

Question 1.4.2 - Service Delivery Proposal

Please provide a detailed description of the design and content of your offer for the provision including how this meets the requirements outlined within the IPES Specification.

As a minimum, your response should;

- Provide an example of a participant journey for an IPES participant, recognising different barriers to work and support needs, as outlined in the Specification. Detail how you will provide a structured programme of interventions for each participant from Warm Handover and referral until completion of the participant's IPES provision and the rationale for your approach.
- Detail how you will identify suitable organisations to act as Signposting Organisations and encourage referrals to IPES from these.
- Explain how you will engage participants from the Warm Handover and referral to start on IPES provision to minimise the attrition rate. Outline how you will ensure the Warm Handover positively promotes the IPES provision to the participant, including why you think these approaches will be effective.
- Explain how a Key Worker will be assigned to a participant and maintained throughout a participant's journey and how you will ensure frequent and consistent contact by the Key Worker to meet the support needs of the participant.
- Explain how a Key Worker will undertake regular reviews and ensure measurable progression of each participant in the following areas:
 - 1) Managing their health condition or disability;
 - 2) General self-efficacy;
 - 3) Wellbeing;
 - 4) Job search self-efficacy;
 - 5) Job seeking activity;
 - 6) Experience in a work environment.
- Explain how you will ensure participants remain actively engaged with your IPES provision to maximise outcomes and how you intend to re-engage participants who have disengaged from the IPES provision.

- Explain how you will identify suitable opportunities to support participants to gain the requisite experience of a work environment and how you will ensure this meets participants' individual needs and aspirations.
- Describe the In-Work Support you will provide to participants, including support for self-employed participants.
- Provide details on how you will support the Social Value agenda and how you will ensure you have a consistent approach across the whole CPA.
- Provide details on how you will support IPES to achieve a minimum of 40% direct or indirect spend with SMEs

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **5** sides of A4, **excluding** the question text and these instructions. A customer journey diagram may be attached as an annex in addition to the 5 sides of A4; this additional annex must be a maximum of **1** side of A4 and attached as **Appendix 6** on Bravo.

Question 1.4.2 - Service Delivery Proposal

Remploy's offer builds on our successful delivery of Specialist Employability Support (SES), Work Choice (WC) and Work and Health Programme (WHP). Since 2013, we have supported 7000+ participants in Wales with complex conditions and disabilities into sustainable employment. **Our Design:** meets the IPES Specification and offers participants a personalised programme, case managed by a consistent, peripatetic Key Worker (KW) from referral to exit. It is evidence-based, aligning to the principles of Individual Placement & Support (IPS) which advocates a consistent KW with a low caseload and flexible support delivered at a pace that suits the individual. KWs will;

- hold a maximum caseload of 22, essential to the delivery of an intensive service to build participant confidence, independence and motivation and move them into the labour market;
- use tried and tested assessments to identify aspirations, barriers and needs, documented in co-developed Action Plans along with actions to address them;
- source work experience aligned to participant aspiration;
- provide warm referrals to 80+ expert organisations of the Community Partnership Network (CPN), to address barriers to work e.g. **REDACTED** provide sensory impairment support.

Our 2018 Merlin Assessment noted the CPN as fundamental to our approach on new contracts and "of significant strength". Our 3 District Partnership Leads will use their local service knowledge to evolve the CPN to reflect known and emerging IPES participants' more complex barriers as per WHP, which resulted in the CPN doubling in size. **To validate our design**, we incorporated feedback from SES and WHP participants and CPN experts **REDACTED** Autism Spectrum Connections Cymru. **REDACTED To add value** we have; secured work experience placements from diverse employers such as **REDACTED**; verified capacity in our 275-site infrastructure in Wales; and built in WHP best practice e.g. engaged our CPN in our IPES delivery.

An Example Participant Journey is detailed below. Blue call-out boxes illustrate a tailored journey for **REDACTED** 29 who is referred to IPES by his Cardiff JCP Work Coach (WC). He has a hearing impairment (wears a hearing aid, lip reads, prefers to sign when meeting new people, avoids telephones and loud environments), experiences poor mental health, low motivation and has never worked.

We will identify Signposting Organisations (SOs) by Partnership Leads and KWs approaching; existing partners e.g. 64 WC Welsh Statutory Referral Organisations; current and newly identified CPN members; co-location partners; Voluntary and Community Sector; local funded services. To encourage referrals, we will invite SOs to IPES launches; co-locate KWs with SOs; prompt CPN SOs to make referrals at scheduled reviews. A

similar approach helped increase WHP referrals by REDACTED.

We will engage participants from Warm Handover (WH) to minimise attrition from referral to start via a Support Centre Administrator (SCA), who will coordinate all WC WH requests. ***Rationale:** The SCA role is used successfully on SES to provide WCs with a consistent, single point of contact.* The SCA will join the 3-way WH to obtain participant details required by KWs for the Initial Meeting; KW will positively promote IPES by; welcoming participants; discussing their expectations; addressing anxieties about IPES; explaining how it will meet their needs; inviting family/friends to attend, with their consent; supplying KWs names; exchanging contact details; arranging support to attend **e.g.** sensory impairment, Welsh language; confirming when/where to meet; issuing an appointment letter and a text the day before, as a reminder.

REDACTED Journey: Due to his hearing impairment, the WC requests a 3-way face to face (f2f) WH. The SCA confirms JCP Cardiff has a quiet meeting space and asks if REDACTED requires specialist support to attend **e.g.** British Sign Language (BSL) and is advised REDACTED mum signs and will attend. The SCA assigns REDACTED a KW (see process below). ***Rationale:** CPN feedback advised flexibility with the WH process to accommodate participants who require f2f meetings or 2-way telephone calls.* At the WH, the KW introduces herself, explains IPES benefits and learns REDACTED lives with his mum, struggles with low mood, would like to work but is not sure what he is good at. REDACTED mum doubts he can work and is worried at losing the benefits she relies on to look after him. At REDACTED request, his KW arranges the Initial Meet with his KW in 3 days' time at a local library, known to REDACTED and encourages mum to attend to see an In Work Benefit Calculation conducted to allay her concerns.

The SCA assigns KWs by geography. ***Rationale:** As participant barriers may not be fully known on referral, especially where comorbid health conditions exist, all KWs will be highly experienced and trained and therefore capable of supporting all IPES participants. By allocating KWs closely located caseloads we minimise travel and increase participant f2f time. KWs will also; have access to a suite of tools to support specific health conditions; be aided by CPN members/Disability Consultants; and undergo training in Royal Society for Public Health L2 Behaviour Change Coaching and L2 Understanding Health Improvement; Vocational Profiling; Mental Health First Aid; supported employment; employer engagement; place/train/fade; job carving.*

In SE Wales, Owen will be assigned 1 of 5 peripatetic KWs, as his

consistent KW.

Frequent/Consistent contact: The Initial Meeting (75 mins) held within 15 days of referral is used by KWs to get to know participants and agree contact type and frequency. Weekly f2f, phone or text is offered and participant choices logged in our Case Management System. KWs complete identity checks, supply Induction Packs and begin assessment. When and how these are completed in the first 20 days is based on the individual and will take between 2-4 sessions. They include; ■ Holistic Wellbeing Assessment (based on Biopsychosocial Model) to identify physical, social, environmental factors affecting their ability to secure/sustain employment; ■ Distance travelled tools; Warwick-Edinburgh Mental Wellbeing Scale; Rosenberg Self-Esteem (self-worth); General Self-efficacy: (belief in self to solve problems and attain goals). **Rationale;** *All national and internationally recognised tools*; ■ Vocational Profiling (VP) to identify participant aspirations, skills, goals and support needs. **Rationale:** The EU Supported Employment Toolkit, 2010 states VP is '*owned by the candidate and should contribute to their employment choice and choice of support strategies in...getting and maintaining jobs in the open labour market*'. Results inform co-designed draft SMART (Specific, Measurable, Attainable, Realistic & Time Bound) Action Plans (APs), signed by participants. The KW helps to; identify the participant's support network i.e. family/friends; develop new networks; and aims to rebuild any relationships breakdowns with participant consent. In between f2f meets, KWs keep in touch via participants' preferred contact methods.

REDACTED asks for weekly f2f meets with his KW in his local library with text contact in between. To accommodate his hearing impairment and difficulty in focusing, his KW completes his assessments and AP over 4 x 60 minute sessions which include short breaks. During ■ Initial Meeting: the KW gets to know **REDACTED**, his needs and preferred communication methods. **REDACTED** is happy to lip read and talk to his KW but prefers text for non-f2f contact. After his mother explains she cannot attend all meetings, the KW consults the CPN online directory to identify BSL support and selects **REDACTED** who are invited to meet **REDACTED**/mum at the next f2f; ■ Meeting 2: A_Holistic Wellbeing Assessment helps the KW understand how **REDACTED** hearing disability affects him day to day; when his low moods occur and learn about his home life. The result reveals **REDACTED**; manages his hearing disability well; often feels down; spends a lot of time online gaming at night with friends; would like to lose weight and be more active but is too tired. As his mental health is a concern, the KW decides not to begin further assessments but refers **REDACTED** to **REDACTED**, a mental health charity, via warm handover. To support his weight loss goals and help

widen his support network, his KW helps him download NHS App 'Couch to 5k' to motivate him to meet new people via fitness/running clubs; ■ Meeting 3: Distance travelled questionnaires provide the KW with a baseline to measure progress. Owen's scores are below average, verifying a need for mental health support. As his self-efficacy is also low his KW avoids issuing too many tasks. At each contact, Owen is asked how he feels and questionnaires are repeated every 3 months to assess progress; ■ Meeting 4: REDACTED tells his KW he feels brighter allowing his VP to be completed. The VP identifies he; wants a job in computer gaming; has no CV or references, has never written a cover letter and has limited travel experience. The KW updates REDACTED AP and sets activities e.g. select preferred employers, view sample CV/cover letters via Remploy Online (the KW helps REDACTED to create these); complete travel training with KW. The KW recommends REDACTED limit night time gaming to reduce tiredness and helps him register on our digital Wellbeing Zone (WBZ). The WBZ will allow REDACTED to assess his health & wellness, set goals, track progress and develop healthier sleep patterns. A fitness tracker connected to the WBZ is offered when he progresses. His AP is reviewed monthly and progress updated with activities/interventions. REDACTED KW travels with him to his first meet with REDACTED to provide a warm handover and familiarise him with the journey.

Regular Reviews & Measuring Progress: Contact frequency/reviews are agreed in the first 20 days (as above). At the beginning of **every contact**, KWs ask participants how they are in terms of their health condition (1), general self-efficacy (2) and wellbeing (3). Progress is checked against actions and notes from previous meetings and against distance travelled tools. By addressing 1-3 we ensure participants feel motivated and able to progress with job seeking activity (5) in line with their AP. The KW will review progress against employment goals at **every contact** to verify all activities have been completed in line with the AP and to set new job seeking goals with participants (5), review job search activity to assess the participant's job search self-efficacy (4), confidence and ability and support with any areas of need, continually assessing the right time for the participant to undertake work experience (6). Progress is formally updated in the AP every 4 weeks and via Distance Travelled questionnaires every 12 weeks.

After REDACTED assessments are completed, he requests fortnightly f2f meets with his KW supported by 2-3 texts a week. To monitor progress, his KW asks at each contact/review how he is feeling including verifying he feels supported with his mental health and general wellbeing and is motivated to positively progress with his journey. The KW checks

REDACTED self-efficacy and uses motivational interview techniques to encourage him to achieve his goals.

KWs will ensure active engagement by ensuring participants; ■ retain choice and control over their journey **e.g.** choose support networks; CPN services; employers to target ■ choose when, where, how they interact with KWs/CPN, the latter via warm handover; ■ retain a consistent KW throughout; ■ visualise progress at regular AP reviews and distance travelled tools at 12 week intervals (validated timescale) and via Reverse Action Planning i.e. revisiting goals and working backwards to identify how to achieve them and celebrating milestones as achieved.

REDACTED meets his KW at his preferred time/location but is also encouraged to meet at different venues to build confidence in independent travel. With his agreement his KW maintains contact with **REDACTED** to ensure **REDACTED** is benefiting from support. New friends identified via a running club are invited to join his support network and attend meetings when mum is not available. His KW frequently asks **REDACTED** how he feels at f2f reviews, text contact and visualises progress with him every 12-weeks.

If participants disengage, KWs follow Remploy procedures and IPES Specification (contact in 24 hours, then daily over 5 days, with AP updated and JCP notified) and checks with WCs the appropriateness of contacting participants. If they no longer wish to participate the KW informs DWP. All actions taken by KWs are reviewed at weekly caseload reviews by their Team Leader, to verify appropriateness.

After **REDACTED** misses a scheduled f2f his KW, unable to reach him contacts his mum. She advises he is feeling low. The KW asks mum to ask **REDACTED** to contact her (his KW) as it is essential he feels supported at this time and not rushed to re-engage if not ready. Once ready to engage **REDACTED** contacts his KW to explain he has argued with mum and is upset. The KW offers to speak to mum to see if they can help resolve their issues. The AP and WC are updated.

Gaining Work Experience: KWs will secure 16hrs minimum experience (using multiple placements, if necessary) by targeting; ■ employers chosen by participants or operating in preferred sectors and outlining IPES social value; participant's skills and employer support available. **Rationale:** KW *direct approaches secured WHP participants experience with diverse, local SMEs e.g.* **REDACTED**; ■ employer relationships held by 10 Employer Account Managers (EAMs) including; national accounts such as **REDACTED** (since 2014 they have supplied 671 placements in Wales, with **REDACTED** of completing participants moving into work); 3,313 local SMEs

who have supported WC and WHP; ■ CPN partners via Partnership Leads, e.g. **REDACTED** offer work placements. Experience will meet needs and aspirations as we will consider; ■ Timing: work experience occurs when participants are ready; ■ Job Goals: it matches participants' interests/goals (while recognising transferable skills across jobs/sectors); ■ Work Environment: supportive employers will be targeted i.e. willing to make reasonable adjustments; ■ Employer Support such as advice and guidance ■ Workplace Health & Safety: assessed and monitored by KWs; ■ Participant reviews to confirm needs/aspirations are being met; ■ Positive, realistic experiences to motivate AND prepare for work.

The KW approaches the software gaming companies selected by **REDACTED** for work experience. After these fail to generate opportunities, **REDACTED** agrees to target game retailers as a stepping stone, via EAM relationships. The KW promotes **REDACTED** to a local SME; outlining his computer/gaming skills and knowledge, hearing impairment and Remploy funded support available to the employer **e.g.** BSL, for interview and/induction. As **REDACTED** lacks work experience all agree a store room role would be appropriate due to reduced sound, limited customer contact, and his employer assigns him a buddy. His KW/BSL signer, accompany him to his first day to make introductions. Owen works 4, 3hr mornings over 2 weeks maintaining text contact with his KW who visits him at work twice to review progress. After the placement **REDACTED** and his KW discuss which parts he enjoyed/did not enjoy, update his CV with his good reference, re-evaluate his work aspirations, and update his AP. **REDACTED** is positive and says he would like a similar placement with a small firm. His KW identifies a sports retailer and **REDACTED** completes a work trial for a week (3hrs a day) including customer facing work. His employer is so impressed he offers **REDACTED** a permanent role for 8 hours a week. The KW arranges 3-way f2f Case conferences at JCP at; 3 months into **REDACTED** journey; at point of job offer; and end of provision to review progress with the WC and agree ongoing actions.

