taken up at the signing of the contract.	Finance

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ITT057	If a SPV contains 6 members, which documents does DWP require from the SPV?	DWP requires; who the members of the SPV are; the management structure of the SPV, any financial forecasts from members of the SPV; accounts for each of the members; also how much financially each member is committing to the SPV.	Finance
ITT058	Why do you not ask the value of intended subcontracted work when it has been requested in previous procurement exercises?	We require you to state the percentage of overall delivery each organisation would deliver in Annex 1 of the CPA Specific Tender Form. We feel this approach is the most suitable for FND given the length of contracts and potential for changes in volumes over the life of the contract due to the economy and customer choice in some CPAs.	Finance
ITT059	What would happen if volumes exceeded the 40% tolerance?	DWP would invite providers to participate in negotiations in good faith.	Finance
ITT060	How will DWP assess bids from organisations bidding as a Prime Contractor and as part of a SPV or as a subcontractor to another organisation?	Each and every bid is initially assessed separately. This may be taken into account in the final finance/quality capacity and risk analysis that will be undertaken. This is outlined on page 10 of the Instructions For Bidders document.	Finance
ITT061	Will an organisation that does not have a parent company be at a disadvantage as they will not be able to provide a Parent Company Guarantee?	No.	Finance
ITT062	Following some work on the Pricing Proposal work book, errors were identified. Please could the Department confirm if the current Pricing Proposal workbook will be used or if a replacement is to be issued?	Amended Pricing Proposal Spreadsheets uploaded by BravoSolution as follows: Version 2 on 29/10/09 and Version 3 04/11/09. Please note minor differences may occur between the pricing proposal and the cashflow; this is due to the decimal point rounding of outcome unit prices. The pricing proposal represents the "offer" and will be used to determine bid rates. Minor discrepancies with the cashflow model will not impact the evaluation.	Finance

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ITT063	Why did the Tyne and Wear City Region decide to get involved in the delivery of FND2?	Two to three years ago it was decided within the Tyne and Wear area to join up service delivery. As a result of the Commissioning Strategy and DWP moving to involve partnerships this is the first opportunity for City Region to add value to a DWP mainstream programme.	Co-commissioning
ITT064	Have the public sector committed places yet?	Not yet. They have committed to the approach but the bidder will need to work with the City Region to achieve this. There is a need to look at the needs of both the employers and employees. There will also be a need for the two successful bidders to work together.	Co-commissioning
ITT065	Who is involved in the city partnership (TWCR)?	Several local authorities, JCP, LSC, Government Office North East Business Link, full information can be found in the ItT Provision Specification at page 161 and on the TWCR website www.tynewearcityregion.co.uk	Co-commissioning
ITT066	Are there any protocols with regard to interaction, by bidders, with any members of the partnership?	Some members have signed Chinese Walls and maybe involved in Evaluation and will, therefore, be unable to discuss with you. There are no set protocols in place. You may contact other members to discuss.	Co-commissioning
ITT067	Won't the work be limited – i.e. call centres and admin?	No, the work is wide and varied and also includes Care, NHS, catering, and various other occupational areas of public sector work.	Co-commissioning
ITT068	What are the opportunities post 18 months (i.e. when funding stops)?	If it is successful, is good for job seekers, employers and providers there may be a view to extend post 18 months. The initial reason for the limited time is the availability of funding since funding cycles do not match the FND contract period.	Co-commissioning

ITT069	How does the Department intend to assist in meeting with strategic partnerships? We found the CPA events held last year useful in helping us understand areas?	In response to considerable feedback from the market we have decided not to host local events for FND2. Individual local partners may decide to host their own events and we will support them in the most appropriate way. Details regarding local labour market background information for each of the CPA's can be found in Annex 9 of the Provision Specification. In addition further details can be obtained from City Partnership websites.	Co-commissioning
ITT070	Will there be an opportunity to work closely with the TWCR partnership?	Yes. However, please bear in mind that the contract is with DWP and the TWCR element is only a part of what you will be required to deliver	Co-commissioning
ITT071	In terms of working together, with TWCR and the second provider in the contract package area, how do you envisage this working?	It is for you to tell us, in your bid, how you intend to work together	Co-commissioning
ITT072	Only 2 CPA's have co-commissioning. Is there an intention for more to have in the future?	This is the long term goal. The offer has been made to all sub regional partnerships and up to each partnership to consider whether and how they may wish to co-commission	Co-commissioning
ITT073	Will TWCR be involved in contract management?	DWP is the Contracting Authority and the DWP Contract Manager will manage the contract. However if there are issues with the element of the contract which TWCR are funding then there may be a joint meeting with the Contract Manager, TWCR and the provider to agree the way forward.	Co-commissioning

ITT074	Government funded business support under Solutions for Business (BSSP) has to adhere to new standards. These are outlined in four possible criteria/packages: Enterprise Coaching, Intensive Start Up Support, Universal Business Offer, High Growth Start. Do these standards apply for self-employment support provided as part of FND?	You are not required to adhere to the Solutions for Business Standards, because Flexible New Deal is a programme to tackle unemployment rather than to develop business start up, and it was agreed when the Solutions work was being developed a few years ago that New Deal programmes would be exempt. However as we should have clear and identified routeways for enterprise development we recommend you contact Business Links (the main enterprise supplier for England) to check there is no duplication.	Policy
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Updated 17/11/09	Question	Answer	Area
ITT075	Could you please clarify which CPA the London Borough of Richmond falls into? It does not seem to appear in the Specification for either CPA 12 (West London) or CPA 14 (South London)?	Richmond is part of CPA 14 (South London).	Procurement
ITT076	Invitation to Tender - Generic Tender - Form Part 6a - Can you submit more than one chart to represent the organisation and answer this question?	Although only one organisation chart can be submitted it is acceptable for it to consist of a number of tiers.	Procurement

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ITT077	Instruction for bidders - do all graphics / images/ charts have to be font size 12?	Although there is no formal requirement for graphics, charts and images to be in font size 12, all information must be clearly legible.	Procurement
ITT078	Are there any restrictions on documents embedded on the tender form e.g. A3 Organisation Charts, Project Plans	Whilst there are no restrictions on documents that you are required to embed within the tender form all information must be clearly legible.	Procurement
ITT079	Is it permitted for flowcharts describing the customer journey in Question 13 (Service Proposal) to be displayed in A3 format? If so, will this count as one page?	No it is not permitted for flowcharts describing the customer journey to be displayed in A3 format. Your response needs to be presented within the preset margins and page allocation. Please note there is no formal requirement for graphics, charts and images to be in font size 12, however all information must be clearly legible.	Procurement
ITT080	What format do you require the embedded documents to be in (i.e.: Word, PDF etc)	Embedded documents should be in one of the Microsoft Office applications.	Procurement
ITT081	In Part 12, the question asks us to describe in detail all elements of FND. Could you clarify "all elements"? For example, does this relate to engagement, diagnostics, MWRA etc.	Part 12 is looking for a clear description of your delivery strategy for the particular Contract Package Area that you are bidding for. It should explain how your strategy (including the use of subcontractors if appropriate) will enable you to deliver your solution for Flexible New Deal, ensuring that each of the mandatory elements stated in the Provision Specification is also covered.	Procurement
ITT082	In Part 14b, can we include maps as embedded files, if so do these count towards the page limit.	You can include embedded maps in Part 14b but this will count towards the page limit.	Procurement

ITT083	In Part 14a you ask for an embedded Resource Plan. Could you clarify what you require to be included within this document?	Please provide a table or chart showing numbers of staff and how they will be allocated across the contract area. In addition, for each individual it needs to be clear how many hours they are contracted to work and what percentage of this time will be dedicated to this contract. You also need to make it clear where an individual would also be engaged in the delivery of other provision. Your narrative response should support this plan.	Procurement
ITT084	I am asking a question regarding the insertion of diagrams into the FND tender forms – for question 13 ‘Service Proposal’. Are we allowed to include a ‘Process Map’ in the form of a diagram? If so, can this be included in the body of the text or as an embedded file?	Yes you are allowed to include a process map’ in the form of a diagram. This can be included either in the body of the text or as an embedded file but will count towards the specified page allocation.	Procurement
ITT085	Could you please confirm if there are there any restrictions on the number of pages used for organisation charts or project plans?	Neither the format requirement or the page limits apply to the organisation chart or implementation plan.	Procurement
ITT086	Question 10 of the Generic Tender Form asks bidders to provide a Business Continuity Plan. Please can you clarify this request? Are you expecting bidders to submit a separate / embedded document providing their full company Business Continuity Plan, or are you merely seeking a summary of this plan within the 3 page copy limit for this question?	With regards to your business continuity plan, we require a summary of how this would be applied to Phase 2 Flexible New Deal within the 3 page copy limit for this question.	Procurement
ITT087	Please clarify allowable format for the Implementation Plan. Can this be MS Project or does it have to be Excel?	Both MS Project and Excel are acceptable formats for the Implementation Plan.	Procurement
ITT088	Is there a requirement for the tender forms to be uploaded in PDF format or will Word format be sufficient?	The tender forms should be uploaded in Word format.	Procurement

ITT089	In respect of prime contractors and subcontractors how far down the supply chain does data security apply?	DWP data security controls apply to all prime contractors and subcontractors in the supply chain who are intending to receive (or have access to) DWP personal data. Within the Security Plan there are several specific controls that particularly relate to subcontractors / 3rd parties: 6.1.5 Confidentiality agreements, 6.2.1 Identification of risks related to external parties, 6.2.2 Addressing security when dealing with customers, 6.2.3 Addressing security in third party agreements, 8.1.2 Screening, 10.2.1 Service delivery, 10.2.2 Monitoring and review of third party services & 10.2.3 Managing changes to third party services.	Security
ITT090	Please could DWP clarify how signed declarations are to be provided via Bravo Solution and what format documents may be submitted in?	Electronically signed declarations should be submitted within your tender document which should be submitted in Microsoft Word. Embedded documents should be in one of the Microsoft Office applications.	Procurement
ITT091	The instructions to bidders make it clear that text in the tender forms must be in black typeface, in Arial font size 12. However we are currently considering the use of colour for other elements within our response, for example to highlight headings, for diagrams and within embedded documents such as organisation charts and project plans. Could you please confirm that these uses of colour are acceptable and whether copies printed for use in the assessment process will be in colour or black and white?	All text within the body of the response must be in black typeface but colour can be used when presenting charts, diagrams etc. As evaluation will be undertaken electronically we do not anticipate using printed copies of the bid.	Procurement

