

2.4.1 Delivery Proposal for Health and Employability Programme Pre and Post WP – ESA/Is/JSA - Mercia JCP District

Supplier Name:

Please provide a detailed account and breakdown of the proposed content, key stages and method of delivery for the Health and Employability Programme, with supporting rationale and clearly detailing and subcontracted elements. Your response should include:

- Details of how you propose to engage with JCP Advisors, with regards to handling initial referrals, method of contact and time scales for taking forward the programme;
- Details of how you will identify the appropriate levels of support required for the individual claimants via the initial induction meeting;
- Detail and design of individual claimant action plans;
- Details of how your proposal for the content of the 13 week programme will meet the requirements of the individual and also Paragraph 3.1 of the Specification;
- Details of your proposals/steps to help ensure claimants achieve an initial job outcome and your proposal for In Work Support to sustain the outcome
- Detail of how you will deliver the provisions on a one –one basis for vulnerable claimants, where appropriate;
- An outline description of the systems your organisation will use to administer the programme effectively (e.g. keep accurate and auditable records on claimants, outcomes, claims etc) and to gather / analyse / act upon claimant feedback.

Insert your response in the pre-set, shaded space of the following pages.
Your response MUST be limited to 4 sides of A4.

PLEASE NOTE THE SCORE ATTAINED IN THIS SECTION MAY ALSO BE USED IN A TIE-BREAK SITUATION WHERE APPROPRIATE.

SRJA's **Health & Employment Programme** (HEP) uses specialist teams led by our in-house Employment Psychologist to inspire and support jobseekers with health problems and their partners into work. As the top performing Work Programme provider in Mercia for ESA claimants, SRJA is ideally placed to deliver our corporate vision to these claimants: Get that job, Keep that job, Grow that job.

HEP will be delivered by 4 expert staff: 2 ESA Advisers (EAs, one of whom will be our specialist Employment Psychologist) and 2 Employment Coaches (ECs, qualified to deliver group employability training). In 2 teams of 2, they will engage with local JCP and deliver the full range of HEP provision drawing on the resources and support of SRJA's Mercia infrastructure.

Delivery Schedule: We will engage with JCP on contract award to agree a delivery schedule for each 13-week course. Each team will deliver HEP in a different location 4 days per week, providing 8 courses per quarter for around 64 claimants. This ensures we provide full coverage with at least 1 course in each specified location over the year. This also gives SRJA & JCP 13 weeks to build local interest for the next intake.

Engaging JCP: Our teams will engage JCP to provide details on *HEP*, with leaflets and desktop reminders to gain claimants' interest. Information sessions 4 weeks before each course will build interest and minimise drop out. Our key message will be that commitment is the most important characteristic to get the most out of *HEP* and maximise the chances of sustainable work.

Initial referrals will be handled through our (Redacted) who will administer bookings for each set of 8 courses and 1-to-1 support sessions via teams' electronic diaries. The Service Centre has details of all scheduled courses, including content and locations, so they can speak to the claimant if present at the time of referral and make a warm handover to maximise chances of attendance. Referrals can be made either by PRaP or preferably by telephone, as this ensures we can check and confirm availability immediately, as well as building rapport with claimants and local JCP staff. Group HEP courses will be arranged in advance with JCP, with referrals scheduled for the 5 days before the course is due to begin. For 1-to-1 support, activity will begin within 5 days of the referral being made.

Induction Meeting: all claimants will receive an induction meeting within 5 days of referral, conducted by our EAs. These meetings will be held in our HEP delivery sites, although where appropriate they can also be conducted remotely using web-video technology such as Skype. The 60 minute meeting begins with a *Diagnostic Assessment* that looks at claimants' employability background, using structured interviews to assess motivation and confidence levels, work relevant skills, job goals and potential barriers both actual and attitudinal, such as a negative attitude towards job search. We explain HEP, (Redacted) and how we develop a structured schedule for the remaining 11-weeks based on their individual needs and group discussions during those first 2 sessions. We also agree support strategies to ensure claimants can engage) (Redacted) reflecting the full range of health and support needs.

