

Annex I to Schedule 1 – Technical Response

Copy of Service Providers Technical Response dated 23 May 2017



TECHNICAL RESPONSE DOCUMENT
FOR
FAIR START SCOTLAND
EMPLOYABILITY SUPPORT SERVICES 2018

TECHNICAL RESPONSE DOCUMENT

Quality Criteria	Weighting
1.1 Service Requirements	30%
1.2 Human Resources	20%
1.3 Performance	15%
1.4 Communications & Marketing	10%
1.5 Contract Management	10%
1.6 Mobilisation and Implementation	5%
1.7 Sustainability, Environmental and Community Benefits	10%

1.1 Service Requirements	Section Weighting 30%
<p>Question 1.1.1: Understanding of Requirements</p> <p>Please provide details of how your proposed Service offering will deliver each of the Service Requirements referred to in Schedule 1. Responses must demonstrate an understanding of the full requirement and include but not be limited to:</p> <ul style="list-style-type: none"> • a description of how you will operate, manage and deliver the Contract in an open, flexible and transparent way; apply due diligence and implement quality assurance measures to ensure services are delivered on time; within budget; and in accordance with the agreed service levels and performance targets. • a description of how you will manage fluctuations in referral volumes, and • identify and describe any risks associated with the delivery of the service and how you will manage and mitigate them. <p>Word Limit: 2000</p>	<p>Question Weighting 15%</p>
<p>Question 1.1.1 Response</p> <p>Our solution addresses each of the Schedule 1 Service requirements through PeoplePlus' (PP) contract co-ordination, management and oversight. Combined with end-to-end local delivery expertise, knowledge and customer group specialisms from our three core supply chain partners (SCPs) in Lot 1, Glasgow.</p> <p>Partners will operate from 10 fixed delivery premises plus outreach, ensuring accessibility across the whole Lot. Face-to-face delivery will be supported by telephone and electronic communication, as well as our mobile App which provides remote training/support resources, increasing service accessibility and engagement. SCPs will work with potential referral agencies (e.g. JCP, Community Mental Health Teams (CMHTs), local authorities, VCSE organisations) to identify and engage potential customers. PP will support this activity, implementing a widespread marketing and communications campaign targeted at both referral agencies and customers.</p>	

Our solution demonstrates a full understanding of the requirement, underpinning delivery with four key themes:

1) *Frequent and intensive support from allocated Key Workers*

Every FSS customer will have named Key Worker (KW), responsible for identifying and addressing their individual barriers to work. They will have access to a portfolio of interventions to ensure they are able to **address the full range of barriers to work**. These include, but not limited to: confidence building and motivational activities; pre-employment training; integrated health support; voluntary work opportunities; job search / job preparation activities; basic skills and vocational training; debt advice, housing support, specialist provision for e.g. people with disabilities, lone parents, offenders and refugees. Key Workers will receive a suite of training e.g. motivational interviewing, application of CBT, mental health first aid, L3 certificate in supported employment, vocational profiling. Ensuring **all customers receive high quality employment support for up to 12 months (18 for intense strand customers, as agreed with Scottish Government (SG))**.

2) *A strengthened model of integration based on genuine co-production and joint delivery*

The appointment of a dedicated Integration Manager supported by Integration Champions within each of our SCPs and the production and implementation of integration plans will ensure our provision integrates and aligns with local priorities and services.

3) *Superior levels of employer engagement to identify appropriate opportunities*

Our employer engagement methods have been tested over seven years of successful Work Programme delivery, and will ensure we engage employers throughout delivery to maximise suitable employment opportunities. SCPs already work with 150+ key employers across Glasgow and are experienced in delivering employment support programmes. Rooted by Scottish Government principles of Fair Work, we will target employers who hold the Disability Confident Standard, are signatories of the Time to Change Employer's Pledge, are members of the Scottish Disability Equality Forum

4) *Intensive in-work support (IWS), including place, train and support models for those with the most severe disabilities and mental health needs*

All customers will receive IWS for up to 12 months, depending on their need, geared to addressing ongoing work related barriers. KWs will deliver IWS via face to face, telephone and email communication depending on the level of need. For those with the most complex and/or severe needs, we will provide intense on the job support and training through supported employment / individual placement and support models, focusing on support to work rather than subsidised models. KWs will be embedded within local health teams, working side by side with employers and health professionals to reduce support as the customer becomes more confident in the job.

Contract Management

Our approach ensures we will operate, manage and deliver FSS in an open and flexible way as follows:

- **Sharing performance data** across our supply chain, and with Scottish Government (SG) and other stakeholders monthly as appropriate.
- Hosting **quarterly supply chain meetings** to include and consult with SCPs and the SG FSS contract manager.
- **Publishing a partnership self-assessment report** yearly, detailing performance data and an 'what works' analysis of our delivery performance, including our integration and

employer engagement activities.

- **Building spare capacity into our supply chain** to provide flexibility in delivery capacity.
- **Sharing expertise** across our supply chain and wider stakeholder network to provide flexibility in delivery capability.
- **Sharing best practice** to ensure the service adapts and improves in response to programme evaluations and research.
- **Monitoring and sharing evaluation activity**, including seeking customer consent to share data, encourage customers to participate in experience panels, and identifying customer and staff for interviews.
- **Adapting our offer for continuous improvement** through our lean supply chain selection processes responding to emergent customer or employer need that may fall outside the core offer.

Applying due diligence and quality assurance

PP have undertaken a due diligence assessment on the Fair Start Scotland opportunity, considering the on-going commercial viability and required investment, to develop our solution. This ensures that resources are adaptable in response to ongoing customer need, informed by customer data to include; referrals; length of stay; and outcomes (by locality and service strand). Operationally, our Service Manager will manage the FSS service to ensure the contract is delivered on time, to budget and to required performance / delivery levels using our internal performance management processes and robust external Supply Chain Management Framework (SCMF), providing a system of internal control and quality assurance measures to ensure rigorous and effective contract management.

Our **due diligence** process tests the capacity and capability of our proposed solution, including viability and ability of our SCPs to manage and deliver their contract elements of the service requirement from day one. As part of the selection process, and then annually, this includes checks on: financial stability/capacity for PbR models; governance checks; insurance policies; health and safety policies and procedures; funding assurance audits; inspection/assessment reports; quality assurance policy and procedures; other funding body contracts held; external verification reports; equality and diversity policy and procedures; safeguarding and child protection policies and procedures; staff vetting procedure; environmental and sustainability policy and procedures; complaint policy. Ongoing **performance management** with our SCPs through agreed performance levels and KPIs and progress against these, is recorded in our management system, JMS. Our daily dashboard process allows each SCP to see their own and other partners' real-time performance. Weekly and monthly reporting suites will be distributed across our supply chain and to SG as required. We will support the development/implementation of SG's strategic performance management tool to support this.

Our Quality Compliance Manual will set out and monitor quality against the guaranteed service standards (Annex B, Service Guarantee) and all other minimum service delivery standards outlined in our proposal. All staff will be trained in these standards. Our Quality Assurance Advisor will complete quarterly compliance checks against the quality manual, these will include, for example: spot checks on participation agreements, checking last contact dates, action plan/distance travelled reviews, staff observations, customer feedback analysis, key worker case load review, reviews of integration and stakeholder engagement plan as well as additional Key Performance Indicators covering: Customer service continuity; Customer satisfaction; Customer complaints; Teaching and Learning Observation Grades; Overall value for money; Equality and diversity; and Sustainable development.

We will ensure that FSS is successfully delivered **within budget**. Stringent budgetary management will be applied by our Lot 1 Service Manager, in conjunction with our internal Finance Team. A documented month-by-month budget will be applied and reconciled, showing forecast and actual revenue and expenditure. Variations from budget will be explored so that the budget can be re-profiled, with accompanying mitigation actions, to ensure that budgetary performance gets "back on

track" in subsequent months.

Managing volume fluctuations

We will work with referral agencies to manage referral flows, where possible agreeing weekly/monthly referral targets based on customer volumes. Throughout delivery, our Service Manager will use JMS, to report on number of referrals, by agency, and cumulative customers on programme to monitor flows against target, raising concerns with SG as appropriate. They will meet monthly with referral organisations, and with our SCPs, to discuss customer volumes and profiles by service strand. This will help maintain a consistent flow of referrals that maximises our optimum delivery capacity and delivers best value for money.

To maintain expected service levels and quality of delivery in the event of volume increases PP:

- Have allocated subcontractors fewer referrals than their maximum capacity to maintain spare capability in the supply chain;
- Will actively manage the allocation of flows between subcontractors based on capacity and performance, having an in-depth understanding of subcontractors' maximum capacity and actual volumes on programme at any one time;
- Will engage with referral agencies to manage customer on flow.

Our supply chain partners will support this by:

- Active ongoing recruitment, including maintaining a list of vetted and skilled key workers;
- Maintaining a list of suitable outreach venues;
- Temporarily redeploying staff from other contracts.

In the event of a decrease in volumes, PP will:

- Work closely with current and new referral agencies to identify potential referrals;
- Increase marketing activity;
- Share best practice for working with smaller caseloads throughout our supply chain;
- Monitor subcontractor staffing levels to ensure they remain appropriate flows.

Supply chain partners will support this by:

- Training Key Workers to work effectively with smaller caseloads, e.g. increasing the number of 1:1 interventions;
- Increasing customer engagement levels to support a higher percentage of those on programme into work;
- Maintaining skills and experience by offering reduced working weeks, longer holidays and flexible working options to staff.

We will minimise the impact of fluctuating volumes within service strands by initiating mitigating action such as on-boarding additional specialist support if required. It is anticipated that through the relationships we build with our SCPs and through our SCMF processes, we have laid the foundations to enable all our partners to be able to support each other and all customers, on an interim arrangement if required. We will also ensure upskilling of staff in all strands on an ongoing basis through delivering SCP training to increase the skills and expertise of KWs, sharing of best practice and ensuring effective ways of working with customers across the whole supply chain.

Identified risks and how we will manage and mitigate them

PP has effective risk management strategies in place, in the mobilisation of FSS these are owned by our Implementation Manager before passing to the Service Manager once recruited. At contract initiation, operational risks are owned by the Service Manager in conjunction with the Operations Direction for risks that are identified as 'red' on the RAG rating, or with a high 'likelihood' score. Our FSS Risk Plan (Response 1.5.5) details how we will effectively manage these risks, including notifying the Scottish Government immediately of any foreseeable or emergent issues. At this stage, we have identified the following risks to our delivery:

- **Risk:** Supply chain partner pulls out pre/post go live; **Mitigation:** Our due diligence has tested partner commitment. Close communication and support methods to maintain partner engagement and performance. We have sourced contingency partners.
- **Risk:** Supply chain underperformance; **Mitigation:** Undertake stringent performance management processes which will ensure we are aware of any problems as soon as they arise. Support, advise and train partners to ensure KPIs are met. Share best practice to support continuous improvement.
- **Risk:** Skills gaps to deliver new service / unable to recruit sufficient skilled/experienced staff; **Mitigation:** dedicated resource to develop and deliver a bespoke recruitment and training framework in partnership with our supply chain; expert partner engaged to provide training in supported employment and IPS models.
- **Risk:** Systems failures; **Mitigation:** Robust IT system compliant with Scottish Government regulations already in place. ISO compliant business continuity process to ensure continued service through any IT downtime.
- **Risk:** Employer engagement resulting in lower than anticipated work placements, employment opportunities etc for the target groups, resulting in lower job starts; **Mitigation:** Existing employer relationships in place. Contract-specific employer engagement staff monitored through stringent performance management framework with weekly KPIs.
- **Risk:** Insufficient availability of specialist services to meet needs; **Mitigation:** Service Manager position created to identify, source and manage any spot-purchase or subcontracted services required and maintain intelligence on services available to expedite arrangements as needs are identified outside of existing service availability.

1.1 Service Requirements

Question 1.1.2: Service Principles and Values

Question Weighting 10%

Please provide details of how you will embed the Scottish Government principles and values at the heart of your Service delivery.

Word Limit: 1500

Question 1.1.2 Response

We have embedded the Scottish Government's (SG) Principles and values at the heart of the Fair Start Scotland (FSS) service. Our service is built upon the vision, principles and values of the commissioner, ensuring it is individual in its design and aligns to the ethos, which in many cases is not dissimilar from our own. We have mapped the principles and values of the Scottish Government against our core values to identify areas of commonality, areas of difference and gaps. We have consulted stakeholders across Glasgow (e.g. Prince's Trust, National Autistic Society) regarding the best way to implement, measure and evaluate these principles and values within our delivery of FSS. This allows us to ensure the SG's principles and values are embedded in the most efficient way, using what already exists and adapting only where necessary.

Value: Dignity and respect.

How this will be embedded: Respect is one of our core values – we take time to understand, trust and support each other to achieve shared success, our staff have committed to our equality policy, stating that everyone will be treated equally and with respect. To support this, all staff are trained to work with customers with a range of needs, including; specialist training for mental health conditions; empathy skills training and; continuous professional development focusing on tools to help customers understand their capabilities. At a service level, our Customer Charter will restate these commitments; forming part of every customer's induction; our supply chain agreements; be displayed in all our delivery locations; and, on our website. Our customer journey across all strands and user groups focuses on an individual's capabilities and supporting them to focus on what they can do, then putting mechanisms in place to support them to achieve goals. As a business, we will commit to this value by: ensuring our staff have the time, skills and resources they need; listening to service users, supply chain partners, the SG and other stakeholders, and acting on their input; incorporating the Scottish Living Wage into our organisation, and; signing-up to the Scottish Business Pledge.

Value: Fairness and Equality.

How this will be embedded: Assessed customer need will facilitate tailored service provision; ensuring greatest support is given to those with greatest need, resulting in increased employment for these customers. Our ambition aligns to the SG's to tackle inequality and our service will work with customers to reduce inequality amongst identified groups. In-work support will extend to training existing staff and supporting employers to become 'Disability Confident', creating a positive workplace equipped with the knowledge and understanding to maximise the positive attributes of those who perceived as being furthest from the labour market.

Value: Continuous Improvement.

How this will be embedded: We have a thorough understanding of prior employment support provision that will support a smooth transition operationally and attitudinally, as we recognise and support the differences in the new programme. We have skilled staff and operational systems to ensure the best attributes of prior programmes are carried forward to the new services and the capability to overhaul elements that clearly need to be different (e.g. an increased focus on labour-intensive support for those with enduring health conditions). We will adopt a continuous

improvement model through quality improvement plans and self-assessment reports, where service elements, such as; the customer journey; our approach the interventions we use; and our processes, are tested, reviewed with the key stakeholders (including customers), and effective elements are fully adopted and implemented.

Principle: A flexible, tailored “whole person” approach.

How this will be embedded: We are committed to fulfilling all our customers’ requirements, commencing the customer journey with an individual assessment by the Key Worker that looks at life circumstances in their entirety; health, employment, family, relationships, skills, housing, money, social activity, formative experiences and job aspirations. This results in an individualised employability plan led by the Key Worker, subject to ongoing review, that involves bodies and agencies, such as SamH and Capability, who deliver support, including health and skills interventions. With the Key Worker at the centre, a holistic approach ensures connectivity and the alignment of issues through liaising and coordinating with the support network. This approach leads to additional support being informed by all involved, removing the likelihood of duplication and maximising the potential for job entry and sustainment.

Principle: Responsive to those with high needs.

How this will be embedded: Those customers with the highest need will be assigned to the Intense Service Strand using the segmentation tool; all customers will then undergo a full diagnostic to ensure that their needs are fully identified regardless of the services stream they are initially assigned to. The service will offer specialised support with experienced supply chain partners such as Momentum, who deliver the Bridging Service in partnership with Glasgow Health and Social Care Partnership to progress people with enduring health conditions towards work.

Principle: Designed and delivered in partnership.

How this will be embedded: Our supply chain includes providers of aligned SG funded support, such as Skills Development Scotland (SDS), which will allow for seamless two-way referral of customers with needs that cross programme remits. Our relationships with services will facilitate a return to work through; established referral protocols with devolved services such as health and social care, to support customers in the management of their conditions or receiving treatment (e.g. Salus, Enable Scotland); co-location with key referral agencies (e.g. JCP) to embed our provision within the local employability services landscape, and; including stakeholders in programme design, review and update, ensuring we accurately reflect local need. Local partnerships already delivering to the proposed customer groups will form part of our supply chain, inputting not only their skills, but also their knowledge, relationships and trusted reputations.

Principle: A drive towards real jobs.

How this will be embedded: Employer engagement, labour market information and Skills Investment Plans will be combined to produce realistic employment routeways for our customers. Our approach will focus on getting a customer into a real job as soon as possible. Our Key Workers will broker appropriate opportunities with employers and utilising tools such as in-work focused training and support to the customer and employer (including their employees) leading to sustained jobs in the open market. We will engage with employers by promoting successful employer-led case studies and provide advice and access to workplace adjustments to support integration.

Principle: Designed nationally but adapted and delivered locally.

How this will be embedded: The specification and service levels provide a consistent foundation for the delivery of FSS service across all lots and consideration has been given to alignment with SDS’ services. We have engaged local stakeholders (e.g. Turning Point Scotland, BEMIS) across Glasgow and work with local staff to develop solutions in response to local labour market information. In relation to an increased focus on self-employment for example, we became the Prime Contractor of New Enterprise Allowance across Scotland in 2014, and have developed proven delivery model evidence by an average sustainment rate of 80% and 75% (for 6 and 12-months respectively). We will work collaboratively with effective private provision, local authority

and third sector delivery, bringing programmes and funding together to produce economies of scale and provide a seamless service for customers.

Principle: Contracts should combine payment by job outcomes and progression towards work.

How this will be embedded: Our approach focuses on supporting customers with wrap around skills as well as offering an early job opportunity to ensure progression towards a positive outcome for the customer. This integrated approach works with key stakeholders to help manage customer's needs and increase their resilience, contributing to achieving the programme aims. We will cascade an enhanced payment model that combines to payment by job outcomes and progression towards work that will provide the financial stability and flexibility required by third sector and SME providers, for example, differentiated payment models (PbR/fixed fee) and management fees aligned to their ability to bear risk. This will minimise the payment-lag intrinsic to outcome based contracts, and fund activities that engage/ move customers towards work.

Evaluation

Our evaluation of FSS will assess how embedding the SG principles and values in the service has affected the required change. As a Merlin accredited organisation, we use service and performance standards, aligned to the service principles and values, to manage our direct and supply chain delivery transparently, tracking and reporting progress and achievement by customer characteristic to ensure the service is providing the level of support customers need to move towards and enter work. Our evaluation mechanisms include:

- Service user groups focusing on how the customer feels about if their values are considered in the development of the service and how well they feel the service meets their needs.
- Equality and demographic measures focusing on the parity of job outcomes and there is no disadvantaged to customer groups.
- Monitoring of specialist services accessed by customers and the effectiveness of their delivery.
- Strategic evaluation through Scotland's Future Employment Services Advisory Group.
- Monthly performance dash boards to inform effectiveness of the service and inform improvements.

1.1 Service Requirements

Question 1.1.3: Customer Journey - Stages

Question Weighting 15%

Please describe how you will comply with the Customer Journey as outlined within Schedule 1. Responses must include but not be limited to a detailed description of the end-to-end Customer Journey, and how each step within the journey will be met and delivered.

Word Limit: 2500

Question 1.1.3 Response

Customer Journey Compliance

We will comply with the Customer Journey, outlined in Schedule 1, by developing a comprehensive operational manual aligned to each Stage. This will detail the activities to be completed, approach to be followed, accountabilities and responsibilities, expected timelines, and all relevant service standards. The manual will be followed by all partners delivering services to our customers. Procedures will be mapped to the Fair Start Scotland (FSS) Operational Guidance (FSOG), and updated as necessary. Staff and supply chain partners will have access to this manual, and will receive full training. Our Quality Team will apply a rolling programme of quarterly compliance checks (e.g. observation of delivery, sample checks of customer files), to ensure that the core requirements are consistently followed for all customers at all locations.

Stage 1: Pre-Start

We will develop local referral networks with 14 jobcentres, NHS/Health Scotland, local authorities, and other Referral Agencies (RAs) across Glasgow. Our Referral & Engagement Team will focus on relationships with JCP and other RAs, distributing informative and easy-to-follow material to advise on the features and benefits of FSS, helping to identify suitable/eligible customers, and walk-them-through the referral process. This will include both general and strand specific marketing, and integration strategies targeted at Strand specific RAs (e.g. targeting NHS psychological therapies services for Intensive Service Strand ISS customers) to help ensure recruitment in line with overall target Strand volumes (14% Core, 50% Advanced, 36% Intense). This will be supplemented by a wider engagement plan, including: partner visits at RA sites; local information events; sharing details of provision, latest vacancies, successful case studies, and participant information packs; designing dedicated FSS website content; co-locating staff, and scheduling meetings around customer commitments.

Stage 2: Eligibility Check

We will develop protocols to direct customers in receipt of working-age benefits to JCP, and who are "referred" by other RAs, for an eligibility check and to trigger a formal referral. We will develop a clerical referral and eligibility check process for disabled customer's out-of-scope of JCP. This will validate their age and residency, and verifying that they are disabled and not currently working. The process will be aligned to the FSOG. Key Workers (KW) will be trained in line with the BASE National Occupational Standards for Supported Employment, ensuring a high quality of customer support is afforded.

Stage 3: Warm Handover Meetings (WHMs)

We will develop protocols for WHMs with each RA. This will support RAs to gain customer consent to share details about their circumstances in advance, and make the customer aware of the purpose and content of the WHM. For ISS customers, we will develop consensual information sharing protocols to share access to Care Plans where this may help better inform FSS support. We will allocate a named KW to each customer, based on their predicted service strand, responsible for providing continuity of support throughout the full FSS journey. This will include specialist ISS specific KWs, who are experts with this group, with the smallest caseloads (maximum of 20). The KW will arrange a face-to-face WHM, lasting up-to 1 hour, with their RA counterpart (e.g. JCP Work Coaches) and the customer to support collective assessment, build willingness to participate, leverage the RA's expertise, and agree a Start Date. We will reimburse customer travel

costs. Remote WHMs, by phone/Skype, will only be applied where a face-to-face WHM is not feasible. Following the WHM, the Start Date will be confirmed by the KW with the RA, or we will notify them that the customer has declined FS support.

Stage 4: Pre-Start

KWs will notify each customer and RA in writing of the date/time of the induction interview, and will follow-up with a courtesy/re-confirmation call and SMS message 48 hours prior to the appointment. This will address any accessibility/additional support arrangements. Prior to the interview, customers will be issued with, and asked to complete, the Segmentation Tool self-assessment. The KW will liaise with the RA to ensure that the customer receives any required support in completing this. The KW will introduce our MyTime Smart App and participant portal, digital resources supporting participants through their FSS journey. MyTime will support various activities, including scheduling of appointments, tracking activities and progress; storing and updating personalised action plans, and; providing information and resources.

Stage 5: Start/Induction

KWs will deliver face-to-face induction interviews within 5 working days of referral. The interview will be used to: outline the service offer; establish roles, responsibilities and commitments for PeoplePlus and the customer; jointly sign a Participation Agreement; apply an initial assessment to inform the Customer Profiling and Planning Stage; discuss customer participation in evaluation, and; issue an Induction Pack (including easy read, pictorial and electronic versions, and additional support for customers whose first language is not English). The Pack will meet all FSOG requirements, including an introduction to PeoplePlus and overview of the FSS journey.

Stage 6: Customer Profiling and Activities

Weeks 1-to-3

The KW will engage with the customer to assess their needs, identify barriers and job aspirations, and review their completed self-assessment. Participants will complete:

- Our Employment Diagnostic Questionnaire (EDQ) at this stage, using the App or portal. The EDQ, which has been integrated into our DWP Work Programme delivery since 2011, reviews distance from the labour market in terms of: employment skills; health and wellbeing, and; personal / social habits and attitudes.
- The Work Star, an evidenced based assessment tool underpinned by the “Theory of Change”, primarily for customers in the Advanced Service Strand. This tool scores personal work and learning capabilities against a common scale, including: job specific skills; aspiration and motivation; job search skills; stability; basic skills; social skills, and; health / wellbeing. The output is a visual Star Chart. Using this tool will enable KWs to tease-out and address deep-seated motivational, health, wellbeing and work needs.
- Vocational profiling for Intense Service Strand customers which will include the use of Work Star, Wellbeing Star, additional outcome measures as applicable such as the Warwick Edinburgh, Work and Social Adjustment scale. Additional profiling tools, adapted from industry best practice (e.g. NHS Vocational Profiling, DWP Work Choice) will also be developed. The Wellbeing Star assesses long term health factors, including: lifestyle; looking after yourself; managing symptoms; work and volunteering; money; where you live (housing); family and friends (domestic situation), and; feeling positive. The resultant Charts provide a visual baseline against which future milestones can be targeted and measured.
- The above will form part of a broader, and more in-depth vocational profiling framework, which will be applied to all customers. This will provide scope for a broader and deeper vocational profiling approach for ISS customers.

The outcomes from these assessments will inform an Anticipated Job Start Date (AJSD), the target date by which we expect that the customer will enter work. Reflecting an Integrated Placement & Support (IPS) approach, the AJSD will be geared to job-entry at the earliest point, ordinarily when a customer has achieved the right mindset and attitude to begin work, and has addressed any prohibitive behaviours (e.g. alcoholism). Ongoing employability skills and behaviours will be further developed on the job. On this basis, the AJSD will define the target duration of Stages 6 and 7.

Immediately post segmentation / induction, ISS Customers will be fast-tracked to specialist services, customer profiling, assessment activities, and appropriate support.

We will deliver short, sharp motivational support during Weeks 1 to 3, such as teambuilding events and social group activities (e.g. walking groups, bowling). These will breakdown participation inhibitions, build commitment to participate, and establish positive rapport between customers and KWs. Similar activities will be applied throughout the programme, where there may be a need to refresh and re-energise customer commitment. We will also use social activities, sports clubs, hobby groups to help keep customers engaged, integrating this with core employability support.

Weeks 4-to-8

The KW will maintain meaningful contact of at least 3 hours per week. This will include an ongoing assessment of current skills, employment history, vocational training/profiling needs, and employment aspirations. This will result in a detailed personalised Employment Action Plan (EAP) which sets out agreed activities and timescales, as well as monitoring and review arrangements. The EAP will draw on a menu of activities. We will offer dynamic, person centred, and innovative activities, retention focused review processes, and will utilise well trained, compassionate KWs, all ensuring that customers remain actively engaged to maximise outcomes. Example activities include: employability skills development; health and well-being assessments/guidance; job search sessions (CVs/applications/interview skills); mentoring; money management; soft skills (e.g. teamwork, communication); social activity; volunteering; ICT skills; Universal Job match registration; better-off-in-work calculations; IAG; short-course qualifications (e.g. FLT, CSCS); engagement with external/specialist services, and; access to our Learning Plus e-learning platform. This offers 450 e-learning courses covering a full range of vocational topics (e.g. Health & Safety, ICT). Courses are approved by awarding bodies including CIEH, RoSPA and AIM, resulting in recognised qualifications. Enhanced features of the MyTime App will also improve health literacy, provide self-help guidance and support, and deliver online condition management support.

The menu will include employer-led activities, including Pre-Employment Training (PET), work trials, employer presentations, and workplace visits, improving understanding of the labour market and world of work. As part of Staffline, a national recruitment company, PeoplePlus has unique access to 75 national employers across Scotland. We have delivered PET for Disability Confident employers with scalable recruitment needs. Courses are co-designed with employers, involving 2-to-6 weeks of work experience, and a guaranteed interview for a real job. We will directly engage and involve employers through activities such as these, including support for interviews and negotiations of reasonable adjustments to accommodate our FSS customers in work. During this profiling period, we will confirm the appropriateness of the Service Strand allocation, based upon the customer's progression, and engagement with, different activities. Any re-assignment of Strand will be undertaken in line with the FSOG.

Stage 7: Intervention and Customer Engagement

Weeks 9-to-52

Customers will continue to access Stage 6 core activities, as set out in their EAP, supplemented by targeted and/or specialised interventions, with the weekly duration and frequency of activity building. During this Stage, the customer will receive a minimum of 3-hour face-to-face contact with their KW, including one-to-one coaching, a formal monthly face-to-face review, and quarterly distance travelled assessments and feedback sessions. The quarterly sessions will include an EDQ re-assessment. This will measure progress towards EAP milestones (e.g. achieving a job application target, attending an integrated service, or registering with a GP), and against Outcome Star measures. The EAP will be updated, and AJSD revised if needed. The process will address attendance or engagement issues, ensuring the frequency, timing and duration of activity is aligned to each customer's capability and circumstances. KWs will maintain informal day-to-day contact as required, by phone, SMS, home visits, e-mail, as well as through the MyTime Smart App and participant portal.

Additional activities during Stage 7 will include signposting/referral to external, specialist and partner services, access to work experience opportunities (including monthly workplace reviews),

weekly job search activities, financial guidance, and interview preparation support. All customers with health needs will have access to extra support to manage their condition in a work context. Our health offer will include needs based access to specialist health partners (e.g. condition management, CBT, motivational support, personal empowerment, coping strategies). Participants will also access integrated health providers (e.g. community mental health, psychological talking therapies, healthy living provision, drug and alcohol). The KW will provide the customer's RA with progress updates as a minimum of every 10 weeks, and will offer two-way case conferencing (phone/skype/face-to-face) to discuss the customer's progression.

Stage 8: Customer does not find work though pre-employment support (ISS Only)

Customers in the Intense Service Strand not securing employment in the 12-month pre-employment period will be re-assessed to determine if they may realistically enter work within a further 6 months. If so, and in accordance with the FSOG, Stage 7 support will be extended to week 78.

Stage 9: Service Exit and Leaver Plan

Customers not in work at the end of Stage 7/8 will be referred-back to the RA which made the original referral. We will contact the RA at least 4 weeks prior to the exit date, and ensure that hand-back referrals are completed within 10 days of the end/exit date. KWs will produce a documented Leaver Plan for all such customers, detailing: progression towards job-readiness achieved, key activities and achievements made, unresolved barriers to employment, reason for leaving FSS (including early leavers / non-completers), and recommendations for onward support to continue to move closer to employment.

Stage 10: In Work Support IWS (13-24 months, or job entry +12-months)

IWS will be provided for up to 12-months, supporting job retention/progression in terms of skills and income. This is based on a five-stage process.

- **Job Offer:** Job suitability and personal circumstances are discussed with the customer, and the job is formally accepted.
- **Transition:** The KW will undertake a pre-work assessment. This helps develop of a jointly agreed ISW Action Plan with the employer and customer within 10 days of job start, including a timeline for workplace reviews and identification of future training/career development goals. The transition phase provides an opportunity to RAG rate IWS needs and provide tailored job start preparation to the customer.
- **Job Start:** The KW will contact the customer on the first, second and fifth day in work to assess and address any immediate settling in-issues. The process will mitigate any bedding-in issues, such as workplace training, developing workplace relationships, managing the transition off-benefits, accessing in-work benefits, understanding disability employment rights, and accessing advice on careers and wage progression. Support is provided in line with the IWS Action Plan, with weekly reviews over the first month. Customers in the Intense Service Strand will benefit from additional Job Analysis and Task Analysis. For customers assisted through the Supported Employment Framework, this will include a description of the job coaching they are receiving, a plan for withdrawing this support over time, and additional job-coaching, also reducing over time.
- **Ongoing IWS:** This involves onward support and reviews as agreed in the IWS Action Plan, supplemented with career advice and progression planning. Baseline minimum contact frequencies during will be weekly, supplemented by monthly workplace reviews. These will reduce as the customer becomes settled, and the risk of falling out of work diminishes. The Key Worker will engage the employer, where appropriate, to ensure that their needs are addressed, e.g. providing financial guidance and staff training. If job-stability is at risk, intensive support will be immediately re-established. We will rapidly re-engage customers who fall out of work (e.g. immediate job search access), to secure alternate employment at the first opportunity.

Progression: This builds on the Ongoing IWS phase, providing further career advice, empowerment, independence and resilience support, helping the customer to plan future career

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moves (promotion, wage progression, skills development). Our KWs will support employers to independently continue IWS beyond 12 months by, for example, accessing Access to Work and Apprenticeships. After 12 months in work, an individual exit plan will also be agreed.

1.1 Service Requirements

Question 1.1.4: Customer Journey - Service Strand

Question Weighting 15%

Please describe how you will provide the range of tailored activities as detailed in each of the three Service Strands identified within Schedule 1 and the Service Guarantee detailed in Schedule 1, Annex B. In particular, your response must give details of the range of specialist support that will be offered to deliver the individualised help (including Individual Placement Support and Supported Employment) including identifying any additional support or services.

Word Limit: 2500

Question 1.1.4 Response

Range of Tailored Activities & Specialist Support

Our response to Q1.1.3 sets out the components of our customer journey, and how these will be delivered. All activities will be aligned to, and reflect, both Schedule 1 and Scotland's Fair Work Framework. All customers will benefit from a range of tailored strand activities. This will include activities delivered by PeoplePlus and our end-to-end supply chain partners, as well as signposted access to specialist services for which customers may also be eligible. Specialist interventions will be available to all customers, but with special emphasis on Advanced Service Strand (ASS) and Intense Service Strand (ISS), with more complex and significant barriers. We will develop a core approach for each Strand, identifying the most prevalent issues and the most effective services, continuously learning from each customer's journey. Customers in the Core Service Strand (CSS) and ASS will be supported through a detailed personalised Employment Action Plan, whilst ISS customers will undergo Vocational Profiling, leading to an individual action plan. The ASS and ISS offer will include in-depth focus on addressing health, disability, and complex employment barriers. At the same time, every customer journey will be personalised and tailored as far as possible to meet the needs of each individual customer.

We will prioritise accessible services at a local and community level, close to where each customer lives, supporting their participation and engagement. Activities will include group support sessions, specialist training courses, health related activities, and one-to-one surgeries. These may be on a one-off or ongoing basis (e.g. weekly sessions), dependent on need. Where a customer need cannot be met through existing local services, we will utilise call-off and spot-purchase agreements to buy-in the necessary service. We will develop and continuously update a directory of local services to this end, which our Key Workers (KWs) can refer to, and make referrals from. Our range of activities is illustrated below;

Strand	Tailored Activities	Examples of how these will be Provided	Example Specialist Support Providers
Core / Advanced	One-to-One Support/ Group Work	Soft skills, team building, interpersonal skills, communication	Glasgow City Council, Jobcentre Plus, MyJobScotland,
	Core Employability Support	Vacancy identification, job matching and brokerage.	
	Job Application Support	CV, interview preparation, advocacy, health issue disclosure.	
	Intensive Job search	Universal Job match, digital job search, using job sites / agencies	
	Personal Development	Confidence building, self-esteem, motivation, resilience, attitude	
	Employer	Group presentations,	Local employers

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	Presentations	workplace visits, tasters, placements, work shadowing	
	Work Experience		
	Mentoring	Peer support, advocacy, problem solving, information and advice	Glasgow Mentoring Network, The Wise Group
	Vocational / Employability Skills Training	Pre-Employment Training, Short Course Qualifications	Glasgow City Council, Glasgow Clyde College
	Volunteering	Work experience and community benefit projects	Volunteer Glasgow, ProjectScotland
	Self-Employment	Start-up, Business Planning, Trading Support	Business Gateway Glasgow, Jobs in Business Glasgow
Advanced	Specialist Support to Address Health Problems	Access to occupational health support, physiotherapy, condition management, CBT, health, wellbeing, lifestyle, nutrition, smoking cessation, and similar support.	NHSGGC, Scottish Disability Equality Forum, LEAD Scotland
	Recovery from Drug / Alcohol / Substance Misuse	Abstinence support, methadone programmes, access to sponsor mentors; relapse prevention, detox and rehabilitation programmes.	Glasgow Council on Alcohol, Addaction, Turning Point Scotland
	Developing Skills for the Workplace	Progression onto traineeships and apprenticeships, mentoring, literacy and numeracy, access to qualifications.	Skills Development Scotland, Voluntary Action Glasgow
	Addressing Barriers from a Record on Convictions	"Through the Gate" assistance, behavioural change programmes, conflict resolution, drug and alcohol support, housing support.	CivvyStreet, Apex Scotland, SACRO, Turning Point, The Wise Group
Intensive	Supporting complex mental health needs	Access to specialist counselling, psychological / talking therapies / CBT / counselling, mindfulness, emotional wellbeing.	Glasgow Association for Mental Health, Mental Health Network (Greater Glasgow), SamH, Glasgow City Council – Supported Employment
	Supporting sensory impairment needs	Access to BSL signers, specialist visual/hearing resources, independent living support.	RNIB, NHSGGC, Glasgow City Council – Sensory Services
	Severe cardiovascular/ musculoskeletal conditions	Condition specific support, lifestyle, wellbeing, diet, and exercise activities	Local disability charities and local authority/ social care support services
All Strands	Housing related needs.	Temporary to permanent housing, benefits advice,	The Glasgow Housing Association, Shelter

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		homelessness prevention, supported accommodation/tenancy services.	Scotland, Turning Point, SALC
	Lone parenthood	Childcare, support networks, pregnancy advice, "Lads & Dads" activities	One Parent Families Scotland, Gingerbread
	Money Difficulties	Managing benefits-to-salary transition, bridging loans, opening a bank account, budgeting.	Local Authority Money Advice Services, Christians Against Poverty, Citizens Advice Scotland
	Family issues	Family breakdown, bereavement, abusive relationships, family worklessness,	Relate, Women's Aid, Relationships Scotland

Service Guarantee

Our customer journey is fully aligned to the Service Guarantee (Schedule 1 Annex B). Our processes will incorporate all aspects of the Guarantee, including: all minimum turnaround times (e.g. referral to interview / face-to-face assessment); minimum contact frequencies (e.g. weekly interventions / face-to-face monthly reviews with KWs, weekly job search activities, monthly work placement reviews), and all specified requirements. Our Quality Team will apply robust internal compliance and audit, including quarterly sample checks on customer files, and staff observations. We will provide the Service Guarantee to customers at induction, explaining how to feedback by phone and e-mail if they perceive that we have fallen short. We will provide data as required on Service Guarantee metrics to the Scottish Government (SG), in line with Fair Start (FSS) Operational Guidance. Should compliance issues arise in implementing the Guarantee, we will deploy appropriate contingencies to "get-back-on-track" and keep the SG fully informed. Through the Service Guarantee, we will ensure that ISS customers gain fast-tracked access to additional intensive support to assist in their return to work. This will include support to overcome recruitment barriers, job matching with suitable vacancies, and job carving during work experience placements, job and task analysis support, and workplace job coaching.

The Service Strand terminology will only be applied within internal staff reporting, and in dealings with the SG. From the customer's perspective, they will undertake a commonly branded FS journey, reflected on our website and in printed literature, reflecting the SG's core values in treating all customers with dignity and respect. No customer will feel "second rate" because of their Strand segmentation, and PeoplePlus will apply zero-tolerance with any employee, partner, or other service user who in any way stigmatises a customer because of their Service Strand.

Individual Placement & Support (IPS) / Supported Employment

Our IPS / Supported Employment model reflects the FSS Specification and the Scottish Union for Supported Employment (SUSE) Blueprint for Supported Employment. This service will move ISS customers with the most severe and enduring mental health and disability challenges into suitable competitive employment at the earliest opportunity, following a supported "place and train" approach. The model follows a cycle of Supported Employment, aligned to the stages of our customer journey, comprised of engagement, vocational profiling, finding a job, employer engagement, and In Work Support. Evidence shows that this approach delivers significantly better outcomes than a traditional train then place (or "readiness") models. We will work collaboratively with the Glasgow Community Planning Partnerships, to embed our approach within wider multi-agency efforts to improve health, tackle inequality, poverty and promote inclusive communities. IPS / Supported Employment will primarily be delivered during Stage 6 (Customer Profiling and Activities) and Stage 7 (Intervention and Customer Engagement) of the journey.

We will deploy ISS specific KWs to support this strand, skilled and qualified against the BASE National Occupational Standards for Supported Employment, working solely with this customer

group with an average caseload of 20 customers each. Smaller caseloads will address the more inherent needs of ISS customers, allowing for greater levels of KW advocacy with employers and integrated services. Our approach will also provide for pro-active case-conferencing within our ISS KW team. ISS KWs will be strongly values driven, with a “can-do” attitude to disability employment, and trained in specific disability and health skills. Training support will include Mental Health First Aid, specialist BASE / Centre for Mental Health training, and motivational interviewing skills. KWs will have additional resources, including easy read / pictorial format job search resources. Our MyTime App will include functionality to support ISS customers, including those traditionally more digitally capable, such as those with Autism or Asperger’s Syndrome. In contrast, those less digitally able, such as those with learning disabilities, or those with a lesser preference for on-line activity, will receive extra face-to-face support.

The elements of our IPS / Supported Employment approach are as follows:

- **Vocational Profiling:** This will help ISS customers (and other strand customers if applicable) to identify skills and preferences for work. The profiling process will take an average of 15-to-20 hours of face-to-face contact per customer, ensuring that a deep-seated level of understanding is achieved, and solid trust and rapport is established. KWs will apply a framework of tools, resources and interviewing techniques. Alongside our core diagnostics and assessments (e.g. The Work Star and Wellness Star), the framework will include short work trials and tasters that will assist customers to make their own vocational choices. The process will be varied for different customers with different types of health needs, to ensure an accurate profile. It will tease out very specific workplace needs such as, for example, the comfort of customers to travel in lifts, where a workplace may be set over several floors. It will also specifically explore contributory employment needs most commonly associated with the ISS cohort, such as debt, addiction, and a history of offending. Vocational profiling forms the basis for a robust action planning process based on the individual’s preferences, and by establishing a baseline of their employability needs. Our approach will also include a job development activity, helping to identify the person’s preferred job type through extensive employer engagement, and talking through the characteristics of different types of employment to explore areas of suitability. The vocational profiling approach will directly feed into dedicated individual action plan for ISS customers.
- **Sourcing Supported Employment Opportunities:** Our Employer Relationship Managers will target disability friendly employers, who hold the Disability Confident Standard, are signatories of the Time to Change Employer’s Pledge, are members of the Scottish Disability Equality Forum, or who have otherwise made a commitment to disability employment. This will involve job analysis, finding out more about the workplace, co-workers and the support that a customer might need in that work environment. Our strategy includes Training in Systematic Instruction (TSI) approaches, a task orientated approach to breaking down jobs into their component tasks for those with learning disabilities/difficulties. For example, an ISS customer undertaking a cleaning job may need to understand how and where the cleaning materials are stored, how to operate a vacuum cleaner, and how much cleaning fluid to use for each cleaning task. This process may involve KWs attending a workplace to undertake and “map” job tasks, to then help translate and convey these to ISS customers in a more supported manner. We will also work with employers to adapt their recruitment practices to embrace FS customers, providing advice on reasonable workplace adjustments, linking into our national DWP Access to Work contract. As a Disability Confident Level 3 organisation, we will also actively support other employers to achieve the Disability Confident standard.
- **Interim Employment Support:** Some customers may benefit from other forms of interim support that may assist them to move along the pathway from economic inactivity towards employment. This may include Transitional Employment Placements (TEPs), Intermediate Labour Markets (ILMs), work preparation, and voluntary work, which can provide time-limited opportunities to gain paid or unpaid work experience, mainly in the open labour market. Social Firms (e.g. Social Firms Scotland, Workforce Creation) can provide a long-term supported environment that is of benefit to individuals and can if appropriate be a stepping stone to open employment. We will engage and work with such partner employers to this end.
- **Intervention & Customer Engagement:** ISS customers may not always achieve “job readiness”, as this term might be conventionally defined. The priority instead during this phase

of the journey is to support them to achieve a mindset and attitude of being open to work. This will be followed by a programme of rapid job search to get them into a job, through which our IPS approach can then be applied. Such support will be integrated with support from NHS Community Mental Health services where applicable, ensuring a structured and supported transition. The rapidity of job search is key, as the customer's attitude may readily regress, so it is important to achieve swift placement as soon as the customer is open to this. We will provide support to both the customer and employer during the job entry phase, including advice and coaching, to ensure a sound match, where the customer has clarity of support he or she can expect from the employer, and the employer has an informed understanding of the customer's capabilities and constraints. KWs will provide advocacy for customers during interviews and co-ordinate work shifts with the employer and customer around ongoing healthcare appointments and out-of-work support needs. Our KWs will also provide advocacy with family members and health services during this stage, to ensure that the customer's support networks are on-board with the job, and can adapt to ensure that it is a success, including ongoing encouragement and support outside of work. KWs will also provide a local programme of sports, leisure, and hobby activities (e.g. through local clubs, associations, and leisure centres), helping to keep customers not moving immediately into work motivated and engaged. This will be interwoven with employability support, and reflects the fact that we anticipate that most ISS customers will take over 40 weeks on average to move into work.

- **In-Work Support (IWS):** IWS will include a highly bespoke package of review, peer mentoring, and job specific training, co-designed by PeoplePlus and the employer. It will be geared to address ongoing work related barriers, such as a lack of confidence, anxiety, and difficulty communicating or working with others. The approach will gradually settle the customer into the role, building skills, developing relationships, and establishing routines. This will include ongoing TSI support for learning disability groups, breaking down individual job tasks, and training ISS customers to complete each one in turn. As well as core tasks, this will extend to episodic tasks; activities or events which may only occur once or twice during a full shift. It will also address working behaviours (e.g. keeping to time breaks) where compliance may be more cultural rather than procedural. Helping the customer to identify and avoid minor behavioural transgressions at an early point will help reduce potentially more significant issues later. Through our GB wide DWP Access to Work contract, we are well placed to provide targeted support to help employers make targeted adjustments to accommodate ISS customers. Our approach will include a focus on developing "natural support" undertaken by a co-worker/supervisor who will act as a day-to-day job-enabler, mentor and buddy within the workplace, with training provided by PeoplePlus to perform this role if required. As confidence grows, the customer will be able to perform more productively with less intensive support, with scope for job enrichment (e.g. extra hours and responsibility), and for IWS to gradually decrease.

1.1 Service Requirements

Question 1.1.5: Proposed Delivery Mechanism

Question Weighting 10%

Please describe in detail your delivery structure for all elements of the Service across the geographical area and explain why you consider your delivery strategy to be the best approach for Customers. You must clearly state how you intend to work with your consortium, and/or supply chain members (where appropriate) to ensure the needs of all Customers are fully addressed from within your delivery structure.

Please also complete:

- **Appendix 1** (Question 1.1.6 to 1.1.7 on PCS-T) to show the Service delivery arrangement within your consortium; supply chain or delivery partners in terms of overall percentage of delivery, specialism and geographical coverage; and
- **Part 6 of ITT** (Partner /Sub-contractor Declaration) for your proposed delivery structure as appropriate.

Word Limit: 2000 (plus Appendix 1)

Question 1.1.5 Response (and 1.1.7 for Appendix 1 upload on PCS-T)

Our responses to Questions 1.1.3 and 1.1.4 set out the core and specialist components of our customer journey, in line with the Service Strands established by the Scottish Government (SG). To deliver these services, PeoplePlus (PP) will hold overall accountability and hold the contract with the SG. We will manage a partnership of end-to-end providers local to Glasgow, offering an innovative mix of employment, health and skills experience. In summary, they comprise:

Partner	% Core strand delivery	% Advance strand delivery	% Intense strand delivery
PeoplePlus	35.5% (Govan, Langside, Lauriston, Castlemilk and Newlands)	35.5% (Govan, Langside, Lauriston, Castlemilk and Newlands)	0%
Remploy	0%	0%	100% (Anniesland, Bridgeton, Castlemilk, Drumchapel, Easterhouse, Govan, Langside, Lauriston, Maryhill, Newlands, Parkhead, Partick, Shettleston and Springburn)
Momentum	37% (Bridgeton, Easterhouse, Parkhead, Shettleston and Springburn)	37% (Bridgeton, Easterhouse, Parkhead, Shettleston and Springburn)	0%
The Lennox Partnership	27.5% (Anniesland, Drumchapel, Maryhill and Partick)	27.5% (Anniesland, Drumchapel, Maryhill and Partick)	0%

We will maintain overall responsibility for the management of these partners to provide an end-to-

end, integrated and personalised approach to employment and skills for each customer. We have partnered with organisations that possess the necessary infrastructure for local delivery (10 fixed and 50+ outreach premises, including contingency premises), offering us pan Lot coverage. Our rationale is as follows:

- PP have proven contract and performance management ability. We are the highest performing Work Programme (WP) provider nationally. We have experience of successful delivery in Scotland, taking the underperforming New Enterprise Allowance (NEA) contract from The Wise Group and moving it from bottom of the provider league tables to 2nd place nationally within 10 months. We have experience of managing supply chain partners to deliver high quality, outcome driven services and believe in a collaborative approach that allows partners to develop, grow and improve.
- Our chosen partners are all locally based providers, and already have in place extensive stakeholder and employer relationships. This provides them with a profound insight into the specific needs of FSS customer needs that will further strengthen our proven track record of partnership management and rapid mobilisation. In summary:
 - Lennox - have 28 years of specialist experience of getting Scotland into work, including prior experience of delivering national programmes such as Work Programme and Mandatory Work Activity);
 - Momentum - a not-for-profit organisation with 25 years of experience providing rehabilitation, training and care services for disabled and socially excluded people, both key customers groups for FSS.
 - Remploy - 72 years of service delivery and experience of working with disabled customers; strive to secure their customers with a career and not simply a short-term role, and; seek to understand how disabilities affects each customer's chance of securing employment. Remploy work with customers on an individual basic, offering both pre-employment and in-work support and ultimately helping customers to lead to full, happy independent lives.
 - RNIB (specialist call-off) – dating back to 11868, RNIB have been supporting customers who have been affected by sight loss, offering practical and emotional support and enabling customers to face the future with confidence.
 - Action on Hearing Loss Scotland (specialist call-off) – since 1911, Action on Hearing Loss Scotland have been supporting customers affected by hearing loss, working to meet the needs and aspiration of 945,000 across Scotland who require this support.
 - SamH (specialist call-off) – have been supporting customers with mental health needs since 1923. SamH provide mental health social care support, support with homelessness, help with addictions and employment services and will be particularly useful for customers on the Intense Service Strand.
 - Apex Scotland (specialist call-off) – have been working with customers of all ages and backgrounds who are the most disadvantaged and disengaged from society, including at risk of re-offending, since 1986.
 - We have also forged relationships with four specialist call-off partners: RNIB, Action on Hearing Loss Scotland, SamH and Apex Scotland, who will be used on an ad hoc basis to address customer barriers to employment once these have been identified.

The division of responsibility for Glasgow is specified in more detail below:

- **PeoplePlus** – As the Service Provider, we will maintain overall responsibility for the delivery of Fair Start Scotland (FSS) and management of our chosen partners; managing within Scottish Government standards and Code of Conduct, accepting and allocating referrals from other agencies, Jobcentre Plus (JCP) eligibility checks, coordination of contact with stakeholders and employers, publicity and marketing, collating feedback, ICT infrastructure, including Monitoring Information Systems with robust security standards, quality standards, auditing and compliance of subcontractors, contracts management including performance, claims, dispute resolution, and continuous improvement; contract management, ensuring consistency and equality of opportunity for participants, benchmarking standards in relation to Operating Procedures, Data Security, Health and Safety, and Equality and Diversity.

- **Supply Chain Partners** – Our partners will be responsible for generating referrals (directly and via referral agencies), formally accepting referrals from PP; delivering the customer journey (including initial contact within 5 days of referral, one-to-one assessment within 10 days, agreeing an Individual Action Plan, ensuring that customer needs are met and barriers to employment addressed directly or by specialist providers (providing appropriate support pre-and post-employment); delivering within the SG standards for quality, security and keeping evidence of outcomes; and providing such evidence to PP and the SG as required. Partners bring with them their own local suppliers and through a local budget, flexibility to buy additional services from smaller, VCSE organisations.
- **Specialist Support Providers (SSP)** – Our partners have been chosen for their existing links with SSP's, responsible for providing specialist interventions and services to meet specific customer needs. Each partner will be responsible for managing the co-ordination of these services, supporting effective integration and partnership working at a local level. This will be prudent for the Intense Service Strand delivered by Remploy, who have built relationships with partners such as Christians Against Poverty; Turning Point Scotland, and; Barnardo's, and will bring this network to the delivery of FSS. Staff already situated in Glasgow for NEA have already sourced 50+ SSP's delivering services addressing FSS customer barriers such as: Glasgow City Council; Enable Scotland, and SACRO.

Why our Delivery Structure is the Best Approach for Customers

- It offers a **local service** delivered by local Scottish providers who are experts in supporting unemployed individuals and those with health conditions (including mental health) situated in Glasgow to move towards work. Our delivery partners understand the challenges / opportunities in Glasgow and already have solutions in place to overcome them. They are also locally embedded with a range of relevant stakeholders (e.g. Momentum attend Employability Forums such as Elevate to share good practice and increase awareness of customer needs). Their delivery of FSS will build on this to offer a high quality, appropriate and integrated from service commencement.
- It will benefit from **contract and performance strengths** of the highest performing Work Programme provider nationally. PP have proven ability in co-ordinating both direct and supply chain delivery to achieve results. This includes our performance management and IT systems, our financial strengths, the support we offer our supply chains to help them grow and improve, our ability to co-ordinate engagement with employers and our drive to better integrate funding, services and providers to deliver stronger outcomes for our customers.
- It provides **dedicated provision** for customers that fall within each of the three Service Strands, with a combined 140 years' experience of Scotland delivery shared amongst our partnership, with Remploy bringing their 72 years of experience delivering labour intensive support for customers with major employability barriers to the ISS.
- **Full geographic coverage** offering 10 fixed delivery premises and access to 50+ outreach locations, allowing us to meet the needs of hard to reach participants.
- **Strategic integration** with other public services, including co-location of premises. These public services include: Credit Unions; Grand Central Savings; Scotcash; Citizens Advice Bureau, and; the Scottish Association of Law Centres.
- **SSP's** to meet the needs of all customer groups across all three Service Strands, such as RNIB, Actions for Hearing Loss, SamH and Apex Scotland.
- **Strengthening local agencies** through transparent dealing with partners and using our financial strength to support a payment regime that recognises the real issues for SMEs and the third sector in financing welfare to work programmes. As part of our NEA delivery, we have supported the creation of 693 businesses in Glasgow, with 79% sustaining for 6 months.
- **Adding value to the local labour market** by driving our partners to improve their performance through benchmarking, competition, shared staff development, promotion of Sector Work Based Academies to fill local job gaps, and sharing best practice by utilising PP expertise in rapid mobilisation and partnership management. On our Work Programme contracts, we provide training and tracking and claims processes to several smaller

partners, observing a marked increase in performance outcomes.

- **Bringing together health, employment, enterprise and skills specialisms** into one model will enable us to share expertise across our partnership, improving overall delivery. Momentum, for example, will offer health related advice and guidance to partners working with ISS customers across Glasgow (e.g. case conferencing, telephone triage meetings, providing assessment guidance and supporting employer engagement), whilst Remploy can provide coaching in IPS and supported employment delivery.

Working with Delivery Partners to meet all Customer Needs

All partners are aware of the barriers faced by different groups (e.g. those with disabilities and physical impairments, mental health issues, drug/alcohol dependence, ex-offenders and lone parents) and are conscious that in times of economic recessions these barriers can increase. The Lennox Partnership have experience working with hard to employ customers thanks to their delivery of STRIVE, a programme dedicated to moving customers struggling to find work on the Work Programme into employment through a 10-step programme focusing on confidence building and core employability skills.

PP will co-ordinate and work with our partners to ensure we collectively meet the needs of all customers situated in Glasgow. This will be the responsibility of our Service Manager, who will:

- Meet with our partner's SMT monthly to review performance against agreed target, as defined in the partnership and Service Level Agreements.
- Conduct weekly face-to-face meetings / conference calls with partner delivery teams to review caseloads, monitor emergent themes and identify any issues with regards to customer support and generating solutions.
- Operate informal day-to-day communications with delivery partners via telephone and email.
- Facilitate and deliver quarterly forums with all partners (including SSP's) and relevant external stakeholders (e.g. community mental health teams, disability advocacy groups, JCP) to discuss any changes in customer needs amongst groups, or areas (e.g. due to evolving employer requirements and Lot priorities, or shifting demographics).
- Manage online partner forms containing best practice methods to address different needs, catalogues of preferred SSP's and community based provision.
- Brokering access to specialists within our delivery partnership. As an example, Momentum specialise in providing rehabilitation services and supporting clients with acquired brain injuries, but have since expanded their services to support pan disability. They have always closely aligned their employment support work with related health and rehabilitation services, and bring with them a wider network of community based services (e.g. Yoker Resource Centre) that engage with disabled people. PP will deliver all elements of self-employment support required by FSS across Glasgow, drawing on 25 years' experience of supporting Business Start-Up initiatives (we are currently ranked 1st in every metric of our NEA contract).
- Support delivery partners to establish integrated working arrangements with SSP's (e.g. co-location, joint delivery and/or individual case conferencing) to improve the availability and accessibility of services to address FSS customer needs and reduce service duplications (e.g. customer undergoing multiple referrals having to explain their situation multiple times).

Supporting this, our MI System JMS will facilitate integrated working across our supply chain through the collation of customer information, caseload sharing, tracking and outcome data, and stakeholder activity. This system also supports our complaints and escalation process, with complaints recorded and monitored through Business Support St Helens, ensuring complaints are raised and responded to within the deadlines required by the SG.

