

Department for Work and Pensions

Plan for ESF Co-financing

2007 – December 2010

LONDON REGION



European Union
European Social Fund
Investing in jobs and skills

DWP Department for
Work and Pensions

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Section 1. How the Plan will contribute to the implementation of the Operational Programme and the Regional ESF Framework

Introduction

The Department for Work and Pensions exists to promote opportunity and independence for all through modern, customer-focused services.

We help people to achieve their potential through employment so that they are able to provide for their children and to work and save for a secure retirement.

We want children to have the best possible start in life, growing up in a secure home and developing skills for the future.

London has the lowest rate of employment and the highest rate of child poverty in the UK and faces a series of major challenges and opportunities over the lifetime of this ESF programme.

The DWP ESF Programme aims to embrace these challenges and opportunities and will look to support and add value to existing provision where appropriate, avoid duplication and complement the work of other Co-Financers delivering ESF in this period.

We will do this through:

increasing the effective labour supply by helping as many unemployed and economically inactive people of working age as possible to move into jobs or self-employment.

making available job vacancies, information, advice, training and support and encouraging employers to open up more opportunities to them.

helping people of working age in the most disadvantaged groups and areas to move closer to the labour market, compete effectively for and remain in work and to adjust more quickly to economic change.

It is within the context of these aims and objectives that the priorities, targets and plans for DWP as a co-financing organisation have been formulated.

1.1 The London Economy

The rate of employment in the region is 69%, below the Lisbon Agenda threshold and the lowest in the UK. Over 40% of children live in a household with an income classed as being below the poverty line – 60% of the median wage.

Of those working age people claiming any benefit, 42% are in receipt of Incapacity Benefit and 22% are Lone Parents in receipt of Income Support. Less than 25% of all claimants are actively seeking employment.

The rate of worklessness for key groups is substantially higher in London than the rest of the UK , for example, 55% for Lone Parents compared to 41% for the rest of the UK.

The highly competitive nature of the London labour market leads to many individuals finding it difficult to get into and stay in employment. The barriers to employment faced by many Londoners are diverse and not mutually exclusive.

Recent research suggests that a substantial part of the difference between London's high rate of worklessness and the national average is due to London's population mix containing as it does a large proportion of individuals with characteristics generally associated with labour market disadvantage.

Data also suggests that for some groups these barriers are becoming intertwined with the percentage of, for example, single parents claiming sickness benefit increasing substantially in the period 1996 – 2006.

Employment rates vary significantly between London communities from 74% for white Londoners to 42% for Pakistanis and Bangladeshis.

London has the most productive and highly skilled workforce in the UK with output per worker being approximately 20% above the national average. Approximately 33% of the working age population are qualified to Level 4 compared with the UK average of 26%. The employment rate for those with Level 4 or above qualifications is higher in London than other regions but for those qualified below this level the employment rate is below the national average. This reflects the demand for high levels skills in London.

Employers cite soft skills as the most frequently lacking with Customer Handling skills topping the poll.

The on-going inflow of highly skilled migrants from within and outside the UK helps to satisfy the demand for labour in London relatively well compared to other regions.

The diversity of issues that result in the below average employment performance and high levels of skills requirements mean that the region is at the forefront of the current programme of welfare and skills governance reform. The greatest benefits in terms of increasing employment are likely to flow from interventions that tackle lower level skills issues. This in turn will have the greatest impact on reducing income inequality.

The ESF programme will work through London's established network of skills and training organisations, build on recent and current innovations eg City Strategy Pathfinders and seek to stimulate new approaches to tackling London's unique skills and employment challenges.

1.2 Elements of the Regional Framework to be delivered

DWP will deliver the employability elements of Priority 1 through a wide range of activities to engage unemployed and inactive adults.

The Framework document sets out the Mayor's vision for London over the next six years and sets out the strategic direction of the ESF programme. It draws from existing or soon to be published strategies including the London Skills and Employment Board and The London Employment and Skills Taskforce.

