

### WORK AND HEALTH PROGRAMME IN LONDON

#### Agreement on Roles and Responsibilities – April 2016

##### Principles and objectives:

- For **London, via its sub-regions**, to lead the Work and Health programme in London, so as to maximise the potential benefits of greater investment, integration and innovation (and ensure high-level political buy-in and accountability from the boroughs and the GLA).
- For **DWP** to own the national programme and, in so doing, for both parties to ensure that core minimum policy and commercial design elements of the programme in London are consistent with the national programme (in view of DWP's legal, financial, national oversight and accountability role).
- Within this framework, to design and procure services within London's sub-regions which are uniquely tailored to addressing the work and health characteristics of those areas, including through alignment and integration with existing local services.
- To develop and maintain joint governance arrangements that maximise collaboration and learning, with London's sub-regions leading performance management and provider relationships in their areas, while DWP ensure that suppliers are strategically managed in order to realise the highest levels of benefit across the whole of the Work and Health Programme.
- To work together to maximise the insight and learning from the programme, in particular the impact and added-value of greater local leadership and involvement, including through robust and fair comparison of performance between areas.

The elements of the agreement set out are based on the following assumptions:

- That there will be separate programme specifications for London's sub-regional CPAs, embodying key design elements for those areas which also incorporate core national programme features, issued alongside the national specification.
- That there will be separate procurement documentation (e.g. PQQ and ITT) for London's sub-regional CPAs, which will be issued by London's sub-regions, with joint sign off / branding with DWP (aligned to national timescales).
- That London's sub-regions will run their own procurement exercises for the programme, including engaging in dialogue with providers, with input and support from DWP at each stage (and aligned to the national timetable).

- That London’s sub-regions will decide on their preferred provider and manage day to day relationships with them, via robust governance arrangements that involve DWP (while plugging into national systems for validation, assurance and provider payments where possible).[Signing contract-TBC]
- [TBC- That pro-rata DWP programme funding is transferred to London’s sub-regions, to enable pooling with ESF and alignment to other resources held in London (such as adult education budget, potentially devolved from August 2018), within existing legal arrangements. This excludes any financial or other resources to run the programme].

<b>PROGRAMME FUNDING, DESIGN AND SPECIFICATION</b>		
<b>Stage or issue</b>	<b>London’s role</b>	<b>DWP’s role</b>
<b>Contract values.</b>	<p>To determine London’s CPAs.</p> <p>To finalise potential ESF and adult education budget contributions (and the form they could take).</p> <p>To identify any other additional local financial contributions (e.g. social investment).</p> <p><i>(TBC: subject to agreed commissioning and procurement arrangements).</i></p>	<p>To set out DWP funding for London, based on modelling of volumes and flows.</p> <p>TBC: To transfer DWP programme funding to London’s sub-regions.</p> <p>To support London in unlocking ESF contributions (including in relation to co-financing organisation, or CFO, status).</p>
<b>Outcomes and KPIs.</b>	<p>To reflect any core national programme outcome measures or KPIs in sub-regional specifications (in particular those that enable fair comparison of performance between CPAs).</p> <p>To identify any additional outcome measures of KPIs which sub-regions want the programme to focus on in their area (and include these in their specifications).</p>	<p>To identify any core outcome measures of KPIs that will be consistent across the national programme (in particular to enable fair comparison of performance between CPAs).</p>

<p><b>Cohort, gateway and referral route(s).</b></p>	<p>To clarify the target cohort for the programme in each of the sub-regions, within the framework of the national programme.</p> <p>To develop any additions or adaptations of the core diagnostic and assessment processes, for identifying and referring individuals on to the programme.</p> <p>To identify any non-JobcentrePlus access points to the programme.</p>	<p>To set out any element of the national diagnostic and assessment process, for identifying and referring individuals to the programme, which London's sub-regions need to incorporate into their programme design and specification (in particular for the health and disability group).</p> <p>To clarify how the process of confirming and reviewing referrals to the programme in London will work, including to accommodate additional non-JobcentrePlus access points.</p> <p>To clarify how participation on the programme will be treated in respect of benefit conditions – in particular for those in the health / disability group.</p>
<p><b>Pricing structure and payment model</b></p>	<p>To determine the unit pricing model for each sub-regional CPA, based on core DWP resource plus any additional investment.</p> <p>To determine the payment structure for the programme in each sub-region (i.e. the balance between service fee, job outcome and sustained employment payments – plus any other proposed payments).</p>	<p>To clarify the unit pricing model (and expected London volumes) for the programme.</p> <p>To advice London's sub-regions on their plans for a payment structure (i.e. the balance between service fee, job outcome and sustained employment payments – plus any other proposed payments).</p>
<p>Develop sub-regional programme design and draft the <b>specification</b>.</p> <p>This could cover:</p>	<p>To work with DWP to confirm the core programme design elements around which London's sub-regions</p>	<p>To confirm the core core programme design elements around which London's sub-regions can design their programmes</p>

