

Schedule 1 Appendix B Part 1 – Tender Response

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 WHP Specification.

Your response should:

- Provide one example of a participant journey for the Health and Disability group and one other example of a participant journey for one other participant group listed at section 2.1.1 of the WHP Specification, to illustrate how you will provide a structured programme of interventions for each individual participant from Day 1 of referrals, the rationale for your approach and the intended frequency of these interventions for each of the two participant groups in your examples.
- Explain how you will engage prospective participants at the point of referral to the provision to ensure a high percentage of referrals start on the provision and how you will continue to ensure participants remain actively engaged with your provision in order to maximise outcomes as well as how you will continue to try to re-engage participants who disengage. Please also include why you think these approaches will be effective given what you know about the participant groups.
- Please provide two examples, with each example relating to a separate participant group, of where you have successfully engaged similar participants on relevant current or previous provision, and with what success.
- Outline how your proposal is different to services provided by JCP.
- Explain how an individual participant will receive regular reviews, including the format these will take and why you have chosen this approach. Explain how you will ensure that they progress while participating in the provision and how progress will be measured in these reviews.
- Describe the duration of each stage or intervention of the provision for an individual participant, covering each customer group, the method of delivery e.g. face to face, telephone, web based, individual, group work etc. and a rationale for why this is appropriate for the target participant group.
- Using two examples to cover at least two of the participant groups outlined within the WHP Specification, provide a rationale to clearly demonstrate why your proposed content is suitable for the specified participant groups giving evidence to support this rationale.
- Please provide one example from your organisation's current and/or previous relevant delivery experience of where your proposed approaches have been successful in the past for these groups.
- Explain what in-work support, including for self-employment, you will provide and how you will ensure that it meets an individual participant needs and employer needs to support the achievement of sustained employment.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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 and these instructions.

Design and content: Remploy has designed a programme with a "Work First" approach which drives work related activity, such as job applications and work placements from the outset, underpinned by a package of individually tailored support. Our approach draws upon 70 years expertise of delivering employment programmes, e.g. Work Choice (WC), Work Programme (WP), and internationally recognised, evidence based models such as our [REDACTED] service in Cardiff.

Our offer meets the requirements outlined within the specification because i) our 3 phase journey has been designed to meet the specific needs of all 3 participant groups, supporting them to achieve sustained employment; ii) our existing 1000+ employer relationships across all of Wales provides participants with specific and tailored routeways into work (e.g. working interviews); iii) we holistically address participants' barriers with the support of our [REDACTED] of [REDACTED] specialist organisations (70% of which have existing relationships with Remploy) who have made a signed commitment to integrate their services with Remploy's to enhance our WHP provision. Membership will increase over the lifetime of the contract as we continuously review participants' needs. Services are integrated through close partnership working (e.g. multi-agency reviews) and cover a wide range of specialisms, including •Housing (e.g. Tai Calon Housing Association) •Ex offender support (e.g. Nacro); Training/Skills (e.g. Ajuda) •Veterans Support (e.g. The Poppy Factory) •Self-Employment (e.g. Business in Focus) •Drug/Alcohol misuse (e.g. Cais).

We promote the **importance of Welsh Language** in a variety of ways, including:

- [REDACTED] of delivery staff speak Welsh and more are learning through ELearning modules (currently [REDACTED] of our Welsh participants speak Welsh)
- Participants can choose appointments/information in Welsh
- Bilingual telephone greeting encouraging participants to use their language of preference
- Welsh Language telephone line
- Direct marketing of Welsh Speaking participants to employers
- Signposting participants to local Welsh Language courses (e.g. Cardiff & Vale College)
- CPN members delivering services in Welsh, e.g. Ajuda deliver Vocational Skills training in Welsh & English; Business in Focus deliver bi-lingual self-employment support.

Detailed below are **2 participant journey examples** and **rationale** for our approach; **including durations & frequencies** of each stage & intervention, **method of delivery** and **why they are appropriate** for the target groups (as requested in bullet 6).