Appendix 1 to Q.1.1.5 to Part 4 - Technical Response				
ORGANISATIONS PROPOSED TO DELIVER SPECIFIC ELEMENTS OF THE SERVICE				
	DETAILS OF ORGANISATION (including name and email address of your main contact from your sub-contractor/partner organisations)	Type of Organisation (e.g. public, private, voluntary sector, Social Enterprise, Supported Business) please also indicate which are SMEs	ELEMENT(S) OF PROVISION TO BE DELIVERED	PERCENTAGE OF OVERALL DELIVERY
	Begin by including your own organisation			
PeoplePlus	Debra Jackson, Director of Business Development, debra.jackson@peopleplus.co.uk	Private Limited Company	End-to-end customer journey for customers on the Core and Advance Strands Full contract management; management and monitoring of subcontractors performance; relationship management of Scottish Government, strategic partners and key stakeholders.	35.5% (Core and Advance Strands)
Remploy	Matthew Lancashire, Scotland Director, tender.tracking@remploy.co.uk	Private Limited (30% employee owned)	End-to-end customer journey for customers on the Intense Service Strand	100% Intense Service Strand
Momentum	Steve Black, Head of Operations, sblack@momentumuk.org.uk	Charity	End-to-end customer journey for customers on the Core and Advance Strands	37% (Core and Advance Strands)

The Lennox Partnership	[REDACTED] Partnership.org.uk	Private company limited by guarantee without share capital	End-to-end customer journey for customers on the Core and Advance Strands	27.5% (Core and Advance Strands)
RNIB	[REDACTED]	Charity	Specialist End-to-End for customers with visual impairments	Not Applicable
Action on Hearing Loss Scotland	[REDACTED] hearingloss.org.uk)	Charity	Specialist End-to-End for customers with hearing loss	Not Applicable
SAMH	[REDACTED] samh.org.uk)	Charity	Specialist call off intervention for customers with severe and enduring mental health issues	Not Applicable
Apex Scotland	[REDACTED]	Charity	Specialist call off intervention for customers with offending history or at risk of re-offending	Not Applicable

1.1 Service Requirements

Question 1.1.8: Supply Chain Management

Question Weighting 0%

Please describe what support you will provide to your delivery partners; Supply Chain; or consortia members in return for any management fee detailed in the Excel spreadsheet (**Note do not make reference here to any amounts or percentages in relation to this fee**).

Word Limit: 750

Question 1.1.8 Response

Our Supply Chain support offer: Our robust and fully-audited Supply Chain Performance Management Framework provides Supply Chain partners with proven effective and efficient tools, systems, processes and resources to maintain their provision and service quality, whilst also improving performance. As stated in our latest Merlin Standard assessment report (2016), "A high proportion of partners believe that they gain value for money for the management fee". Our support offer for this management fee includes:

- **Single Point of Contact:** All Supply Chain partners (SCPs) have a direct and open communication line with the assigned Business Manager for their area and the PeoplePlus (PP) Service Manager (SM). This proven and tested approach ensures supportive and positive business relationships are built and maintained with our supply chain. Business Managers are responsible for all day-to-day operational activities and performance management/achievement, ensuring efficiency and value for money to the Scottish Government.
- **Access to Shared Resources:** All SCPs will adopt our Management Information System – JMS, providing access to electronic case management, real-time service tracking and accurate reporting. Through JMS, daily quantitative and qualitative MI analysis (at sub-contract and delivery site level) is distributed to all staff, highlighting performance risks and celebrating achievements. Access is also provided to a range of centralised resource that our Key Workers will utilise for IWS via SharePoint to support delivery such as equality and diversity calendar, posters and leaflets.
- **Shared Learning and Training:** PeoplePlus and SCPs have fair and impartial access to continuous professional development resources. Supply Chain Training Plans are aligned to service delivery objectives, placing obligations on SCP staff to: 1) meet/maintain basic competency standards in Diversity and Equality, Prevent Duty, Complaints/Escalation, and Safeguarding, and; 2) Invest in and develop skills and service capacity (e.g. Disability Awareness, Mental Health, customer disclosure of health conditions). In support of this, face-to-face training courses are either delivered by PeoplePlus personnel or a Supply Chain member - whichever is best for our partners, or supplemented by: policies available on SharePoint; five-minute bite sized training activities; and e-learning.
- **Business Innovation Board:** SCPs are invited to consult during the design of systems and processes, ensuring a diverse and representative view. Where relevant this includes review of delivery issue logs and partner focus groups. We also share, develop and agree improvements/adaptations; plan and agree trials/pilots and evaluation strategies for emerging issues/sectors; and identify any new partner call requirements.
- **Monthly Partner Monitoring Review:** SCPs are required to complete a standardised monitoring report prior to this meeting to evidence performance against agreed KPIs/targets and contract compliance (e.g. data security and legislation). The SM then utilises the report to define and agree performance forecasts and requirements for the following month. Where performance/service risks are identified, improvement/development plans with corrective actions and review measures are agreed.
- **Quarterly Contract Monitoring Review:** Meetings run by our SM, and attended by our SCPs, through which a full delivery review is conducted, including: 1) performance targets

and forecasts are aligned to contract measures/targets; 2) minimum performance and service level results are agreed upon; 3) compliance checks are conducted (to include data security and audit/self-assessment findings); and 4) business health checks to identify any additional support required to improve partner sustainability. This meeting is also used to share service development and innovation; review customer feedback/satisfaction analysis; recognise best practice and reward performance excellence. We measure effectiveness in line with the Merlin Standard, through customer satisfaction surveys and using analysis to inform future improvements.

- **Site Visits:** The SM supported by the PP Quality Assurance Advisor will conduct monthly observations with supply chain partner staff (more frequently if necessary), the visit will also cover health and safety, safeguarding, training and CPD; producing improvement plans as necessary.

Continuous Improvement: We perform an ongoing review of supply chain management, identifying improvement opportunities and required corrective actions to ensure practices evolve in line with changing customer and commissioner requirements. To ensure partners continuously build capacity, capability and provide a consistent, high-quality and high-performing service, we will implement:

- Best practice workshops and **Business Innovation Board** meetings to share best practice and develop collaborative solutions to delivery issues;
- Reassignment of referral volumes to support improvement focussed activities;
- Assigning PP staff to mentor partners;
- Reassessment of Skills and Role Assignment/SLA agreement;
- Staff secondments and job shadowing of high performing staff;
- Staff Training and development (e.g. refresher training, work process reviews);
- Business function support from PP support services (e.g. HR, finance);
- Staff away days to refocus and motivate management staff.

1.1 Service Requirements

Question 1.1.9: Delivery Locations

Question Weighting 15%

Please provide details of all proposed delivery sites and explain how you and your consortium and/or supply chain members will provide accessible locations across the Lot.

Your response must include a rationale for your approach, outlining what you have taken into account in terms of the needs of the target Customer groups and engagement with local partners and organisations. Your response must detail, but not be limited to:

- Why and how the proposed delivery locations will provide full coverage;
- Provide evidence to show how Customer needs have been addressed in proposing this approach;
- Demonstrate how will you ensure that the needs of all Customers are met in each site e.g. those who require the provision of specialist equipment, childcare responsibilities, etc. and details of any reasonable adjustments that you will be making to allow access to the provision by disabled people;
- Please also describe the transport links and accessibility arrangements for your delivery sites; and
- If you intend to use existing premises, please explain how this would fit with their current use and confirm that they have sufficient capacity. Alternatively, where new premises are proposed, please give an indication of timescales required to secure these premises and outline your contingencies should the premises not be available from the commencement date.

Please complete **Appendix 2** (Question 1.1.10 to 1.1.11 on PCS-T) as part of your response to provide details on:

- Where the delivery premises will be sited (with addresses where available);
- Any co-location sites, with an explanation of why you consider that this/these location(s) are suitable for Service delivery;
- What facilities will be available at this/these location(s) (e.g. number and type of rooms, welfare facilities, ICT, equipment etc.); and
- Confirmation that delivery premises will comply with the Equality Act 2010.

Word Limit: 2000 (plus Appendix 2)

Question 1.1.9 Response (and 1.1.11 for Appendix 2 upload on PCS-T)

Why and how our proposed delivery locations will provide full coverage

To ensure we provide full coverage of Lot 1, Glasgow, our strategy is to:

- **Deliver through a large network of easily accessible, high quality main venues** – Our supply chain of end-to-end delivery partners have a network of over 10 fixed and 50+ outreach premises. These are situated close to where higher volumes of customers live and provide a full range of consultation, job-search and training facilities, plus 1:1 meeting rooms and configurable communal areas. They include premises situated close to JCP offices that we expect to receive the highest number of referrals from (e.g. Maryhill,

Springburn and Govan). We will operate from the centre outwards from our main PeoplePlus office, simplifying the customer engagement and travel aspects of FSS as all customers will be within 15 minutes of accessing our services, thanks to our pan Glasgow presence. In Springburn, for example, there is a concentration of 13.4% claimants, so we have prioritised this as a delivery site, similarly for Govan where 11.8% of all claimants are based (a breakdown of our delivery network is attached as Appendix 2 – Delivery Locations).

- Invest in outreach delivery to take Fair Start into local communities** – As mentioned above, our partnership has a network of 50+ outreach locations with service level agreements already in place to deliver FSS from the service commencement date. Outreach locations will enable us to deliver all aspects of the customer journey (detailed in 1.1.4 and 1.1.5) from local community venues within key neighbourhoods in a familiar environment for customers at a frequency appropriate to customer demand. Momentum, for example, run events at the Bridgeton Community Campus and Carlton Centre, visiting elderly residents and offering health and fitness advice. Supplementing this, they run their own mini bus services to take their customers cycling, canoeing and hiking, increasing their outreach capabilities. To better meet customer needs for the Advanced and Intense Service Strands, our partnership has engaged with specialist services to agree co-location arrangements with specialist disability, mental health, drug, alcohol and homeless organisations including Trussell Trust NW Foodbank in Anniesland, Maryhill and Drumchapel and Glasgow Centre for Inclusive Living situated in Glasgow East, a key area of deprivation in Lot 1. This approach provides us with maximum flexibility, minimises customer travel time and is particularly appropriate to Intense Service Strand customers, who may not feel or be able to venture far from their homes. To tackle this key issue, where appropriate we will also provide home visits.

How customer needs have been addressed in proposing this approach

We have taken into consideration the needs of customer groups in Glasgow who require the following specific requirements:

- Customers living in urban locations** – The large number of support organisation available across Glasgow can make engaging with the labour market a minefield for the long-term unemployed, who will require a guiding hand to choose the support best suited to their individual needs. To prevent customers from falling through the system, we will conduct home visits and provide local mini bus (courtesy of Momentum) and taxi services. In between face-to-face appointments, customers will be able to maintain contact with their Key Workers through pre-booked teleconferences and informal catch-ups using a Freephone number. Additionally, customers can access MyTime, our mobile phone App linked to our online customer portal, enabling customers to access job-search and training activities from home or community facilities, at their own convenience. We will also signpost customers to out of work activities (e.g. leisure and sport facilities such as Emirates Arena) to tackle health issues common amongst the priority customer groups situated in Glasgow.
- Customers with complex barriers to work** – Reciprocal co-location arrangements with specialist service provisions will enable customers to access services conveniently from a single site. It will encourage joined-up working between supply chain members and offer a user-friendly service for customers. This will be particularly important in Drumchapel and Yoker, areas where multiple and complex barriers to work are most common, and for customers being put through the Advanced and Intense Service Strands.
- Customers with disabilities** – All premises will be accessible and appropriate for customers with disabilities, and will comply with the Disability Act 2010. This includes selecting delivery sites that offer step-free access, ensuring that accessibility of all rooms, reception areas, doors and emergency exits, outdoor areas, corridors, staircases and lifts, and welfare facilities meet the needs of all staff and customers in providing for example; clear signage, non-slip flooring, suitable lighting, seating, wheelchair access, handrails and

suitable decoration. We recognise that for customers with mobility issues and mental health issues such as anxiety or stress, it may be necessary to conduct appointments closer to where they live and in more familiar settings. Our outreach and home visit proposals will support this. These features will be particularly important for customers in the Intense Service Strand, and we have contracted with disability expert Remploy to support delivery of end-to-end services for this group.

- **Customers with caring responsibilities, including lone parents** – There are 5,380 lone parents situated in Glasgow and a further 9,400 people with caring responsibilities, together making up 3.5% of Glasgow's claimant population. To ensure we meet the needs of customers with childcare needs, we will: ensure parents can access services during school friendly hours; tailor the customer journey to accommodate parent responsibilities wherever possible; assist customers with finding and accessing suitable and affordable Ofsted registered childcare and GCC childminding approved list. Key Workers will be responsible for assisting customers with finding/accessing suitable and affordable care support.
- **Customers from BAME communities** – Though most of Glasgow's population is comprised of White people of Scottish, British and Irish Origin (81.4%), there remains a significant number BAME people in Glasgow (7.1%) of Glasgow's population, with most of the BAME population situated in South Glasgow. To effectively engage and support different BAME customer groups, we have signposting protocols in place with organisations based in the heart of these communities (e.g. Glasgow Life). We will ensure that sites respect cultural sensitivity where appropriate and all staff will be fully trained, to ensure they understand and respect cultural and religious differences. In addition to our supply chains direct expertise of supporting marginalised groups, our premises strategy provides each access to support services (e.g. through co-location arrangements with third sector organisations throughout Glasgow through the Open Doors Partnership, which The Lennox Partnership is a member of), including specialists supporting other socially excluded or marginalised groups such as ex-offenders and refugees).

Ensuring the needs of all Customers are met in each site

We have set clear minimum standards for all permanent delivery sites to ensure that the customer experience is of the highest possible standard. These minimum standards stipulate that all permanent premises must include: a wide range of free and available job-search facilities including computers with broadband access, fax machines, telephones, trade journals and newspapers, training rooms suitable for group work, private rooms for sensitive discussions, space to host staff from referral partners, and disabled access. Before the initial induction interview, each Key Worker will contact the customer via phone to discuss any specific needs and ensure arrangements are put in place to accommodate them. The initial interview will explore these needs in more detail, identify any further requirements and put reasonable adjustments in place. This may include:

- **Adapting site layout** - to accommodate specific needs, e.g. moving work stations to accommodate wheelchair access.
- **Opening hours** - extended and varied opening hours across our delivery sites to accommodate priority customer groups such as lone parents and those with caring responsibilities.
- **Childcare needs** - we will build up working relationships with local childcare facilities to make it easier for parents to access our services.
- **Specialist support** – arrangement for specialist and/or statutory provision specific to a customer to co-locate or attend our premises on a drop-in basis with the customer (e.g. social workers).
- **Specialist equipment** – in line with FSS requirements, we will provide sensory and communications equipment (e.g. hearing loops, adjustable workstations, large keyboards through our links with The Scottish Braille Press).

Local transport links and accessibility arrangements

Glasgow has the highest traffic volume of Scotland's local authorities with 41% of Glaswegians commuting to work by car (as driver or passenger), 30% by public transport (e.g. bus, train, underground) and 27% walking or cycling to work. The Glasgow Health Commission has concluded its investigation into the city's health and determined the following recommendation concerning transport in Glasgow: supporting green travel plans; shifting emphasis and resources towards, safe, active and sustainable modes of transport, and; creating mandatory 20mph zones in residential areas, in keeping with the Scottish Government's environmental policy. A Glasgow Cycle Plan exists for the period 2010-2020 and there is an ongoing Health Inequalities Impact Assessment of the Cycling Plan. We will support the marketing and engagement with this plan to contribute to Glasgow's overall health and wellbeing, a key issue to tackle for Lot 1, in addition to that of FSS customers.

Glasgow also has extensive bus and train/underground services. These services are frequent and lie within 15 mins of all our delivery locations, our partner premises and the closest JCP offices. The extensive suburban network of trains covers the entirety of Glasgow, with an underground line (The Subway) that serves 15 stations in the centre, west and south of Glasgow. The train network connects with the Subway at Buchanan St underground stations, next to Queen St over ground stations, and St Enoch underground station, near Central railway station. We have established links with the SPT to learn more about prices, combined tickets and discounts that can be offered to our customers.

Use of existing/new premises

Utilising three key partners, we will deliver 35.5% of the Core and Advanced Strands for FSS (with Lennox delivering 27.5% and Momentum the remaining 37%). Completing our offer, Remploy will deliver 100% of the Intense Service Strand (and report to us monthly to accurately monitor delivery of customer requirements). In the main, these partner premises are currently used to deliver Work Programme/Work Able services. As Fair Start will replace these provisions, we can guarantee they have adequate capacity to overachieve against FSS volumes without impacting on other service delivery. All delivery partners manage their premises in a way that allows for referral spikes and the introduction of new service delivery. We have analysed the capacity of each of our proposed delivery sites (including that of SCPs) against expected referral flows and can confirm that we could accommodate a 10% increase on our proposed referral volumes, without needing to source additional delivery locations.

Placing new contracts into existing centres cuts down on overall running costs, allowing us to deliver an excellent service providing value for money. All our proposed FSS premises are: fully equipped with all the necessary equipment to meet the requirements of the provision; can accommodate fluctuation in referral volumes; satisfy all legal, welfare and accessibility requirements, and; will be ready for delivery within 2 weeks of contract award.

We do not foresee any issues with our premises being ready for go-live, however, to provide further assurances to the Scottish Government, we have sourced contingency premises for each of our delivery sites. These are detailed in our Business Continuity Plan and include, for example, Maryhill Community Education Centre providing contingency for Maryhill Community Central Hall, and Knightswood Community Centre providing contingency for Netherton Community Centre. We have spoken to the landlords for each of our contingency premises to confirm costs and set up timescales; all premises fall within our budgeted costs for FSS delivery and can be set up for delivery within 1 month and within the six-month contract implementation period.

Q.1.1.11 – Delivery Locations - Appendix

Organisation Name(s) (including Subcontractors, Specialist and ad-hoc)	Key Delivery Location(s) (including Outreach locations)	Facilities Available	Public Transport links	Confirmation that delivery premises will comply with the Equality Act 2010
The Lennox Partnership	Ground Floor, Carus House, 201 Dumbarton Road, Clydebank, G81 4XJ	2 large training rooms, 1 small training room, a fully equipped IT training hub, counselling rooms and kitchen	Main bus route from Glasgow and 15 minutes from Dalmuir and Clydebank Train Stations	DDA compliant
The Lennox Partnership	Yoker Community Campus, 10 Kelso Place, Yoker, Glasgow, G14 0LL	Training rooms, IT suite, 121 rooms, kitchen	Excellent bus/train links. Premises are within 3 miles of geographical coverage (for Lennox) - Anniesland, Drumchapel, Maryhill, Partick JCPs	DDA compliant
The Lennox Partnership	292-315 Maryhill Rd, Glasgow G20 7YE Outreach	Training rooms and 121 available to book	Excellent bus links, can service Maryhill and 1.5 miles from Anniesland JCP	DDA compliant
The Lennox Partnership	Partick Burgh Hall, 9 Burgh Hall St, Glasgow G11 5LW	Training rooms and 121 available to book	Excellent bus links, walking distance from Partick JCP	DDA compliant

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Momentum	The White Studios room 203 and 206, 62 Templeton St, Glasgow G40 1DA	Training rooms, 121 rooms, kitchen	Good transport links by bus	DDA compliant
Momentum	Suite 38 and Suite 5, Garscadden House, 3 Dalsetter Crescent, Glasgow G15 8TG	Training rooms, 121 room and kitchen facility	Excellent bus/train links	DDA compliant
Momentum	3/5 Kelso Place, Yoker, Glasgow G14 0LL	Training rooms, IT, 121 rooms, kitchen facility	Excellent bus/train links	DDA compliant
Momentum	Rooms F29,27 & 28, 1-15 Main Street, Cambuslang G72 7EX	Training room, 121 rooms, IT and kitchen facility	Excellent bus/train links	DDA compliant
Momentum	Pavilion 7 Watermark Park, 325 Govan Road, Glasgow G51 2SE	Training room, 121 rooms, IT and kitchen facility	Excellent bus/train links	DDA compliant
Momentum	15 Outreach centres throughout Glasgow where Momentum run The Bridging Service	With rooms for hire	Excellent bus/train links	DDA compliant
Remploy	Ground Floor, 145 St Vincent Street, Glasgow G2 5JF	Training rooms, interview rooms, job-search areas	Multiple bus routes within 5 minutes walk	DDA compliant

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Remploy	The Princes Trust Wolfson Centre, Cumbrae House, 15 Carlton Court, Glasgow G5 9JP	Training room,121 area, kitchen facility, Samsung Digital Suite	Multiple bus routes within 5 minutes walk	DDA compliant
Remploy	10 locations - All Jobcentre plus sites who allow us to speak to customers 1-1 in their offices. Anniesland G13 1HT, Bridgeton G40 4AZ, Castlemilk G45 9AA, Drumchapel G15 7TG, Easterhouse G34 9DR, Newlands G43 1SS, Laurieston G41 1PW, Maryhill G20 9DH, Parkhead G31 5NW, Patrick G11 6QN	Interview room	Multiple bus routes	DDA compliant
PeoplePlus	PeoplePlus, Baltic Chambers, 2nd floor, 50 Wellington Street, Glasgow, G2 6HJ	2 large training rooms with IT section and other with one to one area. 1;1 room and kitchen facility	excellent transport links from all Glasgow JCP areas to city centre by Bus, rail or underground	DDA compliant -lift for disabled from pavement level via cafeteria in ground floor of building
PeoplePlus	Outreach: Pollokshields Community Centre, 15 Kenmure Street, Glasgow G41 2NT	Training room for group delivery	accessible by bus and underground closeby	DDA compliant
PeoplePlus	Outreach: The Pearce Institute, 840 Govan Road, Govan, Glasgow G51 3UU	Boardroom for group training or hotdesk facility for 1:1 meetings	accessible by bus and underground closeby	DDA compliant
PeoplePlus	Outreach: Castlemilk Community Centre, 121 Castlemilk Drive, Castlemilk G45 9UG	Cafe or lounge area for 1:1 meetings and or	good transport links by bus	DDA compliant

1.1 Service Requirements

Question 1.1.12: Stakeholder Engagement

Question Weighting 10%

Please provide a draft Stakeholder Engagement Plan, as detailed in Appendix 3 as part of your response (Question 1.1.13 to 1.1.14 on PCS-T). The Plan will be further developed with Scottish Government post contract award.

Please describe how you will deliver the actions outlined in your Stakeholder Engagement Plan for the relevant Lot. In particular, you must describe your approach to the following as part of your Stakeholder Engagement Strategy:

- Engaging and working effectively and collaboratively with the external stakeholders and local stakeholders (including community and voluntary sector organisations) to maximise Customer referrals to the Service, maximise Customer outcomes; ensure effective on-going relationships with all key stakeholders throughout the life of the contract;
- Explain how you will determine which local stakeholders you will engage with, and describe the ways in which you plan to engage with stakeholders and whether these approaches are different from how you currently engage with them;
- The interventions, timelines/frequency of engagement, delivery methods of engagements and communications; and
- How you will work with the management teams of any consortium and/or supply members.

Word Limit: 1500 (plus Stakeholder Engagement Plan, Appendix 3)

Question 1.1.12 Response (and 1.1.14 for Appendix 3 upload on PCS-T)

Effective engagement and working collaboratively with stakeholders

Our Stakeholder Engagement Strategy has been developed to reflect how we will meet the requirements of Partnership, Integration, Alignment and Employer Engagement detailed within the contract specification. Our approach focuses on building sustainable relationships with all key local stakeholders detailed within our Stakeholder Engagement Plan (e.g. SUSE via Momentum and the Centre for Mental Health to ensure our delivery model remains current). This plan will undergo a process of refresh every three months, to reflect the developments in stakeholder integration and the expansion of relevant stakeholders supporting engagement and outcomes. Our approach to building sustainable supply chains is strategic, graduated and sustained; built on our experience of delivering DWP's Work Programme (WP), NEA, and Pathways to Work. Our Employer Relationship Officers (EROs) will utilise our Stakeholder Engagement Framework to map, plan and co-ordinate stakeholder activity, ensuring a consistent focus across the totality of Glasgow. This will identify all relevant employment and health stakeholders, (e.g. SamH, RNIB, BEMIS, Apex Scotland, and The Wise Group).

Maximising customer referrals

To maximise relevant referrals our approach includes partnership meetings, joint staff training, and co-location with Jobcentre Plus and other referral agencies (e.g. health providers, NHS Scotland, voluntary organisations, Skills Development Scotland, Glasgow City Council) to ensure we are delivering maximum exposure of the service. This approach feeds directly into our ability to deliver a high volume of relevant referrals from a broad range of services, thereby ensuring that participants referred to our provision are suitable for it. To better understand customer needs for Fair Start Scotland (FSS), we will share programme details with all referral agencies; success stories from similar programmes; programme literature to increase programme visibility; include stakeholders in delivery (e.g. case conferencing) to better secure their buy in (e.g. open dialogues with them in the first instance to better understand their perception of customer needs, resulting in

more accurately aligned services and processes to increase referral numbers). This comprehensive strategy will be evaluated through our own internal performance management systems, monitoring actual referrals against predicted profile. As part of quarterly Contract Performance Reviews, we will detail how our strategy is delivering not only strong customer referrals but also contributing to the Scottish Governments aims of encouraging partnership, integration and alignment. Effective engagement is achieved collectively through representative bodies (e.g. ERSA, AELP, Glasgow Chambers of Commerce) and key stakeholders such as Tomorrow's People, Samaritans, Learndirect and Energy Savings Trust.

Maximising customer outcomes

To maximise customer outcomes, we (and our delivery partners) have engaged with a wide range of stakeholders with the aim of providing the link between the current services for wider barrier removal, our customers and potential employment opportunities. We will ensure customer outcomes are maximised by:

- **Integration with relevant services** – a key factor in successfully delivering FSS will be our ability to mobilise a diverse supply chain including healthcare professionals, education/training providers, and other specialists, many of whom will be SMEs and VCSE organisations. The strategy these organisations fit into will be overseen by Integration Manager, who will provide the necessary direction on strategy, with locally embedded delivery partners implementing the strategy on a local level across Glasgow's 14 wards. Specific services relevant to the three Service Strands include: Core (e.g. JCP, SALC, Money Advice Service); Advance (e.g. Business Gateway, Princes Trust, Enable Scotland), and; Intense (e.g. Turning Point, Apex Scotland, Shelter Scotland, One Parent Family Scotland).
- **Collaboration** – our strategy places emphasis on collaborating with employers committed to our shared principles, aligned with the Fair Work Initiatives and our approach will be to embed employers within our stakeholder network, allowing them to access relevant Labour Market Intelligence and share best practice.
- **Co-design/delivery** – utilising local employers in the design of our FSS offer will inform both our and their own practices whilst collaboratively developing strategies to refer customers with the necessary levels of skill, motivation and barrier removal to secure sustained job outcomes. Successful outcomes for customers will be tracked using our JMS system, providing standard reports on demand and statistical data to review the success of our strategy in relation to customer outcomes. These reports will be shared through our supply chain.

Effective ongoing relationships

Ongoing relationship management is key to our strategy; maintaining monthly contact and feeding back on ideas, progress and evaluations (e.g. Glasgow wide stakeholder newsletters, forums and partnership boards). An example of success is Momentum's delivery of the Bridging Service, working alongside stakeholders such as the Glasgow Health and Social Care Partnership, Glasgow's Community Justice Authority and NHS seconded Occupational Therapists to move 300+ people with enduring health conditions closer to the labour market. Drawing on our partnerships experience of successful engaging stakeholders pan Glasgow, we will involve our partners Senior Management Team on contract review meetings to draw on their knowledge of FSS priority customers and implement changes to our delivery model as required. In this respect, we will maintain our reputation for overcoming and adapting to changing policy imperatives and labour market developments, to build common understanding, trust throughout our supply chain and sustainable relationships for the benefit of stakeholders and our customers.

Engaging stakeholders

Our Integration Manager (IM) and EROs have utilised a Stakeholder Engagement Framework to map, plan and co-ordinate stakeholder activity, ensuring a consistent Glasgow wide focus, marking a significantly different approach to how we've approached stakeholder engagement on previous contracts (e.g. Work Programme). To complement this, we have reviewed the FSS specification

and will; continually research the needs of priority customer groups; engage with local networks (e.g. Employment Support Scotland Network, One Parent Families Scotland, Elevate) to raise awareness of FSS; analyse Local Market Intelligence (e.g. ONS/NOMIS), and; enter discussions with current staff working throughout our delivery areas and those of our delivery partners. Once suitable stakeholders have been identified we use a broad range of engagement tools to facilitate successful relationship building, under the guidance of our EROs (e.g. representation in different partnership forums, attendance at key local community events, engagement through social media, direct targeting).

Interventions and methods of engagement

Informed by previous successful delivery, our Stakeholder Engagement Strategy describes baseline expectations regarding methods of intervention and methods/frequency of engagement, however, these methods and frequency are adapted to provide each individual stakeholder with the support and oversight required. Our approach is graduated to take account of points within contract delivery where more intense engagement may be required and where a lighter touch approach will yield similar results. For example, during the service design phase, our EROs used round table events, networking events and local contacts to identify suitable stakeholders and promote the future service to them. Once stakeholders have been identified, the frequency of engagement increases to ensure that all relevant stakeholders are in place in time for contract start. The frequency of contact with our stakeholders will depend on the relationship type (e.g. Key Workers will often be working with their opposite numbers in terms of case conferencing daily, those strategic/higher level relationships will be monthly). The owners of these relationships depend on the nature of the organisation. For example, employers are engaged through EROs; supply chain partners through our Service Manager (SM), and; services related to barrier removal such as financial or health are engaged through our IM. Our frequency and method of engagement is also informed by our rolling risk register. Where risks are identified, for example, low referral numbers from a cohort, our EROs escalate contact with necessary referral agencies linked to that cohort, increasing face to face meetings and marketing to address the shortfall.

Working with management teams

Our FSS Management Framework details how we work with our delivery partners is modelled against the Merlin Standard and Employability Scotland's Code of Conduct, and will be co-ordinated by our Service Manager (SM) for FSS, with input from our Delivery Partners. Our SM will act as a single point of contact, working with each partner's management team to offer continuity of advice and support (e.g. overseeing Remploy's engagement with specialist stakeholders to ensure their experience and skillset matches our requirements for Intense Service Strand delivery). Our due diligence process involves an in-depth assessment of each delivery partner (either our own or those of our delivery partners) to identify any support needs/issues such as; knowledge of unexpected programme developments (e.g. flux in referral volumes) which we will mitigate by maintain open and honest communications with all stakeholders, and; stakeholder dropout which we will mitigate by regularly involving stakeholders, keeping them abreast of the project status and benefits to give them a sense of ownership. Our SM will then apply development plans with implementation teams to address these, including for example; differentiated payment models (PbR/fixed fee) and management fees aligned to their ability to bear risk; support from our central teams (HR, marketing, finance, legal); template policies and procedures (e.g. Health & Safety), and; advice to obtain accreditations (e.g. Disability Confident), all improving supply chain readiness.

Key Stakeholder/Engagement Strategy Plan							
<p>This strategy must provide in sufficient detail the Service Provider's approach to engaging and working effectively with the internal and external stakeholders to maximise Customer outcomes. This strategy must also set out how the Service provider will achieve greater integration with local services and health provision and must include as a minimum : the interventions, timelines/frequency of engagement delivery methods of engagements and communications.</p> <p>The strategy must explicitly outline how the service provider will work with employers to:</p> <p>a) allow employers to feed into the program design and delivery.</p> <p>b) support and encourage employers to employ disabled people and those with health issues.</p>							
Internal Engagement: Lead Organisation							
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating	BBRAG Key: Blue – completed Black – deadline missed Red – not on track, actions in place but may be insufficient to get back on track Amber – not on track, actions in place to get back on track Green – on track
NEA Contracts / Delivery	Peopleplus Enterprise / NEA	Link to Enterprise teams to map self-employment related stakeholders and local knowledge. Plus internal management frameworks, advisors and support staff	Enterprise Director and FSS Service Manager	November 2017 and Ongoing			
Modern Apprenticeships and Training, Levy	Peopleplus Skills	Link and map all Skills related contracts, levy, apps	Skills Director and FSS Service Manager	November 2017 and Ongoing			

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Employer Engagement	ERM's and delivery partners	Link internally and start agreed employer engagement strategy across the region. Engage and meet key national accounts along with delivery partners	National Account Manager, ERM and FSS Service Manager	November 2017 and Ongoing			
Employability	Peopleplus Operational Teams	Map and organise cross referral/signposting arrangements with all Internal contracts and provision across the region, including:- Access to work contract	Operations Director and FSS Service Manager	November 2017 and Ongoing			
Central Functions- Legal and Contracts	PeoplePlus Legal Teams	Work with legal teams and Scottish Government on contracts. T & C's and partner flow downs	Governance Director and FSS Service Manager	October 2017 and Ongoing			
Central Functions- Marketing	PeoplePlus Marketing Manager	Develop pre agreement Marketing and Engagement strategy and timeframes with Internal Marketing team inline with bid and Scottish Government requirements	Marketing Manager and FSS Service Manager	November 2017 and Ongoing			
Central Functions- HR and Recruitment	PeoplePlus HR Manager	Assess Tupe situation, work with any outgoing incumbents where that contract has been deemed in scope, arranged measure letters, consultations and pre emptive recruitment campaigns when required	HR Director and FSS Service Manager	October 2017 and Ongoing			

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Central Functions	PeoplePlus Facilities and Estates	Review agreed number of premises and outreach and firm up agreed co-location arrangements across direct delivery and supply chain partners	Head of Property/Partner Leads	October 2017 and Ongoing			
Central Functions-Integration	PeoplePlus National Integration Manager	Service Manager to meet and agree timescales and continued next steps in Integration process	Integration Manager and FSS Service Manager	October 2017 and Ongoing			
Central Functions-Implementation Manager	PeoplePlus Implementation Manager and team	Service Manager to meet and agree timescales and continued next steps in Implementation process	Implementation Manager and FSS Service Manager	October 2017 and Ongoing			
Vacancies	Staffline and Brightworks (Recent Acquisition)	Link with PeoplePlus parent company Staffline Group to ascertain current level of vacancies, employers and progress agreed working relations	Skills Director and FSS Service Manager	November 2017 and Ongoing			
Central Functions-SMT	Peopleplus SMT	Operations Director brief all internal SMT members and central functions and work with PeoplePlus on all of the above	Ops Director and SMT members	October 2017 and Ongoing			

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Aligning Funding steams	All Partners	Check and confirm contractual restrictions and providing there are no contractual restrictions, support participants to access multiple funding streams wherever possible to ensure improved outcomes across services by checking all partners current contracts and resources. This is done through both working across internal programmes and working alongside partner organisations e.g. increased support with Job Brokerage, Rebuilding, Employability Fund, ILA, Career Guidance	Partner leads	October 2017 and Ongoing			
Internal Engagement: Delivery Partners							
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating	
E2E Partners	Remploy	Sharing best practice. Sharing stakeholder and employer relationships (vacancies). Establishing a collaborative strategy to integrate with local services with knowledge shared across the partner network	FSS Service Manager	January 2018 and Ongoing			

Technical Response Document

	The Lennox Partnership	Sharing best practice. Sharing stakeholder and employer relationships (vacancies). Establishing a collaborative strategy to integrate with local services with knowledge shared across the partner network	FSS Service Manager	January 2018 and Ongoing		
	Momentum	Sharing best practice. Sharing stakeholder and employer relationships (vacancies). Establishing a collaborative strategy to integrate with local services with knowledge shared across the partner network	FSS Service Manager	January 2018 and Ongoing		
External Engagement: Scottish Government						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating
Employment and Skills	Glasgow City Council	Set up a Meeting with Joanne Farrow Employability Learning Network Development Manager. Arrange follow up meeting with David Coyne Senior Policy Advisor Skills Development Scotland, discuss co-location and multi agency approach.	Operations Director	October - December 2017		

Technical Response Document

Economic Development	Glasgow City Council	Meet with head of Economic Development [REDACTED] & Economic Development Manager [REDACTED]	Operations Director	October - December 2017		
Procurement	Glasgow City Council	Follow up meeting with [REDACTED] Transformation Manager. Keep abreast of all future procurement opportunities	Operations Director & Integration Manager	October - December 2017		
Management Steering Group to include key contacts in SG	PeoplePlus and Partners	Agree reporting process back to SG	Integration Manager	January 2018 and Ongoing		
Work with SG on design of Segmentation Tool	PeoplePlus and Partners	Agree diagnostic assessment process and characteristics of customer strands	FFS Service Manager	Jan-18		
External Engagement: Jobcentre Plus / DWP						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating
DWP & JCP Engagement	DM's	Meet to agree data sharing protocols and key contacts	Operations Director	January - February 2018		
	Centre Managers	Meet to agree data sharing protocols and establish referral SLA	Integration Manager & FFS Service Manager	February - March 2018		

Technical Response Document

	DEA's	Round Table Event / relationship building / referral triggers	FFS Service Manager	February - March 2018		
Presentation and Q&A sessions with JCP staff re new FSS	PeoplePlus and Partners	Link with JCP Third Party Managers to arrange slots	FFS Service Manager	January to March 2018		
External Engagement: Strategic Partners						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating
Strategic Partnering	Public Health Scotland	Develop relationship, discuss partnership working in reference to Every Contact Counts initiative	Integration Manager	January to March 2018		
	Scottish Public Health Network	Develop relationship, regular attendance forums and events	Integration Manager	January 2018 and Ongoing		
	Glasgow Chamber of Commerce	Meeting Stuart Patrick, regular attendance at events	Integration Manager	January 2018 and Ongoing		
	JBG jobs in Business Glasgow	Meeting with Ivonne Hamilton to discuss partnership arrangements	Integration Manager	January / February 2018		
Strategic Employment Groups	ERSA - Scotland	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		

Technical Response Document

	Employment Support Scottish Network	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
	West of Scotland European Forum	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
	Glasgow Social Enterprise Network	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
	British Association for Supported Employment (BASE)	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
	Scottish Union of Supported Employment	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
	Quality Scotland Voluntary	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
	Community Learning and Development Network	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
	Elevate Glasgow	Regular attendance at forum and events	Integration Manager	January 2018 and Ongoing		
External Engagement: Employers						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating

Technical Response Document

Employer Engagement	All and new employers listed below	Arrange 'roadshow' of meetings with local employers, employer groups; Federation of Small Businesses, Chamber of Commerce; engage employers in design of programme/interventions/format for work trials	Delivery Team	January 2018 and Ongoing			
Disability Confident Employers	Halfords/ Securitas/ Palmaris / McGhees Bakery/ Marriott Hotel / On the Corner / Barnados	Arrange and attend regular meetings to include completion of Organisational Needs Analysis, co-design PET courses, identify employment and work experience opportunities	Delivery Team	January 2018 and Ongoing			
Retail & Customer Service	Aldi/ All Staff / CoOperative / Iceland / L'Occitane / Sainsburys / Savers / Tele-Performance/	As above	Delivery Team	January 2018 and Ongoing			
Tourism	Compass/ Driftwood/ Fifi and Alleys / Leven Valley / Pizza Hut / Taco Mazama/ Marriott/ Wetherspoons	As above	Delivery Team	January 2018 and Ongoing			
Logistics in Warehousing and Driving	All Staff / Apex Recruitment / Brightwork / Manpower Technical / Meridian Business Support /	As above	Delivery Team	January 2018 and Ongoing			

Technical Response Document

Construction	Amex Revruitment / Brightwork / EMTEC Building Services	As above	Delivery Team	January 2018 and Ongoing		
Health and Social Care	ASA Recruitment / Compcare / East End Carers / Green Cross Care Home/	As above	Delivery Team	January 2018 and Ongoing		
Financial and Business Services	All Staff / Dallas McMillan / MKD Marketing/ NHS / Unicom	As above	Delivery Team	January 2018 and Ongoing		
Volunteering / Work Placements	Glasgow Volunteer Centre / Yoker Resource Centre / 3D Project Drumchapel / NHS / Gardening Project Kingsway Court / Wood Recycling Project / Lifelinks	Secure ongoing pipeline of work placement opportunities	Delivery Team	January 2018 and Ongoing		
FSS Steering Group	All employers / JCP	Management steering group formed to include Employers/Employers Rep/SDS/JCP	Integration Manager	January 2018 & Ongoing		
External Engagement Third Sector Organisations						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating

Technical Response Document

Community Engagement	Glasgow Council for Voluntary Sector	Facilitate a Specialist Key Stakeholder Forum with all specialist partners. Seek co-location agreements within local community venues. Complete 1-2-1 follow up meetings to agree and sign a Memorandum Of Understanding. Upon contract award Service Level Agreement agreed, key details to include data sharing protocols for warm handovers and referrals	Integration Manager	January 2018 & Ongoing		
	Voluntary Action Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Infobase Glasgow	As above	Integration Manager	January 2018 & Ongoing		
	Scottish Waterways Trust	As above	Integration Manager	January 2018 & Ongoing		
	Neilston Development Trust	As above	Integration Manager	January 2018 & Ongoing		
	Whiteinch Centre	As above	Integration Manager	January 2018 & Ongoing		
	Connect Community Trust	As above	Integration Manager	January 2018 & Ongoing		
	Building Futures Scotland CIC	As above	Integration Manager	January 2018 & Ongoing		

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	Galgeal Trust	As above	Integration Manager	January 2018 & Ongoing		
	Glasgow Social Enterprise Network	As above	Integration Manager	January 2018 & Ongoing		
	Disability Alliance Scotland	As above	Integration Manager	January 2018 & Ongoing		
Engagement: Public Sector (e.g Health Services/Provision, Justice)						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating
NHS Scotland	NHS Greater Glasgow and Clyde	Develop relationship with Chair, attend Health and Wellbeing Forums	Integration Manager	January 2018 & Ongoing		
Health and Social Care Partnerships	Community Health Partnerships (CHPS) / Glasgow Health and Social Partnership	Attend Practioners Forum for Bridging Service and all other suitable Health and Wellbeing forum meetings. 1-2-1 Meeting with ██████████ Head of Health Improvements and Equalities	Integration Manager	January 2018 & Ongoing		
Mental Health Services	Local Primary Care Mental Health Teams	Develop relationship, co-location agreement, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Mental Health Network	As above	Integration Manager	January 2018 & Ongoing		

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	Scottish Association for Mental Health	As above	Integration Manager	January 2018 & Ongoing		
	Wellbeing Services - Glasgow Help	Utilise support tools available via directory of services	Integration Manager	January 2018 & Ongoing		
	Venture Trust	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Who Cares Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Support in Mind Scotland	As above	Integration Manager	January 2018 & Ongoing		
	See Me Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Penumbra	As above	Integration Manager	January 2018 & Ongoing		
	Flourish House	As above	Integration Manager	January 2018 & Ongoing		
	Forth Sector	As above	Integration Manager	January 2018 & Ongoing		
Physical Health / Disability in sensory	Pain Association Scotland	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Momentum	As above	Integration Manager	January 2018 & Ongoing		

Technical Response Document

	RNIB	As above	Integration Manager	January 2018 & Ongoing		
Active Scotland	Various depending on	Utilise support available via directory of services	Integration Manager	January 2018 & Ongoing		
Drugs and Alcohol	Glasgow Addiction Recovery Services	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Turning Point	As above	Integration Manager	January 2018 & Ongoing		
	FASS Glasgow	As above	Integration Manager	January 2018 & Ongoing		
	Glasgow Council on Alcohol	As above	Integration Manager	January 2018 & Ongoing		
	Addaction	As above	Integration Manager	January 2018 & Ongoing		
	Scottish Drug Forum	As above	Integration Manager	January 2018 & Ongoing		
	Northwest Recoveries	As above	Integration Manager	January 2018 & Ongoing		
Offending History	Apex	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	The WiseGroup	As above	Integration Manager	January 2018 & Ongoing		

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	Turning Point	As above	Integration Manager	January 2018 & Ongoing		
Probation / CJS / Youth Justice	SACRO	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
Geographical Mobility	Sustrans, Wheels 2 Work	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
Family Problems inc. DV, Childcare, LP, Relationship Support	Scottish Womens Aid	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	The Spark	as above	Integration Manager	January 2018 & Ongoing		
Food Banks	Trussell Trust Food Bank	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Glasgow NE foodbank	as above	Integration Manager	January 2018 & Ongoing		
BAME / Refugees / Asylum Seekers	Bridges Programmes	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Mary Hill Womens Group	As above	Integration Manager	January 2018 & Ongoing		
	Whiteinch Centre	As above	Integration Manager	January 2018 & Ongoing		
	Volunteer Centre	As above	Integration Manager	January 2018 & Ongoing		

Technical Response Document

Housing / Homelessness / HA's	Link Group Limited	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Move on	As above	Integration Manager	January 2018 & Ongoing		
	Shelter Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Southside Housing Association	As above	Integration Manager	January 2018 & Ongoing		
	The Marie Trust	As above	Integration Manager	January 2018 & Ongoing		
	Thenue Housing Association	As above	Integration Manager	January 2018 & Ongoing		
	Wheatley Group	As above	Integration Manager	January 2018 & Ongoing		
Young People	Young Scotland in Mind	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Tomorrow's People	As above	Integration Manager	January 2018 & Ongoing		
	Barnado's Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Bad Idea Digital	As above	Integration Manager	January 2018 & Ongoing		

Technical Response Document

	A&M Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Kibble	As above	Integration Manager	January 2018 & Ongoing		
	Princes Trust	As above	Integration Manager	January 2018 & Ongoing		
	Right Track Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Royston Youth Action	As above	Integration Manager	January 2018 & Ongoing		
	SWAMP	As above	Integration Manager	January 2018 & Ongoing		
Skills e.g. Sector Based Routeways Employability, Lit & Num, basic skills, Modern Apprenticeships SVQ's	Skills Development Scotland	Meeting to agree data sharing protocols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Community Renewal	As above	Integration Manager	January 2018 & Ongoing		
	LearnDirect	As above	Integration Manager	January 2018 & Ongoing		
	City of Glasgow College	As above	Integration Manager	January 2018 & Ongoing		

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	Glasgow Clyde College	As above	Integration Manager	January 2018 & Ongoing		
	Rosemount Lifelong Learning	As above	Integration Manager	January 2018 & Ongoing		
	Rathbone Training	As above	Integration Manager	January 2018 & Ongoing		
	WEA	As above	Integration Manager	January 2018 & Ongoing		
Carers	Glasgow Carers Centre	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Volunteer Glasgow	As above	Integration Manager	January 2018 & Ongoing		
	Carers Scotland	As above	Integration Manager	January 2018 & Ongoing		
Lone Parents	One Parent Families Scotland	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
Benefits Advice / Finance	CAB	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Money Matters	As above	Integration Manager	January 2018 & Ongoing		
	Citizens Advice Direct	As above	Integration Manager	January 2018 & Ongoing		

Technical Response Document

Worklessness	Community Renewal	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	A&M Scotland	As above	Integration Manager	January 2018 & Ongoing		
	Street League	As above	Integration Manager	January 2018 & Ongoing		
	Street Step	As above	Integration Manager	January 2018 & Ongoing		
Ex-Forces	Veterens Scotland	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	ABF	As above	Integration Manager	January 2018 & Ongoing		
	Combat Stress	As above	Integration Manager	January 2018 & Ongoing		
	Glasgow Helping Heroes	As above	Integration Manager	January 2018 & Ongoing		
	SAMH	As above	Integration Manager	January 2018 & Ongoing		
Troubled Families Scotland	One Parent Families Scotland	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	FARE	As above	Integration Manager	January 2018 & Ongoing		

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	Parent Network Scotland	As above	Integration Manager	January 2018 & Ongoing		
LD / SEND	Glasgow Centre for Independent Living	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Glasgow Disability Alliance	As above	Integration Manager	January 2018 & Ongoing		
ESOL	Glasgow and Clyde College	Develop relationship, data sharing procotols inc referral pathways	Integration Manager	January 2018 & Ongoing		
	Glasgow ESOL Forum	As above	Integration Manager	January 2018 & Ongoing		
	LearnDirect	As above	Integration Manager	January 2018 & Ongoing		
Marketing/Branding etc.						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating
Preparation of marketing material for FSS	PeoplePlus and Partners	Develop generic marketing material and/or customised local material	FFS Service Manager and Partners	January 2018 to March 2018		
Information Days	PeoplePlus and Partners	Events hosted at our Glasgow bases and other outreach centres. JCP offices, Health agencies etc.	FFS Service Manager and Partners	January 2018 & Ongoing		

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Fieldwork to promote FSS	PeoplePlus and Partners	Arrange visits to our network of referral agencies including Social Work, Colleges, JCP, Criminal Justice services, SDS	FFS Service Manager and Partners	January 2018 & Ongoing		
Inhouse awareness training to all staff	PeoplePlus and Partners	Workshop sessions for all staff and partners	FFS Service Manager and Partners	January 2018 & Ongoing		
Local Media Campaign	PeoplePlus and Partners	Secure a fixed term advertising campaign to promote FSS	FFS Service Manager and Partners	January 2018 to March 2018		
Additional Activities						
Activity	Key Partner	Actions To Achieve	Owner	Date to be Achieved	Progress	BBRAG Rating

1.1 Service Requirements

Question 1.1.15 Employer Engagement

Question Weighting 10%

Please provide an Employer Engagement Strategy tailored to the needs of the relevant Lot. Your response must include, but not be limited to, a description of your approach to the following:-

- Engaging and working effectively and collaboratively with the employers to maximise Customer outcomes and to ensure effective on-going relationships throughout the life of the contract;
- How you will achieve integration with local employer engagement strategies and services;
- The interventions, timelines/frequency of engagement, delivery methods of engagements and communications;
- How you will actively engage with employers to develop proposals that accurately reflect local needs and local labour market conditions;
- How you will work collaboratively with employers on an on-going basis to increase your labour market knowledge and secure sustained job outcomes for Customers; and
- How you will work with employers to promote the Scottish Government's Fair Work ambitions (see Question 1.7.1 of this Technical Response Form)

Word Limit: 1500

Question 1.1.15 Response

Our Fair Start Scotland (FSS) Glasgow Service Manager will oversee delivery of our Employer Engagement Strategy (EES). They will co-ordinate engaged approaches throughout our supply chain. Each partner will be responsible for building collaborative relationships with employers in the delivery sub-regions via Employer Relationship Officers (ERO). EROs will work closely with Key Workers, delivering place, train and support models necessary for Intense Service Strand customers.

Engaging and working collaboratively to maximise outcomes

We will engage employers by: developing existing relationships (our partners and current staff situated in Glasgow have already sourced 50+ employers relevant to FSS). In addition, our customers will have access to Staffline vacancies with Vion Food, Premier Foods, Hovis Duke and Gate Gourmet – all situated in Glasgow. Staffline have also recently acquitted Brightworks situated in Glasgow - who specialise in warehousing, manufacturing and distribution jobs. We will engage with local networks (e.g. Business Gateway, Glasgow Council for Voluntary Services); outbound calling activity; referrals and recommendations, and; respond to vacancy adverts. Planned activity is shown in Appendix 3 – Stakeholder Engagement Plan.

Examples of how we will collaborate with employers to generate outcomes include:

- **Co-designing/co-delivering Pre-employment Training (PET)** in partnership with employers with multiple vacancies. Training is tailored to job/sector requirements and where possible includes a period of work experience to enable customers to contextualise learning and employers to assess them in a real work environment.
- **Job Brokerage:** working with employers to understand individual recruitment requirements and develop bespoke packages of support, such as vacancy matching, pre-screening, candidate development, and other pre-qualifying activities, to ensure we only put forward well-matched, job ready candidates.

- **Hosting/attending Job Fairs and employer open days:** linking customers with employers directly to raise their awareness of employment opportunities available and provide an opportunity to showcase skills and abilities. Specific job shows across Glasgow include the Clyde Recruitment Fair and the Skills and Careers Fair at the Scottish Exhibition and Conference Centre).
- **Offering work experience, voluntary work and work trails:** supported opportunities for customers to develop their skills and confidence in a work environment, increasing the speed at which they become work ready. Opportunities will be linked to customer needs and aspirations, and reflective of the local labour market in Glasgow. Last year, Lloyds partnered with Remploy to offer disabled candidates meaningful work experience. To date, Remploy have placed 65 candidates into work placements at Lloyds Banking Group, with 38% finding subsequent employment with Lloyds or elsewhere. Lloyds are now investigating how they can maximise on recruiting disabled talent using the programme.

Integrating with local employer engagement strategies and services

Our EROs will be responsible for:

- Engaging with JCP weekly to identify opportunities and coordinate engagement.
- Participating in local Community Planning Partnership and Employment Partnership meetings to ensure involvement in co-ordinated approaches.
- Collaboration with other agencies such as The Lennox Partnership's membership of the Open Doors Partnership (which includes third sector organisations throughout Glasgow).
- Working with Council led employment teams and local job shops (e.g. Jobs in Business Glasgow) to co-ordinate activities.
- Identifying local incentives and funding streams to support employments to recruit FSS customers (e.g. SDS funded Employment Recruitment Incentive).
- Maximising the opportunity for collaborative responses to inward investment and regeneration activities. Momentum are already running projects at Bella Houston Park allotments, running a Community Janitors Project funded through local housing association, and simultaneously moving customers towards work whilst rejuvenating a deprived area.

Interventions, methods and frequency of engagements

We will deliver a programme of employer engagement activity that will include: monthly breakfast meetings in collaboration with the local Chamber of Commerce / employer network groups; quarterly emails to all our employer contacts with success stories and employer case studies to promote FSS; a dedicated employer section on our website, with pages dedicated to recruitment support, workforce development, supported employment models and apprenticeships, and; maintain an active presence on social (e.g. LinkedIn, Twitter).

Once engaged, we will complete an Organisational Needs Analysis (ONA) to determine recruitment needs, the type of interventions and support we will deliver, and the frequency and method of communication. This will be recorded in an individual strategy bespoke to each employer and held on our CRM system. Maintained and updated monthly as a minimum, this acts as a record of activity, detailing contact preferences, last contact dates, interventions delivered, collaboration activity completed and customers placed. This will support the effective communication with employers and enable any member of our delivery team to pick up the relationship with an employer (e.g. in the event of unexpected staff absences, staff turnover).

Supporting this direct recruitment activity, interventions will include: training needs; disclosure advice sessions on recruiting individuals with convictions; disability awareness; occupational health information; signs and symptoms of stress; advice on employing customers with specific barriers (e.g. lone parents, long-term unemployed, young people). When not involved in a collaborative recruitment campaign with an employer, EROs will maintain direct communication (bi-monthly for large employers, quarterly for SMEs and annually for micro-employers as a minimum). This will be conducted through an appropriate mixture of telephone calls/digital conferencing, emails, face-to-face meetings and site visits.

Reflecting local need and labour market

Needs will be identified by: day-to-day engagement between our staff and local employers; our employer ONA process; reviewing existing skill levels, qualifications, experience and competencies; reviewing the local employment strategies and priorities of Glasgow City Council; researching other relevant labour market information sources and similar data (e.g. ONS, NOMIS), and; direct engagement with other relevant stakeholders (e.g. Scottish Chambers of Commerce, Federation of Small Businesses Scotland).

This will help us identify the current and future skills needs and gaps faced by employers and the practical/environmental barriers faced by FSS customer situated in Glasgow. This understanding will be reflected in our delivery strategy: offering scalable approaches to interventions to accommodate the growing numbers of SMEs in Glasgow (according to NOMIS the current count stands at 2,190 [12.7%] small businesses, and; 425 [2.5%] medium businesses); delivering sector specific training to increase labour market competitiveness of FSS customers in key growth sectors (e.g. construction, health and social care); developing a skills and vacancy pipeline forecast up to 18 months ahead, informing job preparation activity; arrange work experience/trials to help customers change employers perceptions of people with a history of long-term health problems or inter-generational worklessness, both major barriers to employment.

We will tailor engagement to the needs of other customer groups with specific social and demographic needs (e.g. home working opportunities for individuals with caring responsibilities). Similarly, we have targeted employers offering part-time flexible hours, where this better suit the needs of lone parent participants, enabling them to structure their working routine around their childcare responsibilities.