<ul style="list-style-type: none"> <li>• Additional KPIs.</li> <li>• Pricing and payment models (</li> <li>• Additional cohorts.</li> <li>• Referral routes.</li> <li>• Assessment tools.</li> <li>• Approach to local integration.</li> <li>• Desired local delivery model.</li> <li>• Any minimum service standards.</li> <li>• Number of prime providers per CPA.</li> <li>• Any supply chain requirements.</li> </ul>	<p>can design their programmes and develop their specifications.</p> <p>For sub-regions to then lead processes to develop key elements of programme design in light of local circumstances and to develop specifications – engaging with boroughs, other local partners, potential providers, employers and residents.</p>	<p>and develop their specifications (including any minimum service offer).</p> <p>To then provide advice and guidance to sub-regionally led processes of engagement, design and specification development – feeding in learning, data and national requirements as appropriate.</p>
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## PROCUREMENT AND CONTRACTING

Stage or issue	London's role	DWP's role
<p>Produce and own procurement <b>documentation</b>.</p>	<p>To own the production of all procurement documentation, ensuring consistency with the National Programme where possible to: (i) reduce the complexity of what is presented to the market; and (ii) ensure that opportunities for commercial collaboration are optimised.</p>	<p>To provide advice, guidance and quality review of the procurement documentation in order to: (i) reduce the complexity of what is presented to the market; and (ii) ensure that opportunities for commercial collaboration are optimised.</p> <p>To issue Prior Information Notice (PIN), including alerting the market to different arrangements in London (and Greater Manchester).</p>
<p>Undertake <b>market engagement</b> with potential suppliers.</p>	<p>To run a market engagement event (or events), with DWP, to explain the arrangements and opportunities in London for potential suppliers.</p>	<p>To participate in a market engagement event (or events), with London, to explain the arrangements and opportunities in London for potential suppliers.</p>

<p>Develop and issue <b>PQQ</b> for programme in London.</p>	<p>To lead on designing the sub-regional PQQs, including setting the qualifying conditions for providers and specifying the number of prime providers per CPA.</p> <p>To issue the sub-regional PQQs to the market, alongside DWP issuing the PQQ for the national programme.</p>	<p>To provide advice and guidance on the core, national elements to be contained within London's PQQs, including input into setting the qualifying conditions for bidders.</p>
<p>Sift initial bids, to identify a <b>short-list</b> of potential suppliers</p>	<p>To lead the process of assessing and scoring initial bids, with the support of DWP.</p> <p>To identify those applicants invited to submit a formal bid for London's CPAs.</p>	<p>To support London, via its sub-regions, in assessing and scoring initial bids and identifying those to be invited to submit a formal tender.</p>
<p>Issue <b>Invitation to Tender</b> and conduct <b>dialogue</b> with bidders</p>	<p>To lead on designing and issuing the ITT for London's CPAs to short-listed bidders, reflecting local requirements.</p> <p>To engage in dialogue with those responding to the ITT, probing bidder's plans and sharing local input and contributions to a partnership delivery model.</p>	<p>To input to the development of the ITT for London's CPAs, feeding in any core national elements or requirements.</p> <p>To support and attend when London's sub-regions engage in the process of dialogue with bidders for London CPAs, integrating this into national dialogue arrangements.</p>
<p>Receive <b>final offers</b> and make <b>contract award</b> decisions.</p>	<p>To receive final offers from short-listed bidders, following dialogue.</p> <p>To evaluate final bids and make contract award decisions, for each of London's CPAs.</p>	<p>To provide input and support to London, via its sub-regions, in assessing final bids and making contract award decisions, with a view to the wider national programme and the overall market.</p> <p>To ensure the procurement award decisions are fair and</p>

		legal.
TBC: Sign <b>contracts</b>	To be the lead signatory on contracts (at either a pan-London or sub-regional level).	To be a co-signatory to contracts.
<b>Mobilise programme</b> ready for 'go live'	To work intensively with the appointed provider to prepare for 'go live' including: set up and premises, operational integration with local services and partners (brokering referral pathways and access to services etc.), and communications and engagement.	To provide technical input and support to London's sub-regions and appointed providers as they mobilise the programme, such as on use of national systems and platforms (such as for validation, assurance and payments).