Example 1: Participant Journey – Health & Disability Group (H&D). PHASE 1:

Engage & Welcome. Duration - maximum of 10 working days. We inform potential and newly referred participants about WHP and reduce anxiety prior to their Participant Start Meeting through •WHP awareness sessions in all JCP offices across Wales (duration/frequency in agreement with JCP) with former Remploy H&D participants attending to share their experiences •Weekly drop-in sessions within Remploy hubs & fixed outreach sites where potential/referred participants can talk to staff and current participants. 24 hours after receipt of PRaP a Customer Co-ordinator makes a Welcome call to the participant introducing them to the programme and scheduling a face to face (f2f) Participant Start Meeting with their Key Worker (KW) in a fixed site. Participants are asked about specific requirements impacting attendance e.g. travel needs. Appointment confirmation is emailed/posted (participant preference) with the Welcome Pack containing access to an Introductory Video and Remploy Online, where participants can access a range of tools/support and live chat with a specialist advisor, 7 days a week (including evenings). With [REDACTED] registered users UK wide, Remploy Online can enhance our WHP journey for those choosing to use it. *It is not an intrinsic part of the journey nor is our Performance offer dependent upon it.* For the H&D group (and Early Access Disadvantage Group: EADG) a light touch engagement is suitable and proportionate to their voluntary status on programme. KW contact details are provided in case participants require further information/reassurance prior to the 1st

meeting and all receive a text/email appointment reminder (or other preferred method).

PHASE 2: Work First: Duration - 12 week rotating blocks of activity until job start. Minimum of weekly [redacted] 12f review meetings with KW, interspersed with weekly progress calls by Customer Co-ordinator. This enables the KW to review progress, update Action Plan (AP), maintain pace/ momentum, identify issues early. KW's carry out monthly, 60 min 12f in-depth [redacted] Appraisals with participants to review progress against all milestones in the AP. KW's facilitate 1 hour multi-agency reviews every 6 weeks. Participants engage in [redacted] for a minimum of 16 hours pw. Driving this phase are Work First KW's whose specific skills set/experience includes: profiling & assessment, developing tailored programmes, understanding local jobs market, relationships with employers and reasonable adjustments needed for the work place. During the 12f **Participant Start Meeting**, (within 10 working days of referral) the KW provides an induction to the WHP and completes all required formal paperwork. This 1st meeting is kept short [redacted] so as not to overwhelm participants. The option of self-employment is discussed and those choosing it will gain additional support from one of our 16 Welsh Self Employment Champions (SEC) during business set up and trading. Profiling, assessment and AP commence at the Start Meeting and are completed in the [redacted] 12f follow up meeting (no later than 20 working days from referral) which helps to maintain interest and engagement. KW's use their experience and expertise to select the specialist diagnostic tools used to determine specific barriers/needs and the most appropriate interventions. Most used diagnostic tools for H&D group include: [redacted] for Hidden Impairments; Coordination and Planning: to assess motor skills; [redacted] measuring distance travelled, e.g. management of mental & physical health and Remploy's bespoke [redacted]. The assessment informs the SMART AP which documents interventions/steps required to address barriers and any specialist support needed from our CPN. The AP is signed by the participant. Between the Participant Start Meeting and follow up meeting, participants are encouraged to job search, explore activities and access Remploy Online. Using the details gathered during the assessment process and the goals set within the AP, the KW supports participants to build weekly plans of activities. For each barrier/ goal, relevant development modules, activities and interventions are chosen. Each activity (including activities provided to participants on a "self-employment" journey), takes between [redacted] and all include a wide variety of delivery methods (including Group workshops; online, accessible via smartphone or tablet; 1:1 in person or via phone or Skype; in hub or outreach site; utilising paper copies of online activities). Providing choice gives participants a bespoke journey which fits to their specific needs, e.g. around medication. **Whilst we have an extensive menu of development activities, the most used for H&D participants include:** •Health barrier resolution & condition management •Soft Skills & Employability Training -empowering participants to achieve their objectives •Supported Recruitment Activity - Engagement Specialists identify suitable employers to provide supported work trials/work placements to boost confidence etc. •How to disclose disabilities •Place, Train and Fade – enhancing [redacted] approach by placing disabled participants into work quickly, providing support/training whilst in the work place then reducing support as confidence/ability to manage the role increases. We maintain focus on job searching by supporting participants to apply for a minimum of 4 to 8 jobs pw, taking into account participant preference and capability in relation to the amount of support they may need, e.g. accessing applications in specific format. Joint multi-agency reviews ensures support from specialist partners remains relevant and effective and that provision is not duplicated, with AP's refreshed to reflect progress and changes in circumstances. Working with Disability Confident employers we secure alternative means of

