

- The Prime Contractor will nominate an officer to be a central point of contact for all matters relating to health and social care.

2.19 The Prime Contractor will ensure a productive working relationship with public health departments within the Berkshire Boroughs and develop detailed referral pathways to/from existing IPS provision for drugs and alcohol.

• **Employment Support Organisations**

2.20 The Prime Contractor will deliver the scope of services with due regard to other employment support provision within each borough area.

2.21 The Prime Contractor will actively seek to integrate with the existing employment support organisations ecosystems across the Berkshire Boroughs and demonstrate this integration within the bid.

2.22 The Prime Contractor will actively demonstrate working in the best interest of the residents, recognising that Connect to Work may not be the most suitable programme to meet their needs.

2.23 The Prime Contractor will seek to establish effective referral pathways from and to employment support organisations however will prioritise residents best interest exit pathways into employment as part of service delivery.

• **Skills and Employment**

2.24 The Prime Contractor will:

- Provide support to access internal local government services and facilitate connection between key health and care services and the VCS where existing relationships are in place.
- Provide strategic oversight and guidance to the Accountable Body to shape the successful delivery of the programme.
- Meet regularly with the Accountable Body and their Programme Manager and Local Authority Integration Leads to support the successful integration into new and existing services.

• **Employer Engagement**

2.25 The Prime Contractor will recognise the fundamental focus of placing residents into employment opportunities and therefore is expected to build strong relationships with employers across Berkshire and liaise with existing employer engagement mechanisms such as offered through business networks,

Chambers of Commerce, Business Improvement Districts (BIDS) etc.

- 2.26 Bidders will be required to outline their approach to an Employer Engagement Strategy as part of their Tender, outlining how they intend to proactively develop relationships with local and regional employers, secure job opportunities, and promote inclusive employment practices.
- 2.27 Prior to the Prime Contractor commencing delivery, the Accountable Body would require a full Employer Engagement Strategy demonstrating how the Prime Contractor intends to:
- engage employers to support Participants with disabilities and complex needs.
 - Identify and attract new businesses both SME and large corporations.
 - Delivery a high-level marketing campaign.
- 2.28 The Prime Contractor will be expected to lead on securing job opportunities from employers in Berkshire, and integrate with borough-based employment brokerages, economic development teams and equivalent, to maximise the opportunities available for residents engaged with Connect to Work.
- 2.29 The Prime Contractor will be expected to prioritise resource into employer engagement and employer upskilling as it is paramount to the success of the programme.
- 2.30 Specific mechanisms to ensure employer engagement and upskilling in the needs of the eligible Participants are to be detailed within the Tender.
- 2.31 The Prime Contractor will be expected to work directly with employers to identify employees who are at risk of becoming economically inactive.
- 25
- 2.32 The Prime Contractor will work with industry groups, including local Chambers of Commerce, and Trade Unions, to foster a culture of inclusion and develop tailored pathways for disadvantaged groups.
- 26
- 2.33 The Prime Contractor will look to identify innovative ways to engage with businesses, for example using training and awareness-raising activities.

- **JobCentre Plus**

- 2.34 The Prime Contractor will establish effective working relationships with Job Centre Plus (JCP). However, this relationship will be a secondary source of referrals with referrals from health and social care services, and the voluntary and community sector as priority.

- **The Commercial Timeline**

2.35 The proposed Procurement Timetable is provided in the Instructions for Tendering at Doc 01.

- **Transfer of Undertaking (Protection of Employment) Regulations 2006**

2.36 As Connect to Work is a new provision, the Accountable Body does not expect the Transfer of Undertakings (Protection of Employment) Regulations 2006 (“TUPE”) to apply to this provision. However, Bidders should take their own legal advice in respect of TUPE.

2.37 Bidders must consider and make provision for any potential TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) implications arising from the transition to or from this contract.

27

2.38 The Prime Contractor must ensure fair and lawful treatment of staff in any transfer scenario and cooperate with the Accountable Body in providing information on staffing where required.

- **Costs and Expenses**

2.39 Bidders are not entitled to claim from the Accountable Body any costs or expenses which may be incurred in preparing and/or submitting a tender. This applies whether the Bidder or any other organisation is successful and applies to any additional cost a Bidder may incur, if the Accountable Body, modifies or amends its requirements or, if the Accountable Body, cancels this procurement for whatever reason.

2.40 The Accountable Body reserves the right to discontinue this tendering process at any time and not to award a contract and will publish a UK12 Procurement Termination Notice if that is case.

- **Conflicts of Interest**

- 2.41 Bidders must advise the Accountable Body as soon as possible, if a Conflict of Interest is possible, or has arisen so that the Accountable Body can consider this and take appropriate mitigating action.

• Section 3 - Service Requirements

• Aim of the Provision

3.1 The Berkshire Connect to Work Programme is designed to deliver high-quality, person-centred supported employment services that enable disabled people, those with health conditions, and individuals facing complex barriers to secure and sustain meaningful work. The following section sets out the minimum service delivery expectations, required outcomes, and standards, as well as how these requirements link to the Bidders' responses and the overall assessment process.

28

3.2 The Connect to Work Berkshire Programme is fully inclusive with no exceptions from the criteria outlined within the Connect to Work guidelines, ensuring equal access for all qualifying Participants.

• The Connect to Work Delivery Model

3.3 The Prime Contractor and its sub-contractors (or Consortium Members) delivering the Berkshire Connect to Work Programme are required to meet the Service standards set out in this section to ensure high-quality, consistent, and impactful support for Participants that results in meaningful 'outcomes.'

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3.4 For the purposes of this programme an Outcome is defined: "*A Participant achieving and sustaining paid employment for a minimum of 13 weeks, with ongoing progression tracked at 3, 6, and 12 months, or making measurable progress towards employment, training, or another positive destination as appropriate to their needs.*"

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3.5 Bidders must clearly set out how they will deliver the programme in alignment with the Five Key Supported Employment Principles:

- A. Client Engagement.
- B. Vocational Profiling.
- C. Job Finding.
- D. Employer Engagement.
- E. On and Off the Job Support.

4

3.6 At its core, the programme must deliver a single, integrated Supported Employment service—using both the Individual Placement and Support (IPS) and Supported Employment Quality Framework (SEQF) models—tailored to the

needs and range of suitable and eligible Participants across Berkshire as indicated in [section 1, Participant Volumes](#).

31

3.7 Success will be measured by Participants' progression into and sustainment of paid employment, the quality of Participant experience, and fidelity to the Supported Employment model, as set out in the programme's performance expectations and monitored through a regular reporting and evaluation schedule set out in our performance management framework.

3.8 The Prime Contractor shall be encouraged to engage with and if appropriate, subcontract with existing local providers of employment support services operating within each of the six Berkshire Boroughs: Bracknell Forest, Reading, Slough, West Berkshire, Windsor & Maidenhead, and Wokingham.

32

3.9 This engagement is intended to ensure that local expertise, relationships, and knowledge of community needs are embedded in programme delivery, that the capacity and infrastructure of existing local employment providers are recognised and sustained, and that delivery remains responsive to the unique socioeconomic context of each Berkshire Borough.