<p>ITT092</p>	<p>In Section 4.8 of the Invitation to Tender Document (Page 32) the Indicative Numbers for starts in West Yorkshire are: October 2010 to March 2011 - 12000 April 2011 to March 2012 - 32000 April 2012 to March 2013 - 24000 April 2013 to March 2014 - 22000 April 2104 to March 2015 - 23000 April 2015 to Sept 2015 - 11000 Since there are two contracts to be awarded these figures need dividing by 2. However in the FND Pricing Model embedded in the separate Pricing Proposal Document the figures are: Year 1 - 15500 Year 2 - 12500 Year 3 - 11000 Year 4 - 11500 Year 5 - 11500 These are per contract and so do not seem to agree with the first set of figures. Please can you give guidance as to which figures are correct?</p>	<p>Please note that the ITT shows the financial year whereas the finance model shows the contract year absolute figures (no need to divide by 2). If you add the latter up and multiply by 2, you get to the same as the ITT.</p>	<p>Finance</p>
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<p>ITT093</p>	<p>In the specification, in relation to Mandatory Work Focused Activity, it states: “A minimum of 95% of customers who leave Flexible New Deal will complete a minimum of four continuous weeks of full-time work or work related activity, within the fifty-two week Flexible New Deal period.” Could you please clarify this? My reading is that 4 weeks of activity could include customers who have achieved a job outcome and sustain their employment for 4 weeks (whether or not they fail to sustain employment for 13 weeks and / or 26 weeks) so that any customer who achieves a job outcome for longer than 4 weeks continuously can be said to have complied with the mandatory work related activity requirement? Can you please confirm this reading is correct?</p>	<p>Yes this is correct.</p>	<p>Policy</p>
<p>ITT094</p>	<p>If a customer receives Training Allowance whilst on MWRA will they be required to pay anything towards their travel costs? For Community Task Force they were required to pay £4 each week will it be the same for FND?</p>	<p>No, customers will not be required to pay their own travel when on full time activity under FND. The allowance paid is equivalent to that of their ordinary JSA payment. There is no additional top up payment made to cover or contribute to expenses as there is with CTF. It is the supplier’s responsibility to fund customer travel costs and these costs should be covered within the bid.</p>	<p>Policy</p>

<p>ITT095</p>	<p>Is the childcare subsidy mentioned on page 106 available for jobs up to and including 16 hours per week, or for jobs LESS than 16 hours per week?</p>	<p>The childcare subsidy is available for jobs up to 16 hours per week. The lone parent can claim the cost of registered childcare whilst they are working, up to a maximum of £87.50 per week for one child or £150 per week for two or more children for 1 year if the job:</p> <ul style="list-style-type: none"> • Complies with employment legislation regulations. If the job does not comply (at any time) with employment legislation, e.g. it does not pay the National Minimum Wage, the Childcare Subsidy cannot be offered or must be withdrawn; • Is undertaken up to 16 hours per week; • Is waged employment (not voluntary work or work experience); • Is expected to last for at least 5 weeks; and • Is undertaken on the recommendation of the Adviser, as part of an agreed action plan for return to the labour market. 	<p>Policy</p>
<p>ITT096</p>	<p>Regarding the implementation of the choice and market share model (Sections 5.6 – 5.10). When market share is implemented after 18 months (Apr 2012) at which points along the contract is this adjusted? Is it set for the duration of the contract or is it adjusted on an annual basis?</p>	<p>Market Share can vary at anytime due to customer choice from April 2012. It depends on how many customers choose. We will only move market share on performance grounds following a Star Rating assessment, which will happen every six months.</p>	<p>Choice</p>

<p>ITT097</p>	<p>It is anticipated that there will be a number of single parents moving from Income Support to JSA during the lifetime of the programme as the child age limit lowers to continue claiming Income Support. Once on JSA, will these customers be eligible for FND on the basis of how long they have been claiming benefit or for the period they claim JSA i.e. 12 months following transition? If so what is the impact on the percentage of lone parents to be expected on the provision?</p>	<p>Lone parents who move onto JSA will have to reach 12 months on JSA before they are eligible to be referred to FND. The only exception would be if they were voluntarily fast tracked to stage 3 by the advisor but they would have to spend 6 months on stage 3 before they could be referred to the FND provider.</p> <p>In Merseyside and Halton, as with all JSA customers, some lone parents may be referred early. (See also ITT129 & ITT131)</p>	<p>Policy</p>
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<p>ITT098</p>	<p>Query regarding the location of JCP offices in the West Yorkshire CPA. The difficulty we are facing is that the list of Local Service Outlets available within the FND2 Specification is different to those published through the NOMIS website (data below). As example, NOMIS only records data from one centre in Halifax, although there are two. It also identifies separate volumes for Otley and Guiseley, although there is no JCP office in Otley and we are unsure whether these volumes should be combined, or whether NOMIS has named them incorrectly. It also appears that Westward House Bradford, and Park Place and Southern House Leeds are not listed, while Vicar Lane in Bradford is identified on Nomis as having quite high volumes, but it is not listed as one of the Local Service Outlets. Could you please provide further guidance on which information is correct, which centres are currently operational in West Yorks, and whether the flows should be combined?</p>	<p>Below are details of the outlets operational in West Yorkshire set against the site names and IDs held for them on NOMIS? We did forward a copy of these details to NOMIS last year who told us they were looking at reviewing and updating their structure.</p> <p>Nomis JCP Office Name Actual Office Name JCP ID Code</p> <table border="0"> <tr> <td>06675 Batley</td> <td>Batley JCP</td> <td>6675</td> </tr> <tr> <td>06701 Bradford</td> <td>Bradford Eastbrook JCP</td> <td>6701</td> </tr> <tr> <td>06670 Bradford Vicar Lane & Westfield House</td> <td>JCP</td> <td>6670</td> </tr> <tr> <td>06681 Brighouse</td> <td>Brighouse JCP</td> <td>6681</td> </tr> <tr> <td>06683 Castleford Castleford Centurion House</td> <td>JCP</td> <td>6683</td> </tr> </table> <p>06716 Normanton OFFICE CLOSED CASELOAD TO CASTLEFORD</p> <table border="0"> <tr> <td>06685 Dewsbury</td> <td>Dewsbury JCP</td> <td>6685</td> </tr> <tr> <td>06690 Guiseley</td> <td>Guiseley JCP</td> <td>6690</td> </tr> <tr> <td>06695 Halifax</td> <td>Halifax Horton Street JCP</td> <td>6695</td> </tr> </table> <p>Halifax is unusual in that whilst there are two sites within the town the JSA register is shared rather than split with different functions and activities delivered at separate sites e.g. the new claims are taken at Halifax Horton Street but the majority of the later interventions are delivered at Halifax Crossfield House. There is however, only one JSA load, one on flow, one off flow etc.</p>	06675 Batley	Batley JCP	6675	06701 Bradford	Bradford Eastbrook JCP	6701	06670 Bradford Vicar Lane & Westfield House	JCP	6670	06681 Brighouse	Brighouse JCP	6681	06683 Castleford Castleford Centurion House	JCP	6683	06685 Dewsbury	Dewsbury JCP	6685	06690 Guiseley	Guiseley JCP	6690	06695 Halifax	Halifax Horton Street JCP	6695	<p>Policy</p>
06675 Batley	Batley JCP	6675																									
06701 Bradford	Bradford Eastbrook JCP	6701																									
06670 Bradford Vicar Lane & Westfield House	JCP	6670																									
06681 Brighouse	Brighouse JCP	6681																									
06683 Castleford Castleford Centurion House	JCP	6683																									
06685 Dewsbury	Dewsbury JCP	6685																									
06690 Guiseley	Guiseley JCP	6690																									
06695 Halifax	Halifax Horton Street JCP	6695																									

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06736	Hemsworth	Hemsworth	6736
06712	Huddersfield A	Huddersfield Castle House	6712

There were 2 Huddersfield offices but one was closed and the caseloads were amalgamated into Huddersfield Castle House.

06708	Keighley	Keighley JCP	6708
06659	Leeds Dysons Chambers	OFFICE CLOSED	
06653	Leeds Eastgate 2	Leeds Eastgate JCP	6653

Leeds Eastgate had 2 office ID codes. One was phased out and office ID code 06653 is now called Leeds Eastgate.

06715	Morley	Morley JCP	6715
06718	Otley	Leeds Park Place JCP	6718
06722	Pontefract	Pontefract JCP	6722

06769 Pudsey OFFICE CLOSED AND MOVED TO NEW PUDSEY OFFICE -

06739	Stanningley	Pudsey JCP	6739
06725	Rothwell	Leeds Southern House JCP	6725
06652	Seacroft	Seacroft JCP	6652
06730	Shipley	Shipley JCP	6730
06649	South Leeds	South Leeds JCP	6649
06738	Spenn Valley	Spenn Valley JCP	6738
06743	Todmorden	Todmorden JCP	6743
06744	Wakefield	Wakefield Crowther House	6744

ITT099	Are letters of intent/declarations required from subcontractors and if so how are these submitted to DWP via Bravo Solutions?	In-line with the DWP Code of Conduct, it is a requirement that bidders have agreements in principle in place for all subcontractors referenced within tenders for FND Phase 2. These agreements, (and the contracts that will follow) must adhere to the requirements of the Code of Conduct, although at this stage may not necessarily be formal written agreements. DWP reserves the right to contact any of the subcontractors named in your tender and will, as a matter of course, contact a percentage of these organisations to validate the information provided. DWP will require signed declarations from all subcontractors should bidders be successful at this stage of the competition.	Procurement
ITT100	Is a signed Part 2 Tenderer Declaration required and if so how is this submitted to DWP via Bravo Solutions?	Yes, an electronically signed Declaration should be submitted.	Procurement
ITT101	Can you confirm that DWP does not require a customer journey process map to accompany submission?	It is up to each individual bidder to decide how they wish to use their page allocation in response to each question.	Procurement
ITT102	Do we need to include specialist providers in Annex 2?	Yes, you are required to include specialist providers at Annex 1.	Procurement
ITT103	Please could you clarify what is required in Part 6 a -would this be covered in each CPA?	Part 6a requires you to provide a narrative response supported by a single organisation chart (which could consist of a number of tiers) which illustrates your proposed management structure for Flexible New Deal. Bidders who are proposing to deliver across multiple contract package areas should explain / illustrate their proposed management structure for this.	Procurement

<p>ITT104</p>	<p>We have noted that for a bid to score a maximum of 3 marks for any section that it must present added value. Added value can, however, be a subjective statement; what might be considered as added value by a provider, may not necessarily be viewed as such by DWP. The fND Phase 1 Instructions to Bidders had a clearer definition of added value, being where “the Tender offers added value in terms of detailed supporting evidence and examples, with sound rationale and justifications providing full and additional assurance around the quality of the tender.” Can we assume that this same definition of added value will be applied to fND2 tender evaluation to ensure clarity of expectation in achieving maximum marks? If not, please can DWP give more clarity as to what they mean by “added value” in respect of how fND2 tenders will be evaluated?</p>	<p>Evaluation of the tenders will not be subjective as each of the responses will be considered and scored against agreed and clearly structured evaluation criteria.</p> <p>As stated in the instructions to bidders, for a response to attract the maximum score for any one question it will need to meet the requirement and offer some aspects of added value or assurance in terms of detailed supporting evidence and/or examples to provide full assurance around the quality of the proposal.</p> <p>As agreed at the recent ITT events held in Birmingham DWP will consider what further information might be available to release and will inform bidders of this as appropriate.</p>	<p>Procurement</p>
<p>ITT105</p>	<p>Will the stage 4 provider have access to the Action Plan created by the provider in stage 3? This would reduce some diagnostics time and also ensure that effort for certain activities was not duplicated</p>	<p>Yes. Jobcentre Plus will share customers’ action plans and skills records with suppliers at the point of referral. Please refer to the Provision Specification and Supporting Information – Section 2, paragraph 2.56.</p>	<p>Procurement</p>
<p>ITT106</p>	<p>Part 4a Asks for details of our and sub contractor recruitment, training and retention of staff. This will be different in each CPA as sub contractors will be different, is this question on the wrong form?</p>	<p>Part 4a of the Generic Tender Form is not on the wrong form. This question requires the bidder to provide an assurance that appropriate policies and processes are in place with regards to your and your sub-contractors’ recruitment, training and retention. DWP expects that the response to this question will be generic in the main. If however, you consider that any aspect of your response will not apply to every contract package area, then you are requested to clearly highlight this in your answer.</p>	<p>Procurement</p>