recruitment e.g. Working Interviews rather than competency based interviews. All participants will be offered a work placement of [REDACTED] (duration of 10-15 hrs pw dependent on ability and health) providing valuable work experience/ preparation. The need for work place adjustments/assistive technology is assessed prior to commencement by the KW. **Self-Employment (SE):** For participants considering SE we deliver [REDACTED] where former participants talk about their experience. If a participant decides to pursue SE, KW's will integrate support from a Remploy SEC and our CPN who provide a range of specialist support including: •**Business in Focus** - bilingual support, sector specific courses, Start Up loans; •**Bellrock**- finance advice, pre & post business Set Up, Business Plan development; •**Princes Trust** – for age 18 to 30, 4 day, Start Up funding, Mentor for 2 years. The AP includes the activities which address participants' barriers and the specific steps required to build their business, carried out within 16 hours per week as described above. Reviews and regular contact is as described. **Job Start:** within 3 days of job start/trading, a Work Place Plan meeting takes place (f2f, [REDACTED]) with a warm handover between the [REDACTED] KW, the participant and the Work Place KW, who is a specialist in Training in Systematic Instruction (TSI), job coaching and developing participants to promote progression. The AP is updated to reflect actions & goals relating to the work place. Participants get to know the full staff team gradually as they meet them in hubs/outreach sites during the course of their appointments. **PHASE 3: Workplace Support:** Duration - until meets programme exit criteria. Of the [REDACTED] of our Welsh WC participants falling out of work last year, [REDACTED] occurred within the first 8 weeks (reasons included: overwhelmed by job requirements, difficulty managing health condition). We have therefore scheduled weekly f2f [REDACTED] review meetings for the 1st 8 Weeks in which KW and participant jointly update the AP for any additional requirements, e.g. flexible working. Meetings take place in the work setting (but outside of this if participant prefers). With participant's consent, the KW meets the employer to identify any challenges and to check progress. We encourage joint meetings between employer and participant to improve their relationship, making it easier to discuss future issues together. Meetings reduce to monthly from week 9 where appropriate. Monthly [REDACTED] f2f in-depth Work Place appraisals with KW cover progress against all milestones in AP and additional support requirements. Support Specialists provide on onsite Job Coaching for participants requiring additional support to carry out all job tasks, including TSI which breaks jobs down into bite-sized components. We also job carve with employers to separate roles/duties into stages for participants unable to complete an entire role. Weekly progress calls are made by a Customer Co-ordinator throughout this phase to check progress and catch issues before they escalate. Multi-agency reviews continue as in Phase 2. Support continues for **SE participants** once they begin trading with weekly KW reviews until week 12 to ensure intensive support is available during the period when invoices start to come in. Support provided by Remploy and CPN specialists includes: •financial support •managing payments/late payments •recruiting/managing staff •resilience and tenacity support. Once participants meet the criteria for leaving programme an **Exit Plan** is co-created with the KW during a 1:1 meeting (f2f or phone) taking [REDACTED], outlining activities, achievement and sources of further advice/support. Support provided by the CPN and progress made is recorded on the AP and is included in the Exit Plan so JCP Work Coaches avoid duplication when referring to other programmes. **Example 2 –Participant Journey - LTU Group:** The journey, durations and frequencies of stages/interventions mirror that of the H&D journey (and EADG). However, there are differences in how the journey is delivered, the rationale, and why this is appropriate for LTU participants as follows. **PHASE: 1 Engage and Welcome:** Our awareness sessions at JCP include former LTU Remploy participants talking about the benefits of work. We know that the LTU present with