- **Delivery Requirements**

3.10 Integration: The Prime Contractor shall embed its Employment Specialists within primary care and community health teams, regularly attending meetings and co-locating where possible.

3.11 Referral Pathways: The Prime Contractor must develop robust referral networks with health and community partners, as Job Centre Plus is not a primary referral agent.

- **Legislation and Workforce**

3.12 The Prime Contractor is expected to comply with all applicable legislation relating to delivering the scope of services and comply with any legislation introduced during the term of the Contract for the provision of services.

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3.13 Bidders must outline their approach to recruitment and retention, detailing how they will attract, train, and retain qualified staff.

34

3.14 The Prime Contractor prior to commencing delivery will be required to submit a Recruitment and Retention Strategy. This should include a list of required qualifications, induction processes, and a training schedule aligned with the fidelity model.

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3.15 The Prime Contractor will also be responsible for integrating and embedding their services into the existing local network of support groups. This will strengthen collaboration and joint working with local organisations, enhancing the overall effectiveness and reach of the programme.

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3.16 The Prime Contractor will be expected to maintain an appropriate staffing level throughout the delivery period to successfully implement Connect to Work. Please see [section 3.52](#) below for details on caseload sizes.

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3.17 It is the Prime Contractor's responsibility to ensure that all persons working on the Contract have the relevant qualifications (the Accountable Body would expect to see a minimum of 70% of staff having a recognised IPS and SEQF qualification and the remaining 30% on a development plan demonstrating a commitment to achieving relevant qualification within 18 months) and effective continued professional development in place to perform their duties and effective supervision by appropriately qualified individuals.

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3.18 It is the Prime Contractor's responsibility to ensure that all persons working on the Contract must be trained to ensure tailored provision for neurodivergent individual, migrants, refugees, asylum seeker, and care leavers, using the principles of BASE.

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3.19 The Prime Contractor should have experience of delivery of IPS and or SEQF models and be able to advise as to how staff delivering the programme will be appropriately trained to deliver the fidelity model.

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3.20 The Prime Contractor shall ensure that they establish what constitutes mandatory training for its staff team, which should include (but is not limited to) Safeguarding Vulnerable Adults, Whistleblowing, Sexual Harassment, Equality and Diversity training and Mental Capacity Act 2005 training. The Prime Contractor will need to evidence how they ensure their staff receive mandatory training within the first two weeks of employment, and how it is updated regularly throughout their employment with the Service.

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3.21 It is expected that the Prime Contractor will source opportunities for employment via internships, apprenticeships, supported internships, work placement and work experience and will provide performance data relating to this requirement. The Prime Contractor and any commissioned third party will be required to demonstrate how they will ensure that its Staff and Participants engaged in the delivery or use of the services will be safeguarded and the processes in place to ensure appropriate referral of vulnerable adults into Local Authority provided Safeguarding Services. The Prime Contractor will be provided with appropriate Local Authority referral contacts.

• Customer Service Standards

- 3.22 The Berkshire Connect to Work programme is committed to delivering exceptional customer service, ensuring that every Participant receives support that is respectful, inclusive, and effective.
- 3.23 The Prime Contractor will be responsible for customer contact with service users.
- 3.24 The Prime Contractor must abide by the following customer service standards set for all interactions and service delivery.
- **Accessibility:** Services must be accessible to all eligible Participants, with reasonable adjustments made for disability, language barriers, and digital exclusion to ensure no one is left behind.
 - **Responsiveness:** Participants should receive timely, person-centred support, including clear communication and regular updates on their progress throughout the programme.
 - **Dignity and Respect:** Every interaction must be conducted with professionalism, respect, and cultural sensitivity.
 - **Quality Work:** Support should enable Participants to secure “good work”—defined as safe, secure, fairly-paid employment with opportunities for personal development and wellbeing.
 - **Continuous Improvement:** The Prime Contractor is expected to actively seek feedback from Participants and partners, using this insight to refine and enhance service delivery on an ongoing basis.
- 3.25 The Prime Contractor shall ensure that there is an easily understood, well publicised and accessible procedure to enable users, their relatives or representative to make a complaint or compliment and for complaints to be investigated.
- 3.26 The Prime Contractor must have a robust complaints procedure and must meet these minimum standards:
- Any written complaints should be acknowledged within 1 working day.
 - Investigate the complaint and take any necessary corrective action as quickly as the circumstances require, send a written reply to the

complainant, with a copy to the Accountable Body within 28 days of receiving the complaint stating:

- The result of the investigation
- Any remedial action taken or proposed
- What further action the complainant may take if dissatisfied, including reference to the
- Complainant's right of recourse to the Accountable Body's non-statutory complaints procedure.

3.27 Any complaints and conflict management in relation to the Connect to Work service that cannot be resolved by the Prime Contractor will be escalated by the Prime Contractor to the Accountable Body in line with their established complaints management policies and procedures.

• Participant Eligibility and Suitability

3.28 The Prime Contractor is responsible for confirming the [eligibility criteria](#) (which is a factual assessment); and the suitability criteria (which requires judgement of the individual's circumstances), for all Participants.

3.29 The Prime Contractor will notify the Accountable Body so that the Participant Data can be uploaded to the Provider Referral and Payment (PRaP system).

3.30 Eligible Participants must meet the criteria set out in [Annex 3](#).

3.31 No groups are excluded; however more targeted engagement will be expected after the first year of delivery to have a better understanding of the market in relation to the region. Therefore, priority Groups will include:

- Economically inactive 50+
- Economically inactive 19-24s
- Economically Inactive Long-term sick (disabled)
- Economically Inactive Carers
- Economically inactive Learning disability, complex and/or multiple needs.

3.32 People in these Participant groups (as defined in sections 3.31-32) must also meet the following additional criteria to be eligible for Connect to Work programme:

- Have the right to live in the United Kingdom and are resident in Berkshire.

- They must not currently be doing any paid work and would be available to start a suitable job (applies only to Participants who are not working) or are at risk of losing work (retention Participants only).
- Should have been employed continually for at least 3 months before starting Connect to Work programme, (retention Participants only).
- Are of Working Age, aged 18*or more in England.
- Have the right to work in the United Kingdom.
- Do not belong to a group which has no entitlement to public funds.
- Is not on a DWP employment programme.

3.33 For individuals on zero-hour contracts who are looking to access the in-work retention strand of Connect to Work, the 3 month paid work criteria does not need to have taken place for a continuous period of 3 months. Any spell of employment within 3 months before accessing support will be acceptable. The potential Participant will need to be in paid employment at the point of accessing Connect to Work programme. If they drop out of work whilst on Connect to Work programme, the same process will follow as for when this occurs for those in work.

3.34 For those considered for the offer of in work retention support, we would expect that they had been in work for at least three months so that the employer has had to have completed their usual induction of new staff and had a chance, for example, to put in place appropriate adjustments. However, it is acceptable to offer support to individuals who have been employed for shorter periods where the Accountable Body judges that would be appropriate.

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3.35 If all the above eligibility requirements are met, the prospective Participant must also meet the suitability criteria. To be suitable for Connect to Work programme, eligible people must meet at least one of the employment situation criteria and at least one of the 'would benefit from Connect to Work programme' situation suitability criteria, set out below.