Initial Action Plan (AP): The EA uses the assessment results to initiate an AP, identifying employment goals, jobsearch priorities and any potential health condition management. This initial AP will include preliminary objectives and SMART actions, signed and dated to indicate the claimant has agreed to join HEP. The AP will also set out responsibilities for HEP participation, including times, dates and behaviours. The AP plan is updated weekly throughout HEP, with

particular emphasis following our 2 (Redacted) sessions that offers further diagnostic insights that enhances and shapes claimants' APs.

Programme Delivery: HEP will be delivered over 13 1-day sessions in convenient SRJA sites and community locations, offering professional training facilities, ICT resources and access to specialist support to meet the wide range of health and employment needs. Claimants will enter the HEP training room to upbeat music, refreshments on the table and a lively welcome from our EC and EA. Interactive ice-breakers energise the room and set the tone. We will outline the timetable including times for individual 1-to-1s throughout the day.

Timetable: Each group session is structured to combine facilitated activity, independent work and individual work to deliver 4 hours of group activity and 8 1-to-1 interviews in each delivery day. One example timetable is as follows:

Time	Claimants	EC activity	EA activity
1000-1045	Introduction and Interactive Group session		
1045-1130	Team activity	1-to-1	1-to-1
1130-1215	Interactive Group session		1-to-1
1215-1300	Facilitated Individual Work		1-to-1
1300-1345	Lunch		1-to-1
1345-1430	Interactive Group session		1-to-1
1430-1515	Job Search	1-to-1	1-to-1

Our skilled EA and EC will have the resources to adapt to different groups and individual needs, delivering a greater quantity of 1-to-1 content by extending the delivery hours. E.g. delivering 8 x 2 hour 1-to-1 sessions from 9am to 5pm.

Weeks 1 & 2 will be (Redacted) a CBT-based intervention programme developed in Australia by SRJA's clinical psychologists, boosting claimant motivation whilst allowing ECs to identify hidden psychological issues that affect sustainability. Adapted for the UK by our Mercia-based Employment Psychologist, (Redacted) has a proven impact in improving goal setting, boosting confidence and self-esteem, and helping claimants understand their own motivations. (Redacted) looks at perceptions, changing mindsets and setting new ways to move forward. It also enables expert facilitators to enhance the diagnostic process begun in the Initial Interview by observing claimant behaviours through a series of structured activities. Although (Redacted) doesn't have an active focus on work, by using employment as one of the examples of how to bring about change, establish new personal routines, set new goals, etc., it provides a subtle focus on employment as a potential part of claimants' personal solutions going forward.

Weeks 3-12 will involve 4-5 hours sessions combining group workshops and jobsearch. The schedule will be discussed (Redacted), to reflect claimant's preferences and action plans goals, but steered by the EC to ensure that it reflects barriers or issues that they have observed. Workshops will include:

Attitudinal & Soft Skills		Employability
Confidence & Self Esteem	Time Management	Job Searching
Lifestyle Advice & Guidance	Working in a Team	CV & Covering Letters
Money Management	ICT Skills	Interview Prep
Workplace Behaviour	Presentation skills	Hidden Job Market
Positive Attitudes	Communication skills	Local Labour Market

EC workshops use teaching, workbooks, videos, team projects, group discussions and individual activity to ensure all learning styles can benefit. Written materials

give take-home value so claimants can reflect on the session in their own time. Workshops are supplemented with the following activities:

- *Employers:* Presentations from actively recruiting local employers reinforces workshops (e.g. Workplace Behaviour, Interview Prep) or fills an entire 4-hour session (e.g. multiple employers providing perspective on different sectors).
- *Local Provision:* we empower learners by providing details of support services and provision that they can access. We encourage local groups to present, directly providing information on how to access services ranging from volunteering (to help with lack of work experience), employability provision (Get Britain Working / JCP initiatives, (Redacted), or specialist support (e.g. local support for barriers such as addiction, homelessness, child care needs, transport support)
- *Condition Management:* presentations on accessing local NHS services that help manage health conditions, such as IAPT services, Expert Patient Programme, stress management courses, etc. (Redacted), we are piloting referral protocols to IAPT provision delivered locally by MIND for individuals with mental health problems. We will invite local health services to deliver condition management sessions directly to demonstrate the efficacy of intervention.
- *Balancing Care & Employment:* specific sessions for carers will be delivered in small groups or 1-to-1 to ensure relevance. It will cover employment issues (e.g. rights to flexible working), give advice on time management and balancing responsibilities and help carers link with local networks to learn from others who have made the transition. We will invite carers who return to work through HEP to provide guidance and mentoring for claimants.