In Work Support : Participants attend a ■ Transition to Work meeting (75 mins) with their KW to; Set day 1 expectations; reiterate work standards; travel plan; conduct better off calculations; identify reasonable adjustments; check uniform; agree contact and create an Employer Support Plan (ESP) of in work needs. Participants receive a minimum of 6 months IWS including 3-way f2f meeting with their employer pre-day 1/day1 to review and update the ESP to reflect the employer's needs. For the final JCP Case Conference an IPES Progress Report, Exit Activity Plan and if appropriate ESP is updated. Self-employed Participants receive the same frequency/intensity of support as above, supported by CPN specialist **REDACTED** who deliver

'Business Wales' for Welsh Government via 1:1 business advice, skills training, planning, employment, HR support and help to access finance, seminars and events.

Prior to starting work **REDACTED** KW; repeats a better off in work calculation with mum to allay her concerns; agrees to **REDACTED** request for weekly f2f contact/daily texts (during his probation); arranges BSL support; travels to work with him; confirms his support network; reviews **REDACTED** is meeting his needs; facilitates warm-handovers to further services identified; updates the ESP after speaking with his employer with details of BSL support, KW support with Access to Work application, name of **REDACTED** work buddy, training required to fulfil his role, employer support available via the KW such as advice/access to Remploy's Disability Guides/Fact Sheets for supporting individuals with Hearing Impairments at work. **REDACTED** ESP reviews take place with his KW while in work allowing him to discuss progress, resulting in an increase in hours to subsequently meet the higher earnings threshold.

Remploy is committed to supporting social value in the communities we operate. Our approach will be consistent across the whole CPA and includes the following 3 areas; ■ **Economic**; recruiting 100% of IPES staff locally; paying at least the 'real living wage'; reviewing roles suitable for apprenticeships **e.g.** Support Centre Administrator; spending 100% of co-location budgets with the voluntary, community and social enterprise sector; using local SME services **e.g.** CPN; ■ **Social**; continuing to support disabled people into work through flexible working and disability informed practices; allocating staff 2 days volunteering a year to support community projects; delivering careers advice and employability sessions to local schools/young people; offering work placements to the wider community; comprehensive staff benefits package to support wellbeing, including online WBZ; ■ **Environmental**: promoting sustainable practices in daily lives **e.g.** advising participants on energy use; in-house policies such as paper disposal, travel to work; 'bike to work scheme'; promoting sustainable travel among participants/employers. **40% Direct/Indirect Spend with SMEs**: The SME agenda is firmly rooted in our IPES offer directly via; ■ a dedicated CPN budget (63% of CPN members are SMEs), up to £111.60 per participant; ■ CPN premises hire (£59k); ■ CPN training KWs (£2.4k); indirectly by funding:
■ participant transport, childcare, clothing; ■ venue hire **e.g.** CPN Forums; ■ SME development **e.g.** Disability Guides/training. The CPN budget is based on WHP CPN spend, where the average participant receives £51. To reflect IPES more complex needs we have more than doubled funding for participants. CPN impacts will be assessed quarterly by an independent CPN Advisory Board (6-8 members). We will commit to spending the entire

CPN budget with SMEs and are exploring mechanisms such as funding CPN development and training or providing grants to CPN members, subject to an application process.

Question 1.4.4 - Delivering a Personalised Service

Explain how you will identify and provide support for the specific needs and barriers to work of participants including, but not limited to, those detailed at Section 2, the Service Requirement, of the Specification.

As a minimum, your response should;

- Provide details of how you will identify the individual strengths and needs of each participant through the initial needs assessment and how this information will be used to build a structured, sequenced and personalised action plan with goals which are specific, realistic, and achievable.
- Outline how you will identify and understand the impact of barriers to work for each IPES participant and how these will be addressed throughout the participant's time on IPES provision.
- Explain how you will ensure all participants receive on-going, personalised support throughout their time on IPES provision, providing a positive and meaningful experience for each participant.
- Outline how you will assess the on-going relevance and effectiveness of a participant's Action Plan and how it will be updated over their time on IPES provision.
- Outline how you propose to deliver Case Conferencing, as detailed at paragraphs 2.41 – 2.45 of the IPES specification, to help ensure the participant's needs are being addressed through the Action Plan.
- Please specify no more than two quantitative measures to demonstrate that you will deliver Case Conferences as intended, which will become Customer Service Standards (CSSs).
- Explain how you will tailor experience in a work environment to meet the needs of each participant, taking into account their abilities and aspirations.
- Describe how you will build and utilise a sustainable support network for each participant, including addressing any issues arising from negative support networks, and ensuring you engage key stakeholders.
- Explain how you will manage participant exit from the IPES provision including the warm hand-back and describe the process involved.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **5** sides of A4, **excluding** the question text and these instructions.

Question 1.4.4- Delivering a Personalised Service

Remploy has extensive experience of identifying and supporting individuals with disabilities/complex needs across Wales through Specialist Employability Support (SES), Work & Health Programme (WHP) and Work Choice. Personalisation, rather than a one-size-fits-all approach is fundamental to addressing individuals' needs and building on unique strengths. This forms a key element of our design.

Our personalised IPES service for Wales includes; ■ Key Workers (KWs) assigned consistently to each participant from referral to exit, allowing relationships to be built using effective communication methods **eg.** sensory impaired participants will be offered face to face (f2f) instead of telephone Warm Handovers (WHs), specialist support such as BSL signer and KWs will verify they are confident travelling to meet KW and JCP Work Coach (WC) in an accessible location; ■ Low caseloads (**REDACTED** per KW maximum), aligned to evidence-based approaches such as Individual Placement and Support (IPS) where intense support is proven to attain higher job entry and sustainment rates for those with complex barriers; ■ Holistic assessment via proven/ established profiling tools **eg.** Dyslexia Vocational Evaluation; ■ Integration with the services of 80+ organisations in the Community Partnership Network (CPN) who offer interventions to address barriers to employment **eg.** **REDACTED** Choice & Control over all aspects of their journey to make it meaningful for them; KWs will empower/encourage participants to make decisions; ■ Regular reviews to measure progress, distance travelled, and verify provision is personalised at each stage of their journey; ■ Specific, Measurable, Attainable, Realistic, Relevant and Time Bound (SMART) goals & Action Plans aligned to participant interest, skills, vocations; ■ Employer relationships generating cross-sector opportunities **eg.** **REDACTED** (care and support); ■ Work experience linked to realistic job goals, to create positive, meaningful experiences ■ Welsh language support, with bilingual materials; ■ Support networks chosen by participants ensuring support is always available; ■ Digital Wellbeing Zone (WBZ) to allow participants to assess their own health and wellness, set goals and track their progress.

We will identify each participant's strengths and needs by leveraging our above capability to conduct **Initial Needs Assessments**. During the Initial Meeting KWs will get to know participants, aiding development of tailored support packages **eg.** for the visually impaired, depending on the degree/impact of impairment, support can include providing large print, KWs reading documents to participants and/or adopting the participant's text-speak software. Using motivational interviewing techniques; KWs will listen to, understand and empower participants to share unique strengths, needs, experience, work history and aspirations to ensure relevant work experience is sourced. Proven assessment tools will be used to develop a holistic understanding of each participant including: ■ a Holistic Wellbeing Assessment - Biopsychosocial Model based to identify

physical/environmental/social factors affecting their ability to secure/sustain employment; ■ Distance travelled Questionnaires *eg.* Warwick

-Edinburgh Mental Well Being Scale, Rosenberg Self-Esteem measuring self-worth and General Self-efficacy measuring belief in self to solve problems and reach goals; ■ Vocational Profile (VP) to understand each participant's skills, goals, aspirations and support needs to source the best job match. These are national/internationally recognised tools *eg.* VP is a 'person centred process owned by the candidate and should contribute to their employment choice and choice of support strategies in...getting and maintaining jobs in the open labour market" (*EU Supported Employment Toolkit 2010*). Distance travelled questionnaires will be re-visited every 3 months (f2f) or based on need/change of circumstances to capture progress. KW judgement will determine the need for additional assessments *eg.* Basic skills. To avoid overloading participants with too many questions, assessments will be completed over 2-4 sessions in the first 20 days. As communication with sensory impaired participants may take longer, shorter sessions will be scheduled *eg.* 4 x 60 minutes. **Action Plan (AP)**: KWs will use assessment results to co-develop with participants a personalised SMART AP. The AP will identify steps to overcome their barriers and will contain individualised strategies to prepare for employment, build-up support networks and encourage participation in community activity. Participants will complete and sign their AP within 20 working days of referral. It will incorporate their strengths, needs, transferable skills and be tailored to their goals and abilities. Goals will be broken into bite-sized steps to help achievement, aided by support networks. Ambition will be promoted by ensuring APs set out a clear sequence of steps to progress. KWs will review and update APs formally with participants every 4 weeks. Between formal reviews KWs will check in with participants to assess how they feel and are progressing. Monthly caseload reviews between KWs and the Team Leader will verify the quality and appropriateness of AP content in helping participants move closer to their goal of sustainable employment.

Identifying, understanding and addressing barrier impact: As an incumbent SES and WHP provider in Wales, we understand the diverse barriers faced by citizens of Welsh towns, cities, valleys and rural areas. Assessments help identify barriers that could impact an individual's ability to secure/sustain employment such as ■ Limited access to services/employment due to travel challenges in parts of Wales: We will address this via our flexible IPES model. Our 12 peripatetic KWs will; travel to meet participants in accessible, comfortable and familiar community settings *eg.* 275 delivery sites across Wales; deliver travel training and accompany participants to placements/first day; source local opportunities

as a priority; offer alternative contact - video-calling; ■ Lack of work experience we will address by KWs: approaching employers chosen by or aligned to participant aspirations and if necessary carve the experience to meet vocational goals; leveraging existing CPN capability e.g. REDACTED offers volunteering and employment support in SE Wales; requesting placements from CPN members eg. REDACTED supported WHP participants; gaining commitments to provide placements from existing employer partners eg. REDACTED have already committed to support IPES participants with placements; liaising with 10 Employer Account Managers (EAMs) in Wales to access placement with national employers such as REDACTED (these are specifically designed to offer work experience to individuals with complex barriers, in a supported environment). EAMs also possess relationships with REDACTED employers in Wales e.g. REDACTED; ■ Lack of key skills: we will address with CPN support eg. Adult Learning Wales and Autistic Spectrum Disorder Employment Support, the latter help participants with autism to build their confidence to employment; ■ Health-related barriers (real or perceived): addressed by 1:1 KW support informed by the Holistic Wellbeing Assessment to identify the best ways to support participants eg. for the hearing impaired, we will: tap into work placements/jobs with employers experienced in supporting sensory impaired employees and have supportive staff; arrange a BSL signer for the first day at work/induction. KWs will work with participants to identify barriers throughout their IPES journey, ensuring they receive the right personalised support at the right stage to maintain focus and engagement.

Providing participants with a meaningful experience: All participants will receive ongoing personalised support via a consistent KW from Warm-Handover, initial assessment, f2f meets, pre-work and in work support. Frequent f2f or remote contact and monthly AP reviews ensure KWs understand and participants know how their journey is progressing. We realise many participants will have limited or no work experience and may exit without employment. In recognition of this we will ensure all participant experiences are meaningful and positively contribute to their ongoing development. APs will evidence how each activity; intervention or work experience will help move them closer to the labour market. Each participant will have ■ Choice and Control over every aspect of their journey, nothing will be mandated, everything jointly agreed i.e. how, when and where to meet KWs; support networks chosen; CPN services received; employers approached, type/location of work sought; ■ Visualising progress via distance travelled questionnaires and celebrating milestones to aid motivation e.g. Mental Wellbeing; ■ Specialist interventions pre-work and in work to address needs/barriers via speedy CPN partner engagement, introduced by warm KW handovers to address

areas such as physical and mental health, social isolation, numeracy, literacy, skills, independent living, debt, transport, etc. ■ Early identification of disengagement 'risk factors' i.e. missed appointments via regular contact between KW and participant to address risks as they arise; ■ Work experience that is meaningful and linked to realistic job goals ■ Engaging & building support networks to ensure support is always available and transitioning this support to employers to sustain participants in work after IPES ends; ■ Sustainable post-programme support via the CPN, coordinated by KWs prior to exit. As part of our holistic support, KWs will also help participants if appropriate to improve their health and wellbeing, enhancing their ability to work. Our WBZ helps develop healthier lives through behavioural change, and will enrich their overall IPES experience.

Assessing ongoing relevance of Action Plan: The AP is iterative, monitored, reviewed and updated by KWs in partnership with participants and stakeholders. KWs take into account participant views during scheduled reviews, to ensure a meaningful experience. KW and participant will determine support intensity during f2f meetings/remote telephone calls (offered weekly, held minimum monthly). To assess the AP effectiveness, KWs will monitor progress against milestones **eg.** Attendance at CPN appointments; checking jobs applied for; work placements attended and completed; employer feedback; progress towards earnings threshold; and levels of motivation. Progress made will be reviewed **e.g.** increased confidence, self-esteem and fed into APs. Each AP will be owned by the participant and act as the focal point of support. As a living document, APs will be refreshed monthly by KW and participant. APs will also be refreshed where interventions are no longer relevant, such as if a participant looking for work decides to become self-employed, the steps required to reach the new goal would be amended to reflect this. File checks by the Team Leader during monthly KW 1:1's will provide an objective view as to whether APs are relevant, of high quality and evidence continuous progress.

Case Conferencing: APs and the nature and extent of support that each participant benefits from will drive our approach to case conferencing with JCP, CPN providers and support networks, **eg.** Format, frequency, location. JCP case conferencing will take place at 3, 9 months and/or job start, and 15-month journey intervals. KWs coordinate conferences to ensure participants successfully navigate what can be a complex system of support networks. KWs will ensure all agencies involved are working to the same shared goal of long-term sustainable employment. KWs will keep APs up to date, fully reflecting participant's unique circumstances and progress. Our approach aligns with the IPES Specification including section 2.43, ensuring safe, secure and effective approaches to case conferencing, including:
■ Using telephone conversations to minimise the need for f2f meetings and

the subsequent risks and issues associated with off-site meetings; ■ Working collaboratively with other IPES providers to ensure effective case conferencing for participant's migrating across CPAs, **eg.** Skype ■ Developing a Jobcentre Plus (JCP) Engagement Plan to ensure effective liaison with local JCP service leaders to test and develop our proposals and ensure they are deliverable. This will include seeking feedback from JCP Work Coaches (WC) on what works well in terms of case conferences to enable us to adapt our processes to meet WC needs.

Two Quantitative Measures: To demonstrate we will deliver case conferencing as intended (subject to local JCP capacity to incorporate) we propose: (1) We will offer JCP 10 working days' notice for each Case Conference Meeting (2) Any Action Plan to support the Case Conference will be shared with JCP a minimum of 48 hours before the Case Conference.