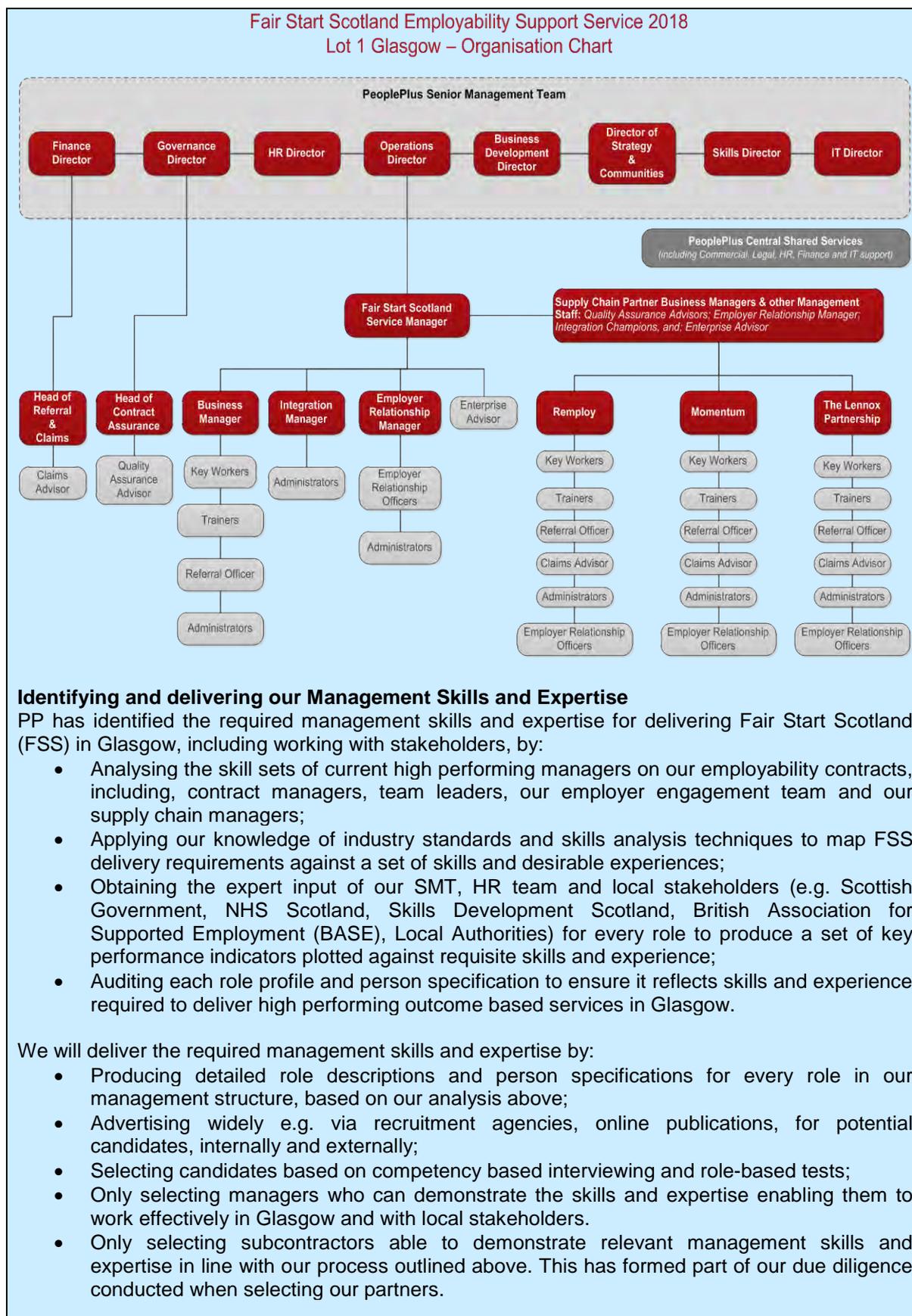
Ongoing collaborative working with employers

- **Leveraging the use of incentives and subsidies aimed at employers**, where these underpinned the business case to support hiring a customer. We will also support employers to access relevant support schemes such as Access to Work, helping to cover the cost of reasonable adjustments (e.g. access ramps, specialist equipment) when hiring disabled participants, supporting the customer and employer to achieve sustained job outcome targets.
- **Actively support careers events, recruitment fairs and job shows** across Glasgow, promoting our employers, exhibiting alongside them and forging working relationships with new employers.
- **Place, train and support models** to achieve outcomes for customers with more complex barriers (such as ISS customers) to include learning disabilities, physical disabilities and/or severe and enduring mental health needs. This will be geared to placing them into work and managing their condition around this, actively working with employers to support this labour-intensive approach. This will include support to recruit, job and task analysis to confirm ability and create training plans, job carving, identifying lateral support (e.g. work buddies), specialist training (e.g. mental health, first aid) and brokering access to ongoing alternative support (e.g. via access to work or community mental health teams).
- Our **In-Work Support (IWS) model** will provide on-going support to employers once have placed a customer in work (for up to 52 weeks). This could include, for example, advice on workforce development, such as SDS funded provision and progression to Apprenticeships. Where an employer has hired a client with a health or disability need, we provide advice on reasonable adjustments, including supporting an application for DWP Access to Work support. Our EROs will remain in contact with employers for the full IWS period, helping to step-in and support should any issues arise that may threaten a customer's sustained employment outcome.

Fair Work Ambitions

EROs will place emphasis on targeting quality opportunities with employers committed to equality of opportunity in line with the SG's Fair Work principles; particularly those who are openly disability friendly such as Cordia, Inclusion, Sense Scotland. We will promote the Fair Work ambition through all our employer interactions and put in place support mechanisms to assist employers to become more aware of the Fair Work ambitions (e.g. helping them to develop and implement workforce related policies / become accredited as a Living Wage Employer where possible).

1.2 Human Resources	Section Weighting 20%
<p>Question 1.2.1 Management Structure</p> <p>Please describe your proposed management structure and how the required management skills and expertise have been identified and will be delivered relevant to the requirement. You must also include a description of associated responsibilities and reporting lines; how you will work with the management teams of any supply chain organisations and/or key delivery partners; and explain why your management structure is appropriate for the Service in this Lot.</p> <p>Please include an organisation chart showing the proposed management structure for the Service in this Lot.</p> <p>Word Limit: 2000</p>	Question Weighting 30%
<p>Question 1.2.1 Response</p> <p>Proposed Management Structure</p> <p>PeoplePlus (PP) will hold overall responsibility for the management of the contract across Lot 1, Glasgow and have formulated a robust structure to achieve this. We will manage and support our 3 delivery partners to ensure they perform to the high standards required by the Scottish Government. We will deliver 35.5% of the Core and Advance Service Strands (including 100% of all self-employment provision), with Lennox and Momentum delivering the remainder (27.5% and 37% respectively), whilst Remploy will deliver 100% of the Intense Service Strand under our guidance. Our proposed management structure is built on PP's 20+ years of experience managing and delivering large scale employment contracts for a range of funders (e.g. DWP, ESF). Our supply chain partners have been delivering across the entire Glasgow Lot area for a combined 140+ years, and have first-hand knowledge of local delivery challenges (e.g. overwhelming amount of services for customers who are classed as long-term unemployed).</p>	



Skills and behaviours of PP management personnel will be tested through a robust recruitment and selection process, including a two-stage interview process and reference checks. Our company-wide staff development process, based on comprehensive annual appraisal and supplemented by a variety of competency interventions (e.g. peer mentoring and external training), will ensure skills are continuously refreshed and augmented. Our selection process for subcontractors applies similar due diligence in assessing the competencies of their management teams and staff development procedures. We will apply joint staff development opportunities to support exchange of expertise across the supply chain. Robust performance and development reviews will be completed with all management on a six-monthly basis. This will ensure we continue to have the correct skills set leading the management and delivery of FSS. Where issues or skills deficits are identified, we will put development activities in place, e.g. training, buddying systems.

Responsibilities and Reporting Lines

- **Senior Management Team (SMT)** – PP's Senior Management Team (SMT) sets out and drives activities to support the strategic goals of the business, and oversees the various functional activities that fall within the respective directorate. The SMT will meet formally on a quarterly basis to review the findings of quality assurance audits and performance results, and to discuss risk management plans and ongoing programme strategy.
- **Operations Director (██████████)** - Our Operations Director (OD) will be responsible for overall performance of FSS alongside our other employability contracts in Scotland, including Access to Work and New Enterprise Allowance. The OD will line manage our FSS Service Manager (SM) via monthly one to one contract reviews, scrutinising weekly performance reports, and daily informal communications. The OD will support with strategic stakeholder engagement, e.g. Scottish Government, NHS Scotland and will ensure appropriate resources are available to the SM (SM) for effective management and delivery of the programme. **Skills and experience:** 10 years' experience of managing welfare to work contracts in Scotland. Evidenced ability to work with senior stakeholders.
- **SM** - Accountable to the OD. Responsible for: contract delivery and performance across Glasgow; liaison with Scottish Government; service design, including ensuring sufficient focus on each of the three service strands; overseeing the referral process (via our administrator); ensuring effective stakeholder engagement/relationship management; and performance management of our supply chain, including capacity planning and building, relationship management, sharing best practice. Line manages PP's Integration Manager, Enterprise Advisor, Administrator. **Skills and experience:** 5+ years of experience of managing employment and health related contracts, proven ability to meet contractual targets and delivery standards within financial budgets; managing, leading and motivating teams; supply chain management; driving innovation in a successful commercial environment, and; will hold a relevant management qualification (e.g. ILM, CMI or equivalent).
- **Business Manager** – Accountable to the SM. The Business Manager will be responsible for local contract performance (financial / contractual) across Glasgow. The Business Manager will be primarily responsible for managing and overseeing the activities of all Key Workers, Trainers, Referral Officers, Claims Advisors and Administrators across Glasgow.
- **Quality Assurance Advisor** – Accountable to our Head of Contract Assurance (Sarah Bonham). Responsible for ensuring all aspects of delivery meet defined internal quality standards, including the achievement of external standards including Customer Service Excellence, ISO9001, and audits led by the SG's Assurance and Fraud Team. The QM will focus on driving a culture of continuous improvement through directing the monitoring and evaluation processes. **Skills and experience:** extensive knowledge of SG funded provision and quality assurance frameworks (e.g. ISO Series); can clearly evidence ability to follow an analytical and systematic approach to activity, and; 15+ years' experience in a quality assurance role.
- **Integration Manager (to be recruited)** - Accountable to the SM. Responsible for managing and implementing our Stakeholder Engagement Plan (SEP), and progressing effective integration strategies with a range of national and local stakeholders, including establishing arrangements with referral agencies and specialist support providers. Responsibilities will include overseeing SCPs to implement integration and alignment at

local level, e.g. via attendance at partnership events / forums, and progressing co-location, co-delivery, cross referral arrangements. **Skills and experience:** Experience of developing partnerships, networking, experience of managing and motivating teams. Experience of working with senior stakeholders across multiple sectors such as; health, skills and employment.

- **Enterprise Advisor** – Accountable to the SM. The Enterprise Advisor will provide specialist enterprise and self-employment support, working closely with all delivery partners and across all customer groups.

Supply Chain Partner Management Team Structure

During our SCP selection process, we have identified the lead accountable manager within each subcontractor organisation – the FSS Contract Manager (CM). SCP CMs will be accountable to PP's SM and responsible for the performance and quality of their organisations FSS delivery. This will include staff recruitment, quality assurance, caseload management, as well as overseeing stakeholder and employer engagement and integration activity in line with our SEP and Local Integration Plans.

Evidence of skills, knowledge and experience in our supply chain:

- Remploy bring the long view to our FSS delivery thanks to their 72 years of service delivery, which is necessary for delivery of the Intense Service Strand success, striving to secure customers a career and not simply a short-term role, understanding how every disability affects a customer's chance of securing a job.
- Momentum is a leading, not-for-profit organisation with 25 years of experience providing rehabilitation, training and care services for disabled and socially excluded people, both key customers groups for FSS.
- The Lennox Partnership have 28 years of specialist experience of getting Scotland into work, predominately across the central belt of Scotland (and have prior experience of delivering national programmes such as Work Programme and Mandatory Work Activity);

PP and our SCPs will be supported by our corporate services teams who will add value to FSS delivery by providing high quality business support and advice across key function areas. This will include HR, finance, IT, health and safety, management information, business improvement, security, national employer account managers and our central claims team, responsible for validating and submitting all outcome claims to Scottish Government.

Working with Our Supply Chain Management Teams

PP adopts an open, transparent and inclusive approach to working with our supply chains' management teams. Relationships with SCPs will be set against criteria equivalent to The Merlin Standard, for which PeoplePlus most recently (April 2016) was awarded a 'Good' grade – 81%. In line with our Supply Chain Management Framework (SCMF) we will:

- Negotiate / agree / sign contracts with each SCP outlining what they can expect from PP, their responsibilities and their minimum performance levels, minimum service delivery levels and dispute resolution process;
- Draft and agree joint implementation plans and jointly review progress;
- Review and support resources required for delivery partners;
- Deliver joint training to up skills delivery partners and share best practice;
- Establish effective communication mechanisms, with a clear reporting line to our FSS SM, to ensure transparency and consistency about decisions;
- Co-produce and jointly deliver SEP and local integration plans;
- Operate informal day-to-day communications between SM and SCP CM via telephone and email;
- Host weekly conference calls with each SCPs' CMs to review caseloads, monitor emergent themes and identify any issues with regards to customer support, generating solutions accordingly to ensure continuous improvement;
- Hold structured monthly contract performance meetings between our SM and each SCP's

CM, focusing on performance against profiled outcomes, variances from contracted targets (positive and negative), core delivery issues and action planning for continuous improvement.

- Hold quarterly partnership meetings bringing our SCPs' CMs together to jointly review overall contract performance, share best practice, discuss delivery challenges and workshop solutions;
- Hold monthly reviews against Local Integration Plans, led by our Integration Manager, measuring effectiveness of e.g. co-location agreements, co-delivery arrangements and referral protocols;
- Capacity build through training, consultancy, mentoring and technical support;
- Involve SCP CM in Contract Management meetings with the Scottish Government, upon request (in line with Schedule 1 – 39.4) to collectively discuss contractual/performance issues;
- Hold SCP CMs accountable for performance via office level league tables, individual performance reviews and input to budget/outcome profiling;
- Involve SCPs CMs in our annual self-assessment evaluation and in any Scottish Government evaluation activity to support continuous improvement;
- Train our SCPs in the use of JMS for performance management, including producing management reports and daily dashboards, and;
- Implement a clearly defined step-in process for underperforming supply chain contract managers, with activities such as collaborative problem solving, action planning, support and training, job-coaching, job-shadowing.

Appropriateness of Our Management Structure

Our proposed management structure is appropriate to the needs of FSS in Glasgow because:

- **It has been mapped against the needs of Lot 1** in terms of geography and stakeholders - Glasgow requires multiple service points to support dispersed and isolated communities over an expansive rural area, hence a strong supply chain network is key;
- **It offers value for money** through a motivated, lean management structure ensuring rapid problem escalation and focused decision making and flows maximum resources to the frontline;
- **It has a full time, dedicated SM** this ensures they do not have the distraction of management responsibility for other local/regional programmes;
- **It includes an Integration Manager** to ensure provision links with existing strategies and delivery structures to ensure smooth transition for referrals from other agencies, and provide integration with other specialist support services to achieve better outcomes for customers;
- **It has locally based SCP CMs** who have strong local networks and understand the local labour market.

1.2 Human Resources

Question 1.2.2 Staffing Resources / Proposals to Ensure Robust Delivery

Question Weighting 70%

Please provide details of the number of staff, shown as full time equivalents, you and your consortium members; supply chain or delivery partners propose to employ to manage and deliver the Service for this Lot. You must include a description of why you consider this staffing level is appropriate for this Lot at contract start date, together with details as to how you will manage the staffing levels as Customer volumes rise and fall over the lifetime of the contract. This should include a description in detail of the number of staff to be drawn from current resources, those to be recruited by both your organisation/consortium and/or supply chain organisations involved.

Please provide details of how you have identified and will ensure that staff in your organisation/ consortium and/or supply chain members have the relevant skills, knowledge and experience to deliver all elements of the Service. You must describe how you propose to acquire staff with these skills or provide the appropriate training to ensure that these skills are available to deliver the service from the commencement date.

A Resource Plan must be provided showing how staffing, by full time equivalent and job title/role, will be allocated across this Lot and a description of the job roles of staff.

Word Limit: 2500 (plus Resource Plan)

Question 1.2.2 Response (and 1.2.3 for Resource Plan upload on PCS-T)**Staffing Model**

The table below details PeoplePlus' (PP) and our supply chains' proposed resources for the delivery of Fair Start Scotland across Lot 1, Glasgow:

Position	Existing/to be recruited volumes	Year 0	Contract Start / Year 1	Year 2	Year 3	Year 4	Year 5
Service Manager	1	0.0	2.0	2.0	2.0	2.0	0.75
Business Manager	1	0.0	2.00	2.00	2.00	1.31	0.05
Integration Manager	1	0.0	1.00	1.00	1.00	1.00	-
Quality Assurance Advisor	1	0.0	0.50	0.50	0.50	0.50	-
Enterprise Advisor	1	0.0	3.00	3.00	3.00	1.75	-
Referral Officer	1	0.0	2.51	2.51	2.51	-	-
Employer Relationship Managers	1	0.0	3.00	3.00	3.00	3.00	-
Claims Advisor	1	0.0	1.00	1.00	1.00	1.00	0.38
Key Worker (including In-Work Advisors)		0.0	39.12	66.66	67.20	28.12	0.54
Trainer	1	0.0	3.00	3.00	3.00	3.00	-
Administrators	1	0.0	7.83	13.33	13.44	5.62	0.11

Our attached Resources Plan provides further detail on how these figures will break down across Glasgow. The delivery staff set out above will be supported by centralised support teams including Human Resources, Commercial, Business Change/Implementation, ICT/Security and Finance.

Why our Staffing Model is appropriate for Glasgow

The staff numbers we have set out are sufficient to ensure a sensible geographical spread of personnel throughout Glasgow and enable peripatetic movement across our delivery and outreach sites, co-location with partners, and engagement in public spaces to suit customer needs. It includes assumptions on productivity – we have assumed staff will operate for 43 weeks (215 days) a year, considering annual leave, training days and potential sick leave.

We have modelled staffing levels on assumptions stated in the FSS specification around likely breakdown of volumes by Lot, Local Authority area and Service Strand (Annex D to Schedule 1), and consultation available demographic data e.g. NOMIS. This has enabled us to apportion staffing levels geographically by Local Authority Area. For example, we anticipate the highest number of referrals to come from Govan and Springburn (11.8% and 13.4% respectively), compared to Bridgeton (3.3%). Consequently, we will apportion higher staffing levels to these areas. We have also extrapolated data trends from our comparable programmes across the UK to gauge, for example, job entry trends, and

likely lengths of stay within each Service Strand through looking at comparable Work Programme Payment Groups.

Our staffing levels are based on our experience of mobilising staff networks effectively to deliver comparable employment service provision, delivering similar volumes to those outlined in the specification and to similar customer groups. For example, when implementing NEA in Scotland, we recruited 15 members of staff across five supply chain partners within six weeks, including delivering training on our processes and systems. They are modelled against our knowledge of customer flows and needs across Glasgow.

Our proposed staffing volumes will ensure we achieve our Key Performance Indicators whilst maximising staff efficiency and flexibility. They will allow us to maintain ample capacity to support complex individual needs, maintaining effective caseload ratios in line with the FSS specification and our own quality assurance processes, whilst improving employment and health outcomes. For example, low caseloads for intense strand customers is crucial to allow for frequent and time-demanding support, e.g. the Key Worker may spend a day in the customer's new role to complete task analysis and develop a comprehensive training plan for a customer with learning disabilities.

Managing staffing levels as volumes fluctuate

Both PP and our supply chain partners are accustomed to managing significant volume fluctuations, including the ramp-up and scale-down of comparable programmes (including the implementation of variable, responsive staffing solutions to these conditions). As shown in Table 1, our resource planning will mirror our profiling (e.g. peak uptake between 2018 and 2021 with graduated scale down thereafter).

To manage staffing levels over the lifetime of the contract, our strategy is to:

- Support supply chain partners profile staffing requirements, sharing our experience of predicting volumes;
- Work closely with Jobcentre Plus, and other key referral agencies, to actively manage short and long term fluctuations across our supply chain;
- Build flexibility into our resourcing model ensuring that front line staff (such as Key Workers), have short term capacity to increase and decrease their caseloads to respond to customer flows;
- Reflect profiling in our contract agreements with our supply chain partners;
- Invest in demand planning and analyse management information/referral trends to proactively predict likely on-programme volumes in each contract month. This will help inform more accurately how many staff we may need at any given point across Glasgow, to ensure we operate within our stated caseloads, thereby enabling us to align staff planning activity to this forecast;
- Providing recruitment support to supply chain partners, including managing any TUPE transfers, to ensure staff levels are appropriate;
- Monitor the capacity of each supply chain partner to swiftly call on these who have short term access to additional staff resource within their organisation;
- Proactively recruit new staff onto the contract in line with expected volume build up over the first year of delivery, when we have more starters than leaver/completers at the start of the programme, and;
- Support supply chain partners to re-allocate staff into other service areas/contract flows reduce in the final year of delivery.

PeoplePlus' management and quality assurance roles will remain consistent from start of contract through to year 4, before allocated resource reduces in year 5 to reflect the end of the contract. This ensures consistent focus on programme management and integration activity.

Number of Staff to be Drawn from Current Resources

From our initial resource analysis, we already have in place 84 (60%) of the 140 members of staff we

need to successfully delivery FSS across Glasgow. Our Glasgow TUPE staff count currently stands at 40 (as detailed in Table 1), and we will utilise external transfers and a supplemental recruitment campaign (geared towards FSS staff requirements) to fill the remaining 16 vacancies. This will occur before the service go-live date.

Identifying the skills, knowledge and experience required

As a partnership, we hold extensive experience in constructing delivery teams to provide services similar to that of FSS, and we have used to this identify firstly; the key positions required, and secondly; the skills, knowledge and experience associated with each of these. This experience includes developing staffing models and filling the designated positions with suitably competent staff (e.g. in employability and mentoring) for the Work Programme across 9 Contract Package Areas with staff numbers totalling over 700.

From dissecting the specification and through comprehensive stakeholder engagement, FSS will have a greater focus on customers with physical and mental health conditions. In line with this, our supply chain also has an extensive track record of recruiting and implementing delivery teams who specialise in dealing with these cohorts. In line with this, we have sourced a supply chain with an extensive track record of recruiting and implementing delivery teams who specialise in dealing with these cohorts (e.g. Remploy are the largest provider of Work Choice, Work First and Workable in Scotland).

Set out below are the skills, experience and knowledge required by each position to successfully deliver FSS:

Role	Skills, experience and knowledge requirements
Service Manager	Stakeholder engagement, performance management, supply chain management and high communication levels. Understanding of key performance criteria; risk management; motivate through target setting/appraisals. Substantive experience in a similar positions delivering welfare to work provision or management of customer focused contracts; record of meeting targets within budget; evidence of ability to motivate; experience of team management and working to KPIs.
Integration Manager	Experience of working with strategic and operational stakeholders to implement joint working arrangements. Experience of managing a team. Knowledge of and pre-existing relationships in Glasgow.
Enterprise Advisors	Expected to hold a minimum Level 3 SFEDI qualification in Enterprise Mentoring, or equivalent. Minimum of 2 years' experience providing enterprise advice, preferably with an entrepreneurial background.
Quality Assurance Advisor	Extensive knowledge of Scottish Government Funded provision and quality assurance frameworks (e.g. ISO Series, Common Inspection Framework, Merlin, Matrix); Clearly evidenced analytical and systematic approach to activity. L3 Admin or IT
Claims Advisor	Responsible for providing dedicated advice and administrative support for referrals and claims in line with FSS requirements.
Business Manager	Will have a minimum of 2-years' experience in a supervisory or managerial role, with accountability for qualitative, commercial and budgetary targets. Desirable candidates will have prior career experience in a front-line employment or disability services position.

	<p>Membership of a relevant professional body, such as the Chartered Management Institute, is also desirable.</p> <p>Will have an undergraduate degree and a Level 5 qualification in Business Management, or a relevant comparable managerial discipline.</p>
Key Workers	<p>Local labour market knowledge; barrier resolution techniques; able to establish rapport; mentoring/ IAG qualifications/experience. Specialist qualifications where appropriate (e.g. occupational psychology, or supported employment). Ability to deliver in work support and supported employment models.</p> <p>Previous customer focused role; motivational skills to build customer confidence; ability to meet targets. May include specialist front line delivery either through social services, health service or charitable support. Mentoring, recruitment, training and advice (including benefits understanding) particularly relevant.</p>
Referral Officer	<p>Ability to engage quickly with the customer cohort; empathy and ability to develop rapport; structured questioning; capturing and recording data accurately; ability to communicate information to stakeholders, staff/customers.</p>
Trainer	<p>Responsible for providing advice, guidance and training to customers on work related skills.</p>
Employer Relationship Managers	<p>Excellent communication and influencing skills; effective presentation skills. Broad knowledge of employment sectors; understanding of strategic influence including Local Employment Partnerships; knowledge of recruitment procedures.</p> <p>Substantial sales experience; influence on employer HR procedures to reflect customer demographics; work in a target driven environment meeting key performance criteria; previous management roles.</p>
Administrators	<p>SVQ Level 2 Business Administration or equivalent, able to use Excel, Word, internet/e-mail/web, databases or PICs MI Systems; Exp: 2 years' experience in administration, management; creating reports.</p>

In addition to the role-specific attributes above, all delivery staff will have the following:

Core Skills/Experience/Knowledge:

- Working with people affected by disability, health issues, long-term unemployment or other barriers to work
- Previous experience in a similar employment related support and/or health and well-being support role;
- Competent and accurate IT and administration skills
- Excellent communication, teamwork and interpersonal skills
- Excellent initiative and time management
- Experience of effectively managing a caseload
- Person-centred empathy, understanding, listening and mentoring
- Proven ability to achieve targets in a performance-led environment
- Knowledge of the local labour market and national economic trends, and other social

characteristics which may influence customer job prospects in this Glasgow.

Our Resource Plan provides job descriptions and responsibilities for each role shown above, including further detail on experience and skills required.

How We Will Ensure That Staff Have the Relevant Skills, Knowledge and Experience

This begins through effective recruitment processes, aligned to well-developed job descriptions for each role, prioritising candidates who bring a high level of relevant transferable skills and experience (e.g. from working on local Work Programme, Work Choice and Work Able contracts).

Where applicable, we will also undertake the transfer of staff in line with TUPE regulations (2014 amendment). In this case, we will conduct a full competency analysis to ascertain any skill/experience gaps and subsequently implement relevant training sessions to bring transferred staff in line with our requirements.

We collectively will monitor and support all supply chain partners where required. For example, through joint recruitment campaigns, sharing our training and development tools, reviewing documentation or carrying out staff observations - to achieve both efficiency and parity of standards across Glasgow.

Recruitment

Our indicative timescale for recruitment (from first contact to job offer) of 2-weeks is built comfortably into our Mobilisation and Implementation Plan. An existing staff resource analysis is already underway. We will source suitable external candidates through a coordinated recruitment campaign with partners. To include:

- Advertising, e.g. internally and externally, via our “Work for Us” webpage and respective partner online resources and social media channels including Twitter and LinkedIn, Recruitment agencies specialising in the employability sector, trade publications, e.g. localised recruitment open days, Jobcentre Plus;
- Short listing, all staff will be shortlisted against our job descriptions and person specifications;
- Shortlisted candidates (internal and external) will go through a competency-based interview and selection process, validated by a full skills analysis and reference checks and DBS where applicable.

Our recruitment activity will incorporate HMG Baseline Personnel Security Standard principles, comply with the Equality Act and conform to our safer staff recruitment and safeguarding policies.

Training

PP’s central Training and Development team will create a bespoke orientation and training programme for FSS staff, including key documentation and processes, KPIs, and customer journey scenarios for each Service Strand. This will include delivery and/or process training such as: performance targets and KPIs; user training on JMS (our in-house MI system) and the SG’s IT system once in place (or paper based system if this is delayed); participant ID and verification checks; role-specific training (e.g. initial assessment).

Key Workers / In-work Support Advisors across all Service Strands will receive basic mentoring and health/well-being support training, such as:

- Motivational Interviewing.
- Neuro Linguistic Programming (NLP) – this provides practical methods to help change the way one thinks, views past events and approaches life.
- COSCA counselling – to identify when customers may benefit from specialist intensive practices and to be able to signpost with precision.

For Key Workers supporting the Intense Service Strand, we will provide additional, specialist training (where they have not already completed the equivalents), such as:

- CBT awareness sessions (e.g. via Glasgow Cognitive Therapy Centre).
- TSI (Training Systematic Instruction) training
- EUSE Supported Employment toolkit
- Vocational profiling training
- Mental Health First Aid
- Disability Awareness
- Level 3 Certificate in Support Employment

This programme will be rolled out to all staff as they come on board and will be extended to include our supply chain partners, with initial orientation and training phased scheduled between 05/02/18 and 12/02/18, ensuring our staff are able to meet service standards from day one of the service. Our Quality Manager, with support from our Central Human Resources Team, will continually monitor appropriate skills levels through, for example, a quarterly observation cycle of all delivery staff. Supply chain partners will be responsible for implementing observations of their own staff and providing evidenced reports of this to our Service Manager as proof). Through regular training/best practice days / circulation of e-bulletins, we will ensure that overall staff awareness, knowledge and service standards remains consistently high.

Through the review and appraisal cycle, staff will have the opportunity to continually set and achieve development goals (e.g. on-the-job training, e-learning)). We also actively support membership of the IEP and its suite of Employment Related Services qualifications. We offer competitive pay and benefits to attract and retain the best talent in our organisation, with a range of incentives including: a competitive pension scheme, childcare vouchers, Cycle to Work scheme, 24/7 Employee Assistance Programme, and a 'Recommend a Friend' incentive scheme. We will support our supply chain partners to implement similar features in the interests of the FSS staff supply chain.

Q.1.2.3 – Resource Plan

The delivery structure for LOT 1, Glasgow, includes PeoplePlus Group Ltd as the Service Provider who will hold overall responsibility for the implementation and achievement of Fair Start Scotland (FSS) performance outcomes, and our 3 end-to-end delivery partners: Remploy, Momentum and The Lennox Partnership. **NB – Please see FSS Direct Staff by Strand for details of FSS direct staff split by service strand and by delivery partner (National Overhead roles are not detailed with the Direct Staff by Strand tab). Please also note that for some partners, one member of staff may deliver one or more of the staff role's listed.**

Management / Staff Role	Office Location	Dedicated FSS Role	Hours	Fair Start Scotland (FSS) Resource Requirement (FTE)						Role Description
				Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
FSS Transition and Implementation - PeoplePlus (Central Shared Services (CSS)) NB: Implementation Resource FTE shown in Year 0 only, Implementation support will continue in Year 1 with FTE shown in Central Shared Services below (Rows 23 - 30).										
Project Director	National	No	37.5	1.0	0.2	0.0	0.0	0.0	0.0	Leading overall project implementation
Service Manager	National	No	37.5	1.0	1.0	0.0	0.0	0.0	0.0	Overall responsibility for contract delivery
Integration Manager	National	No	37.5	1.0	1.0	0.0	0.0	0.0	0.0	Responsible for the integration of the contract, managing relationship with key stakeholders and Integration Champions
Finance Director	National	No	37.5	0.1	0.0	0.0	0.0	0.0	0.0	Leading on all financial matters for business
Governance Director	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for analysing, managing commercial risk and overall
IT Director	National	No	37.5	0.1	0.0	0.0	0.0	0.0	0.0	Leading strategy and delivery in all areas relating to technology
Operations Director	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Leading delivery and strategy within employability division
National Employer Relationship Manager	National	No	37.5	0.1	0.0	0.0	0.0	0.0	0.0	Responsible for national strategic employer engagement, contribution from each Consortium partner
Business Support Manager	National	No	37.5	0.1	0.0	0.0	0.0	0.0	0.0	Responsible for contract management of call centre and admin teams
Head of Referrals and Claims	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for referrals and claims to and from SG
HR Business Partner	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for people issues within specified area
Commercial Finance Manager	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for financial management in specified area
Head of Health and Safety	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for the health and safety of customers and staff
Marketing Manager	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for Marketing related activity for the contract in partnership with the Consortium
Information Security Manager	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for ensuring security of all relevant data
Head of Contract Assurance	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for Health and Safety within local area
Central Shared Services (CSS) - PeoplePlus SMT										
Finance Director	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Leading on all financial matters for business
Director of Business Development	National	No	37.5	0.0	0.02	0.02	0.02	0.02	0.02	Leading and defining strategy for delivery of sales to meet business plan
Strategy and Communities Director	National	No	37.5	0.0	0.02	0.02	0.02	0.02	0.02	Leading and defining strategy for the business
Governance Director	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Responsible for analysing, managing commercial risk and overall
Director of Skills	National	No	37.5	0.0	0.02	0.02	0.02	0.02	0.02	Leading on Skills activity in Scotland
HR Director	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Leading strategy and delivery in all people related areas
IT Director	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Leading strategy and delivery in all areas relating to technology
Operations Director	National	No	37.5	0.0	0.10	0.10	0.10	0.10	0.10	Leading delivery and strategy within employability division

FSS Management & Support Structure - PeoplePlus including Central Shared Services (CSS)										
Service Manager	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	0.38	Overall responsibility for contract delivery
Intergration Manager	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	0.0	Responsible for the integration of the contract, managing relationship with key stakeholders and Integration Champions
National Employer Relationship Manager (CSS)	National	No	37.5	0.0	0.1	0.1	0.1	0.1	0.1	Responsible for national strategic employer engagement, contribution from each Consortium partner
Business Support Manager (CSS)	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Responsible for contract management of call centre and admin teams
Head of Referrals and Claims (CSS)	National	No	37.5	0.0	0.1	0.1	0.1	0.1	0.1	Responsible for referrals and claims to and from SG
Claims Administrator	Glasgow	Yes	37.5	0.0	0.50	0.50	0.50	0.50	0.0	Dedicated administrative support for referrals and claims for this CPA
Contact Centre Operative (CSS)	National	No	37.5	0.0	0.1	0.1	0.1	0.1	0.1	Responsible for initial contact with customers and referral to centre
HR Business Partner (CSS)	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Responsible for people issues within specified area
Commercial Finance Manager (CSS)	National	No	37.5	0.0	0.1	0.1	0.1	0.1	0.1	Responsible for financial management in specified area
Quality Assurance Advisor	Glasgow	Yes	37.5	0.0	0.50	0.50	0.50	0.50	0.0	Responsible for ensuring quality and improving process within specified area
Head of Health and Safety (CSS)	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Responsible for the health and safety of customers and staff
Marketing Manager (CSS)	National	No	37.5	0.0	0.1	0.1	0.1	0.1	0.1	Responsible for Marketing related activity for the contract in partnership with the Consortium
Information Security Manager (CSS)	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Responsible for ensuring security of all relevant data
IT Technician (CSS)	National	No	37.5	0.0	0.05	0.05	0.05	0.05	0.05	Responsible for ensuring IT services within local area
Head of Contract Assurance	National	No	37.5	0.0	0.1	0.1	0.1	0.1	0.1	Responsible for Health and Safety within local area
Fair Start Glasgow Staff Structure (PeoplePlus)										
Key Worker (including In-Work Advisors)	Glasgow	Yes	37.5	0.0	6.44	10.14	10.24	3.85	0.10	Coaching and caseload managing customers to secure employment/IWS teams
Business Manager	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	0.33	0.01	Responsible for local contract performance (financial and contractual)
Administrator	Glasgow	Yes	37.5	0.0	1.29	2.03	2.05	0.77	0.02	Customer service, customer welcome, administrative & reception support
Service Manager	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	0.38	Responsible for contract delivery within specified area
Referral Officer	Glasgow	Yes	37.5	0.0	0.57	0.57	0.57	-	-	Responsible for generating referrals and warm handovers from JCP

Trainers	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	-	Advice, guidance and training to customers on work related skills
ERM	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	-	Engagment with local business to develop employment oportunites for customers
Integration Manager	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	-	Integration of partners and stakeholders
Enterprise Advisor	Glasgow	Yes	37.5	0.0	3.00	3.00	3.00	1.75	-	Advice and guidance to customers wishing to start a new business in the defined area
Claims Advisor	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	0.38	Deadicated adminstrative support for referrals and claims for this CPA
Quality Assurance Advisor	Glasgow	Yes	37.5	0.0	0.50	0.50	0.50	0.50	-	Responsible for ensuring quality and improving process within specified area
Total	Glasgow	Yes	37.5	0.0	17.81	22.24	22.36	12.21	0.88	
Fair Start Glasgow Delivery Staff structure (The Lennox Partnership)										
Key Worker (including In-Work Advisors)	Glasgow	Yes	37.5	0.0	4.98	7.83	7.90	2.97	0.08	Coaching and caseload managing customers to secure employment/IWS teams
Business Manager	Glasgow	Yes	37.5	0.0	0.14	0.14	0.14	0.14	0.01	Responsible for local contract performance (financial and contractual)
Administrator	Glasgow	Yes	37.5	0.0	0.91	1.57	1.58	0.67	0.01	Customer service, customer welcome, adminstrative & reception support
Service Manager	Glasgow	Yes	37.5	0.0	0.14	0.14	0.14	0.14	0.05	Responsible for contract delivery within specified area
Referral Officer	Glasgow	Yes	37.5	0.0	0.27	0.27	0.27	-	-	Responsbile for generating referrals and warm handovers from JCP
Trainers	Glasgow	Yes	37.5	0.0	0.28	0.28	0.28	0.28	-	Advice, guidance and training to customers on work related skills
ERM	Glasgow	Yes	37.5	0.0	0.28	0.28	0.28	0.28	-	Engagment with local business to develop employment oportunites for customers
Integration Champion	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Integration of partners and stakeholders
Enterprise Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Advice and guidance to customers wishing to start a new business in the defined area
Claims Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Deadicated adminstrative support for referrals and claims for this CPA
Quality Assurance Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Responsible for ensuring quality and improving process within specified area
Total	Glasgow	Yes	37.5	0.0	6.99	10.50	10.59	4.48	0.15	
Fair Start Glasgow Delivery Staff structure (Momentum)										
Key Worker (including In-Work Advisors)	Glasgow	Yes	37.5	0.0	6.63	10.42	10.52	3.96	0.10	Coaching and caseload managing customers to secure employment/IWS teams
Business Manager	Glasgow	Yes	37.5	0.0	0.19	0.19	0.19	0.18	0.01	Responsible for local contract performance (financial and contractual)
Administrator	Glasgow	Yes	37.5	0.0	1.21	2.09	2.11	0.90	0.02	Customer service, customer welcome, adminstrative & reception support
Service Manager	Glasgow	Yes	37.5	0.0	0.19	0.19	0.19	0.19	0.07	Responsible for contract delivery within specified area

Referral Officer	Glasgow	Yes	37.5	0.0	0.36	0.36	0.36	-	-	Responsible for generating referrals and warm handovers from JCP
Trainers	Glasgow	Yes	37.5	0.0	0.37	0.37	0.37	0.37	-	Advice, guidance and training to customers on work related skills
ERM	Glasgow	Yes	37.5	0.0	0.37	0.37	0.37	0.37	-	Engagement with local business to develop employment opportunities for customers
Integration Champion	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Integration of partners and stakeholders
Enterprise Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Advice and guidance to customers wishing to start a new business in the defined area
Claims Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Dedicated administrative support for referrals and claims for this CPA
Quality Assurance Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Responsible for ensuring quality and improving process within specified area
Total	Glasgow	Yes	37.5	0.0	9.31	13.99	14.10	5.97	0.19	

Fair Start Glasgow Delivery Staff structure (Reemploy)

Key Worker (including In-Work Advisors)	Glasgow	Yes	37.5	0.0	21.08	38.27	38.53	17.33	0.27	Coaching and caseload managing customers to secure employment/IWS teams
Business Manager	Glasgow	Yes	37.5	0.0	0.68	0.68	0.68	0.66	0.03	Responsible for local contract performance (financial and contractual)
Administrator	Glasgow	Yes	37.5	0.0	4.42	7.64	7.70	3.28	0.06	Customer service, customer welcome, administrative & reception support
Service Manager	Glasgow	Yes	37.5	0.0	0.68	0.68	0.68	0.68	0.25	Responsible for contract delivery within specified area
Referral Officer	Glasgow	Yes	37.5	0.0	1.31	1.31	1.31	-	-	Responsible for generating referrals and warm handovers from JCP
Trainers	Glasgow	Yes	37.5	0.0	1.35	1.35	1.35	1.35	-	Advice, guidance and training to customers on work related skills
ERM	Glasgow	Yes	37.5	0.0	1.35	1.35	1.35	1.35	-	Engagement with local business to develop employment opportunities for customers
Integration Champion	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Integration of partners and stakeholders
Enterprise Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Advice and guidance to customers wishing to start a new business in the defined area
Claims Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Dedicated administrative support for referrals and claims for this CPA
Quality Assurance Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Responsible for ensuring quality and improving process within specified area
Total	Glasgow	Yes	37.5	0.0	30.86	51.27	51.60	24.66	0.61	

Fair Start Glasgow Delivery Staff structure (Supply Chain)

Key Worker (including In-Work Advisors)	Glasgow	Yes	37.5	0.0	32.68	56.52	56.96	24.27	0.44	Coaching and caseload managing customers to secure employment/IWS teams
Business Manager	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	0.98	0.04	Responsible for local contract performance (financial and contractual)
Administrator	Glasgow	Yes	37.5	0.0	6.54	11.30	11.39	4.85	0.09	Customer service, customer welcome, administrative & reception support
Service Manager	Glasgow	Yes	37.5	0.0	1.00	1.00	1.00	1.00	0.38	Responsible for contract delivery within specified area
Referral Officer	Glasgow	Yes	37.5	0.0	1.94	1.94	1.94	-	-	Responsible for generating referrals and warm handovers from JCP

Trainers	Glasgow	Yes	37.5	0.0	2.00	2.00	2.00	2.00	-	Advice, guidance and training to customers on work related skills
ERM	Glasgow	Yes	37.5	0.0	2.00	2.00	2.00	2.00	-	Engagment with local business to develop employment opportunitis for customers
Integration Champion	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Integration of partners and stakeholders
Enterprise Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Advice and guidance to customers wishing to start a new business in the defined area
Claims Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Deadicated adminstrative support for referrals and claims for this CPA
Quality Assurance Advisor	Glasgow	Yes	37.5	0.0	-	-	-	-	-	Responsible for ensuring quality and improving process within specified area
Total	Glasgow	Yes	37.5	0.0	47.15	75.76	76.29	35.10	0.95	

Direct Staff by Strand (Spreadsheet detailed on next page)

Technical Response Document

Fair Start Scotland LOT 1 Glasgow Resources Plan																														
Core	Peopleplus					Lennox					Momentum					Remploy					Supply Chain Total					Total				
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Key Worker	1.35	2.11	2.14	0.81	0.03	1.04	1.63	1.65	0.62	0.02	1.39	2.17	2.21	0.83	0.03	-	-	-	-	-	2.43	3.80	3.86	1.45	0.05	3.78	5.92	6.00	2.26	0.09
Business Manager	0.21	0.21	0.21	0.07	0.00	0.03	0.03	0.03	0.03	0.00	0.04	0.04	0.04	0.04	0.00	-	-	-	-	-	0.07	0.07	0.07	0.06	0.01	0.28	0.28	0.28	0.13	0.01
Administrator	0.27	0.42	0.43	0.16	0.01	0.19	0.33	0.33	0.14	0.00	0.25	0.44	0.44	0.19	0.01	-	-	-	-	-	0.49	0.76	0.77	0.29	0.01	0.76	1.18	1.20	0.45	0.02
Service Manager	0.21	0.21	0.21	0.21	0.12	0.03	0.03	0.03	0.03	0.02	0.04	0.04	0.04	0.04	0.02	-	-	-	-	-	0.07	0.07	0.07	0.06	0.05	0.28	0.28	0.28	0.27	0.16
Referral Officer	0.12	0.12	0.12	-	-	0.06	0.06	0.06	-	-	0.08	0.07	0.08	-	-	-	-	-	-	-	0.14	0.13	0.13	-	-	0.26	0.25	0.25	-	-
Trainers	0.21	0.21	0.21	0.21	-	0.06	0.06	0.06	0.06	-	0.08	0.08	0.08	0.08	-	-	-	-	-	-	0.15	0.13	0.14	0.12	-	0.36	0.34	0.34	0.33	-
ERM	0.21	0.21	0.21	0.21	-	0.06	0.06	0.06	0.06	-	0.08	0.08	0.08	0.08	-	-	-	-	-	-	0.15	0.13	0.14	0.12	-	0.36	0.34	0.34	0.33	-
Integration Manager/Champion	0.10	0.09	0.09	0.08	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.10	0.09	0.09	0.08	-
Enterprise Advisor	0.29	0.27	0.27	0.14	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.29	0.27	0.27	0.14	-
Claims Advisor	0.10	0.09	0.09	0.08	0.06	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.10	0.09	0.09	0.08	0.06
Quality Assurance Advisor	0.05	0.04	0.04	0.04	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.05	0.04	0.04	0.04	-
Total	3.11	3.98	4.02	2.01	0.22	1.46	2.19	2.21	0.94	0.05	1.95	2.92	2.96	1.25	0.06	-	-	-	-	-	3.50	5.10	5.17	2.10	0.12	6.61	9.08	9.19	4.11	0.33
Advanced	Peopleplus					Lennox					Momentum					Remploy					Supply Chain Total					Total				
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Key Worker	5.10	8.03	8.09	3.04	0.07	3.94	6.20	6.25	2.35	0.05	5.24	8.25	8.32	3.13	0.07	-	-	-	-	-	9.17	14.45	14.57	5.48	0.12	14.27	22.47	22.66	8.52	0.19
Business Manager	0.79	0.79	0.79	0.26	0.01	0.11	0.11	0.11	0.11	0.00	0.15	0.15	0.15	0.14	0.01	-	-	-	-	-	0.28	0.26	0.26	0.22	0.01	1.07	1.05	1.05	0.49	0.02
Administrator	1.02	1.61	1.62	0.61	0.01	0.72	1.24	1.25	0.53	0.01	0.96	1.66	1.67	0.71	0.01	-	-	-	-	-	1.83	2.89	2.91	1.10	0.02	2.85	4.49	4.53	1.70	0.04
Service Manager	0.79	0.79	0.79	0.79	0.26	0.11	0.11	0.11	0.11	0.04	0.15	0.15	0.15	0.15	0.05	-	-	-	-	-	0.28	0.26	0.26	0.23	0.10	1.07	1.05	1.05	1.02	0.36
Referral Officer	0.45	0.45	0.45	-	-	0.21	0.21	0.21	-	-	0.28	0.28	0.28	-	-	-	-	-	-	-	0.54	0.49	0.50	-	-	1.00	0.95	0.95	-	-
Trainers	0.79	0.79	0.79	0.79	-	0.22	0.22	0.22	0.22	-	0.29	0.29	0.29	0.29	-	-	-	-	-	-	0.56	0.51	0.51	0.45	-	1.35	1.30	1.30	1.24	-
ERM	0.79	0.79	0.79	0.79	-	0.22	0.22	0.22	0.22	-	0.29	0.29	0.29	0.29	-	-	-	-	-	-	0.56	0.51	0.51	0.45	-	1.35	1.30	1.30	1.24	-
Integration Manager/Champion	0.36	0.34	0.34	0.30	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.36	0.34	0.34	0.30	-
Enterprise Advisor	1.09	1.01	1.01	0.53	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.09	1.01	1.01	0.53	-
Claims Advisor	0.36	0.34	0.34	0.30	0.13	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.36	0.34	0.34	0.30	0.13
Quality Assurance Advisor	0.18	0.17	0.17	0.15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.18	0.17	0.17	0.15	-
Total	11.74	15.11	15.18	7.57	0.48	5.53	8.32	8.37	3.54	0.10	7.36	11.07	11.15	4.71	0.13	-	-	-	-	-	13.24	19.37	19.51	7.92	0.26	24.97	34.47	34.69	15.50	0.74
Intense	Peopleplus					Lennox					Momentum					Remploy					Supply Chain Total					Total				
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Key Worker	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21.08	38.27	38.53	17.33	0.27	21.08	38.27	38.53	17.33	0.27	21.08	38.27	38.53	17.33	0.27
Business Manager																														

Technical Response Document

	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.68	0.68	0.68	0.66	0.03	0.65	0.68	0.68	0.70	0.03	0.65	0.68	0.68	0.70	0.03	
Administrator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4.42	7.64	7.70	3.28	0.06	4.22	7.65	7.71	3.47	0.05	4.22	7.65	7.71	3.47	0.05	
Service Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.68	0.68	0.68	0.68	0.25	0.65	0.68	0.68	0.71	0.23	0.65	0.68	0.68	0.71	0.23	
Referral Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.31	1.31	1.31	-	-	1.25	1.31	1.31	-	-	1.25	1.31	1.31	-	-	
Trainers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.35	1.35	1.35	1.35	-	1.29	1.35	1.35	1.43	-	1.29	1.35	1.35	1.43	-	
ERM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.35	1.35	1.35	1.35	-	1.29	1.35	1.35	1.43	-	1.29	1.35	1.35	1.43	-	
Integration Manager/Champion	0.54	0.57	0.57	0.62	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.54	0.57	0.57	0.62	-
Enterprise Advisor	1.62	1.72	1.72	1.08	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.62	1.72	1.72	1.08	-
Claims Advisor	0.54	0.57	0.57	0.62	0.19	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.54	0.57	0.57	0.62	0.19
Quality Assurance Advisor	0.27	0.29	0.29	0.31	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.27	0.29	0.29	0.31	-
Total	2.96	3.16	3.15	2.62	0.19	-	-	-	-	-	-	-	-	-	-	-	30.86	51.27	51.60	24.66	0.61	30.42	51.29	51.61	25.08	0.57	33.38	54.45	54.76	27.70	0.76	
Total	Peopleplus					Lennox					Momentum					Remploy					Supply Chain Total					Total						
	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Key Worker	6.44	10.14	10.24	3.85	0.10	4.98	7.83	7.90	2.97	0.08	6.63	10.42	10.52	3.96	0.10	21.08	38.27	38.53	17.33	0.27	32.68	56.52	56.96	24.27	0.44	39.13	66.66	67.20	28.12	0.54		
Business Manager	1.00	1.00	1.00	0.33	0.01	0.14	0.14	0.14	0.14	0.01	0.19	0.19	0.19	0.18	0.01	0.68	0.68	0.68	0.66	0.03	1.00	1.00	1.00	0.98	0.04	2.00	2.00	2.00	1.32	0.05		
Administrator	1.29	2.03	2.05	0.77	0.02	0.91	1.57	1.58	0.67	0.01	1.21	2.09	2.11	0.90	0.02	4.42	7.64	7.70	3.28	0.06	6.54	11.30	11.39	4.85	0.09	7.83	13.33	13.44	5.62	0.11		
Service Manager	1.00	1.00	1.00	1.00	0.38	0.14	0.14	0.14	0.14	0.05	0.19	0.19	0.19	0.19	0.07	0.68	0.68	0.68	0.68	0.25	1.00	1.00	1.00	1.00	0.38	2.00	2.00	2.00	2.00	0.75		
Referral Officer	0.57	0.57	0.57	-	-	0.27	0.27	0.27	-	-	0.36	0.36	0.36	-	-	1.31	1.31	1.31	-	-	1.94	1.94	1.94	-	-	2.51	2.51	2.51	-	-		
Trainers	1.00	1.00	1.00	1.00	-	0.28	0.28	0.28	0.28	-	0.37	0.37	0.37	0.37	-	1.35	1.35	1.35	1.35	-	2.00	2.00	2.00	2.00	-	3.00	3.00	3.00	3.00	-		
ERM	1.00	1.00	1.00	1.00	-	0.28	0.28	0.28	0.28	-	0.37	0.37	0.37	0.37	-	1.35	1.35	1.35	1.35	-	2.00	2.00	2.00	2.00	-	3.00	3.00	3.00	3.00	-		
Integration Manager/Champion	1.00	1.00	1.00	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00	1.00	1.00	1.00	-	
Enterprise Advisor	3.00	3.00	3.00	1.75	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.00	3.00	3.00	1.75	-	
Claims Advisor	1.00	1.00	1.00	1.00	0.38	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00	1.00	1.00	1.00	0.38	
Quality Assurance Advisor	0.50	0.50	0.50	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.50	0.50	0.50	0.50	-	
Total	17.81	22.24	22.36	12.21	0.88	6.99	10.50	10.59	4.48	0.15	9.31	13.99	14.10	5.97	0.19	30.86	51.27	51.60	24.66	0.61	47.15	75.76	76.29	35.10	0.95	64.96	98.00	98.64	47.31	1.83		

1.3 Performance

Section Weighting 15%

Question 1.3.1 Performance Offer

Question Weighting 100%

Please provide details of your expected performance in this Lot. Your response must address individual Service Strands separately and differentiate between Job Outcomes and Sustained Job Outcomes.

A Service Performance offer is required for each Service Strand and must be expressed in both numeric and percentage terms and the percentage must at least equal the Minimum Performance Expectation (MPE) for each strand as outlined in Schedule 1 (paragraph 20.11).

Please provide your rationale for the expected sustained Job Outcome Performance levels, by Service Strand, and responses must detail the activities and support that will be introduced to help secure the achievement of these performance levels together with any other best practice evidence to support your proposed performance.

Your response will not be scored on the basis of the number of Job Outcomes and Sustained Outcomes in your offer but will be used to inform the evaluation of your response to question of how you will achieve that level of performance, as set out in your rationale.

Word Limit: 2000

Question 1.3.1 Response

PeoplePlus (PP) will deliver the following performance offer for Lot 1, Glasgow:

	Sustained Job Outcomes (SJOs)		
Service Strand	13-week (% of starts)	26 weeks • (% of 13- week SJOs)	52 weeks (% of 13-week SJOs)
Core Strand	█%	█%	█%
Advanced Strand	█%	█%	█%
Intense Strand	█%	█%	█%

Rationale for expected SJO performance by Strand:

Referrals to Job Outcome (13 weeks)	Core		Advanced		Intense	
	SG Data	PP North East	SG Data	PP North East	SG Data	PP North East
Work Programme Benchmark	29.6	█	16.6	█	13.4	█
Adjustments to Benchmark (percentage points)						
Voluntary Impact	7.5	█	7.5	█	7.5	█
Supported Jobs Impact	0	█	0	0	6	█
Integration & Alignment Impact	0.75	█	0.75	█	0.75	█
Service Guarantee	1.5	█	1.75	█	2	█
Uncertain Labour Market	-1	█	-1	█	-1	█
Level of Payment by Result Incentive	-1	█	0	█	1	█

Effective Segmentation & Assessment	1		1		1	
New Systems and Providers	-1		-1		-1	
Short 3 Year contract	-2		-2		-2	
All 3 Month Outcomes* *an uplift is not included here as benchmark data used only includes 13-week job outcomes data by PP	6	0	3	0	0	0
Impact	11.75		10		14.25	
Minimum Performance Expectation	41.35		26.6		27.65	
MPE (Rounded)	41		27		28	
Variance to SG (+)		%		%		%
% of JO's sustained						
Week Sustainment	26					
	52					
Variance to SG						
Week Sustainment	26					
	52					
Offer to SG						
Weeks Sustainment	26					
	52					

In developing our offer for each Service Strand, we have used the Scottish Government's methodology for calculating Fair Start Scotland (FSS) Minimum Performance Levels. We have applied various factors to inform expected uplift against this, taking account of local labour market conditions, FSS design features, and our proposed customer journey. This includes applying local DWP Work Programme (WP) performance, achieved both locally (by Remploy), and nationally by PeoplePlus (PP), who deliver 9 WP Prime Contracts, to support the rationale. We have taken account of incumbent WP, Work Choice and Work Able performance, as well as other provision delivered by our supply chain. The resultant workings behind our offer are set out in the previous table. We will continuously review performance against this, factoring in best practice achieved by FSS in other Lots, and fully supporting Scottish Government evaluations to help maximise programme outcomes.

Core Service Strand (CSS)

For the CSS, we have used performance data for the JSA 25 and over and JSA Early Entrant groups from our CPA 5 (North East England) contract as a comparison. This is due to CPA 5 being comparable to the Glasgow Lot in terms of employment market, geography and delivery challenges. We have applied a percentage variation to this to account for the voluntary nature of the programme; our integration and alignment proposals; proposed delivery model/service guarantee; and more effective segmentation/assessment of needs.

We have also analysed the labour market in Glasgow, with a total unemployment rate of 6.5%, compared to 4.8% nationally in both Scotland and England, and 6.6% in North East England. We are confident that, given current unemployment rates and growing sectors in Glasgow, such as; Low Carbon Industries; Life Sciences; Tourism; Engineering, Design and Manufacturing; Financial and

Business Services; and Higher and Further Education, to generate our proposed job outcomes.

Activities and support that will ensure we achieve this performance level

We have analysed 'what works' in our delivery on WP, and have identified several service features, built into our FSS model, that will ensure we deliver our proposed job outcomes:

- **Effective Engagement** – Our experience in voluntary engagement methods will be vital. These include existing co-location relationships with referral agencies (e.g. Jobcentre Plus JCP). Viewed as a best practice method of engagement through WP we rolled this out across all the CPAs in which we were a prime contractor, providing a 'one-stop-shop' for customers when accessing support.
- **Accurate assessment of need and action planning** – Our Employment Diagnostic Questionnaire (EDQ) is a PP performance management tool which has assessed the needs of 50,000+ customers, directly contributing to PP's average 211% outcome rate on WP against a 160% target. This allows us to place customers in the right job first time; for PP, this was 63% of WP placements, increasing sustained outcomes.
- **Structured programme** – Our delivery experience has demonstrated the importance of high levels of activity from day one for this customer group. PP data shows a 16% increase in conversion rates for WP JSA 25+ and JSA Early Entrant groups who attended frequently in the first month. We will engage CSS customers for a minimum of 3-hours-per-week, through one-to-one and group support to overcome barriers, and self-guided jobsearch.
- **Intensive skills development** – we anticipate low skills levels to be a barrier to employment for customers in the CSS. Our offer includes an integrated employment and skills model, which includes activities and support such as; pre-employment training (PET) linked to guaranteed interviews; basic skills provision; vocational training / qualifications, e.g. via the City of Glasgow College, Glasgow Clyde College and self-directed learning via our online training platform Learning Plus, providing round the clock access to support and training provision.
- **Intensive jobsearch** – Including support with CVs; applications; interview skills; jobs clubs; job search training; ICT skills development; mentoring; soft skills development; and Universal Job match registration. Jobsearch will focus on finding the right job first time, as our performance data shows that customers who stay in the same job for the first 13 weeks are 78.3% more likely to still be in work at 52 weeks.
- **Self-employment** - in dispersed geographies with poor transport and low job density self-employment can be a more viable option. WP data shows that 33.3% of our job outcomes in rural locations such as Berwick-upon-Tweed in the North East and Isle of Sheppey in Kent, are from self-employment. Our self-employment activities, through one-to-one support will focus on the capabilities of the customer and will undertake activities such as; market analysis; pricing products and services; and business planning.
- **Employer led activity** - including activities such as work experience/trials, volunteering, employer presentations, and workplace visits, geared to improving understanding of the labour market and world of work and giving customers the opportunity to find out what job(s) are right for them.
- **In work support** – IWS for CSS customers will address ongoing work related barriers, e.g. lack of confidence, anxiety and communication skills, skills gaps, delivered via, e.g. IT and IAG online support, mentoring/coaching and also focused on progression in the workplace through; careers advice; empowerment; and independence and resilience support. Our support will be paired with 'natural support' undertaken by a co-worker/supervisor in the workplace, with training provided to support employers.
- **Fast track subsequent job recruitment** - For those who fall out of work, timely brokerage into a subsequent job will retain motivation and confidence to sustain work.