43

3.36 To be eligible and suitable for the Berkshire Connect to Work programme, individuals must meet certain employment and support criteria, ensuring the programme targets those who will benefit most from tailored, intensive assistance.

3.37 Participants must fall into at **least one** of the following categories:

- Economically Inactive or Unemployed: Individuals who have not been in work for approximately six months due to a disability, long-term health condition, or other disadvantages, and who require comprehensive,

personalised employment support to identify suitable job opportunities and actively engage in job searching

- At Risk of Job Loss: Those who have been employed (including self-employment) for at least three months but are struggling to maintain their employment because of a disability, health condition, or disadvantage. In some cases, individuals employed for a shorter period may also be considered if local circumstances justify this support.
- Difficulty Sustaining Work: People who have never held a job or who have a history of difficulty retaining employment due to their disability, health condition, or disadvantages.

44

3.38 In addition to the above, individuals must also meet at least one of the following [suitability criteria](#), indicating they would benefit from the programme:

- Need for Intensive Support: The person is unlikely to secure or retain paid work without frequent, comprehensive, and tailored support that goes beyond standard job search or national programmes like Restart.
- Challenges with Adaptation: The individual has struggled or is expected to struggle with learning new skills or adapting to new work environments due to their disability, health condition, or other disadvantages.
- Integrated Support Needs: The person requires employment support that is coordinated with other services, such as health, probation, or social care.
- Workplace Adjustments: The individual needs employers to make significant adjustments to the job role or workplace to accommodate their needs.
- Sustained In-Work Support: The person will require ongoing, significant support to remain in work, beyond what is typically provided through reasonable adjustments.

3.39 References to disability or disadvantage should be understood as relating to the defined Participant groups, which include those with disabilities as per the Equality Act 2010 or the Social Model of Disability, as well as specified disadvantaged groups such as carers, ex-offenders, homeless individuals, and others outlined in the programme guidance.

3.40 To be considered eligible and suitable, individuals must meet at least one criterion from each of the above categories, be motivated to work, understand what the Connect to Work programme offers, and be willing to participate voluntarily. The programme is entirely voluntary, so Participants must express a genuine interest in engaging with the support provided.

- **Participant Identification**

- 3.41 The Local Authorities are responsible for ensuring eligible individuals are identified through a range of established local partnerships, including health services, community organisations, and other support networks.
- 3.42 The Prime Contractor is expected to work proactively with these partners to generate referrals, leveraging their local knowledge and networks to reach economically inactive individuals and those with complex barriers to employment. The Prime Contractor will play a key role in identifying potential Participants for the Berkshire Connect to Work programme.
- 3.43 The Prime Contractor must also ensure that all supporting organisations and potential Participants understand the Connect to Work offer, eligibility, and suitability criteria.

- **Participant Referral Process**

- 3.44 The Prime Contractor is solely responsible for the triage of all Participants, including eligibility checks, suitability assessments, and appropriate signposting for individuals who may not meet Connect to Work criteria.
- 3.45 Once potential Participants are identified, the Prime Contractor will manage the referral process using the standardised 'Expression of Interest' (EOI) form.
- 3.46 This EOI form collects essential information for a preliminary eligibility check (pre-screen), allowing the Prime Contractor to filter out ineligible individuals and manage the Participant journey.
- 3.47 If a Participant is likely to be eligible, the Prime Contractor arranges an initial meeting for a tailored assessment. At this meeting, the Prime contractor confirms eligibility and suitability, collects further information, and establishes Participant consent and understanding of the programme.
- 3.48 Individuals who do not meet the eligibility and suitability criteria must be appropriately signposted to alternative sources of support. For eligible and suitable individuals who agree to participate, the Prime Contractor must provide the required Participant data to the Accountable Body to enable registration on DWP systems in accordance with the Grant Funding Agreement.

- **Self-Referral Process**

3.49 The programme allows for self-referral, enabling individuals to express interest directly by completing the EOI form.

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3.50 The Prime Contractor must facilitate and promote the self-referral route, ensuring information about the process is accessible and widely available.

3.51 The Prime Contractor is responsible for managing self-referrals in the same way as partner referrals: conducting eligibility checks, initial meetings, and progressing suitable candidates through the Participant journey.

- **Caseload Sizes¹**

3.52 The Prime Contractor must maintain staffing levels sufficient to manage maximum caseload thresholds. Employment Specialists must hold no more than 25 Participants under the IPS model and 20 Participants under the SEQF model. This is to ensure high quality, personalised support. While no absolute minimum staffing number is stipulated, Bidders must demonstrate how staffing levels will ensure caseloads remain within these thresholds across all the Berkshire Boroughs.

3.53 This standard ensures each Participant receives the intensive, tailored support required for effective engagement, job search, and sustained employment.

- **Safeguarding**

3.54 The Prime Contractor delivering the Berkshire Connect to Work programme must adhere to robust safeguarding protocols to protect vulnerable Participants, including young people and adults at risk.

3.55 All staff and delivery partners are required to have up-to-date safeguarding training and appropriate Disclosure and Barring Service (DBS) checks, in line with safer recruitment guidelines.

3.56 The Prime Contractor must implement clear procedures for identifying, reporting, and responding to safeguarding concerns, including abuse, neglect, exploitation,

¹ <https://assets.publishing.service.gov.uk/media/6745bd42b58081a2d9be96cc/connect-to-work-guidance-for-england.pdf>

or radicalisation. Safeguarding responsibilities extend to all delivery settings, including employer placements, with risk assessments and emergency contacts in place for each Participant.

- 3.57 The Prime Contractor should ensure all practitioners are familiar with signs of abuse and neglect, promote e-safety, and maintain accurate records of all incidents and disclosures. The safeguarding approach must align with statutory guidance and each Borough's safeguarding policies.

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• **In-Work Support**

- 3.58 Connect to Work requires the Prime Contractor to provide comprehensive in-work support tailored to each Participant's needs. This includes ongoing, personalised assistance once a Participant enters employment, such as regular check-ins, workplace adjustments, coaching, and problem-solving to address any emerging issues.
- 3.59 The support continues for a minimum of 13 weeks, with follow-ups at 3, 6, and 12 months to promote job retention and progression.
- 3.60 For Participants at risk of disengagement, additional interventions are expected. In-work support should also extend to employers, offering guidance on reasonable adjustments and inclusive practices to ensure sustained, meaningful employment for Participants.

• **Community Engagement and Outreach (Marketing Strategy and Accessibility)**

- 3.61 The Marketing Strategy (which should be submitted to the Accountable Body prior to commencing delivery) must outline a clear communications plan, including a campaign calendar and audience segmentation. All marketing and information materials must be accessible—available in alternative formats and languages appropriate to Berkshire's diverse population, including formats suitable for people with sensory impairments.
- 3.62 Community outreach across the six Berkshire Local Authorities should be delivered innovatively and proactively. The Prime Contractor will be expected to

be physically across the region and maintain minimum staffing levels within each borough.

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3.63 The Prime Contractor will define and implement a community engagement, outreach, and communications strategy (which should be submitted to the Accountable Body prior to commencing delivery) to raise awareness of Connect to Work, building the brand, trust and to encourage take up from residents and stakeholders.