Tailored Work Experience: Since 2015 in Wales, **REDACTED** Remploy participants have attended tailored work experience/trials as a key element of their journey to work. We will continue to provide **Work experience** i.e. short to longer term placements to test/confirm job aspirations, build experience, demonstrate skills, inform CVs and gain references. Experience will be; a minimum of 16 hours (via multiple placements, if necessary, to find the right job); reflect local labour market realities; led by reviews/assessments/ to ensure they are meaningful and effectively progress participants towards sustainable employment. **Work trial** i.e. fixed period, guaranteed interview with potential job attached. For those without experience the goal is to understand how employers operate and to assess how participants cope in a real work environment. For example, Remploy has national agreements with employers to support those with barriers to employment **e.g.** **REDACTED** offer 2-4 week work experience. Those successfully completing placement are offered paid 12-week Work Trials; our local EAM approached **REDACTED** in Caerphilly to help them fill housekeeping roles experiencing high rates of staff turnover. The placement was tailored to provide a clear overview of the role and arranged within times that suited candidate childcare responsibilities. Tailoring experience to participant need: KWs will select roles participants can perform, taking into consideration their abilities, needs, and barriers, and work with each employer to tailor experiences, **eg.** Job-carving duties into manageable tasks, a proven way to support clients with disabilities by "*working to the strengths of the individual, and the needs of the employer*" (*British Association for Supported Employment*). Our community-based KWs will target employers, based on participant aspiration using their local knowledge and by tapping into our existing portfolio of 3,313 Welsh employers, developed to provide placements/jobs for SES and WHP via 10

EAMs. EAMs will be IPES trained to ensure they alert KWs to those businesses best able to support IPES participants with complex needs. Participant abilities and aspirations will guide KWs as to which employers to target and how they should promote their participants. Where necessary, in addition to carving KWs may request roles be adapted to ensure participant skills, experience, and strengths are maximised and the overall experience is positive **eg.** a participant wearing a hearing aid may find working in loud environments difficult and prefer a role that does not require telephone use. This also includes an ability to travel to work; KWs will provide travel training and accompany participants on their first day to ensure a completely positive experience. To ensure participants explore broader opportunities, KWs will use motivational interviewing techniques to identify transferable skills to demonstrate how experience in a different sector to that preferred can provide a positive outcome, reflecting local labour market realities. Personalised **In Work Support (IWS)** is set out by KWs in Employment Support Plans which include ■ KW support **eg.** travel planning; pre-start/induction activities **eg.** BSL support for hearing impaired participants; Access to Work assistance; place, train, fare support; additional CPN referrals career planning to increase earning towards threshold; and ■ employer support **eg.** reasonable adjustments, work place buddy. F2f/non-f2f contact frequency will also be agreed.

Sustainable Support Network (SSN): 62% of SES participants stated they receive organisational support only from Remploy and 40% received no support from family or friends (*Questionnaire completed by 60 SES candidates, Feb19*). Our experience/ broader research informs us isolation/lack of support can hinder participants chance of achieving successful outcomes. This is particularly pertinent in parts of Mid/West Wales where rurality/poor transport can result in isolation, leading to mental and physical health issues (*National Assembly for Wales' Inquiry into loneliness and isolation, 2017*). During initial assessment and action planning, KWs will identify and with participant consent agree their SSNs, actions to resolve relationship issues and build positive new networks including: family, friends, peers, local authorities **eg.** Children's Services, charities, employers, CPN partners. KWs will positively engage negative SSN members **eg.** by demonstrating IPES economic benefits, via better off calculations. The AP will detail how we will ensure participants have an SSN. KWs will coordinate case conferencing with SSN members, share APs (with participant consent) to provide structure to conversations and aid the development of plans to address needs and barriers and ensure continued participant progress.

Managing IPES Exit: Intensive participant/KW contact will ensure both are aware of IPES Exit date, along with an alert function in our Case

Management System. KWs will be trained in the exit process (paragraphs 2.47-2.55 IPES Specification) with compliance monitored by the Team Leader. **Completers:** KWs will confirm exit with JCP and record this within DWP's IT system. ■ For engaged participants on benefit, KWs will arrange a 1 hour 'Warm Handback' to JCP. This will be the participant's 3rd and Final JCP Case Conference (CC). The CC, led by the KW will focus on the KW-created; IPES Progress Report (produced within 10 days of provision ending, with a copy issued to JCP) detailing why provision ended; activities completed; work experience gained; distance travelled; qualifications; soft outcomes achieved **eg.** increased confidence; and behaviours. At the final CC, KWs will agree with each participant an Exit Activity Plan (EAP) with next steps recommended to move them closer to work along with the support required to achieve this. This will include continued job search and if necessary warm handovers to further services. The EAP will help build towards further progress and avoid duplication on future programmes, as these participants are likely to be referred to onward provision. A copy will be sent to participants within 10 days. Based on our performance modelling experience, we anticipate **REDACTED** of participants will not achieve an employment outcome. Our robust distance travelled records will help create a positive post-IPES journey ■ For participants moving into work the EAP will document employer and support network support required, advise how to access JCP support and if appropriate how to utilise Access to Work; ■ For participants in work KWs will complete an employer handover updating the ESP to ensure all support, adaptations and reasonable adjustments are in place and any required referrals actioned. **Early completers:** As a Progress Report/EAP is not required, KWs will input an early end date into DWP IT systems.

Question 1.4.5 - Employer Engagement and Employer Support Offer

Describe how you will build and maintain effective links with national and local employers and outline the Employer Support Offer you will provide as detailed at paragraphs 2.68 - 2.70 of the IPES Specification.

As a minimum, your response should;

- Outline your approach to working with;
 - local large employers; and
 - local small and medium enterprises (SMEs); and

explain how your approach will differ in terms of the in-work support offered to participants employed by different employers with different types of infrastructure and with diverse needs.

- Explain how you will source, engage and support employers to provide sustained employment opportunities, tailored to each participant's needs.
- Outline how you will capitalise on and develop employment opportunities in the locality to achieve outcomes for participants throughout the life of the contract.
- Outline how you will source and tailor opportunities for experience in a work environment in the local area to meet each participant's abilities and aspirations.
- Describe how you will up-skill employers to ensure they have the capability to support participants in their employment and provide access to appropriate external resources after completion of IPES provision.
- Detail how you will promote the Disability Confident scheme to national and local employers, with an emphasis on those employing IPES participants, to help increase employment opportunities for disabled people.

- Outline how you will facilitate partnership working with employers, specialist services and the participants' wider support networks to support participants to overcome their barriers to work.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **5** sides of A4, **excluding** the question text and these instructions.

Question 1.4.5 - Employer Engagement and Employer Support Offer

Remploy will deliver an unparalleled Employer Support Offer from day 1 that is focused around each participant. Employer engagement will be led by expert Key Workers (KWs) engaging with employers to tailor opportunities to participants. From day 1 KWs will have access to 3,313 existing national and local employers in Wales, developed by our community-based Employer Account Managers (EAMs), who will continue to grow our portfolio. EAMs will provide KWs with additional leverage to access existing local employer opportunities, and provide employers with our Disability Confident Leader expertise to them build an inclusive workplace to support IPES participants.

Tailored employer engagement: Our engagement approach is participant-led and aligns to the Individual Placement & Support (IPS) principles of sourcing employment in line with participants' preferences and needs. KWs will own the relationship with employer, supported by EAMs trained to understand the needs of IPES participants. EAMs will help KWs identify employers committed to employing people with complex needs. We engage in the context of employer demands, resources and workforce needs to:

- Work with employers to help them achieve their Corporate Social Responsibility objectives by addressing misconceptions about certain cohorts (**e.g.** visually impaired);
- Promote the business case for recruiting diverse talent;
- Link engagement to national policy goals to halve the employment gap between disabled and non-disabled people;
- Build employer capacity and capability through specialist advice, guidance and training;
- Co-design sector routeways to prepare and equip participants with the skills and knowledge to fill known local employment opportunities;
- Adapt recruitment processes to allow participants to demonstrate potential, **e.g.** working interviews.

Working with local SMEs: EAMs and participant KWs will work flexibly and more intensively with SMEs in communities across Wales to fill particular roles within short lead-times. EAMs will promote our services to support SME recruitment and retention via trusted networks (**e.g.** Federation of Small Businesses) to engage SMEs as a collective before KWs work individually with them. As 54% of our employer-partners are SMEs, we understand our approach must be aligned to the SME's more limited resources, vacancies and flexibility to adapt roles (compared to larger employers). This includes generating unadvertised roles via speculative approaches, understanding their precise workforce needs to match them to our participants' aspirations and tapping into the hidden jobs market, particularly in more rural areas.

Working with local large employers: supported by EAMs, KWs will:

- Build long-term relationships with employers' HR departments to secure guaranteed interviews, placements and vacancies and create the opportunity to co-design sector specific route ways;
- Align our services with employers organisational policies/agendas;
- Integrate our services with local

organisations such as colleges to co-design programmes, **e.g.** we engaged **REDACTED** to deliver part-time Retail Training to disabled participants. This helped align their skills with local employment opportunities in Wales' largest private employment sector, without impacting participants' benefits claims. **In-work support (IWS)**: is tailored, intensive and frequent for larger and SME employers. Our IWS will follow the IPS model's principles of Place, Train and Fade, recognised internationally as the most effective way to support people with complex health conditions to sustain employment. This means we will gradually reduce our support as the participant grows into the role and builds independence. As we reduce our support, we will empower the employer to be able to support IPES participants. KWs will integrate IWS with larger employers' infrastructure, **e.g.** HR, Operations, Occupational Health and in-house 'mentors' or 'Disability Champions'. 94% of SMEs in Wales are micro-businesses (fewer than 10 employees) that often lack the infrastructure (**e.g.** in-house occupational health) to support people with complex needs. Therefore, our SME offer incorporates: ■ Specialist advice and guidance from KWs; ■ Access to Remploy's Employer Portal, which offers a Disability Guide; ■ KWs working with SMEs to job carve (breaking down job roles into individual and manageable parts) opportunities to create suitable alternative roles to ensure IPES participants have a successful and positive experience while meeting the employer's business needs; ■ Raising awareness of and supporting the completion of funded provision, e.g. Access to Work; ■ Offer a range of added value services to upskill employers, e.g. Mental Health First Aid Training, and how to attain Disability Confidence status.

Sustained employment opportunities tailored to each participant's needs: Sourcing & engaging employers: We will proactively promote IPES as we have intensively promoted previous employability contracts across Wales. Our EAMs, KWs and Partnership Leads (PLs) will: ■ Promote IPES to existing employer partners, e.g. REDACTED ■ Target like-minded organisations e.g. Disability Confident employers, Cardiff has 66) and generate opportunities tailored to individual participants, e.g. after identifying North Wales had one of the lowest Disability Confident sign up rates in the UK, our EAMs approached DWP to promote the scheme via a joint Disability Confident event to coincide with International Day of Disabled Persons and signed 5 new employers up to the scheme; ■ Develop existing relationships with employers to help co-design and tailor opportunities for specific participants, **e.g.** after providing Remploy participants with vacancies in a **REDACTED** Contact Centre in Swansea for a year, **REDACTED** (expressed an interest in working with us to increase their Disability Confidence and gain Employer status. As the relationship has developed, **REDACTED** now offer our participants awareness sessions with

an opportunity to meet members of the management team and take a tour before applying for online vacancies. ■ Build partnerships with employer-focused organisations, e.g. JCP (who we jointly host Disability Confident events with), Regional Skills Partnerships, Business Wales Advisors, recruitment agencies including REDACTED; ■ Source supported employment opportunities for participants from our 80-strong and growing Community Partnership Network (CPN) of specialist providers, e.g. after meeting REDACTED to explore their joining the CPN, our PL shared REDACTED details with the local EAM to explore further collaboration opportunities. The EAM contacted REDACTED to seek placement opportunities for participants (sharing copies of disability guides, factsheets and Access to Work MHSS). After supplying a placement REDACTED began discussions with the EAM on route ways into their apprenticeship opportunities. As a result, we are now an integral part of REDACTED Employability Plan; ■ Attending business networks to learn of new opportunities, e.g. REDACTED; ■ Hosting roadshows attended by Welsh Public Sector organisations; ■ Sharing our Cymru Cwtch quarterly e-magazine with stakeholders; ■ Joining community organisations to learn of opportunities; ■ Direct marketing including cold calling, telesales and digital campaigns; social networks (e.g. LinkedIn); web-based via our employer portal; holding open days at local venues; integrating IPES advertising with existing government initiatives (e.g. Disability Confident); and employer newsletters, e.g. our monthly 'Putting Ability First' newsletter reaches 6,500 employers and offers a range of information and advice on supporting employees with complex needs with articles like 'How Disability Consultancy Works', 'How to Build Disability awareness, knowledge and confidence in your business', ■ Using PR and case studies to highlight successes. **Supporting employers:** We will support employers to provide sustained opportunities by: ■ Providing access to Remploy's disability guides/fact sheets; ■ Delivering disability awareness training to employer teams, e.g. 'Think Differently' sessions; ■ Helping employers access support and equipment, e.g. completing Access to Work applications; ■ Advising on job-carving approaches, a proven way to support participants with disabilities by 'working to the strengths of the individual, and the needs of the employer' (British Association for Supported Employment).

Capitalising and developing local employment opportunities to

achieve participant outcomes: We will use our labour market intelligence and links with employers in Wales to open up a wide range of specific employment options matched to IPES participants' aspirations. Our Employer Engagement Strategy ensures we proactively develop relationships in stable and growing industries (e.g. Wales' largest growth sector, wholesale & retail, forecasts 20,000 new jobs 2014-24) and reduces focus on declining ones, e.g. manufacturing. These options will be

proactively developed and accessed throughout the contract by our EAMs, who will use local labour market knowledge gleaned from: ■ Established stakeholder links, e.g. existing/ongoing meetings with JCP, Welsh Government, Regional Skills Partnerships; ■ 3,313 employer partners and business networks. We directly market suitably matched participants to interested employers and access the 'hidden' jobs market, particularly in rural Wales; ■ Our Policy Team, who relay upcoming developments, e.g. Regional Skills & Employment Plans, local infrastructure investment; ■ Community & neighbourhood knowledge from our CPN & KWs; ■ Labour market analysis from Emsi, which gives us unsurpassed insight into each unitary authority's market trends, positions employers are hiring for and sectors projected to grow. EAMs will collate this knowledge, share it with KWs and our CPN to ensure we capitalise on future trends/opportunities, and place participants into stable and growing sectors. This will enable us to tailor our provision to better equip and prepare participants for local job opportunities.

Capitalising on North Wales employment opportunities: EAMs work with the North Wales Economic Ambition Board to access the 5,500+ opportunities associated with the North Wales Growth Deal. Key areas for growth include Energy & Environment, Health & Social Care, Tourism & Hospitality, Food & Drink, Creative & Digital, and Financial & Professional Services. **South East opportunities:** EAMs work with Cardiff Capital Region Skills Partnership to access local opportunities, e.g. created via the Metro Development. Key areas for growth include Advanced Materials & Manufacturing, Financial & Professional Services, Construction, ICT and Human Foundational Economy. **South West opportunities:** EAMs work with the Regional Learning & Skills Partnership South West & Mid Wales to access 4,000+ opportunities linked to the Swansea Bay Deal. Key areas for growth include Energy, Manufacturing, ICT, Construction, Creative Industries, Financial & Professional Services, Food & Farming, Health & Social Care and Retail. Working at a strategic and operational level with these regional bodies will enable us to capitalise on locality opportunities and tailor our provision to upskill participants to fulfil local workforce needs.