The Framework will be delivered by four Co-Financers, each ensuring that provision is complementary to existing and planned programmes with minimum duplication. These include Cities consortia, Pathways to Work, Deprived Area Funds.

1.3 Activities, Target Groups, Geographical Targeting

Planned Activities

DWP will deliver a wide range of activities to support the priorities in the Regional Framework including:

- active and preventative measures which ensure the early identification of needs including individual action plans and personalised support
- jobsearch help, motivational skills, confidence building, CV preparation
- help with transition into employment, provision of mentors
- basic skills, pre-employment training and job preparation activities
- entrepreneurial development programmes offering support for self employment through a series of business workshops & test trading
- tailored training programmes, supported work trials
- vocational skills training – sector specific and employer demand led
- ESOL training, British Citizenship programme
- skills for life programmes including money & debt management
- community support projects offering benefit calculations, one to one advice & guidance
- provision of job coaches to provide in-work support
- demand led provision that links to LEPs
- provider led employment sustainability activities

Target Groups

DWP will deliver **Priority 1 – Extending Employment Opportunities**, which aims to improve the employability and skills of unemployed and inactive people. Provision will be targeted at those who are furthest from the labour market and who require longer term support measures.

Funding will be prioritised to help the groups set out below:

- Those in receipt of Incapacity Benefit
- Lone Parents
- Disadvantaged parents not necessarily in receipt of benefit
- Those most at a disadvantage – minority ethnic groups, ex-offenders, those with a history of drug and alcohol abuse, the homeless, refugees and those who persistently return to claim JSA
- Those with Basic Skills needs
- Those in receipt of JSA especially the long term workless and recipients with children.

Geographical Targeting

The activities in this plan will be carried out across the whole of the DWP/Jobcentre Plus London Region, which incorporates the six Jobcentre Plus districts of:

- **West London** incorporating boroughs of Brent, Harrow, Hillingdon, Hammersmith, Ealing and Hounslow.
- **Central London**, incorporating boroughs of Islington, Camden, Westminster and Kensington
- **City & East London**, incorporating boroughs of Newham, Tower Hamlets, Hackney and City of London
- **Lambeth Southwark & Wandsworth**, incorporating boroughs of Lambeth, Southwark and Wandsworth
- **North and Northeast London**, incorporating boroughs of Haringey, Enfield, Barnet, Havering, Barking and Dagenham, Redbridge and Waltham Forest.
- **South London**, incorporating boroughs of Merton, Kingston, Bromley, Richmond, Croydon, Sutton, Greenwich, Bexley and Lewisham.

1.4 Performance

Outputs and Results

For the period of this Plan DWP will support a minimum of 80,400 beneficiaries and will place 17,688 into work.

Please see Annexe 2 for details.

1.5 Complementarity with other CFO Provision

The interests of ESF participants are best served through co-operation not competition. To this end all four CFOs in London have worked closely together to ensure that provision is delivered by the expert in that field. We have sought to minimise duplication across the Region in terms of ESF and other planned or existing programmes.

We will continue to work cohesively throughout the period of this Plan and respond to a continuously changing economy and labour market in way that most benefits our customers.

The CFOs will deliver Priority 1 as follows:

DWP	50%
LSC	22%
LDA	20%
London Councils	7.9%

Section 2. Funding and Added Value

2.1 ESF Funding by Priority and Year

Priority 1 ESF £50,370,280 & Match £50,370,280 Total £100,740,560

Please see Annexe 1 for details.