Advance Service Strand (AdSS)

To calculate our AdSS has used performance data from our National WP for the JSA 25 and over with a disability cohort as a baseline. We have applied a more significant variation to the service guarantee adjustment and removed any uplift based on PbR incentives, in line with SG methodology.

Activities that will help us achieve this performance level

As well as those listed above for the CSS, the following activities will help us achieve our proposed performance expectations:

- **More in-depth assessment** – incorporating evidence based diagnostic tools such as The Work Star alongside our Employability Diagnostic Questionnaire (EDQ), focusing on identifying and addressing health, disability and complex employment barriers common to customers in this strand.
- **Integration with specialist support organisations** – based on our WP data, 22.9% of this customer group are likely to have more than one barrier, with 21.5% facing 2+. Our Integration Manager/Champions will establish working arrangements with a wide range of specialist providers. To include location, co-design / delivery, defined referral routes, to help fast-track FSS advance (and intense) service strand customers and provide a single coherent support package. Interventions will include; group support sessions; specialist training courses; health related activities; and one-to-one surgeries with specialist advisors, e.g. housing support.
- **Specialist health services** will include needs based access to specialist health partners (e.g. condition management, CBT, motivational support, personal empowerment, coping strategies). Customers will also access integrated health providers (e.g. community mental health, psychological talking therapies, healthy living provision, drug and alcohol).
- **In Work Support** – IWS for AdSS customers will be more intensive than for the CSS. We will also work with employers to support them to; make reasonable workplace adjustments; identify work 'buddies' and provide training e.g. disability awareness, mental health first aid to help support job sustainability. These activities could include working with the employer to co-ordinate shifts around ongoing healthcare appointments, caring responsibilities and out-of-work support needs. Key Workers will also provide advocacy with family members and health services during the transition to work, to ensure that the participant's support networks and any dependents (e.g. for those with caring responsibilities) are on-board with the job and are able to adapt to ensure that it is a success, including ongoing encouragement and support outside of work.

Intense Service Strand (ISS)

In developing our rationale for the performance offer for ISS we have used performance data from our National WP for new ESA claimants (excluding 12-month prognosis), JSA prison leavers and ESA ex-incapacity benefit claimant cohorts as a baseline. We have applied a more significant variation to the adjustments for the FSS improved service guarantee and supported jobs element. Further, the unemployment rate for individuals with disabilities and health conditions is 11.7% in Glasgow (NOMIS data, ESA & IB, Nov 2016), compared to 7.8% in Scotland and 12.1% in North East England.

Activities that will help us achieve our performance offer

Our Supported Employment model delivered in partnership with employers and healthcare professionals, will ensure we move ISS customers into sustained work. Controlled trials have found that 40% to 60% of customers enrolled obtain competitive employment, compared to less than 20% of similar customers in the control group.

We will deliver **person centred engagement activities** as part of a plan agreed with health professionals to support customers to a point where they believe employment is a viable option. KWs will complete **vocational profiling** to understand the customer's skills, abilities, strengths and weaknesses and will produce a detailed profile of employment related issues. This will include the Work Star, Wellbeing Star and additional measures such as the Warwick Edinburgh, Work and Social Adjustment scale. These will inform personalised employment support plans including; skills; capabilities; strengths; perceived weakness as well as wellbeing factors (e.g. housing, social life).

For this customer group, our **KWs will lead employer engagement activities**. Targeting employers who hold the Disability Confident Standard, are signatories of the Time to Change Employer's Pledge, are members of the Scottish Disability Equality Forum, or who have otherwise made a demonstrable commitment to disability employment.

IWS will help achieve ISS outcomes. KWs will initially deliver intensive training and support, before

gradually replacing this with support from co-workers, alternative funding and other forms such as Access to Work. An **IPS Supported Employment** approach will support customers with mental health needs, due to its evidence base in being effective in moving customers with severe and enduring mental health needs into competitive employment. This will be successfully executed through an integrated approach, embedding our services with community mental health teams. Customers will receive personalised support including; coping strategies; accessible support with the employer; and personal coaching from KWs.

All KWs working with the ISS will be **trained in IPS and supported employment models**, including Mental Health First Aid, Level 3 Certificate in supported employment, using Motivational Interviewing and the EUSE Supported Employment Toolkit.

1.4 Communications & Marketing	Section Weighting 10%
<p>Question 1.4.1: Communications and Marketing (Customer)</p> <p>The Service Provider must actively market the Service to promote Customer engagement and participation.</p> <p>Please describe in detail your approach (and those of their supply chain or consortium partners) to marketing the Service, including your communication, marketing and engagement methodologies to potential Customers.</p> <p>Please confirm that promotion / communications information will be made available in minority languages, in audio format, in Braille, large print and other formats as required.</p> <p>Word Limit: 1000</p>	Question Weighting 60%
<p>Question 1.4.1 Response</p> <p>Marketing and Communication</p> <p>Our comprehensive marketing strategy has been designed following consultation/feedback from customers, local community/specialist partners and local authority organisations, identified through discussions with our Supply Chain Partners (SCP).</p> <p>We will proactively market Fair Start Scotland (FSS) through:</p> <ul style="list-style-type: none"> • Promotion via SCPs existing networks of community based organisations already working with target customer groups daily. To include sharing information, on-site floor walking, providing marketing materials (e.g. leaflet/posters) and hosting joint engagement events. Agencies will include: NHSGGC, Turning Point (Intense Strand customers); Princes Trust, and Enable Scotland (Advance Strand customers); SALC and Money Advice services (Core Strand), and; JCP for all strands. • A range of marketing materials and literature with non-stereotypical illustrations and clear contact details distributed via: leaflet drops/door knocking in key customer footfall locations, posters in community venues and shop windows (remote communities), GP surgeries (Intense Strand), local nurseries/playgroups/schools (lone parents), pop-up stands at areas with high customer footfalls (e.g. Glasgow Fort, Silverburn); • Promotion via local media e.g. local newspapers (e.g. The Glaswegian), radio stations (e.g. Capital Scotland), and targeted social media campaigns (e.g. Facebook, Twitter, LinkedIn); • Drop in sessions run by Key Workers/Referral Officers in local venues e.g. community centres (e.g. Glasgow Life, Garnethill Multicultural Centre), libraries, GP premises/medical centres (e.g. NHSGGC, Townhead Medical Practice) and Jobcentres throughout Glasgow; • Presentations to local community groups/forums, housing associations (e.g. The Glasgow Housing Association), and registered social landlords to promote to tenants; • Dedicated pages on PeoplePlus (PP) and SCP websites and advertising through community websites (including our MyTime App), and; • Notifying community councils and councillors and engaging with religious groups, (e.g. Interfaith Scotland). <p>We will use the Scottish Index of Multiple Deprivation to target areas where there are likely to be high numbers of customers who may be eligible and interested in registering for FSS, such as Govan and Springburn.</p> <p>Communication</p> <p>We are committed to maintaining open and honest communication with customers and have policies in place to ensure necessary safeguards against unsolicited material being used for communication. We will provide high quality information to encourage customers to voluntarily engage with our</p>	

service. Any new marketing material and content will be approved by our Marketing Team. This will include printed literature, website content and social media communications using Plain English principles.

All content, notice, templates, forms, marketing material and associated services will be available in other languages (e.g. Gaelic) and as well as audio, Braille, large print and other formats as required, supported by partners such as Scottish Braille Press.

This will ensure that all participants can readily access and understand all key issues, especially in terms of their rights and responsibilities on programme and all aspects of conditionality. In our experience promoting similar contracts, we feel that that strong visuals and good news stories are most effective in engaging customers. With customer consent, we will publish articles on their successes in print and online. On our New Enterprise Allowance (NEA) contract in Scotland, for example, we hold quarterly focus-groups, monthly surveys and annual events, using feedback on our website and social channels to engage and encourage referrals and invite ex-customers to talk about their experiences.

Engagement

We will adopt a collaborative approach with agencies supporting the same hard-to-reach customers, maximising interactions and touch-points, and leveraging collective expertise to engage, retain and progress customers. Led by our Integration Manager, we will define referral protocols and single points of contact to support this. For example, Remploi already work closely with organisations such as Christians Against Poverty and Turning Point Scotland, who work with customers with complex needs and health conditions (Intense strand). Further information will be collected by SCP Integration Champions and discussed at quarterly forums and feed into our Stakeholder Engagement Plan.

In our experience, and that of our Glasgow SCPs, customers are most likely to engage (and remain so) when they: recognise the personal relevance of the service being provided; are engaged in meaningful activity, and; where support is tailored to their specific need. We have found that for customers with mental health conditions such as depression and anxiety, setting them up with confidence building exercises such as sports and creative hobbies is an effective way of ensuring their engagement in the early stages of their journey. Our supply chain partners already deliver similar activities, e.g. Momentum run a mini-bus service taking customers cycling, canoeing and hiking.

Engagement will be aided by our MyTime App, which enables customers to keep track of progress, access a range of online tools (e.g. e-learning modules and CBT), and communicate with their Key Workers and other customers through our FSS Online Community Forum. We will also:

- Host informal information sessions and events targeted at specific cohorts, e.g. coffee mornings located close to local schools (lone parents), family fun days to engage the parents and families of individuals with learning disabilities;
- Run employer open days at community venues to raise awareness of the range of job opportunities available;
- Facilitate provision fairs bringing together specialist services to deliver presentations and free advice sessions to address immediate need. For example, Third Sector Hebrides regularly run workshops with e.g. Health Promotion, the Volunteer Centre, CAB, Home Energy Advice to engage new customers;
- Engage with health-related interventions, e.g. smoking cessation, healthy eating classes and wellbeing sessions, to target potential customers, and attending Patient Action Groups;
- Deliver Enterprise Events to promote self-employment as a viable option for work, including taster business plan sessions and presentations from local entrepreneurs with the support of our NEA contract;
- Work with public services e.g. community mental health teams, housing teams and probation

services to market to specific customer cohorts across the service strands; Momentum currently work alongside an advisor working in the spinal injury department of Queen Elizabeth University Hospital to offer specialist IT projects, upskilling disabled customers with spinal injuries in essential IT skills.

- Facilitating warm handovers from referral agencies (e.g. agreeing robust referral procedures/single points of contacts/co-location in JCP offices). Momentum engages 85 clients annually this way.

1.4 Communications & Marketing

Question 1.4.2: Communications and Marketing (Referral Agencies)

Question Weighting 40%

The Service Provider must actively market the Service to a wide range of organisations to promote and generate Customer referrals and engagement.

Please describe your approach (and those of their sub-contractors or consortium partners) to engaging with potential referral agencies to promote and market the Service.

Word Limit: 1000

Question 1.4.2 Response

Engaging referral agencies

Our Service Manager (SM) will oversee our engagement activity at strategic level, building and maintaining relationships with Jobcentre Plus (JCP) district managers and other key referral agencies (RA) operating across the Lot, e.g. NHS Glasgow and Clyde (intense strand customers), SamH (mental health). Our SM will use these relationships to support local engagement and marketing activity delivered by our supply chain partners in each of their delivery locations. This will ensure a co-ordinated approach across the Lot, whilst retaining the necessary flexibility to evolve based on the type of organisation being engaged and the need of the customer likely to be referred from this source.

Our approach to engaging with potential referral agencies is broken down into the three following areas:

Identification and mapping

We will proactively identify and map RA's on an ongoing basis from pre-delivery planning through to contract end. This ensures our target RA links are constantly refreshed, allowing for flexibility to address emergent events/risks to delivery. Primarily, this is achieved through desk-based research into agencies already working with target clients (e.g. NHSGGC, Wellbeing Glasgow, SHARE Scotland). This research is supported through networking across all levels; communicating with our supply-chain partners, and; maintaining working relationships with JCP offices. For Fair Start Scotland, this activity will build on our existing relationships with stakeholders from our DWP Pan-Scotland New Enterprise Allowance (NEA) Mentoring contract, whilst developing links with RAs strategically aligned to likely cohorts within each of the three Service Strands (e.g. Netherton Community Centre, Mitchell Library, Townhead Medical Practice). Our mapping of agencies is informed by our understanding of the Service Strands, and the agencies we expect to be the primary referrers for each Strand include (but are not limited to):

- Core – JCP, SALC, and Money Advice
- Advanced – Business Gateway, Princes Trust and Enable Scotland
- Intense – NHSGGC, Turning Point, Apex Scotland, Shelter Scotland, and One Parent Family Scotland

Our engagement with RAs will start with a standard approach across Glasgow, that will then be tailored according to RA preference and customer needs e.g. if an RA provides a peripatetic service for a specific customer group, we will align with that.

Initial engagement with referral agencies

This will turn RA's into champions of FSS, increasing the volume and success of referrals by:

- promoting the benefits of FSS to the RA's customers
- providing information and training in the FSS specification
- tailoring our interface with RAs to meet their needs

The proactive nature of our engagement strategy for RAs includes: engaging with stakeholders for

policy implementation with a higher-level focus e.g. the Scottish Government, at a regional level; our Integration Manager will work to ensure the programmes reflect local labour market intelligence such as skills gaps and deprivation pockets, and; involving branch level Business Managers and delivery staff in the management of local level stakeholders (e.g. through face-to-face meetings, establishing working relationships with key individuals). We will employ a range of further methods to engage RAs previously outside our delivery scope, such as; marketing events aimed at potential referral partners; direct contact with RAs through our SM, and; marketing and promotional material, suitably authorised by the Scottish Government, distributed within local areas where these organisations operate. SMs will maintain relationships with RAs, monitoring referral numbers to ensure consistent flows of referrals across contract.

Ongoing engagement with referral agencies – In accordance with our Supply Chain Management Framework for Glasgow, our chosen delivery partners (Remploy, Momentum, and The Lennox Partnership) are fully integrated within our referral process, allowing us to pool our marketing resources as a team. During delivery, our partnership's Service Manager will manage referral numbers from direct and partner delivery, targeting specific organisations should we fall below maximum occupancy (e.g. via regular email/phone communications, agreeing local level target and maximum monthly referral numbers with key referring agencies as a team). Operating as a team allows us to utilise our partner's local knowledge and more readily establish connections with local stakeholders, augmenting our own local understanding and links. Our relationship with our partners is reciprocal; sharing processes, systems and best practice to enhance our own delivery and theirs, and they are an integral to our referral agency link development at all stages of the process. As such, we provide training to ensure they understand both the methods of engaging with customers and the referral process itself, whilst providing them access to our large network of contacts to afford them the opportunity to forge links for the benefit of future opportunities.

Once we are engaged with RA's, we follow tried and tested procedures to ensure these relationships continue to deliver referrals to our programmes. This includes Warm Handover Meetings with referral agency staff, with our Key Workers meeting with potential customers and their referral agency representatives to ensure customers feel comfortable with the referral process. All programme referrals, whether through direct or supply chain delivery, are monitored through our MI System JMS, which provides notification and tracking of referral numbers falling below acceptable levels, configured to report against the three Service Strands identified in the contract specification. During delivery, our partners are incorporated into our JMS system, giving them access to the most up-to-date Management Information concerning referral numbers related to the Service Strands. In this way, they can identify where they can drive referrals and the local agencies with which they can have relationships to help. This data is reiterated at monthly Supply Chain Management meetings with each of our partners, ensuring they not only benefit from being part of a wider group of organisations, but can also contribute to the overall aim of increasing employability within their local areas.

This data also provides accurate information which will form part of the quarterly Contract Performance Reviews with the Scottish Government to inform not only our own future direction, but also that of other providers across Glasgow. We will include our delivery partners in all evaluations of the programme, and share best practice at every opportunity.

1.5 Contract & Performance Management	Section Weighting 10%
<p>Question 1.5.1: Management Information</p> <p>The Service Provider is required to supply Management Information as set out in Schedule 1 (paragraph 23) and Schedule 4 (paragraph 3). Please describe your approach to the methodology for the provision of these reports and how you will comply with data quality standards. Your response should also cover how you will ensure these standards are adhered to within any supply chain or consortium arrangements. This may include how you will access these from your Case Management Systems and how they will meet Scottish Government requirements.</p> <p>Word Limit: 1000</p>	Question Weighting 20%
<p>Question 1.5.1 Response</p> <p>Methodology</p> <p>Both PeoplePlus and our Supply Chain partners will adopt the JMS case management system throughout the Fair Start Scotland (FSS) contract delivery. This tried and tested, best practice system supports electronic case management, real-time service tracking and accurate reporting. All contract targets and service standards are translated into system prompts, data reports and Management Information (MI) reports for local, regional and senior management. Business Managers (local managers responsible for office level performance) and the Service Manager will use these reports, to monitor performance on a daily/weekly basis. It is currently used by PeoplePlus across 12 contracts nationally, such as the Work Programme. Whilst each contract benefits from the shared infrastructure of JMS, data for individual contracts are stored separately and securely to meet security protocols (in line with ISO 27001 principles). The capabilities of JMS allow the system to be easily re-configured in-house in response to new or evolving contract requirements, and JMS will be developed to incorporate bespoke modules and work streams built around FSS key contract requirements. This will enable delivery staff to comply with data quality standards effectively from day one.</p> <p>Our Quality Assurance Advisor will work with all delivery staff on a day-to-day basis to support the population of accurate data onto JMS, including several mandatory drop down menu fields adding clarity, and weekly reviews to ensure data integrity. Appropriate performance data in line with agreed quantitative and qualitative metrics (i.e. data as set out in Schedule 1, Key Performance Indicators, Key Delivery Indicators and Service Levels) will be drawn down by our Contract Assurance Team (CAT) monthly and developed into a report format as agreed. Drawing upon best practice and lessons learnt of our system's current integration with the DWP PRaP system, PeoplePlus will work with the Scottish Government to ensure the newly developed supporting IT system and JMS can interface bi-directionally to support secure data exchange. Should this not be possible, we will explore other means for electronic transmission. The submission, regardless of the agreed transport mechanism, will fully adhere to reporting arrangements and sent within 10 working days following the end of each month during the contract period. Upon agreement from the Scottish Government, a copy of the report will also be shared with PeoplePlus' Governance Director, Operations Director, Managing Director and the PeoplePlus Board to identify areas of strength and for improvement. With support from the CAT, the Service Manager will develop Annual Reports throughout contract delivery, as well as a final overarching Report. Both reports will contain detailed aggregated statistical data from the monthly reports alongside a narrative detailing upward/downward trend analysis and anomalies, as well as a broader narrative on added value and impacts delivery has brought. This is usual practice on many of our contracts, for example, during the delivery of our Skills Support for the Unemployed contract in Cheshire & Warrington (Jan 2017) similar reports showed the effect that different pathways of regulated and non-regulated learning had on customer destination, informing service development as a result.</p> <p>Complying with data quality standards</p>	

We will comply with the data quality standards for FSS by integrating them into our contract delivery procedures. We will, for example, tailor mandatory fields in JMS to ensure all required data is captured to ensure we are able to provide a complete set of management information reports to the Services Management and Scottish Government. The introduction of other requirements prior to, and throughout, contract delivery will also be reflected, such as the Data Sharing Protocol to be included in the Service Contract prior to contract award. Our approach equally adheres to UK legislation, including the Data Protection Act. All delivery staff (PeoplePlus and Sub-Contractors) will complete thorough data security training as part of their FSS induction process, and JMS will only be accessible to approved users via dedicated usernames and passwords. Our Information Security Management System approach ensures alignment to data quality standards. For instance, through annual review and updates as required to our policies (including Contract Performance Management Policy and Quality Manual), processes (including management information reporting, storage and transmission) and systems (including JMS), we operate in line with ISO 9001 and ISO 27001 principles.

Monitoring Supply Chain standards

As a Merlin Standard accredited organisation (scoring 81% during 2016 assessment), PeoplePlus is committed to supporting our supply chain to build their capabilities and capacity in all aspects of delivery, including adherence to data quality standards. We achieve this by following a robust Supply Chain Management process that involves: target setting; data collection; management reporting; performance dashboards; senior management/staff performance reviews; and league tables. All Supply Chain partners utilise our JMS, which is fully aligned to required data quality standards. Our Service Manager will provide extensive support to navigate and use the system (highlighted as a strength in our 2016 Merlin Standard assessment). By mandating JMS's use by our supply chain, we ensure the supply chain operates within our overall quality assurance for case file reviews and internal audits. It also ensures our ability to continuously evaluate and transmit live performance data and reports on a daily, weekly, and monthly basis.

Prior to inclusion in our supply chain, all supply chain partners must certify and evidence their organisation's adherence to contractual and legislative requirements. Should a potential partner require support to fully meet all the requirement's criteria, this will be provided. For example, supply chain staff handling customer personal data will be trained in our data security procedures and their managers will receive awareness training in data quality, validation and analysis. Responsibilities and accountabilities will be recorded in role profiles, and the PeoplePlus CAT will provide support for ongoing adherence. All partners will be provided with detailed data capture and reporting processes within our Quality Manual, workforce development opportunities (e.g. training sessions on JMS data completion, data security) are available across the delivery partnership, as is support to adhere to newly introduced requirements (e.g. contractual or legislative) or best practice approaches.

1.5 Contract & Performance Management

Question 1.5.2 Performance Management

Question Weighting 25%

Please describe your strategy for delivering the Key Performance Indicators as detailed in Schedule 1 (Annex E) and Key Delivery Indicators as detailed in Schedule 1 (Annex F) including how you will evidence their achievement.

Please describe how you will manage, monitor and review the following:

- The quality of Service delivery to ensure that the whole provision within the Lot is of a consistently high standard and meets with the performance requirements;
- The approach to performance improvement activities within your organisation and for your consortium and/or supply chain members, outlining how you and your consortium and/or supply chain members will share good practice and will act on the findings of any monitoring activity.

Word Limit: 1500

Question 1.5.2 Response

Performance Management

PeoplePlus' overall performance management regime will be led by our Fair Start Service Manager (SM) and will draw upon our experience of DWP delivery to inform our approach for Fair Start Scotland (FSS). The SM will be supported by our Quality Assurance Advisor, who will set qualitative targets for all management roles. For example, whilst the Commercial Director holds overall responsibility for ensuring provision is delivered to a consistently high standard and meets performance requirements at a company-wide level, the SM will be responsible for this at a contractual level, and Supply Chain Partners (SCP) will be responsible for office level performance within their own organisations. Within our supply chain, nominated lead managers (e.g. Business Managers) will hold accountability for achieving set performance requirements. This will be clearly documented in contracts to ensure there is no ambiguity around such responsibilities. Our SM, who reports to our Operations Director, will interface with the nominated lead manager of each SCP, in support of an open and collaborative approach to performance management.

Monitoring and reviewing

Our current proven process for monitoring and reviewing performance throughout contract delivery is aligned to appropriate quality standards (e.g. ISO 9001). This process will be refined to incorporate FSS Operational Guidance, capabilities to monitor performance by Service Strand, as well as contractually agreed Key Performance Indicators (KPIs), Key Delivery Indicators (KDIs) and service levels at the earliest opportunity prior to contract start. Following this, our SM (and Supply Chain Business Managers) will work to devolve and cascade associated targets to each delivery centre and ultimately individual staff members. Internal performance benchmarks - linked to KPIs and KDIs, will also be set, ensuring consistency of delivery and approach to delivering a high-quality service delivery.

Attainment against set targets will be reviewed through:

- Daily reviews of real-time data by Supply Chain Business Managers (SCBMs) in our case management system (JMS) against all contractual KPIs and KDIs. Risk reports will be created where data indicates a target may not be met e.g. customers approaching 5 working days since referral without a start/ induction interview scheduled.
- Weekly phone calls between the Service Manager and SCBMs to monitor progress against performance requirements, supplemented by day-to-day e-mail and phone communication as required.
- Formal monthly Partner Monitoring Review Meeting to review quantitative performance against

KPIs and KDIs. Meeting held between the Service Manager and SCBMs.

- A monthly management information report of contract specific qualitative metrics submitted by the Service Manager to the Operations Director and the PeoplePlus' Board.
- Formal quarterly Contract Monitoring Review Meeting, run by our SM, and attended by SCBMs. Supports a full contract-wide performance review, including: 1) performance targets and forecasts are aligned to contract measures/targets; and 2) minimum performance and service level results are agreed upon.
- Documented quarterly cycle of on-site Quality Monitoring Visits to each delivery site (including supply chain), led by our Quality Assurance Advisor, based on sampling checks of contract records/ case management system database entries, and observed delivery of services.
- Production of a comprehensive annual Self-Assessment Report, led by our Quality Assurance Advisor reporting to the SM, based on the Annual Report submitted to the Scottish Government (SG) detailing upward/ downward trend analysis and anomalies, as well as a broader narrative on added value and impacts delivery has brought.
- An annual review of KPIs and KDIs, including benchmarking performance attainment against any other FSS providers. This will ensure they remain appropriately stretching and fit-for-purpose, with upward target revisions and new KPIs added as applicable in collaboration with the SG.

Evidencing performance requirements achievement

Our approach to working with commissioners is to be open, honest and transparent in our performance. To evidence achievement against performance requirements, KPI and KDI summary data will be drawn down from our case management system and aggregated into a monthly dashboard. The dashboard will provide high level details on performance against all key quality and performance target measures (KPIs/ KDIs). Samples of evidence held within the case management system (e.g. signed letter from employer confirming employment status of customer and their earnings) will be provided to the SG alongside the dashboard, with access to the full suite of uploaded evidence in support of payment claims available as requested. Qualitative and quantitative information such as customer group trends, cohort under/over performance, and innovations from Supply Chain Partners (SCPs) will also be included to demonstrate wider performance achievements.

Approach to performance improvement activities in PeoplePlus and across the supply chain

Sharing good practice

PP is committed to supporting staff and SCPs to achieve continuous improvement in delivery and, as such, has developed a comprehensive structure in which best practice is encouraged and shared. This will include:

- The quarterly Contract Monitoring Review meeting (detailed above), in addition to reviewing performance at a managerial level, will act as a platform to: share innovative approaches and associated impacts; review customer feedback/satisfaction analysis; support good practice exchange; learn from others; and recognise performance excellence. Chaired by the SM, key topics will include health and safety, safeguarding, diversity and equality etc.
- **Quarterly Best Practice Workshops and joint events led by our Operations Director and attended by PP and SCP delivery staff. These events will provide opportunity to disseminate good practice, capacity build, resolve specific issues and improve performance at a delivery level. Findings will be summarised for input during attendance at the 6-monthly SG led national employment services 'share and learn' events.**
- Formal performance management and monitoring activities (fully detailed above) including monthly monitoring reviews with each SCP and the SM. Discussions will focus on the distance travelled by customers with the aim of sharing good practice and innovation to contribute to continued progression towards positive outcomes for all.
- Use of SharePoint to provide all staff (including supply chain) access to quality manuals, peer exchange groups, training workshops and resource materials.
- Monthly e-bulletins to all staff (including supply chain) to disseminate overall performance

achievements, to highlight best practice case studies across the delivery partnership, and share feedback gained from stakeholders.

Throughout delivery we will continuously benchmark evidence from across other FSS providers, as well as Work and Health Programme contracts in England and Wales, ensuring that national best practice is continuously incorporated into our ongoing performance approach. In this respect, we will pro-actively share our own best practice performance techniques via Employment Support Scotland and other provider intermediaries, to enhance the results of employability provision.

Acting on finding of monitoring activity

Should the achievement of performance requirements be flagged as a risk through our comprehensive performance monitoring activity (as detailed above), or issues are identified through other internal or external means (e.g. Self-Assessment, Assurance and Fraud Team Reviews) performance management processes will be immediately instigated. This will include a thorough investigation into the reasons for the underperformance. Following this, the Service Manager supported by other PP colleagues, will work with the person/office/SCP responsible for underperformance to identify solutions, these could include: staff training, buddy systems (job coach/offices), increased or ring fenced resources, e.g. to support with administration. These defined performance improvement solutions will be documented in a Performance Improvement Plan (PIP) for each person/office/SCP. The PIP will detail the solutions agreed and specific, time-bound actions to be put in place to rectify the underperformance. It will also detail support to be provided by our central Contract Assurance Team/Operational Management Team to realise improvement targets and subsequent performance requirements. Progress against the PIP will be monitored daily until performance starts to improve, it will then be monitored weekly as a minimum until performance is on target. PP and SCP (and their staff) who consistently underperform for a period of 3-months or more within a 6-month period are placed on a High-Risk PIP.

Our collaborative ethos with SCPs ensures we always do our best to support partners to improve; however, continued underperformance can lead to reduced referrals or replacement. Equally, if no improvement is seen in a PP staff member's performance, they may be required to undertake an alternative job role. All findings from monitoring activity and associated PIPs will be fed into a Quality Improvement Plan (QIP) for Lot 1, Glasgow. This, in turn, will inform an organisation-wide QIP with lessons learnt from each Lot informing continuous improvement across all delivery areas. The Lot-specific QIP will set out the key actions by which identified areas for improvement will be achieved and strengths will be consolidated. The QIP will present clear yet thorough dashboard graphics (e.g. graphs) of actual quality achievement against each KPI and KDI. A series of improvement milestones will be documented against each metric, with clear accountability and timelines, showing the desired improvement and how it will be achieved.

1.5 Contract & Performance Management

Question 1.5.3: Continuous Improvement, Feedback, Suggestions, Complaints and Escalation Question Weighting 15%

Please describe your processes and procedures for improving performance through continuous improvement and Customer feedback.

Your response should:

- describe how you will identify, implement and measure continuous improvement initiatives;
- outline how Customer feedback and satisfaction will be recorded, monitored and managed and how this will be utilised to deliver improved performance in the future; and
- include a description of the process for managing complaints including how complaints will be registered, managed and reported and the process for escalation and resolution.

Word Limit: 1000

Question 1.5.3 Response

Identifying, Implementing and Measuring Continuous Improvement Initiatives

We will actively seek to improve performance through a **policy of continuous improvement** designed to deliver service efficiencies, reductions in whole life costs and improvements in quality and performance throughout the contract period. Enforced by our Operations Director and Service Manager, our Continuous Improvements Strategy will focus on delivering Fair Start Scotland (FSS) efficiencies, improvements in quality, performance and opportunities for better integration and alignments of services.

- We will **identify** area for improvement by benchmarking our quality of service at both a Scotland-wide (against other FSS contracts) and Lot (office by office) level. Our quality and performance monitoring systems and process (e.g. reviewing LMI data, sharing best practice, Performance Improvement Plans [PIPs]) enable us to: identify aspects of our delivery that require improvement; analyse historical and current performance levels; forecast future performance, and; quickly deploy performance improvement measures.
- Identified continuous improvement initiatives will be **implemented** throughout FSS' contract lifetime and in line with our existing process, which focuses on five key areas: Contract; Insight; Caseload; Vacancy, and; In Work Support. Implementation will be recorded using PIPs and Quality Improvement Plans (QIPs) and monitored by our Scotland Management Team, who will allocate time bound actions reviewed quarterly by our Operations Director. Significant changes will be piloted in a single office location to test delivery concepts before rollout across all delivery centres.
- Improvements will be **measured** against QIP/PIP ensuring they deliver on each of their SMART objectives. The collective impact of continuous improvement initiatives will be assessed against branch/CPA comparators using: monthly performance tables; Self-Assessment Reports and feedback from external evaluation/assessment. A record of Continuous Improvement initiatives and their outcomes will be maintained.

How Customer Feedback/Satisfaction will be Recorded, Monitored and Managed to Deliver Improved Performance

Our **customer feedback process** ensures customer needs and preferences influence ongoing service design and delivery. It will be applied consistently across direct and supply chain delivery.

- **Recorded** – Feedback/satisfaction is received at fixed points in the customer journey (e.g. exit) and sporadically: in-branch face-to-face or on feedback cards, and via online

questionnaires and dedicated complaints/comments email. It is date stamped upon receipt and copied into our MI system, producing a permanent record that is tracked to resolution, and retained for the contract duration.

- **Monitored** – Feedback/satisfaction is collated, analysed and presented at a contract wide, local branch, team and individual level. They will also be shared with the Scottish Government (SG). Performance against satisfaction targets is monitored at an individual level by line managers, team targets are monitored by branch managers, with branch and overall contract performance being reviewed by our Service Manager and Operations Director. The monitoring process runs seamlessly across direct and supply chain delivery.
- **Managed** - Feedback/satisfaction is reviewed and developed into actions at individual, team, branch and contract meetings. These actions are implemented and monitored as described above, but with the inclusion of reporting back to customers through “you said, we did” features in branches and newsletters. Focus is placed on aspects of the service that generate the lowest levels of satisfaction and/or highest levels of complaints, via our monthly performance meetings, where remedial actions are agreed. Branch performance (including that of our partners) will be RAG rated against service/satisfaction benchmarks that reflect FSS requirements.

We **use feedback to; improve future performance;** pilot new ways of working; identify best practice, and; adapt to changing customer needs/preferences. Feedback, analysis, improvement actions and outcomes will be shared across the contract (e.g. supply chain, Scottish Government) to pool knowledge and support proactive improvement implementation.

For example, during our delivery of the My Biz Enterprise programme, our customers told us:

- Sessions started too early (10am)
- People are reluctant to attend groups
- They don't read emails
- They do not like a “classroom” experience

From this feedback, we:

- Delivered more 1-2-1s and fewer group sessions
- Sent appointment reminders by text message not email
- Scheduled sessions later in the day
- Developed a mobile app to bring a gamification element to the business advice process

Performance improved and deliverables were exceeded by 33%.

Registering, Reporting and Resolving Complaints

Our **complaints management process** with specified response timeframes will be applied consistently across direct and supply chain delivery. The complaints process is explained and provided to each customer during their programme induction. Complaints may be received verbally or in writing. Each complaint is documented, logged and allocated a unique reference number. Key Workers (from a different branch or central office, to ensure impartiality) will be the first recourse for local participant complaints. Where a customer complaint is received, the multi-stage complaints process (as detailed within the company's policy document) is followed:

- Complaints are acknowledged in writing within two working days, detailing the manager assigned to investigate, their contact details, and anticipated timelines for a resolution to be communicated within five days.
- All activities conducted in associated with resolving the complaints are documented and logged to ensure a complete audit trail is maintained.
- The resolution is communicated to the customer in writing.
- We have in place a defined escalation process. At first, complaints are escalated to the Service Manager before being escalated to the Operations Director, if resolution cannot be achieved in the first instance.
- The Scottish Government will be immediately informed of any allegations of serious misconduct

and we will liaise with the Scottish Government regarding the outcomes of all investigations into serious complaints.

Complaints will be recorded on our JMS system, creating reports showing the complaints received, resolution performance and complaint themes. The report records all details of each complaint (e.g. number and nature of complaint, stage of the complaint, branch customer is attending complaint source, average resolution time). We will copy all complaints to a dedicated Scottish Government inbox and we understand this inbox will be used to identify emerging themes and concerns to be discussed at our Contract Performance Reviews.

1.5 Contract & Performance Management

Question 1.5.4: Risk Management

Question Weighting 10%

Please provide a detailed Risk Assessment plan for the contract. The plan must cover as a minimum:

- Potential risk
- Likelihood of risk Low Medium or High
- Impact of Risk Low Medium or High
- Owner of Risk
- Mitigation Actions

Your response must also consider any conflict of interest and how these would be mitigated.

Word Limit: 1000 (plus Risk Plan)

Question 1.5.4 Response (and 1.5.5 for Risk Plan upload on PCS-T)

How we manage risk

PeoplePlus (PP) have an effective Risk Management strategy, supported by a regularly updated policy for managing, monitoring, reporting risk. Our approach is not solely concerned with avoiding risk, indeed our appetite for risk is dictated by our desire to continuously grow and improve our organisation. As such, our policy highlights how certain high-risk activities are permissible as they are suitably well understood and managed. In line with this approach, our risk plan is reviewed quarterly to ensure accurate risk identification, mitigation and management.

Risk Plan overview

Risk management starts during the contract bidding phase, where initial risks, key deliverables and 'knock out terms' are defined and recorded in a Contract Summary document. On contract award, we will build a compliance plan, detailing every contractual commitment, deliverable and performance requirements to provide full visibility on every possible risk. This is then owned by the relevant Manager and used to report risks up to through the organisations risk management process. The Managing Director is ultimately responsible for the company's Risk Management Register, which is made up of sub-plans; each being owned by the relevant Senior Management Team (SMT) member - Operations Director, Governance Director, HR Director, Finance Director, IT Director, Business Development Director, Skills Director and Director of Strategy & Communities, and supported by PP Central Shared Services (including Commercial, Legal, HR, Finance and IT Support). Our SMT is required to review and update their risk plans quarterly as a minimum. Risk plans categorise risks within: Strategic; Compliance, Operational; financial; and reputational.

Each risk is given a score for likelihood and impact, which when combined give it an overall Risk Score. SMT members are responsible for putting appropriate controlling actions in place for each risk. For example, during our delivery of ESF Families which tackled entrenched worklessness in England by progressing people / families with multiple problems closer to employment, we identified 'having one or more premises not ready in time' as a Low Probability but High Impact risk. This is an issue we will monitor on an ongoing basis, as the FSS service evolves to meet participant need. The Finance Director presents divisional risk plans at quarterly SMT meetings, providing an overall company picture. As part of our organisational development, we maintain a register of previous loss events and near misses, to identify patterns and trends over time and contribute to our overall culture of risk management.

All Supply Chain Partners (SCPs) will be reviewed by our Quality Assurance team - this work is monitored by our Service Manager and the Operations Director. Significant concerns/risks are communicated promptly to the Business Manager or Quality Assurance Advisor for further investigation and capture on the relevant risk register.

Supply Chain responsibilities

Our SCPs will be required to adopt PPs' best practice approach to risk management, integrating our Risk Plan and Risk Management policy (updated December 2015). SCPs feature in our own Risk Plans, as the risks they present directly affect our own delivery. Accordingly, as part of our due diligence process for onboarding our supply chain, we will require all partners to have in place their own risk management policy and plan specifically related to the delivery of FSS. Where potential partners do not have these in place, they will be supported to develop suitable practice and policy in order to operate effectively within our supply chain.

How we manage conflicts of interest (Col)

We encourage all members of staff, both ours and those of our delivery partners, to disclose potential Col's at the earliest opportunity. Anyone with concerns complete a Declaration of Interest form and submit it to a dedicated email address. All declarations are reviewed by a panel comprised of central team members (e.g. Contract Support Manager, HR Advice Team Member, Operations Representative, and other subject matter experts consulted on a case by case basis). In exceptional circumstances, the appeal grounds will be reviewed by our Governance Director, whose decision is final. All declarations are recorded in a Col Log maintained by our Contract Support team. As part of our Whistle Blowing obligations, staff members are encouraged to contact our HR Advice helpline or through Safecall to discuss genuine concerns about malpractice, the details of which will be given to each staff member during their FSS induction.

In line with the FSS specification, we have broken down our handling of Col's into three separate conflicts:

Personal – situations where an individual, or someone with whom they have a close personal relationship, is affiliated with a funding or regulatory body associated with PeoplePlus (e.g. SDS, Scottish Government). This includes any benefit or advantage, and the provision of gifts/hospitality (which is covered in our Anti Bribery and Corruption Policies).

Financial – where there is an opportunity for financial gain, financial gain to close relatives or friends, or where there is a possibility financial benefits could influence a staff member's actions. This includes payment for services, equity interests and intellectual property rights, and does not simply consider the actual monetary value of a financial interest due to subjectivity.

Business Activities – these conflicts concern outside activities such as: other employment; consulting; service on boards, and; managerial positions. In some cases, either we or a member of our supply chain could develop an interest in business being transacted by the Scottish Government. Should this occur, we will inform the Scottish Government of the arising conflict and obtain authority consent to proceed.

The staff members responsible for overseeing and implementing the procedures for recording and acting upon each conflict of interest, be that personal, financial or business related, are our HR Director, Finance Director and Governance Director respectively. All staff are made aware of the associated Policy during their induction (and receive an annual refresher course) and their responsibility to disclose potential conflicts, however small, before contract start. If a conflict cannot be resolved before contract start, the issue will be escalated to the Scottish Government and we will follow any instructions provided to resolve any conflict at the earliest opportunity.

1.5.5. Risk Plan – LOT 1 Glasgow

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
	Financial									
F01	Performance and payment model, particularly around 52 weeks and service credits may mean that some outcomes achieved are not claimable or clawed back.	4	3	3	Finance Director	Contract and performance management systems to monitor and direct resources to activities where outcomes are lower and ensure Key workers focus is on progressing all clients. Experienced monitoring team and tools in terms of quality and compliance to ensure robust processes in place.	3	Detailed analysis of Performance offer with rationale and processes set up to mitigate and minimise slippage in relation to service credits	Due to go live at contract start.	
F02	Payment model may impact on cash-flow of supply chain partners, particularly in Year 1.	4	3	3	Finance Director	Supply chain partners to provide guarantee to support positive cash-flow; expenditure and cash-flow closely monitored and clear authorisation processes in place at all levels. Service fee from SG will flow down across all partners (minus management fee) to ensure maximum revenue reaches the partners to ensure best possible service.	4	Financial modelling has taken place with all supply chain partners to ensure clarity of cash flow in Year 1. Mitigations are in place with supply chain partners to support the business and FSS delivery.	Live.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
	Reputational									
R01	Failure to deliver required outputs leading to undermining of customer /local authorities/infrastructure's perception of the company.	2	4	3	Service Manager	Robust performance monitoring and implementation of remedial action, such as increased marketing with referral agencies and improved activity with customers, where required.	4	Robust performance and contract management framework in place across all levels, including PP, partners and with customers.	Due to go live at contract start.	
R02	Reputational Risk for Providers and impact on Scottish Government with regards FSS successfully transitioning from current provision	2	3	3	Service Manager	Supply Chain partners have high levels of experience successfully transitioning from large national contracts. Ensure clear communication with SG and sufficient resource applied to minimise disruption for stakeholders and customers.	3	Full Implementation plan in place, stress tested and resource allocated. Detailed analysis of current provision carried out and assessed	Live	
	Legal									
L02	Delay in contract award and signature impacts on initial contract length.	4	2	3	Project Director	Flexibility in planning to enable re-profiling of delivery plan and outputs/results to meet changed timescales.	4	FSS project plan developed, clear understanding of any impact of delays.	Due to go live at contract award.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
	Operational									
O01	Delivery partners not in place delaying start of delivery.	2	4	3	Project Director	Comprehensive mapping of partners conducted. Close management of Supply Chain Partners by the Service Manager upon contract award.	4	Comprehensive mapping of partners conducted through EOI. Agreements put into place with supply chain partners. Regular updates with supply chain partners through our central management	Live	
O02	Delivery staff not in place at start of contract, impacting capacity to deliver required performance and contractual obligations.	1	4	3	Project Director/ HR team	Over 60% of staff is already in place Recruitment activity planned to begin early in mobilisation window to secure appropriate resource. In addition, all Supply Chain members have a bank of professional CV's of interested candidates and TUPE may provide 40% of the required staffing levels	4	Agency partners alerted to contract requirements and timescales, initial discussions held.	Live	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
O03	Delivery Locations are not in place by start of delivery.	3	5	4	Project Director	Early mobilisation activity to involve all key stakeholders in driving forward arrangement to ensure arrangements are in place. Existing company premises already available for delivery across Glasgow are already in place and fully operational, all with capacity from day 1. In addition, over 50 different outreach and community venues are currently used. Draft agreements have been developed and are ready to initiate if required.	5	Full review of available premises, costs and current capacity has been carried out.	Live	
O04	Co-location arrangements delay the start or early parts of the contracts	4	5	5	Service Manager and Business Managers	Partners have existing premises within Glasgow that can be used for hot-desking; all IT systems used will be cloud-based so accessible from any internet-connected computer. 10 permanent locations and 50+ outreach, all of which can be used for co-location as pre-agreed by the Supply Chain members. Draft agreements have been developed and are ready to initiate.	5	Existing premises with spare space/facilities identified, suitable alternative community bases identified.	Live	
O05	Systems and processes not in place impacting on performance management.	3	4	4	IT Director, Head of Contract Assurance, and Quality Assurance Advisor	PeoplePlus, as Service Provider, to provide systems and processes to support operations, including full implementation team and training. Full Business Continuity plan in place in relation to all aspects of ICT.	5	External systems support consultant identified to lead systems mobilisation.	Due to go live at contract award.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
O06	Case management system not available for go-live impacting on ability to record contractual information, produce performance reports etc.	1	4	2	Head of Contract Assurance and Quality Assurance Advisor	Existing system recently revised to a similar level for NEA across Scotland and also used in Northern Ireland provision, conversion model currently live. Data requirements to be confirmed immediately post contract award to expedite adaptations. Existing system available to capture basic data requirements.	3	External IT resource identified to support conversion if required.	Due to go live at contract award.	
O07	Delivery model requires close working with organisations in wider infrastructure, e.g. housing, skills providers etc – impact on delivery model and outcomes if these working relationships are not in place.	2	4	3	Integration Manager and Service Manager	Communications prior to start of contract and proactive membership of existing network groups to help quickly embed in local infrastructure. Close working relationships with partners led by the Integration Manager upon contract award.	4	Members already delivering in area and linkages already in place. FSS team has established relationships with key partners in the development of the service model.	Live.	
	Delivery									
D01	Volumes of referrals from JCP not sufficient to achieve KPIs.	1	3	2	Service Manager and Supply Chain Managers if reach high risk rate	Promotion and communications with front-line JCP staff about the programme and benefits to customers. Transfer experience of co-working arrangements, flexible engagement approaches etc from SDS, Employability Fund and other relevant projects. Support from our partner's experience of Voluntary programmes and existing networks.	3	Relationships already in place through existing delivery in all areas. FSS team has established relationships with key partners in the development of the service model.	Live.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
D02	Volumes of referrals from JCP are significantly higher than anticipated during early delivery, resulting in delays and excessive resource demand which may then diminish across contract life.	1	3	2	Service Manager	On-going real time monitoring of referral volumes and caseload sizes/demographics from go-live; regular communications with JCP and SG to agree protocols for referral to ensure flows are received at steady pace. Flexible working with supply chain partners to increase and decrease capacity as required.	3	Scenario testing based on multiple referral patterns to ensure sufficient resources in place to manage early peaks in referrals.	Live.	
D03	Referrals not resulting in positive progression	1	3	2	Service Manager	Arranging warm handover by JCP staff to improve engagement. Client consultation to ensure referral process is engaging and programme content meets requirements. Quality assurance and performance management frameworks in place. Flexible delivery by key workers to meet individual needs including electronic engagement.	3	Relationships and working protocols established with JCP.	Due to go live at contract award.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
D04	Client disengagement or lack of attendance of voluntary customers and difficulty maintaining the commitment and motivation of customers which impacts on our ability to achieve contractual outcomes.	1	2	2	Service Manager	Close working with regions within Glasgow and JCP to ensure multi-agency workers also engaging clients encourage attendance; regular reporting to JCP; ensure barriers to engagement are minimised e.g. travel costs reimbursed through Discretionary Budget. Regular feedback and engagement with customers to understand the disengagement. Measures to be put in place with supply chain partners to ensure activity and interventions meet need.	2	Extensive research and experience of Voluntary programmes benchmarked to assess likely engagement levels. Customer journey and staffing levels developed accordingly.	Live.	
D05	Employer engagement resulting in lower than anticipated work placements, employment opportunities etc for the target groups, resulting in lower job starts.	1	4	3	Employer Relationship Managers	Contract-specific employer engagement staff monitored through stringent performance management framework with weekly KPIs. Client group specific employer engagement strategy and action plan to be developed and implemented including awareness raising of benefits of participation by employers and follow up services. Engagement with partners such as Remploy provides access to wider supported opportunities. Supply Chain Partners already have wide access and range of employers and a combined approach to tailor solutions for employers.	4	Already secured ring-fenced opportunities targeted at this project (e.g. Marks and Spencer's, BUPA).	Live.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
D06	Links into health provision and other support services are not sufficient to support effective delivery, impacting on overall client experience and outcomes.	2	3	3	Integration Manager and Service Manager	Integration Manager position created to provide consistent focus on external relationship and ensure all links into relevant services are established and current. Service Manager will play a key part in this also embedding the key workers with local teams will support links. Regular feedback and engagement with customers to understand the disengagement. Measures to be put in place with supply chain partners to ensure activity and interventions meet need.	4	Large mapping and testing exercise taken place including EOI competition to source and best provider to deliver the Intensive Service Strand. Supply Chain Partners come with readily build relationships with specialist call-off partners.	Live.	
D07	Insufficient availability of specialist services to meet emerging client needs.	2	3	3	Integration Manager and Service Manager	Integration position created to identify, source and manage any spot-purchase or subcontracted services required and maintain intelligence on services available to expedite arrangements as needs are identified outside of existing service availability.	4	Expression of Interest process conducted to assess and engage with target organisations, most of which Supply Chain Partners have existing relationships with.	Live.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
D08	Ineffective data sharing impacts on the holistic and joined up services to clients and the quality of service they receive.	2	2	2	Service Manager	Data sharing protocols to be developed during mobilisation to form standard part of monitoring/communication activity in Glasgow. Support to be sought from Supply Chain Partners where persistent issues occur, engaging to continually develop systems.	3	Examples shared across the supply chain. Draft agreements formulated.	Live.	
D09	The proportions of Medical Conditions presented by clients and the mix of client volumes across regions significantly changes resulting in changes in demands for services.	2	3	3	Project Director and Service Manager	Resilient and adaptable workforce and partners able to respond to changes in demand. Service Manager in place to ensure relevant services are in place throughout the contract.	4	Supply Chain Partners agreed defined approach if this occurs involving moving volumes between organisations if required.	Live.	
D10	Lead times to prepare clients for work readiness and into sustainable employment are beyond the duration of the programme. Anticipated outcome levels are not achieved and the overall caseload level rises.	1	3	2	Service Manager	Performance management measures in place: caseload review processes managing progress; staff training and appraisal; regular reporting and monitoring of activity; cause and effect analysis of "what works best". Measures to be put in place with supply chain partners to ensure activity and interventions meet need.	3	Benchmarking work completing mapping FSS customer's groups against existing contracts, e.g. Work Programme.	Live.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
	Implementation									
I01	Supply Chain not created in sufficient time delaying start of contract.	4	5	4	Supply Chain Partners	Work undertaken in advance of contract award, between members in form of partnership agreement defining, roles & responsibilities and decision making. No legal/formal requirement from Scottish Government to set up a Supply Chain. Full Implementation plan in place	5	MoU in place for existing partnerships to be used as basis agreement, partners inputted and agree implementation plan and process.	Live.	
I02	Processes not in place in impacting implementation.	3	4	4	Project Director	PeoplePlus as an experienced Prime provider to provide all processes to support operations, including full implementation team and training.	5	External support consultant identified to support mobilisation if required. PP team experienced at fast track implementation.	Live	
I03	Delivery partners not in place delaying start of delivery.	2	4	3	Project Director and Service Manager	Work undertaken in advance of contract award, between members in form of partnership agreement defining, roles & responsibilities and decision making. No legal/formal requirement from Scottish Government to set up a Supply Chain. Full Implementation plan in place	5	MoU in place for existing partnerships to be used as basis agreement, partners inputted and agree implementation plan and process.	Live	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
I04	Delivery staff not in place at start of contract, impacting capacity to deliver required performance and contractual obligations.	1	4	2	Project Director and Supply Chain Partner HR recruitments teams.	Majority of SCP staff are already in place. In the case of specialist support, temporary qualified agency staff will be brought in. Recruitment activity planned to begin early in mobilisation window to secure appropriate resource. In addition, all Supply Chain Partners have a bank of professional CV's of interested candidates and TUPE may provide between 40% of the required staffing levels.	4	Agency partners alerted to contract requirements and timescales, initial discussions held	Live.	
I05	Delivery Locations are not in place by start of delivery.	3	5	4	Project Director / PeoplePlus & SCP facilities and properties teams	Early mobilisation activity to involve all key stakeholders in driving forward arrangement to ensure arrangements are in place. Existing PeoplePlus company premises available in Glasgow - and existing SCP premises available and fully operational, all with capacity from day 1. In addition, 50+ different outreach and community venues are currently used. Draft agreements have been developed and are ready to initiate.	5	Full review of available premises, costs and current capacity has been carried out. Draft agreements have been developed.	Live.	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
I06	IT Systems not in place impacting Implementation and contract delivery	3	4	4	Project Director and Head of Contract Assurance	Full Business Continuity plan in place in relation to all aspects of ICT	5	External support consultant identified to lead systems mobilisation.	Live.	
I07	Key partners are slow to respond, finds difficulty in meeting deadlines related to Implementation	3	4	4	Project Director	Peopleplus will support, advise & train all partners to meet the contract start date and have the relevant systems in place & meet any training and resourcing requirements. Fast track implementation model will be used included centralised team and dedicated service manage to avoid slippage	5	Supply Chain Partners agreed to core set of principles and performance management framework for all Supply Chain members. MoU in place for existing partnerships to be used as basis agreement, partners inputted and agree implementation plan and process.	Live.	
I08	Slippage in the implementation process.	3	5	4	Project Director	The key personnel responsible for implementation understand what is required to meet key milestones, & monitor the process continually. Resources will be deployed to ensure any slippages are quickly addressed. PeoplePlus has recent experience setting up pan Scotland contracts successfully in under 6 weeks.	5	Recent experience has allowed the implementation team to fully scope out requirements.	Live	

Technical Response Document

Ref	Risk Description	Impact	Likelihood	Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed
I09	TUPE transfer can be complicated and time consuming and could affect ability to start the contract on time.	4	4	4	HR Director	PeoplePlus has vast experience in relation to TUPE. During NEA 2015 successfully transferred more than 30 staff to the business. This included the legalities, on boarding and full training in our ethos, processes and procedures. We are confident that we will be ready with a full complement of staff on the contract start date.	5	Detailed analysis of TUPE information available and full legal prospective of the Likelihood of TUPE applying and to which contract, mapped and cross referenced against required resource levels.	Live.	

Impact & Likelihood – 1: Very High, 2: High, 3: Medium, 4: Low, 5: Very Low

Overall Rating (original) – average score of impact & likelihood

Overall Rating (residual) – average score of impact & likelihood following the impact of the control measure

1.5 Contract & Performance Management

Question 1.5.6: Business Continuity and Disaster Recovery

Question Weighting 10%

A key element of Contract delivery will be the Service Provider's Business Continuity and Disaster Recovery services. Service Providers and their consortium and/or supply chain members must demonstrate that they have their own disaster recovery plans in place across all of the contracted services to mitigate any business continuity event that may affect their ability to deliver and maintain the services. Please provide details of any services which will be carried out by consortium and/or supply chain members in relation to any Business Continuity services.

Word Limit: 1000

Question 1.5.6 Response

Business Continuity and Disaster Recovery

PeoplePlus (PP) have in place a Business Continuity Security Policy which sets out our approach to Business Continuity and Disaster Recovery across the totality of our contracts, which include Work Programme in 9 CPAs and 3 NEA2 contracts in Scotland. This policy is underpinned by tailored local Business Continuity Plans (BCPs) for each of the areas in which we operate. This approach ensures our Business Continuity and Disaster Recovery planning maintains both the necessary rigidity to be effective whilst still allowing for regional risk variation. As such the local Business Continuity Plans encompass elements of service delivery unique to the lot area e.g. Supply Chain Partner withdrawal, flood or key staff change.

PP mitigates impact in key areas of people, premises and processes ensuring that any incidents or events do not hinder delivery. They cover all foreseeable events, from individual level staffing problems to major disasters, ensuring we are thoroughly prepared to respond quickly to potential risks. For example, flooding during Storm Desmond in 2015 meant our WP services in Cumbria were disrupted by road closures. In response, PP sourced temporary venues in non-flood areas, funding a minibus for customers to reach their jobs by alternate routes. BCPs detail the communication process, ensuring clarity in our response to disruption:

- Staff member identifies nature of incident and reports to the appropriate managers;
- Line manager actions (as appropriate) and notifies senior management of action taken;
- If clear contingency and/or action taken, then report immediately to Service Manager;
- Where it is not possible for Senior Management to act to rectify and/or action, then refer direct to the Operation Director, and;
- Where it is not possible for the Operations Directors to act, then refer to Managing Director.

Timescales for resolution factor in anticipated disruptions (e.g. loss of office, staff or utility carry a maximum outage of 24 hours). During disruption, the National/Regional Business Continuity Team act as the central point for the collection and dissemination of all information relating to the disruption, and co-ordinate all internal and external communications. This includes information for our Senior Management Team, Service Manager and relevant stakeholders, such as JCP and SCPs. We implement an agreed communication strategy with these stakeholders setting out, for example, how staff will be notified in the event of an issue (e.g. email, telephone, group text).