Work environment experience opportunities: **Sourcing opportunities:** KWs source tailored opportunities for each participant, considering their abilities and aspirations by: ■ Leveraging national employer partnership arrangements (as referenced above) by reviewing shared weekly opportunities; ■ Reverse Marketing to ensure an optimal balance between participant need and local employer value. Our KWs work closely with participants to understand individual needs so that they can then undertake "reverse marketing" with appropriate local employers, opening up mainstream opportunities to participants by breaking down employer

barriers;

■ Sourcing opportunities via the hidden jobs market and through participants wider support networks ■ Considering the opportunities generated by our EAMs. The KW will then tailor the chosen opportunity to the individual's needs, barriers and preferences with the employer. E.g. a sample of employers who have agreed to support IPES participants include:

■ **REDACTED** (a pan-Wales care & support provider) will visit Remploy Hubs, deliver awareness sessions, and offer placements that have the same training as paid employees and are supported by mentors ■ **REDACTED** will offer bespoke work placements in administration and on the shop floor; ■ **REDACTED** (national facilities management company will ring fence work placements for Remploy participants at the **REDACTED** site; **REDACTED** (Swansea social enterprise) will offer participants up to 6 weeks work experience and transition them into paid employment; ■ **REDACTED** will offer 6-12 week admin placements; ■ **REDACTED** (Merthyr Tydfil housing provider) will offer Placements with mentors and access to their internal learning library and internal vacancies. **Tailoring opportunities:** KWs will tailor opportunities to the participant through: ■ Promotion of flexible recruitment methods by supporting employers to offer alternatives such as working interviews; ■ Understanding participants' abilities gained through vocational profiling and holistic assessments of support needs; ■ Aligning opportunities to participants' abilities by linking participants to jobs they can realistically perform; ■ Meeting participants' aspirations by listening to their objectives and supporting them to access employers/sectors they are interested in; ■ Addressing barriers in the workplace **e.g.** requesting reasonable adjustments; supporting with Access To Work applications; ■ Customisation of job duties, tailored to the individual, **e.g.** Job Carving ■ Supporting Employers to adapt work practices/ environment to individual need **e.g.** quiet environment/regular breaks for participants with Autism.

Up-skilling employers to support participants in their employment: We will upskill employers in 2 phases: 1) empower them to provide tailored support to their IPES employee so they can sustain their employment after programme exit, 2) help the employer develop a more inclusive working environment. In addition to involving the employer in the participant's in-work support (**e.g.** 3-way face-to-face meetings), KWs will provide the employer with free advice and guidance related to the barriers of the participant to help develop an understanding of how to support the participant in the workplace. KWs will also transition the participant's support network to the employer to maintain ongoing contact, via the Employer Support Plan. This approach builds the employer's capability as

our support fades. We will then offer employers a suite of tools, training and access to external resources to increase their capability after completion of IPES, including: ■ Introducing employers to our CPN who offer a range of specialist training options to employers, **e.g.** Autism Directory (pan-Wales provider); ■ EAMs delivering 'Think Differently' sessions to build confidence in recruiting disabled talent; ■ Helping employers to develop **disability champions** in the workplace; ■ Free online Information, Advice & Guidance resources via our Employer Portal, **e.g.** Disability Guide & Fact Sheets, ■ **Added value:** supporting employers to achieve Disability Confident Levels 2 and 3, **e.g.** we are working with Qualification Wales and **REDACTED** (Swansea) to help them gain Level 2 Disability Confident to improve their Inclusion agenda.

Promoting the Disability Confident scheme to employers: Remploy is a Disability Confident Leader and is passionate about changing attitudes towards disability in the workplace. We will continue to champion the scheme to employers and promote the transformational effects that sustainable employment has on the lives of disabled people by: ■ Marketing our Disability Confident Employer Portal of free resources explaining stages 1-3 Disability Confident and how to complete them ■ (Tapping into WHP) open days in the community and inviting local employers and holding joint WHP and IPES events with JCP on Disability Confident ■ EAMs promoting Disability Confident at every 1:1 meeting with employers ■ EAMs presenting Disability Confident at SME forums, **e.g.** Chambers of Commerce; ■ Promoting the scheme at networking events and CPN meetings; ■ Providing access to our Employer Portal via KWs for IPES participant employers; ■ Reporting Disability Confident level of employers recruiting IPES participants.

Partnership working to help participants overcome barriers: We will facilitate partnership working with the following key stakeholders to ensure we work collaboratively to address participants barriers to work: ■ Participants: We will include participants in all aspects of their journey, giving participants choice and control to make decisions about their support, **e.g.** frequency/format of contact, type of support and provider required to overcome barriers to work; inclusion in case conferences and progress meetings. ■ Employers: We will encourage employers to take an active interest in supporting participants to flourish and progress within their workplace by including them in: job-carving roles/duties into manageable tasks alongside KW and participant; development of an Employer Support Plan to better understand the participant's in work support requirements and those of the employer; joint progress meetings with participant and KW to review progress against the Employer Support Plan; ■ Specialist Services (Remploy's CPN): The CPN is an integral part of Remploy's holistic support

for participants to help overcome their barriers to employment and secure sustainable work. To ensure CPN services and their approach meets the needs of the participant and the programme, we work closely with members via: quarterly partnership meetings facilitated by our Partnership Leads (PLs) to share ideas/best practice and identify gaps in provision; joint case conferencing between CPN members, participant and KW to review success of interventions and identify additional support needs. ■

Participants' wider support network: We will identify a participant's Sustainable Support Network (SSN) at the initial meeting assessment (**e.g.** family, friends) and with participant's full consent, we will document how the SSN can support the participant within the agreed Action Plan, and include the SSN in joint Case Conferences to review progress and find resolutions for additional support needs or circumstances impacting barriers to work. ■

Working with wider stakeholders, **e.g.** providing advice and guidance to intermediaries who support self-employed people, such as accountants; attending external stakeholder events to gain further knowledge about how to better support particular groups. **e.g.** Our PL attended resettlement meetings with DWP and St Giles Trust to discuss the support needs of prisoners due for release. This resulted in our being invited to join HMP Cardiff's Work Ready Programme to explain how Remploy's programme could support prisoners. We also attended a recruitment fair at HMP Cardiff where we spoke to the residents about our programme including support available and our employer base.

Question 1.4.9 - Supply Chain (b)

Please describe how your organisation will deliver the IPES provision without the use of an end to end supply chain.

Your response should include as a minimum, but not be limited to:

- How you will provide all in-scope Services (see paragraph 1.13 of the IPES Specification) and why you have chosen not to use an end to end supply chain.
- How you will provide the Authority with assurance that individual participants' requirements will be met by your organisation, and if not what your process will be to engage with specialist providers to meet participants' requirements
- A clear explanation of your contract management practices with your specialist delivery partners (where applicable), including how these align to the principles of the Merlin Standard.
- How your delivery and that of any specialist delivery partners will be aligned to the requirements of the contract
- How you will provide the Authority with transparency of costs, including by way of open book accounting, in relation to specialist delivery partners (where applicable).
- How you, or your specialist delivery partners, will incentivise and motivate the work force throughout the life of the contract.
- How you will ensure continuity of service provision.
- Detail your contingency plan for maintaining the entire scope of your proposal within your bid should your organisation need to engage an end to

end supply chain partner ahead of the Contract Start Date or during the term of the contract.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

Question 1.4.9 - Supply Chain (b)

Remploy has a proven track record of delivering successful DWP programmes across Wales without a supply chain, **e.g.** Work & Health Programme (WHP) and SES. Our existing footprint means we have the staff, resources, infrastructure and capability to deliver the end-to-end IPES journey, enhanced by our Community Partnership Network (CPN), comprised of existing relationships with specialists who have made a commitment to offer a suite of services to IPES participants.

We will provide all in-scope Services through a dedicated IPES team who will draw upon our CPN as required. Peripatetic Key Workers (KW) will case manage participants' journeys across Wales from our existing Community Hubs, offices and outreach premises. Our end-to-end provision will include referral; initial contact; face-to-face initial participant meeting; profiling; assessment; action planning; review; job, apprenticeship/internship search; match; work experience; in-work support; referral to other specialist provision (where required); and programme exit. We will use a variety of specialist evaluation tools (e.g. Holistic wellbeing assessment) to determine interventions required, **e.g.** confidence and motivation, sector insights, referral to specialists, employer sales days, and work experience and work placements. **We are not using a traditional end to end supply chain as Remploy has:**

- **A track record** of delivering similar programmes in Wales without a traditional supply chain. We are the *top performing WHP provider* nationally and have supported 1210 participants into work in Wales since Dec 17;
- **Existing pan Wales infrastructure** through WHP/SES delivery, including 12 fixed/263 outreach sites;
- **Welsh speaking staff** to support participants and employers who communicate in Welsh;
- **In-house specialists**, **e.g.** our Disability Consultants will provide IPES delivery staff with additional training, advice and guidance;
- **3313 existing national and local pan Wales employer relationships**;
- **Access to CPN specialist** offering call off services, **e.g.** disability specialists (**REDACTED**), housing associations (**REDACTED**), debt advice (**REDACTED**), supporting our holistic service for IPES participants. Our 3 Partnership Leads in Wales have developed the CPN to include providers who will meet the more complex needs of IPES participants (e.g. sensory impaired) with CPN members signing Partnership Agreements/ defined SLAs to integrate their support/specialist interventions with the IPES programme. This ensures we avoid both duplication and allocating money to already funded services (**REDACTED** of WHP CPN interventions are funded).

"CPN model has been fundamental to Remploy's approach on new contracts and is an area of significant strength" (Merlin report 2018 - Excellent Standard).

We will assure individual participant requirements are met by:

- **Established CPN** providing specialist interventions and barrier resolution to all participants, in addition to the targeted support offered by our **highly trained IPES KWs**. We have set aside a separate IPES CPN budget equating to **REDACTED** per participant to fund new, unfunded, specialist provision to support IPES participants on a call off basis. WHP data shows **REDACTED** of participants received a CPN intervention with only **REDACTED** of partners charging for their services (average spend

REDACTED per participant). We have set a higher (more than double) budget for IPES participants to reflect their more complex needs. The fund will be managed by Remploy but monitored by an independent CPN Advisory Board, formed of elected CPN members who provide a critical and independent review of our contract spend and performance, ensuring funding is fully utilised and effectively managed; ■ Low KW caseloads (maximum **REDACTED** per KW), giving them the time and flexibility to provide more intensive support where needed. This is achieved through our direct delivery model of expert KWs delivering and managing the end to end journey for all participants which maximises funding for frontline staffing; ■ Dedicated IPES management team will ensure we continue to meet the specific and individual requirements of all participants consistently across Wales through regular supervision and case reviews with all KWs; ■ Providing KWs with Health & Wellbeing Behaviour Change training Level 2 funded via a dedicated training budget to increase our specialist capability and understanding of IPES participants. Key course modules include: increasing participant motivation to achieve behaviour change; exploring factors that hinder and facilitate change; ■ Remploy's person centred approach ensures individual participants' requirements drive delivery. We adapt delivery around the individual by providing flexible support, e.g. periods of intensive support where needed, blend of face-to-face and digital interaction, meetings held in participants preferred venues.

Contract management practices: We provide a consistent, structured approach to the management of our partnership networks. Our relationship management is underpinned by the principles of a Partnership Management Framework (PMF). The PMF ensures all partners undergo periodic relationship review meetings within which performance, quality of delivery and participant feedback is discussed. We use MI reports to monitor the number of referrals to all partners and the conversion into job outcome rates, to identify effective provision. Our PMF is coupled with mutually agreed commitments documented in partnership agreements. These commitments align to the principles of the Merlin standard through the continuous development and promotion of sustainable excellence, driven by dedicated Partnership Leads. CPN quality is ensured via; ■ due diligence to verify skills, experience, vetting prior to engagement on IPES delivery; ■ Reviews, audits and staff observations via Partnership Leads; ■ Best practice sharing at CPN forums.

How our delivery and that of our specialist partners will be aligned to the contract's requirements. Following a detailed assessment of the IPES service specification; we are confident our delivery model aligns to contracts requirements as: ■ Remploy will deliver 100% end to end delivery via a IPES dedicated management and staff team. Our IPES staffing resource is structured to ensure; an appropriate number of KWs are available to support participants across Wales; a Support Centre Administrator to coordinate all JCP warm handover requests, manage contractual claims paperwork; an IPES Operations Manager and Team Leader to drive performance and ensure contractual compliance; ■ Existing/

extensive infrastructure across Wales combining fixed and outreach sites means we have full geographical coverage to reach all participants, irrespective of where they live; ■ Our Partnership Leads in Wales will continue to review/extend/evolve the CPNs membership (e.g. onboarding additional specialists for sensory impairment), so KWs can access the right support to move IPES participants closer to/into work. *“The CPN mandate brings an in-built process for ongoing review that ensures the changing needs of local communities, partners and customers are reviewed and the design of the CPN changes according to needs” (Merlin report 2018)*; ■ A range of Remploy specialists with resources to support our IPES delivery team, e.g. Disability Confident Consultants building capability, e.g. through Mental Health First Aid Training, Vocational profiling; online Advisors providing support, advice and information via live text chat, Monday-Sunday 8am-8pm; Wales WHP Employer Account Managers will maximise job opportunities and work experience placements for IPES participants through their national, regional and local employer partnerships, targeting our Disability Confident employer partners to carve out suitable opportunities for participants.

Transparency of costs: We will track CPN costs via our General Ledger enabling us to identify spend each month. This will be available to view on any Open Book enquiry DWP wish to make. CPN spend is managed and monitored by Partnership Leads and discussed at quarterly regional CPN/Advisory Board meetings. Our aim is to maximise existing funded provision in the first instance and use available funds to source specific additional provision tailored to each participant’s needs.

Our work force will be incentivised/motivated through: ■ Competitive salaries; reward & recognition schemes ■ Progressive workplace wellbeing strategies; ■ Development activities via our learning and development system and training from specialist CPN partners, empowering KWs and enriching relationships with partners; ■ Clear line management, monthly 1-to-1s and 6-monthly appraisals; ■ Secondment opportunities, career/succession planning, time off for community volunteering; ■ Reasonable adjustments, access to Employee Assistance Programme; in-house Vocational Rehabilitation; ■ Employee Benefit Trust, providing staff with a voice in how our organisation is managed and run; ■ Healthy inter-team competition: delivery staff can access live performance dashboards, highlighting top performing areas; ■ Sharing good news among Remploy and CPN partners via newsletters, CPN forums, CEO monthly updates on best performing offices. Remploy attained Investors in People Gold standard for 3+ years, demonstrating our continued commitment to developing employees and delivering effective communication.