Jobsearch: every group session will incorporate supervised jobsearch. ICT will be available, either using onsite facilities or SRJA's mobile ICT equipment. Claimants will spend at least 1 hour per week searching for vacancies and applying for jobs, regardless of what other employment support they access. Facilities available from at least 9.30 til 4pm ensure time pre & post group sessions for additional jobsearch. Action plans will typically state a minimum level of jobsearch activity and/or jobs to be applied for, reflecting the claimant's job readiness.

Reviews: The EA will conduct a 30-60 minute 1-to-1 weekly review. This builds on group content, reviews progress, checks the claimants level of commitment and motivation and ensures no new issues have arisen that could prevent participation and/or return to employment. The EA will discuss jobsearch activity and give tips on how claimants can improve their jobsearch success. In the final 1-to-1, the EA and claimants will agree a Final Action Plan, including ongoing actions, summary of HEP activity and progress, and recommendations for subsequent referral to DWP or other provision. A copy will be sent to the claimant's JCP Work Coach.

Securing Job Outcomes: SRJA delivers over 4000 long-term job outcomes in Australia and the UK every year and our Work Programme job outcome performance exceeds every prime contractor. *Securing Jobs:* SRJA's 7-strong employer engagement team works with 2,000+ West Midlands employers and our (Redacted) system provides details of all employers in the region to source vacancies and reverse market claimants, in addition to jobs secured using JCP vacancies or claimants' own jobsearch. Claimants who find their own jobs have a high sustainment rate, so we equip claimants with tools and techniques to find vacancies that meet their goals. *Motivation:* Our (Redacted) induction boosts early motivation and engagement, maximising the number of claimants

available for us to help into work. Focused jobsearch in group and 1-to-1 sessions, guided by ECs to maximise effectiveness of jobsearch. Employability workshops enhance jobsearch skills including covering letters and mock interviews, so claimants maximise their chances of successfully securing work.

In-work support (IWS): Regular contact helps claimants stay in work, using in-work action plans with agreed contact levels and support needs, e.g. flexible working requests or working with the employer to facilitate Access to Work support. All IWS is recorded on our CRM system.

- Our core IWS service provides support calls to claimants in weeks 1, 2, 3, 4, 5, 9 & 13 from our IWS Service Centre. They are experts in In-Work Support, supported over 1,800 people in 2013, sustaining 74% to at least 13 weeks.
- Automated SMS and emails are also sent to claimants in work, reminding them of the availability of support if they are having any problems in work.
- Our Mercia Employer Services team conduct employer visits for vacancies sourced by SRJA, providing additional support for employers and claimants to ensure any workplace issues are resolved before they impact on retention.

Specific IWS support needs are identified on the claimant APs, taking into account risk factors such as type of work, family support, social network, accommodation arrangements, work history and skill level. Accessible support is key, delivered face-to-face, telephone or SMS; at work or in a delivery site, depending on needs.

One-to-one Delivery: SRJA will provide individual provision for vulnerable claimants through physical and virtual means. 1 day per week per team is set aside for 1-to-1 delivery in claimant's homes or local community centres. Internet video services allow claimants to access provision remotely, either 1-to-1 or, if appropriate, observing in group sessions or participating in wholly virtual groups. E.g. to meet action plan goals of improved socialisation. Action plans include activities to ensure claimants transition from 1-to-1 activity into group work by the end of the programme. For the most vulnerable, we develop plans that focus on preparing for and sourcing opportunities for home working.