Our Business Managers will provide information on the impact of the disruption in their area of the business; including regular reports throughout the day(s) depending on the nature and length of the disruption. Our IT systems, managed by Civica, back up our operating model and retain the necessary flexibility to deal with faults and issues which may ordinarily impact on our delivery. They are designed to be fault tolerant and can operate with the failure of any single component including

networking and base hardware. Our MI system (JMS) is on VMware servers hosted on Civica's shared Compellent Storage Area Network. The primary unit in Civica's Manchester data centre is replicated to a secondary unit in the Luton data centre. Encrypted backups are carried out and held off site. In support of the physical servers, virtual servers can be moved between the physical servers without the loss of service to support planned maintenance within hours, thereby mitigating impact on the customer.

Supply Chain Business Continuity and Disaster Recovery

Business Continuity and Disaster Recovery in relation to our supply chain are well documented within our own plan. As part of our due diligence process for onboarding SCPs, we ensure that sub-contractors also have their own policy and plan in place to mitigate risks to delivery. This is established early within the engagement process, those organisations which do not have such a policy in place are not immediately eligible to join our supply chain. However, we support organisations whose services may offer crucial elements to our local delivery to develop and maintain such a policy. This process forms part of our own ongoing commitment to supporting local delivery partners to develop their service offer. We will test SCP BCPs annually.

Supply Chain Activities

As detailed in our Business Continuity and Disaster Recovery Policy, our supply chain forms an integral element of our service. They will support us in delivering the end-to-end FSS service across Lot 1, Glasgow, providing us with local delivery premises and staff resources. During implementation, we will review SCPs local BCPs to ensure their robustness. SCP local BCPs will detail the capabilities of all staff in delivery locations, including co-location, meaning that where staff are absent or incapable of working e.g. through illness, the remaining resources can be distributed to maintain service levels. This ensures that the impact on the customer and wider performance is unaffected and can continue whilst a permanent solution is implemented.

Local BCPs will contain information on an office buddying system, which ensures that should one of our delivery premises be unavailable then a local alternative can be provided to the customer with no break in service. For example, as part of our BCP for our WP in CPA2 (East Midlands), Mansfield and Chesterfield offices have a reciprocal buddying relationship. The BCP details the contingency that if either premise is unavailable delivery will transfer to the other premises. These local alternatives include alternative supply chain premises and local services from which we they deliver peripatetically should the need arise. All premises within our and our supply chains BCPs are risk assessed and compliant with disability legislation, with peripatetic delivery sites undergoing stringent due diligence before being added to our approved list.

1.5 Contract & Performance Management

Question 1.5.7: Security

Question Weighting 20%

Please describe your security controls, policies and procedures, and how these align with the standards set out in Schedules 1 and 12.

Please provide details of any services which will be carried out by consortium and/or supply chain members in relation to any Business Continuity and Cyber Resilience services.

Word Limit: 1000 (plus Security Plan, based upon attached template)

Question 1.5.7 Response (and 1.5.8 for Security Plan upload on PCS-T)

Controls

Building upon our ISO27001 certified employability and skills provision, PeoplePlus will ensure all information held or obtained throughout Fair Start Scotland (FSS) will be securely and sensitively managed in accordance with Schedule 9. When new contracts are taken on, extension audits are undertaken to include new provision within our ISO27001 certification. If at any time, we believe data has, or may become, corrupted, lost or sufficiently degraded, we will notify the Scottish Government immediately, informing them of remedial actions. We will comply with Baseline Personnel Security Standard/Government Staff Vetting Procedures in respect of all persons who are employed or engaged by us in FSS provision. This package of pre-employment checks will be achieved before our personnel access or handle Personal Data, and will cover: identity; employment history (covering a minimum of 3 years); nationality/immigration status; and criminal records. Additionally, all PeoplePlus employees are required to sign a confidentiality agreement as part of their contract of employment.

All information, applications and computers within our internal networks will be protected against unauthorised access and disclosure, using Cisco boundary firewalls, internet gateways or equivalent network devices. All computers and network devices will be configured to reduce the level of inherent vulnerabilities and provide only the services required to fulfil their role. We recognise computers and network devices cannot be considered secure upon default installation, and will apply system hardening techniques such as: removing unnecessary user accounts; changing default passwords to alternative, strong passwords; removing unnecessary software; disabling the auto-run feature; and running personal firewalls. Robust Symantec Endpoint malware protection on all exposed computers will ensure the latest security patches are installed.

All actions performed will be traceable to users who process Personal Data. We will ensure all users are aware their actions are recorded and all incidents will be investigated and actions taken. We have an audit trail in place that can be interrogated by authorised individuals, and can identify who has performed an action (e.g. browsing, creating, updating and deleting information), including what, when and where the action was performed. The environment for any system or service handling data, including pilot data, will be kept separate from test and development environment. Our controls ensure test or development systems and data are not improperly migrated to live environments.

Policies

Delivery will adhere to an Information Security Policy (updated and approved by our quarterly Information Security Forum in February 2017) which is owned by our Managing Director, Diane Martyn, who delegates the implementation and maintenance responsibilities to our Head of Contract Assurance. All systems are assigned System Owners and System Administrators, and we run Information Security training and awareness for employees accessing data (including the handling of Authority and Personal Data when using portable media), refreshed annually as a

minimum. We will comply with all relevant statutory regulatory and contractual requirements (e.g. Data Protection Act, Computer Misuse Act, Freedom of Information Act).

We are aware we will be the data processors on behalf of the Scottish Government. Through relevant policies (e.g. Access Control Policy, Remote/Mobile Computing Policy) and supplementary training, we will ensure all personnel understand their obligations when handling Authority and Personal Data, including legal and contractual responsibilities such as those at the start and termination of employment. Our policies cover the use of office systems such as electronic media, telephone, video conferencing, e-mail and hard copy post (e.g. Electronic Media Policy, Handling Official Information Policy). Our policies address the secure handling, encryption, transfer, retention, storage, archiving and destruction of data (including back-up data, the destruction or sanitisation for re-use of redundant media including hard disks, CD or any other storage used to process personal data).

Procedures

PeoplePlus will ensure robust and layered physical security are in place at all data storage sites. This will include, but not be limited to: limited access to server rooms (authorised personnel only); low key appearance; limited entry points to server room; and a door control system (including Fire Doors). We test associated IT systems annually using an accredited tester (Surecloud) and ensure all vulnerabilities are actioned in line with their recommended actions. We conduct an annual, accredited penetration test specific to our website (or earlier should changes introduce possibility of weakness).

Recommended actions are implemented to remove or mitigate any discovered vulnerabilities, ensuring checks are aligned with business objectives (e.g. scope, constraints, deliverables) and remedial actions are actioned in line with our business requirements. We will maintain our Information Security Management System and Security Management Plan, informed by our Information Security Policy, within the provisions of Schedule 12 (Security). We will store all data relevant to FSS in a secure data storage environment within the European Economic Area. Storage will allow authorised persons to easily access and retrieve data.

Our User Access Controls and Procedures monitor access to Personal Data, limiting access to those directly involved in the provision and those who need to know the information (e.g. accessing only the minimum amount of data to fulfil their role, limiting the levels of access to application, computers and networks to fulfil their role). All systems and services handling data will have a clearly defined set of password and physical security token rules including: secure distribution; enforcement of strong passwords or two factor authentications; enforcement of automatic policy change; guidance on the use of passwords; and administrative accounts configured to require a password change every 65 days, or immediately on suspected compromise.

Supply chain/consortium services

Contractual partners and consultants are bound by all provisions contained within our Information Security Policy and must sign a confidentiality agreement prior to accessing sensitive information. The System Owner is responsible for ensuring that this is implemented. Our comprehensive monitoring process for Sub-Contractors will involve on-boarding data security checks, annual due diligence reviews and solicitation of further monitoring data to ensure fit for purpose delivery. Data security will be monitored at a Director level, further assuring Scottish Ministers of the security of Authority and Personal Data. This monitoring will set out our overall organisational approach to protecting data assets.

FAIR START SCOTLAND
SECURITY PLAN TEMPLATE

Service Providers are required to complete the attached Security Plan template as part of their response to Question 5.6 of Part 4 - Technical Response.

Notes:

1. The "Services" means Fair Start Scotland
2. "Authority Data" means any data, text, drawings, diagrams, images or sounds (in any media) the loss or theft of which would cause financial or reputational damage to the Authority.
3. "Personal Data" means personal data for which the Authority is the Data Controller (e.g. customers' personal data).

This Security Plan is required to set out the proportionate security measures to be implemented and maintained relation to the Services. All processes associated with the delivery of the Services shall at all times comply with and include security measures and procedures which are sufficient to ensure that the Services comply with the provisions of this Security Plan. Where relevant, this will include international standards such as ISO/IEC27002; ISO/IEC27001; Cyber Essentials or comparable measures.

The Service Provider shall comply at all times with Data Protection Legislation and shall not perform its obligations under this Agreement in such a way as to cause the Authority to breach any of its applicable obligations under Data Protection Legislation.

If any statements in this Plan do not fully accord with the terms and conditions of the contract, the terms and conditions of the contract will be the contracted position.

Organisations must indicate within this security plan at section 3 'Accreditation' if they have achieved certification to Cyber Essentials, to what level and provide a copy of the certificate.

1. Governance		
Question	Guidance	Service Provider Response
Please provide full contact details of your appointed Senior responsible named officer, associated personnel and resources who will act as a first point of contact and conduct ongoing management of security incidents including identification, managing and agreed reporting procedures for actual or suspected security breaches.	If at any time you suspect or have reason to believe that Authority or Personal Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, you must notify the Authority immediately and inform the Authority of the remedial action you will take	Anthony Barrett, Head of Assurance, PeoplePlus, 17 Queens Lane, Newcastle-upon-Tyne NE1 1RN. Telephone 07872503115 Email Anthony.Barrett@peopleplus.co.uk
Please confirm if your appointed responsible named officer also has the responsibility for risk management within your organisation. If not please supply full contact details of the person responsible for risk management		Responsible for Risk Management Policy and production of quarterly Risk Management Plans together with the Audit and Risk Committee that also includes the Governance, Finance and IT Directors. .
Provide details of the name, contract function and details of any proposed subcontractors you will use	It will be your responsibility to monitor compliance of any Sub-Contractors and provide assurance to Scottish Ministers with regard to the security of Authority and Personal Data. This should set out your organisations overall approach to protecting data assets	Remploy End-to-end support (Intense Service Strand) Contact: Matthew Lancashire (Scotland Director) Telephone: 07785 343698 Email: tender.tracking@remploy.co.uk
		Momentum End-to-end support (Core and Advanced Service Strands) Contact: Steve Black Telephone: 07531 965559 Email: Sblack@momentumuk.org.uk
		The Lennox Partnership End-to-end support (Core and Advanced Service Strands) Contact: Blyth Deans (Chief Executive) Telephone: 07999 541170 Email: Blyth.deans@thelennoxpartnership.org
If you have a contract reference number please supply.		ITT – 16923
Please provide you overarching policy covering information security/data protection policy.		The PeoplePlus Information Security Policy is attached. This was last approved by the Information Security Forum in February 2017.

Are your policies reviewed at regular intervals and if so how often?		All policies are reviewed on a regular basis, at least annually. All changes made to the Information Security Policy are approved as required at the quarterly Information Security Forum. The attached policy was approved in February 2017.
In order to assure all security holding and sharing of data we require a clear "warranty" from the organisation/consortium (in accordance with the contract terms) that all data provided, stored and accessed at any proposed subcontractor (including Data Centre's) will be treated with rigour as required by the contract		In line with existing contracts where a supply chain is involved Security Plan requirements are flowed down to subcontractors based on a risk assessment. By providing subcontractors with controlled access to the JMS system many of the key responsibilities and risks for data are maintained within PeoplePlus. However as part of our supply chain management framework we are committed to managing, supporting and assisting our supply chain to maintain data security.
Please outline how you will monitor and gain assurance that subcontractors are compliant with the security requirements in accordance with the contract terms		Subcontractors are subject to on boarding data security checks and annual due diligence checks including confirmation of physical site self assessment audit checks.
2. Personnel Security		
Question	Guidance	Service Provider Response
How many of your personnel access, handle & process Authority or Personal Data?		The current level of staffing in PeoplePlus is approximately 1,350 of which 22.36 would be involved with day to day direct access to authority data for Fair Start Scotland. However, access control measures restrict staff access to regional / contract specific data so access to Authority Data is limited to those staff that need access to relevant data.
How many of your subcontractor personnel access, handle & process Authority or Personal Data?		Across our supply chain, 76.29 members of staff will have access, handle & process authority to personnel, with members of their management team having a higher % of overall access than direct delivery staff.
BPSS		
Please state what measures are in place to manage the BPSS requirement - including how the 4 mandatory checks are conducted, or will be implemented, within your organisation/consortium.	You shall comply with Baseline Personnel Security Standard/ Government Staff Vetting Procedures in respect of all persons who are employed or engaged by him in provision of the contract. This should be achieved before the	All new employees must complete their DS or DBS check and 3-year career history check through our Experian Portal. They receive an invite to do this with their offer of employment. Managers have access to the portal to

	<p>Service Provider's personnel access or handle Personal Data.</p> <p>This is not a security check as such but a package of pre-employment checks covering:</p> <ul style="list-style-type: none"> • Identity • employment history (at least 3 years minimum) • nationality/immigration status • criminal records <p>Designed to provide a level of assurance.</p>	<p>support new employees in this process</p> <p>RTW checks are carried out by line managers as part of the offer process – appropriate evidence is collated and signed copies of passports (which have been seen by the line manager) are forwarded to HR for filing. Operational Managers are responsible for ensuring these checks happen.</p> <p>Summary information on these checks for the whole of PeoplePlus and for the supply chain is reported on an annual basis in January each year.</p>
Confidentiality		
Please confirm how this is provided and managed and/or your agreement to implementing this requirement.		All PeoplePlus employees are required to sign a confidentiality agreement as part of their contract of employment.
Do you require your staff and subcontractors to confirm confidentiality as part of their conditions of employment?		Yes, as above.
Provide agreement here that, where at the written request of the Authority, the Service Provider shall obtain individual confidentiality statements from Service Provider's personnel including sub-contractors.		Yes
Legal and Contractual Obligations		
<p>Describe the specific measures you will operate and how you will implement them - please attach the relevant policies</p> <p>Describe the organisation/consortium and individual responsibilities for information security and explain how they are clearly defined. How are all staff aware of the security breach policy and potential sanctions available for inappropriate behaviour?</p> <p>Is a process in place to ensure your organisation/consortium is kept up to date with relevant current and emerging best practice?</p>	<p>You must comply with all the relevant statutory regulatory and contractual requirements for the delivery of the contract including the Data Protection Act, Freedom of Information Act etc. and / or You are aware of the Data Protection Act when processing generating data as it should only be used for the purpose that it was gathered for.</p> <p>You are aware that you are the data processors on behalf of the Authority.</p> <p>All of the Service Provider's personnel must understand their obligations when handling Authority and Personal Data, being aware of</p>	<p>Substantial parts of PeoplePlus have been ISO27001 certified since 2012 and in 2015 the certification was upgraded to the 2013 version of the standard and as such a comprehensive Information Security Management System is in place which includes ensuring that training and support is in place to assist staff with their understanding of regulatory requirements. The scope of the ISO27001 certification was successfully extended across all of PeoplePlus employability and skills provision in December 2016.</p> <p>The Head of Assurance as a qualified ISO27001 Lead Implementer is responsible for the implementation of ISO27001 supported by the quarterly Information Security Forum. The ISF is governed by an Organisation of ISF</p>

	<p>their legal and contractual responsibilities including at the start and termination of employment including Data Protection Act, Computer Misuse Act, Freedom of Information Act etc.</p>	<p>document that sets out the key staff and the roles they play within the Information Security Management System.</p> <p>Activity required to achieve, maintain and extend the ISO27001 certification ensures that processes are in place so that the organisation is kept up to date with relevant current and emerging best practice.</p> <p>As an existing DWP supplier our Data Security controls are reviewed by DWP PAT and in October 2016 feedback on the Data Security section confirmed 40 strengths with only one action point suggesting we should consider further improvement.</p>
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<p>Access Controls</p>		
<p>Please describe your processes on termination of employment including how you manage retrieval of data and revoking access to data.</p>		<p>As part of the overall access control policy and procedures, systems are in place within IT and HR to ensure that all access rights are closed off on termination of employment and to ensure that all physical equipment is returned.</p>
<p>Describe the specific access control measures you will operate and how you will implement them in relation to hard copy data – also attach the relevant policies</p>	<p>You must ensure: User Access Controls and Procedures are in place to monitor access to Personal Data limiting access to those directly involved in the provision of the Services and who need to know the information i.e. accessing only the minimum amount of data to fulfil their role.</p>	<p>The Access Control Policy is an integral part of the overall Information Security Policy that has been attached. Specifically, Section 5 – Access Control.</p> <p>Requests for new access originate from two sources (HR for permanent employees, and local leaders for temporary/contract employees). Based on the request, a helpdesk call is logged and IT creates accounts (Windows and Application). Upon initial log-in new employees are “forced” to change credentials from those set during account creation. All new starters are provided with an Active Directory (AD) account and an email account; in addition, for those whose job role warrants it specific application accounts e.g. JMS with appropriate permissions are also created. For permanent employees, they are also provided with an HR account.</p> <p>In following the above policy employees only have access to the data and information they require in order to do</p>

		<p>their jobs.</p> <p>The use of hard copy data is minimised with a focus on customer data being held within secure IT systems. Where hard copy data is maintained, when not in direct possession of the appropriate member of staff using the information data is kept in secure locked cabinets. A clear desk policy is in place at all locations.</p>
<p>Describe the specific access control measures you will operate and how you will implement them in relation to use of systems – also attach the relevant policies</p>	<p>You must ensure: User Access Controls and Procedures are in place to monitor access to Authority and Personal Data, including:</p> <ul style="list-style-type: none"> • limiting access to those directly involved in the provision of the Services and • who need to know the information i.e. accessing only the minimum amount of data and • The levels of access to applications, computers and networks to fulfil their role. • Special access privileges should be documented and given to a limited number of individuals. • Administrative accounts should only be used to perform legitimate administrative activities, and should not be granted access to email or the internet. <p>All systems and services handling Authority and Personal Data must have a clearly defined set of password rules to include:</p> <ul style="list-style-type: none"> • Secure distribution of passwords. • Enforcement of strong passwords or two factor authentication. • Enforcement of automatic policy change. • Guidance on staff for the use of passwords. • Administrative accounts configured to require a password change on a regular basis. 	<p>As described above as part of our User Access Controls and Procedures, employees only have access to the data and information they require to do that job. This is maintained using different levels of access within PeoplePlus IT systems in line with our Role Based Access Controls. For example, we use Active Directory to ensure that users are placed into groups which only give them access to the resources and applications they need.</p> <p>Access to systems is provided through the use of unique user identifications and passwords for authentication. Passwords are a minimum of 8 characters in length and complexity is enforced through the requirement that each password has to be made up of three of the four character types, (upper case alpha, lower case alpha, number, special character). Three failed login attempts will result in account lockout which can only be reset with admin intervention.</p> <p>We also have two Factor authentications when accessing the case management system through the application of certificates to any machines requiring access.</p> <p>Each user can only log on and gain access to their own user profile, IT has the ability to review actions carried out on user accounts and audit logs are kept and maintained.</p> <p>The overall Information Security Policy document is attached which includes the relevant section on Access controls within Section 5 of the document</p>

	<p>Where a physical security token is used as part of the logon process there must be clearly defined and documented procedures for the use of that token.</p> <p>The mechanisms provided for enabling, disabling, modifying or deleting user registration details must only be accessible to authorised individuals. System administrators must not logon with full supervisor privileges unless it is essential to do so.</p>	
Staff Training and Awareness		
<p>State what training is in place for employees prior to accessing Authority or Personal Data, how training is carried out as well as on an ongoing basis , and also describe how understanding is ensured</p> <p>Please cover if there are different levels of training depending on the job function within the organisation/consortium.</p>	<p>You shall have in place Information Security training and awareness for employees who are accessing Authority or Personal Data, Please provide details as to how often refresher training take place.</p> <p>For further information and guidance see the following link to the Authority Data Protection and Information Security web page: https://www.gov.uk/government/Trusts/department-for-work-pensions/about/procurement</p>	<p>All new staff are made aware at the Induction Welcome Day of the staff intranet including the policies and guides available via our online Learning Plus training platform. All staff are required to complete all Mandatory on line training courses as part of induction including the Information Security module. In addition, all staff are required to complete JMS training before they are allowed access to the live JMS system where DWP data is held.</p> <p>Refresher training is scheduled every year. To facilitate this, the on line training package is updated on an annual basis.</p>

3. Communication Management		
Question	Guidance	Service Response
How do you transfer Personal Data to and from your subcontractors?		The key principle adopted to ensure that Authority data is maintained securely by subcontractors is to provide them with access to our secure leading edge customer application system JMS. The need for transfer of data to and from supply chain partners outside of the secure system is removed.
Use of Office Systems		
Describe the specific measures you will operate and how you will implement them - please attach the relevant policies	You shall have policies and guidelines in place with regard to the use of office systems such as electronic media, telephone, fax, video conferencing, e-mail and hard copy post. This	See the Information Security Policy document attached. Section 3,4,8,9 and 15 amongst others apply to this point. However in particular please note the following specific policy sections

<p>How do staff confirm understanding of the use of office systems?</p>	<p>could include policies such as Electronic Media Policy, Handling Official Information Policy.</p>	<p>3.3 Email Usage Policy 4.2 Information Classification and Handling</p> <p>Staff understanding of Information Security Awareness training delivered is confirmed by a test at the end of the mandatory on line training which is required to be passed before their training is recorded as complete.</p>
<p>Social Media</p>		
<p>Describe the specific measures you will operate and how you will implement them - please attach the relevant policies Is your organisation/consortium proposing to use any form of social media in the delivery of this service? If yes, please provide detail? Please confirm that you will not use any form of social media, without prior approval/consent by the Authority.</p>		<p>This is covered within the Information Security Policy within the Internet Usage Policy, Section 3.4. This is backed up within Information Security Awareness sessions by a full description of risks associated with the use of social media and how this is controlled by limiting access to a small range of social media sites that have been deemed appropriate for staff to have access to.</p> <p>In delivering contracts Facebook, Linked In, Twitter and YouTube are available where appropriate.</p> <p>Policy and technical restrictions are in place to prevent messaging being used to ensure that customer data is not at risk.</p>
<p>Handling/transfer/retention/storage/archiving and destruction</p>		
<p>Describe the specific measures you will operate and how you will implement them - please attach the relevant policies</p>	<p>You shall have procedures and policies in place to provide secure handling/transfer/retention/storage/archiving and destruction of Authority and Personal Data, including any back up data. You shall have procedures in place for the destruction or sanitisation for re-use of redundant media including hard disks, CD or any other storage used to process personal data.</p>	<p>The Security of all systems where authority data is held is prioritised by PeoplePlus; this includes the secure storage and back up of data. Information handling procedures ensure that all records are securely maintained whether in paper or electronic formats and archiving procedures ensure all relevant data is maintained in line with regulatory requirements. Section 4 and 14 of attached Information Security Policy applies.</p> <p>In addition a copy of the additional Document Retention Policy is attached.</p> <p>The Cryptography Policy is fully outlined in Section 6.1 of the Information Security Policy.</p>

		<p>Loss, theft or unauthorised disclosure of could be detrimental to PeoplePlus and its stakeholders. PeoplePlus supports the use of encryption to protect confidential and sensitive information. Data and information, other than that classified as Public, as determined in the Information Security Policy, Section 4.2 Information Classification and Handling will always be transmitted in encrypted form other than in those cases where unencrypted email exchange has been specifically mandated by the relevant Data Controller/Funding Body. Prior to transmission, consideration will always be given to the procedures to be used between the sending and recipient parties and any possible legal issues from using encryption techniques. If staff members are in any doubt as to whether encryption is required or require assistance to encrypt a message or document assistance is available from IT Helpdesk. Staff members should be aware that password protection of a messages or document does not provide sufficient security and is not an approved form of protection.</p>
<p>Please include information regarding any voice/call recording that may be involved in the proposed service delivery.</p>		<p>N/A.</p>
<p>Describe how your organisation/consortium classifies data.</p> <p>Also describe how assets are managed.</p>	<p>You shall have policies in place for handling, storing, copying or transferring assets; such as asset registers etc.</p>	<p>Information classification and handling policy in place see Section 4.2.1 and 4.2.2 of Information Security Policy attached.</p> <p>Asset management system in place to ensure all assets are accounted for throughout the asset life cycle up to and including secure disposal</p>
<p>Accreditation</p>		
<p>If you have any level of Accreditation/Assurance in place such as ISO 27001/2 or Cyber Essentials please provide details</p>		<p>PeoplePlus is ISO27001 certified and as such has a comprehensive Information Security Management System in place. The scope of the ISO27001 certification was</p>

		<p>successfully extended across all existing PeoplePlus employability and skills delivery in December 2016. It is planned to extend ISO27001 coverage across all other PeoplePlus sites by September 2017. Annual reviews are undertaken to ensure any new locations are covered by the certification as new contracts are taken on board and new offices are opened. A copy of the ISO27001 Certificate is attached.</p> <p>PeoplePlus is aware of the Cyber Essentials initiative and seek to comply with all Cyber Essential requirements through the Information Security Management System it has in place to meet the ISO27001 standard supplemented by any additional controls identified. The Information Security Forum reviews certification requirements on an annual basis and at the October 2016 Information Security Forum it was agreed that Cyber Essentials certification would be sought to further enhance the ISMS. It is expected that Certification will be achieved before mid 2017.</p>
Data Protection		
<p>Is your organisation/consortium registered with the Information Commissioner Office, as a Data Controller, and thus comply with all requirements of the Data Protection Act 1998?- If applicable, please provide your data registration number.</p>		<p>Yes</p> <p>Registration number Z4690831</p>
System Security		
<p>Boundary firewalls and internet gateways: Describe the specific measures you will operate and how you will implement them - please attach the relevant policies.</p>	<p>Information, applications and computers within the Service Provider's internal networks should be protected against unauthorised access and disclosure from the internet, using boundary firewalls, internet gateways or equivalent network devices.</p> <p>One or more firewalls (or equivalent network device) should be installed on the boundary of the Service Provider's internal network(s). As a minimum:</p>	<p>See attached Information Security Policy document, specifically Sections 8 and 9.</p> <p>PeoplePlus have Cisco boundary firewalls deployed in the main data centre, and Cisco routers at all sites linking all sites in to a Private MPLS cloud.</p> <p>All boundary devices have any default passwords removed/changed according to the Password Policy, with any insecure ports/services being disabled and are not accessible from the internet; these are tested through the Annual Independent IT Health Check.</p>

	<ol style="list-style-type: none"> 1. The default administrative password for any firewall (or equivalent network device) should be changed to an alternative, strong password. 2. Each rule that allows network traffic to pass through the firewall (e.g. each service on a computer that is accessible through the boundary firewall) should be subject to Approval by an authorised individual and documented (including an explanation of business need). 3. Unapproved services, or services that are typically vulnerable to attack (such as Server Message Block (SMB), NetBIOS, tftp, RPC, rlogin, rsh or rexec), should be disabled (blocked) at the boundary firewall by default. 4. Firewall rules that are no longer required (e.g. because a service is no longer required) should be removed or disabled in a timely manner. 5. The administrative interface used to manage boundary firewall configuration should not be accessible from the internet. 	<p>All changes to the firewall are subject to the PeoplePlus change policy and are reviewed at the weekly CAB.</p> <p>The below shows a high-level architecture diagram of the</p>  <p>network link in to the office sites</p>
<p>Secure configuration: Describe the specific measures you will operate and how you will implement them - please attach the relevant policies.</p>	<p>Computers and network devices should be configured to reduce the level of inherent vulnerabilities and provide only the services required to fulfil their role.</p> <p>Computers and network devices cannot be considered secure upon default installation. A standard, 'out-of-the-box' configuration can often include an administrative account with a predetermined, publicly known default password, one or more unnecessary user accounts enabled</p>	<p>See attached Information Security Policy document, specifically Section 8 and 9.</p> <ol style="list-style-type: none"> 1. All machines are on a Windows domain and are hardened through the use of Group Policy and Symantec Endpoint protection software.

	<p>(sometimes with special access privileges) and pre-installed but unnecessary applications (or services). Default installations of computers and network devices can provide cyber attackers with a variety of opportunities to gain unauthorised access to a Service Provider’s sensitive information, often with ease. By applying some simple security controls when installing computers and network devices (a technique typically referred to as system hardening), inherent weaknesses can be minimised, providing increased protection against commodity cyber-attacks.</p> <p>Computers and network devices (including wireless access points) should be securely configured. As a minimum:</p> <ol style="list-style-type: none"> 1. Unnecessary user accounts (e.g. Guest accounts and unnecessary administrative accounts) should be removed or disabled. 2. Any default password for a user account should be changed to an alternative, strong password. 3. Unnecessary software (including application, system utilities and network services) should be removed or disabled. 4. The auto-run feature should be disabled (to prevent software programs running automatically when removable storage media is connected to a computer or when network folders are accessed). 5. A personal firewall (or equivalent) should be enabled on desktop PCs and laptops, and 	<p>All default of guest accounts are disabled, un-necessary programs removed according to a “standard build” which is independently tested through the Annual IT Health Check.</p> <p>All machines are configured to use Microsoft WSUS to ensure all are kept up to date with Microsoft Security patches which is managed by our third party.</p> <p>Our security team independently check and test for any vulnerabilities through regular Nessus vulnerability scanning which is run proactively across the estate.</p>
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	configured to disable (block) unapproved connections by default.	
Malware protection: Describe the specific measures you will operate and how you will implement them - please attach the relevant policies	<p>Systems and services handling Authority and Personal Data must be protected against malware infection (such as computer viruses, worms and spyware) through the use of malware protection software. The need to ensure systems are protected from malicious and mobile code and prevent infection of that system or service is key.</p> <p>The Service Provider should implement robust malware protection on exposed computers. As a minimum:</p> <ol style="list-style-type: none"> 1. Malware protection software should be installed on all computers that are connected to or capable of connecting to the internet. 2. Malware protection software (including program code and malware signature files) should be kept up-to-date (e.g. at least daily, either by configuring it to update automatically or through the use of centrally managed deployment). 3. Malware protection software should be configured to scan files automatically upon access (including when downloading and opening files, accessing files on removable storage media or a network folder) and scan web pages when being accessed (via a web browser). 4. Malware protection software should be configured to perform regular scans of all files (e.g. daily). 5. Malware protection software should prevent connections to malicious websites on the internet (e.g. by using website blacklisting). 	<p>See attached Information Security Policy document, specifically Section 8.3</p> <p>There is Symantec Endpoint protection installed and managed across the network which is monitored and maintained from a centrally managed server</p>

<p>Patching: Describe the specific measures you will operate and how you will implement them - please attach the relevant policies</p>	<p>Systems and services handling Authority and Personal Data must be protected against malware infection (such as computer viruses, worms and spyware) through the use of malware protection software. This should specifically include timely patching in accordance with the manufacturer's recommendations.</p> <p>Software running on computers and network devices should be kept up-to-date and have the latest security patches installed.</p> <p>Any computer and network device that runs software can contain weaknesses or flaws, typically referred to as technical vulnerabilities. Vulnerabilities are common in many types of popular software, are frequently being discovered (e.g. daily), and once known can quickly be deliberately misused (exploited) by malicious individuals or groups to attack a Service Provider's computers and networks.</p> <p>Vendors of software will typically try to provide fixes for identified vulnerabilities as soon as possible, in the form of software updates known as patches, and release them to their customers (sometimes using a formal release schedule such as weekly). To help avoid becoming a victim of cyber-attacks that exploit software vulnerabilities, a Service Provider needs to manage patches and the update of software effectively.</p> <p>Software should be kept up-to-date. As a minimum:</p> <ol style="list-style-type: none"> 1. Software running on computers and network devices that are connected to or capable 	<p>See attached Information Security Policy document, specifically Section 8 and 9.</p> <p>There is Symantec Endpoint protection installed and managed across the network which is monitored and maintained from a centrally managed server</p>
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	<p>of connecting to the internet should be licensed and supported (by the software vendor or Service Provider of the software) to ensure security patches for known vulnerabilities are made available.</p> <p>2. Updates to software (including operating system software and firmware) running on computers and network devices that are connected to or capable of connecting to the internet should be installed in a timely manner (e.g. within 30 days of release or automatically when they become available from vendors).</p> <p>3. Out-of-date software (i.e. software that is no longer supported) should be removed from computer and network devices that are connected to or capable of connecting to the internet.</p> <p>4. All security patches for software running on computers and network devices that are connected to or capable of connecting to the internet should be installed in a timely manner (e.g. within 14 days of release or automatically when they become available from vendors).</p>	
<p>Do you ensure that hardware handling Authority and Personal Data is maintained in accordance with the manufacturer's specifications?</p>		<p>PeoplePlus recognise the importance of ensuring the adequate maintenance of equipment to ensure continuous availability and integrity of systems and act in accordance with manufacturer specifications to ensure hardware is adequately maintained</p>
<p>Business Continuity</p>		
<p>Please confirm that the measures outlined in your Business Continuity or Contingency / Disaster Recovery plan, comply with the security requirements</p>	<p>All Business Continuity or Contingency / Disaster Recovery plans to manage the effects of unforeseen events such as human error, network</p>	<p>PeoplePlus have in place a Business Continuity Security Policy which is underpinned by separate local Business Continuity Plans for each of the different areas of the</p>

<p>in accordance with the contract terms - If not, please provide detail?</p>	<p>failure, computer virus or natural disaster must comply with the Authority's security requirements in accordance with the contract terms.</p>	<p>country in which we operate. The local Business Continuity Plans provide information on our office buddying system which ensures that customers can still be seen at a relatively local office even if their regular office is unavailable. The local Business Continuity Plans also detail the capabilities of staff who work in each location so that resources can be shared to cover for staff absence through illness etc. Systems are designed to be fault tolerant and can operate with the failure of any one single component including networking and base hardware. Virtual servers can be moved between the physical servers without the loss of service to support planned maintenance within hours. The JMS system is on VMware servers hosted on Civica's shared Compellent Storage Area Network which is a highly available appliance. The primary unit in Civica's Manchester data centre is replicated to a secondary unit in the Luton data centre. Encrypted backups are also carried out and held off site.</p>
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4. Portable Media		
Question	Guidance	Service Provider Response
<p>Do you intend to use any form of portable media in the delivery of this contract? If yes, please provide detail.</p>		<p>The PeoplePlus Remote/Mobile Computing Policy determines how users work with mobile computing facilities and additional policies such as the Encryption Security Policy ensure that suitable encryption technology is in place to protect mobile computing and storage devices. All laptops use encryption which is FIPS140-2 validated.</p> <p>It is intended to use laptops in delivery of this contract to ensure customer requirements can be serviced within the community as well as from PeoplePlus offices.</p> <p>The PeoplePlus Remote/Mobile Computing Policy has</p>

		proved effective in secure delivery of provision across various types of operational delivery including delivery of Enterprise contracts and outreach delivery within the Work Programme.
Handling Authority and Personal Data when using portable media		
Describe the specific measures you will operate and how you will implement them - please attach the relevant policies Please describe the policies and process for managing the use of laptops, tablets, smartphones etc, encrypted storage devices, including backup tapes (the Authority needs to be assured that all laptops or any removable devices or media will be protected by encryption which is certified and configured to at least FIPS 140-2 standard) and other removable media when handling Personal Data.	These policies and procedures should control, protect, and secure the use of and management of portable media. You should confirm: <ul style="list-style-type: none"> • Equipment is stored in a secure area. • Physical assets which handle Personal Data must have a nominated owner, be identifiable and traceable and have their details recorded sufficiently to allow them to be tracked and traced. • A level of protection must be given to the Personal Data if it is to be removed from the Service Provider's premises. • Information stored on portable media is kept to an absolute minimum, and meets the business' needs. 	The PeoplePlus Remote/Mobile Computing Policy determines how users work with mobile computing facilities and additional policies such as the Encryption Security Policy ensure that suitable encryption technology is in place to protect mobile computing and storage devices. All laptops use encryption which is FIPS140-2 validated. It is intended to use laptops in delivery of this contract to ensure customer requirements can be serviced within the community as well as from PeoplePlus offices.
Remote working i.e. Outreach, home working and home PC use		
Describe the specific measures you will operate, when not in a secure office environment, within your organisation/consortium, and how you will implement them (you must attach the policies for your organisation/consortium as part of this security plan)	This should include, for example, policies and controls in place to manage the risks of working in a non-secure environment.	Remote/Mobile Computing Policy attached as per above.
Will remote working take place during the delivery of this contract? If yes, please provide further detail.		It is envisaged that remote working will form a part of delivery. Historical evidence on other contracts confirms that PeoplePlus is able to deliver outreach services whilst maintaining an excellent record of security by ensuring policy is adhered to.
Premises Security		
Question	Guidance	Service Provider Response
How many sites will be used in the delivery of the contract?		10 fixed and 50+ outreach premises

<p>If multiple sites are involved in the delivery of the contract then please describe your premises set up. e.g. whether it involves being sole occupier of buildings owned by your organisation/consortium or within a multiple occupancy site that your organisation/consortium does not own, or another configuration.</p>		<p>All our delivery premises, both fixed and outreach will be multiple occupancy.</p>
<p>Building Security</p>		
<p>Describe the specific measures you will operate for your premises to ensure that Authority and Personal Data is protected from unauthorised access, theft or damage – please attach the relevant policies</p>	<p>These should cover:</p> <ul style="list-style-type: none"> • Controls and procedures in place to secure the perimeter of site building or office • Controls and procedures in place to allow only authorised personnel to enter site, building or office • Controls and procedures in place to allow only authorised personnel into secure areas • Controls to ensure visitors are accompanied at all times in areas where Personal Data is accessed • Controls to ensure Authority and Personal Data is safeguarded from unauthorised access, theft or damage 	<p>PeoplePlus offices have Perimeter controls in place including locked doors and reception desks where all visitors are required to register themselves when they first arrive. Only authorised key holders have access to the offices out of hours and are responsible for ensuring that the office is clear of all visitors and staff before locking up after hours. All visitors including DWP customers are only allowed access to our offices if they have an appointment. For customers who attend drop in sessions, secure areas are provided and supervised by PeoplePlus staff. Where possible, PeoplePlus offices use a speakerphone system and remote control door lock to ensure only known authorised individuals are given access. Most offices are open plan for Health and Safety reasons; however secure areas do exist in most offices to house IT networking equipment etc. These areas are locked using either numeric cipher locks or standard locks and keys. Only authorised personnel are given the door codes or keys to access these areas. Paper based customer information is kept in locked filing cabinets to which only authorised PeoplePlus employees have access. The physical security of sites is covered in our Physical Security Policy. PeoplePlus has suitable disaster recovery capability in place so that if our primary database or data centre is impacted by an unforeseen event, we can quickly recover through the use of a replicated database in a standby data centre.</p> <p>PeoplePlus is experienced in providing additional security</p>

		<p>on a site specific basis where required including for example the use of access control swipecards and on site Security Guards to further enhance security where required.</p> <p>Section 7 of the Information Security Policy attached covers Physical and Environmental Security.</p>
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5. Data “Off shoring”		
Question	Guidance	Service Provider Response
DPA and storage of Data		
<p>Please confirm if your organisation/consortium is considering offshoring in relation to the proposed solution to this contract and that the Authority’s approval will be sought and gained before off shoring processes or storage of Personal Data.</p>	<p>Personal Data must not be processed outside the UK without the prior written consent of the Authority and must at all times comply with the Data Protection Act 1998.</p> <p>The Authority Off shoring Policy controls apply when a contractor or sub-contractor wishes to:</p> <ul style="list-style-type: none"> • host the Authority’s systems, services or official information outside the UK; • allow staff based outside the UK to have access to the Authority’s systems, services or official information; • Bring foreign nationals (“Landed Resources”) to the UK to provide services including, but not limited to, applications development and support, testing and other similar activities. 	<p>No.</p>

6. Audit and Testing		
Question	Guidance	Service Provider Response
Security Tests		
<p>Describe the specific measures you will operate and how you will implement them - please attach the relevant policies</p> <p>Include results of penetration testing in this section and what backups are carried out.</p>	<p>You shall conduct tests on the processes and countermeasures contained within the security plan.</p> <p>All networks hosting Authority or Personal Data, including back-ups, must be protected to prevent unauthorised external access.</p>	<p>Information Security Policy is attached, Section 14 Compliance Security Policy specifically applies.</p> <p>Audit and Testing of information security is at many levels. The external review by the ISO27001 auditor confirms on an annual basis that PeoplePlus is adequately maintaining the ISMS and annual reports received are shared with the DWP. An annual Independent IT Health Check is undertaken and in response an action plan is created and implemented to further improve security. On a regular basis Operational Management perform self assessment audits across all sites. The results of the audits are shared with the DWP on an annual basis.</p> <p>The Head of Assurance provides a 3rd tier audit function for information security which includes monitoring and review of the audit work undertaken by the Operational Management Self Assessment as well as additional Information Security internal audit work relevant to the ISO27001 certification.</p>
Audit Trail		
<p>Describe the specific measures you will operate and how you will implement them - please attach the relevant policies</p>	<p>All actions performed by Service Providers must be traceable to users who process Personal Data. Users should be aware that their actions are recorded and ALL incidents will be investigated and actions taken.</p> <p>You shall have an audit trail which can be interrogated by authorised individuals and will identify who has:</p> <ul style="list-style-type: none"> Performed an action, which means, 	<p>Information Security Policy attached. Section 8.4 the Logging and Monitoring Security Policy specifically applies.</p> <p>The use of unique user identification allows PeoplePlus to record the actions of users within logs and attribute those actions to specific employees. At an application level the audit trail in place ensures that actions are traceable to the extent that who did what and when and where they did it is</p>

	<ul style="list-style-type: none"> ○ Browsing information. ○ Creating information. ○ Updating information. ○ Deleting information. ● What they did. ● When they did it ● Where they did it from 	identifiable
Test environments		
Describe the specific measures you will operate and how you will implement them – please attach the relevant policies	<p>The environment for any system or service handling Authority or Personal Data, including pilots, must be separate from test and development environments.</p> <p>Controls must be in place to ensure that test or development systems and data are not improperly migrated to the live environment</p>	<p>Information Security Policy attached. Section 10 in particular applies.</p> <p>Procedures are in place to ensure that test and development environments are separate from live operations.</p>
Please confirm that you will not use any Authority or Personal Data for testing purposes, without prior consent.		Confirmed.

7. Risk Management		
Question	Guidance	Service Provider Response
Is a corporate approach to risk management in place which enables the escalation of project risks to programme and/or organisational level risk registers?		A Risk Management Policy is in place within PeoplePlus which ensures that all risks are escalated as appropriate to the Corporate Risk Plan.
Are risk registers, owned, mitigated and reviewed on an ongoing basis?		Within the Risk Management Policy risk plan owners are clearly identified and risks are reviewed and updated on a quarterly basis.

8. Incident Management		
Question	Guidance	Service Provider Response
<p>Describe the specific measures you will operate within your organisation, and how you will implement them - please attach the relevant policies</p>	<p>You shall have in place:</p> <ul style="list-style-type: none"> • Processes and policies to ensure action is instigated when suspected incidents of misuse or breaches of security occur and a disciplinary process in place. • Processes for detecting unauthorised accesses (or attempted accesses), which must be treated as a security incident. 	<p>All PeoplePlus employees are aware of their responsibility to report actual or suspected Information Security incidents. This is covered by the Information Security Incident Reporting Policy, Section 12 of the attached Information Security Policy. There are several ways in which information security incidents can be reported, for example through email, through line management or through direct contact with the Head of Assurance. PeoplePlus have also made available a free phone number for incident reporting so that no cost is incurred for anyone who wishes to report a security incident, for example during out of hours when they may not have access to a PeoplePlus telephone.</p> <p>The management of Information Security incidents is the responsibility of the Head of Assurance, Anthony Barrett and is covered by the Incident Response Security Policy, (now incorporated within the attached Information Security policy)</p> <p>All incidents are investigated by the Head of Assurance and handled accordingly, which includes escalation internally through PeoplePlus management if necessary and notification, if required, to external stakeholders, for example. Incidents are recorded and reported on in the quarterly Information Security Forum.</p> <p>Policy documents within PeoplePlus state that any breach of policy is a disciplinary offence and could lead to disciplinary action being taken.</p> <p>Disciplinary action is handled through line management and PeoplePlus's HR department.</p>

Please confirm that you will notify the Authority immediately should any incident occur which could compromise Authority or Personal Data.		The Authority will be notified immediately should any incident occur which could compromise Authority or Personal Data.
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9. Other policies or procedures		
Question	Guidance	Service Provider Response
Please detail any other relevant policies or procedures you have in place.		.All relevant policies are in the attached Information Security Policy document

1.6 Mobilisation and Implementation	Section Weighting 5%
<p data-bbox="188 360 810 394">Question 1.6.1: Mobilisation and Implementation</p> <p data-bbox="1034 360 1374 394">Question Weighting 100%</p> <p data-bbox="188 409 1353 528">The Service Providers must provide a Mobilisation and Implementation Plan for the relevant Lot and describe their approach to the mobilisation and implementation of the Service. Your response will form the basis of the Mobilisation and Implementation Strategy for post contract award activities.</p> <p data-bbox="188 546 1342 607">The Plan must detail the key tasks and activities to be undertaken to ensure the availability of the required Service from the Operational Service Commencement Date.</p> <p data-bbox="188 624 1350 714">The Plan must relate to the mobilisation period and describe how you will minimise any potential disruption and risk to the Scottish Government throughout this period. The Plan must include as a minimum:-</p> <ul data-bbox="236 745 1377 1223" style="list-style-type: none"> ▪ Key workstreams (including delivery of the Stakeholder Engagement Strategy and Employer Engagement Strategy, and how you will recruit and train staff with the relevant skills to deliver the required services in accordance with the provisions of Schedule 1); • Key tasks; • Key milestones; • Key interdependencies; • Proposed resources to be deployed on the mobilisation activities (including a named Project Manager); • Proposed roles and responsibilities for mobilisation activities across both prime and sub-contractors or consortia partners; • Assumptions; • Expectations of Purchasers resources required; • Benefits of your proposed approach; • Approach to risk mitigation and escalation; and • Any other relevant information. <p data-bbox="188 1285 922 1319">Word Limit: 1500 (plus Mobilisation and Implementation Plan)</p>	
<p data-bbox="188 1361 1310 1424">Question 1.6.1 Response (and 1.6.2 for Mobilisation and Implementation Plan upload on PCS-T)</p> <p data-bbox="188 1442 1382 1778">Our Implementation and Mobilisation plan, attached at appendix 1.6.2 in the form of a Gantt Chart, outlines the key work streams and related activities, including tasks (with start and end dates), milestones and the strand lead responsible for each activity. It also illustrates the interdependencies and key activities post contract start date. We are confident it will ensure our service is ready for the 13th March 2018 service commencement date and go-live on 3rd April 2018. Our strategy for the implementation of Fair Start Scotland (FSS) in Glasgow will replicate our successful approach to the implementation of over 200 new contracts since 2007. This includes the set-up of contracts in new localities. For example, we implemented Steps to Success in Northern Ireland (a brand-new service in a new delivery location for PP) within 12 weeks. This involved the recruitment / TUPE of over 48 staff, set up of two new delivery premises (large scale Employment Training centres) and managing the set-up of seven supply chain partners.</p> <p data-bbox="188 1809 1382 1962">By way of further example, we implemented our New Enterprise Allowance (NEA) contract in Scotland (CPA 11a), within six weeks, following takeover from an underperforming provider. This included on-boarding 5 supply chain partners, setting up a new CRM system and training over 15 staff on our processes, systems and delivery model. The contract is now running at 276% MPL – 200% above target.</p> <p data-bbox="188 1993 1377 2020">Proven PRINCE2 project management methodology is used to manage resources and the critical path,</p>	

as well as for risk management to ensure that contractual and specification concepts become robust operational deliverables within state timescales.

Proposed resources

Our named Project Director (PD), Sally Bond, will have overall accountability for FSS implementation in Glasgow. Sally has 7 years' experience of implementing contracts, including PP's Access to Work contract in Scotland) and is fully accredited in PRINCE2 and MSP. Sally will work in close collaboration with the Service Manager (SM) (once recruited) and will report to our Operations Director, who will provide support, advice and direction to support implementation as required and will ensure the necessary resources are available.

Our PD will be responsible for:

- Preparing the detailed MIP and submitting it to Scottish Government (SG) within 10 days of the effective date
- Obtaining the MIP approval from SG, addressing any issues and resubmitting where necessary
- Updating the MIP and submitting monthly (or as otherwise directed by SG) to SG's Contract Manager
- Being the single point of contact for the SG throughout the implementation period
- Managing the Mobilisation and Implementation Team (MIT) to ensure planned activity is completed on time and to budget.

The MIT will include:

- Our FSS Service Manager, once recruited, responsible for implementing all elements of our delivery model across the three service strands, including overseeing supply chain implementation activity.
- Our FSS Integration Manager, once recruited, responsible for developing and implementing our stakeholder engagement and integration plans, including overseeing activity delivered through the supply chain.
- Work stream leads (WSL) allocated from each of our business functions, e.g. HR, ICT and Quality Assurance) in line with our Plan. These roles will be responsible for overseeing specific aspects of the MIP related to their department (work packages), including allocating resources, completing activities, integrating Fair Start Scotland with existing processes.
- Supply chain partner Business Managers, who will each be responsible for implementation of their organisations agreed element of Fair Start Scotland delivery, including recruitment and training, process design, employer/stakeholder engagement, integration activity and implementing local quality procedures. We have already identified relevant Managers, and key supporting roles, within each of our supply chain partners. They have developed a FSS Implementation Plan which mirrors and has fed into our MIP. Following contract award, each partner will be required to report progress against plan to our PD weekly, including actions taken to address any identified slippages.

This team has been involved in FSS programme design to ensure full understanding of the requirements and readiness. MIT involvement will continue for at least 3 months' post-contract start, when the PM and WSLs transition responsibilities into our core operating structure. Our MIT will collectively monitor progress against the implementation plan via weekly meetings, with progress in each work stream reviewed on a weekly basis to ensure milestones are achieved in line with planned timescales. Review meetings will be held within 1 week of a task being identified as problematic to determine contingency actions needed to maintain delivery. Progress will be reported to our Operations Director via weekly update reports and monthly progress meetings, and mirrored in the detailed Implementation Plan we will share with the SG Contract Manager monthly.

Approach to Risk Mitigation and Escalation

Our approach to risk management starts at bid stage; we have already identified numerous implementation risks and mitigating actions, these are detailed in our FSS risk register, owned by our PD. At the MITs weekly meetings, each WSL and SCP implementation lead will present a progress report RAG (red, amber, green) rating progress against each task. The IPM will update the risk register

with any newly identified risks, including proposed mitigating actions, e.g. realigning or sourcing additional resources, allocating additional investment, providing training. Each risk measure will be owned by the relevant WSL. Risks will be assessed in terms of likelihood and impact, to generate an overall risk rating. All risks scored as a 2 will be escalated to our Operations Manager (Scotland) via the weekly reporting process. Significant risks relating to the critical path will be escalated immediately via an exception report. The PD will hold overall responsibility for this review and risk management process, and it will continue for 12 weeks into the contract.

We have made the following assumptions in developing our plan:

- Contracts will be awarded on 06/10/17
- The SG IT system, including segmentation tool, will be available for go-live
- Start volumes generated will ramp up in line with our profiled targets
- Supply chain partners can absorb 10% of frontline staff requirements because of WP wind down
- TUPE will apply and will supply staff with appropriate skills for 10% of recruitment requirements

We have included following expectations for SG resources:

- Involvement in our MIT and ground level implementation activity, to e.g. sign off activity
- Support with widespread marketing and promotion of the services to generate referral from day one, e.g. engaging with key referral organisations such as JCP to help integrate the service, and influencing involvement of public and voluntary sector partners, e.g. NHS Scotland
- Available resources to sign off key documents, e.g. detailed implementation plan approval within 10 days of submission
- Single point of contact for the communication of progress and risk escalation

The benefits of our approach are as follows:

- Our strategy is born out of our track record of implementing contracts on time and to budget. Our robust governance structures ensure close monitoring and enable quick identification of risks/slippages;
- Our proposed resources and identified tasks ensure an equal focus on preparing for the go-live of all three service strands and recognise the differences in requirements;
- PP and our supply chains established employer links and proposed early employer engagement will provide day one vacancies to enable outcomes.
- PP's PLC status supports start-up investment.
- We have sourced high quality, locally established supply chain partners who are delivery ready. This minimises set up time, costs and likely issues, providing further assurance that our proposed service commencement date is achievable.
- Momentum will be gained through our selection SCPs, who are all already established in Scotland with existing networks of support organisations, established employer and stakeholder relationships and fully operational delivery premises.

Managing risk/disruption to SG during implementation

We recognise there are several potential risks to SG, including successful transition from existing contracts, level of resource needed to develop critical relationships, and reputational risks associated with successful go-live. We offer 'safe pair of hands' experienced in managing such risks. We are experienced in managing devolved provision (e.g. our Northern Ireland Steps to Success contract) as well as mobilising major contracts taking over from similar provision, e.g. our mobilisation of Work Programme in place of fND across nine CPAs. We can successfully implement contracts such as Fair Start with minimal support, whilst at the same time acting in a fully transparent and open way to ensure our funders have constant oversight and control of our activity. We will agree clear governance structures with SG which will provide a mechanism to ensure we fully understand SG strategy, resource availability, priorities and concerns, enabling us to work together to mitigate any risks as soon as they arise. In the event of a potential risk or disruption materialising, our flexible approach enables us to amend planned activity quickly, with approval from SG. The strong relationships we build with our funders support this, ensuring good communication lines and clear control lines.