Continuity of service is ensured through: ■ Business Continuity Plans (BCPs) at organisation/team/outreach levels. BCPs detail actions to activate alternative locations, staff contingency plans and backup IT systems; ■ Responding real-time to demand across Wales via daily performance dashboards and MI reporting. Our flexible delivery model of fixed site/outreach locations allows peripatetic KWs to

move around regions to respond to spikes in demand; ■ Consultation with JCP offices via ad-hoc/Provider Engagement Meetings to gain prior notice of changes in demand and respond accordingly; ■ Cross-training WHP and IPES staff to cover for one another during severe staff shortages, e.g. flu epidemic; ■ Using video chat and telephones to engage participants if face-to-face provision is temporarily unavailable, e.g. Cardiff staff can cover North Wales immediately without having to travel if local staff are unexpectedly sick; ■ CPN growth to extend provision to support the more complex barriers of IPES participants.

Contingency plans are managed by the IPES Operations Manager who has overall responsibility for IPES performance, including identifying if a supply chain is required. We are confident we can deliver IPES without a supply chain because of experienced KWs, a tried-and-tested peripatetic model, 275 delivery sites across Wales and a CPN providing specialist interventions. If the need for a supply chain should arise, we will use our supply chain design and management processes, rated Excellent by DWP Merlin Standard (12/2018). Our Head of Partnerships will manage our transparent selection process in line with Merlin requirements to ensure we mobilise effective subcontractors on time. This includes: ■ Asking providers to explore capacity/capability to deliver end-to-end services; ■ A 2-stage open procurement process (4-6 weeks) including EOI issue, due diligence, scoring, short-listing, negotiation, offer and acceptance. Our Project Management Office and Partnership Leads will assist our partners to mobilise.

Question 1.4.10 - Performance Rationale

Please outline the rationale for the Performance Offer and Outcome Profile as outlined in the Contract Cost Register (CCR).

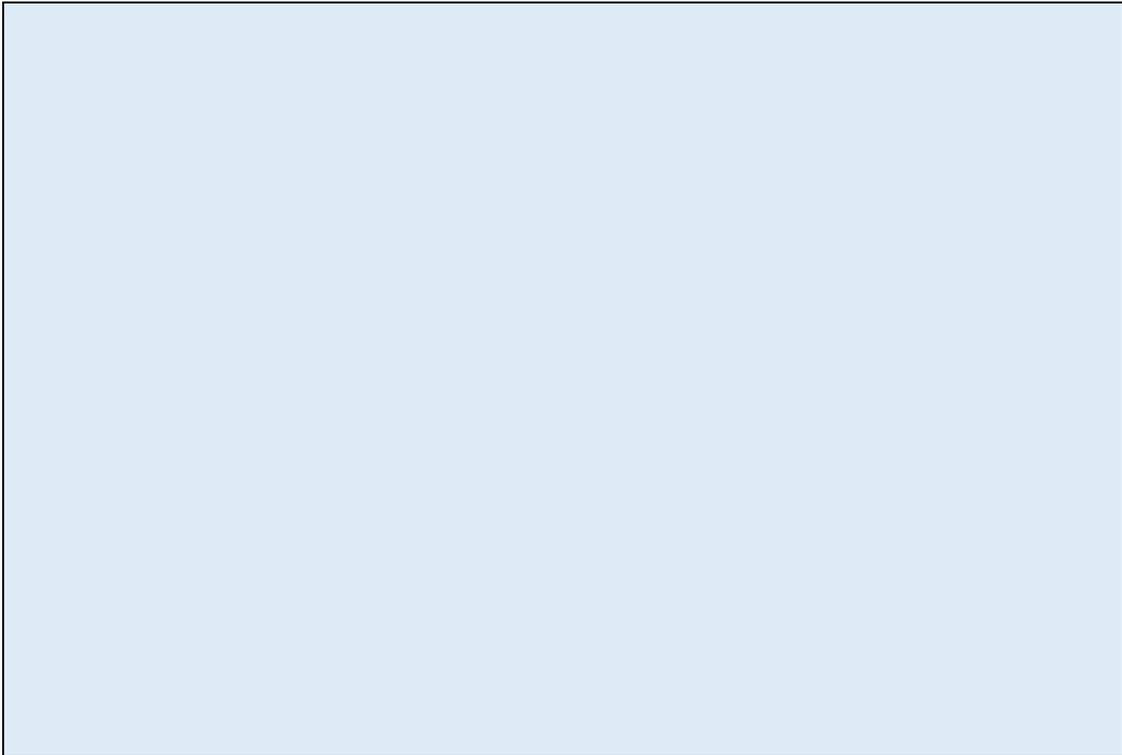
As a minimum, your response should;

- Clearly identify each step in how you calculated your Performance Offer and Outcome Profile for IPES, including any supporting assumptions
- Detail any research, evidence and/or experience from relevant past delivery which underpins your Performance Offer and Outcome Profile including any assumptions and dependencies.
- Provide a rationale for your Starting Baseline, detailing the key elements of delivery and the associated level of increase/decrease for each element that you expect to make up your Performance Offer. To note, your Starting Baseline does not have to be 0%.
- Clearly explain how you will support and achieve the conversion rate of each outcome offered and your approach to driving evidence-based innovation and continuous improvement in order to achieve year on year improvements in the Performance Offer.
- Please specify your predicted Earnings Performance Indicator (Earnings PI) figures by month for the contract period, as per paragraph 4.5 of the IPES specification.
- Describe how you will proactively manage the achievement of performance levels and customer service standards, as detailed in the IPES Specification or outlined within your response below, by you and your supply chain, including the frequency and level of detail of monitoring activity and trend analysis.
- Identify how you will act on any findings, including how you will develop and implement effective solutions to correct failures to meet performance levels and customer service standards in a timely manner and ensure that they do not re-occur, for both you and your supply chain.

- Explain how you will proactively engage with the Authority to notify any issues and remedial actions rather than waiting for scheduled review meetings.
- Identify the three main risks to achieving your target performance level in the CPA, how you plan to mitigate these risks and why you think these approaches will be successful.
- Give one example of lessons learned from a situation where you have successfully put in place remedial action to address a performance issue on a relevant current or previous contract that you will deploy on IPES. If you have no experience of performance issues, please outline how you would address them, including any remedial action you would put in place.

You should summarise your performance rationale in the table provided, please see an example below. This is provided for illustrative purposes only, it is not linked to IPES or any performance expectation the Department may have for IPES.

<i>New Delivery Elements</i>	
<i>Starting Baseline</i>	<i>0%</i>
<i>DWP Published Performance Information</i>	<i>+30%</i>
<i>Experience of delivering similar services</i>	<i>+5%</i>
<i>Enhanced employer relationships in geography</i>	<i>+10%</i>
<i>Job Outcome Definition</i>	<i>+5%</i>
<i>Retail Closures in geography</i>	<i>-5%</i>
<i>Total Delivery Element Uplift</i>	<i>45%</i>
<i>Overall Performance Offer</i>	<i>45%</i>



Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to 7 sides of A4, **excluding** the question text, these instructions and Table A on page 11.

Question 1.4.10 - Performance Rationale

Section Redacted in its entirety

Question 1.4.11 - Quality, Management and Assurance of provision

Please confirm whether you will be using a supply chain and provide a detailed description of how you and your supply chain (where relevant) will ensure the quality of service delivery through your management practices. If your delivery model does not include the use of a supply chain please outline this, and the rationale for not using a supply chain.

Your response should include as a minimum, but not be limited to:

- Explain how you, and your supply chain (where relevant), will monitor and manage the quality of provision to ensure that the standards set within the IPES Specification and your tender will be met from the start and throughout the term of the contract.
- How you, and your supply chain (where relevant), will ensure the quality of staff, frequency and appropriateness of participant engagement.
- Clearly describe (where relevant) how you will manage and ensure the quality of delivery by any sub-contractors e.g. site visits, audits and observing delivery.
- Outline how you will engender collaborative working across the IPES market and the wider market as collaboration evolves, and how this will support continuous improvement of your IPES service and of IPES as a national programme. Your response should include identifying and sharing of best practice, successful delivery methods, and emerging innovation.
- Provide one example of when you have worked collaboratively with a peer or partner organisation to deliver a performance improvement and describe how this was achieved.

- Identify how you will continuously improve the quality of delivery of IPES provision, using evidence gathered from the live running of the service, capacity to build the supply chain partner (where relevant) and share best practice throughout your supply chain (where relevant).
- Describe how you will continually review procedures and share learning with the Authority to improve current and future provision.
- Explain how you, and your supply chain (where relevant), will obtain feedback from participants and proactively act upon this, including details of procedures and timings.
- Describe how you, and your supply chain (where relevant), will handle complaints and act on any findings, including details of procedures, timescales, escalation routes, how participants will be made aware of these procedures, and how you will ensure the impartiality of any decision makers.
- Clearly explain how you, and your supply chain (where relevant), will accurately track and monitor the progress of each IPES participant so that you can clearly articulate at any given time where each participant is in your participant journey towards achievement of outcomes.
- How your proposals for delivery of services will be put in place without adversely affecting the ability of either your organisation or your supply chain (where relevant) to deliver existing and recently won contracts as well as other contracts which you are bidding for and how you will provide such information for DWP checking.
- Your approach for ensuring continuity of performance during the final 18 months of IPES provision, including how you will monitor and manage performance and participant support to ensure it does not deteriorate during the exit phase of the contract.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

Official - Sensitive

Question 1.4.11 - Quality, Management and Assurance of provision

We will deliver a high-quality IPES programme across Wales by building on our track record of successfully delivering complex, national programmes such as Specialist Employability Service (SES), Work Choice (WC), and Work and Health Programme (WHP). We will use our Remploy Contract & Quality Management Framework (C&QMF) already deployed across SES and WHP and commended by DWP PAT audit and Matrix accreditation. As we possess the expertise, infrastructure and resources to case-manage provision for all IPES participants, we have chosen not to engage a traditional end to end supply chain but to use our 80+ organisations of the Community Partnership Network (CPN). The CPN has been used successfully and flexibly across WHP to access support for participants with complex needs e.g. REDACTED provide support to sensory impaired participants. By building the CPN into our IPES design we will assure the quality and consistency of specialist services and integration with our end to end provision. Both Remploy and the CPN are committed to working together to provide a holistic service to all participants. The CPN's strength was recognised as "fundamental to Remploy's approach on new contracts" as it "enhances the customer journey by integrating with specialist partners" (Merlin Assessment, 2018, rated excellent).

Quality of provision will be managed & monitored from contract start to exit via a ■ Programme Management Office (PMO): conducting weekly contract readiness tests prior to go-live, reporting risks/issues to our Senior Management Team (SMT); ■ Operations Manager/Team Leader ensuring IPES quality aligns with the C&QMF; ■ Partnership Leads (PLs) managing CPN delivery; ■ Quality & Compliance Team (QCT) completing independent segregated compliance audits aligned to DWP PAT requirements; ■ Operations Manager managing IPES tail in line with contractual performance and quality requirements.

Quality of Remploy Staff will be ensured by: ■ Transitioning Remploy's SES high performing staff to IPES eg. Operations Manager, who successfully improved SES performance, Team Leader, an expert practitioner able to coach IPES Key Workers (KWs); ■ Working with outgoing SES providers to share IPES vacancies with and offer guaranteed interviews to their delivery teams to retain specialist capability for IPES; ■ Investors in People Gold recruitment processes to attract and retain staff with qualifications, skills, experience (we monitor the numbers of Welsh-speaking staff in line with need); ■ Staff Development via, induction, mentoring, observation, best practice calls with colleagues, Remploy Learning Academy; ■ Performance Framework to monitor and drive performance via annual objectives, reviewed quarterly; ■ Performance management via weekly and monthly manager reviews to promote best practice and address underperformance. CPN Staff Quality will be ensured via; due diligence to verify skills, experience, vetting, prior to engaging them

on IPES delivery; Reviews, audits and staff observations via Partnership Leads; Best practice sharing at quarterly CPN forums; Developing CPN staff via Remploy disability webinars, guides and advice.

Frequency and appropriateness of participant engagement will be ensured by;

■ Weekly & Monthly KW Caseload Reviews by the Team Leader (TL) to: assess quality and frequency of provision aligns with participant need and preference, and demonstrates progress; verify KW/participant reviews are productive and measured (i.e. distance travelled tools completed every 12 weeks); assess Action Plan (AP) quality, including relevance to participants and how identified activities contribute to securing work; confirm CPN referrals are appropriate, timely and achieve a positive outcome; ■ TL dip sampling KW case files and shadowing and observing KWs at participant reviews and CPN case conferences ■ KWs peer reviewing case files, sharing expertise ■ Partnership Leads observing CPN delivery for appropriateness with feedback shared with KWs. Our Case Management System (CMS) monitors participant engagement against agreed participation and activities, supporting notification to DWP of lack of engagement;

CPN Management & Quality Assurance will be led by 3 Partnership Leads (PLs) with oversight via a Head of Partnerships and includes; ■ Robust due diligence (reviewed annually) of CPN members encompassing; company and financial checks, services provided, delivery locations, BPSS; ■ Partnership Agreement (subject to passing due diligence) signed by Remploy and CPN members containing mutually agreed commitments aligned to Merlin standard principles; ■ Partnership Management Framework (PMF) which provides a consistent, structured approach to managing the CPN including; individual weekly telephone and monthly face to face performance/quality reviews, site visits, audits, observing delivery, addressing quality issues/negative participant or KW feedback (Quality Improvement Plans are used to address underperformance. Failure to comply within agreed timescales results in CPN removal); ■ Sharing positive feedback to drive improvement; ■ Listening/acting on CPN recommendations; ■ Monitoring referral numbers and outcomes by CPN member via MI to identify strong provision; ■ Quarterly CPN Forums to share best practice among members. PLs are supported by; KWs identifying gaps in provision, asking participants for CPN feedback after each intervention, shared with PLs; TL tracking CPN impact on job outcomes and Operations Manager examining links between job starts and sustainability, using MI; Independent CPN Advisory Board meeting quarterly to discuss CPN management, effectiveness and development.

Collaborative working is part of Remploy's delivery and aligns with DWPs Strategic Relationship Management approach of embracing continuous

improvement through provider collaboration **eg.** our SES team worked with **REDACTED** to help improve their SES delivery in North Wales. We will continue to share successful delivery methods and emerging innovation by;

- engaging with other primes across various platforms **eg.** we are a key contributor to WHP National Provider Employer Steering Group, where areas of collaboration discussed include sharing of job vacancies and placements
- inviting WHP/IPES primes and commissioners to observe our JCP collaboration, which helped increase WHP referrals by **REDACTED**;
- mentoring Access to Work Mental Health Support Services provider, **REDACTED** to help drive performance. **Example:** *We worked with Dudley and Walsall **REDACTED** to enhance the assessment of West Midlands (WM) residents with mental health conditions referred to **REDACTED** service. To ensure Vocational Profiles were supporting effective job searching we increased information captured (e.g. participant ability to use public transport) and shared this with Central Programme Team and both providers. It has now been adopted by all providers.*

We will continuously improve IPES Quality using a variety of data points to gather evidence from live running of the service to inform continuous improvement **e.g.** live data dashboards, MI reporting, self-assessments, internal audits, observations, site visits, participant/employee feedback, customer forums, quality meetings and commissioner reviews. The Operations Manager and QCT will analyse the above to produce continuous improvement recommendations for the SMT. We will upskill and capacity-build CPN partners by sharing best-practice and knowledge at reviews, Partnership Events and access to Remploy's online resources **e.g.** Remploy Online containing Disability Guides and Fact Sheets.