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3.64 We would encourage co-location within existing support services, where available and appropriate, to provide a mix of face to face and online support. The Prime Contractor must demonstrate how they will engage in each Borough (and within Boroughs), specifically identifying local touch points to offer outreach most suitable for residents.

3.65 The Prime Contractor will be expected to deliver communication and engagement campaigns to support delivery of the scope of services.

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3.66 The Prime Contractor should ensure that, as part of the delivery of the supported employment programme, Participants, supporting organisations and referral practitioners understand:

- What the supported employment programme is.
- The benefits offered by participation in the supported employment programme.
- What participation in the supported employment programme involves.
- Eligibility and suitability for the supported employment programme.
- How to register interest in the support.

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3.67 Provide continuous support and information to referral partners on the fidelity model and the supported employment programme.

3.68 This should include but not be limited to:

- Social media and digital communications.
- Printed media (posters and flyers).
- Dedicated referral website.
- Knowledge building and training workshops.
- Any other media to encourage physical presence in community locations across Berkshire (e.g. promotional banners and promotional merchandise).

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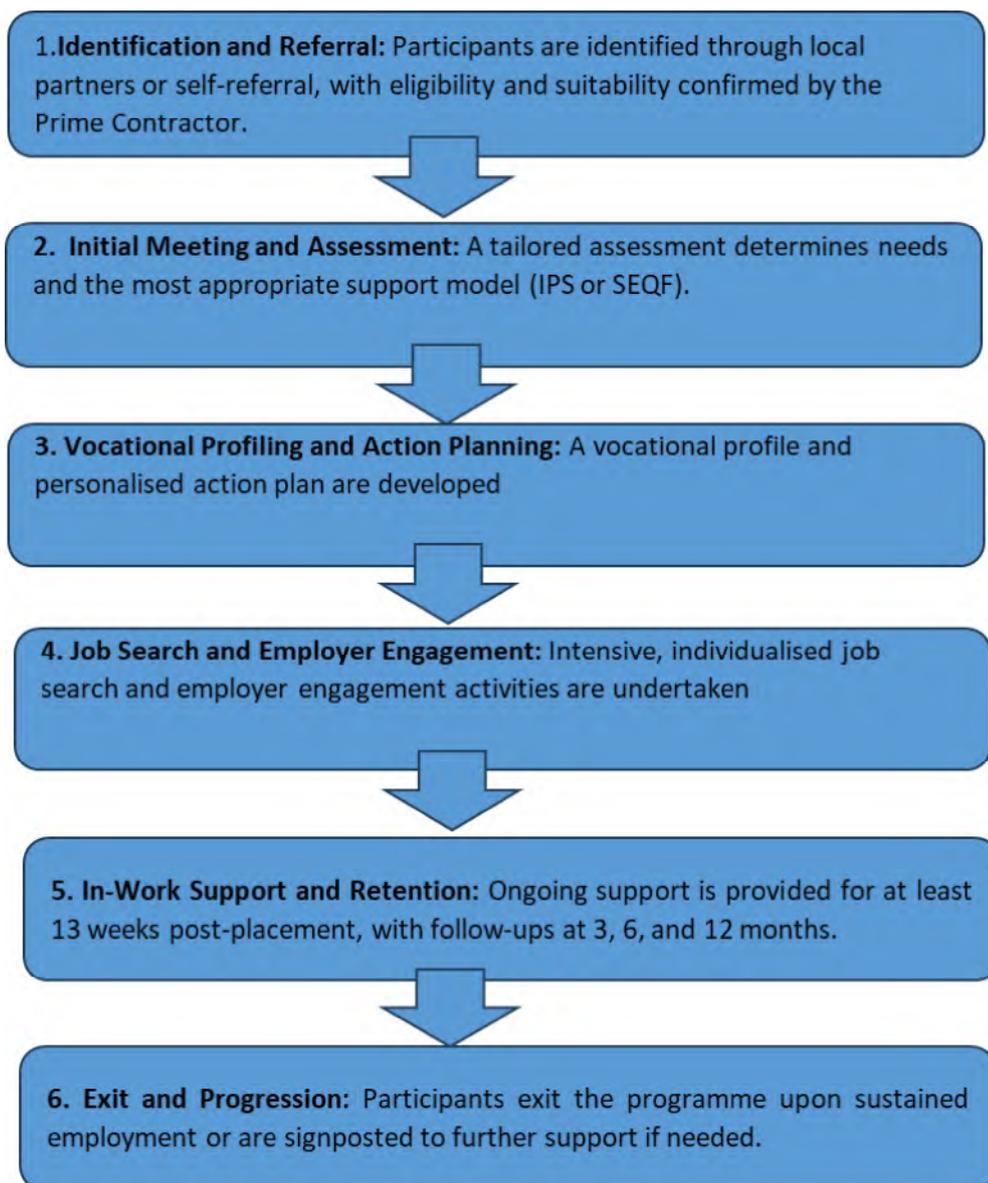
- 3.69 Performance report including performance data, impact information and case studies twice a year, for the Berkshire Prosperity Board, Boroughs, and senior stakeholders.
- 3.70 All communication and marketing materials relating to Connect to Work must comply with the Department for Work and Pensions (DWP) and HM Government branding guidelines.
- 3.71 The Prime Contractor must submit all public-facing materials for approval by the Accountable Body prior to publication and ensure branding reflects the Connect to Work programme's national identity.

- **Equality, Diversity, and Inclusion**

- 3.72 The Prime Contractor will adhere to the Equality Act 2010, and all related codes of practice and guidance issued by the Equality and Human Rights Commission.
- 3.73 The Prime Contractor shall always deliver services having due regard to the need to eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by equality legislation, advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not share it.
- 3.74 The Prime Contractor will also demonstrate how they will pay due regard to all parts of the Public Sector Equality Duty 2011 as relevant and proportionate to all areas in delivery of the services. As part of this, the Prime Contractor will provide all information as required, to enable the Berkshire Prosperity Board Partnership to also fulfil its responsibilities under the Public Sector Equality Duty 2011 and Equality Act 2010.
- 3.75 The Prime Contractor will prompt all its suppliers and subcontractors to comply with the provisions in the Equality Act 2010 when discharging a public function.

- **Participant Journey**

- 3.76 The Participant journey in Connect to Work is structured as follows:



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- 3.77 The Prime Contractor must implement a comprehensive and structured approach that aligns with government directives, local economic strategies, and employer-led initiatives
- 3.78 Full grant guidance is available to view [here](#) and should be read in conjunction with this specification. It is expected that the Prime Contractor delivers all provision detailed within the published grant guidance.
- 3.79 In order to ensure participant success, the Prime Contractor is required to consider what financial barriers participants may face such as travel, clothing,

childcare etc and should ensure that sufficient funds are made available to ensure participants are able to accept work placements. All participants costs are the responsibility of the Prime Contractor and should be budgeted for within the contract value.