Systems & Administration: SRJA's operates quality systems & administration: in 2014, we achieved the highest quality score of any provider in the ESG network and our parent company is accredited to ISO9001. We will implement a standalone Microsoft database solely for administering HEP. Distinct modules for tracking Referrals / Starts, Activity/Attendance/IWS and Claims/Outcomes will be accessible only to authorised individuals, ensuring data security and accountability for accuracy. Each module is independently auditable, with performance reports across modules to provide holistic performance. Claims-related entries (e.g. confirmation of Start) will be subject to 100% check by our Corporate Services team and 20% sample check by Quality Assurance, ensuring financial probity. QA conduct bi-monthly internal audits to review Record Keeping, Contract Compliance and Service Quality. Issues are flagged in written audit reports and collated in a Quality Improvement Plan that is reviewed quarterly by the CEO & COO. This also records claimant feedback, gathered in quarterly telephone surveys, regular online surveys and through complaints. Our Complaints procedure is given to every claimant at Induction, detailing how they can raise complaints (phone, email or in person). The HEP Ops Manager will meet the complainant within 3 days of receipt to discuss, confirming the response in writing and including details of the Senior Manager for any appeal. Formal appeal meetings are held within 10 days of

receipt. We will also details on escalating complaints to ICE, if appropriate.

2.4.2 Premises Proposal for Health and Employability Programme Pre and Post WP - ESA/IS/JSA claimants - Mercia JCP District

Please provide details of the premises from which you propose to deliver the provision in the Mercia JCP District

Your response should include:

- full address details, including postcode, together with supporting rationale for choosing the location, i.e. why do you consider them suitable and how these locations will ensure full coverage of the required delivery area, including the districts rural areas with limited or no public transport;
- details of facilities available at your proposed delivery location;
- details of how you will ensure suitable delivery locations for claimants with severe mobility issues;
- if you intend to use existing premises for this provision, please explain how this would fit with their current use and confirm that they have sufficient capacity. Alternatively, where new premises are proposed, please give an indication of timescales required to secure these premises.

Insert your response in the pre-set, shaded space of the following pages. Your response MUST be limited to 2 sides of A4.

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Overview & Rationale for our Mercia premises solution: our proposal for Health and Employability Programme (HEP) locations is to combine our existing fully equipped employment centres with local outreach delivery that maximises accessibility for customers across the district. This blend of SRJA and community centres ensures strong links to existing activities and support providers that adds value to our core delivery model. Key features of our model include:

- *Location* – all sites are in town centres with good road and rail access.
- *Environment* – all locations have facilities for private or group sessions, access for the disabled, are bright, airy, with natural light and fully DDA compliant.
- *Facilities* – community locations will offer a similar range of facilities to SRJA sites, ensuring effective high quality provision across Mercia district.

Delivery Sites: Through a combination of SRJA sites and outreach locations, we will provide comprehensive coverage across Mercia as follows:

SRJA Training Centres

(Redacted)

Outreach Sites

- (Redacted)
- In addition, our delivery teams will leave 1 day free each week to allow them to deliver 1-to-1 support, including rural outreach provision for individuals who are unable to access the wide range of locations we will put in place.

Facilities: All premises will have full disability access, on-site or close-by parking, toilets, refreshments and proximity to transport. Outreach sites will also offer:

- Integrated Support – every SRJA site has links to local community schemes, helping break down social and mental barriers that are often associated with employability. We have selected outreach sites that house local activities, from arts & crafts to sports & social activities to co-located NHS programmes.
- Technology – we will provide ICT access for all customers. SRJA sites all have fully equipped ICT suites. Outreach sites will use laptops with wireless hotspots or 4G data networks to ensure fast internet access for all customers. All ICT devices are locked down and encrypted, ensuring data is held securely, but giving customers the tools they need to conduct research and jobsearch.
- Training Centre - every site will be set up as a training suite, with tables arranged boardroom or horseshoe style. Hot and cold drinks and fresh fruit snacks will be provided to keep customers focused and energised throughout.
- Outreach Set-up – our mobile teams will carry branded materials to allow them to establish a professional, inspiring, employment-focused presence within 45 minutes, including short-term facia, motivational wall posters and other branded features to create a warm and welcoming environment in our outreach sites.