multiple barriers to work e.g. 2nd & 3rd generational unemployment, poor motivation, therefore following their Welcome Call we keep in more regular contact than with the H&D group (every 2 or 3 days leading up to their 1st appointment) via their preferred method (e.g. text, email, phone) to keep them motivated to attend appointments and to remind them of the implications of not doing so. During contact we encourage participants to start looking for and applying for jobs and support access to Remploy Online. A text/phone reminder of the Participant Start Meeting is sent on the day and the day before. **PHASE 2:** [REDACTED] KW's use diagnostic and profiling tools based around behavioural insight (used successfully on WP). These include: [REDACTED] assessing wellbeing, emotional intelligence & learning styles to identify types of job roles a participants could apply for; [REDACTED] hidden impairments; [REDACTED] distanced travelled, e.g. reduction in substance misuse. The SMART AP includes any specialist support needed from our CPN; e.g. Groundwork North Wales delivering Motivation courses for LTU. In Work Benefit Calculations are completed to demonstrate the benefits of work. **From our extensive menu of development activities, the ones most used for the LTU group include:** •Motivation – Likes & dislikes, benefits of working, finding my de-motivators •Overcoming barriers to work – my worry wall, solving worries, my habits •Basic Banking –budgeting ; making debt manageable •Learn My Way – supporting participants to become competent & confident using digital skills •Analysing Job Adverts – tailoring CV's & covering letters •Personal Presentation series – helping participants dress appropriately for interviews & work •Core Employability Skills support •Industry related assessments & training exercises. LTU participants are expected to apply for a minimum of 15 jobs per week, a level chosen to keep participants focused on the goal of work and maintain pace. A work placement of 10 – 15 hours per week lasting between 2 – 4 weeks is mandatory and more are encouraged. We recommend specific routeways helping identify sectors of interest e.g. customer service provision leading to a working interview with Tesco. We set weekly tasks to maintain engagement and focus, e.g. number of job searches and applications. LTU participants choosing SE will follow the SE journey as described within Example 1 with tailored support from relevant CPN specialists. **PHASE 3: Workplace Support:** Weekly reviews during the 1st 8 weeks are equally important to this group. We know from our WP case studies that the LTU find the transition into work difficult with issues that put their job at risk, e.g. spending all of first pay packet leaving no money to get to work. The LTU group experience and present different challenges once in work. As our goal is to place participants into work quickly, their initial role may be part-time with limited hours. Our experience shows LTU are more likely to fall out of work than other groups; ([REDACTED] of WP customers achieved their job outcome via a 2nd job). We support participants to increase hours and achieve earnings threshold, and trigger our rapid response process for those falling out of work (or at risk of). **EAD Group:** The durations of each intervention, delivery method and reasons these are appropriate mirror details provided within the H&D journey. This is because both groups are voluntary participants and are therefore motivated to work but have barriers making accessing/sustaining work more difficult. Durations of stages and interventions allow us to provide tailored support to the EADG as they are managed flexibly (wide variety of delivery methods and activities broken down in to bite sized chunks) which fit around the challenges the EADG may experience (e.g. caring responsibilities, homelessness). Our CPN also provides services to specifically support the EADG group (e.g. Veteran support, ESOL courses, Drug & Alcohol services). **We engage with prospective participants at the point of referral** by taking on board all participant information shared by JCP which provides an overview of their needs and barriers which we take into account when booking their 1st appointment (e.g. language barrier). From the outset we provide choice and control over appointment