- **Delivery Location(s)**

- 3.80 The Prime Contractor is expected to deliver services across the 6 Local Authorities within Berkshire (Wokingham, Slough, Windsor and Maidenhead, Bracknell Forest, West Berkshire, and Reading)
- 3.81 Delivery locations should be accessible and may include co-location at Borough premises, community venues, health centres, and employer sites.
- 3.82 Co-location with Borough or health teams is encouraged to facilitate integration and partnership working.
- 3.83 The Prime Contractor must ensure premises are fully accessible and compliant with health and safety standards and are compliant with the Equality Act 2010.
- 3.84 Where appropriate, and particularly for Participants with significant health or mobility barriers, home visits must be offered as part of outreach efforts to ensure equitable access.

- **Management Information**

- 3.85 The Prime Contractor must collect and submit comprehensive management information (MI) in line with the performance and monitoring schedule or as specified by the Accountable Body.
- 3.86 As detailed in [Section 1, Evaluation of Connect to Work](#) , and included in [Annex 8](#), MI requirements include Participant demographics, engagement and intervention data, outcomes (e.g., job starts, retention, progression), safeguarding incidents, complaints and feedback from Participants and employers.
- 3.87 Data must be submitted in agreed formats, ensuring accuracy, completeness, and compliance with data protection regulations.
- 3.88 The Prime Contractor is required to provide data in line with MI timelines and formats as set out in the performance monitoring framework. If the Prime

Contractor fails to submit this within 3 months of the expected date the Accountable Body reserves the right to access all Participant data directly, with all reasonable costs for access and extraction to be borne by the Contractor.

• Information Governance

- 3.89 The Prime Contractor must ensure compliance with the UK General Data Protection Regulation (UK GDPR), the Data Protection Act 2018, and associated guidance.
- 3.90 The Prime Contractor will act as an independent Controller of personal data for the purposes other than delivering Connect to Work and must ensure that all processing of personal data is fair, lawful, and transparent.
- 3.91 A Data Sharing Agreement will be required between all six Berkshire Accountable Body's (Slough, Wokingham, Windsor and Maidenhead, West Berkshire, Reading and Bracknell Forest) and the Prime Contractor and should be in place should be in place prior to delivery commencing. The Prime Contractor must maintain records of data processing activities and ensure appropriate technical and organisational measures are in place to safeguard data.
- 3.92 The Prime Contractor is also responsible for supporting audits, data validation exercises, and contributing to programme evaluation and continuous improvement.
- 3.93 The Prime Contractor and its sub-contractors will be subject to the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). Specifically, that data is
- used fairly, lawfully, and transparently
 - used for specified, explicit purposes
 - used in a way that is adequate, relevant, and limited to only what is necessary
 - accurate and, where necessary, kept up to date
 - kept for no longer than is necessary
 - handled in a way that ensures appropriate security, including protection against unlawful or unauthorised processing, access, loss, destruction, or damage.
- 3.94 Bidders must define within their bid how they will comply with Information Governance Requirements relating to

- Compliance with GDPR
- Freedom of Information requests
- Subject Access requests
- Information Sharing Agreements
- Administration of complaints
- Recording and reporting requirements.

• **Health and Safety**

- 3.95 The Prime Contractor shall always comply with all relevant legislation and regulations relating to health and safety that apply to employers and workplaces.
- 3.96 The Prime Contractor shall maintain a health and safety policy and be responsible for risk assessment, hazard control and other health and safety matters affecting its staff in delivery of the scope of services.
- 3.97 The Prime Contractor shall do all that is reasonably practicable to prevent personal injury and damage to property and to protect staff, service users and others from hazards.
- 3.98 The Prime Contractor may be required to work in a wide variety of locations, and under all circumstances the Prime Contractor shall employ safe working practices as standard procedure.
- 3.99 The Prime Contractor shall train its staff to recognise situations that involve risk with actual or potential danger or personal injury and take appropriate action.
- 3.100 The Prime Contractor must also fully cooperate with audits and assessments of data compliance and support the rights of data subjects.
- 54
- 3.101 **Emergency Planning and Business Continuity:** The Prime Contractor will provide detailed business continuity and emergency response plans should service delivery be interrupted through incident (both cyber and physical), epidemic, natural disaster.

• Section 4 - Delivery Expectations

• Introduction

- 4.1 Success will be judged through a combination of quantitative performance measures and qualitative assessment of service quality, integration, Participant experience and meeting of KPIs set out in Annex 9.

• Performance Expectations

- 4.2 The Accountable Body will expect successful achievement against the KPIs set out in [Annex 9](#).
- 4.3 Performance will be reviewed monthly and quarterly, with an initial period of ramp-up as the programme builds to full capacity.
- 4.4 Note that first earnings are any allowable earnings recorded by HMRC PAYE data.
- 4.5 In addition to the KPIs the following will also be defined, including but not limited to:
- % Equality, Diversity, and Inclusion breakdown measures.
 - Financial control measures.
 - Quality assurance measures.
 - No of VCSE commissioned providers.
 - £/Value of VCSE commissioned providers.
 - % staff paid London Living Wage.
 - % third party staff paid London Living Wage.
 - No of apprenticeships.
 - No of internship opportunities.
 - No of supported internships hosted.

• Section 5- The Payment Model

• Summary

5.1 The contract value is split into a Service Delivery Fee payment and a Performance Payment. This split will be paid on a sliding scale throughout the contract as set out below:

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Year	Service Delivery Payment Fee	Performance Payment
Yr1	85%	15%
Yr2	85%	15%
Yr3	80%	20%
Yr4	75%	25%
Yr5	70%	30%

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5.2 Payments will be made in accordance with the Contract. The Prime Contractor will not be paid any claims which exceed the Budget Cap for each year. Funding provided within the Budget Cap cannot be rolled on into the next financial year, so the Accountable Body will not be held liable for non-payment of claims submitted late at Year-end or where they exceed the Budget Cap for the year in question.

• The Service Delivery Fee

5.3 The Service Delivery Fee will be paid to the Prime Contractor monthly in arrears. To support the Prime Contractor with initial mobilisation costs, payments are not equally split in the year 1 and the start of year 2.

57

5.4 Payment is conditional on the Prime Contractor meeting the following service standards:

- Submitting reports for evaluation within agreed timeframes
- Engaging and working with the Accountable Body and other Local Authorities
- Co-operating with any internal and external auditing requirements
- Complying with the Service Standards set out in section 3 Customer Service Standards.

58

- 5.5 Failure to meet the above would be addressed through the Accountable Body performance management framework, [Annex 6](#), and [Section 7 Performance Management](#).
- 59
- 5.6 If at any point in the contract, the Accountable Body reaches stage 4 or 5 in the DWP performance management system, any withdrawal of funding or termination of contract would be passed onto the Prime Contractor.

• Performance Payment

- 5.7 Payment will be made at the end of the financial year, after year-end review has been completed.
- 5.8 Payment is dependent on criteria relating to participant starts and job outcomes as set out in [Annex 9 Performance Payment KPI's](#) being achieved within the agreed tolerance.
- 5.9 In the first financial year, the Accountable Body recognise that there may not be many, if any job starts and therefore are not including this as a target in Year 1.
- 5.10 Job outcomes for subsequent years will be introduced in years 2 – 5 and will be based on accumulative participant starts increasing over time. This is in recognition that participants may not move into work in the same year as they start and to allow flexibility. The 50% job outcomes are across the lifetime of the programme and not in each year.
- 5.11 To support in year payment, end of year performance review will take place 6 weeks prior to end of financial year end. Therefore, the Accountable Body will accept estimated starts and outcomes for the final 6 weeks, if Prime Contractor has evidence to support this (based on the Accountable Body's discretion).
- 5.12 Estimates will be reviewed in the first performance monitoring meeting of the next financial year.
- 5.13 There is no carry over allowed for further years.
- 5.14 The Accountable Body reserves the right to use its discretion to pay the performance payment, if targets have not been met due to extenuating circumstances and is satisfied that the Prime Contractor is capable of rectifying performance in the following quarter. Acceptable evidence is as follows:

60 Participant starts acceptable evidence must include all of the following.

- 5.15 The EOI has been completed and eligibility checked for a new participant.