Severe Mobility Issues: All of our outreach locations above have been selected to maximise accessibility for customers walking, driving or using public transport. For individuals unable to access these sites, each of our 2 delivery teams sets 1 day aside a week to provide enhanced support for customers, including 1-to-1 delivery in community locations, local coffee shops or other convenient locations agreed in advance. Where agreed, virtual delivery using video services such as Skype allow us to provide support to individuals with limited mobility. With each team consisting of 2 individuals with enhanced DBS clearance for working with vulnerable adults, we can even offer home delivery where that is an option for specific individuals. Where this is the case, our delivery will include a transition

plan that brings delivery out into community locations, outreach sites or SRJA delivery centres whenever possible. to bring delivery out into the community

Existing Premises: We will use existing SRJA sites for part of our delivery. Our sites were sourced with capacity to deliver Work Programme provision. With caseloads now around half the 2012 peak, we have capacity in all of our sites to provide HEP services without conflicting with existing delivery commitments. Our model means that HEP delivery will be offered on 1 day per week in each delivery site, allowing us to timetable activity to ensure HEP customers can take full advantage of shared facilities such as ICT job search suites and training rooms. The outreach facilities all represent new sites, providing an example of our outreach delivery strategy. We have spoken to many of the sites and confirmed pricing and potential availability. We will provide 8 locations for every 13 weeks period, starting with 5 SRJA and 3 outreach sites. We will link with local JCP sites to plan each 13-week period in advance, ensuring suitable premises are in place and using the time to generate interest in HEP.

2.4.3 HR Proposal for Health and Employability Programme Pre and Post WP – ESA/IS/JSA Mercia JCP District

Please provide details of your staffing resource, including that of any sub-contractors you propose to employ, in order to deliver and manage the provision. Your response should include:

- FTE staff numbers, together with supporting rationale for your proposals including the required skills and experience of delivery staff;
- An outline of the roles and responsibilities for all staff involved (including delivery and management);
- An indication of how your proposals fit within your organisations' overall management structure.

Insert your response in the pre-set, shaded space of the following pages. Your response MUST be limited to 1 side of A4.

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We will deliver the Health & Employment Programme (HEP) using 2 mobile teams of 4 FTE staff (2 teams of 2 staff). One team covers (Redacted), the other (Redacted). Each team deliver 4x13-week courses/week, up to 32 courses per year supporting 256 learners, leaving 1 day a week free for 1-to-1 delivery for learners unable to participate in group activity. The roles and rationale for the numbers of staff are as follows:

Operations Manager x1 (central): Reporting to the SRJA Operations Director, the OM will manage performance to ensure effective delivery that achieves delivery goals within agreed budgets. Will work closely with Jobcentre Plus to coordinate delivery to ensure 1 course per month in each area.

(Redacted) is SRJA Operations Manager (Redacted), currently overseeing Work Programme performance in that site that has exceeded every Prime Contractor in the UK. He will project manage HEP, bringing experienced management with a passion for sustainable employment outcomes to the project from the start.

ESA Adviser x2: Will help customers develop personal action plans and provide ongoing support. Able to quickly establish rapport, advise customers and motivate and encourage them to secure sustainable employment. EAs provide 1-to-1 support in parallel with group activity for 8 learners per day.

(Redacted) joined SRJA as a Graduate Adviser in 2011, following completion of a Psychology degree. She is now employed as Employment Psychologist & ESA Adviser, helping SRJA to be the highest performer for ESA customers in Serco & ESG's local Work Programme networks.

Employment Coach x2: Responsible for delivering the 2-day GLP course and weekly group sessions. Will be qualified PTTLS with expertise in leading groups of customers in delivering learning that delivers improved motivation and job outcomes. ECs lead groups sessions of 8 learners per day.

(Redacted) is one of our ECs, delivering pre-employment training to customers including ESA claimants. (Redacted) is a qualified Tutor, Fitness Instructor, First Aider and Nutritionist, allowing him to provide a wide range of holistic support for customers.

In-Work Support x 0.2 (central): Responsible for telephone-based in-work support in conjunction with our on-the-ground teams. Strong communicators, able to use open questions to identify potential issues and work with employers, customers and delivery staff to build collaborative solutions. IWS Advisers support 200 in-work customers. With 10 job starts/month and 3 months' support, an in-work caseload of around 30 customers requires 1 day of IWS Adviser time.