#### **GOVERNANCE, PERFORMANCE MANAGEMENT AND EVALUATION**

<b>Stage or issue</b>	<b>London's role</b>	<b>DWP's role</b>
<p>Establish <b>Programme Boards</b> in each of the sub-regions – to drive performance and integration within each CPA.</p> <p>These Boards will have responsibility for:</p> <ul style="list-style-type: none"> <li>• Strategic leadership of the sub-regional programme – and outcomes for the target cohort.</li> <li>• Driving actions across wider local employment, health and skills system(s) to support the programme and to improve outcomes for local residents.</li> <li>• Formal accountability for programme performance.</li> <li>• Signing off any agreed interventions or contract variations-</li> </ul>	<p>To lead on the development of governance arrangements at the sub-regional level, mirroring CPAs.</p> <p>To drive and oversee the effectiveness of the programme, embedded as part of wider local employment, health and skills systems, including by promoting service integration and brokering local partnerships and relationships.</p> <p>To oversee the day to day relationships between the provider and relevant local partners and services. To commit senior input to the Board and sufficient support from officers to ensure it has the</p>	<p>To participate in sub-regional / CPA level governance arrangements – inputting lessons and learning from the national programme (and capturing any insights from the London programme).</p> <p>To feed in relevant information from the national programme and wider policy context (such as the Merlin standards on supply chain arrangements).</p> <p>To work with the agreed evaluator of the programme.</p>

TBC].	<p>information and resources it needs.</p> <p>To work with the agreed evaluator of the programme.</p>	
<p>Establish a light touch arrangement for <b>reviewing the Work and Health Programme across London.</b></p> <p>The purpose of these arrangements would be to both support the delivery of the programme across the four sub-regional CPAs, promoting collaboration and learning across London, and supporting the delivery of the wider national programme.</p>	<p>To work with DWP to create governance arrangement appropriate for the Work and Health Programme across London as a whole..</p> <p>To commit senior input to support the governance and success of the wider Work and Health Programme by (i) sharing lessons, best practice and commercial intelligence; (ii) enabling both DWP and other Devolution Deal Areas to optimise supplier performance management; and (iii) ensuring that change is managed to drive optimum value for both DWP and Devolution Deal Areas</p> <p>NB: Governance decisions will be dependent upon who signs the contract</p>	<p>To work with London to create governance arrangement appropriate for the Work and Health Programme across London as a whole.</p> <p>To commit senior input to these arrangements, including sufficient support from officials to ensure it has the information and resources it needs.</p> <p>To feed in relevant information from the national programme and wider policy context.</p>
<p>Undertake <b>performance management</b> of the programme and manage relationships with providers.</p>	<p>To work with DWP to develop and then implement a robust performance management regime for providers in London CPAs.</p> <p>To manage day to day relationships with providers – resolving operational issues and escalating policy issues</p>	<p>To work with London to develop and then implement a robust performance management regime for providers in London CPAs.</p> <p>{TBC linked to contract signature]</p>

	as they arise.	
<p>Collaborate with programme <b>evaluation</b>, which needs to cover:</p> <ul style="list-style-type: none"> <li>• The <i>process</i> of involving London and its approach to developing the programme.</li> <li>• The outcomes and impacts of the programme, including any local innovations.</li> </ul>	<p>To consider what key elements of the process and programme should be evaluated – and how this could best be achieved.</p> <p>To ensure that the programme in London, across the sub-regions, is sufficiently comparable to the National Programme to build a robust evidence base around devolution and localism.</p>	<p>To consider with London whether and how London could be incorporated into overall programme evaluation – or whether a separate or distinct element is preferable.</p> <p>To ensure that the programme in London, across the sub-regions, is sufficiently comparable to the National Programme to build a robust evidence base around devolution and localism.</p>

### **OUTSTANDING ISSUES AND QUESTIONS – as priorities for further joint work**

- Finalising core national programme design features.
- Clarifying the level of DWP funding for London (and its CPAs).
- Resolving whether DWP programme resource can be transferred to London (and its sub-regions).
- Resolving the position on ESF resource and co-financing status in London.
- Agreeing who will sign contracts (and sign off any contract variations).
- Working through models of contract flexibility.
- Finalising the procurement and mobilisation timelines.
- Agreeing governance and performance management arrangements.
- Agreeing an evaluation strategy for the programme in London.