- 5.16 First appointment with adviser booked. Date must be before the 31st of March of each year.

61 Job Outcome for out of work acceptable evidence must include all of the following.

- 5.17 Participant is currently employed on either the lower earnings or self-employed (13week track) or higher earning threshold (26 weeks track).
- 5.18 Prime Contractor has received positive feedback from both employer and participant.
- 5.19 Qualifying period of 13 weeks (lower threshold) or 26 weeks (higher threshold) falls within the 6-week period, date must be before the 31st of March of each year.

62 Job outcome for in work acceptable evidence must include all of the following

- 5.20 Participant is currently employed or self-employed.
- 5.21 Prime Contractor has received positive feedback from both employer and participant.
- 5.22 Qualifying period of 26 weeks falls within the 6 weeks period, date must be before the 31st of March of each year.

63

• **Participant Validation**

- 5.23 The Accountable Body may conduct pre and/or post payment validation checks to determine whether the Provider is entitled to receive payment(s) against the Claims submitted.
- 5.24 The Accountable Body request that the Prime Contractor operates an Open Book accounting system to enable the Accountable Body to evaluate financial claims as and when required.
- 5.25 Costs claimed must align with the “Allowable Costs” criteria set out in the Grant Funding Agreement.

• **Unallowable Costs**

- 5.26 The Prime Contractor may not claim for:
- Alcohol, fines, or penalties.
 - Entertainment or hospitality (unless pre-agreed).
 - Unapproved asset purchases.
 - Ex-gratia payments or gifts.

64

5.27 Any expenditure not aligned with these rules may be subject to clawback.

• **Section 6 – Supplier Assurance and Governance**

• **The Disability Confident Scheme**

6.1 Berkshire Connect to Work expects its Prime Contractor and their supply chain partners to demonstrate a strong commitment to disability inclusion in the workplace.

65

6.2 The Prime Contractor shall also strongly encourage its Subcontractors and delivery partners to work towards Disability Confident accreditation to support a fully inclusive delivery network.

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6.3 As a minimum requirement, the Prime Contractor must be accredited at Level 1 (“Disability Confident Committed”) of the Disability Confident Scheme prior to contract commencement and must provide evidence of this status.

67

6.4 Within 12 months of the contract start date, Prime Contractor is expected to achieve Level 2 (“Disability Confident Employer”) accreditation and maintain this status throughout the contract term.

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6.5 The Accountable Body encourages progression to Level 3 (“Disability Confident Leader”) where feasible.

• **Carbon Reduction**

6.6 The Accountable Body is committed to supporting the UK Government’s Net Zero and carbon reduction objectives.

69

6.7 The Prime Contractor must comply with the environmental requirements of the Grant Funding Agreement (at Appendix 1 of the Draft Contract Doc 03) and demonstrate efforts to reduce the environmental impact of their operations. This includes.

- Using digital-first communication where feasible
- Minimising unnecessary travel
- Promoting low-carbon operational choices

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- 6.8 The Prime Contractor is expected to comply with the Accountable Body's [Carbon Reduction Policy](#) and demonstrate how they will minimise the environmental impact of service delivery.
71
- 6.9 This includes, but is not limited to, reducing business travel, using energy-efficient premises, minimising waste, and promoting sustainable procurement practices.
- 6.10 Bidders are required to submit a Carbon Reduction Plan aligned with the latest government guidance ([see PPN 06/21 and the Carbon Reduction Contract Schedule](#)), outlining specific actions and annual targets for reducing carbon emissions associated with programme delivery.

• Data Security

- 6.11 The Accountable Body has legal and regulatory obligations to verify that the suppliers they work with have a reasonable standard of security in place to protect data and assets. This includes compliance with relevant information security standards, regular staff training, and prompt reporting of any data breaches or security incidents.
72
- 6.12 The Accountable Body reserves the right to audit the Prime Contractor's security arrangements and require remedial action, as necessary.
73
- 6.13 Bidders must provide the Accountable Body with reasonable assurance that security controls are in place to protect Accountable Body data and assets.

• Data Protection

- 6.14 The Prime Contractor must comply with all applicable data protection legislation, including the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.
74
- 6.15 Bidders must demonstrate in their submissions how they will ensure the lawful, fair, and transparent processing of personal data, including secure storage, controlled access, data minimisation, and clear procedures for data subject rights.
75
- 6.16 The Prime Contractor must also comply with the Accountable Body's data sharing agreements and support data protection impact assessments as required.
76

6.17 Any sub-processors or delivery partners must also meet these standards.

- **Legislation and Principal Regulations (e.g. prevention of bribery and corruption, tax compliance, Official Secrets Act).**

6.18 The Prime Contractor is required to comply with all relevant legislation and statutory regulations throughout the contract term. This includes, but is not limited to, the Bribery Act 2010, the Modern Slavery Act 2015, tax compliance obligations, the Official Secrets Act 1989, and all relevant equality, health and safety, and employment laws.

77

6.19 The Prime Contractor must also adhere to all current and future updates to the Accountable Body's policies and procedures, ensuring ongoing compliance as legal and regulatory requirements evolve.

- **Intellectual Property Rights (IPR)**

6.20 Any materials, documentation, tools, or resources developed using Connect to Work funding must comply with the Intellectual Property Rights (IPR) conditions outlined in the Grant Funding Agreement.

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6.21 The Prime Contractor must grant the Accountable Body and the Department for Work and Pensions a royalty-free, perpetual, and non-exclusive licence to use, modify, and share any materials developed under this contract.

79

- **Insurance Requirements**

6.22 The Prime Contractor must maintain appropriate insurance coverage for the duration of the contract, including:

- Public Liability Insurance (£10 million minimum for every claim or series of claims in any one year).
- Employer's Liability Insurance (£10 million minimum for every claim or series of claims in any one year).
- Professional Indemnity Insurance (£5 million minimum for every claim or series of claims in any one year).

5

6.23 Proof of coverage must be provided upon contract award and annually thereafter.

- **Special Payments and Gifts**

6.24 The Prime Contractor must not issue gifts, special payments, or compensation using public funds under this contract without prior written approval from the Accountable Body.

6.25 Any such expenditure must comply with HM Treasury guidance and be fully recorded and justified.

- **Social Value**

6.26 Social Value: Social Value refers to the wider financial and nonfinancial value created by the Accountable Body through its day-to-day activities in terms of the wellbeing of individuals, communities, social capital created and the environment.

6.27 Social Value is defined through the Public Services (Social Value) Act 2012 (the Act) which came into force in January 2013 and requires all public sector organisations to consider how the Services they commission and procure might improve the economic, social, and environmental well-being of the area the contract will support.