2.2 Match Funding

Match funding will be identified from suitable DWP contracted employment provision in the region, as required. At this stage match provision may include the New Deals 18-24 and 25+, programme centres and provider-led Pathways to Work (contracts will begin operating from early 2008). These programmes support a range of people who are unemployed, have a health condition or disability, are a lone parent or who face other barriers to getting or keeping permanent employment – all of these participant groups also fall within ESF

ESF provision will complement match funded activity and other DWP provision in different ways which could include:

- extending the amount or range of provision available
- providing different or more intensive support to specific people alongside their involvement in the main domestic programme
- providing additional support in key locations where additional barriers exist
- helping people to engage with main DWP provision by supporting them initially to overcome barriers, develop confidence and understanding of their own potential
- supporting people after entering a job, to assist job retention
- supporting employers through Local Employment Partnerships to work with long term unemployed people towards recruiting and retaining them

2.3 Breakdown of Planned Administrative Costs

Using ESF administrative costs DWP, supported by Jobcentre Plus, will provide staff resource to ensure that the 2007 – 2010 programme will be delivered and managed effectively. Job roles covered will include:

- ESF management in Regions, (liaison with and reporting to LDA, planning and commissioning ESF provision, co-ordinating claims etc.)
- Finance – Accounting, Payments, Financial Appraisal and Monitoring activity
- Procurement and Contract Management
- Jobcentre Plus work in Districts to support programme referrals and capture of management information

Actual numbers of staff, locations and roles required to ensure full compliance with the 2007 – 2013 programme (Commission Regulation (EC) No 1828/2006) cannot be determined until final decisions are reached on the amount of ESF funding that DWP will deliver in this region. However, as a guide, we would expect that where ESF funding of £4m per year is received from ESF the numbers of staff engaged on ESF work would be in the region of between 9 – 12 (whole time equivalent). No more than 5% of the total project funding (ESF and Match) will be used towards administrative costs.

2.4 The Added Value of ESF

Mainstream DWP/Jobcentre Plus employment programmes and initiatives include:

Mainstream Provision	Target Group
<p>New Deal for Young People (NDYP) is a ‘Welfare to Work’ programme designed to address the problems of long term unemployment. The aim is to move people into sustainable work as quickly as possible and provide those who need it with extra help to improve their employability.</p>	<p>Customers aged between 18 and 24 and have had a continuous claim to JSA for 26 weeks or more.</p>
<p>New Deal 25 plus (ND25 plus) is a ‘Welfare to Work programme’ designed to address the problems of long term unemployment. The aim is to move people into sustainable work as quickly as possible and provide those who need it with extra help to improve their employability.</p>	<p>Customers aged 25 and over who have had a continuous claim to JSA for 18 months or more or have been unemployed for 18 months out of the last 21 months.</p>
<p>New Deal 50 plus (ND 50 plus) is one element of Jobcentre Plus’ contribution to the Governments strategy to address age discrimination and improve the employment prospects of older people.</p>	<p>People aged 50 or over who have been claiming benefits for 26 weeks or more, move back into the labour market.</p>
<p>New Deal for Disabled People (NDDP) supports the Governments commitment to “work for those who can and support for those who cannot” and is designed to help the Government learn more about supporting people with disabilities and health conditions in finding and sustaining paid employment.</p>	<p>Customers in receipt of a disability health related benefit.</p>
<p>New Deal for Lone Parents (NDLP) is part of the Governments ‘Welfare to Work’ initiative designed</p>	<p>Lone parents who youngest child is under 16 years, who are not</p>

Mainstream Provision	Target Group
<p>to help and encourage lone parents to improve their prospects and living standards, improve job readiness and to increase their employment opportunities.</p> <p>Pathways to Work consists of:</p> <ul style="list-style-type: none"> • an intensive work focused interview • services of an Incapacity Benefits Personal Adviser to directly support the customer to move closer to or into work • completion and review of an action plan detailing the steps the customer needs to move towards or return to work • in-work support to help sustain employment. <p>Programme Centres help participants to acquire and / or update job search skills to enable them to get a job. Participants should be able to demonstrate to potential employers that they are capable of undertaking and sustaining paid work.</p>	<p>working, or working less than 16 hours.</p> <p>Customers in the Pathways to Work areas and claiming incapacity benefit or other related benefits.</p> <p>Job ready customers claiming a working age benefit who have been looking for work for at least 26 weeks.</p>