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ITT107	Part 6a asks for structure to manage delivery and an org chart, again this will be different for each CPA, therefore this is not a generic question.	Part 6 regarding the organisation chart is not on the wrong form. Bidders should provide a single chart to clearly reflect the management structure across all of the CPAs being bid for.	Procurement
ITT108	Is it acceptable for the organisation chart to be on multiple pages to reflect the different CPA's which will all have different sub contractors, key personnel, delivery locations etc?	Yes it is acceptable for the organisation chart to be on multiple pages in order to reflect the different CPA's.	Procurement
ITT109	Regarding the Part 10 of the national tender: The Business Continuity Plan, please could you clarify what you mean when you ask 'how you plan to maintain service levels during any break in provision' Is the Break referred to a break in volumes, funding, the service we are able to offer, or something else?	Bidders need to explain how they will continue to deliver Flexible New Deal should any breaks in the service occur because of, for example, IT problems, a syndicate win on the lottery, sickness etc.	Procurement
ITT110	When will TUPE information be provided for each CPA? Will this include, for each CPA: 1. Numbers of staff 2. Job titles and job descriptions and numbers for each 3. Salaries for each 4. Pensions	All available information will be provided by the first week in December. This should include the following level of detail: Numbers Job Roles Types of contract Salary Ranges Location	Finance
ITT111	As TUPE costs should be included in the Pricing Proposal, what will DWP do if the TUPE information provided is incomplete?	DWP will forward TUPE information received from current suppliers to FND2 bidders and it is for bidders to judge what TUPE costs should be included within their pricing proposal. Should any of the information provided by suppliers prove to be either inaccurate or incomplete then any risks associated with this will sit with the individual bidder.	Finance
ITT 112	How is subcontracting taken into consideration during the financial evaluation?	We assess, as part of the financial evaluation, that all costs, including subcontractor costs "stack up" within the bid.	Finance

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ITT113	What are DWP's contingency arrangements for the Bravo procurement system crashing close to the bid deadline?	Contingency arrangements would be subject to the timing and scale of disruption. Bidders experiencing any problems should, in the first instance, raise an issue via the FND inbox.	Procurement
ITT114	Is there any alternative method/contingency of submitting attachments if issues/problems occur when trying to embed a file?	Should your IT department be unable to resolve any difficulties you may have embedding files within your tender then you should contact the FND Inbox with full details of your problem.	Procurement

Updated 26/11/09	Question	Answer	Area
ITT115	Can you zip files for input onto Bravo?	Yes it is acceptable to zip files.	Procurement
ITT116	How frequently will the Q&A be circulated?	Subject to queries being received, we will aim to publish the Q&A on the DWP web page on a weekly basis.	Procurement
ITT117	Is there a minimum performance threshold?	There is no minimum. Bidders should make a realistic performance offer based on their individual delivery model(s) and the demographics of the contract package area, whilst taking DWP performance expectations into account.	Procurement/ Finance

<p>ITT118</p>	<p>Generic tender template – Part 4a - Provide details of your and your subcontractor(s)/partner(s) recruitment processes, training arrangements (for new and existing staff), and approach to retaining staff and minimising staff turnover. For organisations bidding in multiple CPA's we will have large numbers of sub-contractors across the CPA's. Do you wish us to address the question for each organisation on a case by case basis as it is likely to differ from organisation to organisation?</p>	<p>Bidders are not being requested to provide a resume of each individual subcontractor that they have, but DWP does need to know what minimum policies, processes etc will be administered by the bidding organisation and across their subcontractor base – and where there might be any slight deviations.</p>	<p>Procurement</p>
<p>ITT119</p>	<p>Can Bidders meet directly with Jobcentre Plus District staff and/or Strategic Partnerships?</p>	<p>Bidders can contact the Jobcentre Plus District Managers/Partnerships to find out about local priorities/strategies. It will be down to the individual partnership/district to decide how the disclosure of information will be managed but they will only be able to discuss information that is in the public domain and will not discuss bidder proposals. In addition, Partnerships will only make available to potential bidders, those staff who are outside of the confidentiality agreements (Chinese Walls) with DWP. This is to ensure that we maintain a level playing field and preserve the integrity of the competition.</p> <p>We will look at the possibility of holding local events for the Northumbria and Gateshead, South Tyne and Wear Valley CPA and invite Primes bidding in that CPA.</p> <p>Bidders should also checkout the Tyne and Wear City region web site –for further information over and above what is in the specification:</p> <p>http://www.tynewearcityregion.co.uk/</p>	<p>Procurement/ Co-commissioning</p>

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ITT120	Can a detailed Business Continuity plan be included as an embedded file to support the response?	Although embedded documents are allowed within the response to a question, please note that the contents of these count towards the page limit.	Procurement
ITT121	What is the length and format of the organisation chart? Can this be A3, can it be more than 1 page, can it be in a smaller font than arial pt12?	Bidders may present their organisation chart in any of the Microsoft Office applications. A3 is acceptable. Although only one organisation chart can be submitted it is acceptable for it to be on multiple pages and whilst there is no formal requirement for graphics, charts and images to be in font size 12, all information must be clearly legible.	Procurement
ITT122	Generic Template [Part 6 (a) Whilst company organisation charts will be generic across CPA's – management structures will differ across CPA's due to combinations of contracting models, supply chains, existing infrastructure etc... Please advise. Can we provide 1 document with X CPA specific organisation charts where X relates to the number of contract packages we are bidding for?	Part 6a requires you to provide a single organisation chart which illustrates your proposed management structure for Flexible New Deal. The chart may consist of a number of tiers and/ or pages, therefore it is permissible to show the management structure for each CPA on a separate piece of paper, but each of these must clearly link back to the overarching structure.	Procurement

ITT123	I would like to seek clarification on Part 11 which asks about Corporate Social Responsibility. However within the instruction to bidders the Evaluation criteria for Part 11 says ability to comply with DWP's Sustainable Development Policy. Should the answer focus on sustainable development or cover the wider issue of CSR as per the ITT question?	<p>Corporate Social Responsibility and Sustainability are both terms that are associated with a concern for economic, environmental and social sustainability. Sustainability must be integrated into services so that they are delivered through a sustainable, innovative and productive economy that delivers high levels of employment and a just society that promotes social inclusion, sustainable communities and personal well being. This will be done in ways that protect and enhance the physical and natural environment and uses resources and energy as efficiently as possible.</p> <p>Within six months of contract commencement Suppliers will be required to provide a policy statement and action plan to demonstrate how they will satisfy and adhere to the principles of sustainable development within their delivery of Flexible New Deal to support the DWP Sustainable Development Policy. At ITT stage bidders are required to provide a high level overview of how these principles will be embedded and practised within the proposed delivery model.</p>	Procurement
ITT124	Part 12 Annex 1 - should this table only show the sub contractor arrangements we have in place? Do we also need to provide a separate list of the ad hoc suppliers we intend to use too?	We expect bidders to complete Annex 1 to show how you and/or your subcontractor(s) /partners(s) will deliver FND in terms of overall percentage of delivery; specialism and geographical coverage and this should include any ad hoc arrangements.	Procurement
ITT125	CPA 4, please could you confirm whether customers who undertake the 12 week placement are required to do the MWRA in addition to this?	No. The 12 week placement incorporates the 4 week MWRA.	Policy

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ITT126	<p>Are organisations able to apply for ESF funding?</p> <p>Are managing agents still required to meet the requirements of ESF match-funding?</p>	<p>DWP has chosen flexible New Deal provision as match funding to support our European Social Fund 2007-13 co-financed programmes. Where contracts are identified as match their funding cannot be used by providers to draw down ESF funding. The DWP flexible New Deal contract in Tyne & Wear has been identified as match funding for our European Social Fund 2007-13 co-financed programmes.</p>	ESF
ITT127	<p>Have all Jobcentre Plus staff been security cleared?</p>	<p>Identity and security checks are carried out on each individual as part of Jobcentre Plus's recruitment process. These include the Criminal Records Bureau enhanced check incorporating passport checks for identity verification.</p>	Policy
ITT128	<p>Can DWP provide any indicative data, based on previous programmes, of what % of customers are likely to want / need to stay on for the additional 6 months after FND?</p>	<p>We do not have any data on this.</p>	Policy
ITT129	<p>Can DWP please provide indicative numbers of likely Lone Parent starts in each CPA?</p>	<p>We have not made any estimates of Lone Parents in each contract area as they are now JSA customers and so have not been separated from the wider group. Lone parents who move onto JSA will have to reach 12 months on JSA before they are eligible to be referred to FND, the only exception would be if they were voluntarily fast tracked to stage 3 by the advisor but they would have to spend 6 months on stage before they could be referred to the FND provider.</p>	Policy

<p>ITT130</p>	<p>Please could you clarify an issue regarding the listed Jobcentre Plus offices for South London and the Olympic Boroughs in the ItT Specification? The South London CPA has Deptford and Woolwich listed, and the Olympic Boroughs has Bexley. I'm not sure that this is correct so we would appreciate clarification as to the component Jobcentre Plus offices for these CPAs.</p>	<p>South London has its own package area (CPA) which includes all its boroughs apart from Greenwich, which is part of the Host Borough CPA. List of Jobcentres as below: South London CPA Bexleyheath Bromley Croydon Deptford Forest Hill Kingston Lewisham Mitcham Purley Sutton Thornton Twickenham Host Boroughs CPA Eltham Woolwich</p>	<p>Policy</p>
<p>ITT131</p>	<p>What are the predicted percentage flows of single parents into FND Phase 2 in each of the CPAs?</p>	<p>Annex 2, Figure 10, Section 7 of the ItT Provision Specification explains that we estimate that less than 5% of Lone Parents will start FND. This is at national level. If suppliers require information at a local level, they should undertake research, using the NOMIS link at Annex 2, Paragraph A2.18 of the ItT Provision Specification.</p>	<p>Policy</p>

ITT132	6.38 of the Specification refers to inspection frameworks by Her Majesty's Inspectorate of Education (HMIE) in Scotland. When will this inspection regime commence for DWP contracts in Scotland? What will it entail?	HMIE will start to inspect DWP funded provision in Scotland from January 2010. The first provision to be inspected will be Provider Led Pathways followed by FND. The main focus of inspection is primarily on the experiences of our customers whilst on provision. Providers in Scotland will be inspected by contract (as in England and Wales) against HMIE's inspection Framework which sets out the principles of inspection.	Policy
ITT133	Where does evidence need to be held for job outcomes. Prime and Sub Contractor & what happens to evidence of outcomes at the end of contract?	As FND is matched funded then they must retain the documents as per the ESF requirements. Guidance is not prescriptive whether it has to be kept at the Prime or the sub contractor but the onus is on the Prime to provide the information up to December 2022, therefore their decision where it's kept. As the evidence forms part of the claim then it should also be retained until December 2022.	Policy
ITT134	In an area where the prime contractor purely has a managing agent role, how does marketing work?	Section 3 Additional requirements, paragraphs 3.26 and 3.27 apply. Regardless of their delivery strategy, suppliers must make some information about their services available to Jobcentre Plus for issue to customers. It is up to the prime contractor to decide/agree how they and/or their subcontractors should market themselves as a Flexible New Deal Supplier. However, DWP will work with prime suppliers on the information that their material needs to cover, to ensure the relevant DWP standards are met.	Policy