times, venues, methods of contact. We motivate prospective participants through our Welcome Pack and introductory video and by using former Remploy customers to talk about their experiences. Our KW model ensures we **keep participants actively engaged** through a regular, consistent personal connection. KW's retain responsibility for progress, challenges and attendance, driving activity and ensuring issues are identified and resolved promptly; Short, frequent appointments and text/email reminders maintain interest as does demonstrating progress through AP reviews; work tasters/work placements to maintain focus on job goals; Remploy Online which allows participants to continue with work related activities and support during evenings and weekends helps maintain momentum. We have understanding and tried and tested methods to **re-engage those who disengage**. These include: attempting contact with the participant through a variety of methods (e.g. phone, text, email, letter); stressing the consequences of leaving the programme (e.g. possible sanction for LTU group); inviting the participant to a 2f meeting with their KW/ SEC to discuss how they are feeling and if their circumstances have changed; contacting other organisations supporting participant to see if they have had recent contact and if so, asking for a joint meeting. If we are able to make contact, we will gently question the participants to identify the root cause of the disengagement. Understanding the reasons and triggers allows the KW to put in place additional support to prevent the same thing happening again. **We are confident these approaches will be effective** in ensuring a high % of programme starts as our engagement is based on a tried and tested approach used across our voluntary programmes which, during the last 18 months, saw attrition rates drop from [REDACTED] (and is still reducing). Our experience of engaging with all 3 participant groups gives us a wealth of best practice to draw upon which helps us to keep participants engaged • **H&D** - understanding their disability/health condition, increasing confidence, reducing anxiety • **EADG** - tackling personal challenges, (e.g. language barrier) • addressing chaotic lifestyle • providing specialist support to address barriers • **LTU** - intensive & continuous activity to maintain pace; meeting skills/ training needs; clear information about consequences of non- engagement (e.g. sanction).

Examples of successfully engaging similar participants on relevant provision:

Example 1: S is a WC participant with dyspraxia and dyslexia. S struggled with concentration, group work and often missed appointments. We provided shorter more frequent appointments to hold his concentration; text reminder alerts; group work swapped to more intensive 1-to-1 delivery; adjustments and coping strategies for dyspraxia and dyslexia. Work First approach helped maintain pace and hold S's interest allowing him to secure a Security role with a supported employer partner.

Example 2: T is, 55, unemployed 23 years, a mandated JCP WP referral. T had no money for bus fare so missed his 1st appointment. The Employment Advisor (EA) met T in a library close to his home and encouraged him to talk about his money issues, supporting T to disclose a debt and gambling problem. The EA arranged a bus pass to use for his appointments and a referral to Money Advice & Gambling Support Services in our Hub. The EA met T twice weekly, supporting his attendance at Job Action Groups through which he secured a gardening job. Once in work, the EA maintained daily contact with T and his employer. The Employer notified the EA that T failed to turn up the day after payday. The EA identified T had gambled his wages and had no bus fare. We gave T a bus ticket and arranged a weekly money management course; maintaining weekly phone contact for 3 months which supported T to sustain.

Outline how your proposal is different to services provided by JCP - Through our existing relationships with the 62 JCP offices in Wales (we received 3875 WC referrals from them last year), we have gained a clear understanding of their current and future offer (enhanced JCP offer) and differences between our services, including: Dedicated Employer Services Team: Remploy develops & trains Disability Confident employers,

co-designs sector routeways with employers using alternative recruitment methods, e.g. working interviews. Diagnostic tools: Remploy has a wide range of tools not available to JCP, to suit all participant groups resulting in more in-depth assessments of known/hidden barriers. Skilled team of disability specialists: Our Disability Capability Team, Vocational Rehabilitation Consultants and Disability & Cohort Ambassadors provide technical support to front line staff for complex cases during delivery. Access to specialist support evenings & weekends: via Remploy Online, enhancing our provision by providing additional support to participants, e.g. live chat with specialist advisors, mock interviews. Specialist workplace retention services: We support employers to retain talent through workplace adjustments, our Access to Work Mental Health Support Service (A2WMHSS) and via our sister company's Fit for Work programme for occupational health support. Wide ranging IWS: e.g. Work Place KW for 1:1 support; Support Specialists providing: •Job Coaching •TSI •rapid response for those falling out of work (or at risk of) •support with progression. Our IWS App, allows participants to log their mood and alert the KW they require urgent support.