ESF will add value to these programmes in London by:

- targeting people who may not otherwise come forward to existing provision
- adding to the range of provision available or providing additional facilities already shown to be working in other parts of the region
- providing different or more intensive support to people facing greater barriers, alongside their involvement in the main domestic programme
- providing specific help to disadvantaged people to help them find and keep a job
- providing support to employers through Local Employment Partnerships to complementing the help available to them through other DWP provision

Section 3. Project Selection and Tendering Arrangements

- **Describe the methods of tendering to be used**
- **How will procurement comply with national legislation**

The detailed commercial strategy and contract management strategy will be developed to ensure that the procurement process is transparent and conducted in full compliance with the Public Contracts Regulations 2006 and in accordance with best practice guidance from OGC. This provision has been identified as a 'Part B Service.'

Contracts will be awarded to prime contractors, who will be responsible for delivering and managing provision across each of the six Jobcentre Plus districts in the London Region. This will involve having a number of varied and distinct sub-projects in each district, delivered by the prime contractor both directly and through subcontractors. The sub-projects can be expected to address different key customers within the priorities, have different design and delivery features, and may require specific specialist expertise on the part of the subcontractor. It is expected that prime providers will work with a diverse range of organisations to ensure that the specific needs of eligible customers are met.

The tendering exercise will commence in October 2007, with a view to provision starting in June 2008. Contracts will be awarded to bidders who meet all the stipulated criteria and submit the most economically advantageous tender, with a specific focus on identifying suitably experienced organisations who can deliver innovative and flexible support services to eligible customers. Contracts will be awarded to at least one prime contractor (probably 2-3) in each district through a two-stage approach.

N.B. A detailed timetable for procurement is provided at Section 6.1.

Prime contractors will be required to:

- directly provide some customer-facing services;
- sub-contract some customer-facing services to other organisations with specific expertise or who can provide a service that is complementary to those of the prime contractor; and
- manage and monitor the performance and quality of the sub-contractors as well as aspects of their own performance in line with ESF requirements;
- meet the specific ESF compliance requirements, taking full responsibility even where aspects of this are delivered by the sub-contractors.

A prime contractor can bid to provide the service to any number of districts and this will provide them with economies of scale, helping them to deliver a value for money service. Further detail on the agreed evaluation criteria will be included in the Bidding Management Strategy.

Contracts will be awarded for a period of 3 years and could be extended for up to a further 2 years. DWP has standardised tendering documentation for use in the forthcoming contracting round to reduce the burden of completion on providers and to ensure a consistent approach across the country.

DWP will work with larger providers to ensure that they understand the need to achieve diversity in the delivery of ESF provision and that optimum use is made of the specialist services offered by smaller providers. DWP will facilitate the interface between prime contractors and sub-contractors through specific provider events and through the Supplier pages of the DWP website.

All DWP contracts are let through fair and open competition, in accordance with public procurement policy and EU regulations. Opportunities to tender are advertised via a link from the 'Supplying DWP' website to the Jobcentre Plus website at www.jobcentreplus.gov.uk (Partners Home Page) and we welcome bids equally from the private, public, and third sectors. To this end we would look to encourage the involvement of third sector and other organisations by advertising more widely where appropriate, and ensuring ESF tenders are preceded wherever possible by briefing events to inform potential bidders of our intentions.

In line with government policy, DWP requires that all procurement of goods and services must be based on Value for Money, having due regard to propriety and regularity. Value for Money is defined as the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the participant's requirement. Contracts will be awarded based on price-based competition. Costs claimed will be based on the price agreed in the contract, and provider claims for payment are validated using a risk-based approach.