The stated named spreadsheets are detailed on the following pages:

Implementation Plan

Roles and Responsibilities

Implementation Risk Log

PeoplePlus People Gets Jobs							2017												2018																														
Task Reference	Task	Duration	Start Date	End Date	Key Task Resources	Responsible Person / Workstream Lead (WSL)	Supporting Personnel	Interdependencies (Task reference dependent upon)	Milestone? (y/n)	04/09/2017	11/09/2017	18/09/2017	25/09/2017	02/10/2017	09/10/2017	16/10/2017	23/10/2017	30/10/2017	06/11/2017	13/11/2017	20/11/2017	27/11/2017	04/12/2017	11/12/2017	18/12/2017	25/12/2017	01/01/2018	08/01/2018	15/01/2018	22/01/2018	29/01/2018	05/02/2018	12/02/2018	19/02/2018	26/02/2018	05/03/2018	12/03/2018	19/03/2018	26/03/2018	02/04/2018	09/04/2018	16/04/2018	23/04/2018	30/04/2018					
1	Contract Award	1	06/10/2017	06/10/2017	COMMERCIAL	PROJECT DIRECTOR	Governance Director																																										
2	Implementation and Mobilisation	176	07/10/2017	31/03/2018	OPERATIONS	PROJECT DIRECTOR	WSLs	1																																									
3	Detailed Implementation Plan submitted to the Scottish Government	14	06/10/2017	19/10/2017	OPERATIONS	PROJECT DIRECTOR	WSLs	1																																									
4	Review of Detailed Implementation Plan	12	23/10/2017	03/11/2017	SCOTTISH GOVERNMENT	PROJECT DIRECTOR	Operations Director	3																																									
5	Resolution of any issues within the Detailed Implementation Plan	12	06/11/2017	17/11/2017	SCOTTISH GOVERNMENT	PROJECT DIRECTOR	WSLs	4																																									
6	Operational Service Commencement	1	13/03/2018	13/03/2018	OPERATIONS	SERVICE MANAGER	Project Director, Operations Direct	39,47,52																																									
7	Service Delivery Go Live	1	03/04/2018	03/04/2018	OPERATIONS	SERVICE MANAGER	Project Director, Operations Direct	11																																									
IMPLEMENTATION GOVERNANCE																																																	
8	Implementation team confirmed	1	06/10/2017	06/10/2017	OPERATIONS	PROJECT DIRECTOR	Operations Director	1																																									
9	PeoplePlus and Scottish Government contacts confirmed	1	06/10/2017	06/10/2017	COMMERCIAL	PROJECT DIRECTOR	Governance Director	1																																									
10	Schedule monthly detailed implementation plan updates to Scottish Government's Contract Manag	43	06/10/2017	17/11/2017	OPERATIONS	PROJECT DIRECTOR	Operations Director	1																																									
11	Workstream leads appointed	1	06/10/2017	06/10/2017	OPERATIONS	PROJECT DIRECTOR	Operations Director	1																																									
12	Implementation communications timetable agreed	1	06/10/2017	06/10/2017	OPERATIONS	PROJECT DIRECTOR	Operations Director	1																																									
13	Risk & Issues log developed	3	06/10/2017	08/10/2017	OPERATIONS	PROJECT DIRECTOR	WSLs	1																																									
14	Weekly implementation review and risk mitigation meetings scheduled	2	06/10/2017	07/10/2017	OPERATIONS	PROJECT DIRECTOR	WSLs	1,8																																									
HUMAN RESOURCES																																																	
15	Review TUPE for potential transferring employees	22	06/10/2017	27/10/2017	HR	HR BUSINESS PARTNER	Project Director, Finance Director	1																																									
16	Job titles, role specifications and resource plans reviewed	64	06/10/2017	27/10/2017	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	1																																									
17	Mapping of all TUPE transferees T&Cs	33	27/10/2017	29/12/2017	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	15,16																																									
18	TUPE discussions initiated with incumbent providers	33	30/10/2017	01/12/2017	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	17																																									
19	TUPE - Fair Deal for Staff Pensions Commitments met	33	30/10/2017	01/12/2017	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	17																																									
20	TUPE - Code of Practice on Workforce Matters Commitments Met	19	30/10/2017	01/12/2017	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	17																																									
21	Initial Consultation Meetings with TUPE transferees	27	04/12/2017	22/12/2017	HR	HR BUSINESS PARTNER	N/A	17,18,19,20																																									
22	Decisions on individual TUPE applications made	26	11/12/2017	06/01/2018	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	21																																									
23	Staff recruitment advertising for Service Manager and Integration Manager	26	16/10/2017	10/11/2017	HR	HR BUSINESS PARTNER	WSL - Marketing Manager	9																																									
24	First Job interviews for Service Manager and Integration Manager	5	13/11/2017	17/11/2017	HR	HR BUSINESS PARTNER	Operations Director	23																																									
25	Second Job interviews for Service Manager and Integration Manager	5	20/11/2017	24/11/2017	HR	HR BUSINESS PARTNER	Operations Director	24																																									
26	Job offers made to Service Manager and Integration Manager	3	27/11/2017	29/11/2017	HR	HR BUSINESS PARTNER	Operations Director	25																																									
27	Reference checks / HM Baseline Personnel Checks on Service Manager and Integration Manager	23	30/11/2017	22/12/2017	HR	HR BUSINESS PARTNER	N/A	26																																									
28	Service Manager and Integration Manager start date	1	03/01/2018	03/01/2018	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	27																																									
29	Service Manager and Integration Manager induction training	10	03/01/2018	12/01/2018	HR	HR BUSINESS PARTNER	Project Director, Operations Direct	28																																									
30	Supplemental staff recruitment advertising	26	16/10/2017	10/11/2017	HR	HR BUSINESS PARTNER	WSL - Marketing Manager	16																																									
31	First job interviews for supplemental staff	5	13/11/2017	17/11/2017	HR	HR BUSINESS PARTNER	N/A	30																																									
32	Second job interviews for supplemental staff	3	20/11/2017	24/11/2017	HR	HR BUSINESS PARTNER	Service Manager	31																																									
33	Job offers made to supplemental staff	23	27/11/2017	29/11/2017	HR	HR BUSINESS PARTNER	N/A	32																																									
34	Reference checks / HM Baseline Personnel Checks on new recruits	23	20/11/2017	22/12/2017	HR	HR BUSINESS PARTNER	N/A	33																																									
35	Recruitment contingency measures developed & on standby	1	30/11/2017	22/12/2017	HR	HR BUSINESS PARTNER	Service Manager	16																																									
36	Final staff start date / target TUPE Transfer date	43	05/02/2018	05/02/2018	HR	HR BUSINESS PARTNER	Service Manager	22,34																																									
37	Specific programme training designed	5	06/10/2017	17/11/2017	HR	HR BUSINESS PARTNER	Service Manager	16																																									

Management / Staff Role	Office Location	Dedicated FSS Role	Hours	Fair Start Scotland (FSS) Resource Requirement (FTE)						Role Description
				Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
FSS Transition and Implementation - PeoplePlus (Central Shared Services (CSS)) NB: Implementation Resource FTE shown in Year 0 only, Implementation support will continue in Year 1 with FTE shown in Central Shared Services below (Rows 23 - 48).										
Project Director	National	No	37.5	1.0	0.0	0.0	0.0	0.0	0.0	Leading implementation and mobilisation, communicating with Scottish Government during implementation period, managing our mobilisation and implementation team. Management of implementation risk log
Service Manager	National	No	37.5	1.0	0.0	0.0	0.0	0.0	0.0	Providing implementation support to the Project Director during the last 3 months of the implementation phase, with overall responsibility for contract delivery and performance
Integration Manager	National	No	37.5	1.0	0.0	0.0	0.0	0.0	0.0	Responsible for managing and implementing our Stakeholder Engagement Plan and progressing effective integration strategies with a range of national/local stakeholders.
Finance Director	National	No	37.5	0.1	0.0	0.0	0.0	0.0	0.0	Responsible for Finance implementation Work Stream, including budget sign off and creating supply chain partner level P&Ls
Governance Director	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for overseeing contract signing and compliance activity
IT Director	National	No	37.5	0.1	0.0	0.0	0.0	0.0	0.0	Responsible for the ICT implementation Work Stream, including setting up supply chain partners on PP systems.
Operations Director	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Providing implementation support to the Project Director, ensuring resources are in place and providing guidance on delivery model and contract set up.
National Employer Relationship Manager	National	No	37.5	0.1	0.0	0.0	0.0	0.0	0.0	Responsible for the Employer Engagement Work Stream, working with Supply Chain Partner ERMs and the Intergration Manager once recruited
Head of Referrals and Claims	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for Supply Chain due diligence and set up, before handing over to the Service Manager once recruited
HR Business Partner	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for delivering actions under the HR Work Stream, supported by the HR Director
Commercial Finance Manager	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for delivering actions under the Finance Work Stream, supported by the Finance Director
Head of Health and Safety	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for all Health and Safety requirements / checks
Marketing Manager	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for implementing our marketing and communications strategy
Information Security Manager	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for information security, completing checks on supply chain partners, supported by the IT Director
Head of Contract Assurance	National	No	37.5	0.2	0.0	0.0	0.0	0.0	0.0	Responsible for Supply Chain due diligence and set up, before handing over to the Service Manager once recruited. Responsible for defining quality assurance processes and checks and implementing quality assurance cycle. Supported by the Quality Assurance Advisor.

FSS Supply Chain Partner Transition and Implementation Resources											
Contract Managers / Integration Champions	Glasgow		37.5	0.2	0.0	0.0	0.0	0.0	0.0	0.0	Responsible for their organisations implementation of FSS in their geogrphical area and/or service specialism. Responsible for local stakeholder engagement.
Employer Relationship Managers	Glasgow		37.5	0.2	0.0	0.0	0.0	0.0	0.0	0.0	Responsible for leading local employer engagement strategies to generate opportunities for FSS customers

Technical Response Document

Implementation Risk Log

Ref	Risk Description	Impact	Likelihood Overall Rating (Original)	Owner	Control Measure	Overall Rating (Residual)	Actions to date	Status	Date Closed	
	Reputational									
R02	Reputational Risk for Providers and impact on Scottish Government with regards FSS successfully transitioning from current provision	2	3	3	Project Director / Service Manager	3	Supply Chain partners have high levels of experience successfully transitioning from large national contracts. Ensure clear communication with SG and sufficient resource applied to minimise disruption for stakeholders and customers.	Full Implementation plan in place, stress tested and resource allocated. Detailed analysis of current provision carried out and assessed	Live	
	Legal									
L02	Delay in contract award and signature impacts on initial contract length.	4	2	3	Project Director	4	Flexibility in planning to enable re-profiling of delivery plan and outputs/results to meet changed timescales.	FSS project plan developed, clear understanding of any impact of delays.	Due to go live at contract award.	
	Operational									
O01	Delivery partners not in place delaying start of delivery.	2	4	3	Project Director	4	Comprehensive mapping of partners conducted. Close management of Supply Chain Partners by the Service Manager upon contract award.	Comprehensive mapping of partners conducted through EOI. Agreements put into place with supply chain partners. Regular updates with supply chain partners through our central management	Live	
O02	Delivery staff not in place at start of contract, impacting capacity to deliver required performance and contractual obligations.	1	4	3	Project Director/ HR Business Partner	4	Over 60% of staff is already in place Recruitment activity planned to begin early in mobilisation window to secure appropriate resource. In addition, all Supply Chain members have a bank of professional CV's of interested candidates and TUPE may provide 40% of the required staffing levels	Agency partners alerted to contract requirements and timescales, initial discussions held.	Live	
O03	Delivery Locations are not in place by start of delivery.	3	5	4	Project Director	5	Early mobilisation activity to involve all key stakeholders in driving forward arrangement to ensure arrangements are in place. Existing company premises already available for delivery across Highlands and Islands are already in place and fully operational, all with capacity from day 1. In addition, over 50 different outreach and community venues are currently used. Draft agreements have been developed and are ready to initiate if required.	Full review of available premises, costs and current capacity has been carried out.	Live	

Technical Response Document

O04	TUPE transfer can be complicated and time consuming and could affect ability to start the contract on time.	4	4	4	HR Manager	PP has vast experience in relation to TUPE. E.g Through NEA in 2015 successfully transferred more than 30 staff to the business. This included the legalities, on boarding and full training in our ethos, processes and procedures. We are confident that we will be ready with a full complement of staff on the contract start date.	5	Detailed analysis of the ELI Tupe information available and full legal prospective of the Like hood of Tupe applying and to which contract, mapped and cross referenced against required resource levels	Live	
O05	Co-location arrangements delay the start or early parts of the contracts	4	5	5	Service Manager and Contract Supply Chain Partner	Partners have existing premises within Highlands and Islands that can be used for hot-desking; all IT systems used will be cloud-based so accessible from any internet-connected computer. 10 permanent locations and 50+ outreach, all of which can be used for co-location as pre-agreed by the Supply Chain members. Draft agreements have been developed and are ready to initiate.	5	Existing premises with spare space/facilities identified, suitable alternative community bases identified.	Live	
O06	Systems and processes not in place impacting on performance management.	3	4	4	IT Director, Head of Contract Assurance, and Quality Assurance Advisor	PeoplePlus, as Service Provider, to provide systems and processes to support operations, including full implementation team and training. Full Business Continuity plan in place in relation to all aspects of ICT.	5	External systems support consultant identified to lead systems mobilisation.	Due to go live at contract award.	
O07	Case management system not available for go-live impacting on ability to record contractual information, produce performance reports etc.	1	4	2	Head of Contract Assurance and Quality Assurance Advisor	Existing system recently revised to a similar level for NEA across Scotland and also used in Northern Ireland provision, conversion model currently live. Data requirements to be confirmed immediately post contract award to expedite adaptations. Existing system available to capture basic data requirements.	3	External IT resource identified to support conversion if required.	Due to go live at contract award.	
O08	Delivery model requires close working with organisations in wider infrastructure, e.g. housing, skills providers etc – impact on delivery model and outcomes if these working relationships are not in place.	2	4	3	Integration Manager and Service Manager	Communications prior to start of contract and proactive membership of existing network groups to help quickly embed in local infrastructure. Close working relationships with partners led by the Integration Manager upon contract award.	4	Members already delivering in area and linkages already in place. FSS team has established relationships with key partners in the development of the service model.	Live.	
Delivery										
D01	Volumes of referrals from JCP not sufficient to achieve KPIs.	1	3	2	Service Manager	Promotion and communications with front-line JCP staff about the programme and benefits to customers. Transfer experience of co-working arrangements, flexible engagement approaches etc from SDS, Employability Fund and other relevant projects. Support from our partner's experience of Voluntary programmes and existing networks.	3	Relationships already in place through existing delivery in all areas. FSS team has established relationships with key partners in the development of the service model.	Live.	
D02	Volumes of referrals from JCP are significantly higher than anticipated during early delivery, resulting in delays and excessive resource demand which may then diminish across contract life.	1	3	2	Service Manager	On-going real time monitoring of referral volumes and caseload sizes/demographics from go-live; regular communications with JCP and SG to agree protocols for referral to ensure flows are received at steady pace. Flexible working with supply chain partners to increase and decrease capacity as required.	3	Scenario testing based on multiple referral patterns to ensure sufficient resources in place to manage early peaks in referrals.	Live.	

Technical Response Document

D06	Links into health provision and other support services are not sufficient to support effective delivery, impacting on overall client experience and outcomes.	2	3	3	Integration Manager and Service Manager	<p>Integration Manager position created to provide consistent focus on external relationship and ensure all links into relevant services are established and current. Service Manager will play a key part in this also embedding the key workers with local teams will support links.</p> <p>Regular feedback and engagement with customers to understand the disengagement.</p> <p>Measures to be put in place with supply chain partners to ensure activity and interventions meet need.</p>	4	Large mapping and testing exercise taken place including EOI competition to source and best provider to deliver the Intensive Service Strand. Supply Chain Partners come with readily build relationships with specialist call-off partners.	Live.	
D07	Insufficient availability of specialist services to meet emerging client needs.	2	3	3	Integration Manager and Service Manager	<p>Integration position created to identify, source and manage any spot-purchase or subcontracted services required and maintain intelligence on services available to expedite arrangements as needs are identified outside of existing service availability.</p>	4	Expression of Interest process conducted to assess and engage with target organisations, most of which Supply Chain Partners have existing relationships with.	Live.	
DO8	Slippage in the implementation process.	3	5	4	Project Director	<p>The key personnel responsible for implementation understand what is required to meet key milestones, & monitor the process continually. Resources will be deployed to ensure any slippages are quickly addressed. Plus PeoplePlus has recent experience setting up pan Scotland contracts successfully in under 6 weeks</p>	5	Recent experience has allowed the implementation team to fully scope out requirements and partners have existing infrastructure	Live	

1.7 Sustainability, Environmental, Community Benefits**Section Weighting 10%****Question 17.1 – 1.7.3 Fair Work | Workforce Matters****Question Weighting 30%**

The Scottish Government is persuaded by evidence which shows that the delivery of high quality public services is critically dependent on a workforce that is well-motivated, well led and has appropriate opportunities for training and skills development. These factors are also important for workforce recruitment and retention, and thus continuity of service. The Scottish Government has adopted workforce policies to meet these requirements. These policies include:

- a pay policy that includes a commitment to supporting the living wage for the duration of this parliament;
- fair employment practices;
- clear managerial responsibility to nurture talent and help individuals fulfil their potential;
- a strong commitment to Modern Apprenticeships and to the development of Scotland's young workforce;
- support for learning and development;
- no inappropriate use of zero hours contracts;
- no inappropriate use of "umbrella" companies;
- flexible working;
- flexi-time; and
- career breaks.

The Scottish Government also attaches importance to ensuring effective consultation and involvement of staff and Scottish Government management work in partnership with the Trade Union. While it is, of course, a personal decision whether or not to join a Trade Union, the Scottish Government encourages its staff to join an appropriate Union and to play an active part within it, making sure their views are represented.

It is expected that the Service Provider and supply chain members whose workers work alongside those of Framework Public Bodies will take a positive approach to workforce-related matters as part of a fair and equitable employment and reward package. The Scottish Government will monitor progress of the Service Provider's approach to workforce related matters throughout the period of the contract. The Service Provider is required to encourage a positive approach to work-force related matters by their sub-contractors and to monitor and report progress back to the Purchaser.

In order to ensure the highest standards of service quality in this contract the Scottish Government expect Service Providers whose workers work alongside ours to take a similarly positive approach to workforce-related matters as part of a fair and equitable employment and reward package.

Please describe how you will commit to fair work practices for workers (including any agency or supply chain workers) engaged in the delivery of this contract.

Good answers will reassure evaluators that your company takes the engagement and empowerment of workers seriously; takes a positive approach to rewarding workers at a level that can help tackle poverty (e.g. through a commitment to paying at least the living wage), adopts fair employment practices, provides skills and training which help workers fulfil their potential, that you do not exploit workers (e.g. in relation to matters such as the inappropriate use of zero hours contracts or "umbrella" companies); and that your company will demonstrate organisational integrity with regards to the delivery of those policies, including having arrangements in place to ensure effective employee representation. This reassurance should be achieved by providing tangible and measurable examples that can be monitored and reported during contract management procedures.

Good answers should also demonstrate how you will proactively support the delivery of the Scottish Government's respective HR Initiatives, in accordance with the Scottish Government's Commitments towards social inclusion and tackling inequality in relation to the delivery of the Services under this Contract (e.g. Tackling gender inequality and occupational segregation; LGBTI

Communities for [Stonewall Workplace Equality Index](#) ; [the Race Equality Framework](#), a [Fairer Scotland for Disabled People](#); and [Developing the Young Workforce - Scotland's Youth Employment Strategy](#)).

Word Limit: 1500

Question 1.7.1 -1.7.3 Response

Commitment to Fair Work practices

Our commitment to the engagement and empowerment of our work force is reflected through PeoplePlus' policies and procedures to ensure that our practices, and those of our supply chain where applicable, promote equality and inclusion. We are committed to ensuring that our pay and reward policies can help tackle poverty in a positive way through our commitment to pay the living wage as a minimum. We will continue to pay our employees a fair wage and endeavour to work with our supply chain partners and employers to grow the number of stakeholders who are accredited. Further pay and reward policies to support our employees also include access to flexible working initiatives, flexi-time policies, career breaks, early retirement options and parental leave options. Our policies are in place to motivate, protect and support our workforce and we have strict guidelines around appropriate contracts with direct employees and the use of agency workers to ensure we do not breach our commitment to not use zero hour contracts or agency umbrella company agreements that exploit workers. This is also a key mechanism of our supply chain management process to ensure employees throughout the whole supply chain are fairly treated. Our HR Director is the accountable senior officer within PeoplePlus for ensuring these policies are not breached and that their integrity is upheld in the delivery of our services, through employers and the subsequent supply chain.

We fully adopt fair employment practices throughout the organisation, to include: fair and appropriate terms and conditions to our workforce; a commitment to employees that may be affected by TUPE process both transferring in and out of the business; redundancy policies that abide by employment law; employee assist programmes in place to support our workforce; performance appraisals and performance management processes appropriate to the role ensuring any issues are raised and managed prior to escalation and, if required, dismissal processes are followed. We are committed to the training and development of our workforce to develop skills within the workforce and nurture talent. We support our employees to attain relevant accredited qualifications. Key Workers, for example, are supported to achieve IAG L3; we support employees to undertake job-specific skills training; each employee has a personalised development plan; support to access membership of relevant professional bodies, such as the Institute of Employability Professionals (IEP); and access to relevant external conferences, seminars and training courses. PeoplePlus are committed to the development of our workforce, including pro-actively supporting our younger workforce members. We employed 19 IT/operation/HR apprentices in 2016 and have employed 9 in 2017 so far. We contribute to the Apprenticeship Levy to develop our workforce, and would extend this to Scotland-based staff, engaging with Skills Development Scotland (SDS) and their Scottish Apprenticeship Advisory Board (SAAB) to successfully deliver our apprenticeships agenda. We plan to consult with our FSS supply chain partners with a view to developing a joint approach to skills development, specifically apprenticeship opportunities and how maximise Levy commitments, where applicable.

In 2015/16, we delivered 1307 apprenticeships in partnership with employers, supporting their access to funding to increase the number of young people accessing employment opportunities. Our partnership with Pickford's for example, supported this employer to attract new talent alongside LEAP (a new learning and development programme) to upskill existing staff in line with Pickford's business needs. We replicate this type of support model across organisations of all sizes in the UK to aid workforce development and create new opportunities. We will work with and through our supply chain to support employers in key local growth sectors (e.g. retail, hospitality, construction) to develop opportunities with modern apprenticeship schemes, work based learning opportunities

and opportunities for young people, through access to funding such as the Youth Employment Scotland Fund (YESF). We are committed to developing our employees voice and in line with the appropriate legal requirements and timescales, we endeavour to engage employees in the development of the organisation and services, and have partnered with Remploy who are 30% employee owned, to learn from their dedication to the engagement and empowerment of their workers. This is down to their belief that a well-rewarded, well-motivated and well-led workforce, complete with relevant skills, experience and room to develop is key to the delivery of services such as FSS, and has allowed them find 100,000 disabled people sustainable employment in the last 5 years. In the development of our policies and procedures we take a consultative approach: ensuring employee representation through quarterly employee engagement forums and networks and working with trade unions on workforce matters.

For FSS delivery, our Business Managers and Integration Manager will develop policies and procedures in line with our commitments. Our sourcing activity for both employers and supply chain partners provide assurances that funded activity will be delivered with a commitment to Fair Work/Workforce Matters policies and will be actively managed and developed throughout the delivery of the contract to ensure continued compliance. To achieve this, we will develop a set of internal Fair Work performance measures that will be reported and monitored as part of our contract management process. We will support the employers we engage with to sign up to the Scottish Business Pledge (if they have not already) and provide time for staff CPD, which involves access to 400 accredited on-line courses via LearningPlus. This will reduce costs for employers and providing a flexible approach to staff learning).

Proactive support for the delivery of the Scottish Government's HR initiatives

As an equal opportunity employer, we are committed to delivering services that focus upon social inclusion and tackling inequality. Our equality policies are sponsored by our senior management team, with accountable directors driving the company's performance in relation to these matters. We propose, in the future delivery of the Fair Start Scotland contract, that we work proactively with our employers, supply chain, key stakeholders and the Scottish Government through quarterly, Fair Work focused forums to support, encourage and monitor delivery against the HR initiatives. Tackling gender inequality in the workforce is addressed through our Equality and Diversity policy, as part of which we are preparing to publish our gender pay gap figures by April 2018. Women contribute significantly to the recovery of employment rates in Scotland in comparison to the rest of the UK, however occupational segregation negatively affects women in terms of income levels. Our adopted policies and procedures ensure that situations that traditionally impact women i.e. caring and parental responsibilities, are supported through flexible working approaches that encourage a gendered approach to employability support. To encourage and support women into higher paid jobs, we are working with Close the Gap to identify the support needs of women seeking employment. Our Equality and Diversity Manager will work with our supply chain to implement identified support.

We are committed to the inclusion of LGBTI Communities in our workforce and have developed our policies and practices accordingly. We use our index scores to inform our improvement plans and in line with developing our workforce we also use our results to drive forward the inclusiveness of the sector. In turn, we have found that this has led to improved practice and performance throughout our workforce, with employees performing better because of being able to be themselves in the workplace. Our inclusive policies and procedures aim to ensure that people from minority ethnic backgrounds have equal and fair access to employment and representation at all levels and occupation types. These are in place to reduce segregation, with an aim to abolish inequalities in the workplace. Our workplaces are inclusive for all religions, faiths and beliefs, providing adjustments and access to additional facilities where required e.g. prayer rooms.

Our disability policy is in place to effectively engage with and integrate people with disabilities within the workforce. The employment support contracts and services that we deliver focus upon working with customers with disabilities and long term health conditions and our business focuses upon making sure that disabled people have an adequate income to participate in learning, in education,

voluntary work or paid employment and retirement. Our services and partners work together to support people with disabilities to promote independent living, meet needs and work together to enable a life of choices, opportunities and participation. Our programmes focus upon ensuring that accessibility is at the centre of what we do to and we work with employers to provide opportunities to achieve this. We are committed to developing the young workforce, both in our company and with the customers we work with, to directly benefits Scotland's Youth Employment Strategy. This will ensure that there are skilled and able young people within communities, and that talent can flourish and develop into roles that will stimulate them to challenge and further themselves. Through our experience in the delivery of Public Sector contracts we place race, gender, disability and age equality at the centre of our business and we work with partners, stakeholders and employers to link up agendas, build capacity and share best practice.

1.7 Sustainability, Environmental, Community Benefits

Question 1.7.4: Fair Work | Scottish Business Pledge

Question Weighting 0%

The Scottish Business Pledge is a Government initiative which aims for a fairer Scotland through more equality, opportunity and innovation in business. Information on this can be found at the following link:

<https://scottishbusinesspledge.scot/>

The Tenderer is asked to confirm if they have signed up to the Scottish Business Pledge.

Question 1.7.4 Response

Yes

1.7 Sustainability, Environmental, Community Benefits

Question 1.7.5: Fair Work | Living Wage Accreditation

Question Weighting 0%

The Scottish Living Wage Accreditation Initiative and the Living Wage Foundation recognise and celebrate the responsible leadership shown by Living Wage Employers and support employers to incorporate the Living Wage into organisational structures long term. More information can be found at the links below:

<http://scottishlivingwage.org/>
<http://www.livingwage.org.uk/>

The Tenderer is asked to confirm if they are accredited as a Living Wage Employer.

Question 1.7.5 Response

Yes

1.7 Sustainability, Environmental, Community Benefits

Question 1.7.6: Integration and Alignment

Question Weighting 30%

Please describe how you will ensure that the Services recognise and reflect local needs, priorities, strategies and resources to achieve best outputs and value for money, offering a comprehensive service that meets the needs of all Customers. In particular, you must describe your approach to the following:-

- How you intend to develop and implement a separate agenda of integration and alignment and how different will your approach be from how you currently operate?
- How you will measure progress, report on progress, and introduce any improvement measures for evaluation of the effectiveness of your engagement processes in the integration and alignments area; and
- How you intend to share good practice of integration and alignment with external and local stakeholders to encourage replication and how you will monitor any implementation with stakeholders.

Word Limit: 1500

Question 1.7.6 Response

The urban geography in Glasgow creates close knit communities where customers, service providers and employers are all known to each other. Our supply chain partners (SCPs) are embedded in these communities and have the in-depth knowledge and local relationships required to offer a joined-up, comprehensive service that effectively reflects local needs and priorities.

Developing and implementing our integration and alignment agenda

Our dedicated Fair Start Scotland (FSS) Integration Manager (IM) will lead our integration and alignment activities in Glasgow. This will include implementing/updating our FSS Stakeholder Engagement Plan (SEP) (Appendix 3). The IM will engage with strategic stakeholders e.g. Scottish Government (SG), Skills Development Scotland (SDS), NHS Scotland, DWP/JCP and pan-lot providers (e.g. Scottish Refugee Council, Capability Scotland [disability specialist]) to understand local priorities, strategies and existing services related to a) FSS customers' needs and b) local delivery in Glasgow. And will work to identify ways in which FSS delivery can contribute to, or benefit from, their agendas. For example, we will align with SDS and their Scottish Apprenticeship Board's (SAAB) Apprenticeship agenda by supporting local employers to develop Apprenticeships and work based learning opportunities.

Our IM will oversee a team of Integration Champions from within each of our SCPs. These Champions will be responsible for the co-production and on-going management of Local Authority Level Local Integration Plans (feeding in to our overarching FSS SEP). These, developed in partnership with key area-level stakeholders, including: Local Authorities, Community Planning Partnerships and Integration Joint Boards/Open Doors Partnership, VCSE organisations. The SEP will map stakeholders and service providers across the Lot, providing a clear strategy, with measurable actions, owners and timescales, for integrating and aligning our service. Including:

Strategic alignment: co-ordinating resources to target strategies and needs, through:

- **Reviewing local strategies:** e.g. each Community Planning Partnerships Community Plan/Local Outcomes Improvement Plan 2013-2023 and each Councils Strategic and Area-based Economic Development Action Plans 2016-2021, to identify priorities and areas of need for each local authority area. We will align FSS delivery with the REACH Community Health project to tackle the lack of health, wellbeing and health care provision available to Ethnic Minority communities in Glasgow. This will be achieved by supporting/promoting attendance at community events, encouraging social inclusion through work, and engaging customers in online communities.
- **Active participation in local boards and forums:** e.g. Community Planning Partnerships and Integration Joint Boards / Open Doors Partnership, Employability Partnerships, and Skills

Development Scotland to understand and contribute to local priorities, and join up resources to help deliver shared outputs. We will engage schools and skills providers in local labour market activities to ensure they understand local growth sectors and employer needs, supporting the objectives of the Developing Young Workforce (Glasgow).

- **Aligning funding streams:** Integration Champions will join-together different funding streams, by engaging providers and commissioners to pool funding, increasing collective funding for each customer to address more barriers concurrently, reducing duplication and improving outputs/outcomes across all services. We will align with Skills Development Scotland and their Scottish Apprenticeship Board (SAAB)'s Apprenticeship agenda by supporting local employers to develop Apprenticeship and work based learning opportunities.

Operational integration: we will work with operational service providers, e.g. Glasgow City Council, third sector organisations to agree joint working arrangements. Including:

- **Co-location** –offering our premises as multi-agency service points to help our specialist call-off providers (who we've brought together through our supply chain) deliver in remote locations by reducing delivery costs
- **Co-delivery** – leveraging the collective expertise and knowledge of different partners to improve outcomes. The Lennox Partnership have an in-depth knowledge of voluntary services across Glasgow due to their ongoing relationship with the Glasgow Council for Voluntary Services and their use of InfoBase;
- **Collaboration to develop bespoke support and sequencing of interventions** –aligning delivery through joint assessment, planning and co-case conferencing with; social workers, drug and alcohol providers, and community mental health teams. Our partner Momentum works in partnership with key stakeholders across Glasgow such as the Glasgow Health and Social Care Partnership, connecting them with agencies such as JCP, careers guidance teams, Glasgow City Council and local health boards (e.g. NHS Greater Glasgow and Clyde, the largest health board in the UK);
- **Cross referral** – establishing clear protocols and single points of contacts within external agencies (particularly through The Lennox Partnership who are primarily situated on the outskirts of Glasgow) to maximise take-up of other relevant services to support customers' journey into work.

To support our integration and alignment agenda, we will develop and maintain **Local Integration Data Packs** - an online resource accessible to all partners and stakeholders. Providing an overview of the area, including priorities, strategies and resources, service summaries, key points of contact and high level referral mechanisms. Integration Champions will disseminate information and instructions for integration and alignment activity to their organisations FSS delivery team, working with Key Workers to ensure they are able to effectively deliver against arrangements made.

How these proposals differ from our current operations: Our proposals are based on learning from collaboration strategies applied to our previous delivery. However, they offer the following improvements to rework how services work together to provide integrated delivery and priorities:

- A defined plan, offering processes and targets for operational integration
- A dedicated IM role and online resource will provide a stronger platform for providers to work together to access support, share opportunities and develop an integrated approach to working in partnership.
- Our strategic engagement of Community Planning Partnerships and Integration Joint Boards will provide multi-agency oversight and input, improving outcomes for customers by utilising local resources
- By enabling and supporting our SCPs to lead integration in their localities we will sustain our approach, along with learning lessons and share best practice faster and wider than in current operations.

To measure success and report on progress, we will:

Establish baseline performance measures for all integration activity. For example, number of stakeholders engaged, number of events attended/forum memberships, % of co-delivered/co-located activity, number of referrals to (and from) specialist support partners.

- Obtain feedback from stakeholders, e.g. via survey monkey surveys, feedback forms, direct engagement, as a qualitative test of our integration methods and the extent we have recognised local strategies/priorities in our delivery.
- For specific activity, e.g. co-location of services with a specialist provider, service level agreements for referral mechanisms, and/or agreed data-sharing arrangements, we will agree specific, measurable targets with the relevant stakeholder(s). For example, number of referrals, outcome targets, customer feedback scores.

Our Integration Champions will report progress against these measures to our IM at monthly Integration and Delivery review meetings. Covering, key stakeholders we have met with and an update on their priorities/agendas; integration activity such as new co-location arrangement/co-designed provision; breakdown of performance targets, referrals, starts, outcomes, focus/case study on those that have been co-case managed, required specific integrated services, monitor number of co-located premises; also, identifying improvements and good practice.

Our IM will capture this activity in our Glasgow SEP and provide monthly SEP snapshot reports to a range of stakeholders, including; the FSS Service Manager, Scottish Government, Community Planning Partnerships, Integration Joint Partnerships, and Employability Partnerships. Including progress, partnership working, challenges, gaps in support, good practice and learning to shape future commissioning. The reports will form the basis of ongoing engagement work for the IM and Integration Champions. We will conduct and publish an annual evaluation of FSS integration activities in partnership with stakeholders via our Self-Assessment Report process. This will help us understand the added value of integrated working with different services and how best to achieve it.

To share good practice and encourage external stakeholders, we will:

- Actively contribute to local strategic groups, to impart learning and successes. Our Intense Service Strand delivery partner, Remploy, are the largest provider of Work Choice, Work First and Work Able in Scotland, and play a key role in delivering Glasgow City Council's employability and skills outcomes, which reflect the delivery of National Outcomes for Scotland on a level local to Glasgow.
- Publish reports, good news stories, and evaluations of activity, disseminated directly throughout partners and stakeholders and promote on our website/through local media.
- Host local events and conferences in partnership with other agencies to promote joint working and facilitate networking between wider agencies in Glasgow.
- Co-ordinate inter-agency and cross-border communications, using our partnership's employment, skills and health expertise to facilitate pan-lot learning and practice sharing between agencies.
- Support SG to implement an innovation fund for integration, as required.

To encourage replication of our integration activity, all the above will promote good news stories and learning, including feedback from relevant stakeholders, highlighting the impact on performance and mutual benefits. This will also be shared on our partner portal. Our IM will monitor the implementation of this activity with external stakeholders by helping them devise their own plans and strategies, holding progress meetings, sharing progress measuring and reporting tools, observing practice and providing advice, facilitating observation days, temporary secondment of staff to support with processes.

1.7 Sustainability, Environmental, Community Benefits

Question 1.7.7 Community Benefits

Question Weighting 30%

It has long been recognised that public sector contracts provide an opportunity to leverage a significant amount of training and employment opportunities through their procurement process. Please provide details of how you will ensure quantifiable wider community benefit(s) through this Contract and your approach to delivering the Service.

Community Benefit opportunities may include:

- Target Recruitment and training - generating employment and training opportunities for priority groups;
- Up-skilling Service Provider and delivery partner(s) staff during the term of the contract;
- Developing Equality and diversity initiatives targeted at priority groups;
- Supporting and promoting Community Transport networks (www.ctauk.org/in-your-area/scotland.aspx) recognising that they allow people to play a greater part in their local community thus helping them to be independent, have a more active lifestyle and have less reliance on social and health services;
- Making sub-contracting opportunities available to SMEs, Social Enterprise, Third Sector, and Supported Business;
- Supporting Supply Chain development activities;
- Building capacity in community organisations;
- Working with local schools and colleges to support priority groups journey back to work, and
- Minimising negative environmental impacts

The above is not an exhaustive list.

Please note that all benefits should link to your delivery of the requirements (i.e. rather than being generic statements around corporate social responsibility).

Word Limit: 1500

Question 1.7.7 Response

Ensuring quantifiable wider community benefit

Our delivery model has been informed through a 20-year history of delivering contracted work and health services both in Glasgow and across the UK, including the Work Programme, Work Choice and Working Matters. Our model provides community benefit by growing local opportunities that have an impact on the local economy, whilst building capacity in local organisations. For Lot 1, Glasgow, we will work in partnership with Momentum, The Lennox Partnership and Remploy (who will deliver 100% of Intense Service Strand requirements), whilst maintaining responsibility for Fair Start Scotland (FSS) performance outcomes. This approach encourages training and employment opportunities directly to the customer, as per the contract requirements, and wider through the engagement of supply chain partners.

This approach delivers opportunities for customers and the local community to develop and sustain

effective community organisations; supporting those furthest from the labour market, addressing barriers to work and inclusion across Glasgow whilst delivering local community impact and a long-term legacy of employment. It will develop businesses at a local level, in-tune with local needs, proving there are alternative ways to employment and inspiring others and in-turn Increase social inclusion for those in vulnerable hard to reach cohorts within Glasgow and increase awareness and participation in social enterprise opportunities. This model encourages sustainability within local communities and will provide compliant and high-quality service delivery during the period of the contract.

Delivering Community Benefit Opportunities

We have researched the local demographics (via ONS/NOMIS, Multiple Indices of Deprivation statistics, 2015) and JCP data, and consult with relevant local stakeholder groups and networks (e.g. Community Learning and Development Partnership). By considering local areas and tailoring our delivery to customer need, we will subsequently upskill customers in such a way they bring long lasting benefits to their communities and the local labour market, providing employers with employees possessing the skills employers want. Our service delivery consists of the following elements:

- **Targeting Priority Groups for Recruitment and Training:** Our local knowledge, developed through research / local stakeholder networks, has allowed us to target customer groups in local areas, developing programmes that engage our customers and lead to positive outcomes. To this end, we have recruited all new posts locally and will seek to retain as much of our existing workforce (e.g. via TUPE) as possible. In line with FSS priorities, we have provided adequate employment and training opportunities for disadvantaged people and FSS target groups, by advertising vacancies through JCP, local community groups (e.g. Garthamlock Community Group, North Glasgow Community Food Initiative) and specialist recruitment agencies (e.g. HR GO Recruitment). Building on this, we contribute to the Apprenticeship Levy to develop our workforce, and would extend this to Scotland-based staff, engaging with Skills Development Scotland and their Scottish Apprenticeship Advisory Board to support the apprenticeships agenda.
- **Up-skilling our Supply Chain:** Our delivery approach relies on service delivery being consistent throughout our supply chain. To this end, we offer all associated training and development opportunities to our direct delivery staff as well as the wider supply chain to ensure that the customer receives high quality support throughout their journey with all partners. We expect all Key Workers to hold at least a Level 3 qualification in IAG, and are committed to providing time for staff CPD. This will involve access to 400 accredited online courses via LearningPlus, reducing costs for our Supply Chain Partners and providing a flexible approach to staff learning across our supply chain.
- **Targeted Initiatives:** We will develop specific initiatives that aim to support priority groups and their specific needs in a community. The aim will be to build a support wider network and community spirit linking isolated customers to the wider community and helping to build a network for them. These types of initiatives have been developed locally to help individuals realise their potential and support them to flourish within the local labour market, providing further community benefit through contributing to the local economy.
- **Procurement opportunities for SMEs, Social Enterprise, Third Sector, and Supported Businesses:** To ensure there are opportunities available to SMEs, Social Enterprises, Third Sector organisations and Supported Businesses we prioritise those with an established delivery presence within the area and expertise in supporting the target customer groups, including those with disability and health needs. We work with these organisations to develop a fair agreement where indicative delivery roles, locations, volume shares and pricing are agreed, and an understanding of shared risk is developed. We will commit to buying from local SMEs and implement measures to ensure prompt and fair payment terms to this effect. By doing so, we hope to support the Scottish Government's aspirations to create an investment of £100m for Scotland's business sector.
- **Supporting Supply Chain Development:** For FSS we have committed to building a local supply chain to increase sustainability and resilience. We have collaboratively developed our delivery plans with our supply chain, and solicited their ideas and input into our delivery design process. Consequently, our proposed suppliers are our trusted partners, and we support them to develop their organisations, to support the local community but also to ensure they can deliver the contract as required. We ensure that all training and development activity that is developed for direct

delivery staff, is also available to supply chain partners, ensuring a quality of provision throughout delivery to the customer. This will include:

- Ensuring Employer Relationship Managers receive training on assisting employers with designing/amending Corporate Social Responsibility policies
- Ensuring Key Workers are fully aware of how they can a) utilise existing local provision to encourage customers to re-engage with the community, and b) develop innovative events with organisations for the benefit of the community such as sporting activities for customers.

- **Building Capacity in the Community:** We promote capacity building and sharing best practice with communities to drive long term aspirations of communities and enable them to be self-sufficient. We use various mechanisms to share best practice, including; supporting in the development of policies and procedures to embed practice; arranging job shadowing; and support smaller organisations with reporting requirements to funders, which can offer deter them in engaging with larger programmes. We build capacity by committing to sustainable volumes of delivery and work closely with organisations to forecast, enabling them to forward plan and manage cashflow appropriately. Building on this, we run a Business in the Community Scheme, affording our staff 3 days of paid volunteering aligned to PeoplePlus business activities, enabling us to give back to the community and providing further personal development opportunities.
- **Working with Local Schools and Colleges:** We do this to access further funding for adult education to improve employability prospects; integrate fully as a local service provider with organisations that are visible in the community; and to further promote referrals to the service. To this end, we will provide up to 50 work experience placements for school/college students. Our IM will visit schools across Glasgow to engage children and young people in the world of work and local labour market (e.g. Creative Industries (including digital), Energy (including renewables), Sustainable Tourism, Life Sciences) to support their future employment ambitions. Through this approach to delivery, wider benefits will include; effective engagement with organisations at the heart of communities and utilising appropriate funding to develop customers.
- **Minimising negative environmental impacts:** We focus on minimising impact on the environment in line with the Scottish Governments 'Greener Scotland' strategy. This is through mechanisms devised by Sustainable Glasgow, such as; access to greener transport opportunities (e.g. Cycle to Work in Glasgow), through local schemes (e.g. Community Transport Networks); and promoting the co-location of services with partners, to make efficient use of resources, reduce the facilities footprint of delivery partners and reduce the miles that customers travel. Our wider business activities have a direct positive impact on climate change and energy, through measures such as; moving to a digital platform to reduce our use of paper; encouraging employees to participate in webinars rather than travelling to events; using better printing options; recycling office materials if possible, and; and online portals as resources.
- **Targeting Local Opportunities:** Our approach includes supporting customers to access both self-employment and local employment opportunities. With the aim to provide; businesses and services that are sought after in the community, in-tune with local needs; plug a skills gap in the local labour market; and to also retain money in the local economy by ring-fencing local jobs with major contractors/regeneration plans (e.g. Canal and North Gateway, Waterfront and West End Innovation Quarter, City Centre Enabling Infrastructure Integrated Public Realm Programme).

Our ambition is to ensure all opportunities sought and provided for customers will lead to real jobs and provide real experiences that they can build from. These outcomes, alongside other community benefit measures and achievements, such as local employment and apprenticeship take up; will be reported to the Scottish Government through the monthly management reporting as required.

1.7 Sustainability, Environmental, Community Benefits

Question 1.7.8 – 1.7.9 Sustainability

Question Weighting 10%

The Scottish Government requires its Service Provider to work proactively to support the Scottish Government's sustainability objectives taking into account social, economic and environmental factors designed to maximise the involvement of the wider community, in line with the Scottish Government's Environmental Policy, as detailed within the following attachment. – 'Scottish Government Environmental Policy'.



Scottish Government
Environmental Policy.p

Please describe how you will implement the stated objectives while delivering the service during the period of contract.

Additionally, please describe how you will monitor and manage your Customers' and Staffs' travel expenses in accordance with the capped Scottish Government standard travel rates (i.e. those that are currently applicable at the point of costs being incurred by the Customer). These capped rates are provided within the Pricing template.

Word Limit: 500

Question 1.7.8 – 1.7.9 Response

We will **implement the Scottish Government's environmental objectives**, including the Greener Scotland strategy, throughout our delivery of Fair Start Scotland by:

- Developing a Fair Start Scotland 'Sustainability Action Plan', reflecting the sustainability objectives outlined in the Scottish Government's Environmental Policy, owned and implemented by our Environmental Management Lead, Paul Barnacle will be responsible for measuring progress against action points, and will report progress to the Scottish Government through monthly management information reporting;
- We will positively impact climate change by minimising energy use, reducing pollution and using natural resources more efficiently;
- We will minimise waste through reuse and recycling (e.g. recycling in compliance with waste electrical and electronic regulations);
- We will reduce the need to travel and encourage walking, cycling, the use of public transport or car sharing throughout our staff and customers (e.g. Hillingdon Park Liftshare and Community Transport Glasgow, and opening sites within walking distance of transport links);
- All staff will be trained in issues relating to energy, pollution and transport, and will be trained in how to identify environmental sustainability issues and opportunities;
- Key Workers will educate Fair Start customers and encourage them to become environmentally aware and to make positive contributions to their local community (e.g. through Urban Roots community garden initiative or The Conservation Volunteers);
- We will check all partners' environmental sustainability policies. If insufficient, we will help them develop them or provide them with our own.
- We will actively target 'green' employers and create more pathways into employment in environmentally friendly sectors, e.g. renewable energy.

To **monitor and manage travel expenses**, we will capture Fair Start requirements (e.g. capped standard travel rates) in a Fair Start Travel Policy. All staff will receive a copy of this policy, accompanied by e-learning training (refreshed annually), at induction. Customers are made aware of their responsibilities in relation to travel costs at programme start, reiterated at regular intervals throughout delivery.

- **Managing customer travel expenses:** Evidence of all claimed travel is required and held in a central Fares Declaration file. Key Workers complete an initial check to ensure compliance before processing. This is cross checked by our audit team prior to payment. Once payment is authorised, staff follow our petty case procedure and update the customers' database record with details of payment made.
- **Managing staff travel expenses:** All staff travel must be authorised by their line manager. Evidence of travel must be submitted alongside a monthly expense claim form. Line Managers will complete an initial compliance check, checking against capped standard travel rates. Evidence and forms are sent to our finance department who complete an independent check prior to processing payment.
- **Monitoring travel expenses:** The finance team produce a monthly reporting suite detailing expenditure on staff and customer travel across multiple levels, including: contract, office branch, staff member, caseload and individual customer. Reports are shared with all Business Managers. All supply chain partners will be required to use CJM to record travel expenses, with expenditure scrutinised monthly.

Annex J to Schedule 1 – Clarifications

i). Copy of Scottish Government correspondence dated 5th July 2017

Scottish Procurement and Commercial Directorate
Collaborative and Scottish Government Procurement Division



[REDACTED] gov.scot

All Tenderers

Our ref: SP-17-005

5 July 2017

Dear Sir,

WITHOUT PREJUDICE

Tender Reference: SP-17-005 - Invitation to Tender for Fair Start Scotland Employability Support Services 2018

Reference:

- a. Tenderer's tender response of 24th May 2017
- b. SP-17-005 dated 9th March 2017

As part of the tender evaluation process in relation to your company's tender response of the 24 May 2017 for the above mentioned requirement, Scottish Government has undertaken an initial review of your tender response and requests you to provide a response to the following information, as detailed:

As a part of this evaluation we have identified a small number of tenders where the Minimum Performance Expectations (MPE) requirements appear to have been misinterpreted by some tenderers.

The purpose of this clarification is two-fold. The first is to ensure complete transparency and common understanding on the MPE requirements for this service.

The second is to offer all tenderers the opportunity to revisit and resubmit their tender Technical response to any sections of the tender impacted by this clarification. The word limit set out in the ITT applies as before to each question. Please also provide a short covering note setting out why and how this clarification has impacted on your offer.

Where any resubmission results in a change to the number of outcomes being offered, these numbers will be transferred to your pricing proposals to recalculate the price per outcome. This will in turn impact on the baseline cost calculation.

Minimum Performance Expectations.

As set out in Paragraph 21.11 of the Fair start Scotland Specification, the Minimum Performance Expectations in respect of the Key Performance Indicators at a Strand Level are:

Service Strand	13 week Job Outcomes (% of starts on the Programme)	26 weeks Sustained Job Outcome (% of 13 week Job Outcomes)	52 weeks Sustained Job Outcome (% of 13 week Job Outcomes)
Core Strand	41%	84%	70%
Advanced Strand	27%	84%	70%
Intense Strand	28%	84%	70%

Annex D to Schedule 1 sets out how these percentages translated into anticipated volumes for each lot. Please see example below using Glasgow's figures.

Strand	13 Week Job Outcome	26 Week Sustain % of 13 Week JO	26 week Sustain	52 week sustain % of 13 week JO	52 week sustain
Core	436	84%	366	70%	305
Advanced	1026	84%	862	70%	718
Intense	766	84%	644	70%	536
Total	2228	84%	1872	70%	1560

For the avoidance of doubt, whether a tenderer offers more 13 week outcomes than the minimum number or just the minimum for that strand and lot then the 26 week

and 52 week sustainment's must represent at least **84%** and **70%** respectively of the number of 13 week job outcomes in your offer.

For example, in the lot above, if your offer for core job outcomes is 450, then the 26 week outcomes must be at least 378 (84%) and 315 (70%) for 52 week sustainment's.

If your offer falls below these percentages for any of the strands it will be scored as "0" regardless of the rationale provided as it fails to meet our minimum requirements and will be considered non-compliant for the purpose of the Fair Start Scotland competitions.

Where your offer does meet or exceed MPE as described above it will be scored on the basis of the rationale provided.

Tenderers are requested to review the clarification request and provide a response, and complete the attached Form of Tender, through the dedicated PCS-T messaging area by **1200 hrs** on **12 July 2017**. No other form of communication will be accepted and no queries or questions will be answered by the Authority after the period of the deadline has elapsed.

Please note that this letter must not be taken to imply that your offer is acceptable and is written without prejudice to the terms and conditions of the Invitation to Tender document.

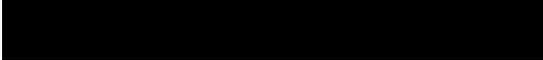
In the meantime if you require to discuss further, please contact me via PSCT.

Yours sincerely

A solid black rectangular box used to redact the signature of the sender.

Senior Portfolio Specialist

ii). Copy of PeoplePlus Group Ltd PCS-T response dated 11th July 2017

Sent from User 

Good Afternoon

We have noted the content of the Scottish Government's letter of 5th July 2017 and our original tender submission of 24th May 2017 remains valid.

We believe our response for the Glasgow Lot and the Highlands and Islands Lot are correct and above the Minimum performance expectation.

Kind Regards

iii). Copy of Scottish Government correspondence dated 11th August 2017

Scottish Procurement and Commercial Directorate
Collaborative and Scottish Government Procurement Division



[REDACTED] [.scot](#)

PeoplePlus Group Ltd
By Email: Via Public Contracts Scotland Tender
(e-tender Portal)

Our ref: SP-17-005

Date: 11th August 2017

Dear Sir/Madam,

WITHOUT COMMITMENT

Tender Reference: SP-17-005

Invitation to Tender for Fair Start Scotland Employability Support Services 2018

As part of the tender evaluation process in relation to your company's tender of the 23rd May 2017 for the above mentioned requirement, we have undertaken an initial review of your tender response and require clarification from you in respect of the following:

Lot 8 – Highlands

ESPD (European Single Procurement Document)

Sub-contractors Part 2 - General Information

Q 2A.14

Please confirm the size of the listed Sub-contractor organisations based on the definition of a small or medium enterprise:

- LifeSkills
- Lochaber Hope
- 2020 Clearview

Part 3D – Misrepresentation

Q.3D.15.1

Please confirm that Argyll & Bute Council has not been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria?

3D.15.2

Please confirm that Argyll & Bute Council has not withheld such information referred to in Q 3D.15.1?

3D.15.4

Please confirm that Argyll & Bute Council has not undertaken to unduly influence the decision making process of the organisation or contracting entity, to obtain confidential information that may confer upon it undue advantages in the procurement procedure or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award?

Commercial – Pricing Schedule

Lot 1 - Glasgow and Lot 8 - Highland

Contingency Costs

Scottish Government requests PeoplePlus to provide a breakdown of their assumptions underpinning their proposed contingency costs of £ 140,062.50 (Lot 1) and £ 57,914 (Lot 8) for undertaking clerical activity.

Please advise the components of the proposed cost(s) and the period of time that you have assumed the contingency arrangements, if required, would be in place for.

Finally, please clarify how these costs would be affected if the actual period of contingency was different from that assumption.

Breakdown of Costs

Management Fee (if any) in payments to delivery partners/supply chain/ consortia members.

For the avoidance of doubt Scottish Government request PeoplePlus to explain the Management Fee entry which shows a negative figure of: - [REDACTED] (Lot 1) and - [REDACTED] (Lot 8) and confirm how much you are charging as a management fee.

Customer Costs

For the avoidance of doubt Scottish Government request PeoplePlus to confirm that no customer costs are applicable for the Intense Strand (Lot 1) or that these costs are covered within: 'Payments to delivery partners/supply chain/ consortia members'. Please confirm if a similar arrangement may apply to Lot 8 for all 3 strands.

Technical

Lot 1 - Glasgow and Lot 8 - Highland

Q.1.1.3 – Customer Journey Stages

PeoplePlus are required to confirm the frequency of 'face to face' engagement with customers since Scottish Government, as detailed within the Specification (Schedule 1) requires this to be undertaken weekly and it is not clear from the response if this is your intention.

Please confirm whether the diagnostic tools mentioned within Stage 6 – Weeks 1 to 3 will be adopted by all Supply Chain Partners.

Your tender response states “PeoplePlus has unique access to 75 national employers across Scotland”. Please confirm how many employers will be engaged in the delivery of the service actually within Lot 1 and Lot 8 respectively.

Lot 8

Q.1.1.4 – Customer Journey – Service Strand

Your response includes a reference to Jobcentre Plus as a Specialist Support Provider. Please clarify the role of JobcentrePlus in the delivery of the FSS service.

Lot 8

Q.1.1.5 - Delivery Mechanism

Please clarify who will be responsible for delivering each stage of the Customer journey in each of the Local Authority areas within the Lot.

Lot 8

Q.1.1.9 - Delivery Locations

The Fair Start Scotland Specification (paragraph 5.8) states that the Scottish Government requires minimum core hours for the Service to be 09.00 to 17.00. Your tender states “... We will have flexible opening hours.” Please clarify what is meant by flexible opening hours. Please confirm that you will adhere to the minimum core hours for the Service?

Please clarify what support will be available to Customers who cannot access your ‘MyTime’ mobile phone App.

Please confirm that Jobcentre Plus are agreeable to using their premises deliver the FSS service.

Lot 8

Q.1.1.15 - Employer Engagement

Please confirm who will employ the Employer Relationships Managers and who will be responsible for managing the Employer Relationships Managers.

Lot 1

Q.1.2.1 – Management Structure

Scottish Government note that Performance development reviews are undertaken every 6 months with Suppliers and request PeoplePlus to clarify what are their procedures for improving/reviewing performance during the interim period.

Lot 8

Q.1.2.1 – Management Structure

Please clarify the relationship between PeoplePlus, your Delivery Partners and the Specialist Delivery Partners.

Lot 8

Q.1.4.1 – Communications and Marketing (Customers)

Your tender proposes to market the service through a range of marketing material and literature and mentions “GP surgeries (intense strand)”. The Service Specification (para 7.5) states that Service Providers must refrain from using the Service Strand terminology or jargon. Please confirm that all marketing material and literature will not make any references to the Core, Advanced and Intense Service Strands.

Q.1.4.2 – Communications and Marketing (Referral Agencies)

Your tender proposes to agree “local level target and maximum monthly referral numbers with key referring agencies against the three service strands. The Scottish Government do not consider referral targets for individual Referral Agencies are appropriate for this Service. Please confirm that this element of your proposal will be withdrawn.

Your tender proposes “to co-locate with key RAs (e.g. weekly, dependent on referral volumes), to accept referrals directly ... “. Please clarify the arrangements proposed for co-location.

Lot 1

Q.1.5.4 – Risk Management

PeoplePlus are requested to consider the extent to which quarterly review of risk affects their ability to inform Scottish Government immediately of any risks which materialise which may have an impact on the operation of contract.

Lot 1 & 8

Q.1.5.7 – Security

You are requested to clarify what process they follow when decommissioning PCs, laptops and servers to ensure that there is no recoverable information on the storage media of these devices?

Where you have provided an identical or near identical response for any one Lot please confirm that you intend the clarification to be carried over to all subsequent Lots. For example if we ask you to clarify Question 1.1.3 – Customer Journey Stages in one Lot, please confirm that you wish the clarification response to apply to subsequent Lots for which you submitted a tender. Where you do not confirm this, we will assume the clarification response is Lot specific and refers only to the Lot for which the question has been raised.

Please note that the clarification process does not offer you the opportunity to augment or make any changes to your tender. The purpose is to **clarify** areas of your tender where there may have been ambiguity or where further clarity may be required. Tenders will not be rescored or re-evaluated in light of any clarification responses, scores attributed to your tender will stand.

This letter must not be taken to imply that your offer is acceptable and is written without prejudice to the terms and conditions of the Invitation to Tender document.

Please submit your response to arrive not later than midday on 18th August 2017.

Yours faithfully

[Redacted signature]

[Redacted name]

Senior Portfolio Manager

iv). PeoplePlus Group Ltd correspondence dated 14th August 2017

Tender Ref: SP-17-005

Date: 14th August 2017

Dear 

Please find below our response to the clarification questions raised for the following:
Invitation to Tender for Fair Start Scotland Employability Support Services 2018 – Lot 1
Glasgow and Lot 8 Highlands:

Lot 8 – Highlands

ESPD (European Single Procurement Document)

Sub-contractors Part 2 - General Information

Q 2A.14

Please confirm the size of the listed Sub-contractor organisations based on the definition of a small or medium enterprise:

- LifeSkills
- Lochaber Hope
- 2020 Clearview

Response: *We can confirm for Lot 8, the size of our listed sub contractors are as follows:*

- LifeSkills - *SME (Medium, between 50 and 250 staff)*
- Lochaber Hope – *SME (Small, fewer than 50 staff)*
- 2020 Clearview – *SME (Small fewer than 50 staff)*

Part 3D – Misrepresentation

Q.3D.15.1

Please confirm that Argyll & Bute Council has not been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria?

Response: *We can confirm that Argyll & Bute Council has confirmed that they have not been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria.*

3D.15.2

Please confirm that Argyll & Bute Council has not withheld such information referred to in Q 3D.15.1?

Response: We can confirm that Argyll & Bute Council has confirmed that they have not withheld such information referred to in Q 3D.15.1.

3D.15.4

Please confirm that Argyll & Bute Council has not undertaken to unduly influence the decision making process of the organisation or contracting entity, to obtain confidential information that may confer upon it undue advantages in the procurement procedure or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award?

Response: We can confirm that Argyll & Bute Council has confirmed that they have not undertaken to unduly influence the decision making process of the organisation or contracting entity, to obtain confidential information that may confer upon it undue advantages in the procurement procedure or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award.

Commercial – Pricing Schedule

Lot 1 - Glasgow and Lot 8 - Highland

Contingency Costs

Scottish Government requests PeoplePlus to provide a breakdown of their assumptions underpinning their proposed contingency costs of £ [REDACTED] (Lot 1) and £ [REDACTED] (Lot 8) for undertaking clerical activity.