ITT135	What are TUPE requirements, legislation, liabilities and financial implications?	<p>The purpose of the TUPE directive is to protect employment rights and the terms and conditions of service of people who are transferred from one employer to another when a business or part of a business (“an undertaking”) is transferred. See http://www.opsi.gov.uk/si/si2006/20060246.htm</p> <p>This principle must be applied when service provision transfers from current new deal suppliers to the supplier of flexible new deal. TUPE liabilities and associated financial costs will become clearer following dialogue with incumbent suppliers.</p> <p>Further information is given in the ITT documentation. We advise providers to take legal advice on the potential impact of TUPE on their organisation because each employer will have unique liabilities.</p>	TUPE
ITT136	Will DWP TUPE staff to the Flexible New Deal Supplier?	No. Jobcentre Plus currently delivers new deal services through its New Deal Personal Advisers at the front end of the current service delivery model and DWP believes this work falls within the undertaking. However, no staff will be working within the undertaking at the point the work transfers so no DWP staff will TUPE transfer to the new supplier	TUPE
ITT137	Where there is choice of providers, is it up to the employee to choose where they go and work?	Incumbent suppliers and the potential supplier in choice areas should discuss potential solutions on managing employee preferences. We advise providers to take legal advice on these solutions.	TUPE
ITT138	If staff are working on more than one contract, how do you decide on the TUPE liabilities?	Where individuals work on more than one service provision, suppliers should seek legal advice on assigning individuals to an undertaking.	TUPE

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ITT139	Does the Working Capital sheet in the finance model include a 20% stretch?	Yes it does include the 20% stretch in the calculation.	Finance
ITT140	With regard to the additional service fee tolerance information being requested, do we need to ensure we remain within the total budget at each tolerance level?	No, the Service Fee 'tolerances' are not incorporated into the budget figure provided at ITT. The total budget figure is made up of the main service fee at the given ITT volumes, plus the total short and sustained job outcomes payments. Excluding 'tolerance figures', this budget figure must not be exceeded.	Finance
ITT141	Isn't 650 public sector placements a rather large target?	The public sector is key for employment in both districts and the TWCR consider that there is sufficient scope within the wider public sector for this number of placements to be generated. Through analysis and costing the TWCR envisage the additional funding would generate approximately 650 public sector placements. It is for bidders to decide the volume of customer who will undertake placements, based on the funding available (covered within section 9 of the ITT specification).	Co-commissioning
ITT142	If the funding from the Tyne & Wear City Region is clean for ESF purposes; will this be available for use as match by the provider to draw down ESF funds?	DWP has chosen flexible New Deal provision as match funding to support our European Social Fund 2007-13 co-financed programmes. Where contracts are identified as match their funding cannot be used by providers to draw down ESF funding. The DWP flexible New Deal contract in Tyne & Wear has been identified as match funding for our European Social Fund 2007-13 co-financed programmes.	Co-commissioning

ITT143	We sit on a City Strategy Pathfinder Board, is this regarded as a conflict of interest?	Some suppliers will already be engaged with sub-regional partnerships and this is part of supporting and working with the partnerships to reduce worklessness. As a member of a partnership board a supplier is not excluded from submitting a tender. Those members of the partnership who are DWP consultees and who have signed Probity and Propriety (Chinese Wall) undertakings are aware of their responsibilities and will not have any contact with bidders, whether or not those bidders are also members of the partnership.	Co-commissioning
ITT144	Will the Future Jobs Fund impact on this requirement?	No. The initial contract for Future Jobs Fund runs until March 2010; Jobseekers Regime FND Phase 2 contracts commence in October 2010. The placements to be provided for FND will be in excess of any Future Jobs Fund commitment.	Co-commissioning
ITT145	Is it a prerequisite to adopt Hanlon Management System	No. Specification – section 9 Para 9.18 refers.	Co-commissioning
ITT146	Is there any additional MI required – apart from what DWP requires?	The Specification – section 9, Para 9.17-9.18 applies.	Co-commissioning
ITT147	Northumbria and Gateshead, South Tyne and Wear Valley CPA involve 7 Local Authorities. Has or will the partnership split the volumes of placements within Local Authority areas.	No.	Co-commissioning
ITT148	Is it possible to second bidder organisation staff with the Local Authorities/Partnerships?	This is possible but would depend on individual Local Authority/Partnerships.	Co-commissioning

ITT149	Why did the partnership choose public sector placements and be involved in co-commissioning?	To encourage the public sector to work with the JSA customer group and the partnership to establish links and work alongside Flexible New Deal suppliers. The public sector was also considered a sector that will continually have vacancies for entry level jobs and therefore was considered an appropriate sector to focus on.	Co-commissioning
ITT150	Is there an age limit on the Public Sector work placements?	No.	Co-commissioning
ITT151	What are the main challenges for a provider in these co-commissioning areas?	To engage and formulate a successful multi partnership working environment and utilise the additional funding to the benefit of the JR FND customer group.	Co-commissioning
ITT152	Will suppliers have difficulty sourcing Local Authority placements where redundancies are happening?	Local Authorities are keen to support the proposal. These are work related placements only – there will not necessarily be a job at the end of the placement, rather the customer can take advantage of such placements and will have a better understanding of Local Authority recruitment practises; i.e. how to apply for Local Authority jobs, etc.	Co-commissioning

<p>ITT153</p>	<p>Could we have clarity on the new Provider Assessment Team (PAT) previously FAM. Clarity required on role and how it works with contract management.</p>	<p>The primary purpose of the Commercial Employment Provision (CEP) Provider Assurance Team (PAT) is to provide DWP with an assurance that payments to suppliers are in accordance with DWP and Treasury requirements, public funds are protected and that value for money has been obtained. This is achieved through the operation of a national standard risk based approach to CEP Assurance work.</p> <p>The CEP PAT will operate at a national level enabling them to present CEP suppliers operating across regions with a single view of the effectiveness of their systems. Each supplier will have a nominated Senior Assurance Manager and therefore a single point of contact in DWP for management of assurance related issues and concerns. The work of the CEP PAT is conducted primarily by visiting suppliers to review the systems of internal control in place to manage the risks to DWP in relation to CEP expenditure. This will include the arrangements suppliers have in place for sub-contractors. The planning of PAT visits to suppliers takes into account a number of different factors including the nature of the contract and the track record of the supplier. Suppliers will be informed in advance of a PAT visit. The visit will comprise of an evaluation of the key, relevant systems adopted by the supplier for processing claims for payment together with an examination of a number of individual transactions. Suppliers shall be expected to have systems in place to ensure that: a) claims for payment are supported by valid evidence; effective financial monitoring is undertaken over any sub-contractors and b) PAT reports requiring supplier action are dealt with promptly with the development of an action plan, where appropriate.</p>	<p>SRM</p>
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		At the conclusion of their visit the CEP PAT will discuss their findings with suppliers and subsequently produce a report which will include an assurance rating for the overall system and an action plan detailing areas where control could be improved if necessary.	
ITT154	Could we have a workshop around the Provider Assessment Team (PAT)?	We expect to invite preferred bidders to some events, once the outcome of the competition is known. These workshops will cover a number of key areas about supplier requirements. For more information about the PAT function see response to ITT153 and the ITT provision specification, Section 6, paragraphs 6.25 - 6.30	SRM
ITT155	Can you set out your approach to strategic relationship management and the management/governance of contracts?	We are currently developing a new framework for engaging with providers across all levels from detailed performance management at Programme and Provider level, through to a more joined up approach looking across all contracts that a provider holds, right up to a more strategic approach. This strategic approach will be where the Strategic Relationship Manager/Account Manager develops a high level senior relationship with the Provider looking at existing business and potential for future business and the influence that senior managers within a provider can have on ground level performance.	SRM
ITT156	Our response to the questions outlined in the Security Spreadsheet may require us to reference our internal Information and Security Policies and Procedures. If this is embedded as an Annex within its own tab in the spreadsheet will it be considered in the overall marking of the question?	It would be helpful if supporting documents are submitted with the plan and this would be welcomed. Part of the assessment of the security plan post contract award will be to seek evidence of policy and procedure.	Security

ITT157	How much do you estimate would it cost to develop a security plan?	This is not something that DWP can give a view on, costs are in part dependent upon the solution to be deployed by the provider and the extent to which they already have security embedded within the organisation and therefore how much work they have to do.	Security
ITT158	Can Merlin help during procurements for Primes building their supply chain?	In terms of current FND the Merlin work has helped to provide some standard templates for sharing information between the potential supply chain partners (draft templates are on the subcontractor area of the DWP website). The Merlin Standard is a 2 year pilot and part of the work of the pilot will be the development of a web portal which will help to share information, both generally about specific providers and by providing standard information sharing formats between them during any procurement process. The standard itself will provide feedback on the way the prime contractors act at all stages from the start of any procurement round, through to contract implementation (live running). As such it will review procurement, but retrospectively. The first draft assessments will be February/March 2010 and will involve FND1 primes.	Merlin Standard
ITT159	How would sub-contractors get involved with the Merlin process?	As part of the accreditation process, subcontractors throughout the supply chain will give feedback on the prime contractor. Access will be by mutual consent.	Merlin Standard
ITT160	How will the Merlin standard be financed?	The 2 year pilot is being funded by DWP, at which point it will be handed over to the Welfare to Work industry and will become self-financing. The 2 year pilot has just begun. Initial assessments with volunteer organisations will start in spring next year.	Merlin Standard

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ITT161	Prime deliverer of present New Deal – are you going to reduce referrals from April 2010?	The stage 2 transition strategy is yet to be agreed, once the transition strategy is agreed an event will be held with existing providers to inform them of what the arrangements will be.	Transition
ITT162	How and when does DWP intend to disseminate District level volumes to preferred bidders? In Phase 1 they weren't released until after contracts had been signed. For Phase 2, will they be released in advance of the Contracts being signed?	Given the volatility of the volumes we didn't want to provide district level volumes too early. However, we will learn lessons from Phase 1 and will better align the dissemination of district level volumes with the procurement process. If there are significant changes to national volumes we will update providers throughout the process and will provide district level information before contracts are signed. Providers can obtain threshold flows from NOMIS. The link is at Annex 2, paragraph A2.18 of the ITT Provision Specification	Volumes
ITT163	Is there any breakdown of volumes for individual Contract Packages?	See Para 4.8, Page 32 of the ITT Provision Specification and Supporting Information. The Pricing schedules provide the volumes in contract years by contract package.	Volumes
ITT164	Have all the Welfare Reform Initiatives been factored in to the volumes?	Yes – every announced policy initiative has been factored into the volume information. The information is in Annex 2 of the ITT Provision Specification and Supporting Information.	Volumes
ITT165	How did DWP arrive at the 55/50 performance expectations?	Annex 2, paragraphs A2.2 – A2.11 of the ITT Provision Specification explains the rationale. The performance expectations and funding workshop slides published 26 August 2008, that are in the attached link on the DWP website, provides more detail. http://www.dwp.gov.uk/supplying-dwp/what-we-buy/welfare-to-work-services/flexible-new-deal/	Volumes