How a participant receives reviews and the format this takes: Reviews are scheduled using a diary function within our Case Management System with dates booked in advance and email/text reminders. All reviews are carried out between KW and participant during meetings (or by phone/online, in line with participant preference). From the outset of the programme to week 9 (week 12 if SE) of being in work/trading, participants receive a minimum of a [REDACTED] review each week, changing to monthly from week 9 if appropriate. Participants also receive a monthly f2f in-depth Appraisal to review distance travelled during that time, gain feedback from the participant, signed by the participant as a mark of their ongoing commitment. In addition to formal f2f reviews, we have built in weekly telephone calls which help to maintain engagement and motivation, address any challenges and provide participants with an opportunity to share concerns. All reviews are led by KW's experienced in reviewing progress against SMART Action Plans (AP) which participants are encouraged to co-own, update and sign. Partner organisations are also invited to reviews (minimum of 6 weekly Multi-agency reviews), with the participant's consent, to ensure interventions are focused towards employment and to identify any changes that could impact the participant's ability to work e.g. non engagement. **We have chosen this approach as** through frequent scheduled appointments with the KW, pace is maintained, progress against goals are constantly reviewed and issues which may impact a participants' ability to get or maintain a job can be identified quickly. **Reviews ensure participants progress** as they allow KW's to: •measure distance travelled through their AP •identify changes in circumstance which could impact progression •put in place additional support to help address barriers to progression. Progress is measured by reviewing AP goals with the participant e.g. number/type of jobs applied for against target, with feedback and outcome of partner interventions and *Outcome Star* showing distance travelled. Once in work, reviews monitor progress towards the earnings threshold/weeks trading for SE, and are used to access IWS services to assist with increases in hours/pay via additional or new roles (including job coaching) and to verify workplace adjustments are in place and working.

Response to Bullet 6 is answered within Bullet 1

The rationale as to why our content is suitable: **Example 1- H&D Group:** We have used specialist knowledge and insight gained from: our delivery of WC (to [REDACTED] disabled people last year); own staff ([REDACTED] in Wales have a disability or health condition); in-house disability specialists to design the programme. Our Employer Services Team (EST) plays a key role in our offer, tackling disability prejudice and lack of understanding through their provision of disability awareness training and support to employers and by brokering adjustments. IWS is based upon proven best practice (e.g.

IPS principle of IWS until the participant no longer requires it/exits programme) and specialist knowledge around workplace adjustments e.g. we have a [REDACTED] success rate of keeping people in work on our Access to Work Mental Health Support Service. Our provision includes integration with organisations specialising in supporting people in this group, e.g. AMBU EPP Cymru for condition management. **Example 2 - LTU:** LTU often have multiple needs which contribute to their unemployment (e.g. Since 2010; Remploy and our sister company MPS have engaged with 65,000 JSA candidates, of which, 2,900 were ex-offenders, 5,200 lone parents, 4,800 had drug/alcohol issues and 26,000 were 50+). Our provision therefore focuses on identification of both known/hidden barriers through diagnostic tools such as [REDACTED] which informs the type of specialist support required to reduce these barriers. We have ensured that our CPN includes a wide range of specialists experienced in supporting LTU (e.g. LIFT programme in Swansea; Groundwork North Wales). Maintaining pace and focus is important; we have therefore intensified their work related activities with a target of 15 job applications per week to sustain engagement and focus on a job goal and compulsory Work Placement (additional placements are encouraged).

Example from previous delivery to show a successful approach: R has a learning disability and wanted to work in retail. Within 2 weeks of his referral to WC, his EA commenced rapid job searching, matching R to a 3 week placement with Ikea, a supported employer partner. Before the placement, the EA met R f2f weekly to prepare with travel training, introduction to IKEA session and role review. We provided job coaching which tapered to daily telephone contact, reducing gradually in Week 3 as R's confidence increased. After R was offered a part-time job, the EA continued with daily calls. As a result of joint reviews with IKEA, it was clear R required assistance to sustain his role so TSI training was provided. Weekly contact continued for 2 months until R and IKEA were happy with his work, reducing to monthly calls until completion.