Please advise the components of the proposed cost(s) and the period of time that you have assumed the contingency arrangements, if required, would be in place for.

Finally, please clarify how these costs would be affected if the actual period of contingency was different from that assumption.

Response:

- In Lot 1, PeoplePlus has assumed 1 FTE over the full 4.25 years of the contract [REDACTED] plus £ [REDACTED] of JMS development costs.
- In Lot 8, PeoplePlus have assumed 0.32 FTE for the full 4.25 years of the contract (£[REDACTED]), plus £ [REDACTED] of JMS development costs.

If the actual period of contingency was different to the assumption, this would directly impact the staffing requirement across both Lots. Staffing would be required on an annual basis as follows:

- Lot 1: £ [REDACTED] per year
- Lot 8: £ [REDACTED] per year

Lots 1 & 8: The £ [REDACTED] of JMS development costs (if required) is a fixed fee therefore will remain the same cost regardless of the actual period of contingency.

Breakdown of Costs

Management Fee (if any) in payments to delivery partners/supply chain/ consortia members.

For the avoidance of doubt Scottish Government request PeoplePlus to explain the Management Fee entry which shows a negative figure of: - £ [REDACTED] (Lot 1) and - £ [REDACTED] (Lot 8) and confirm how much you are charging as a management fee.

Response: Lots 1 & 8: The management fee is included as a negative figure as the 'Payments to Delivery partners/supply chain/consortia members' is the gross amount of the contract value payable to our partners. PeoplePlus will then take a management fee from the Delivery Partners equivalent to [REDACTED] % of this gross payment. The [REDACTED] % Management fee includes:

- **Specialist Self-employment Provision** – PeoplePlus are a leading provider of self employment provision in Scotland and expect circa 10% of all outcomes across each strand to come via the self-employment route. PeoplePlus will provide Specialist Self-employment provision across all 3 strands on behalf of our delivery partners. This has been agreed as part of the Management Fee with our partners, which will yield better results for partners and customers alike. This includes:
 - Specialist Business Advisors (Lot 1 – 3 FTE and Lot 8 – 1 FTE)
 - The Enterprise Portal – providing a wealth of self-employment resources, videos, how to guides and Podcasts
 - Enterprise App – where customers can learn more about self-employment
 - Access to existing networks and referrals agencies across Scotland via PeoplePlus existing national NEA contract, including Business Gateway relationships and sub contractor cross referral networks
 - Enterprise Management time and expertise
 - Access to 100 Enterprise experts nationally plus Mentors
 - Specialist training for Enterprise staff, sector specific.

- **Supply Chain Management** – The supply chain management fee will also include costs for the following:
 - Integration Manager (LOT 1 – 1 FTE and LOT 8 - 0.5 FTE)
 - Use of JMS and License Fees
 - Use of PeoplePlus Diagnostic Assessment Tools & relevant training
 - PeoplePlus Policies and Processes
 - Commercial support and contract guidance/interpretation
 - Bespoke SharePoint Site access including a variety of resources and information including Industry updates and teaching materials, equality and diversity and safeguarding materials
 - Staff development and training (includes Safeguarding, Prevent Duty and embedding British Values, Observation skills, teaching and learning CPD and Equality and Diversity)
 - Environmental and Sustainability support and information (includes Carbon footprint tools)
 - External Audit and Assessment Support in preparation for funder and Accreditation organisation visits
 - Business Support & Financial Claims Support, including guidance updates and Live Running memos
 - Management Information Reports & bespoke customer data exports
 - Customer Journey Development and troubleshooting project support
 - Supply Chain Partner meetings for sharing best practice and reviewing contract performance

- Access to PeoplePlus, Staffline (including Bright Works) job opportunities
- Contract Assurance Officer function to check for quality and compliance of learner/customer records
- Financial planning and modelling tools
- Continuous Quality Improvement support through quality reviews and due diligence checks
- Customer feedback tools and reporting, including support and advice to help deal with customer complaints
- Advice and support with safeguarding controls and managing concerns
- Health, Safety and Security support and advice
- Subject matter experts to review partner policies and procedures and offer feedback and guidance
- Subject matter experts are available to support in the resolution of any potential Safeguarding/E&D/Prevent (Anti-Radicalisation) incidents
- Support in reporting and controlling Information Security incidents and associated queries

Customer Costs

For the avoidance of doubt Scottish Government request PeoplePlus to confirm that no customer costs are applicable for the Intense Strand (Lot 1) or that these costs are covered within: 'Payments to delivery partners/supply chain/ consortia members'. Please confirm if a similar arrangement may apply to Lot 8 for all 3 strands.

Response: For Lot 1 Intense Strand and for Lot 8 all strands the customer costs will be covered by the Delivery Partners/Supply Chain out of their payment highlighted in the Pricing Schedule. For Lot 8 the Payment to the Delivery Partners would be a gross amount of £[REDACTED] less the management fee of £[REDACTED]. So a net payment of £[REDACTED]m will be made from which the customer costs will be covered.

Technical

Lot 1 - Glasgow and Lot 8 - Highland

Q.1.1.3 – Customer Journey Stages

PeoplePlus are required to confirm the frequency of 'face to face' engagement with customers since Scottish Government, as detailed within the Specification (Schedule 1) requires this to be undertaken weekly and it is not clear from the response if this is your intention.

Response: PeoplePlus can confirm that in Lots 1 & 8, the frequency of 'face to face' engagement with customers is undertaken weekly in line with the specification.

Please confirm whether the diagnostic tools mentioned within Stage 6 – Weeks 1 to 3 will be adopted by all Supply Chain Partners.

Response: PeoplePlus can confirm for Lots 1 & 8 that the diagnostic tools mentioned within stage 6 – Weeks 1 to 3 will be adopted by all Supply Chain Partners.

Your tender response states "PeoplePlus has unique access to 75 national employers across Scotland". Please confirm how many employers will be engaged in the delivery of the service actually within Lot 1 and Lot 8 respectively.

Response: PeoplePlus can confirm that of the 75 national employers, 51 will be specifically engaged in the delivery for Lot 1 and 23 in Lot 8. In addition, across both lots PeoplePlus and our supply chain have access to a significant amount of local employers in each Lot, which is also supplemented via our local Staffline and Brightworks Accounts, for example across the Highlands and Islands our Supply Chain network current works directly with in excess of 150 local Employers.

Lot 8

Q.1.1.4 – Customer Journey – Service Strand

Your response includes a reference to Jobcentre Plus as a Specialist Support Provider. Please clarify the role of JobcentrePlus in the delivery of the FSS service.

Response: For Lot 8, we can confirm that Jobcentre Plus has been listed in error and will not be a Specialist Support Provider.

Lot 8

Q.1.1.5 - Delivery Mechanism

Please clarify who will be responsible for delivering each stage of the Customer journey in each of the Local Authority areas within the Lot.

Response: Please see below table outlining who will be responsible for delivering each stage of the Customer Journey in each of the Local Authority Areas in Lot 8:

Local Authority	Core Strand	Advanced Stand	Intense Strand
Argyll & Bute	Argyll & Bute Council	Argyll & Bute Council	Argyll & Bute Council
Eilean Siar	3 rd Sector Hebrides	3 rd Sector Hebrides	3 rd Sector Hebrides
Highland*	Lifeskills* LochAber Hope* 2020 Clearview *	Lifeskills* LochAber Hope* 2020 Clearview*	Momentum* LochAber Hope* 2020 Clearview*
Moray	Lifeskills	Lifeskills	Momentum
Orkney Islands	Lifeskills	Lifeskills	Lifeskills
Shetland Islands	Lifeskills	Lifeskills	Lifeskills

* Lifeskills will deliver across Dingwall, Invergordon & Inverness and surrounding areas

* LochAber Hope will deliver across Fort William & Portree and surrounding areas

* 2020 Clearview will deliver across Wick & Thurso and surrounding areas

* Momentum will deliver across Dingwall, Invergordon & Inverness and surrounding areas

Lot 8

Q.1.1.9 - Delivery Locations

The Fair Start Scotland Specification (paragraph 5.8) states that the Scottish Government requires minimum core hours for the Service to be 09.00 to 17.00. Your tender states "... We will have flexible opening hours." Please clarify what is meant by flexible opening hours. Please confirm that you will adhere to the minimum core hours for the Service?

Response: *We can confirm that we will adhere to the minimum core hours for this service i.e. 09.00 to 17.00. Our flexible opening hours mean that staff are able to support customers outside of the minimum core hours for the service, this could be for example an 8.00am call to ensure that a customer is up and prepared for their interview at 10.00am or in-work support available after 5.00pm for customers working shift patterns. This is applicable to Lot 1 & Lot 8.*

Please clarify what support will be available to Customers who cannot access your 'MyTime' mobile phone App.

Response: *MyTime is available via an App or via the web. For customers not able to access the MyTime App they are able to access the same content via a web platform. Customers that do not have access to the internet and/or IT equipment can access this by visiting one of our centres where MyTime will be available on a range of PCs and basic IT training will be available to all customers to enable them to access and utilise the MyTime platform. Customers with a learning difficulty/disability are able to receive face to face/telephone support relevant to their individual needs to ensure equality of access to MyTime, this may include the use of electronic or paper based versions where applicable. This response is applicable to Lot 1 & Lot 8.*

Please confirm that Jobcentre Plus are agreeable to using their premises deliver the FSS service.

Response: *In Lot 8, all of our partners currently operate in Highlands and Islands with good and extensive relationships with JCP's, with existing co-location agreements in place which will be utilised going forward if we are successful with Fair Start. Please see below for additional quotes from some of our partners:*

Momentum - *We have strong relationships with a number of JCP sites across the highlands and islands (from Oban to Shetland) where we currently have access to onsite resources such as 1:1 rooms or desks where we can support our existing WFS customers (these are relationships which have continued following the end of WC with no challenge). We are yet to work with a JCP site which has been unable to accommodate our advisors.*

LochAberHope- *We have a very good relationship with JCPs in Highland and currently have an agreement in place to use their premises in delivering current programme. JCP are agreeable for us to use the premises to deliver partner programmes.*

2020Clearview - *The Job Centre in Caithness and Sutherland is located in Wick. We have a very close working relationship with this office and are lucky enough to enjoy an "open door" policy in terms of us accessing Job Centre front line staff, advisors and management. This is crucial when working in this remote rural area where there are huge difficulties with transport and communication. We have an agreement that we can use the local Wick Job Centre premises as and when required for a range of activities including initial assessments, interviews, presentations, information sessions, group training sessions etc. We currently have weekly caseload meetings with Work Coaches to discuss provision, any issues,*

forthcoming plans, etc and this effective joint working means we will continue to deliver the most effective provision for our customer.

Third Sector Hebrides - Third Sector Hebrides have a very close relationship with Stornoway Job Centre, we speak to each other on a daily basis and are located on the same street and have attended sessions at the Job Centre at their request, to promote Work Able to a selected cohort of customers and liaise regularly with Job Coaches to discuss client progress- I would expect a similar procedure with FSS.

Argyll and Bute Local Authority - Argyll and Bute Council have premises throughout the whole of our local authority area from which we currently deliver all contracts. In addition to this JCP have premises in Campbeltown, Oban, Dunoon, Rothesay and Helensburgh. We have an excellent relationship with all JCPs and if necessary we are able to meet customers in their premises.

Lifeskills - As a current delivery partner of most of the main programmes in the Highlands and Islands, Lifeskills have existing co-location agreements in place with JCP across the Highlands and Islands and work well with these partners on our current contract delivery , these agreements will continue to be in place should we be successful with fair start across this region.

Lot 8

Q.1.1.15 - Employer Engagement

Please confirm who will employ the Employer Relationships Managers and who will be responsible for managing the Employer Relationships Managers.

Response: In Lot 8, we can confirm that the Employer Relationship Managers will be employed by our Supply Chain partners and the Supply Chain partners will be responsible for managing the Employer Relationship Managers.

Lot 1

Q.1.2.1 – Management Structure

Scottish Government note that Performance development reviews are undertaken every 6 months with Suppliers and request PeoplePlus to clarify what are their procedures for improving/reviewing performance during the interim period.

Response: In-line with our Supply Chain Management Framework, we conduct a quarterly Performance Development Review with each supplier conducted by our Service Manager. Our procedure for improving/reviewing performance of suppliers during the interim period includes a monthly Partner Monitoring Review meeting to review Key Performance Indicators which include: Staff Resource – This covers, Staff CPD, Teaching and Learning Observations; Organisation Chart review and Recruitment Activity; Other KPIs reviewed include: Contractual Performance, Customer Service Continuity, Customer Satisfaction, Customer Complaints, Overall value for money, Equality and Diversity and Sustainable Development. This applies to Lot 1 and Lot 8.

Lot 8

Q.1.2.1 – Management Structure

Please clarify the relationship between PeoplePlus, your Delivery Partners and the Specialist Delivery Partners.

Response: *In Lot 8, PeoplePlus are the Prime Contractor/Managing Agent for the Fair Start Scotland Contract, our Delivery Partners are sub-contracted directly to PeoplePlus for the delivery of the relevant Fair Start Service Strand on an end to end basis. Our Specialist Delivery Partners are approved by PeoplePlus under our Supply Chain Management Framework for call-off services that will be contracted directly by our Delivery Partners. The performance and quality of all supply chain partners will be managed as per our Supply Chain Management Framework requirements, this includes the performance and quality of Specialist Delivery Partners which will be reviewed by our Delivery Partners on a monthly basis and reviewed quarterly by PeoplePlus.*

Lot 8

Q.1.4.1 – Communications and Marketing (Customers)

Your tender proposes to market the service through a range of marketing material and literature and mentions “GP surgeries (intense strand)”. The Service Specification (para 7.5) states that Service Providers must refrain from using the Service Strand terminology or jargon. Please confirm that all marketing material and literature will not make any references to the Core, Advanced and Intense Service Strands.

Response: *We can confirm for both lot 1 & 8 that as per the Service Specification all marketing material and literature will not make any references to the Core, Advanced and Intense Service Strands.*

Q.1.4.2 – Communications and Marketing (Referral Agencies)

Your tender proposes to agree “local level target and maximum monthly referral numbers with key referring agencies against the three service strands. The Scottish Government do not consider referral targets for individual Referral Agencies are appropriate for this Service. Please confirm that this element of your proposal will be withdrawn.

Response: *We can confirm for both Lot 1 & 8 that this element of our proposal will be withdrawn.*

Your tender proposes “to co-locate with key RAs (e.g. weekly, dependent on referral volumes), to accept referrals directly ... “. Please clarify the arrangements proposed for co-location.

Response: *In Lot 8, due to the rural and remote nature of working within the Highlands and Islands, our partners have a variety of co-location arrangements in place currently and all partners propose to continue with these arrangements for Fair Start. Co-location arrangements for each partner include:*

LochAberHope- *West Highland College, Criminal Justice Department, JCP’s, Highland Council Employability, Voluntary Action Lochaber, Lochaber Action on Disability, Community Mental Health.*

Momentum- Have an existing range of co-location agreements across the Highlands and Island and already work with many referral agencies for existing contracts such as Work Choice, so these already exist.

2020Clearview - Have built up a network of co-location agreements within their area and regularly work with organisations such as: The Highland Council - Employability, Housing, Finance & Social Services Departments; the NHS - Caithness & Sutherland Mental Health Units, Birchwood, Homelink, PPP Home Care; Barnardo's, The Shirlie Project, CAB, Lairg Learning Centre and Brora Learning Centre. The Highland Council will continue to use 2020 Clearview to deliver outreach employability support services to the vulnerable individuals who live throughout this remote and rural area. They are able to access Council premises, Community & Learning Centres etc in villages throughout the area in order to ensure no matter where a customer lives, they can access professional support and advice. They will also continue current arrangements with Citizen's Advice Bureaux in Wick, Thurso and Golspie.

Argyll and Bute Local Authority – have stated that they have no problem co-locating with referral agencies and currently work with: Skills Development Scotland; Jobcentre Plus; Capability Scotland; Argyll College UHI; Argyll Third Sector; Working Rite; NHS Health; Argyll and Bute Council. They also signpost and work with: Addaction (drug and alcohol issues), Argyll TSI (Third Sector Interface) for opportunities within voluntary sector; Community Learning and Development (relevant courses); DASH Recovery Café (mental health and drug and alcohol service); Link Club (mental health issues); Welfare Rights Service (money advice and benefits); Home Majik (health and wellbeing); KADAS (drugs and alcohol); OASIS (addiction); DOCHAS (counselling, bereavement support, etc); Young Carers Group.

Lifeskills - have a range of co-location agreements in place such is the nature of working within the Highlands and Island and already work with many referral agencies for existing contracts including: NHS, JCP, Deaf Action, SAMH, Citizen Advice Bureau and Chamber of Commerce.

Lot 1

Q.1.5.4 – Risk Management

PeoplePlus are requested to consider the extent to which quarterly review of risk affects their ability to inform Scottish Government immediately of any risks which materialise which may have an impact on the operation of contract.

Response: Our Audit and Risk Committee meet on a quarterly basis to review all divisional risk plans in line with our Risk Management Policy and Group Plc internal reporting process as set out by the Staffline Board. Each Risk Plan is a live document and is updated by the Risk Plan owner to reflect real time. Any risks or incidents that materialise that may have an impact on the operation of the contract are immediately reported to the Operational Director and the Governance Director who will inform the Scottish Government and activate Disaster Recovery protocols Immediately. This applies to both Lot 1 & Lot 8.

Lot 1 & 8

Q.1.5.7 – Security

You are requested to clarify what process they follow when decommissioning PCs, laptops and servers to ensure that there is no recoverable information on the storage media of these devices?

1.1 Response: For Lot 1 & Lot 8, PeoplePlus is an ISO27001 accredited provider and have robust systems in place for the decommissioning of PC's, Laptops and servers, completed in-line with our approved DWP Security Plan, Security Policy; and our Disposal and Decommissioning Policy as outlined below:

Document Destruction

All personal and corporate information processed manually using hard copy paper based records and files that are no longer required should be destroyed in line with contractual and legal obligations. The destruction method should ensure of all records are disposed of in a way which prevents republishing or further distributed. In PeoplePlus this is achieved by disposing of the material in a confidential waste bin which is emptied on a regular basis by a designated contractor. If a location does not have a confidential waste bin the material must be shredded. The minimum destruction requirement requires the shredding of paper based records using a cross cut shredder that cuts the paper into pieces of no more than 15mm x 4 mm.

If a location is closing or a shredder is not available paper based documents containing confidential information should be stored in a secure location usually the confidential waste bin or other secure location prior to being sent for destruction. PeoplePlus only uses approved contractors to collect and dispose of this confidential waste.

Electronic Data Destruction

All personal data must be stored in secure databases and/or systems or secured networks. All IT equipment must be disposed of via the IT department to ensure all confidential is removed and that hard disks are cleared of all software and all confidential information prior to disposal or re-use. The ICT Service Delivery Manager is responsible for the secure disposal of storage media and the disposal of all information processing equipment. All storage media will be disposed of in line with HMG Information Assurance Standard 5 – Secure Sanitisation guidelines. A log will be retained showing what media were destroyed, disposed of, and when. The asset inventory is adjusted once the asset has been disposed of.

Operational and Support Managers are responsible for notifying ICT of all equipment which requires de-commissioning and disposal. Staff outside of ICT Department are not authorised to destroy or dispose of IT equipment. This includes removable media such as CDs/DVDs, portable hard disks, USB data sticks, SD cards etc.

All equipment awaiting destruction will be stored in a secure area with limited access. A log will be kept of all equipment held in the secure area and such equipment will be subject to random audits.

Devices containing confidential information that are damaged will be subject to a risk assessment from the Head of Assurance to establish whether the device should be repaired or replaced.

Paper based documents containing confidential information will be stored in a secure location prior to being sent for destruction. The company will use approved contractors to collect and dispose of this confidential waste.

Hard disks from photocopying and printing devices will also be subject to secure disposal as per this policy.

Where machines are to be re-deployed internally they will be subject to a re-image using the company's standard build.

Machines issued to external parties such as subcontractors will either be issued as new devices or will have been subject to secure disk wiping using a CESA approved product before being deployed. Such machines remain the property of the company and subcontractors are not authorised to destroy or dispose of these machines.

Network devices such as firewalls, routers and switches will be de-commissioned by the ICT department and will be subject to a secure wiping procedure before disposal.

All equipment will be disposed of in line with Waste Electrical and Electronic Equipment (WEEE) directive. Copies of certificates for the destruction of such equipment will be retained by the ICT Service Delivery Manager.

Scottish Procurement and Commercial
Directorate
Collaborative and Scottish Government
Procurement Division



[REDACTED]@gov.scot

PeoplePlus Group Limited
Blades Enterprise Centre
John Street
Sheffield
S2 4SW

Our Reference: Case/383604

Attn [REDACTED]

18th October 2017

Dea [REDACTED]

Fair Start Scotland Employability Support Services 2018 Lot 1 Glasgow

Following Scottish Government's previous letter of 22 September 2017, informing you of your success in the above competition, I now attached an annex which includes the electronic version of the contract documents which include the Entire Agreement Terms and Conditions, Annex I to Schedule 1: Technical Response and Annex J to Schedule 1: Clarifications.

Hard copies of the contract documentation will be provided at the Inception Meeting on 1st November 2017, further details will be provided under separate cover. You will be required at the meeting to sign and date two copies at page 45. This will constitute your formal acceptance of the binding Contract detailed therein.

With reference to Schedule 9 - Model Contract Regarding Data Protection Directive 95/46/EC, PeoplePlus Group Limited and Scottish Government representatives require to sign the Schedule at a forthcoming inception meeting. PeoplePlus Group Limited are responsible for completing "(the "Processor")" details prior to formal signature. A copy of the original signed document will be retained by Scottish Government and a copy held by PeoplePlus Group Limited.

The Contract shall commence on the "Effective Date" the date which this Contract is signed by both Parties. (October 2017) and end on 2 April 2021 with an option to extended up to 4 April 2023 (2 x 1 year options) or as otherwise terminated in accordance with the provisions of the Terms and Conditions of Contract.

Should you have any queries in relation to this letter, please contact me

Yours sincerely

[Redacted signature]

[Redacted name]

Senior Portfolio Manager

Annex A

Entire Agreement (inc Terms and Conditions)



Fair Start Scotland -
Lot 1 - PeoplePlus - Er

Annex I to Schedule 1: Technical Response



Fair Start Scotland -
Lot 1 - PeoplePlus - A

Annex J to Schedule 1: Clarifications



Fair Start Scotland -
Lot 1 - Peopleplus - A

NOTE: PLEASE DO NOT ADD OR REMOVE ANY WORKSHEETS, CELLS, ROWS OR COLUMNS FROM THE EXCEL RESPONSE SPREADSHEET, OR EDIT ANY FORMULAE WITHIN THE SPREADSHEET AS THIS MAY CAUSE THE IMPORT OF THE SPREADSHEET TO FAIL.

ITT Response Questionnaire for: itt_17233

COLOUR LEGEND

Response Optional
Response Mandatory
Ignored During Import
Questionnaire Information

1 Qualification Envelope

1.4 Part 2A: Information about the bidder

Note	Note Details				
1.4.1	BIDDER GUIDANCE	This section seeks background information about the bidder; this section is not normally evaluated, however the public body may choose not to select bidders that cannot provide basic company information.			
1.4.2	Data Protection	All personal information supplied will be treated as confidential and will be subject to the Data Protection Act 1998.			
Question	Description	Response Type	Response Guide	Response	
1.4.3	2A.1	Name:	Text	Enter plain text	The Lennox Partnership
1.4.4	2A.2	VAT number, if applicable:	Text	Enter plain text	552-5206-62
1.4.5	2A.3	National Identification no (if required and applicable)	Text	Enter plain text	SC111183
1.4.6	2A.4	D.U.N.S, if applicable:	Text	Enter plain text	399520089
1.4.7	2A.5.1	Postal Address Line 1:	Text	Enter plain text	Carus House
1.4.8	2A.5.2	Postal Address Line 2:	Text	Enter plain text	201 Dumbarton Road
1.4.9	2A.5.3	Postal Address Town/City:	Text	Enter plain text	Clydebank
1.4.10	2A.5.4	Postal Address Region:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Glasgow & Strathclyde
1.4.11	2A.5.5	Postal Address Postcode:	Text	Enter plain text	Scotland
1.4.12	2A.5.6	Postal Address Country:	Text	Enter plain text	G81 4XJ
1.4.13	2A.6	Contact person or persons:	Text	Enter plain text	
1.4.14	2A.7	Telephone (including dialling code):	Text	Enter plain text	
1.4.15	2A.8	Mobile (including dialling code):	Text	Enter plain text	
1.4.16	2A.9	Email:	Text	Enter plain text	noxpartnership.org
1.4.17	2A.10	Internet Address (web address) (if applicable):	Text	Enter plain text	noxpartnership.org
1.4.18	2A.11	Name of parent company (if applicable):	Text	Enter plain text	N/A
1.4.19	2A.12	Name of ultimate parent company (if applicable):	Text	Enter plain text	N/A
1.4.20	2A.13	Bidder legal status:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Other

1.5 Conditional Section: Other Legal Status Responses to this Section will be considered only if: 2A.13 = Other

Question	Description	Response Type	Response Guide	Response
1.5.1	2A.13.1 - If you have answered 'Other' to question 2A.13 please provide details here:	Text	Enter plain text	Company Limited by Guarantee

1.6 Part 2A: General Information

Note	Note Details				
1.6.1	BIDDER GUIDANCE	For question ESPD 2A.14, please refer to the definition of a small or medium enterprise below:			
Question	Description	Response Type	Response Guide	Response	

1.6.2	2A.14	For Micro/Small/Medium Enterprises only: Please confirm the size of your organisation:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Small
1.6.3	2A.15	Is the bidder a supported business or will it provide for the performance of the contract in the context of sheltered employment programmes?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.7	Conditional Section: Supported Business		Responses to this Section will be considered only if:2A.15 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.7.1	2A.15.1	What is the corresponding percentage of disabled or disadvantaged workers?	Text	Enter plain text	
1.7.2	2A.15.2	Please specify which category or categories of disabled or disadvantaged workers the employees concerned belong to:	Text	Enter plain text	

1.8	Part 2A: Official Lists and Certification				
	Question	Description	Response Type	Response Guide	Response
1.8.1	2A.16	If applicable, is the bidder registered on an official list of approved economic operators (applicable to non-UK businesses only), or does it have an equivalent certificate (e.g. under a national (pre)qualification system)?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Not Applicable

1.9	Conditional Section: Official Lists and Certification		Responses to this Section will be considered only if:2A.16 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.9.1	2A.16.1	Please provide the name of the list or certificate and the relevant registration number, if applicable:	Text	Enter plain text	
1.9.2	2A.16.2	If the certificate of registration or certification is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.9.3	2A.16.3	Please state the references on which the registration or certification is based, and, where applicable, the classification obtained in the official list:	Text	Enter plain text	
1.9.4	2A.16.4	Does the registration or certification cover all of the required selection criteria?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
	Note	Note Details			
1.9.5	BIDDER GUIDANCE	If you have answered No to question 2A.16.4:			
	Question	Description	Response Type	Response Guide	Response

1.9.6	2A.16.5	Will the economic operator be able to provide a certificate with regard to the payment of social security contributions and taxes or provide information enabling the public body or Contracting Entity to obtain it directly by accessing a national database in any Member State that is available free of charge?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
	Note	Note Details			
1.9.7	BIDDER GUIDANCE	Only answer question 2A.16.5 if it is required in the Contract notice or procurement documentation.			
	Question	Description	Response Type	Response Guide	Response
1.9.8	2A.16.6	If the certificate of registration or certification is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.10 Part 2A: Form of participation					
	Note	Note Details			
1.10.1	BIDDER GUIDANCE	Notably as part of a group, consortium, joint venture or similar:			
	Question	Description	Response Type	Response Guide	Response
1.10.2	2A.17	Is the bidder participating in the procurement procedure together with others?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes

1.11 Conditional Section: Form of participation			Responses to this Section will be considered only if:2A.17 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.11.1	2A.17.1	Please indicate the role of the bidder in the group (leader, responsible for specific tasks):	Text	Enter plain text	End to End Delivery partner
1.11.2	2A.17.2	Please identify the other bidder(s) participating in the procurement procedure together:	Text	Enter plain text	Remploy
1.11.3	2A.17.3	Where applicable, name of the participating group:	Text	Enter plain text	
1.11.4	2A.17.4	Please download and complete the ESPD attachment for each of the named participants. Bidders should ensure that any other participants are also registered on PCS-Tender Where you have multiple participants you should attach the completed ESPD responses as a single zip file against this question.	Attachment	The applicable attachment must be uploaded	

1.12 Part 2A: Lots													
	Question	Description	Response Type	Response Guide	Response								
1.12.1	2A.18	Please indicate the lot(s) for which the bidder wishes to tender:	Multi Choice Options List	Mark the applicable Options as "Option Selected" LOT 9	<table border="1"> <tr> <td>Lot 1 - Glasgow</td> <td></td> </tr> <tr> <td>Lot 2 - North and South Lanarkshire</td> <td></td> </tr> <tr> <td>Lot 3 - Angus, Dundee, City of Perth and Kinross</td> <td></td> </tr> <tr> <td>Lot 4 - Falkirk, Stirling and Clackmannanshire</td> <td></td> </tr> </table>	Lot 1 - Glasgow		Lot 2 - North and South Lanarkshire		Lot 3 - Angus, Dundee, City of Perth and Kinross		Lot 4 - Falkirk, Stirling and Clackmannanshire	
Lot 1 - Glasgow													
Lot 2 - North and South Lanarkshire													
Lot 3 - Angus, Dundee, City of Perth and Kinross													
Lot 4 - Falkirk, Stirling and Clackmannanshire													

				Lot 5 - City of Edinburgh, East Lothian, Midlothian, West Lothian and Scottish Borders	
				Lot 6 - North Ayrshire, South Ayrshire, East Ayrshire and Dumfries and Galloway	
				Lot 7 - Aberdeen City and Aberdeenshire	
				Lot 8 - Argyll and Bute, Eilean Siar, Highlands, Moray, Orkney Islands and Shetland Islands	

1.13 Part 2B: Information about representatives of the bidder					
	Question	Description	Response Type	Response Guide	Response
1.13.1	2B.1	Full name:	Text	Enter plain text	
1.13.2	2B.2	Date of Birth:	Text	Enter plain text	
1.13.3	2B.3	Place of Birth:	Text	Enter plain text	
1.13.4	2B.4	Position/Acting in the capacity of:	Text	Enter plain text	
1.13.5	2B.5.1	Postal Address Line 1:	Text	Enter plain text	Carus House
1.13.6	2B.5.2	Postal Address Line 2:	Text	Enter plain text	201 Dumbarton Road
1.13.7	2B.5.3	Postal Address Town/City:	Text	Enter plain text	Clydebank
1.13.8	2B.5.4	Postal Address Region:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Glasgow & Strathclyde
1.13.9	2B.5.5	Postal Address Postcode:	Text	Enter plain text	G81 4XJ
1.13.10	2B.5.6	Postal Address Country:	Text	Enter plain text	Scotland
1.13.11	2B.6	Telephone:	Text	Enter plain text	
1.13.12	2B.7	Mobile:	Text	Enter plain text	
1.13.13	2B.8	Email:	Text	Enter plain text	partnership.org
1.13.14	2B.9	If needed, please provide detailed information on the representation (its forms, extent, purpose):	Text	Enter plain text	authority to represent The Lennox uses of this tender procedure.

1.14 Part 2C: Reliance on the capacities of other entities					
	Question	Description	Response Type	Response Guide	Response
1.14.1	2C.1	Does the bidder rely on the capacities of other entities in order to meet the selection criteria set out under Part 4 and the criteria and rules (if any) set out under Part 5 (if included)?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes

1.15 Conditional Section: Reliance on the capacities of other Responses to this Section will be considered only if:2C.1 = Yes					
	Note	Note Details			
1.15.1	BIDDER GUIDANCE	Please provide a separate ESPD response for each of the entities concerned.			
1.15.2	BIDDER GUIDANCE	Each entity being relied on must complete the following sections of the ESPD:			
	Question	Description	Response Type	Response Guide	Response
1.15.3	2C.1.1	Please download and complete the ESPD attachment for each of the entities. Bidders should ensure that any other entities are also registered on PCS-Tender. Where you have multiple entities you should attach the completed ESPD responses as a single zip file against this question.	Attachment	The applicable attachment must be uploaded	

1.16 Part 2D: Subcontractors on whose capacity the bidder does not rely					
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	Question	Description	Response Type	Response Guide	Response
1.16.1	2D.1	Does the bidder intend to subcontract any share of the contract to third parties?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	NO

1.17 Conditional Section: Subcontractors			Responses to this Section will be considered only if:2D.1 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.17.1	2D.1.1	In so far as known, please list the proposed subcontractors:	Text	Enter plain text	Not Known at this stage
	Note	Note Details			
1.17.2	BIDDER GUIDANCE	The ESPD (Scotland) - Subcontractors - Supplier Response has been attached to the following question to allow you to submit an ESPD on behalf of subcontractors.			
	Question	Description	Response Type	Response Guide	Response
1.17.3	2D.1.2	Please download and complete the ESPD attachment for each of the subcontractors concerned. Bidders should ensure that any listed subcontractors are also registered on PCS-Tender. Where you have multiple sub-contractors you should attach the completed ESPD responses as a single zip file against this question.	Attachment	The applicable attachment must be uploaded	

1.18 Part 3A: Grounds relating to criminal convictions		
	Note	Note Details
1.18.1	BIDDER GUIDANCE	Failure to disclose information relevant to this section or misrepresentation in relation to the information disclosed may result in exclusion of the bidder from this procurement process or the termination of any subsequent contract that is be awarded to them.
1.18.2	Exclusion grounds	For procurement exercises above OJEU threshold:

1.19 Part 3A: Conspiracy					
	Question	Description	Response Type	Response Guide	Response
1.19.1	3A.1	The common law offence of conspiracy; Where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime or an offence under sections 28 or 30 of the Criminal Justice and Licensing (Scotland) Act 2010;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.19.2	3A.1.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.20 Conditional Section: Conspiracy			Responses to this Section will be considered only if:3A.1 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.20.1	3A.1.2	Date of conviction:	Text	Enter plain text	
1.20.2	3A.1.3	Reason(s) for the conviction:	Text	Enter plain text	
1.20.3	3A.1.4	Identify who has been convicted:	Text	Enter plain text	

1.20.4	3A.1.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.20.5	3A.1.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.20.6	3A.1.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.21 Part 3A: Corruption					
	Question	Description	Response Type	Response Guide	Response
1.21.1	3A.2	Corruption: Within the meaning of: section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906, where the offence relates to active Corruption as defined in Article 3 of the Council Act of 26th May 1997 and Article 3(1) of Council Joint Action 98/742/JHA; Bribery or corruption within the meaning of sections 68 and 69 of the Criminal Justice (Scotland) Act 2003, where the offence relates to active bribery or corruption; Bribery within the meaning of sections 1 or 6 of the Bribery Act 2010	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.21.2	3A.2.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.22 Conditional section: Corruption			Responses to this Section will be considered only if:3A.2 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.22.1	3A.2.2	Date of conviction:	Text	Enter plain text	
1.22.2	3A.2.3	Reason(s) for the conviction:	Text	Enter plain text	
1.22.3	3A.2.4	Identify who has been convicted;	Text	Enter plain text	
1.22.4	3A.2.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.22.5	3A.2.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.22.6	3A.2.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.23 Part 3A: Fraud					
	Question	Description	Response Type	Response Guide	Response

1.23.1	3A.3	<p>Fraud:</p> <p>Where the offence relates to fraud affecting the European Communities' financial interests as defined by Article 1 of the Convention on the protection of the financial interests of the European Communities</p> <p>(a) the offence of cheating the Revenue;</p> <p>(b) the common law offence of fraud;</p> <p>(c) the common law offence of theft or fraud;</p> <p>(d) fraudulent trading within the meaning of section 458 of the Companies Act 1985, or section 993 of the Companies Act 2006;</p> <p>(e) fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994;</p> <p>(f) an offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993;</p> <p>(g) the common law offence of uttering; or</p> <p>(h) the common law offence of attempting to pervert the course of justice;</p>	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.23.2	3A.3.1	<p>If the relevant documentation is available electronically, please state:</p> <p>The web address</p> <p>The issuing authority or body</p> <p>The precise reference of the documentation</p>	Text	Enter plain text	

1.24 Conditional Section: Fraud		Responses to this Section will be considered only if:3A.3 = Yes			
	Question	Description	Response Type	Response Guide	Response
1.24.1	3A.3.2	Date of conviction:	Text	Enter plain text	
1.24.2	3A.3.3	Reason(s) for the conviction:	Text	Enter plain text	
1.24.3	3A.3.4	Identify who has been convicted:	Text	Enter plain text	
1.24.4	3A.3.5	<p>If the relevant documentation is available electronically, please state:</p> <p>The web address</p> <p>The issuing authority or body</p> <p>The precise reference of the documentation</p>	Text	Enter plain text	
1.24.5	3A.3.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.24.6	3A.3.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.25 Part 3A: Terrorist offences					
	Question	Description	Response Type	Response Guide	Response

1.25.1	3A.4	Terrorist offences or offences linked to terrorist activities: Any offence listed in section 41 of the Counter-Terrorism Act 2008; or Schedule 2 to that Act where the court has determined that there is a terrorist connection.	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.25.2	3A.4.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.26 Conditional Section: Terrorist offences			Responses to this Section will be considered only if:3A.4 = Yes		
Question	Description	Response Type	Response Guide	Response	
1.26.1	3A.4.2	Date of conviction:	Text	Enter plain text	
1.26.2	3A.4.3	Reason(s) for the conviction:	Text	Enter plain text	
1.26.3	3A.4.4	Identify who has been convicted:	Text	Enter plain text	
1.26.4	3A.4.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.26.5	3A.4.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.26.6	3A.4.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.27 Part 3A: Money Laundering					
Question	Description	Response Type	Response Guide	Response	
1.27.1	3A.5a	Money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.27.2	3A.5a.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.28 Conditional Section: Money Laundering			Responses to this Section will be considered only if:3A.5a = Yes		
Question	Description	Response Type	Response Guide	Response	
1.28.1	3A.5a.2	Date of conviction:	Text	Enter plain text	
1.28.2	3A.5a.3	Reason(s) for the conviction:	Text	Enter plain text	
1.28.3	3A.5a.4	Identify who has been convicted:	Text	Enter plain text	
1.28.4	3A.5a.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.28.5	3A.5a.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.28.6	3A.5a.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.29 Part 3A: Terrorist Financing					
	Question	Description	Response Type	Response Guide	Response
1.29.1	3A.5b	Money laundering or Terrorist financing: An offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.29.2	3A.5b.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.30 Conditional Section: Terrorist Financing			Responses to this Section will be considered only if:3A.5b = Yes		
	Question	Description	Response Type	Response Guide	Response
1.30.1	3A.5b.2	Date of conviction:	Text	Enter plain text	
1.30.2	3A.5b.3	Reason(s) for the conviction:	Text	Enter plain text	
1.30.3	3A.5b.4	Identify who has been convicted:	Text	Enter plain text	
1.30.4	3A.5b.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.30.5	3A.5b.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.30.6	3A.5b.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.31 Part 3A: Child Labour or Trafficking in Human Beings					
	Question	Description	Response Type	Response Guide	Response
1.31.1	3A.6	Child labour and other forms of trafficking in human beings: Any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015 or under any provision referred to in the Schedule to that Act;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.31.2	3A.6.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.32 Conditional Section: Child Labour or Trafficking in Human			Responses to this Section will be considered only if:3A.6 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.32.1	3A.6.2	Date of conviction:	Text	Enter plain text	
1.32.2	3A.6.3	Reason(s) for the conviction:	Text	Enter plain text	

1.32.3	3A.6.4	Identify who has been convicted:	Text	Enter plain text	
1.32.4	3A.6.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.32.5	3A.6.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.32.6	3A.6.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.33 Part 3A: Drugs trafficking					
	Question	Description	Response Type	Response Guide	Response
1.33.1	3A.7	Drugs trafficking: an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.33.2	3A.7.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.34 Conditional Section: Drugs trafficking			Responses to this Section will be considered only if:3A.7 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.34.1	3A.7.2	Date of conviction:	Text	Enter plain text	
1.34.2	3A.7.3	Reason(s) for the conviction:	Text	Enter plain text	
1.34.3	3A.7.4	Identify who has been convicted:	Text	Enter plain text	
1.34.4	3A.7.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.34.5	3A.7.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.34.6	3A.7.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.35 Part 3A: Any Other Offence					
	Question	Description	Response Type	Response Guide	Response
1.35.1	3A.8	Any other offence within the meaning of Article 57(1) of the Directive as defined by the law of any EEA state or any part thereof:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.35.2	3A.8.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.36 Conditional Section: Any Other Offence			Responses to this Section will be considered only if:3A.8 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.36.1	3A.8.2	Date of conviction:	Text	Enter plain text	
1.36.2	3A.8.3	Reason(s) for the conviction:	Text	Enter plain text	
1.36.3	3A.8.4	Identify who has been convicted:	Text	Enter plain text	
1.36.4	3A.8.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.36.5	3A.8.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.36.6	3A.8.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.37 Part 3B: Payment of taxes					
	Question	Description	Response Type	Response Guide	Response
1.37.1	3B.1	Has the bidder met all its obligations relating to the payment of taxes, both in the UK, and in the country in which it is registered, if that is not the UK?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes

1.38 Conditional Section: Payment of taxes			Responses to this Section will be considered only if:3B.1 = No		
	Question	Description	Response Type	Response Guide	Response
1.38.1	3B.1.1	Please indicate: The Country or Member State concerned	Text	Enter plain text	
1.38.2	3B.1.2	What is the amount concerned?	Text	Enter plain text	
1.38.3	3B.1.3	Has this breach of obligations been established: through a judicial or administrative decision?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.38.4	3B.1.4	Is this decision final and binding?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.38.5	3B.1.5	Please indicate the date of conviction or decision:	Text	Enter plain text	
1.38.6	3B.1.6	Has this breach of obligations been established by other means? Please specify:	Text	Enter plain text	
1.38.7	3B.1.7.1	Has the bidder fulfilled or will it fulfil its obligations by paying or entering into a binding arrangement with a view to paying the taxes due, including, where applicable, any interest accrued or fines?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.38.8	3B.1.7.2	If yes, please provide details:	Text	Enter plain text	
1.38.9	3B.1.8	If the relevant documentation concerning payment of taxes is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.39 Part 3B: Payment of social security contributions					
	Question	Description	Response Type	Response Guide	Response
1.39.1	3B.2	Has the bidder met all its obligations relating to the payment of social security contributions, both in the UK, and in the country in which it is registered, if that is not the UK?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes

1.40 Conditional Section: Payment of social security			Responses to this Section will be considered only if:3B.2 = No		
	Question	Description	Response Type	Response Guide	Response
1.40.1	3B.2.1	Please indicate: The Country or Member State concerned	Text	Enter plain text	
1.40.2	3B.2.2	What is the amount concerned?	Text	Enter plain text	
1.40.3	3B.2.3	How has this breach of obligations been established: through a judicial or administrative decision?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.40.4	3B.2.4	Is this decision final and binding?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.40.5	3B.2.5	Please indicate the date of conviction or decision:	Text	Enter plain text	
1.40.6	3B.2.6	Has this breach of obligations been established by other means? Please specify:	Text	Enter plain text	
1.40.7	3B.2.7.1	Has the bidder fulfilled or will it fulfil its obligations by paying or entering into a binding arrangement with a view to paying the social security contributions due, including, where applicable, any interest accrued or fines?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.40.8	3B.2.7.2	If yes, please provide details:	Text	Enter plain text	
1.40.9	3B.2.8	If the relevant documentation concerning payment of social security contributions is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.41 Part 3C: Blacklisting					
	Question	Description	Response Type	Response Guide	Response
1.41.1	3C.1	Has the bidder committed an act prohibited under the Employment Relations Act 1999 (Blacklists) Regulations 2010?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.42 Conditional Section: Blacklisting			Responses to this Section will be considered only if:3C.1 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.42.1	3C.1.1	When did the breach occur?	Text	Enter plain text	
1.42.2	3C.1.2	Please give details about the breach:	Text	Enter plain text	
1.42.3	3C.1.3	Has this been established by a judicial decision having final and binding effect?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	

1.42.4	3C.1.4	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-Cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.42.5	3C.1.5	Please describe the measures taken:	Text	Enter plain text	

1.43 Part 3D: Environmental Law					
	Question	Description	Response Type	Response Guide	Response
1.43.1	3D.1	Has the bidder, to its knowledge, breached its obligations in the fields of environmental law?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.44 Conditional Section: Environmental Law			Responses to this Section will be considered only if:3D.1 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.44.1	3D.1.1	When did the breach occur?	Text	Enter plain text	
1.44.2	3D.1.2	Please give details about the breach:	Text	Enter plain text	
1.44.3	3D.1.3	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.44.4	3D.1.4	Please describe the measures taken:	Text	Enter plain text	

1.45 Part 3D: Social Law					
	Question	Description	Response Type	Response Guide	Response
1.45.1	3D.2	Has the bidder, to its knowledge, breached its obligations in the fields of social law?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.46 Conditional Section: Social Law			Responses to this Section will be considered only if:3D.2 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.46.1	3D.2.1	When did the breach occur?	Text	Enter plain text	
1.46.2	3D.2.2	Please give details about the breach:	Text	Enter plain text	
1.46.3	3D.2.3	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.46.4	3D.2.4	Please describe the measures taken:	Text	Enter plain text	

1.47 Part 3D: Labour Law					
	Question	Description	Response Type	Response Guide	Response
1.47.1	3D.3	Has the bidder, to its knowledge, breached its obligations in the fields of labour law?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.48 Conditional Section: Labour Law			Responses to this Section will be considered only if:3D.3 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.48.1	3D.3.1	When did the breach occur?	Text	Enter plain text	
1.48.2	3D.3.2	Please give details about the breach:	Text	Enter plain text	
1.48.3	3D.3.3	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.48.4	3D.3.4	Please describe the measures taken:	Text	Enter plain text	

1.49 Part 3D: Bankruptcy					
	Note	Note Details			
1.49.1	Other grounds for exclusion	Is the bidder in any of the situations listed below?			
	Question	Description	Response Type	Response Guide	Response
1.49.2	3D.4	Bankrupt:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.50 Conditional Section: Bankruptcy			Responses to this Section will be considered only if:3D.4 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.50.1	3D.4.1	Please provide details:	Text	Enter plain text	
1.50.2	3D.4.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.50.3	3D.4.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.51 Part 3D: Insolvency					
	Question	Description	Response Type	Response Guide	Response
1.51.1	3D.5	The subject of insolvency or winding-up proceedings:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.52 Conditional Section: Insolvency			Responses to this Section will be considered only if:3D.5 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.52.1	3D.5.1	Please provide details:	Text	Enter plain text	
1.52.2	3D.5.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.52.3	3D.5.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.53 Part 3D: Arrangement with creditors					
	Question	Description	Response Type	Response Guide	Response
1.53.1	3D.6	In an arrangement with creditors:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.54 Conditional Section: Arrangement with creditors			Responses to this Section will be considered only if:3D.6 = Yes		
	Question	Description	Response Type	Response Guide	Response

1.54.1	3D.6.1	Please provide details:	Text	Enter plain text	
1.54.2	3D.6.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.54.3	3D.6.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.55 Part 3D: Analogous situation					
	Question	Description	Response Type	Response Guide	Response
1.55.1	3D.7	In any analogous situation arising from a similar procedure under national laws and regulations:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.56 Conditional Section: Analogous situation			Responses to this Section will be considered only if:3D.7 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.56.1	3D.7.1	Please provide details:	Text	Enter plain text	
1.56.2	3D.7.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.56.3	3D.7.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.57 Part 3D: Liquidation					
	Question	Description	Response Type	Response Guide	Response
1.57.1	3D.8	That its assets are being administered by a liquidator or by the court:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.58 Conditional Section: Liquidation			Responses to this Section will be considered only if:3D.8 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.58.1	3D.8.1	Please provide details:	Text	Enter plain text	
1.58.2	3D.8.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.58.3	3D.8.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.59 Part 3D: Suspended business					
	Question	Description	Response Type	Response Guide	Response
1.59.1	3D.9	That its business activities are suspended:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.60 Conditional Section: Suspended business			Responses to this Section will be considered only if:3D.9 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.60.1	3D.9.1	Please provide details:	Text	Enter plain text	
1.60.2	3D.9.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.60.3	3D.9.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.61 Part 3D: Professional misconduct					
	Question	Description	Response Type	Response Guide	Response
1.61.1	3D.10	Is the bidder guilty of grave professional misconduct?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.62 Conditional Section: Professional misconduct			Responses to this Section will be considered only if:3D.10 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.62.1	3D.10.1	Date when it happened:	Text	Enter plain text	
1.62.2	3D.10.2	Please provide details:	Text	Enter plain text	
1.62.3	3D.10.3	Has the bidder taken self-cleansing measures?	Text	Enter plain text	
1.62.4	3D.10.4	Please describe the measures taken:	Text	Enter plain text	

1.63 Part 3D: Distortion					
	Question	Description	Response Type	Response Guide	Response
1.63.1	3D.11	Has the bidder entered into agreements with other bidders aimed at distorting competition?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.64 Conditional Section: Distortion			Responses to this Section will be considered only if:3D.11 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.64.1	3D.11.1	Please provide details:	Text	Enter plain text	
1.64.2	3D.11.2	Has the bidder taken self-cleansing measures?	Text	Enter plain text	
1.64.3	3D.11.3	Please describe the measures taken:	Text	Enter plain text	

1.65 Part 3D: Conflicts of interest					
	Question	Description	Response Type	Response Guide	Response
1.65.1	3D.12	Is the bidder aware of any conflict of interest due to its participation in the procurement procedure?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.66 Conditional Section: Conflicts of interest			Responses to this Section will be considered only if:3D.12 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.66.1	3D.12.1	Please provide details:	Text	Enter plain text	

1.67 Part 3D: Preparation of the procurement procedure					
	Question	Description	Response Type	Response Guide	Response
1.67.1	3D.13	Has the bidder or an undertaking related to it advised the public body or otherwise been involved in the preparation of the procurement procedure?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.68 Conditional Section: Preparation of the procurement			Responses to this Section will be considered only if:3D.13 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.68.1	3D.13.1	Please provide details:	Text	Enter plain text	

1.69 Part 3D: Early termination					
	Question	Description	Response Type	Response Guide	Response
1.69.1	3D.14	Has the bidder experienced that a prior public contract, a prior contract with a public body or a prior concession contract was terminated early, or that damages or other comparable sanctions were imposed in connection with that prior contract?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.70 Conditional Section: Early termination			Responses to this Section will be considered only if:3D.14 = Yes		
	Question	Description	Response Type	Response Guide	Response
1.70.1	3D.14.1	Please provide details:	Text	Enter plain text	
1.70.2	3D.14.2	Has the bidder taken self-cleansing measures?	Text	Enter plain text	
1.70.3	3D.14.3	If it has, please describe the measures taken:	Text	Enter plain text	

1.71 Part 3D: Misrepresentation					
	Note	Note Details			
1.71.1	BIDDER GUIDANCE	Can the bidder confirm that:			
	Question	Description	Response Type	Response Guide	Response
1.71.2	ESPD.3D.15.1	3D.15.1 - It has not been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes, I confirm that I have not

1.71.3	ESPD.3D.15.2	3D.15.2 - It has not withheld such information?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes, I confirm that I have not
1.71.4	ESPD.3D.15.3	3D.15.3 - It has been able, without delay, to submit the supporting documents required by an organisation or contracting entity?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes, I have been able to
1.71.5	ESPD.3D.15.4	3D.15.4 - It has not undertaken to unduly influence the decision making process of the organisation or contracting entity, to obtain confidential information that may confer upon it undue advantages in the procurement procedure or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes, I confirm that I have not

1.72 Part 4B: Economic and Financial Standing					
	Question	Description	Response Type	Response Guide	Response
1.72.1	4B.3	In case the information concerning turnover (general or specific) is not available for the entire period required, please state the date on which the bidder was set up or started trading:	Text	Enter plain text	
1.72.2	4B.4	The bidder confirms the name, value and/or range of the financial ratios specified in the relevant Contract Notice are as follows:	Text	Enter plain text	1)Profitability -PASS 2)Liquidity =890% PASS 3)Gearing -12.6% PASS
1.72.3	4B.4.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	Audited Accounts
	Note	Note Details			
1.72.4	Insurance	The bidder confirms they are already have or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated in the			
	Question	Description	Response Type	Response Guide	Response
1.72.5	4B.5.1	Employer's (Compulsory) Liability Insurance:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes, I already have this
1.72.6	4B.5.2	All other types of insurance listed in the Contract Notice	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes, I already have this
1.72.7	4B.5.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	Hart Insurance Brokers, Erskine House Clydebank Business Park Clydebank G81 2DR
1.72.8	4B.6	Concerning any other economic or financial requirements, that may have been specified in the relevant Contract Notice, the bidder declares that:	Text	Enter plain text	

1.72.9	4B.6.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
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1.73 Part 4C: Services

	Note	Note Details			
1.73.1	BIDDER GUIDANCE	For public supply and public service contracts only:			
	Question	Description	Response Type	Response Guide	Response
1.73.2	4C.1.2	Please provide relevant examples of supplies and/or services carried out during the last three years as specified in the Contract Notice: (Examples from both public and/or private sector customers and clients may be provided) Please download and complete the attachment.	Attachment	The applicable attachment must be uploaded	

1.74 Part 4C: Subcontracting

	Question	Description	Response Type	Response Guide	Response
1.74.1	4C.10	Please provide details of the proportion (i.e percentage) of the contract that you intend to subcontract:	Text	Enter plain text	

1.75 Part 6: Concluding statements

	Note	Note Details			
1.75.1	Declaration	The undersigned formally declare that the information stated above is accurate and correct and that it has been set out in full awareness of the consequences			
	Question	Description	Response Type	Response Guide	Response
1.75.2	6.1	Name, Position, Date, Place:	Text	Enter plain text	[REDACTED], 17/05/17, Carus House, Clydebank

NOTE: PLEASE DO NOT ADD OR REMOVE ANY WORKSHEETS, CELLS, ROWS OR COLUMNS FROM THE EXCEL RESPONSE SPREADSHEET, OR EDIT ANY FORMULAE WITHIN THE SPREADSHEET AS THIS MAY CAUSE

COLOUR LEGEND

Optional Response
Mandatory Response
Ignored During Import
Questionnaire Information

1.4 Part 2: Information concerning the bidder

1.5 Part 2A: Information about the bidder

Note	Note Details				
1.5.2	BIDDER GUIDANCE	This section seeks background information about the bidder; this section is not normally evaluated, however the public body may choose not to select bidders that cannot provide basic company information.			
1.5.3	Data Protection	All personal information supplied will be treated as confidential and will be subject to the Data Protection Act 1998.			
Question	Description	Type of Response	Response Guide	Response	
1.5.4	2A.1	Name:	Text	Enter plain text	The Wise Group
1.5.5	2A.2	VAT number, if applicable:	Text	Enter plain text	
1.5.6	2A.3	National Identification no (if required and applicable)	Text	Enter plain text	
1.5.7	2A.4	D.U.N.S, if applicable:	Text	Enter plain text	
1.5.8	2A.5.1	Postal Address Line 1:	Text	Enter plain text	72 Charlotte Street
1.5.9	2A.5.2	Postal Address Line 2:	Text	Enter plain text	
1.5.10	2A.5.3	Postal Address Town/City:	Text	Enter plain text	Glasgow
1.5.11	2A.5.4	Postal Address Region:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Glasgow & Strathclyde
1.5.12	2A.5.5	Postal Address Postcode:	Text	Enter plain text	G1 5DW
1.5.13	2A.5.6	Postal Address Country:	Text	Enter plain text	Scotland
1.5.14	2A.6	Contact person or persons:	Text	Enter plain text	
1.5.15	2A.7	Telephone (including dialling code):	Text	Enter plain text	
1.5.16	2A.8	Mobile (including dialling code):	Text	Enter plain text	
1.5.17	2A.9	Email:	Text	Enter plain text	wisegroup.co.uk
1.5.18	2A.10	Internet Address (web address) (if applicable):	Text	Enter plain text	www.wisegroup.co.uk
1.5.19	2A.11	Name of parent company (if applicable):	Text	Enter plain text	
1.5.20	2A.12	Name of ultimate parent company (if applicable):	Text	Enter plain text	
1.5.21	2A.13	Bidder legal status:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Other

1.6 Conditional Section: Other Legal Status Responses to this Section will be considered only if: 2A.13 = Other

Question	Description	Type of Response	Response Guide	Response
1.6.1	2A.13.1	2A.13.1 - If you have answered 'Other' to question 2A.13 please provide details here:	Text	Enter plain text

1.7 Part 2A: General Information					
	Note	Note Details			
1.7.1	BIDDER GUIDANCE	For question ESPD 2A.14, please refer to the definition of a small or medium enterprise below:			
	Question	Description	Type of Response	Response Guide	Response
1.7.2	2A.14	For Micro/Small/Medium Enterprises only: Please confirm the size of your organisation:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Medium
1.7.3	2A.15	Is the bidder a supported business or will it provide for the performance of the contract in the context of sheltered employment programmes?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.8 Conditional Section: Supported Business			Responses to this Section will be considered only if:2A.15 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.8.1	2A.15.1	What is the corresponding percentage of disabled or disadvantaged workers?	Text	Enter plain text	
1.8.2	2A.15.2	Please specify which category or categories of disabled or disadvantaged workers the employees concerned belong to:	Text	Enter plain text	

1.9 Part 2A: Official Lists and Certification					
	Question	Description	Type of Response	Response Guide	Response
1.9.1	2A.16	If applicable, is the bidder registered on an official list of approved economic operators (applicable to non-UK businesses only), or does it have an equivalent certificate (e.g. under a national (pre)qualification system)?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Not Applicable

1.10 Conditional Section: Official Lists and Certification			Responses to this Section will be considered only if:2A.16 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.10.1	2A.16.1	Please provide the name of the list or certificate and the relevant registration number, if applicable:	Text	Enter plain text	
1.10.2	2A.16.2	If the certificate of registration or certification is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.10.3	2A.16.3	Please state the references on which the registration or certification is based, and, where applicable, the classification obtained in the official list:	Text	Enter plain text	

1.10.4	2A.16.4	Does the registration or certification cover all of the required selection criteria?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
	Note	Note Details			
1.10.5	BIDDER GUIDANCE	If you have answered No to question 2A.16.4:			
	Question	Description	Type of Response	Response Guide	Response
1.10.6	2A.16.5	Will the economic operator be able to provide a certificate with regard to the payment of social security contributions and taxes or provide information enabling the public body or Contracting Entity to obtain it directly by accessing a national database in any Member State that is available free of charge?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
	Note	Note Details			
1.10.7	BIDDER GUIDANCE	Only answer question 2A.16.5 if it is required in the Contract notice or procurement documentation.			
	Question	Description	Type of Response	Response Guide	Response
1.10.8	2A.16.6	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.11	Part 2A: Form of participation				
	Note	Note Details			
1.11.1	BIDDER GUIDANCE	Notably as part of a group, consortium, joint venture or similar:			
	Question	Description	Type of Response	Response Guide	Response
1.11.2	2A.17	Is the bidder participating in the procurement procedure together with others?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.12	Conditional Section: Form of participation		Responses to this Section will be considered only if:2A.17 = Yes		
	Note	Note Details			
	Question	Description	Type of Response	Response Guide	Response
1.12.2	2A.17.1	Please indicate the role of the bidder in the group (leader, responsible for specific tasks):	Text	Enter plain text	
1.12.3	2A.17.2	Please identify the other bidder(s) participating in the procurement procedure together:	Text	Enter plain text	
1.12.4	2A.17.3	Where applicable, name of the participating group:	Text	Enter plain text	

1.12.5	2A.17.4	<p>Please download and complete the ESPD attachment for each of the named participants.</p> <p>Bidders should ensure that any other participants are also registered on PCS-Tender</p> <p>Where you have multiple participants you should attach the completed ESPD responses as a single zip file against this question.</p>	Attachment	The applicable attachment must be uploaded	
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1.14 Part 2B: Information about representatives of the bidder

	Question	Description	Type of Response	Response Guide	Response
1.14.1	2B.1	Full name:	Text	Enter plain text	
1.14.2	2B.2	Date of Birth:	Text	Enter plain text	
1.14.3	2B.3	Place of Birth:	Text	Enter plain text	
1.14.4	2B.4	Position/Acting in the capacity of:	Text	Enter plain text	Director
1.14.5	2B.5.1	Postal Address Line 1:	Text	Enter plain text	72 Charlotte Street
1.14.6	2B.5.2	Postal Address Line 2:	Text	Enter plain text	
1.14.7	2B.5.3	Postal Address Town/City:	Text	Enter plain text	Glasgow
1.14.8	2B.5.4	Postal Address Region:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Glasgow & Strathclyde
1.14.9	2B.5.5	Postal Address Postcode:	Text	Enter plain text	G1 5DW
1.14.10	2B.5.6	Postal Address Country:	Text	Enter plain text	United Kingdom
1.14.11	2B.6	Telephone:	Text	Enter plain text	
1.14.12	2B.7	Mobile:	Text	Enter plain text	
1.14.13	2B.8	Email:	Text	Enter plain text	segroup.co.uk
1.14.14	2B.9	If needed, please provide detailed information on the representation (its forms, extent, purpose):	Text	Enter plain text	

1.21 Part 3: Exclusion Grounds

1.22 A: Grounds relating to criminal convictions

	Note	Note Details
1.22.1	BIDDER GUIDANCE	Failure to disclose information relevant to this section or misrepresentation in relation to the information disclosed may result in exclusion of the bidder from this procurement process or the termination of any subsequent contract that is be awarded to them.