We will continuously review procedures via designated staff and agreed timetable **e.g.** Head of Customer Experience & Safeguarding will review safeguarding procedures annually. As we understand our data, evidence, innovation and best-practice can inform future commissioning, we will regularly share learning with DWP via monthly reports, attendance at forums. During contract implementation we will agree a schedule of data sharing with DWP to aid the transition of learning and drive continuous improvement activities via an end of project evaluation report.

We will proactively seek feedback via: ■ CMS's feedback module, which prompts KWs to request feedback at each participant review, including CPN interventions;

■ "You said - We Listened" boards; ■ Quarterly participant focus groups; ■ mystery shopper activities; ■ annual surveys. Operations Manager will evaluate findings and produce continuous improvement plans. A monthly report will be issued to the SMT who oversee continuous improvement actions; findings will be shared with the CPN.

Remploy's Complaints Process shared with participants at induction

includes; (1) Complaint raised with Remploy representative, if resolved, closed (2) Unsatisfied with response complainant submits complaint to quality email address or writes to the independent Remploy Complaints Resolution Officer to ensure impartiality (3) Complaint acknowledged in 2 working days (WD's), investigated, with response completed in 10 WDs, or complainant advised investigation will take longer, update issued (4) If complainant unsatisfied, 2 stage escalation available; escalation to independent line manager for investigation/response in 10 WDs. If still dissatisfied; escalated to SMT with final response in 20 WD's (5) If still not satisfied, complainant referred to the Independent Case Examiner.

We will accurately track and monitor progress via CMS which captures the stage and progress of each participant on their journey. A CMS diary function tracks attendance against agreed participation, with non-attendance flagged for discussion; and records earnings. Mandatory fields capture data from referral to exit **e.g.** assessment, Action Plans, progress, reviews, interventions, outcomes, employment, In-Work Support. CPN interventions will be captured by KWs liaising with specialists to update participant progress and via participant feedback. Reporting will be available by KW, CPN member, participant, and JCP office to identify trends and best practice.

IPES will not adversely impact current delivery. As an SES provider we have the infrastructure/experienced staff to transition to IPES. For WHP Wales, we mobilised 55 staff (redeploying Work Choice staff), a CPN and new premises without impacting existing contracts. For IPES we have; assigned a core team exclusive to IPES and a core SES Team to manage transition/SES tail to contractual standards; reviewed current/forecast demand; resources (premises, staffing); utilisation rates; financial/commercial viability; planned contract closures; future planned business (e.g. awarded ITTs); CPN capacity; and scenario planned to ensure we have the contingency to respond to unexpected SES/IPES issues to ensure neither contracts' performance is put at risk. Impact Planning will form part of our DWP reporting.

We will ensure participant support does not deteriorate and performance is maintained during the final 18 months through a tried and tested exit process (*DWP commended our Work Choice exit strategy involving 63 branches*). An Exit Plan will be established as a work stream within the IPES Implementation Plan (Stage 3 post-go-live), ensuring IPES Exit management under the same governance and direction as our contract mobilisation. The Operations Manager will manage the exit, ensuring continuity and driving performance to exit supported by; PMO for decommissioning

of IT systems; Central HR for re-deployment or exit of remaining staff; and Team Leader to ensure quality levels and contractual requirements are maintained.

Question 1.4.12 - Delivery Infrastructure

Please provide details of the delivery infrastructure you will use to deliver this provision, including details of premises, digital support and any outreach services.

As a minimum, your response should;

- Provide details of the delivery infrastructure that you will use for engaging and supporting participants, including premises for face to face contact, and digital services.
- Where applicable, describe any outreach services that you will provide, how you intend to provide them; the rationale for providing such services and how and why this approach will result in consistency of services across the CPA.
- Provide details of local public transport links and their proximity to the premises that you have identified in response to the above points.
- Detail the facilities available at each location and how these meet any legal requirements, including compliance with the Equality Act 2010.
- Explain why you consider these premises to be suitable for IPES provision.
- Clearly describe how your proposal will achieve full coverage across the entire Contract Package Area.
- If you intend to use existing premises, explain how delivery of this provision will fit with current use and the efficiencies and / or savings you expect to achieve.
- If you intend to secure new premises, indicate the timescales for doing so ahead of go-live and your contingency arrangements for ensuring timely delivery of this provision.

- Detail your contingency plans for dealing with fluctuating participant volumes over the term of the contract, including the minimum and maximum volumes that can be handled at any one time without having an adverse impact on your premises proposal.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

Question 1.4.12 - Delivery Infrastructure

Our delivery infrastructure for IPES in Wales

Our existing infrastructure ensures our IPES delivery will be embedded in every Welsh Unitary Authority and Jobcentre Plus (JCP) District from day 1. This infrastructure has been developed, tried, tested and expanded on for delivering Welsh employment programmes, including Work Choice, Specialist Employability Support (SES) and Work & Health Programme (WHP). It has capacity to integrate IPES without impacting other services and is made up of face-to-face delivery sites:

- 12 fixed Remploy Hubs with 1-to-1 rooms, group training rooms and IT suites
- 60 existing outreach agreements with community assets that local people trust, e.g. REDACTED Libraries, REDACTED Community Centre
- 203 outreach locations available via our Community Partnership Network (CPN) of 80+ specialist organisations committed to holistically supporting people with complex needs by co-location, sharing best practice and cross-referrals, e.g. at REDACTED Council's Hub, we work alongside CPN members REDACTED
- A proven peripatetic Key Worker model that embeds expert frontline staff in local communities to facilitate easy access for participants by taking the service to them
- We will seek to co-locate with JCP where appropriate/requested by local JCP staff (Specification 2.78), e.g. we currently co-locate with JCPs across Wales, including Cardiff Alexandra House, Newport, Treorchy, Aberdare, Merthyr, Ebbw Vale.

Our infrastructure is **enhanced by our digital services**, offered to all participants:

- WellbeingZone: self-serve online platform for participants to create, monitor and celebrate wellbeing goals via 24/7 access to activity/food/weight/sleep/smoking trackers that sync with wearable tech (e.g. FitBit) & self-help articles/videos/podcasts
- Remploy Online: virtual assistance available Monday-Sunday 8am-8pm via our website (text chat) or the participant's login (video chat) with an experienced Advisor
- Referrals to our partner, REDACTED for accredited (e.g. Food Hygiene, CSCS cards) and non-accredited courses (e.g. Customer Service, Mental Wellbeing).

Using outreach to support consistency across the CPA

We will use accessible outreach sites across all 3 JCP Districts to ensure consistency of services across Wales, e.g. participants will never be more than 60 minutes away from an IPES delivery site. These 263 outreach sites have been identified to offer flexibility, choice, control and parity of service to all participants, including those with health conditions limiting their ability to travel in urban and rural areas. We will continue to source further locations throughout the contract to respond to changes in demand, following our 'Outreach Location Checklist', which considers disability access, location to demand and transport links.

Due to the diverse geography and landscape of Wales, our field teams will operate peripatetically, travelling to see participants in the nearest most suitable locations, e.g. community hub, outreach, CPN premises. Key Workers will have the resources to operate a Virtual Hub for consistency of

service, e.g. laptops and internet-providing dongles to enable group/1-to-1 training delivery; cash floats to settle participant expenses; support materials via electronic devices or hard-copy.

Whilst the way outreach services are delivered may differ according to the location (e.g. group sessions may be smaller), we will ensure parity and quality of service remains the same through quarterly quality checks of Action Plans and observations of staff by the Operations Manager and Team Leader. This robust, quality-focused approach is informed by our experience of delivering employment services in Wales and evidenced through our consistently high-performing delivery in rural and urban locations across Britain on our Mental Health Support Service and SES. We know some participants will face challenges as a result of living in rural areas with poor transport links and disabilities. We have designed a service that is accessible to all, irrespective of location or support need by bringing it into local communities.

Local public transport links

Critically all participants will be able to access our services within 60 minutes via public transport. This is significantly less time than the 90 minutes stated in 2.77 of the IPES Specification. All our locations are within 900m (11 minutes' walk) of public transport with 95% within 300m (4 minutes' walk). This is possible through our national network of outreach sites and Key Workers, who travel to participants, e.g.:

- Pontypridd Remploy Hub (CF37 2TB) is 30m from the nearest bus stop, which services 14 bus routes, and 0.3 miles (6 mins' walk) from Pontypridd Train Station
- Co-location with REDACTED in Carmarthen (SA31 3AP) is 11m from the bus stop, which services 8 routes, and 0.5 miles (11 mins' walk) from Carmarthen Station
- Co-location with REDACTED College at Ty Cyfle (LL65 1UW) is 21m from the bus stop, which services 15 routes, and 0.3 miles (6 mins' walk) from Holyhead Port Station
- Please see Appendix 3 for our full list of premises and proximity to public transport.

Infrastructure facilities

As our premises vary in size and facilities (Appendix 3 has full details), Key Workers will guide the participant to choose a suitable venue for the support activity they are completing, e.g. Remploy Hubs contain confidential meeting rooms for 1-to-1 support, group training rooms, IT suites & technology to support sensory disabilities (e.g. hearing loops) while outreaches like REDACTED in Bridgend offer discreet 1-to-1 rooms, and local cafes, which provide familiarity and WiFi. Our central Estates Team ensures that Remploy & outreach premises are Equality Act 2010 compliant and designed to meet the needs of participants with disabilities & health conditions, through which 13,000 participants regularly access our services. They are designed with lived experience from our staff (23% are disabled people) for wheelchair users, visually and hearing impaired people, and located on major transport routes ensuring ease of access. Our listed premises meet legal requirements for safety, e.g. Health & Safety at Work Act 1974. Our quality management processes, dedicated Quality Team and management oversight will continue to ensure facilities meet our legal

responsibility, e.g. new sites must pass the 'Outreach Location Checklist' before use.

Our premises are suitable for IPES provision because they:

- Are already used to support people with complex needs, e.g. 3,349 SES and WHP participants accessed our premises (04/2018-04/2019), 218 with sensory disabilities
- Are Equality Act compliant, meet safety legislation and are close to public transport, making them accessible to all, regardless of location or health condition
- Have confidential 1-to-1, group and IT facilities to offer a comprehensive service
- Are comfortable, familiar and local; conducive to sharing personal information
- Are co-located with complementary services (e.g. CAIS for addictions), making referrals for additional support effective with minimal travel for the participant
- Give us the ability to flex up and down to match IPES volumes without financial penalty, as we have flexible occupation agreements with our outreach sites.

Achieving full coverage across Wales

Our proposal will achieve full coverage and consistency across the entire CPA through our fixed locations, outreach sites, field-based peripatetic teams and digital support. We have chosen our locations, partners and delivery model based on our unmatched understanding of Wales' geography and demography and the challenges they present. Our knowledge comes from our experience of delivering employment programmes across all 3 JCP Districts in partnership with JCP for over 20+ years.

Fixed and outreach locations are in key areas identified by population density (e.g. Remploy Cardiff Hub, CF10 3BW), demographics (e.g.) **REDACTED**, on public transport routes and co-locating with organisations providing complementary services, e.g. at our Swansea Hub we co-locate by hosting 18 specialist agencies on site. Co-location with existing local services provides full coverage by increasing knowledge of and referrals to/from complementary services while preventing duplication and reducing premises costs.

Our peripatetic field-based teams and outreach locations will enable us to bring the service to participants countrywide, overcoming challenges like poor transport links and connectivity, e.g. travelling to Treorchy, Rhondda to neutralise its limited bus service. In areas with limited connectivity, participants receive the same materials as in Hubs via electronic devices or hard-copy versions (available in Welsh).

Our premises and teams are supported by our digital services, which are available to all participants (as described in the first section of this response).

We will continue to achieve full coverage by flexing our delivery to where provision is needed. We will review forecasts and demand monthly, analysing referral volumes to determine if new premises are required, e.g. to support **REDACTED** staff facing redundancy, we set-up an office on **REDACTED** site for 4 months in 2016. We also employ a flexible workforce

of full- and part-time staff, allowing us to respond to demand changes and by recruiting staff from the areas where delivery is needed.

Capitalising on our existing premises

We intend to use existing premises and outreach locations as they will ensure full coverage from day 1. Our resource modelling shows IPES will fit into our existing infrastructure used to deliver similar services (SES and WHP) without impacting on them. Our Operations Manager will balance the transition's needs by monitoring referrals, live cases and numbers exiting SES to ensure premises can accommodate demand and continue to be fit for use. Existing CPN partner premises will also be used to deliver IPES as target groups are already familiar with them. Our Partnership Lead has verified with CPN members that these locations can accommodate IPES requirements and have sufficient space and facilities available. The efficiencies our existing infrastructure provides over building a new one are reduced logistical lead time, lower risk and significant cost savings that we have invested in frontline staff.

Securing new premises

We do not intend to secure new premises as our existing infrastructure gives us national coverage from day 1. However, we will continue to source new outreach sites during the contract to respond to demand, considering access & transport links.

Contingency plans for fluctuating participant volumes

Managing fluctuating volumes is central to our model. Our Operations Manager reviews forecasts monthly, understand premise capacity and proactively manage facilities. As we are using our existing infrastructure for IPES, the maximum and minimum volumes that can be managed are 175% and 0% of forecasted demand without adversely impacting our proposal as the sites will continue to be used by other services. Utilising outreach sites without committing to them financially gives us the flexibility to increase/decrease premise numbers as necessary. If contingency plans are needed, they are initiated by our Operations Manager and include:

- Seconding staff from other premises or re-allocating field staff to areas of demand
- Team Leaders trained to cover short-term spikes in demand, sickness and leave
- Upskilling staff as part of their development to prepare for more skilled roles
- Emergency utilisation of internal Disability Consultants or Online Advisors
- Co-locating with CPN members to increase office space.

Questions 1.4.14 - Human Resources, Recruitment & Training

Detail the human resources (including any known sub-contractor staff) that you will use to deliver and manage this provision.

Your response should include as a minimum, but not be limited to:

- A clear explanation of the Full Time Equivalent (FTE) number of staff, job title, key responsibilities, relevant skills, experience & qualifications for each role and caseload sizes per adviser.
- A clear explanation of how you will ensure the staff recruited will have relevant skills or experience.
- Where applicable, an average caseload size for each staff member should be provided with details of the types of cases and a rationale for why this is considered appropriate against your delivery proposal.
- Details of the number of existing staff and those who will need to be recruited.
- A clear description of how you will recruit, train and retain staff to ensure effective delivery of this provision and satisfactory performance from the start of the contract and throughout its lifetime.
- Provide a minimum staff/participant ratio along with full rationale of why you consider this staffing level is appropriate.
- How you will ensure a consistent key worker throughout each participant's time on provision including during In-Work Support, and how you will ensure full consistent cover over the whole geographical area
- A clear explanation of how you will manage sickness absences and annual leave during peak times, including contingency arrangements for managing the absence of key staff while maintaining the quality of service delivery and performance levels.
- How you will manage your staffing level as participant volumes increase and decrease over the life of the contract.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

Questions 1.4.14 - Human Resources, Recruitment & Training

Human resources required to deliver and manage Remploy's IPES provision

We will use 15 FTEs including 12 Key Workers (KWs), 2 managerial roles and 1 administrator to deliver IPES. By investing the majority of our staffing budget into participant-facing roles we have maximised IPES funding on frontline delivery to ensure lower caseloads and more intensive/flexible support while providing the necessary oversight to drive performance/quality through our management roles.