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6.28 The Prime Contractor should be able to demonstrate how they will ensure the project integrates social, economic, educational and environmental considerations to obtain maximum social value outcomes during the life of the project.

- Providing experiences and expertise in the world of work.
- Providing resources and facilities to stakeholders.
- Investing in community activities.
- Providing additional training for practitioners.

- **Premises, Office Equipment, Furniture, and ICT**

6.29 Any assets purchased wholly or partially using Connect to Work funding must be recorded in an asset register, retained for the purpose of delivery, and safeguarded.

6.30 Premises, equipment, and ICT for use by the Prime Contractor will be provided by the Prime Contractor and included within the total contract price.

6.31 The Prime Contractor is encouraged and expected to co-locate within community locations across Berkshire including but not limited to:

- Family Hubs, children centres.
- VCSE organisations.
- Libraries and community centres.
- One-stop shops for employment and job centres.

81

6.32 Costs associated with co-location will be subject to negotiation between the Prime Contractor and the host location with all associated costs and provisional costs included within the contract price.

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6.33 Any disposal, repurposing, or transfer of assets during or after the contract must be approved by the Accountable Body and align with Grant Funding Agreement requirements.

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• Section 7– Buyer Assurance and Governance

• Performance Management

7.1 To ensure the effective delivery of the Connect to Work programme, a structured performance management framework detailed in [Annex 6](#) will be applied. The Accountable Body will conduct regular performance reviews, assessing progress against key milestones, Participant engagement, and outcomes.

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7.2 The Accountable Body will work with Prime Contractor to create clear KPIs that focus on the softer resident outcomes beyond employment, such as increased confidence, well-being, and community integration.

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7.3 Where performance concerns arise, the Accountable Body reserves the right to withhold, reduce, or phase payments until corrective measures are implemented. This includes:

1. Issuing formal notifications of underperformance, detailing specific areas requiring improvement.
2. Requiring a Performance Improvement Plan (PIP), outlining remedial actions, revised timelines, and accountability measures.
3. Monitoring corrective actions over a defined period, with structured check-ins to assess compliance with the improvement plan.
4. Withholding or reducing funding until sufficient progress is demonstrated, ensuring public funds are allocated effectively.

7.4 Failure to meet agreed remedial actions within the specified timeframe will trigger further escalation measures, including contractual sanctions, intervention strategies, or contract termination.

• Escalation Procedure for Performance Issues

7.5 The escalation procedure for managing underperformance in the Connect to Work programme follows a structured, multi-stage approach to ensure fair and transparent resolution.

Stage 1: Informal Resolution – Minor performance issues will be addressed through initial discussions with the provider, outlining concerns and expectations for corrective action.

Stage 2: Formal Notice – If issues persist, the Accountable Body will issue a formal notice, detailing:

- The specific performance concerns.
- A required remedial action plan with set timeframes.
- Potential consequences of continued non-compliance.

Stage 3: Performance Review Meeting – A formal review will be scheduled, assessing:

- The provider’s adherence to the remedial action plan.
- Whether sufficient progress has been made.
- The feasibility of continuing the contract under revised conditions.

Stage 4: Sanctions & Withholding Funds – Where underperformance continues, the Accountable Body reserves the right to:

- Withhold payments until compliance is achieved.
- Reduce contract scope or funding levels if underperformance persists.

86

87 **Stage 5: Final Escalation – Contract Termination** – If no significant improvement is made within the agreed timeframe, the Accountable Body may invoke contract termination procedures (as outlined in the Termination Clause).

7.6 At each stage, the provider will be given clear expectations and reasonable opportunities to rectify issues, ensuring due process is followed while maintaining programme integrity and financial accountability.

• **Contract Termination and Annual Review Clause**

7.7 The Connect to Work contract will include a structured termination clause, allowing for termination in cases of non-performance, non-compliance, or contractual breaches.

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7.8 The Accountable Body reserves the right to terminate the contract, if the Prime Contractor fails to deliver against agreed Key Performance Indicators (KPIs), milestones, or compliance requirements.

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7.9 Termination may be invoked for persistent failure, financial mismanagement, or breach of contractual obligations, including fraud, misrepresentation, or failure to rectify identified performance issues.

7.10 Additionally, the contract will include an annual review clause, enabling the Accountable Body to review performance on a rolling yearly basis. This review will assess:

- Achievement of programme outcomes and contractual targets.
- Quality of service delivery and Participant outcomes.
- Financial and operational compliance with funding conditions.

7.11 If performance is deemed unsatisfactory, the Accountable Body may opt to terminate the contract at the end of the annual review period, providing due notice and transition arrangements to mitigate service disruption

7.12 These provisions ensure that public funds are safeguarded, services are delivered to high standards, and performance accountability remains a core priority throughout the contract period.

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7.13 Where service delivery falls below the requirements defined in the performance management framework, financial management and budget framework or as identified by fidelity model, the Prime Contractor is required to engage in improvement plans as need, reporting to the Accountable Body.

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7.14 Should it be required, the Accountable Body expects the Prime Contractor to satisfactorily and meet the requirements of any improvement plans put into effect because of poor performance against the scope of this Contract and/or concerns about the quality of the Services delivered.

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7.15 If improvement is not achieved within two quarters from the start of the improvement plan the Prime Contractor may be liable to rectification procedures.

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• **Quality Assurance**

7.16 The Prime Contractor will be expected to deliver against the fidelity models and produce a quality assurance framework, providing quarterly reports on quality to be considered as part of the contract management schedule.

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7.17 The Prime Contractor must achieve continuous improvement in the delivery of the Services by challenging existing practices, learning from other providers, and keeping up to date with best practice. The achievement of continuous improvement is about leadership, process, and attitudes. The Prime Contractor must therefore constantly challenge its perceptions around its delivery model,

training, and attitudes of Staff and quality standards. The Prime Contractor must demonstrate how it implements continuous improvement and evidence the plans it has in place to support this.

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7.18 The Prime Contractor shall gather information from service users (using the most appropriate method for individual service users) about their satisfaction of the service and how they might be improved. The Prime Contractor will be able to evidence how they act on feedback (formal and informal) that they receive about the Service.

96

7.19 The Prime Contractor shall gather comprehensive data and success stories from people who have accessed the service and will provide key stakeholders with quarterly and annual monitoring reports.

97

7.20 The Accountable Body will implement regular monitoring and evaluation processes, including data collection on participant progress and feedback from stakeholders. In partnership with the Prime Contractor, they will establish task and finish groups to address emerging issues and continuously refine delivery models.

• **Contract Management**

7.21 There will be an annual cycle of reviews to establish any necessary changes to the Contract, Contract Specification Commissioning intentions, budget management and performance measures.

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7.22 There will also be a yearly requirement to meet with each of the six Berkshire Boroughs to align local priorities with delivery plans.

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7.23 The Accountable Body will appoint staffing responsible for the commissioning, contract management and to support integration and delivery of the contract as part of the management and administration of the commissioned Prime Contractor.

100

7.24 The Prime Contractor will be responsible for complying with minimum staffing levels throughout the contract as specified in the technical questions and will be required to define how these minimum staffing levels will be in place on implementation as part of their bid.