ITT166	How do we check if an outcome is payable?	Providers need to establish their own systems to determine when they make the claim for an outcome - in line with the guidance issued for FND. When they make the claim on PRaP, PRaP will validate all claims using off-benefit checks prior to payment. Should these claims fail the off benefit check, then providers will be expected to supply evidence to support their claim to allow the claim to proceed.	Volumes
ITT167	Is there a cap on volumes in Choice areas?	Paragraphs 5.6 – 5.10 of the ITT Provision Specification and Supporting Information provides the bandwidths.	Volumes
ITT168	Do you assess sub-contractor's financial capacity when assessing bids?	No the financial capacity of your subcontractors will not impact on your scoring.	Finance
ITT169	Have you any data from other programmes that shows the actual percentage market share movement where customer choice has been exercised?	There is no information available. Paragraphs 5.6 – 5.10 of the ITT Provision Specification and Supporting Information provides the bandwidths that will apply to Flexible New Deal.	Volumes
ITT170	Is seasonal employment built into offflows?	Yes.	Volumes
ITT171	Is the plus or minus 40% tolerance sufficient?	Yes – the count is now stabilising and we do not expect the major fluctuations in volume estimates experienced during Phase 1. We are monitoring the situation and will inform providers if any volume issues arise.	Volumes
ITT172	Is the best volume data to take JCP actual volumes and apply decay rates?	NOMIS is the best data source for inflows, which are National Statistics. The link is at Annex 2; paragraph A2.18 of the ITT Provision Specification.	Volumes

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ITT173	Is funding available if volumes fluctuate?	An extra £1.1 billion was allocated in the Pre Budget review and an extra £1.7 billion was allocated in the April 2009 Budget for additional volumes. There is funding within the CSR period for Flexible New Deal.	Volumes
ITT174	If providers over perform, will funding be available?	Yes – there is no cap on performance.	Volumes
ITT175	What is the reason for the difference between the volumes published in the PQQ and the ITT?	Volumes are based on the best information available at the time. The number of people claiming JSA is responding differently to previous recessions, and the economic outlook has changed since earlier this year.	Volumes
ITT176	The indicative volumes seem to be higher than actual New Deal volumes?	The entry points for New Deals and Flexible New Deal are different. Volumes are based on the best information available at the time.	Volumes
ITT177	What is the time lag between contraction in GDP and increase in JSA customers?	Based on the 1980s recession, the time lag between the largest fall in GDP and the largest increase in the claimant count was between 3- 4 quarters later. In the 1990s recession it was between 2-3 quarters later. We only have limited data but there are signs that the lag has decreased from the 1990's recession and that in the current downturn the contraction in GDP has led to a quicker increase in JSA. It is for suppliers to undertake research at local level. Suppliers should use the NOMIS link at Annex 2, paragraph A2.18 of the ITT Provision Specification and take into account the type of industries in the local area and the historical data in that area.	Volumes
ITT178	What are the offlow assumptions on the survival rate?	Providers can obtain information from NOMIS. The link is at Annex 2; paragraph A2.18 of the ITT Provision Specification.	Volumes

<p>ITT179</p>	<p>Will the new PRaP system may make it as hard or harder to claim an outcome than the previous paper based process?</p>	<p>The agreed outcome payments are dependent upon a benefit check showing that the person has been off benefit for the required length of time - for short job outcomes this is 13 weeks and for the sustained job outcome, for 26 of 30 weeks. PRaP enables this to happen by checking the Customer Information System. The introduction of PRaP speeds up this process - had it have been clerical then the provider would have had to send in a claim from for the check to be undertaken manually, and then be asked to send in further evidence if the check failed. Providers should know this position almost as soon as the claim is made on PRaP.</p>	<p>Volumes</p>
<p>ITT180</p>	<p>Is evidence required to support all job outcome payments or only those that fail the off benefit check?</p>	<p>You are expected to maintain sound systems of internal control which must include appropriate checks, monitoring and evidence to ensure that you only submit claims for payments to which you are entitled and DWP will look at what systems you have in place.</p> <p>In order to support your claim for job outcomes which fail the off benefit check, you are required to obtain verification templates. You have the freedom to decide if you collect this alternative evidence as a matter of course or simply wait for any off-benefit rejections before doing so, on the understanding that, if it is needed, payment will not be made until it is supplied to the Department and meets the relevant job outcome definition.</p>	<p>Volumes</p>

ITT181	Para 3.20 of the ITT Provision Specification says there will be some LEP pre-employability requirements. Is there an indicative figure and do we get paid any extra?	There is a hierarchy of funding and delivery for LEP Pre Employment Training. Normally delivery would be by LSC or Devolved administrations but there are circumstances where they cannot deliver and in those cases the DWP contract manager in discussion with the Jobcentre Plus District may decide that the FND provider is best placed to deliver the course. This is therefore on an ad hoc basis. It is impossible to provide indicative figures and the incidence will vary between contracts. When a FND provider is asked to deliver a LEP PET course this will attract additional monies which will be subject to negotiation between the DWP Contract manager and the provider.	Volumes
ITT182	Annex 5 of the ITT specification lists other provision available to Flexible New Deal customers. Can an outcome be claimed if customers are referred to these other areas?	Paragraph 5.4, lists the other provision where an outcome can be claimed as long as all other payment criteria are satisfied.	Volumes
ITT183	Is there any intention to move customers who have been out of work for 12 months or more onto Flexible New Deal?	Every customer will have a customer journey and receive support appropriate to their need. All JSA customers who have been unemployed for 12 months or more will be migrated to Flexible New Deal in a staged process.	Volumes

<p>ITT184</p>	<p>We don't consider the 55/50 performance expectation a realistic target.</p>	<p>Annex 2, paragraphs A2.2 – A2.11 of the ITT Provision Specification explains the rationale. The attached link from the DWP website - performance expectations and funding workshop slides published 26 August 2008 - provides more detail. http://www.dwp.gov.uk/supplying-dwp/what-we-buy/welfare-to-work-services/flexible-new-deal/ We recognise that these levels of performance may not be possible in all labour markets, or immediately, but 55 and 50 are our considered view about what FND should achieve.</p>	<p>Volumes</p>
<p>ITT185</p>	<p>If suppliers under perform are contracts ever taken away?</p>	<p>Our vision for future development of welfare to work, of which FND is a crucial part, depends heavily on successful performance of contracted provision; with increasing responsibility to decide how best to secure sustained employment for our customers.</p> <p>If a prime contractor performed poorly, this would be dealt with through our contract management processes. In the first instance, we would seek to agree a performance improvement plan with the contractor. If performance failed to improve, we would consider terminating the contract. The fact that they may be the only provider in that district would not affect our decision to terminate the contract, as there may well be providers in other districts who would be willing to take on delivery temporarily, until a new contractor could be appointed.</p>	<p>Volumes</p>

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Updated 3/12/2009	Question	Answer	Area
ITT186	Is there a standard template for subcontractor agreements in principle?	No, there is no standard template.	Procurement
ITT187	Can organisations subcontract to more than one prime?	Yes.	Procurement
ITT188	In order to provide a more realistic timetable with regards the implementation plan, are DWP able to provide any more details regarding Contract Award date and contract start date?	We have no immediate plans to add to the information already provided within Section 1 of the Instructions to Bidders.	Procurement
ITT189	How did you pick which days providers attended the conference?	As another DWP event was being held on the same day as the first Phase 2 FND event, we took attendance at this event into account when issuing invitations. In addition we tried to ensure same day attendance for organisations proposing to bid in more than one capacity – for example as a Prime and also as a member of a Special Purpose Vehicle. The remainder were selected at random.	Procurement
ITT190	Please could you advise on process/procedure for withdrawal from certain geographies where we have been selected as a potential prime contractor?	If your organisation is sure that it does not (and will not) wish to bid in particular Contract Package Areas (CPA) that it has been invited to tender for, then please email the Phase 2 FND inbox with details of the CPAs it wishes to withdraw from. We will then arrange for your details to be removed from Bravo solutions for these CPAs. Alternatively you can simply submit bids in the Contract Package Areas(CPA)that you are still interested in.	Procurement

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ITT191	I would like to formally request that longer page limits are applied to the following sections of the Contract Specific tender form: Part 12: Delivery Strategy Part 16: Performance Offer These are absolutely essential sections that require a great level of detail, yet have very small page limits compared to many other sections.	Following requests from bidders at the ITT events and as part of the wider Q&A process we have reviewed the response page limits specified within the original Invitation to Tender. We are content that these will remain as originally stated with the exception of that in relation to Part 16 (Performance Offer Rationale) which we can now confirm is increased to 5 pages.	Procurement
ITT192	What is the period required for retaining customer data?	Data and documentation must be retained until at least 31st December 2022 to meet ESF audit requirements. This is required at the level of the individual customer (participant).	Procurement
ITT193	Will an updated list of suppliers be published during the ITT stage?	Yes, an updated list has been sent for publishing on the DWP website.	Procurement
ITT194	What evidence would DWP expect to see for elements of delivery such as premises?	We would expect bidders to have identified and scoped potential premises and have agreements in principle but would not expect them to have signed any premises.	Procurement
ITT195	Is the embedding of zipped files acceptable as this should limit file sizes?	Yes embedding zip files is acceptable.	Procurement
ITT196	How long do you anticipate it to take to upload files onto Bravo Solutions?	The time it takes to upload a file is entirely dependant on the size of the file and the speed of the user's internet connection. We recommend that you try and keep files below 5mb to allow for a 'speedier' upload, however the site can handle file sizes up to 50mb.	Procurement
ITT197	How long would you suggest giving ourselves to ensure we meet the deadline i.e. when should we start uploading documents?	Bidders should allow themselves as much time as possible and should not leave it until the last day(s) to begin the process of uploading documents. This is to ensure that should bidders encounter any technical difficulties they have sufficient time to get them resolved.	Procurement

<p>ITT198</p>	<p>During the first stage of the invitation to tender process, a document titled "FND PHASE 2 CONTRACT PACKAGE AREAS" was issued so that potential tenderers would identify contract package areas they wished to be invited to tender for.</p> <p>The document shows the annual indicative total contract package value to be shared annually between the number of suppliers in each contract package.</p> <p>If we take Glasgow as an example, is the expected funding between the two suppliers £17m x 5 years or £17m x7 years.</p>	<p>Taking Glasgow which is a choice area, the expected funding for each supplier would be £8.5m per year for 5 years.</p>	<p>Finance</p>
<p>ITT199</p>	<p>We have observed a discrepancy between the annual indicative contract package value total stated in the "Provision Specification & Supporting Information" document, section 4 and the contract package pricing proposal model. The contract starts do not reconcile between table 4.8 and PP13 (PP11, PP4, PP7, PP10) section D. Subsequently contract values does not reconcile for contract package total value versus cost per start multiply by total starts. Please could you clarify which number we should base our offer on?</p>	<p>The reason for the difference between the ITT specification volumes published and the volumes in the pricing schedules is volumes are produced on a month by month profile. These volumes are not flat lined; therefore there could be larger volumes at different points in the year. Therefore assuming the volumes can be purely apportioned is incorrect.</p>	<p>Finance</p>