Appropriately qualified staff will undertake the procurement. For all procurements Commercial Employment Provision (CEP) staff follow the procedures set out in the DWP Procurement Standard Operating Model and supporting guidance. This covers the general principles of procurement and provides detailed step by step instructions on correct procurement processes and best practice. The Standard Operating Model also incorporates specific guidance around ESF contracts requirements. In addition, all procurement is conducted in accordance with the wider Department for Work and Pensions Procurement Reference Manual, and best practice from the OGC. All DWP procurement staff act in accordance with the principles of Delegated Procurement Authority.

Section 4: Provider Funding and Monitoring

4.1 Describe how contract costs will be formulated

Contracts will be funded using the outcome-based DWP Funding Model. The specific features of this model include:

- price-based competition for contracts
- funding split into delivery and outcome payments with the ratio between these elements determined before the procurement stage
- a monthly delivery payment with tolerance levels (in case of no or very limited take-up)
- at least one job outcome payment for gaining a job
- it will be possible to provide participant information to support all payment stages

4.2 Payment arrangements for providers

In line with government policy, DWP requires that all procurement of goods and services must be based on Value for Money, having due regard to propriety and regularity. Value for Money is defined as the optimum combination of whole-life cost and quality (or fitness for purpose) to meet the participant's requirement. Contracts will be awarded based on price-based competition. Costs claimed will be based on the price agreed in the contract, and provider claims for payment are validated using a risk based approach. It is anticipated that provider payment will be through existing DWP systems.

Any plans to reimburse project providers using actual costs (in exceptional circumstances)

We would not reimburse providers on actual costs in any circumstances.

4.3 Arrangements for monitoring ESF providers covering:

Project delivery and outcomes

ESF projects will be managed and monitored through the Department's Contract Management Framework (CMF). This sets out the processes for monitoring contracts via a risk based approach taking into account key elements such as contract compliance (including ESF requirements), performance and quality. The CMF takes the form of a Standard Operating Model to be used by all Contract Managers.

The process includes a post contract award briefing, which takes place up to 30 working days before the contract start date. The purpose of the meeting is to ensure that the provider understands what they are required to do, to help the provider to deliver the contract effectively. It also includes a quality assessment questionnaire, which must be completed by the provider to obtain information about the quality of provision they are delivering. It is intended to

help the provider identify service gaps and issues/weakness in the quality of provision. Issues will be addressed and reviewed by both the provider and Contract Manager. The questionnaire is scored as part of the risk rating process following provider performance reviews. In addition to the regular review process a robust communication strategy is in place to ensure that issues can be raised at any time by locally based Jobcentre Plus staff at District level and resolved with the provider and the Contract Manager.

In order to ensure that providers are delivering what they are contracted for in terms of numbers, client groups, and outcomes, the CMF process incorporates monthly analysis of management information, performance management, quality assessment and customer satisfaction feedback. The three areas that the risk rating is based on are average cumulative performance, contract value (per annum), and quality (including outcomes from management visits and any other quality products/information). MI is collated on a monthly basis to inform monitoring and risk assessment. The risk assessment approach means that appropriate interventions are conducted where required, in addition to formal regular reviews.

4.4 Quality standards including how Ofsted recommendations will be addressed

The DWP Quality Framework provides the basis for maintaining and improving the quality of employment programme provision. Continuous self-assessment and action planning by providers are key factors in effective quality assurance. Employment programme provision is subject to external inspection by Ofsted in England.

DWP is committed to raising the standard of provision and our goal is to build and sustain a culture of continuous improvement. Through our Contract Management Framework, we will identify, plan and review areas for improvement.

DWP works in partnership with Ofsted to ensure the focus of external inspection drives up both the quality of provision and performance of the contract. After external inspection, the provider is required to update their Provider Development Plan (PDP) to address areas for improvement identified during inspection. Providers should submit the updated plan to the DWP Contract Manager within 4 weeks of receipt of the inspection report. The DWP Contract Manager will assess the appropriateness of the PDP and use it to inform their contract management process.