1.22.2	Exclusion grounds	<p>For procurement exercises above OJEU threshold:</p> <ul style="list-style-type: none"> • Regulation 58 (1) of The Public Contracts (Scotland) Regulations 2015 sets out the following reasons for exclusion. <p>For procurement exercises below the OJEU threshold:</p> <ul style="list-style-type: none"> • Regulation 8 of The Procurement (Scotland) Regulations 2016 sets out the following reasons for exclusion. <p>For Part 3A: Has the bidder itself or any person who is a member of its administrative, management or supervisory body or has powers of representation, decision or control therein been the subject of a conviction by final judgment within the last five years for one of the reasons listed below?</p>
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1.23 Part 3A: Conspiracy					
	Question	Description	Type of Response	Response Guide	Response
1.23.1	3A.1	The common law offence of conspiracy; Where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime or an offence under sections 28 or 30 of the Criminal Justice and Licensing (Scotland) Act 2010;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.23.2	3A.1.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.24 Conditional Section: Conspiracy			Responses to this Section will be considered only if:3A.1 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.24.1	3A.1.2	Date of conviction:	Text	Enter plain text	
1.24.2	3A.1.3	Reason(s) for the conviction:	Text	Enter plain text	
1.24.3	3A.1.4	Identify who has been convicted:	Text	Enter plain text	
1.24.4	3A.1.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.24.5	3A.1.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.24.6	3A.1.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.25 Part 3A: Corruption					
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	Question	Description	Type of Response	Response Guide	Response
1.25.1	3A.2	<p>Corruption:</p> <p>Within the meaning of: section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906, where the offence relates to active Corruption as defined in Article 3 of the Council Act of 26th May 1997 and Article 3(1) of Council Joint Action 98/742/JHA;</p> <p>Bribery or corruption within the meaning of sections 68 and 69 of the Criminal Justice (Scotland) Act 2003, where the offence relates to active bribery or corruption;</p> <p>Bribery within the meaning of sections 1 or 6 of the Bribery Act 2010</p>	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.25.2	3A.2.1	<p>If the relevant documentation is available electronically, please state:</p> <p>The web address The issuing authority or body The precise reference of the documentation</p>	Text	Enter plain text	

1.26 Conditional section: Corruption			Responses to this Section will be considered only if:3A.2 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.26.1	3A.2.2	Date of conviction:	Text	Enter plain text	
1.26.2	3A.2.3	Reason(s) for the conviction:	Text	Enter plain text	
1.26.3	3A.2.4	Identify who has been convicted;	Text	Enter plain text	
1.26.4	3A.2.5	<p>If the relevant documentation is available electronically, please state:</p> <p>The web address The issuing authority or body The precise reference of the documentation</p>	Text	Enter plain text	
1.26.5	3A.2.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.26.6	3A.2.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.27 Part 3A: Fraud					
	Question	Description	Type of Response	Response Guide	Response

1.27.1	3A.3	<p>Fraud:</p> <p>Where the offence relates to fraud affecting the European Communities' financial interests as defined by Article 1 of the Convention on the protection of the financial interests of the European Communities</p> <p>(a) the offence of cheating the Revenue;</p> <p>(b) the common law offence of fraud;</p> <p>(c) the common law offence of theft or fraud;</p> <p>(d) fraudulent trading within the meaning of section 458 of the Companies Act 1985, or section 993 of the Companies Act 2006;</p> <p>(e) fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994;</p> <p>(f) an offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993;</p> <p>(g) the common law offence of uttering; or</p> <p>(h) the common law offence of attempting to pervert the course of justice;</p>	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.27.2	3A.3.1	<p>If the relevant documentation is available electronically, please state:</p> <p>The web address</p> <p>The issuing authority or body</p> <p>The precise reference of the documentation</p>	Text	Enter plain text	

1.28 Conditional Section: Fraud			Responses to this Section will be considered only if:3A.3 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.28.1	3A.3.2	Date of conviction:	Text	Enter plain text	
1.28.2	3A.3.3	Reason(s) for the conviction:	Text	Enter plain text	
1.28.3	3A.3.4	Identify who has been convicted:	Text	Enter plain text	
1.28.4	3A.3.5	<p>If the relevant documentation is available electronically, please state:</p> <p>The web address</p> <p>The issuing authority or body</p> <p>The precise reference of the documentation</p>	Text	Enter plain text	

1.28.5	3A.3.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.28.6	3A.3.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.29 Part 3A: Terrorist offences					
	Question	Description	Type of Response	Response Guide	Response
1.29.1	3A.4	Terrorist offences or offences linked to terrorist activities: Any offence listed in section 41 of the Counter-Terrorism Act 2008; or Schedule 2 to that Act where the court has determined that there is a terrorist connection.	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.29.2	3A.4.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.30 Conditional Section: Terrorist offences			Responses to this Section will be considered only if:3A.4 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.30.1	3A.4.2	Date of conviction:	Text	Enter plain text	
1.30.2	3A.4.3	Reason(s) for the conviction:	Text	Enter plain text	
1.30.3	3A.4.4	Identify who has been convicted:	Text	Enter plain text	
1.30.4	3A.4.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.30.5	3A.4.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.30.6	3A.4.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.31 Part 3A: Money Laundering					
	Question	Description	Type of Response	Response Guide	Response
1.31.1	3A.5a	Money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.31.2	3A.5a.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
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1.32 Conditional Section: Money Laundering			Responses to this Section will be considered only if:3A.5a = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.32.1	3A.5a.2	Date of conviction:	Text	Enter plain text	
1.32.2	3A.5a.3	Reason(s) for the conviction:	Text	Enter plain text	
1.32.3	3A.5a.4	Identify who has been convicted:	Text	Enter plain text	
1.32.4	3A.5a.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.32.5	3A.5a.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.32.6	3A.5a.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.33 Part 3A: Terrorist Financing					
	Question	Description	Type of Response	Response Guide	Response
1.33.1	3A.5b	Money laundering or Terrorist financing: An offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.33.2	3A.5b.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.34 Conditional Section: Terrorist Financing			Responses to this Section will be considered only if:3A.5b = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.34.1	3A.5b.2	Date of conviction:	Text	Enter plain text	
1.34.2	3A.5b.3	Reason(s) for the conviction:	Text	Enter plain text	
1.34.3	3A.5b.4	Identify who has been convicted:	Text	Enter plain text	

1.34.4	3A.5b.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.34.5	3A.5b.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.34.6	3A.5b.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.35 Part 3A: Child Labour or Trafficking in Human Beings					
	Question	Description	Type of Response	Response Guide	Response
1.35.1	3A.6	Child labour and other forms of trafficking in human beings: Any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015 or under any provision referred to in the Schedule to that Act;	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.35.2	3A.6.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.36 Conditional Section: Child Labour or Trafficking in Human Beings					
Responses to this Section will be considered only if:3A.6 = Yes					
	Question	Description	Type of Response	Response Guide	Response
1.36.1	3A.6.2	Date of conviction:	Text	Enter plain text	
1.36.2	3A.6.3	Reason(s) for the conviction:	Text	Enter plain text	
1.36.3	3A.6.4	Identify who has been convicted:	Text	Enter plain text	
1.36.4	3A.6.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.36.5	3A.6.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.36.6	3A.6.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.37 Part 3A: Drugs trafficking					
	Question	Description	Type of Response	Response Guide	Response

1.37.1	3A.7	Drugs trafficking: an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.37.2	3A.7.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.38 Conditional Section: Drugs trafficking			Responses to this Section will be considered only if:3A.7 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.38.1	3A.7.2	Date of conviction:	Text	Enter plain text	
1.38.2	3A.7.3	Reason(s) for the conviction:	Text	Enter plain text	
1.38.3	3A.7.4	Identify who has been convicted:	Text	Enter plain text	
1.38.4	3A.7.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.38.5	3A.7.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.38.6	3A.7.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.39 Part 3A: Any Other Offence					
	Question	Description	Type of Response	Response Guide	Response
1.39.1	3A.8	Any other offence within the meaning of Article 57(1) of the Directive as defined by the law of any EEA state or any part thereof:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
1.39.2	3A.8.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.40 Conditional Section: Any Other Offence			Responses to this Section will be considered only if:3A.8 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.40.1	3A.8.2	Date of conviction:	Text	Enter plain text	
1.40.2	3A.8.3	Reason(s) for the conviction:	Text	Enter plain text	

1.40.3	3A.8.4	Identify who has been convicted:	Text	Enter plain text	
1.40.4	3A.8.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
1.40.5	3A.8.6	In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.40.6	3A.8.7	If yes, please describe the measures taken:	Text	Enter plain text	

1.41 B: Grounds relating to the payment of taxes of social security contributions

1.42 Part 3B: Payment of taxes

	Question	Description	Type of Response	Response Guide	Response
1.42.1	3B.1	Has the bidder met all its obligations relating to the payment of taxes, both in the UK, and in the country in which it is registered, if that is not the UK?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes

1.43 Conditional Section: Payment of taxes

Responses to this Section will be considered only if:3B.1 = No

	Question	Description	Type of Response	Response Guide	Response
1.43.1	3B.1.1	Please indicate: The Country or Member State concerned	Text	Enter plain text	
1.43.2	3B.1.2	What is the amount concerned?	Text	Enter plain text	
1.43.3	3B.1.3	Has this breach of obligations been established: through a judicial or administrative decision?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.43.4	3B.1.4	Is this decision final and binding?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.43.5	3B.1.5	Please indicate the date of conviction or decision:	Text	Enter plain text	
1.43.6	3B.1.6	Has this breach of obligations been established by other means? Please specify:	Text	Enter plain text	
1.43.7	3B.1.7.1	Has the bidder fulfilled or will it fulfil its obligations by paying or entering into a binding arrangement with a view to paying the taxes due, including, where applicable, any interest accrued or fines?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.43.8	3B.1.7.2	If yes, please provide details:	Text	Enter plain text	

1.43.9	3B.1.8	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
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1.44 Part 3B: Payment of social security contributions					
	Question	Description	Type of Response	Response Guide	Response
1.44.1	3B.2	Has the bidder met all its obligations relating to the payment of social security contributions, both in the UK, and in the country in which it is registered, if that is not the UK?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes

1.45 Conditional Section: Payment of social security			Responses to this Section will be considered only if:3B.2 = No		
	Question	Description	Type of Response	Response Guide	Response
1.45.1	3B.2.1	Please indicate: The Country or Member State concerned	Text	Enter plain text	
1.45.2	3B.2.2	What is the amount concerned?	Text	Enter plain text	
1.45.3	3B.2.3	How has this breach of obligations been established: through a judicial or administrative decision?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.45.4	3B.2.4	Is this decision final and binding?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.45.5	3B.2.5	Please indicate the date of conviction or decision:	Text	Enter plain text	
1.45.6	3B.2.6	Has this breach of obligations been established by other means? Please specify:	Text	Enter plain text	
1.45.7	3B.2.7.1	Has the bidder fulfilled or will it fulfil its obligations by paying or entering into a binding arrangement with a view to paying the social security contributions due, including, where applicable, any interest accrued or fines?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.45.8	3B.2.7.2	If yes, please provide details:	Text	Enter plain text	
1.45.9	3B.2.8	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.46 C: Blacklisting					
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1.47 Part 3C: Blacklisting					
	Question	Description	Type of Response	Response Guide	Response
1.47.1	3C.1	Has the bidder committed an act prohibited under the Employment Relations Act 1999 (Blacklists) Regulations 2010?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.48 Conditional Section: Blacklisting			Responses to this Section will be considered only if:3C.1 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.48.1	3C.1.1	When did the breach occur?	Text	Enter plain text	
1.48.2	3C.1.2	Please give details about the breach:	Text	Enter plain text	
1.48.3	3C.1.3	Has this been established by a judicial decision having final and binding effect?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.48.4	3C.1.4	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-Cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.48.5	3C.1.5	Please describe the measures taken:	Text	Enter plain text	

1.49 D: Insolvency, Conflicts of Interest and Professional Misconduct

1.50 Part 3D: Environmental Law					
	Question	Description	Type of Response	Response Guide	Response
1.50.1	3D.1	Has the bidder, to its knowledge, breached its obligations in the fields of environmental law?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.51 Conditional Section: Environmental Law			Responses to this Section will be considered only if:3D.1 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.51.1	3D.1.1	When did the breach occur?	Text	Enter plain text	
1.51.2	3D.1.2	Please give details about the breach:	Text	Enter plain text	
1.51.3	3D.1.3	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.51.4	3D.1.4	Please describe the measures taken:	Text	Enter plain text	

1.52 Part 3D: Social Law					
	Question	Description	Type of Response	Response Guide	Response
1.52.1	3D.2	Has the bidder, to its knowledge, breached its obligations in the fields of social law?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.53 Conditional Section: Social Law			Responses to this Section will be considered only if:3D.2 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.53.1	3D.2.1	When did the breach occur?	Text	Enter plain text	
1.53.2	3D.2.2	Please give details about the breach:	Text	Enter plain text	
1.53.3	3D.2.3	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.53.4	3D.2.4	Please describe the measures taken:	Text	Enter plain text	

1.54 Part 3D: Labour Law					
	Question	Description	Type of Response	Response Guide	Response
1.54.1	3D.3	Has the bidder, to its knowledge, breached its obligations in the fields of labour law?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.55 Conditional Section: Labour Law			Responses to this Section will be considered only if:3D.3 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.55.1	3D.3.1	When did the breach occur?	Text	Enter plain text	
1.55.2	3D.3.2	Please give details about the breach:	Text	Enter plain text	
1.55.3	3D.3.3	Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	
1.55.4	3D.3.4	Please describe the measures taken:	Text	Enter plain text	

1.56 Part 3D: Bankruptcy					
	Note	Note Details			
1.56.1	Other grounds for exclusion	Is the bidder in any of the situations listed below?			
	Question	Description	Type of Response	Response Guide	Response
1.56.2	3D.4	Bankrupt:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.57 Conditional Section: Bankruptcy			Responses to this Section will be considered only if:3D.4 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.57.1	3D.4.1	Please provide details:	Text	Enter plain text	
1.57.2	3D.4.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	

1.57.3	3D.4.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
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1.58 Part 3D: Insolvency					
	Question	Description	Type of Response	Response Guide	Response
1.58.1	3D.5	The subject of insolvency or winding-up proceedings:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.59 Conditional Section: Insolvency			Responses to this Section will be considered only if:3D.5 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.59.1	3D.5.1	Please provide details:	Text	Enter plain text	
1.59.2	3D.5.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.59.3	3D.5.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.60 Part 3D: Arrangement with creditors					
	Question	Description	Type of Response	Response Guide	Response
1.60.1	3D.6	In an arrangement with creditors:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.61 Conditional Section: Arrangement with creditors			Responses to this Section will be considered only if:3D.6 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.61.1	3D.6.1	Please provide details:	Text	Enter plain text	
1.61.2	3D.6.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	

1.61.3	3D.6.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
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1.62 Part 3D: Analogous situation					
	Question	Description	Type of Response	Response Guide	Response
1.62.1	3D.7	In any analogous situation arising from a similar procedure under national laws and regulations:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.63 Conditional Section: Analogous situation			Responses to this Section will be considered only if:3D.7 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.63.1	3D.7.1	Please provide details:	Text	Enter plain text	
1.63.2	3D.7.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.63.3	3D.7.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.64 Part 3D: Liquidation					
	Question	Description	Type of Response	Response Guide	Response
1.64.1	3D.8	That its assets are being administered by a liquidator or by the court:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.65 Conditional Section: Liquidation			Responses to this Section will be considered only if:3D.8 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.65.1	3D.8.1	Please provide details:	Text	Enter plain text	
1.65.2	3D.8.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	

1.65.3	3D.8.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	
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1.66 Part 3D: Suspended business					
	Question	Description	Type of Response	Response Guide	Response
1.66.1	3D.9	That its business activities are suspended:	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.67 Conditional Section: Suspended business			Responses to this Section will be considered only if:3D.9 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.67.1	3D.9.1	Please provide details:	Text	Enter plain text	
1.67.2	3D.9.2	Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	Text	Enter plain text	
1.67.3	3D.9.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Text	Enter plain text	

1.68 Part 3D: Professional misconduct					
	Question	Description	Type of Response	Response Guide	Response
1.68.1	3D.10	Is the bidder guilty of grave professional misconduct?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.69 Conditional Section: Professional misconduct			Responses to this Section will be considered only if:3D.10 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.69.1	3D.10.1	Date when it happened:	Text	Enter plain text	
1.69.2	3D.10.2	Please provide details:	Text	Enter plain text	
1.69.3	3D.10.3	Has the bidder taken self-cleansing measures?	Text	Enter plain text	
1.69.4	3D.10.4	Please describe the measures taken:	Text	Enter plain text	

1.70 Part 3D: Distortion					
	Question	Description	Type of Response	Response Guide	Response

1.70.1	3D.11	Has the bidder entered into agreements with other bidders aimed at distorting competition?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No
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1.71	Conditional Section: Distortion		Responses to this Section will be considered only if:3D.11 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.71.1	3D.11.1	Please provide details:	Text	Enter plain text	
1.71.2	3D.11.2	Has the bidder taken self-cleansing measures?	Text	Enter plain text	
1.71.3	3D.11.3	Please describe the measures taken:	Text	Enter plain text	

1.72	Part 3D: Conflicts of interest				
	Question	Description	Type of Response	Response Guide	Response
1.72.1	3D.12	Is the bidder aware of any conflict of interest due to its participation in the procurement procedure?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.73	Conditional Section: Conflicts of interest		Responses to this Section will be considered only if:3D.12 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.73.1	3D.12.1	Please provide details:	Text	Enter plain text	

1.74	Part 3D: Preparation of the procurement procedure				
	Question	Description	Type of Response	Response Guide	Response
1.74.1	3D.13	Has the bidder or an undertaking related to it advised the public body or otherwise been involved in the preparation of the procurement procedure?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.75	Conditional Section: Preparation of the procurement		Responses to this Section will be considered only if:3D.13 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.75.1	3D.13.1	Please provide details:	Text	Enter plain text	

1.76	Part 3D: Early termination				
	Question	Description	Type of Response	Response Guide	Response
1.76.1	3D.14	Has the bidder experienced that a prior public contract, a prior contract with a public body or a prior concession contract was terminated early, or that damages or other comparable sanctions were imposed in connection with that prior contract?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	No

1.77	Conditional Section: Early termination		Responses to this Section will be considered only if:3D.14 = Yes		
	Question	Description	Type of Response	Response Guide	Response
1.77.1	3D.14.1	Please provide details:	Text	Enter plain text	
1.77.2	3D.14.2	Has the bidder taken self-cleansing measures?	Text	Enter plain text	

1.77.3	3D.14.3	If it has, please describe the measures taken:	Text	Enter plain text	
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1.78 Part 3D: Misrepresentation					
	Question	Description	Type of Response	Response Guide	Response
1.78.1	3D.15.1	It has not been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes
1.78.2	3D.15.2	It has not withheld such information?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes
1.78.3	3D.15.3	It has been able, without delay, to submit the supporting documents required by an organisation or contracting entity?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes
1.78.4	3D.15.4	It has not undertaken to unduly influence the decision making process of the organisation or contracting entity, to obtain confidential information that may confer upon it undue advantages in the procurement procedure or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award?	Options List	Select one of the Options listed in the drop down menu on the bottom right of the response box	Yes

THE IMPORT OF THE SPREADSHEET TO FAIL.

Project Code	project_7563
Project Title	Fair Start Scotland - Employability Services 2018
Reference	SP-17-005
ITT Code	itt_17233
ITT Title	Fair Start Scotland Employability Support Services 2018 MASTER ESPD
ITT Status	Qualification Evaluation

Displayed in Event Currency (GBP)			PeoplePlus
1 Qualification Envelope			Response Date : 23/05/2017 20:11:59
			Questions Answered
			91 (out of 225)
1.1 Acceptance of Documentation			2 (out of 2)
	Note	Note Details	
1.1.1	BIDDER GUIDANCE	<p>Important – The buyer will typically expect bidders to answer all the questions – even those marked “optional”. Optional in this instance simply means that the PCS-Tender system will not actively stop a bidder from submitting a response if an “optional” question has not been answered. It is the bidder’s responsibility to ensure that all questions are answered prior to final submission.</p> <p>“Mandatory” questions are those which, if not answered in the right place and right format, then the PCS-Tender system will actively block you submitting your response. It is therefore especially important that you do not leave answering these types of questions to the last minute.</p>	
1.1.2	BIDDER GUIDANCE	Bidders must navigate to the 'Attachment' area to download and view documents relating to this procurement exercise.	
	Question	Description	Response
1.1.3	Supplier Response Guides	(*) Please confirm that you have read and understood the supplier response guide	Yes
1.1.4	Confirmation - Date	(*) Please enter the date in which you have confirmed the above.	23/05/2017
1.2 European Single Procurement Document (ESPD)			0 (out of 0)
	Note	Note Details	

1.2.1	ESPD	<p>The European Single Procurement Document (ESPD) is a standard qualification questionnaire supplied by the European Commission for all regulated procurements. The ESPD is used to self-certify for the minimum requirements to tender and is tailored to the buyer's specific project.</p> <p>Information on the selection criteria for participation can be found in the Contract Notice on Public Contracts Scotland. If you have previously submitted an ESPD some of your answers will be pre-populated and these can viewed in your Supplier Profile. Be aware that not all questions will apply to you or be valid for every tender.</p>	
1.2.2	Important	<p>You are able to update your Supplier Profile at any time. Information contained within your Profile is visible to buyers within contracting authorities using PCS-Tender and administrators of the system. It is not visible to other suppliers registered on the system. Submitted responses to standardised questions are automatically updated in your Profile when the buyer opens your response.</p>	
1.3 Part 1: Information about the Procurement Procedure			0 (out of 0)
	Note	Note Details	
1.3.1	OJEU Number:	2017/S 048-088157	
1.3.2	Date:	9 March 2017	
1.3.3	File reference number attributed by the public body:	SP-17-005	
1.4 Part 2A: Information about the bidder			18 (out of 18)
	Note	Note Details	
1.4.1	BIDDER GUIDANCE	<p>This section seeks background information about the bidder; this section is not normally evaluated, however the public body may choose not to select bidders that cannot provide basic company information.</p>	
1.4.2	Data Protection	<p>All personal information supplied will be treated as confidential and will be subject to the Data Protection Act 1998.</p>	
	Question	Description	Response

1.4.3	2A.1	(* Name:	PeoplePlus Group Ltd
1.4.4	2A.2	VAT number, if applicable:	674739684
1.4.5	2A.3	National Identification no (if required and applicable)	05722765
1.4.6	2A.4	D.U.N.S, if applicable:	349260997
1.4.7	2A.5.1	(* Postal Address Line 1:	19-20 The Triangle
1.4.8	2A.5.2	Postal Address Line 2:	NG2 Business Park
1.4.9	2A.5.3	(* Postal Address Town/City:	Nottingham
1.4.10	2A.5.4	(* Postal Address Region:	England
1.4.11	2A.5.5	Postal Address Postcode:	NG2 1AE
1.4.12	2A.5.6	(* Postal Address Country:	UK
1.4.13	2A.6	Contact person or persons:	
1.4.14	2A.7	(* Telephone (including dialling code):	
1.4.15	2A.8	Mobile (including dialling code):	
1.4.16	2A.9	(* Email:	peopleplus.co.uk
1.4.17	2A.10	Internet Address (web address) (if applicable):	peopleplus.co.uk
1.4.18	2A.11	Name of parent company (if applicable):	Staffline Holdings Ltd
1.4.19	2A.12	Name of ultimate parent company (if applicable):	Staffline Group PLC
1.4.20	2A.13	(* Bidder legal status:	Private Limited Company
1.5 Conditional Section: Other Legal Status			---
	Question	Description	Response
1.5.1	2A.13.1	(* 2A.13.1 - If you have answered 'Other' to question 2A.13 please provide details here:	
1.6 Part 2A: General Information			1 (out of 2)
	Note	Note Details	

1.6.1	BIDDER GUIDANCE	<p>For question ESPD 2A.14, please refer to the definition of a small or medium enterprise below:</p> <ul style="list-style-type: none"> • Micro enterprises: enterprise which employs fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million. • Small enterprises: an enterprise which employs fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million; • Medium enterprises: enterprises which are neither micro nor small and which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million. 	
	Question	Description	Response
1.6.2	2A.14	For Micro/Small/Medium Enterprises only: Please confirm the size of your organisation:	
1.6.3	2A.15	(*) Is the bidder a supported business or will it provide for the performance of the contract in the context of sheltered employment programmes?	No
1.7 Conditional Section: Supported Business			---
	Question	Description	Response
1.7.1	2A.15.1	What is the corresponding percentage of disabled or disadvantaged workers?	
1.7.2	2A.15.2	Please specify which category or categories of disabled or disadvantaged workers the employees concerned belong to:	
1.8 Part 2A: Official Lists and Certification			1 (out of 1)
	Question	Description	Response
1.8.1	2A.16	(*) If applicable, is the bidder registered on an official list of approved economic operators (applicable to non-UK businesses only), or does it have an equivalent certificate (e.g. under a national (pre)qualification system)?	Not Applicable
1.9 Conditional Section: Official Lists and Certification			---
	Question	Description	Response

1.9.1	2A.16.1	(*) Please provide the name of the list or certificate and the relevant registration number, if applicable:	
1.9.2	2A.16.2	If the certificate of registration or certification is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.9.3	2A.16.3	(*) Please state the references on which the registration or certification is based, and, where applicable, the classification obtained in the official list:	
1.9.4	2A.16.4	(*) Does the registration or certification cover all of the required selection criteria?	
	Note	Note Details	
1.9.5	BIDDER GUIDANCE	If you have answered No to question 2A.16.4: Please also complete the missing information from the Technical and Professional Ability sections.	
	Question	Description	Response
1.9.6	2A.16.5	Will the economic operator be able to provide a certificate with regard to the payment of social security contributions and taxes or provide information enabling the public body or Contracting Entity to obtain it directly by accessing a national database in any Member State that is available free of charge?	
	Note	Note Details	
1.9.7	BIDDER GUIDANCE	Only answer question 2A.16.5 if it is required in the Contract notice or procurement documentation.	
	Question	Description	Response
1.9.8	2A.16.6	If the certificate of registration or certification is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.10 Part 2A: Form of participation			1 (out of 1)

Note	Note Details		
1.10.1	BIDDER GUIDANCE	Notably as part of a group, consortium, joint venture or similar:	
Question	Description		Response
1.10.2	2A.17	(*) Is the bidder participating in the procurement procedure together with others?	No
1.11 Conditional Section: Form of participation			---
Question	Description		Response
1.11.1	2A.17.1	(*) Please indicate the role of the bidder in the group (leader, responsible for specific tasks):	
1.11.2	2A.17.2	(*) Please identify the other bidder(s) participating in the procurement procedure together:	
1.11.3	2A.17.3	Where applicable, name of the participating group:	
1.11.4	2A.17.4	(*) Please download and complete the ESPD attachment for each of the named participants. Bidders should ensure that any other participants are also registered on PCS-Tender Where you have multiple participants you should attach the completed ESPD responses as a single zip file against this question.	
1.12 Part 2A: Lots			1 (out of 1)
Question	Description		Response
1.12.1	2A.18	(*) Please indicate the lot(s) for which the bidder wishes to tender:	Lot 1 - Glasgow; Lot 8 - Argyll and Bute, Eilean Siar, Highlands, Moray, Orkney Islands and Shetland Islands;
1.13 Part 2B: Information about representatives of the bidder			14 (out of 14)
Question	Description		Response
1.13.1	2B.1	(*) Full name:	
1.13.2	2B.2	(*) Date of Birth:	
1.13.3	2B.3	(*) Place of Birth:	Leicestershire
1.13.4	2B.4	(*) Position/Acting in the capacity of:	Director Of Business Development
1.13.5	2B.5.1	(*) Postal Address Line 1:	Unit 1 Meteor Business Park
1.13.6	2B.5.2	Postal Address Line 2:	Argyle Street
1.13.7	2B.5.3	(*) Postal Address Town/City:	Aston
1.13.8	2B.5.4	(*) Postal Address Region:	England
1.13.9	2B.5.5	Postal Address Postcode:	B7 5TE
1.13.10	2B.5.6	(*) Postal Address Country:	UK
1.13.11	2B.6	(*) Telephone:	
1.13.12	2B.7	Mobile:	
1.13.13	2B.8	(*) Email:	leplus.co.uk

1.13.14	2B.9	If needed, please provide detailed information on the representation (its forms, extent, purpose):	Not Applicable
1.14 Part 2C: Reliance on the capacities of other entities			1 (out of 1)
	Question	Description	Response
1.14.1	2C.1	(*) Does the bidder rely on the capacities of other entities in order to meet the selection criteria set out under Part 4 and the criteria and rules (if any) set out under Part 5 (if included)?	No
1.15 Conditional Section: Reliance on the capacities of other entities			---
	Note	Note Details	
1.15.1	BIDDER GUIDANCE	<p>Please provide a separate ESPD response for each of the entities concerned.</p> <p>Please note that this should also include any technicians or technical bodies, not belonging directly to the bidder's undertaking, especially those responsible for quality control and, in the case of public works contracts, the technicians or technical bodies upon whom the bidder can call in order to carry out the work.</p> <p>Insofar as it is relevant for the specific capacity or capacities on which the bidder relies, please include the information under Parts 4 and 5 for each of the entities concerned (e.g. for technical bodies involved in quality control).</p>	
1.15.2	BIDDER GUIDANCE	<p>Each entity being relied on must complete the following sections of the ESPD:</p> <ul style="list-style-type: none"> ● Part 2A: Information about the bidder ● Part 2B: Information about representatives of the bidder ● Part 3: Exclusion Grounds ● Part 4: Selection Criteria (only the sections that the entity is being relied upon) ● Part 5: Reduction of the number of qualified candidates (where applicable) 	
	Question	Description	Response

1.15.3	2C.1.1	<p>(*) Please download and complete the ESPD attachment for each of the entities.</p> <p>Bidders should ensure that any other entities are also registered on PCS-Tender.</p> <p>Where you have multiple entities you should attach the completed ESPD responses as a single zip file against this question.</p>	
1.16 Part 2D: Subcontractors on whose capacity the bidder does not rely			1 (out of 1)
	Question	Description	Response
1.16.1	2D.1	(*) Does the bidder intend to subcontract any share of the contract to third parties?	Yes
1.17 Conditional Section: Subcontractors			2 (out of 2)
	Question	Description	Response
1.17.1	2D.1.1	In so far as known, please list the proposed subcontractors:	<p>The proposed subcontractors are as follows:</p> <p>LOT 1 - Glasgow:</p> <p>Remploy Lennox Partnership Momentum</p> <p>LOT 8 - Highlands and Islands:</p> <p>Life Skills Argyll and Bute Council Third Sector Hebrides 2020 Clearview Lochaber Hope Momentum</p>
	Note	Note Details	
1.17.2	BIDDER GUIDANCE	<p>The ESPD (Scotland) - Subcontractors - Supplier Response has been attached to the following question to allow you to submit an ESPD on behalf of subcontractors.</p> <p>Please ensure each subcontractor fills in the following sections:</p> <ul style="list-style-type: none"> ● Part 2A: Information about the bidder ● Part 2B: Information about representatives of the bidder ● Part 3: Exclusion Grounds 	
	Question	Description	Response

1.17.3	2D.1.2	<p>Please download and complete the ESPD attachment for each of the subcontractors concerned.</p> <p>Bidders should ensure that any listed subcontractors are also registered on PCS-Tender.</p> <p>Where you have multiple sub-contractors you should attach the completed ESPD responses as a single zip file against this question.</p>	FSS - 1.17.3 ESPD Scotland - Subcontractors - Supplier Response Form - PeoplePlus Group Ltd.zip
1.18 Part 3A: Grounds relating to criminal convictions			0 (out of 0)
	Note	Note Details	
1.18.1	BIDDER GUIDANCE	<p>Failure to disclose information relevant to this section or misrepresentation in relation to the information disclosed may result in exclusion of the bidder from this procurement process or the termination of any subsequent contract that is be awarded to them.</p> <p>The bidder may be asked to provide the relevant documentation or to state where the extract from the relevant register, for example judicial records, is available electronically to the public body so that it may retrieve this information. By indicating this information, the bidder agrees that the public body may retrieve the documentation subject to the national rules implementing Directive 95/46/EC on the processing of personal data, and in particular of special categories of data such as on offences, criminal convictions or security measure.</p> <p>The bidder uses the ESPD response as a self-declaration that they have not breached any of the mandatory and discretionary exclusion grounds (or, if</p>	

1.18.2	Exclusion grounds	<p>For procurement exercises above OJEU threshold:</p> <ul style="list-style-type: none"> ● Regulation 58 (1) of The Public Contracts (Scotland) Regulations 2015 sets out the following reasons for exclusion. <p>For procurement exercises below the OJEU threshold:</p> <ul style="list-style-type: none"> ● Regulation 8 of The Procurement (Scotland) Regulations 2016 sets out the following reasons for exclusion. <p>For Part 3A: Has the bidder itself or any person who is a member of its administrative, management or supervisory body or has powers of representation, decision or control therein been the subject of a conviction by final judgment within the last five years for one of the reasons listed below?</p>	
1.19 Part 3A: Conspiracy			2 (out of 2)
	Question	Description	Response
1.19.1	3A.1	<p>(*) The common law offence of conspiracy;</p> <p>Where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime or an offence under sections 28 or 30 of the Criminal Justice and Licensing (Scotland) Act 2010;</p>	No
1.19.2	3A.1.1	<p>If the relevant documentation is available electronically, please state:</p> <p>The web address The issuing authority or body The precise reference of the documentation</p>	Not Applicable
1.20 Conditional Section: Conspiracy			---
	Question	Description	Response
1.20.1	3A.1.2	(*) Date of conviction:	
1.20.2	3A.1.3	(*) Reason(s) for the conviction:	
1.20.3	3A.1.4	(*) Identify who has been convicted:	

1.20.4	3A.1.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.20.5	3A.1.6	(* In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.20.6	3A.1.7	If yes, please describe the measures taken:	
1.21 Part 3A: Corruption			2 (out of 2)
	Question	Description	Response
1.21.1	3A.2	(* Corruption: Within the meaning of: section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906, where the offence relates to active Corruption as defined in Article 3 of the Council Act of 26th May 1997 and Article 3(1) of Council Joint Action 98/742/JHA; Bribery or corruption within the meaning of sections 68 and 69 of the Criminal Justice (Scotland) Act 2003, where the offence relates to active bribery or corruption; Bribery within the meaning of sections 1 or 6 of the Bribery Act 2010	No
1.21.2	3A.2.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable
1.22 Conditional section: Corruption			---
	Question	Description	Response
1.22.1	3A.2.2	(* Date of conviction:	
1.22.2	3A.2.3	(* Reason(s) for the conviction:	
1.22.3	3A.2.4	(* Identify who has been convicted;	

1.22.4	3A.2.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.22.5	3A.2.6	(*) In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.22.6	3A.2.7	If yes, please describe the measures taken:	
1.23 Part 3A: Fraud			2 (out of 2)
	Question	Description	Response
1.23.1	3A.3	(*) Fraud: Where the offence relates to fraud affecting the European Communities' financial interests as defined by Article 1 of the Convention on the protection of the financial interests of the European Communities (a) the offence of cheating the Revenue; (b) the common law offence of fraud; (c) the common law offence of theft or fraud; (d) fraudulent trading within the meaning of section 458 of the Companies Act 1985, or section 993 of the Companies Act 2006; (e) fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994; (f) an offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993; (g) the common law offence of uttering; or	No

1.23.2	3A.3.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable
1.24 Conditional Section: Fraud			---
	Question	Description	Response
1.24.1	3A.3.2	(*) Date of conviction:	
1.24.2	3A.3.3	(*) Reason(s) for the conviction:	
1.24.3	3A.3.4	(*) Identify who has been convicted:	
1.24.4	3A.3.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.24.5	3A.3.6	(*) In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.24.6	3A.3.7	If yes, please describe the measures taken:	
1.25 Part 3A: Terrorist offences			2 (out of 2)
	Question	Description	Response
1.25.1	3A.4	(*) Terrorist offences or offences linked to terrorist activities: Any offence listed in section 41 of the Counter-Terrorism Act 2008; or Schedule 2 to that Act where the court has determined that there is a terrorist connection.	No
1.25.2	3A.4.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable
1.26 Conditional Section: Terrorist offences			---
	Question	Description	Response
1.26.1	3A.4.2	(*) Date of conviction:	
1.26.2	3A.4.3	(*) Reason(s) for the conviction:	
1.26.3	3A.4.4	(*) Identify who has been convicted:	

1.26.4	3A.4.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.26.5	3A.4.6	(* In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.26.6	3A.4.7	If yes, please describe the measures taken:	
1.27 Part 3A: Money Laundering			2 (out of 2)
	Question	Description	Response
1.27.1	3A.5a	(* Money laundering within the meaning of sections 340(11) and 415 of the Proceeds of Crime Act 2002;	No
1.27.2	3A.5a.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable
1.28 Conditional Section: Money Laundering			---
	Question	Description	Response
1.28.1	3A.5a.2	(* Date of conviction:	
1.28.2	3A.5a.3	(* Reason(s) for the conviction:	
1.28.3	3A.5a.4	(* Identify who has been convicted:	
1.28.4	3A.5a.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.28.5	3A.5a.6	(* In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.28.6	3A.5a.7	If yes, please describe the measures taken:	
1.29 Part 3A: Terrorist Financing			2 (out of 2)
	Question	Description	Response

1.29.1	3A.5b	(*) Money laundering or Terrorist financing: An offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988;	No
1.29.2	3A.5b.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable
1.30 Conditional Section: Terrorist Financing			---
	Question	Description	Response
1.30.1	3A.5b.2	(*) Date of conviction:	
1.30.2	3A.5b.3	(*) Reason(s) for the conviction:	
1.30.3	3A.5b.4	(*) Identify who has been convicted:	
1.30.4	3A.5b.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.30.5	3A.5b.6	(*) In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.30.6	3A.5b.7	If yes, please describe the measures taken:	
1.31 Part 3A: Child Labour or Trafficking in Human Beings			2 (out of 2)
	Question	Description	Response
1.31.1	3A.6	(*) Child labour and other forms of trafficking in human beings: Any offence under Part 1 of the Human Trafficking and Exploitation (Scotland) Act 2015 or under any provision referred to in the Schedule to that Act;	No
1.31.2	3A.6.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable

1.32 Conditional Section: Child Labour or Trafficking in Human Beings			---
	Question	Description	Response
1.32.1	3A.6.2	(*) Date of conviction:	
1.32.2	3A.6.3	(*) Reason(s) for the conviction:	
1.32.3	3A.6.4	(*) Identify who has been convicted:	
1.32.4	3A.6.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.32.5	3A.6.6	(*) In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.32.6	3A.6.7	If yes, please describe the measures taken:	
1.33 Part 3A: Drugs trafficking			2 (out of 2)
	Question	Description	Response
1.33.1	3A.7	(*) Drugs trafficking: an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994:	No
1.33.2	3A.7.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable
1.34 Conditional Section: Drugs trafficking			---
	Question	Description	Response
1.34.1	3A.7.2	(*) Date of conviction:	
1.34.2	3A.7.3	(*) Reason(s) for the conviction:	
1.34.3	3A.7.4	(*) Identify who has been convicted:	
1.34.4	3A.7.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	

1.34.5	3A.7.6	(* In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.34.6	3A.7.7	If yes, please describe the measures taken:	
1.35 Part 3A: Any Other Offence			2 (out of 2)
	Question	Description	Response
1.35.1	3A.8	(* Any other offence within the meaning of Article 57(1) of the Directive as defined by the law of any EEA state or any part thereof:	No
1.35.2	3A.8.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	Not Applicable
1.36 Conditional Section: Any Other Offence			---
	Question	Description	Response
1.36.1	3A.8.2	(* Date of conviction:	
1.36.2	3A.8.3	(* Reason(s) for the conviction:	
1.36.3	3A.8.4	(* Identify who has been convicted:	
1.36.4	3A.8.5	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.36.5	3A.8.6	(* In the case of convictions, has the bidder taken measures to demonstrate its reliability despite the existence of a relevant ground for exclusion ("self-cleansing")?	
1.36.6	3A.8.7	If yes, please describe the measures taken:	
1.37 Part 3B: Payment of taxes			1 (out of 1)
	Question	Description	Response
1.37.1	3B.1	(* Has the bidder met all its obligations relating to the payment of taxes, both in the UK, and in the country in which it is registered, if that is not the UK?	Yes
1.38 Conditional Section: Payment of taxes			---
	Question	Description	Response

1.38.1	3B.1.1	(* Please indicate: The Country or Member State concerned		
1.38.2	3B.1.2	(* What is the amount concerned?		
1.38.3	3B.1.3	(* Has this breach of obligations been established: through a judicial or administrative decision?		
1.38.4	3B.1.4	(* Is this decision final and binding?		
1.38.5	3B.1.5	(* Please indicate the date of conviction or decision:		
1.38.6	3B.1.6	Has this breach of obligations been established by other means? Please specify:		
1.38.7	3B.1.7.1	(* Has the bidder fulfilled or will it fulfil its obligations by paying or entering into a binding arrangement with a view to paying the taxes due, including, where applicable, any interest accrued or fines?		
1.38.8	3B.1.7.2	If yes, please provide details:		
1.38.9	3B.1.8	If the relevant documentation concerning payment of taxes is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation		
1.39 Part 3B: Payment of social security contributions			1 (out of 1)	
	Question	Description		Response
1.39.1	3B.2	(* Has the bidder met all its obligations relating to the payment of social security contributions, both in the UK, and in the country in which it is registered, if that is not the UK?		Yes
1.40 Conditional Section: Payment of social security contributions			---	
	Question	Description		Response
1.40.1	3B.2.1	(* Please indicate: The Country or Member State concerned		
1.40.2	3B.2.2	(* What is the amount concerned?		
1.40.3	3B.2.3	(* How has this breach of obligations been established: through a judicial or administrative decision?		
1.40.4	3B.2.4	(* Is this decision final and binding?		
1.40.5	3B.2.5	(* Please indicate the date of conviction or decision:		

1.40.6	3B.2.6	Has this breach of obligations been established by other means? Please specify:		
1.40.7	3B.2.7.1	(*) Has the bidder fulfilled or will it fulfil its obligations by paying or entering into a binding arrangement with a view to paying the social security contributions due, including, where applicable, any interest accrued or fines?		
1.40.8	3B.2.7.2	If yes, please provide details:		
1.40.9	3B.2.8	If the relevant documentation concerning payment of social security contributions is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation		
1.41 Part 3C: Blacklisting				1 (out of 1)
	Question	Description		Response
1.41.1	3C.1	(*) Has the bidder committed an act prohibited under the Employment Relations Act 1999 (Blacklists) Regulations 2010?		No
1.42 Conditional Section: Blacklisting				---
	Question	Description		Response
1.42.1	3C.1.1	(*) When did the breach occur?		
1.42.2	3C.1.2	(*) Please give details about the breach:		
1.42.3	3C.1.3	(*) Has this been established by a judicial decision having final and binding effect?		
1.42.4	3C.1.4	(*) Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-Cleansing")?		
1.42.5	3C.1.5	Please describe the measures taken:		
1.43 Part 3D: Environmental Law				1 (out of 1)
	Question	Description		Response
1.43.1	3D.1	(*) Has the bidder, to its knowledge, breached its obligations in the fields of environmental law?		No
1.44 Conditional Section: Environmental Law				---
	Question	Description		Response
1.44.1	3D.1.1	(*) When did the breach occur?		
1.44.2	3D.1.2	(*) Please give details about the breach:		

1.44.3	3D.1.3	(* Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?		
1.44.4	3D.1.4	Please describe the measures taken:		
1.45 Part 3D: Social Law				1 (out of 1)
	Question	Description		Response
1.45.1	3D.2	(* Has the bidder, to its knowledge, breached its obligations in the fields of social law?		No
1.46 Conditional Section: Social Law				---
	Question	Description		Response
1.46.1	3D.2.1	(* When did the breach occur?		
1.46.2	3D.2.2	(* Please give details about the breach:		
1.46.3	3D.2.3	(* Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?		
1.46.4	3D.2.4	Please describe the measures taken:		
1.47 Part 3D: Labour Law				1 (out of 1)
	Question	Description		Response
1.47.1	3D.3	(* Has the bidder, to its knowledge, breached its obligations in the fields of labour law?		No
1.48 Conditional Section: Labour Law				---
	Question	Description		Response
1.48.1	3D.3.1	(* When did the breach occur?		
1.48.2	3D.3.2	(* Please give details about the breach:		
1.48.3	3D.3.3	(* Has the bidder taken measures to demonstrate its reliability despite the existence of this ground for exclusion ("Self-cleansing")?		
1.48.4	3D.3.4	Please describe the measures taken:		
1.49 Part 3D: Bankruptcy				1 (out of 1)
	Note	Note Details		
1.49.1	Other grounds for exclusion	Is the bidder in any of the situations listed below?		
	Question	Description		Response
1.49.2	3D.4	(* Bankrupt:		No
1.50 Conditional Section: Bankruptcy				---
	Question	Description		Response
1.50.1	3D.4.1	(* Please provide details:		
1.50.2	3D.4.2	(* Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?		

1.50.3	3D.4.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.51 Part 3D: Insolvency			1 (out of 1)
	Question	Description	Response
1.51.1	3D.5	(*) The subject of insolvency or winding-up proceedings:	No
1.52 Conditional Section: Insolvency			---
	Question	Description	Response
1.52.1	3D.5.1	(*) Please provide details:	
1.52.2	3D.5.2	(*) Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	
1.52.3	3D.5.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.53 Part 3D: Arrangement with creditors			1 (out of 1)
	Question	Description	Response
1.53.1	3D.6	(*) In an arrangement with creditors:	No
1.54 Conditional Section: Arrangement with creditors			---
	Question	Description	Response
1.54.1	3D.6.1	(*) Please provide details:	
1.54.2	3D.6.2	(*) Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	
1.54.3	3D.6.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.55 Part 3D: Analogous situation			1 (out of 1)
	Question	Description	Response

1.55.1	3D.7	(* In any analogous situation arising from a similar procedure under national laws and regulations:	No
1.56 Conditional Section: Analogous situation			---
	Question	Description	Response
1.56.1	3D.7.1	(* Please provide details:	
1.56.2	3D.7.2	(* Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	
1.56.3	3D.7.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.57 Part 3D: Liquidation			1 (out of 1)
	Question	Description	Response
1.57.1	3D.8	That its assets are being administered by a liquidator or by the court:	No
1.58 Conditional Section: Liquidation			---
	Question	Description	Response
1.58.1	3D.8.1	(* Please provide details:	
1.58.2	3D.8.2	(* Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?	
1.58.3	3D.8.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation	
1.59 Part 3D: Suspended business			1 (out of 1)
	Question	Description	Response
1.59.1	3D.9	(* That its business activities are suspended:	No
1.60 Conditional Section: Suspended business			---
	Question	Description	Response
1.60.1	3D.9.1	(* Please provide details:	

1.60.2	3D.9.2	(* Please indicate the reasons for being able nevertheless to perform the contract, taking into account the applicable national rules and measures on the continuation of business in those circumstances?		
1.60.3	3D.9.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation		
1.61 Part 3D: Professional misconduct				1 (out of 1)
	Question	Description		Response
1.61.1	3D.10	(* Is the bidder guilty of grave professional misconduct?		No
1.62 Conditional Section: Professional misconduct				---
	Question	Description		Response
1.62.1	3D.10.1	(* Date when it happened:		
1.62.2	3D.10.2	(* Please provide details:		
1.62.3	3D.10.3	(* Has the bidder taken self-cleansing measures?		
1.62.4	3D.10.4	Please describe the measures taken:		
1.63 Part 3D: Distortion				1 (out of 1)
	Question	Description		Response
1.63.1	3D.11	(* Has the bidder entered into agreements with other bidders aimed at distorting competition?		No
1.64 Conditional Section: Distortion				---
	Question	Description		Response
1.64.1	3D.11.1	(* Please provide details:		
1.64.2	3D.11.2	(* Has the bidder taken self-cleansing measures?		
1.64.3	3D.11.3	Please describe the measures taken:		
1.65 Part 3D: Conflicts of interest				1 (out of 1)
	Question	Description		Response
1.65.1	3D.12	(* Is the bidder aware of any conflict of interest due to its participation in the procurement procedure?		No
1.66 Conditional Section: Conflicts of interest				---
	Question	Description		Response
1.66.1	3D.12.1	(* Please provide details:		
1.67 Part 3D: Preparation of the procurement procedure				1 (out of 1)
	Question	Description		Response
1.67.1	3D.13	(* Has the bidder or an undertaking related to it advised the public body or otherwise been involved in the preparation of the procurement procedure?		No

1.68 Conditional Section: Preparation of the procurement procedure			---
	Question	Description	Response
1.68.1	3D.13.1	(* Please provide details:	
1.69 Part 3D: Early termination			1 (out of 1)
	Question	Description	Response
1.69.1	3D.14	(* Has the bidder experienced that a prior public contract, a prior contract with a public body or a prior concession contract was terminated early, or that damages or other comparable sanctions were imposed in connection with that prior contract?	No
1.70 Conditional Section: Early termination			---
	Question	Description	Response
1.70.1	3D.14.1	(* Please provide details:	
1.70.2	3D.14.2	(* Has the bidder taken self-cleansing measures?	
1.70.3	3D.14.3	If it has, please describe the measures taken:	
1.71 Part 3D: Misrepresentation			4 (out of 4)
	Note	Note Details	Response
1.71.1	BIDDER GUIDANCE	Can the bidder confirm that:	
	Question	Description	Response
1.71.2	ESPD.3D.15.1	(* 3D.15.1 - It has not been guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria?	Yes, I confirm that I have not
1.71.3	ESPD.3D.15.2	(* 3D.15.2 - It has not withheld such information?	Yes, I confirm that I have not
1.71.4	ESPD.3D.15.3	(* 3D.15.3 - It has been able, without delay, to submit the supporting documents required by an organisation or contracting entity?	Yes, I have been able to
1.71.5	ESPD.3D.15.4	(* 3D.15.4 - It has not undertaken to unduly influence the decision making process of the organisation or contracting entity, to obtain confidential information that may confer upon it undue advantages in the procurement procedure or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award?	Yes, I confirm that I have not
1.72 Part 4B: Economic and Financial Standing			8 (out of 8)
	Question	Description	Response

1.72.1	4B.3	In case the information concerning turnover (general or specific) is not available for the entire period required, please state the date on which the bidder was set up or started trading:
1.72.2	4B.4	The bidder confirms the name, value and/or range of the financial ratios specified in the relevant Contract Notice are as follows:
1.72.3	4B.4.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation
	Note	Note Details
1.72.4	Insurance	The bidder confirms they are already have or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated in the relevant contract notice:
	Question	Description
1.72.5	4B.5.1	Employer's (Compulsory) Liability Insurance:
1.72.6	4B.5.2	All other types of insurance listed in the Contract Notice
1.72.7	4B.5.3	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation
1.72.8	4B.6	Concerning any other economic or financial requirements, that may have been specified in the relevant Contract Notice, the bidder declares that:
1.72.9	4B.6.1	If the relevant documentation is available electronically, please state: The web address The issuing authority or body The precise reference of the documentation
1.73 Part 4C: Subcontracting		
	Question	Description

Company incorporated on 27/02/2006
PeoplePlus Group Ltd 2016 Current Assets - 62.4 2016 Current Liabilities - 22.5
Not Applicable
Response
Yes, I already have this
Yes, I already have this
Not applicable
Not Applicable
Not applicable
1 (out of 1)
Response

1.73.1	4C.10	Please provide details of the proportion (i.e percentage) of the contract that you intend to subcontract:	PeoplePlus intends to subcontract the following percentage of delivery for each LOT: LOT 1 - Glasgow - 77% LOT 8 - Highlands and Islands - 100%
1.74 Part 6: Concluding statements			1 (out of 1)
	Note	Note Details	
1.74.1	Declaration	<p>The undersigned formally declare that the information stated above is accurate and correct and that it has been set out in full awareness of the consequences of serious misrepresentation.</p> <p>The undersigned formally declare to be able, upon request and without delay, to provide the certificates and other forms of documentary evidence referred to, except where the contracting authority or contracting entity has the possibility of obtaining the supporting documentation concerned directly by accessing a national database in any Member State that is available free of charge. On condition that the economic operator has provided the necessary information (web address, issuing authority or body, precise reference of the documentation) allowing the contracting authority or contracting entity to do so. Where required, this must be accompanied by the relevant consent to such access.</p> <p>The undersigned formally consent to the above named Public Body, gaining</p>	
	Question	Description	Response
1.74.2	6.1	(*) Name, Position, Date, Place:	Name [REDACTED] Positi [REDACTED] Date [REDACTED] Plac [REDACTED]
Reject on Qualification Response			No
Official Reject/Accept Notes			