<p>ITT200</p>	<p>Pricing Proposal & Guidance for Completion Page 3 sub section 3 Completing the Pricing Proposal documentation The wording above appears to request completion of the Pricing Model, Tabs PPx, CFx, Aix and that the completed spreadsheet should then be inserted as an embedded file, together with the Cost Model workbook as a separate embedded file. Can you confirm that separate COST MODELS should be produced in addition to completing FND2 Pricing Modelv3 as part of the FND2 Pricing Proposal on Page 1; further clarification is needed as to what is required by DWP.</p>	<p>Bidders are required to complete all tabs relating to the CPA areas they are bidding for in the pricing proposal. Bidders cost models should be included in addition to the pricing proposal, if this information is not already contained within the pricing proposal. It is up to bidding organisations to ensure they have included sufficient information to support their pricing proposal</p>	<p>Finance</p>
<p>ITT201</p>	<p>3.1 Requirement for detailed cost models noted, but how detailed? E.g. staff salaries list and total costs by month or calculation of monthly salary, NI, pension per person per month?</p>	<p>Each bidder has to decide the level of detail to supply in their bid. More detail will add weight to the bid but this is down to the bidder's discretion.</p>	<p>Finance</p>
<p>ITT202</p>	<p>As part of ITT response we are asked to submit detailed cost models to back up the Pricing Proposal as embedded separate workbook. Q. Do these have to be a separate work book or could these be inserted as work sheets within the PP workbook.</p>	<p>The cost model can be submitted where the bidder feels the model is most appropriate.</p>	<p>Finance</p>
<p>ITT203</p>	<p>(Pricing Proposal) 1.2 We note that bids are to exclude any VAT chargeable. Our understanding is that FND is standard rated. Whilst accepting that the VAT status of our supplies is a matter for which we must be responsible for determining can you please confirm that you expect the supplies to be standard rated?</p>	<p>It is our understanding that FND will be standard rated for VAT purposes. We would therefore ask you to show your bid price exclusive of VAT. You may wish to bear in mind however, that in most cases you will be able to reduce your costs of delivery costs by the amounts of reclaimable input VAT that you will incur.</p>	<p>Finance</p>

ITT204	<p>1.2 Evidence is required for different inflation assumptions. Any implications for scoring other than by virtue of impact on average Price per Outcome?</p>	<p>The inflation assumptions will not affect the scoring of bids. Also inflation will not affect the average price per outcome, as the average price per outcome is worked out of the 5 years of the contract.</p>	Finance
ITT205	<p>1.5 DWP risk management of potential over-spend by transfer of budget from under-spending contracts/contract capping?</p> <p>If a contract is initially slower in reality than anticipated could this lead to loss of budget/imposition of a lower cap?</p>	<p>Tolerances take into consideration if volumes exceed/fall below expectations, tolerances only affect the service fee element. The service fee can be raised or lowered due to tolerances, and would be after a discussion between the contract manager and the provider if to implement the tolerance or not.</p>	Finance
ITT206	<p>4.2 Risk premium can mean different things, and be evaluated in different ways. Can DWP clarify how this is expected to be calculated/what this is expected to represent?</p>	<p>DWP will offer no guidance on calculating the risk premium. The bidder needs to decide what level of risk premium to include.</p>	Finance
ITT207	<p>4.9 Budgeted Cost per Start in Table H appears to be based on different budget than indicated package value. Is this correct?</p> <p>E.g. CP13 Revised Estimated starts per PP13 = 39,000, annual contract value £12m but Est cost/start = £1,450.97 for 39,000 starts indicates £56.588m over 5 years = £11.318m per year</p> <p>If the contract value is to be applied as a cap which contract value applies?</p>	<p>The difference is down to rounding. The correct figure is 39,000 starts at £1,450.97, working out at £11.318m per year.</p> <p>If the contract cap is applied it will be £11.318m.</p>	Finance

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ITT208	18.2 Noted monthly phasing does not impact the financial evaluation. Confirm will not become a limit on actual Outcome related fees in any given month.	There is no limit on outcome related fees in any given month.	Finance
ITT209	Specification paragraph 36 paragraphs 4.20 & 4.24 and pg 37 paragraph 4.28 Potential for claw back on Service fees in event of early termination but service fees are fixed for each year and paid monthly in arrears. How would any claw back be calculated in practice?	The claw back would be calculated by working out how much extra service fee a bidder had been paid due to the front loading of the service fee, than if the service fee had been paid at a flat rate throughout the contract life. The extra amount of service fee paid due to the front loading of the service fee above the flat lined service fee rate would be reclaimed.	Finance
ITT210	Can DWP confirm whether or not there is any chance of setting up some profit sharing mechanism with regards to Efficiency Savings?	In certain circumstances DWP will consider variant bids. We will only consider a variant bid where the organisation proposing this has been successful in securing preferred bidder status on the basis of its compliant bid. Clearly there will be certain variant proposals that DWP cannot consider.	Finance
ITT211	Will DWP be evaluating the financial submission regarding TUPE?	TUPE will be included in the total contract price which will be used in the financial evaluation.	TUPE
ITT212	Are there any plans to use PRaP to measure sustainable employment from Stage 3?	No - PRaP is purely a referral and payment system for providers and supports FND stage 4 only.	PRaP
ITT213	Are subcontractors able to access information available through PRaP and if so, how they can do this?	Access to PRaP is only available to PRIME contractors.	PRaP
ITT214	Will DWP identify a point of contact for notifying any information security breach?	At this point in time we would expect that your SRM/Contract Manager should be your first point of contact in the event of any information security breach. However, this will be confirmed once contracts are awarded.	SRM

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ITT215	How should subcontractor costs be allocated?	The total subcontractor costs should be included in the subcontractor line in table A of the pricing proposal. Further details around subcontractor costs should be included in the assumptions tab of the pricing proposal.	Finance
ITT216	What is the basis for the tolerances schedule and how will it be measured against other bidders?	Tolerances are to protect the provider from excessive increases in volumes with no recompense and protect DWP against paying for a service which it is not receiving due to a decrease in volumes.	Finance
ITT217	How is the inflation and efficiency information to be used in the assessment of bidders?	Inflation and efficiency are not considered in the financial assessment of bids.	Finance
ITT218	How will the cost of working capital be assessed?	The cost of working capital is not assessed in the financial assessment.	Finance
ITT219	Is there a link between sub contractor exposure and prime exposure to working capital requirements and how are DWP going to assess this?	DWP will take a holistic view when considering the amount of working capital a bidder may require.	Finance
ITT220	Are there any VAT issues that we should be aware of – it is assumed that DWP will be able to resource or recover VAT charged?	There are no VAT issues bidders should be aware of, if DWP is charged VAT, DWP will re claim the VAT.	Finance
ITT221	We may offer a price reduction to our bid under 'Multi-contract price reduction' based on the fact that we won one contract under phase 1 and we should be able to make some savings on the second contract which we are bidding under phase 2. Q. At the moment the PP only refers to the bids under phase 2 for such reduction. How should we show this on our Pricing Proposal? Should it be shown in Table (J) or should it be in the cost modules?	Since the bidder has already won a FND1 contract, the bidder should be able to reflect any cost savings in the price they submit for the FND2 contract in table A of the pricing proposal.	Finance

ITT222	<p>As an SPV, we have an essentially blank canvas with regard to developing a Security Plan. Will it be acceptable therefore to explain in the answer to the Security Plan to state what systems, procedures and protocols etc. that will be developed and in place for the delivery of the contract rather than what is in place at present?</p>	<p>Bidders should complete the plan as comprehensively as possible without incurring any undue expense. This is not part of the evaluation process but will be used to provide an overview of their proposals. After notice of preferred bidder status a fully completed plan will be required.</p>	Security
ITT223	<p>Please could you answer some questions regarding the completion of the security plan? Section 1 of the guidance states that you require the Business context and ownership of assets in relation the PRaPs systems and services. Can I take it that you are referring to assets that are to be connected to the PRaPs system and not general assets? We as an organisation have over 700 PCs on our network, however only a small percentage of these will be used for PRaP access, the rest are customer machines simply used for jobsearch activity. As you can appreciate if we had to provide full information for all our assets this would take a considerable length of time for assets that will never present a security risk.</p>	<p>We can confirm the assets referred to in section 1 are the assets which will be used to store access and process the PRaP data, that is IT systems, procedures, accommodation and staff.</p>	Security
ITT224	<p>Are we permitted to contact local Jobcentre Plus offices within the CPA to ask for information about JSA claimant numbers, stock and flow, etc and any other relevant information relating to the local labour market within the CPA? If not, could DWP facilitate this for us?</p>	<p>The local information was provided by Jobcentre Plus at annex 9 of the ITT Specification. Please also refer to NOMIS.</p>	Project

ITT225	Are there any restrictions on talking to any key stakeholders within the CPA (LEP, local authority, LSC, etc)?	Providing they are not members of Sub-regional Partnerships, then there are no restrictions/set protocols in place with regards to talking to these stakeholders. Some members of Sub-regional Partnerships have signed Chinese Walls and may be involved in Evaluation. These stakeholders will be unable to talk to you.	Co-commissioning
ITT226	How will the funding be shared between the FNDP2 providers and recently awarded JCPSC Provider?	The additional funding and customer volume will be shared between the 2 CPA7 suppliers, as stated in section 8.21 of the ITT Specification. The Jobcentre Plus Support contract is a completely separate contract with separate funding.	Co-commissioning
ITT227	How do you envisage the funding being spent, i.e. additional activities, etc?	The funding from the partnership will buy additional places on the FND customer journey which you develop, at the same average cost per customer.	Co-commissioning
ITT228	For CPA7 Halton & Merseyside, ITT specification section 8.21, please can you clarify the following questions around the additional £450k Level 2 co-commissioning: Are these 590 customers additional to the DWP FND P2 flows - as specified in the table Q4.8	In Merseyside and Halton Contract Package, we expect around 590 customers to be referred early to Stage four of Jobseekers Regime FND. Not all of these customers will be additional to the volumes stated on page 32 of the ITT specification, because we anticipate that a proportion of them would have reached stage four anyway at the twelve month point. We therefore estimate that the additional volumes during the first twelve months will be around 295.	Co-commissioning
ITT229	Please could you confirm whether Bexley Heath JCP Outlet falls within Olympic Host Borough District as per page 189 of the specification, or South London District as per page 196?	Bexleyheath Jobcentre is part of South London CPA, not part of the Olympic Host boroughs package area (CPA). This Jobcentre comes under our South London District, which only has one of its boroughs, Greenwich, covered by the Olympic CPA.	Co-commissioning

ITT230	Is the £1000 subsidy available to employers who recruit through FND as well as directly through JCP?	No. The subsidy is no longer available once the customer reaches 12 months unemployed and moves into FND. This is because the provider is funded to incentivise employers to take their customers.	Policy
ITT231	Can DWP provide current New Deal performance figures and volumes for each Contract Package Area?	DWP publish New Deal stats by JCP district on the DWP tab tool: http://research.dwp.gov.uk/asd/tabtool.asp	Volumes
ITT232	Please can you provide the relevant information on software requirements as per point? 6.24Suppliers must purchase DWP approved software for encrypting data before sending.	The currently approved software is called PGP encryption and costs approximately £200 per license - only one person within the organisation needs the license. The process by which providers supply data is still being developed and further guidance will follow once the process for phase 1 providers has been tested.	Policy
ITT233	Childcare subsidy. Is it jobs up to 16 hours or up to and including 16 hours? For me this is a key point as any job below 16 hours on FND does not count as an outcome. I need to ascertain whether or not a customer would be entitled to the childcare claims if they get a job of 16 hours through FND.	The childcare subsidy is available for jobs up to 16 hours (as per ITT095) not up to and including 16 hours.	Policy