101

7.25 The Accountable Body has established a governance structure with a partnership board; the Prime Contractor will be required to work within the governance structure and integrate themselves within the different local partnerships.

- **Reporting Requirements**

7.26 The Prime Contractor must cooperate with the Accountable Body, DWP and any authorised agents in relation to any audits, inspections, or assurance activities. This includes providing full access to records, systems, personnel, and relevant premises as required.

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7.27 The Contractor must retain financial and delivery records for at least 6 years following the end of the contract and ensure transparency in expenditure and outcomes.

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104 The Prime Contractor will be responsible for performance managing its delivery of service outcomes and outputs and for supplying source performance data and commentary reports.

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106 In addition to the performance information requirements set out in the Management Information Note Annex 8, the Prime Contractor will provide information to Accountable Body to support a range of activities (where this has been notified in advance and within reasonable timescales). including:

- Provision of aggregated, anonymised data that is non-disclosive
- Information to enable the Accountable Body to meet its requirements in relation to the Code of Practice on Transparency.
- Any information required by the Accountable Body to assist in programme delivery development or reporting to DWP.
- Other data required by the Accountable Body to inform recommissioning of the contract at no additional cost to the Accountable Body.

- **Risk Management**

7.28 The Prime Contractor is responsible for developing and maintaining service level and strategic risk registers (or equivalent) that feed into the Accountable Body's overarching 'corporate' risk registers.

107

7.29 The Prime Contractor will be required to submit a strategic risk register quarterly to the Accountable Body's contract manager and report on emerging risks monthly as per contract management processes.

• End of Contract

7.30 The contract will end automatically on the end date agreed unless it has been terminated earlier or extended in line with the Contract provisions.

7.31 The Prime Contractor shall ensure that all CRM data is provided in a downloadable format and transferred to the Accountable Body's existing CRM system at no additional cost.

7.32 This data must include all relevant information related to employees and other necessary programme details.

108

7.33 The contractor shall provide a minimum of 12 months' worth of data as part of the handover process, ensuring a smooth and complete transition within an agreed timeframe.

7.34 The Prime Contractor must develop a Draft Exit Plan within 3 months of contract commencement, to ensure the smooth transition or closure of the service at contract end or early termination.

109

7.35 This Exit Plan will be reviewed annually and updated as required in collaboration with the Accountable Body.

7.36 The Exit Plan should outline:

- Data and records handover
- Referral continuity
- Staff TUPE considerations (where applicable)
- Communication with stakeholders
- Equipment and asset return

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- **Annexes**

- **Annex 1 – Definitions**

Term	Description
Access to Work	Access to Work is a personalised discretionary grant which supports the recruitment and retention of disabled people in sustainable, paid employment, as further detailed in Annex C (Fit with National DWP Funded Programmes) of Technical Note: General.
Accountable Body	Local Authority that receives funding from Department of Work and Pensions (DWP) to deliver the program in their geographic area. For Connect to Work in Berkshire this is Wokingham Borough Council
Additional Delivery Area Member(s)	Means, where applicable, a member of the Delivery Area Boroughs other than the Accountable Body, in this case, the six Berkshire Boroughs.
Allowable Costs	Means the expenditure incurred by the Accountable Body or an Additional Delivery Area Member during the Funding Period for the purposes of delivering the Funded Activities which either falls within the categories listed in the 'Allowable Costs Register' tab of the Grant Cost Register, or is listed in clause 5.2 of the Grant Funding Agreement, and complies in all respects with the eligibility rules set out in clause 5 of the Grant Funding Agreement.
Annual Review	The yearly review of the Prime Provider carried out by the Accountable Body as specified in Annex 6

Term	Description
Base	British Association for Supported Employment for more information please refer to their website https://www.base-uk.org/
Berkshire Boroughs	Means all six unitary authorities in Berkshire (West Berkshire, Reading, Wokingham Borough, Royal Borough of Windsor and Maidenhead, Bracknell Forest and Slough)
Budget Caps	The maximum contract value available for each financial year
Contract Schedule(s)	The schedules appended to the contract
Contract Value	The total financial value available to the Prime Contractor over the lifetime of the contract
Delivery Area(s)	Means, the geography within which the Accountable Body will deliver Connect to Work. In this instance this is the Berkshire Boroughs.
Delivery Partner	A Third-Party partner instructed by the Accountable Body to carry out any part of Connect to Work on behalf of the Accountable Body in the Delivery Area. Called the Prime Contractor herein.
Delivery Period	Means in the lifecycle of Connect to Work, the period when the Accountable Body is in delivery of the provision, following the Implementation Period
Delivery Plan	The plan for the Delivery Area covering the full Funding Period setting out how the Accountable Body will deliver Connect to Work, in the relevant Delivery Area.

Term	Description
Disability / Disabled Person	Has the meaning set out in Annex B (Eligibility and Suitability) of the Grant Guidance.
Economically Inactive / Economic Inactivity	People not in work and either not looking for work or not available to work.
Eligibility and Suitability Criteria	The criteria which must be met for a potential Participant to be eligible to receive support on Connect to Work, as further detailed in Annex B (Eligibility and Suitability) of the Grant Guidance.
Employed	Means where there is a contract of employment between an individual and an employer, the individual is paid through Pay as You Earn (PAYE) with tax and Class 1 National Insurance contributions automatically deducted, and the individual has access to employee benefits.
Employed Job Outcome	Means a Lower Threshold Employed Job Outcome, or a Higher Threshold Employed Job Outcome.
Employment Specialist	The practitioners employed or engaged by the Prime Contractor, who carry out all phases of employment support on Connect to Work, who are responsible for supporting people back into paid employment and supporting those in employment to stay in work.
Expression of Interest	The application which potential Participants will need to complete to enable the Prime Contractor to undertake a preliminary eligibility check and to manage the case through the Participant journey.
Fidelity	Adherence to the specific Supported Employment model.

Term	Description
Fidelity Assessment	A review of current practice to measure how closely the Accountable Body and Prime Contractor is adhering to the models of Supported Employment (whether IPS or SEQF) and to drive continuous improvement.
Financial Year	Means from 1 April to 31 March.
Funded Activities	Means the activities as set out in Annex 4 (Funded Activities) of the Grant Funding Agreement and further described in the Funded activities section of the Guidance, and the Delivery Plan (Annex 8 (Accountable Body's Delivery Plan) of the Grant Funding Agreement).
Grant	The sums DWP will pay to the Accountable Body in accordance with the conditions and provisions set out in the Grant Funding Agreement.
Grant Funding Agreement	The grant funding agreement to be entered into by DWP and the Accountable Body for each Delivery Area.
Grant Funding Letter	Means the letter DWP issued to the Accountable Body, a copy of which will be set out in an annex of the Grant Funding Agreement.
Grant Guidance	Means the Connect to Work Grant Guidance as amended from time to time unilaterally by DWP by written notice.
'Hidden Unemployment'	People who are not actively looking for work but who are willing and able to work and therefore are not counted as part of the official unemployment statistics.
Higher Threshold Employed Job Outcome	Means when a Participant receives gross earnings (excluding any Non-Qualifying Earnings) in at least the amount described in