Providers judged to be inadequate are subject to re-inspection. After re-inspection, providers who are awarded satisfactory grades will return to the normal inspection cycle. If a provider is judged to be unsatisfactory at re-inspection DWP will consider any remedial action to be taken. In the majority of cases, the DWP Contract Manager will work with the provider to agree an Emergency Action Plan. The Emergency Action Plan records the actions required and where appropriate, the support available to accelerate the rectifying of weaknesses highlighted during re-inspection. The Emergency

Action Plan must be submitted to Ofsted for comment within 8 weeks of the report publication. The DWP Contract Manager closely monitors the execution of the Emergency Action Plan, which should be fully implemented within twenty-six weeks following publication of the re-inspection report.

Where DWP considers the Emergency Action Plan has been effective the provider returns to the normal inspection cycle. If the DWP Contract Manager decides the Emergency Action Plan has not brought about the required improvements in provision, they will decide what further action, within their power, is to be taken. In some instances they may decide to cease contracting with the provider and serve notice of the intention to terminate the contract.

Working with the Quality Improvement Agency, DWP offers a wide range of quality improvement support for providers and their Contract Managers. This includes:

- one to one support for providers who are judged as inadequate at inspection;
- quality workshops on areas for improvement identified through the contract management process, self-assessment reports or external inspection;
- encouraging the sharing of good practice.

4.5 Financial performance

The Financial Reporting and Control Team will identify cumulative spend for ESF and match on a monthly basis and report to the External Relations ESF team.

The ESF regional management team will monitor ESF financial performance data against profiles and report internally within the Region's governance process. They will use performance MI to help forecast likely delivery against profiled expenditure and financial data to identify adjustments needed to match funding and MI. They will assess with contract managers whether action to deliver performance improvement, contract variations, or adjustment of financial profiles with Government Office should be considered.

4.6 Audit

The current audit arrangement in DWP is a system-based approach on the Provider's internal systems conducted by Financial & Appraisal Monitoring (FAM) officers based in the Jobcentre Plus regions. DWP Work, Welfare and Equality Group (WWEG) Finance based in Head Office establishes and maintains the FAM policy, strategy and Standard Operating Model (SOM) including resource model.

In an audit Providers are asked to complete a self-review of their systems in place for submitting valid and accurate claims. FAM verify the information given by selecting a sample of recent claims, ensuring that all the payment triggers specified in the Contracts are examined, checking the validity of the

payments. Where payments are found to be unsubstantiated we would recover the funds from the Provider, informing the regional ESF management team of the amounts recovered. An Assurance level is awarded based on the findings of the audit. The Assurance levels awarded are reviewed in accordance with the FAM planning strategy.

From time to time changes may be made to FAM processes but changes will only be made in consultation with ESFD.

Where significant issues or risks are identified, WWEG may commission DWP Risk Assurance Division to undertake a formal internal audit of DWP/Jobcentre Plus processes to identify recommendations to mitigate the risks.

4.7 Provision of management information

Existing DWP/Jobcentre Plus IT systems will provide Management Information for both ESF and match funded participants as outlined in Annexe 2 below with, as previously agreed by the Managing Authority (DWP ESF Division), the exception of information on NEET participants and numbers of participants in work six months after leaving.

MI will be provided for business monitoring reporting purposes and supplied to support ESF financial claims.

Reporting performance to the regional ESF committee

Financial and management performance will be provided to the Regional ESF monitoring committee on a regular basis (for when the committee meets) to show how DWP provision is performing in relation to the targets that have been set and agreed.

Section 5: Cross Cutting Themes

5.1 How the CFO will promote equality and diversity and build equal opportunity into implementation

Our plan seeks to embrace diversity and equality by targeting resources on those people considered most disadvantaged in the labour market. For example we plan to target, amongst others, Lone Parents, Disadvantaged Parents, Minority Ethnic Groups, Ex-offenders, those with a history of Alcohol Abuse, the Homeless, Refugees, those with Basic Skills and/or ESOL needs.