Operations Manager: REDACTED x FTE. *Role (responsibilities & skills):* leads, inspires and engages high-performing IPES Team. Drives quality & performance, builds effective relationships with key stakeholders. *Experience & Qualifications (E&Q):* has 27 years' Remploy disability service delivery including SES management since 2017. L3 Leadership & Management. *Caseload:* none.

Team Leader: REDACTED x FTE. *Role:* line manages KWs as expert practitioner, monitors & coaches performance in line with KPIs, point of escalation, KW contingency. *E&Q:* has 6 years' Remploy experience including managing SES KWs. NVQ 3/4 in IAG. Mental Health First Aid (MHFA). Training in Systematic Instruction (2016). Studying for L5 Management & Leadership. *Caseload:* none, but can provide contingency.

KW: REDACTED FTE. *Role:* consistent, personalised case management of participant from assessment, pre/post-employment support, transition to employer support and Exit. *E&Q:* Royal Society for Public Health L2 Behaviour Change Coaching. MHFA. NVQ L3 Employment Related Support with disability module. Vocational profiling. Place, Train & Fade. Supported employment. Employer engagement. Job carving. SMART Action Planning. Supporting people with complex barriers to work. Access to training from partners and our Disability Consultants. *Caseload:* average REDACTED , max. REDACTED.

Support Centre Administrator: 1 x FTE. *Role:* initial point of contact for warm referrals. PRaP administration. 100% compliance checks. Claims processing. *E&Q:* administrative/computer skills. *Caseload:* none.

In addition to the ring-fenced roles detailed above, IPES will benefit from extensive additional Remploy resources across Wales (not costed to IPES) including:

10 Employer Account Managers: *Role:* strategic employer engagement to increase Disability Confidence of national/local employers and identify/generate participant opportunities. *E&Q:* 5 years' employer engagement. L2/3 Business Administration. L3/4 Advice and Guidance.

Caseload: none.

3 Partnership Leads: manage our Community Partnership Network (CPN) of local specialists, offering wrap-around support to participants, maintains understanding of services landscape to avoid duplication and maximise funding. Leads integrate CPN services with IPES delivery to enhance participant journey. E&Q: e.g. 1 Lead has 9 years' Remploy experience as Employment Advisor, was seconded to Work & Health Programme (WHP) in 2017 to develop the CPN, MHFA, BA (Public Policy), and an NVQ L3 Employment Related Support. Caseload: none.

7 Disability Consultants: Role: training IPES staff, e.g. in Vocational Profiling; Job Carving; MHFA. E&Q: e.g. 1 Consultant has 25 years' working in disability services, 10 years' of supporting disabled people to find/ sustain work and training employers in Disability Confidence. Training Accreditation Programme (TAP) Diploma in Learning & Development, A1 NVQ Assessor, BSC Psychology. Caseload: none.

9 Online Advisors: Role: support people via online chat. E&Q: supporting disabled people, Long Term Unemployed & people with complex barriers. Caseload: none.

Robust approach for recruiting staff with the relevant skills and experience

As a Prime SES provider across Wales, we will: ■ Transition existing SES/WHP staff (where appropriate) who have the skills/experience to support the new IPES service ■ Recruit KWs using clear job descriptions (required qualifications, competencies, skills, experience, knowledge, personal values and empathy for disabled jobseekers) and using competency-based interviews to assess behaviours and skills ■ Maintain probationary periods for all new staff (including monitoring) ■ Provide all staff with mandatory IPES training (detailed below) ■ Recruit Welsh speaking staff and support Remploy staff to learn Welsh via 'Learning at work' time from e-learning modules.

Caseload size and why it will ensure tailored supported for IPES participants

Average KW caseloads will be REDACTED (REDACTED max.). The rationale for this is:

■ The same KW will case manage each participant's journey from referral to exit, including pre- and in-work support and coordinating referrals to CPN members as part of our holistic service ■ Aligning with SES experience since 2015 as Prime and subcontractor in Wales ■ Caseload complexity:

IPES participants are likely to have multiple barriers including personal (e.g. disability, homelessness) and/or work related (e.g. never worked before, lack of basic/specialist skills). To ensure they receive intensive support our KW model is an adapted version of the Individualised Placement & Support (IPS) approach. This evidenced-based approach (measured against the Fidelity Scale) sets an average caseload at 20 to ensure KWs have sufficient time with participants to achieve positive outcomes ■ Wales' geography: lower caseloads than SES means KWs will travel less and will have more time with each participant ■ Testing the 20 caseload size via activity planning, e.g. timetabling individual end-to-end journeys using average SES attrition data.

The number of existing staff and the number we will recruit

As an SES incumbent in Wales, we will transition appropriate resources from our existing team and deploy wider resources across Wales to deliver IPES. We have modelled a phased recruitment to ensure we have sufficient staff to cover all 3 JCP Districts from day 1, meet demand as IPES participant numbers increase and SES ramps down. Ready for Go-Live, we will transition our Operations Manager, Team Leader and 3 KWs from SES, and recruit a Support Centre Administrator. The remaining 9 KWs will be recruited via a phased recruitment plan. We will increase staffing as caseloads build. All wider support roles are already in place.

Recruiting, training and retaining staff to ensure the effective delivery of IPES

We will recruit staff who match the demographics & needs of participants to help us better understand their challenges (supporting DWP's commitment to Life Chances). **REDACTED** of our staff in Wales have a disability/health condition & many live in deprived/ disadvantaged areas. We will ensure staff effectively deliver IPES through:

Recruitment: our central recruitment team advertise via external recruitment specialists (listing Welsh speakers as desirable) before shortlisting; competency-based interviews; appointment subject to DBS check, references and eligibility to work in the UK. Our recruitment team will recruit KWs in line with our Recruitment Process, which includes recruiting staff from existing contracts, e.g. WHP to enhance their skills via the support of a more complex programme of support.

Training: all Remploy KWs will undergo mandatory IPES e-learning & group training (15/11-28/11/19). Training includes: ■ Disability Confidence ■ Vocational Profiling

■ RSPH L2 in Behaviour Change Coaching & Understanding Health

Improvement

■ Motivational interview techniques ■ Training in Systematic Instruction place, train & fade ■ Job carving ■ Self-employment support ■ IPS principles ■ IPES contract objectives/requirements, including business process flows and verification needs.

Personal development will be supported by our learning and development Academy. Staff will receive ongoing training to meet the changing needs of IPES caseloads via our specialist CPN. We will also provide support for Remploy staff to learn Welsh through time off to study via our Learning at Work policy.

Retention: our Investors in People Gold Standard (3+ years) shows our ongoing commitment to employees via: ■ Competitive remuneration packages benchmarked against industry standards ■ Progressive reward/recognition scheme ■ Development opportunities via monthly 1-to-1s and 6-monthly appraisals with line managers that include career planning ■ Development training to ensure employee skills remain relevant to the needs of IPES participants and their own professional development

■ Access to wider benefits package, e.g. Healthcare, dental insurance ■ Support with reasonable workplace adjustments ■ 24/7 Employee Assistance Programme.

Minimum staff/participant ratios

Our minimum staff/participant ratio is **REDACTED** with an average of **REDACTED**. This is based on our SES experience and adoption of an adapted IPS model, designed for supporting people with complex needs. Our full rationale is described in 'Caseload size' above.

Our consistent approach to support and geographical coverage

Consistent KW support: all participants will retain the same KW throughout their journey from referral to In-Work Support and exit as it will build rapport/trust to enable participants and their support networks to engage openly. We will maintain contact type and frequency in line with participant need/request & IPES specification.

Consistent coverage across Wales: will be provided by KWs operating peripatetically to meet with participants in existing Remploy Hubs, community outreach sites and CPN partner premises. We have mapped coverage to ensure participants travel no more than 60 minutes each way.

Managing absence while maintaining service quality and performance

All absence management activity will be aligned to policy/procedure, circumstance and length of absence. During peak times we manage absence as follows:

Sickness absence: when notified of sickness the Team Leader will reallocate cases to alternative IPES KWs (subject to current caseloads) or re-schedule appointments and notify participants. Staff absent due to sickness are provided with the relevant advice/support in accordance with our Absence Policy, which covers short- and long-term sickness. While **REDACTED** of staff have a disability, our absence rates are only **REDACTED**

Annual leave: is agreed 2 weeks in advance by the Team Leader based on minimum staffing levels needed. To ensure continuity for participants we inform them of changes due to annual leave and provide them with alternative staff details. To mitigate the risk of staff absences staff productivity is calculated at **REDACTED**, providing the ability to flex capacity. Having these contingency plans/mitigations in place ensures quality of services and performance levels are maintained at all times.

Effectively managing staffing levels as participant volumes change

We have adopted a phased approach to staffing that includes deploying staff to cover all of Wales before demand levels rise, avoid service impacts and allow staff to familiarise themselves with the new service. This phased approach will enable us to respond flexibly to any changes within DWP's referral forecast. The Team Leader will monitor KW caseloads via live dashboards to ensure caseloads are building as forecast and to maintain a KW caseload average of **REDACTED**. Our central MI Team will create and manage ad hoc reporting to enable proactive management of resources.

Increasing volumes: new KWs will join IPES between Go-Live & caseload peak (01/2021). KWs will be recruited, inducted & trained to deliver services in phases, e.g. 6 between 05-11/2020. As we believe TUPE does not apply (we will re-review after contract award), we have not included incumbent providers' staff in our plans.

Decreasing volumes: will be managed by re-allocating staff to areas of demand; re-deploying staff to other contracts/new business; & natural staff attrition/redundancy.

Question 1.4.15 - Management Structure

Please provide details of your management structure, systems and processes.

Your response should include as a minimum, but not be limited to:

- An organisation chart to describe your proposed management structure for this provision, to be uploaded at question 1.4.15 as **Appendix 4**, including any directly managed subcontractor roles where applicable and the percentage of time that will be allocated to this contract for each listed role.
- Provide a clear explanation of your capacity to manage this provision alongside existing and potential future commitments.
- Clearly describe the systems and processes that will be used to prevent fraud. This should cover providing details of the robust audit trail of evidence that you will implement including but not limited to: attendance records/action plans, participant consent, evidence to support claims for outcome payments, and systems that will be used to prevent fraud for participants in self-employment.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions.

Question 1.4.15 - Management Structure

Remploy's proposed IPES management structure for Wales

Our IPES management structure is informed by our top-performing Work & Health Programme (WHP) in Wales and our delivery of Specialist Employability Support (SES) across Britain. **SES/WHP learning incorporated into IPES includes a core management team dedicated to IPES** and supported by the Remploy Executive.

As shown in Appendix 4, our **core IPES team** includes: ■ Operations Manager (1 FTE, reporting to the Head of Operations Wales) ■ Team Leader (1 FTE, reporting to the Operations Manager) ■ Support Centre Administrator (1 FTE, reporting to Team Leader) ■ peripatetic Key Workers (KWs) (12 FTE, reporting to Team Leader).

Our **proposed management structure** & escalation path is headed by CEO **REDACTED**, which ensures IPES visibility at Executive level. Our Operations Director reports to the CEO and drives performance, continuous improvement & best practice across all UK contracts. Our Head of Operations Wales reports to the Operations Director and will manage our IPES Operations Manager, driving performance across all contracts in Wales, e.g. WHP and IPES. It is this structure that DWP's PAT Team praised Remploy for having '*well defined roles and responsibilities within the senior management group and clear reporting lines*' (Assurance Review, 2018).

Our flexible alternative to a supply chain, our Community Partnership Network (CPN) will be managed by our Partnership Leads in Wales. Leads will have a dotted line into our IPES Operations Manager to ensure the partnerships they build align with the needs of IPES participants. The CPN will provide specialist interventions to address participants' complex needs/barriers to work. Formed in 2017, the CPN is designed to offer participants a holistic service by integrating of Remploy's and local providers' services. This maximises participant outcomes through collaboration, prevents service duplication and delivers high participant satisfaction. During delivery of WHP the CPN has doubled in size to meet the needs of participants and will continue to expand to address the more complex requirements of IPES participants.

Capacity to manage IPES alongside existing and potential future commitments

We have the capacity to manage IPES without detriment to any of our services by:

A dedicated IPES team: by transferring SES Operations Manager, Team Leader and 3 KWs, IPES will have immediate availability of staff experienced in managing and supporting people with complex needs. This

will be enhanced by recruiting a Support Centre Administrator and training all 6 staff for Go-Live (02/12/19). This will ensure IPES will have the capacity to cover all 3 JCP Districts in Wales from day 1. We will ensure IPES and SES capacity is managed by:

- Our Operations Manager will be responsible for IPES (80%) and SES (20%) until 01/2021. This is the right balance to effectively manage a new and existing contract
- Existing SES Team Leader **REDACTED** being appointed to performance manage SES in the South and a new internally-recruited staff member in the North
- Managing the SES tail by a Central Support Team led by our Operations Director after 01/2021, to ensure sustained outcomes are maximised to contract end
- Phasing in 9 KWs to IPES by 01/2021 to meet demand & max. KW caseload of 22.

Existing resources and infrastructure: in Wales and across Britain that include:

- Experienced Executive Team who monitor/review all our contracts to ensure they meet performance targets. They allocate additional resource as/when extra capacity is required. The Executive includes a Business Development Director who ensures future commitments are considered when capacity planning
- 275 delivery sites in Wales, ensuring we are embedded in every Unitary Authority and JCP District from day 1. Sites offer IT suites, 1-to-1 and group training rooms, and have been verified by Remploy and CPN partners to have capacity for IPES
- Established stakeholder relationships in Wales (e.g. JCP: 20+ year relationship), ensuring a comprehensive understanding of the existing and future opportunities for service integration/efficiencies/referrals at national, district and local levels
- Central resources, e.g. secure IT infrastructure, Case Management and PRaP-integrated Billing Systems; HR, Marketing, Finance & Digital; Quality & Compliance Team (QCT) who oversee our Contract & Quality Management Framework
- WHP resources, e.g. 10 Welsh Employer Account Managers manage our 3,313 employer relationships, aligning us to Sector opportunities and sharing opportunities with IPES & WHP KWs at joint reviews (and share

vacancies with England's WHP/ IPES Primes) to support provider collaboration. IPES KWs will drive local employer engagement by proactively targeting SMEs for work experience/vacancies based on participants' career aspirations/skills. 3 Partnerships Leads will manage our CPN.

Our Project Management Office: provides the capacity needed during start up and periods of change, e.g. since 2015 we mobilised 6 contracts in Wales including WHP: 55 staff, the CPN and infrastructure in new geographical areas mobilised.

Remploy's robust systems and process to prevent fraud

Our Contract & Quality Management Framework of standard operating procedures (SOPs) and expected quality and performance standards prevent fraud and provide a robust audit trail of evidence. They encompass separation of duties between staff who achieve (e.g. KWs), auditors (e.g. QCT) and validators (e.g. Billing Integrity).

Our approach aligns to DWP's PAT Audit inspection in Governance, Data Security, Service Delivery, Claims/Payments & 1-to-1s: *'PAT interviews at all levels confirmed Remploy Ltd. has embedded anti-fraud and whistle-blowers policies in place'* (2018).