(Redacted) worked as a Work Programme Adviser for SRJA from 2011-13, before transferring into our IWS team. With 4 years' experience of supporting customers and employers, (Redacted) will be the designated IWS resource for HEP.

Recruitment Consultants x7: SRJA employs 7 professional sales people engaging employers across Mercia both to promote our full range of employment, training and apprenticeship services. They will support HEP with vacancies and matching to help ESA customers secure employment.

Management Structure: HEP will fit seamlessly into SRJA's existing UK management structure. The dedicated HEP team will be lead by the OM, reporting directly to our Operations Director with daily communication by email, telephone and videoconference. Monthly team meetings will review performance, service quality, staffing levels and discuss any issues. Our Executive team reviews performance across all contracts every fortnight, analysing data to look at both in-

month data and trends, implementing performance improvement plans if needed.

2.4.4 Knowledge/Experience for Health and Employability Pre and Post WP – ESA/IS/JSA Mercia JCP District

Please provide an appropriate and detailed example which demonstrates your organisations' experience of successfully delivering this type of provision (or some other similar type of support / training provision) aimed at the customer group outlined in the Specification document.

If your organisation has no previous experience of working with this customer group, you should provide details of any steps / research you have undertaken in order to gain a sufficient understanding and working knowledge.

Insert your response in the pre-set, shaded space of the following pages. Your response MUST be limited to 1 side of A4.

SRJA's model for Health & Employment Programme (HEP) is based on our experience of delivering health-related interventions in Australia and the UK. It builds on our success (Redacted) and specialist Work Programme provision for ESA customers to offer a proven employment solution for customers with health problems.

(Redacted) SRJA's specialist psychologist and allied health professional sister company. Alongside motivational support and soft skills development, Psychologists delivering the programme observe customer behaviours enabling hidden barriers to be identified. (Redacted) is based on a CBT Intervention framework and motivational theories that help with attitude and behavioural change in jobseekers. (Redacted) addresses a range of needs including: lack of self esteem, lack of direction, lack of motivation, unrealistic expectations, disempowerment, anxiety, depression, poor interpersonal skills.

(Redacted) works with the customer to develop a bespoke Action Plan. All customers have a 1-2-1 review with a psychologist following the (Redacted) Actions from this can include referrals to an SRJA Occupational Therapist to review health problems and to provide the Employment Consultant with information about work capacity. Reports are focused upon the identification of barriers and recommended interventions. Our initial 6-month pilot showed that 51% of those attending (Redacted) went on to secure and sustain in either employment or full-time training.

ESA Work Programme Provision: in 2013, we adapted (Redacted) for use in the UK to provide enhanced support for ESA customers on our Mercia-based Work Programme. UK (Redacted) focuses on the CBT elements, including confidence, self-esteem and observational diagnostic evaluation, allowing the programme to be delivered over 2 days rather than 3, making it more accessible for individuals with health problems and little or no recent experience of work-based activity. (Redacted) Graduates are then better equipped to participate in subsequent group activity. Ongoing support from a specialist ESA Adviser or directly from one of our Employment Psychologists ensures that we build on the initial impetus provided by the (Redacted).

Impact: We immediately saw an improvement in the motivation and confidence of ESA customers, including an increase in the numbers who actively wanted to engage with the Work Programme. We were able to increase the volume of successful referrals into our 2-week accredited Employability courses, with which many ESA customers had previously been reluctant to engage. Advisers also reported a marked increase in customer motivation, which supported their efforts to focus more strongly on ESA customers (see below).

We introduced these measures in January 2013. In the following six months, we achieved as many ESA job starts as we had in the previous 20 months. In the most recent Work Programme performance year (Apr-13 to Mar-14), our average ESA job starts increased from 2 per month (Apr-12 to Mar-13) to 8 per month and our Job Outcome performance for ESA customers in Mercia was 16%, compared to overall Prime Contractor performance of 15% (Redacted) / 13% ((Redacted) SRJA works with both Prime Contractors in Mercia and is the highest performing provider for ESA job outcomes for both. Contract to date (to Mar-14), our ESA job outcome performance is better than every West Midlands Prime Contractor and the equivalent of 9th out of 40 contracts nationally.