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Updated 11/12/2009	Question	Answer	Area
ITT234	As DWP have stated that their national performance requirement is based, in part, on the performance achieved by the best performing Employment Zone providers, can DWP provide performance information for all EZ providers that shows starts, job outcomes and sustained job outcomes? Star Rating information does not allow us to make any tangible assessment of performance as it does not give actual figures.	There is published Employment Zone data on the DWP Internet site: http://research.dwp.gov.uk/asd/tabtool.asp This represents the official data on Employment Zones and is readily available.	Policy
ITT235	Terms & Conditions, paragraph 18.4 Can you please confirm whether the limit on liability, £10m in any given year, also applies to the Parent Company Guarantee?	As the Parent Company guarantees the obligations of the subsidiary the £10 million liability limit applies to the Guarantee as well as the Parent can only guarantee the obligations that its subsidiary has entered into.	Legal
ITT236	Please clarify the following DWP cost per start expectations :- CPA 12 – London West = 1656.29 pounds CPA 13 – London North = 1450.97 pounds CPA 14 - London South = 1618.65 pounds Note that CPA 13 looks lower than the other two, is this a mistake as it looks low?	The unit price per customer varies by contract package because it is weighted to take account of geographical location and whether customer choice is applicable. The indicative funding and volume information included in the Invitation to Tender, including CPA13, correctly represents our current planning assumptions.	Policy
ITT237	(Pricing Proposal) How do the inflation assumptions and the inflation offer that we submit get factored into and assessed in the price score?	The price score is based on the overall total contract price provided by the bidder. This will include all assumptions the bidder has incorporated into the pricing tables.	Finance
ITT238	(Pricing Proposal) What weightings are applied to each of the four upper and four lower service fee bandings?	We are not providing this information.	Finance

<p>ITT239</p>	<p>Please can you confirm, as a matter of urgency please, whether the annual indicative contract value for each CPA – detailed on page 32 of the ITT Specification – is based on a period of 5 years or rather a period of 6 and a half years, which is the true potential contract length. In other words, is the total indicative contract value for CPA 1: £11 million x 5 years (£55 Million) OR £11 million x 6.5 years (£71.5 million)?</p>	<p>The total indicative contract value for CPA1 is £55 Million.</p>	<p>Finance</p>
<p>ITT240</p>	<p>The premises section asks for details of transport links. Please could you clarify what kind of information and level of detail you require here?</p>	<p>The response to this question should provide full assurance that there are suitable public transport arrangements for customers to access the premises proposed within each contract package area.</p>	<p>Procurement</p>
<p>ITT241</p>	<p>Part 9 Flexibility asks for a description of how providers will cope with volume fluctuations. Approaches may differ according to CPA yet the question is within the Generic Tender Form. How specific a response do DWP expect, do they expect reference to particular CPAs? Do we need to demonstrate how fluctuations +/- 40% will be accommodated?</p>	<p>DWP expects that the response to this question will be generic in the main. If however, you consider that any aspect of your response will not apply to every contract package area, then you are requested to clearly highlight this in your answer. At this stage you are not expected to demonstrate how fluctuations +/- 40% will be accommodated.</p>	<p>Procurement</p>
<p>ITT242</p>	<p>Part 15 Stakeholder engagement. The question only refers to local stakeholders, yet the Qualitative Evaluation Criteria refers to identifying and engaging with both local and national stakeholders. Please can you confirm if the response should include details of how we will work with national stakeholders as well as local?</p>	<p>Yes, your response should also include details of appropriate national stakeholders within that locality.</p>	<p>Procurement</p>

Updated 18/12/2009	Question	Answer	Area
ITT243	<p>CPA4 - Para 9.12 "Suppliers may access, either directly or through linkage to their adopted systems, the Hanlon System." - Please confirm with TWCR their exact requirements. It is technically possible to create a link between Hanlon and our CJM system, however this would require us to implement an IT solution at a cost to the business and require sign off from IT.</p> <p>Given the relatively small number of placements required is there an alternative solution or would the Tyne and Wear City Region Employment Consortium enable the Prime to be set up on Hanlon and is there funding left from the TWCR single programme budget to pay for the licences required during the 18months that this part of the contract is expected to run?</p>	<p>The use of Hanlon is not a mandatory requirement however TWCR pro-actively support the use of this system. Suppliers may access the Hanlon system however they must ensure that this complies with DWP Security Standards. Any costs which are attributed to the access and use of the system should be incorporated into the separate price proposal for the Northumbria and Gateshead, South Tyne & Wear Valley co-commissioning requirement.</p>	Co-commissioning

<p>ITT244</p>	<p>We note DWP’s confirmation that inflation and efficiency savings are not part of the financial evaluation (ITT 217)</p> <p>However we also note that the pricing templates calculate an end price that reflects both inflation and efficiency savings. Similarly the ITT asks that inflation and efficiency savings are included in the calculation for total price and that this needs to be below the budget figure. This is a stated requirement for a compliant bid and would therefore suggest that indexation and efficiency are included in the calculation for total price and therefore part of the evaluation.</p> <p>Following the logic of the first point – can DWP confirm that they will be removing the impact of inflation and efficiency savings from the submitted price to allow you to conduct the financial evaluation?</p>	<p>The total price submitted for each CPA will not change due to efficiency and inflation savings. Efficiency and inflation savings will affect the job outcome and job sustainment payment rates on a year by year basis depending on the entries into the efficiency and inflation table, but not the overall package value.</p>	<p>Finance</p>
<p>ITT245</p>	<p>Referral volume adjustment. The reference to quarterly assessment of the average volume- is this based over fixed quarter stages i.e. Oct-Dec. Jan- Mar?</p> <p>With the appropriate revision to Service fee then also fixed for 3 months awaiting the re assessment of the ensuing quarter? OR Is the quarter a rolling 3 months with the result that service fee adjustment is variable upon a monthly basis?</p>	<p>The measurement period is a rolling 3 months until volume variation occurs which would trigger service fee adjustment, and then a new measurement period starts. We may review on a monthly basis, or as part of a quarterly review.</p>	<p>Finance</p>

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ITT246	Will the volume assessment apply from day 1 of the contract and therefore the potential to revised service fee applies from 05/01/11 or will there be an agreed "implementation period" which excludes say the first 6 months from downward adjustment. This to allow for implementation issues which may impact referral levels.	At this point in time there is no intention to have an implementation period. The monitoring period for reviewing volumes will apply from the first day of the contract.	Finance
ITT247	On the pricing proposal document AI6 and AI9 cells will not expand. Can these sheets be unprotected as all other AI sheets are? Ideally can we have the password to do this rather than having to start an entirely new workbook which will obviously take considerable time?	DWP is happy for the bidder to insert a replacement sheet for AI6 and AI9 (in the previous table format) to enable this information to be inserted.	Finance
ITT248	Can you please describe what is meant by Clusters and Out-layers as per the final paragraph in the Revised Financial Evaluation embedded within your letter to Bidders dated 27th November 2009?	In evaluating each tender, the Department will consider evidence provided in support of the bid (for example, evidence in support of the proposed performance offer, or proposed service fee tolerance bandings). Where the proposal is at significant variation with other offers within the contract package area, we will assess the risk this poses as part of the evaluation. Additional evidence may also be requested to substantiate the proposal or establish the rationale for such variance.	Finance
ITT249	We are having some difficulty in managing to insert an electronic signature into Table K of each CPA pricing proposal. We have a signature as a bmp file, but when we try to insert this in the signature cell of Table K it does not appear. Can you offer any advice? If we continue to be technically unable to add this, do you have any advice as to what DWP might find as an acceptable format?	Effectively submitting your tender shows your intention to bid, whether the table is signed or not. We may request a signature at a later date.	Finance

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ITT250	On PP1, Table A Years 1 to 5 give a note for completion at the top, but years 6 and 7 do not. Does this mean we do not need to complete Years 6 and 7?	All Years 1 to 7 need to be completed and all input cells on the spreadsheet need to be completed, including a 'zero' where no costs apply. The notes for completion for years 6 & 7 have been missed off by mistake, but the guidance remains that ALL the costs relating to carrying out the full programme must be included in the bidder's price.	Finance
ITT251	In the Pricing Proposal Document. PP7 shows the volumes as 65,000 total customers. In the ITT 4.8 table (page 32) shows the volumes as 64,500. Can you confirm if the volumes are 65,000 or 64,500 per provider?	Bidders should use the pricing schedule for the purpose of bidding and the volumes therein; minor variations with the specification are due to rounding assumptions and the conversion between contract and financial years. Total contract volumes for bidding are 65,000.	Finance
ITT252	Please can the list of premises (Part 14b) be additional to the page limit?	Your response to Part 14b must be contained within the specified page limit.	Procurement
ITT253	Where we are given the instruction to respond within the preset side margins, do you require us to respond within the present margins of the table, or are we permitted to respond within the present page margins and insert the text below the question table?	No, you are not permitted to insert the text below the question table. The information must be contained within the table.	Procurement
ITT254	TT 124 – your response says that Annex 1 should include any ad hoc arrangements. Does this mean you want us to list each training provider or specialist supplier that we may buy a piece of provision or intervention off of to meet the needs of the customer across the whole CPA? Or only the organisations that we have agreed a formal subcontract with?	It is up to each bidding organisation to decide how they complete Annex 1. However when reviewing a bidder's response DWP needs to understand how they propose to cover the entire requirement (provision and geographical coverage) and what stage has been reached to support that delivery (agreements to formal subcontract and/or adhoc arrangements in respect of those aspects).	Procurement

ITT255	Please can you clarify my understanding? For Q14a the embedded staff resource plan is in addition to the 3 pages allowed however if for Q14b we wanted to embed a 1 page document (i.e. Table or map) then this would come out of the 3 page allocation i.e. embedded document plus 2 pages of text in the template. Is this correct?	Yes, your understanding is correct, the embedded Resource Plan is in addition to the 3 page limit and your response to 14b must be contained within the specified page limit.	Procurement
ITT256	Could you also please clarify if bidders are able to refer to text written in other sections of the bid narrative?	Yes it is acceptable for bidders to refer to text written in other sections of the bid narrative.	Procurement
ITT257	Section 1b in the Security Plan: Description of the Information Systems and associated Assets of PRaP Provider Information Systems and Services requests information 'with reference to inventory'. We assume this means in relation to what assets we have and where they are located. Please could you confirm this correct?	The answer to the question is 'yes' in that DWP require an asset inventory / asset register of the PRaP Provider Information Systems and Services, covering information, hardware, software, services, people and locations. This is to ensure that the scope of the PRaP Provider Information Systems and Services is correctly identified, in relation to the Security Plan, and given the appropriate focus during assessment. Additionally, having clearly identified assets will help ensure that the Provider's risk assessments cover all relevant assets.	Security/PRaP