SOPs are embedded in daily operations during Implementation to detail/evidence ongoing support to participants. SOPs are embedded in our Case Management System (CMS), which generates performance, quality and compliance MI. Our CMS & processes hold descriptors and a document library of key evidential requirements for each stage of a participant's journey. System-based evidence required includes eligibility, ID checks, participant consent & IPES understanding, attendance records, ongoing development, Action Plans, outcomes/achievement, earnings, tracking and exit. These are all monitored via MI with live data used by the Operations Manager and Team Leader to monitor outputs daily and enact remedial actions if standards are not met. Our QCT will monitor IPES quality deliverables, conduct independent audits on contractual standards, test & report on effectiveness of internal controls/ processes, sampling Action Plans and participant attendance on a scheduled/non-scheduled basis. Segregation of duties is maintained as input to DWP's IT system will be done by the Support Centre Administrator. All values are validated against CMS-held evidence & rejected to the Team Leader for corrective action if necessary.

To prevent fraud for participants in self-employment (SE), our Billing Integrity Team will sample SE activity to ensure validation is appropriate, and our QCT will check Customer Service Standards & SE Outcomes. SE checks will align with DWP SE evidence as per the specification. The Team Leader will verify this information before passing to the Support Centre Administrator for DWP system processing. Until Outcome, KWs will check in-work support needs with participants and their working/ trading hours. SE participants will receive the same frequency & intensity of support as

employed participants (e.g. min. 182 days) with progress/needs recorded in their SE Support Plan. KWs monitor progress towards Threshold (26 weeks trading).

As we already deliver services in line with DWP processes (e.g. WHP), DWP can be assured our model prevents fraud & provides a robust evidence trail.

Question 1.4.17 - Implementation

Please provide an implementation plan in the form of a detailed Gantt Chart to be attached at **Appendix 5** showing the critical path and interdependencies with supporting narrative.

Please confirm you will be ready to receive first referrals from Jobcentre Plus on 2nd December 2019 and evidence how you will ensure the required standards for the contract are met from the start of referrals.

Your response should include as a minimum, but not be limited to:

- Confirmation of your ability to commence delivery on 2nd December 2019 (first referral date) and be ready to start providing services in Accordance with the Authority's requirements.
- Key milestones and timescales for activities including start and end dates for each activity and the position of the person responsible for each activity.
- The timeline for staff recruitment and training.
- The timeline and key activities to secure and set up your proposed delivery locations.
- A narrative to expand on the Implementation Plan which: identifies all key risks (e.g. delays to securing premises, recruiting staff, IT etc.); provides a RAG (Red, Amber, Green) rating for each of these; and explains how they will be mitigated and managed, including the timeframe for doing so to ensure that service delivery will commence on your proposed date.

Please note that a page limit does not apply to the implementation plan to be provided at **Appendix 5**.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions.

Question 1.4.17 – Implementation

Commencing delivery on 02/12/19 & in accordance with DWP's requirements

We will be ready to receive IPES referrals from JCPs across Wales from 29/11/19 for Go-Live 02/12/19. As an incumbent SES provider integrated in Welsh communities, we offer DWP a low-risk IPES implementation and continuity of service provision via:

- Phased redeployment of key SES staff, e.g. Operations Manager, Key Workers
- Stakeholder relationships, e.g. DWP, JCP, 3,313 employers and our Wales-wide Community Partnership Network (CPN) of 80+ specialist providers
- Our established infrastructure across Wales, e.g. 12 fixed Remploy Hubs and 263 outreach sites, available in all 3 JCP Districts, IT systems and Support Centre
- Our experience mobilising contracts, e.g. since 2015 we have mobilised 6 contracts in Wales including DWP's Work & Health Programme (WHP), where we mobilised 55 staff, the CPN and built infrastructure in new geographical areas.

Implementation will be led by a PRINCE2-trained Project Manager (PM) from our Programme Management Office, who will report fortnightly to a Programme Board that includes our CEO and Operations Director. With risk assurance support and best practice from the Office, our PM will ensure the required standards are met via:

1. Implementation Planning: commences during tender preparation. Our PM will produce a Project Implementation Document, tested & approved by the Programme Board. It is translated into a Project Plan and Work Packages, confirming Workstream Leads, key milestones, risks & mitigating actions, contingency plans. Leads report into and managed by the PM in weekly Project Board meetings.

2. IPES Contract Implementation: our PM will create a detailed Daily Project Plan specifying actions and owners. Workstream Leads are responsible for delivery of milestones within their Work Package, e.g. Delivery (Operations Manager for operational planning, set-up, deployment), People (HR Business Partner for staff resource plan, recruitment, training). The PM will manage progress daily and report progress and updates on risks/issues fortnightly to the Programme Board via a Dashboard. Unresolved issues are escalated to Leads; Leads escalate to PM; with final escalation to the Board. Our Head of Quality & Compliance (HQC) undertakes a contract readiness review before service start to confirm requirements will be met.

3. Go-Live/Transition to Business As Usual: from Day 1, the PM will conduct weekly reviews for at least 3 months to ensure all requirements are embedded. Contract management responsibility transitions to our Operations Manager with the Board's approval after an Implementation Review ensures learning is captured.

Key Milestone	Start-end date	Owner
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IPES Contract Signed	30/08/19	Head of Contracts
IPES premises/outreach ready	03/09-21/10/19	Operations Manager
Recruiting internally	02/09-03/10/19	HR Business Partner
Recruiting externally	02/09-01/11/19	HR Business Partner
Staff trained to deliver IPES for day 1	15/11-28/11/19	Head of Talent & Development
Employer Engagement Strategy & Account Managers ready to create opportunities	03/09-28/10/19	External Relationship Manager
New CPN partners on-boarded & mobilised	02/09-13/11/19	Community Partnership Manager
IS systems & security installed & tested	03/09-27/11/19	B. Continuity Manager
Checks confirm service ready for go-live	28/11-29/11/19	HQC
Our Implementation Plan (Appendix 5) notes all milestones, actions, owners & dates		

Timeline for staff recruitment and training

This workstream's timelines will be led by our HR Business Partner, starting 02/09/19. Following analysis of TUPE data provided, we take the view that TUPE does not apply (we will review this further after contract award). We will fill roles by transitioning our SES Operations Manager, Team Leader and 3 Key Workers. They will be released from SES duties to start IPES from 04/10/19. An SES Team Leader will be appointed and 2 Key Workers recruited and trained to replace the transitioned staff and deliver SES until the contract ends, ensuring both services are delivered effectively. We will recruit externally using our fair and robust recruitment process for the Support Centre Administrator (02/09-01/11/19). We intend to engage outgoing SES providers to offer job opportunities to Key Workers to retain their specialist local expertise. All posts will be in place, inducted and ready for IPES training (15/11-28/11/19). We will have sufficient staff with required expertise in place in all roles/geographies to deliver the service from 02/12/19. We modelled a phased recruitment to ensure we will have the appropriate number of staff to cover all 3 JCP Districts as IPES participant numbers increase and SES ramps down by 06/2021.

Timeline and key activities to secure and set up our delivery locations

Our premises are already set up and ready for IPES delivery from day 1 as we have an extensive existing infrastructure in Wales available for IPES. **No new delivery locations will be required.** Our infrastructure covers every

Unitary Authority & JCP District, are Equality Act compliant, have the facilities to support IPES participants and the capacity to accommodate IPES delivery. Details of our 12 Hubs & 263 outreach sites are in Appendix 3. Our infrastructure has been developed, tested and expanded to support delivery of Welsh employment programmes, e.g. SES, WHP.

RAG rating, mitigating and managing key risks

The PM owns the Risk Register, which identifies and scores key risks by impact and probability, and details mitigating actions/contingency plans. The PM reviews risks weekly with Leads & fortnightly with the Programme Board. Key IPES risks include:

Risk 1: Implementation timescale significantly reduced ■ **Inherent RAG:** Amber

■ **Dependency:** DWP delay in awarding, issuing or signing contracts could impact Go-Live date ■ **Mitigation:** fast-track implementation plan deployed to achieve milestones in reduced timescales and utilisation of additional resource to expedite actions in the critical path to ensure delivery starts on time ■ **Residual RAG:** Green.

Risk 2: Suitable staff not in place and trained by Go-Live ■ **Inherent RAG:** Amber

■ **Dependency:** the envisaged number of internal staff transitioned into new IPES roles and successful external recruitment ■ **Mitigation:** our Operations Manager, Team Leader and 3 Key Workers will transition from SES to start 04/10/19. The Support Centre Administrator will be recruited and trained via our robust process (02/09-01/11/19). This is all the staff required for Go-Live ■ **Residual RAG:** Green.

Risk 3: Delivery locations not ready for Go-Live ■ **Inherent RAG:** Amber

■ **Dependency:** current delivery sites remain available & appropriate for IPES

■ **Mitigation:** no new premises required as all existing delivery sites (fixed/outreach) available, fit-for-purpose and have sufficient capacity. Our Property Manager can secure short-term serviced offices by 02/12/19 if required ■ **Residual RAG:** Green.

Risk 4: CPN Member withdrawal ■ **Inherent RAG:** Green

■ **Dependency:** providers confirm IPES Menu of Services before go-live

■ **Mitigation:** established relationships with 80+ existing Welsh CPN partners. No reliance upon individual members. Partnership Lead will

engage and on-board new providers to replace any partner who withdraws (02/09-13/11/19) ■ **R. RAG:** Green.

Question 1.5.2 - Delivering a Personalised Service Tender Assurance

Provide an example of when you have delivered a personalised employment support service to a participant with complex needs and/or multiple barriers to work. **You should redact all participant personal data that you provide to DWP as part of your responses.** Your example should be drawn from your DWP Employment Programme Contract, and should include as a minimum:

- How you identified the complex needs and/or barriers to work;
- How you identified and allocated an advisor/member of staff with the appropriate skills and qualifications;
- The nature and extent of the tailored and in depth support you identified and provided;
- How you monitored and adapted the support over the full length of provision;
- How you ensured continuity of support for the participant;
- The progress that was made towards meeting the participant's complex needs and/or overcoming the participant's barriers to work;
- The overall outcome for the participant;
- The lessons you learnt and how you embedded these lessons into your ongoing delivery.

The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will **not** be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions.

Question 1.5.2 - Delivering a Personalised Service Tender Assurance

Section redacted in its entirety

Question 1.5.3 - Stakeholder Engagement & Management Process Tender Assurance Question

Explain how you built strong working relationships with a network of diverse stakeholders to support the delivery of your DWP Employment Programme Contract. **You should redact all participant personal data that you provide to DWP as part of your responses.** Your response should include as a minimum:

- How you developed a knowledge of national and local stakeholders and identified which of the stakeholders' services were relevant to the participants under the programme;
- How you ensured participants, across the entire geographical area of your DWP Employment Programme Contract, were able to access support from stakeholders;
- How you identified any risks and challenges in the operation of the stakeholder network and how you responded to ensure delivery was not adversely affected;
- The lessons you learnt and how you embedded these lessons into your ongoing delivery.

The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will **not** be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions.

Question

Section redacted in its entirety

Question 1.5.4 - Jobcentre Plus Engagement Process Tender Assurance Question

Explain how you developed and maintained a strong relationship with Jobcentre Plus in order to assist in the delivery of services to participants under your DWP Employment Programme Contract. **You should redact all participant personal data that you provide to DWP as part of your responses.** Your response should include as a minimum:

- How you worked with Jobcentre Plus in order to obtain a clear understanding of participants needs and/or barriers to work;
- How you supported participants during the transition from Jobcentre Plus to your organisation in order to foster the confidence of participants;
- How you ensured ongoing interventions with Jobcentre Plus were tailored and meaningful in order to improve the support provided to participants;
- The steps you took to ensure services could continue to be delivered to participants during periods when Jobcentre Plus was less able to provide support (e.g. due to pressures on Jobcentre Plus resources, system outages, etc.);
- The lessons you learnt and how you embedded these lessons into your ongoing delivery.

The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will **not** be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions.

Question

Section redacted in its entirety

Question 1.5.5 - Employer Engagement Process Tender Assurance Question

Explain:

- i. how you successfully engaged with national employers in order to support participants to find work, and
- ii. how you successfully engaged with local employers in order to support participants to find work.

Each response should be drawn from your DWP Employment Programme Contract, and should include as a minimum:

- How you engaged with the employers;
- How you selected employers and ensured employers would be appropriate for each participant;
- How your organisation worked with employers to support participants while the participants were in work in order to ensure employment was sustained;
- The lessons you learnt and how you embedded these lessons into your ongoing delivery.

You should redact all participant personal data that you provide to DWP as part of your responses

The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will **not** be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **3** sides of A4, **excluding** the question text and these instructions.

Question 1.5.5 - Employer Engagement Process Tender Assurance Question

Section redacted in its entirety

Question 1.5.6 - Service Delivery – Adapting to Change Tender Assurance Question

Provide an example of when you have successfully adapted your delivery and/or business model to respond to significant changes in external factors outside of your control (e.g. changes relating to politics, local demographics, or the economy). Your example should be drawn from your DWP Employment Programme Contract, and should include as a minimum:

- The process you followed to deliver that response effectively;
- The risks associated with the process which you used;
- How you ensured your delivery of services to participants was not affected;
- How you ensured you continued to meet the performance and service levels of your DWP Employment Programme Contract;
- The timeframes in which you managed the change;
- The lessons you learnt and how you embedded these lessons into your ongoing delivery.

You should redact all participant personal data that you provide to DWP as part of your responses

The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will **not** be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **2** sides of A4, **excluding** the question text and these instructions.

**Question 1.5.6 - Service Delivery – Adapting to Change Tender
Assurance Question**

Section redacted in its entirety

**Question 1.5.7 - Performance Management – Continuous Improvement
Tender Assurance Question**

- i) Explain what steps you took, under your DWP Employment Programme Contract, to continuously improve the ways in which you delivered the contractual services to participants throughout the entire contract period, and how this directly contributed to performance improvement (i.e. improvement to contractual Minimum Performance Levels (MPLs) / Key Performance Indicators (KPIs)).

Your response should include as a minimum:

- How you identified the area(s) where changes could be made in order to improve service delivery and performance;
- The process you adopted for implementing the changes needed to improve service delivery and performance;
- How you monitored the effect of the changes you made;
- The lessons you learnt and how you embedded these lessons into your ongoing delivery.

- ii) Provide an example of how you recovered performance after a significant failure to meet contractual Minimum Performance Levels (MPLs) / Key Performance Indicators (KPIs), this must demonstrate a failure that resulted in you implementing internal performance improvement activity. Your example should be drawn either from your DWP Employment Programme Contract, or another contract that you hold with DWP for the delivery of employment related services.

Your example should include as a minimum:

- How you identified the nature and scale of the underperformance;
- The approach you took to improve performance and the timescales that were involved
- How you monitored progress and the reporting arrangements you put in place
- The lessons you learned and how you embedded these lessons into your on-going delivery

You should redact any participant personal data that you provide to DWP as part of your response.

The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will **not** be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.

Present your response **at the top of a new page**, within these preset margins in Arial font size 12 up to **4** sides of A4, **excluding** the question text and these instructions.

**Question 1.5.7 - Performance Management – Continuous Improvement
Tender Assurance Question**

Section redacted in its entirety