In Work Support: We have embedded best practice from our WC delivery (contract entrant to 26 week sustainment rate of [REDACTED] of our contractual target) into the delivery of our IWS in WHP. Intensive support is provided, e.g. weekly f2f reviews, on-site job coaching, Train, Place, Fade approach to support sustainment and progression. IWS includes short focused interventions to regain employment if a participant falls out of work, delivered via our Support Specialists who identify the reasons why and provides support to address them (using our CPN). These Specialists also help progress individuals once in work, e.g. to increase hours/salary, find additional part-time roles, change to new roles or signpost for skills/vocational qualifications. Support (business & personal) continues for SE participants once they begin trading and includes business know-how support such as managing payments and late payments effectively, through to more personalised support in building personal resilience and tenacity. KW will have weekly meetings for the 1st 12 weeks of trading, (monthly thereafter) interspersed with calls from Customer Co-ordinators to provide additional support. Specialist support from CPN partners and Remploy SEC continues throughout time on programme. **We ensure participants' needs are met:** by continuously reviewing the AP to identify where new needs have arisen whilst in work (e.g. additional training needs) • checking effectiveness of support delivered by partners through multi-agency reviews and referring for additional support where necessary • ensuring SE participants take advantage of appropriate support on offer from our CPN partners • provision of our IWS App alerting KWs to any potential issues & providing us with the opportunity to address them before they escalate. **We meet employer needs** by inviting them to attend reviews (with a participant's consent) to provide input, e.g. identifying areas for development/improvement, which develops their relationship with both Remploy and Participant. We provide disability awareness training for employers and support from our specialist teams covering occupational health support and workplace ergonomics.

Delivering a Personalised Service

Explain how you will identify: (1) an individual participant's strengths; (2) their barriers to entering work (including, but not limited to, health and disability); and (3) how your provision will take a holistic person-centred approach.

In your response, please include details of:

- How you will identify the individual strengths and needs of each participant at the start of the programme and how you will use this information to build a structured, sequenced and personalised individual action plan with goals which are specific, realistic and achievable.
- How local issues and/or barriers relevant to this CPA will impact the customer journey, what these issues and/or barriers are and how you will address their impact on the customer journey.
- How you have identified the third parties within your response which provide existing services to WHP potential participants within the CPA, and how and why your proposal complements, without duplicating, such third party services.
- How you intend to engage with other relevant stakeholders the participant may already be engaging with, and how you will gain the participant's consent to do so, in order to join services up around the participant to improve outcomes. How will you use the information received from other relevant stakeholders to improve the participant's journey?
- How you will assess the on-going relevance and effectiveness of a participant's personalised plan and how you will refresh it over the participant's time on programme.
- Explain how you will manage participant exit from the programme: (1) at the end of the 15 months; (2) if the customer is an early completer (please see paragraph 1.37 of the WHP Specification); and/or (3) when in-work support is ending post 15 months, and describe the process involved.
- How you will ensure all participants have a customer journey which they will value and that demonstrates objectively measurable progression, from both the participant and DWP's perspective, irrespective of outcome. How will you measure the value placed on the customer journey by participants and the progression of participants?
- How will you ensure consistency of service delivery across the whole CPA to ensure all participants receive the same quality of service.
- How you will ensure there will be funding to cover any specific customer needs and that this funding, if a separate funding pot, will be set aside to support individual customer needs for the duration of the contract.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