<p>ITT258</p>	<p>Whilst we understand that DWP data must not be processed outside the United Kingdom, is the Department also restricting the use of data that does not belong to the Department / comes under the Data Protection Act? For example, if we wanted to run employer engagement activities (i.e. initial contact with employers via a contact centre facility to book appointments for our Employment Coordinators) from a centre outside of the UK would that be permitted? It would be useful for clearer guidelines on what activities could potentially be carried out outside the UK and what activities would definitely be restricted.</p>	<p>Each case would need to be reviewed and investigated on an individual basis and would require assessment by the DWP Legal Team.</p>	<p>Security</p>
<p>ITT259</p>	<p>Will DWP require documentary notification of client data destruction?</p>	<p>Upon completion or termination of the contract, unless specified elsewhere by the Authority, suppliers must notify DWP prior to the secure destruction of Authority data. The supplier must forward such notification to the Authorities Representative (Supplier Relationship Manager) as operational practice. Suppliers must maintain a record including any certificate of secure destruction of data. It is also worth noting that the retention period for ESF matched contracts is substantial - please see ITT133 & ITT192 of Question & Answer Brief.</p>	<p>Security</p>
<p>ITT260</p>	<p>What is the time scale for compliance with ISO27001 for prime contractors (and their subcontractors if different)?</p>	<p>Before any referrals can be received by a prime contractor they will have to be compliant with ISO27001 but not certified. The controls within the security plan state the definitive requirement. This would mean that they would have to be compliant by contract commencement or earlier if early referrals are to be made and received.</p>	<p>Security</p>

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ITT261	Which information security risks are of the highest priority for the application of counter measures?	The main concern of the department is the confidentiality of its assets whether they are in electronic or paper format. This is whether in storage or transit. There are 105 controls that relate to this, key areas are: 1 BPSS checks on all personal who have access to the assets 2 Encryption of the database where the DWP PRaP data is stored or transmitted 3 Penetration testing of the systems	Security
ITT262	How acceptable is CRAMM as an audit tool for assessing progress towards ISO27001?	It is an acceptable tool.	Security
ITT263	What level of protective marking will be applied to customer data passing to prime contractors via PRaP?	DWP PRaP data is not formally classified as HMG Protectively Marked data but it should be treated and handled with the same controls as if it were HMG PROTECT.	Security
ITT264	What guidelines does DWP have for the level of detail required during investigation into any information security breach?	We would expect the organisation to make a thorough and searching enquiry so as to establish the cause of any security breach, identify any perpetrators, and take remedial (including disciplinary action if appropriate) so as to prevent recurrence. We would also expect the organisation to share with us any details of the enquiries, and we may ask for a copy of the report of any investigation.	Security
ITT265	Will DWP require sight of a prime contractor's Information Security Policy? If so, when?	Yes at the time of the assessment of the security plan.	Security
ITT266	Please can you confirm whether the security plan needs to be signed?	We do not require a signed security plan at this stage of the procurement exercise.	Security

ITT267	<p>ITT156 states that it is permissible to supply additional documentations as tabs in the security plan. As all our policies are in word or PDF they cannot be inserted as tabs on the security plan.</p> <p>Is it permissible to include all policies as embedded files within the security plan document and if so where?</p>	<p>Policy documents can be embedded in Section 1 (Scope) of the Security Plan.</p>	Security
ITT268	<p>Will Providers be required to communicate with DWP / Jobcentre Plus by means of GCSx / GSi?</p> <p>Part 6 (d) of the Generic Tender Form asks the Provider to 'Describe also how you will enable the transfer of timely and accurate customer data to DWP/Jobcentre Plus for handoffs, payments, contract management and evaluation.' As per question 4 above, is the transfer expected to be made via GCSx / GSi?</p>	<p>To access referrals there is no expectation or need for Providers to use GCSx / GSi as access to PRaP (which is the electronic referral system used by DWP) is via the Internet facing Government Gateway. Should Providers make use of GCSx / GSi in their IT solution then any controls delivered as part of this could be factored into their security controls. However the scope of the Security Plan needs to address all potential data security risks and this needs to be verified by the DWP security assessment team.</p>	PRaP
ITT269	<p>How does test trading operate as Mandatory Work Related Activity? Are customers who go from Test Trading into Unsupported Self Employment able to retain any surplus created?</p>	<p>We are currently looking at self employment; further information will be provided within the Supplier Guidance.</p>	Project
ITT270	<p>What level of self-employment support will be provided in Stage 3? Under what circumstances might a customer require self-employment support under FND because they were unable to access it on Stage 3?</p>	<p>We are currently looking at self employment; further information will be provided in Spring 2010.</p>	Project

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ITT271	Shoreditch is listed as a City and East London Job Centre Plus outlet on NOMIS, with a claimant count attached. However, it is not listed as a local service outlet on page 189 of the spec. Please can you confirm whether this JCP office is included in the Olympic Host Borough District?	Shoreditch Jobcentre has closed and will be removed from NOMIS as soon as possible.	Project
ITT272	Canning Town is listed as a JCP Outlet on page 189 of the specification; however NOMIS does not generate any claimant count for this location. Please can you confirm that this is a JCP outlet in the City and East District and is included in the OHB CPA?	Yes, it is a JCP outlet and is included in the Olympic Host Boroughs CPA.	Project
ITT273	The TUPE information for CPA13 is still showing (in fact there are now more) staff employed in locations outside of the CPA (Walthamstow, Tower Hamlets, etc) which should be outside of the scope of TUPE. Could we have clarification as to why this information has been included please?	This is an error. Bidders need not consider employees outside the CPA (s) where they are bidding.	TUPE
ITT274	Can DWP provide Job descriptions for the roles in the TUPE lists for the following three areas: Warrington & Cheshire; Halton & Merseyside and Beds, Herts and Essex?	We would not expect to have sight of any job descriptions for any of the roles on the list provided. If bidding organisations are successful, we would expect them to liaise closely with incumbent providers to ensure that they had all of the necessary documentation with which they can make a decision as to the applicability of TUPE.	TUPE

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ITT275	Can DWP provide further detail on the pension information for the Beds, Herts and Essex region where there are 8 LGPS members? Does the incumbent have an admitted body status for these groups of staff and is it the Essex Pension Scheme?	The provisions of the local government pension scheme are in the public domain - therefore bidders should avail themselves of that information. Regardless as to whether the current provider has admitted body status, FND2 Providers need to ensure that the pension scheme that they are proposing is broadly comparable to the pension scheme that is currently in place. They will have to investigate for themselves if they are eligible to have admitted body status to the local government pension scheme.	TUPE
ITT276	The TUPE information in CPA13 shows staffing resources for a centre in Walthamstow which is part of the Olympic Host Boroughs CPA so should not be showing here. I would be grateful if you could confirm therefore: That the information for Walthamstow is not relevant for CPA 13.	The information for Walthamstow is not relevant for CPA13.	TUPE
ITT277	On the TUPE information I notice in the Halton and Merseyside information you have included Ellesmere Port. Can I clarify that these Tupe staff belong in Cheshire and Warrington?	Ellesmere Port is part of Cheshire & Warrington (CPA 6).	TUPE
ITT278	Could you please answer whether submission of a tender will create a binding contract with DWP if they accept the tender?	DWP would not expect a binding contract to come into existence until the contract has been signed. This is confirmed by paragraph 9.3 of the ITT Instructions to Bidders document: "A contract will not exist and delivery may not commence until a formal contract has been signed and dated by DWP and by the successful Supplier." This point is made again at contract award; the Department's contract award letter further reiterates that DWP do not consider a binding contract is in place until both parties have signed the written contract.	Legal

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<p>ITT279</p>	<p>Can DWP confirm the volumes and areas within CPA 1 (HICCG) where existing customers make postal claims? How will the stage 3 support contract service these remote areas? Are there any dispensations on registrations, delivery or performance for these remote customers?</p>	<p>Details of offices within the Highland, Islands, Clyde Coast and Grampian District with the volumes of customers who currently make postal claims:</p> <table border="1"> <thead> <tr> <th>Site</th> <th>Claimant Count (Oct)</th> <th>Postal Count</th> <th>% of Load Signing By Post</th> </tr> </thead> <tbody> <tr> <td>Aberdeen Chapel St.</td> <td>2,407</td> <td>248</td> <td>10.3%</td> </tr> <tr> <td>Aberdeen Ebury House</td> <td>1,262</td> <td>69</td> <td>5.5%</td> </tr> <tr> <td>Banff JC Plus</td> <td>309</td> <td>35</td> <td>11.3%</td> </tr> <tr> <td>Buckie JC Plus</td> <td>401</td> <td>125</td> <td>31.2%</td> </tr> <tr> <td>Campbeltown JC Plus</td> <td>277</td> <td>103</td> <td>7.2%</td> </tr> <tr> <td>Dingwall JC Plus</td> <td>288</td> <td>37</td> <td>12.8%</td> </tr> <tr> <td>Dunoon JC Plus</td> <td>527</td> <td>13</td> <td>2.5%</td> </tr> <tr> <td>Elgin JC Plus</td> <td>587</td> <td>59</td> <td>0.1%</td> </tr> <tr> <td>Fort William JC Plus</td> <td>354</td> <td>127</td> <td>35.9%</td> </tr> <tr> <td>Invergordon JC Plus</td> <td>492</td> <td>157</td> <td>31.9%</td> </tr> <tr> <td>Inverness JC Plus</td> <td>1636</td> <td>330</td> <td>20.2%</td> </tr> <tr> <td>Kirkwall JC Plus</td> <td>116</td> <td>58</td> <td>0.0%</td> </tr> <tr> <td>Lerwick JC Plus</td> <td>182</td> <td>39</td> <td>21.4%</td> </tr> <tr> <td>Oban JC Plus</td> <td>395</td> <td>190</td> <td>8.1%</td> </tr> <tr> <td>Portree JC Plus</td> <td>261</td> <td>162</td> <td>2.1%</td> </tr> <tr> <td>Rothesay JC Plus</td> <td>188</td> <td>15</td> <td>8.0%</td> </tr> <tr> <td>Stornoway JC Plus</td> <td>565</td> <td>209</td> <td>37.0%</td> </tr> <tr> <td>Wick JC Plus</td> <td>726</td> <td>431</td> <td>59.4%</td> </tr> </tbody> </table> <p>The requirements detailed within the ITT specification are the same, regardless of location. It is for the bidder to determine the best way to design support appropriate to each labour market.</p>	Site	Claimant Count (Oct)	Postal Count	% of Load Signing By Post	Aberdeen Chapel St.	2,407	248	10.3%	Aberdeen Ebury House	1,262	69	5.5%	Banff JC Plus	309	35	11.3%	Buckie JC Plus	401	125	31.2%	Campbeltown JC Plus	277	103	7.2%	Dingwall JC Plus	288	37	12.8%	Dunoon JC Plus	527	13	2.5%	Elgin JC Plus	587	59	0.1%	Fort William JC Plus	354	127	35.9%	Invergordon JC Plus	492	157	31.9%	Inverness JC Plus	1636	330	20.2%	Kirkwall JC Plus	116	58	0.0%	Lerwick JC Plus	182	39	21.4%	Oban JC Plus	395	190	8.1%	Portree JC Plus	261	162	2.1%	Rothesay JC Plus	188	15	8.0%	Stornoway JC Plus	565	209	37.0%	Wick JC Plus	726	431	59.4%	<p>Policy</p>
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