Geographically, we intend to target resources in all six districts in London as our target groups are to be found in all boroughs.

Our plan also includes specific provision for Lone Parents and other disadvantaged parents covering basic employability training with a strong IAG element, for those a disability or health issue including help with transition into employment and in work support to improve sustainability. Provision offering work placements will be available to those with particular/multiple barriers to employment eg the homeless, those with a history of alcohol abuse. Sector focused training will be arranged with employers coupled with intensive post-employment support especially for those who persistently return to the labour market

DWP/Jobcentre Plus will demonstrate its commitment to equality and valuing diversity. We will do this by providing services which embrace diversity and promote equality of opportunity. Discrimination will not be tolerated on grounds of gender, marital status, sexual orientation, race, colour, nationality, religion or age.

Through the terms and conditions of contracts, providers will be required to ensure that they and sub contractors assist and co-operate with DWP to actively promote equality of opportunity for all persons irrespective of their, race, gender, age, disability sexual orientation or religion. The provider is required to comply with an agreed Equality Policy, Training Plan, Supplier Diversity Plan and ensure that any subcontractors adopt and implement similar policies and plans.

In addition to this, every 12 months from the beginning of the contract the provider will be required to produce information recording the proportion of its employees that are female, disabled and the ethnic background of all employees. Every 12 months from the start of the contract the provider will be required to produce information recording the proportion of its sub-contractors that are small to medium sized enterprises, ethnic minority enterprises and black minority enterprises.

Before the award of any contract (to the value of £50k and over), providers will be required to complete the accreditation process. As part of this they will be asked how they have ensured that any previous or existing provision meets

the requirements of the relevant Acts, including whether they have a written equal opportunities policy that adheres to the requirements of the following:

- Sex Discrimination Act 1975
- Race Relations Act 1976 and Race Relations (Amendment) Act 2000.
- Disability Discrimination Act 1995.
- Employment Equality (Religion and Belief) Regulations 2003.
- Employment Equality (Sexual Orientation) Regulations 2003.
- Age Discrimination 2006.

Providers will be asked whether any findings of unlawful discrimination in relation to non-employment matters have been made against them in the last three years. Also if any of their contracts have been terminated on the grounds of failure to comply with legislation prohibiting discrimination or contract conditions relating to equal opportunities. Providers will be asked to confirm that they have a complaints procedure in place and that complaints are addressed and monitored in relation to discrimination.

Through tender documents providers will be asked to give details of their knowledge of the particular needs of the customer groups included in the specification, and the services they require. Evidence must be provided on how their organisation has met the specific needs of those most disadvantaged, including disabled people, people with particular learning difficulties, and people from black and ethnic minority communities. Where providers do not have relevant experience they will be asked to explain how they plan to address this. When assessing a bidder's ability to deliver the specific provision required, providers need to submit details about premises and facilities they intend to use, details of their suitability for the particular provision, what equipment and facilities will be available and to describe transport and accessibility arrangements. This is to ensure compliance with the DDA.

Programmes should promote equality in a pro-active way by integrating gender equality and equal opportunities into the planning, implementation, monitoring and evaluation of the programme. All providers will be required to promote equal opportunities. All projects will need to take account of the needs of people with disabilities.

Specific issues may include:

- people with disabilities
- significant numbers of older workers being excluded from the labour market
- poorly qualified older people
- ethnic minorities

Programme participation priority groups:

- people with disabilities or health condition;
- lone parents;

- older workers;
- people from ethnic minorities;
- women.

5.2 How will the CFO support approaches to sustainable development, including environmental sustainability

DWP/Jobcentre Plus will support the goal of sustainable development to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations. This goal will be pursued in an integrated way 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 use resources and energy as efficiently as possible.

Sustainable development has four main aims:

- social progress that recognises the needs of everyone;
- effective protection of the environment;
- prudent use of natural resources;
- maintenance of high and stable levels of economic growth.

DWP have worked closely with ESF Division to ensure that sustainability will be an integral part of the procurement process. This will meet the challenge to deliver a comprehensive action plan to ensure supply chains and public services will be increasingly low carbon, low waste, be water efficient, respect biodiversity and deliver wider sustainable goals.

Sustainability will be considered at the very beginning of a potential contract let, and will continue to be used at various stages throughout the life of the contract. At regional level, DWP/Jobcentre Plus will ensure that sustainability issues are considered, and that targets and supporting action plans reflect sustainability aims.

Projects supported by the European Social Fund, whilst helping to improve the employability of participants, should consider environmental or community impacts by:

- minimising travel;
- using innovative delivery methods;
- supporting skills and jobs identified that will work towards improving conservation;
- identify skills needed in work areas that will have a positive effect on the environment; and
- encouraging placements through local and charitable organisations.

ESF funded project staff will be able to access sustainable development workshops to help them with development and to develop their policy and sustainable development plans.

Section 6: Implementation

Key milestones for the first year of the plan (milestones would be reviewed annually):

Contracting with providers

Currently, planned timing for provider contracts is:

PQQ published	03 /10/2007
Briefing events	End Sep/Oct 2007
Return of PQQ	02/11/2007
Bid assessment complete	30/11/2007
Announcement of short-listed bidders	03/12/2007
ITT published	03/12/2007
Provider workshops	Dec 2007
Return of tenders	04/02/2008
Tender assessments complete	14/03/2008
Announcement of preferred bidders	17/03/2008
PTC and contract award	07/04/2008
Delivery Commences	23/06/2008

Participant Starts and Outcomes

Quarter Ending	Jun 2008	Sep 2008	Dec 2008	Mar 2009	Jun 2009	Sep 2009
Starts Cumulative	0	3654	11876	19184	26490	33800
Outcomes Cumulative	0	800	2612	4220	1 5827	7436

Quarter Ending	Dec 2009	Mar 2010	June 2010	Sep 2010	Dec 2010	Mar 2011
Starts Cumulative	41108	48416	55724	63032	70340	80400
Outcomes Cumulative	9044	10650	12259	13867	1 15474	17688

Section 7: Finance and targets

See Annexes 1 and 2.

Annexe 1

Financial Allocation

ESF and Match Funding by Priority and Year

Priority 1			
Year	ESF (£)	Public Match (£)	ESF + Match (£)
2007	£12,000,000	£12,000,000	£24,000,000
2008	£13,185,140	£13,185,140	£26,370,280
2009	£13,185,140	£13,185,140	£26,370,280
2010	£12,000,000	£12,000,000	£24,000,000
Total	£50,370,280	£50,370,280	£100,740,560

Annexe 2

Output and results targets

Priority 1 or 4

Target	Quantification
Outputs	
Total number of participants	80,400
1.2 Number and % of participants who are unemployed (a) Number (b) Percentage	44,275 55%
1.3 Number and % of participants who are inactive (a) Number (b) Percentage	36,125 45%
1.4 Number and % of participants age 14 to 19 who are NEET or at risk of becoming NEET (a) Number (b) Percentage	<i>Is not applicable to DWP provision</i>
1.5 % of participants with disabilities or health conditions	17,688 22%
1.6 % of participants who are lone parents	9648 12%
1.7 % of participants aged 50 or over	14,472 18%
1.8 % of participants from ethnic minorities	45,024 56%
1.9 % of female participants	41,004 51%
Results	
1.10 Number and % of participants in work on leaving (a) Number (b) Percentage	17,688 22%
1.11 Number and % of participants in work six months after leaving	<i>Agreed with ESFD we will not be able to provide this data</i>
1.12 Number and % of economically inactive participants engaged in jobsearch activity or further learning (a) Number (b) Percentage	36,125 45%
1.13 Number and % of 14 to 19 year old NEETS or at risk in education, employment or training on leaving (a) Number (b) Percentage	<i>Is not applicable to DWP provision</i>