To effectively identify individual strengths and needs of participants from the start of the programme, Remploy uses a participant-led, holistic approach, delivered by highly experienced and expertly-trained Key Workers (KW) with an extensive suite of proven assessment and profiling tools. Our **Participant-led holistic approach** is driven through KWs using motivational interview techniques to prompt participants to share their personal views about their strengths/needs and type of employment they want. For the delivery of WHP we will utilise our existing Remploy Cymru staff, who have extensive experience of assessing the strengths/needs of all 3 participant groups. During the last 12 months their caseloads included the following groups Health & Disability (H&D) - [REDACTED], Long Term Unemployed (LTU)- [REDACTED], Early Access Disadvantaged Group (EADG) - [REDACTED] (with crossover between the 3). New recruits must have a proven track record of working with the 3 groups and TUPE staff will undergo training to remedy any identified skills gaps. Using information provided by the participant and from JCP, our KW's assess both the strengths and needs of participants, complemented by use of an **extensive suite of proven assessment tools:** These include: [REDACTED] Online assessments (hard copies if preferred), concerning core aspects of a participant's life, provides insight into strengths, support needs, known and hidden barriers to work. [REDACTED] Participant-led online tool focussing on personal barriers to employment & development, suggesting solutions matched to personality, challenges and *strengths*. [REDACTED] Participant's assess their levels of strength and need and measure their progress against key points, (e.g. travel planning) on a mapped star, physically plotting a score of 1-10 on each point. [REDACTED] dyslexia assessment; [REDACTED] for learning disabilities; [REDACTED] skills training and pre-employment assessment; [REDACTED] (a perceptual processing disorder). With participant consent we seek information from their other support providers and add this to the KW's assessment. Our comprehensive assessment enables us to understand both strengths and needs, so we can tailor each participants work related activity and rapid job searching from the outset of the programme in line with our Work First approach. KW and participant jointly build a **structured, sequenced and personalised Action Plan (AP)**, completed/signed by the participant within 20 days of referral. The KW ensures the AP is Specific, Realistic and achievable, and focussed towards a job goal. It incorporates the strengths, needs and transferable skills of the participant, is tailored to their chosen goals and abilities, breaking goals down into bite sized steps. We promote ambition by ensuring the AP includes steps needed for further progression, development and promotion.

Remploy's extensive experience of delivery across all Wales, and our 75% market share of Work Choice (WC) today, has provided us with **significant insight into the local issues and barriers impacting participants** including: • Geographical barriers: to accessing services and employment opportunities (often focussed in south-east and north-east Wales) due to many rural areas, poor transport links and variable broadband coverage. For delivery of WHP we have maximised coverage, delivering services from community hubs, co-locations sites, outreach premises and field delivery supported by our Community Partnership Network (CPN) of specialist providers, committed to integrating their services with our WHP, ensuring full CPA coverage from day 1. Our WHP offer includes our existing field delivery model where KW's travel to participants' communities with laptops, dongles, hard copies of activity sheets/ job adverts so those in rural locations receive an equitable service to those in delivery sites. For participants reluctant/struggling to travel, we provide travel training which enables them travel to nearby towns/cities so they can access more job opportunities. Poor transport links can impact getting to/from work. We address this by working closely with both employers and transport companies, e.g. we placed 50 participants with Asda in 3 years by aligning their start/finish times with the availability of transport; • Seasonal work leading

to frequent unemployment; a particular issue in Welsh seaside towns. We will use our existing relationships with seasonal employers, e.g. North Wales holiday parks, to promote the benefits of seasonal work to WHP participants as a second job option, helping to boost their income towards the earnings threshold and gain more skills/experience. KW's maintain contact during their seasonal role, supporting them to recognise/use their transferable skills and begin job searching prior to seasonal work coming to an end. • **No or low skills**, particularly prevalent in Cardiff and Swansea compared with UK average, limiting participants' employment opportunities and confidence. To address this we include Training & Skills providers within our CPN e.g. Cardiff & Vale College providing Basic Skills and ESOL from community learning hubs; NCPT group providing work place qualifications and training across South Wales, including Neath Port Talbot (where [REDACTED] of its population have low/no skills). All delivery staff live within the area they work, achieved through targeted local recruiting. This means staff have detailed insight into the barriers/issues in their area and understand the particular needs of participants, e.g. H, a Remploy KW in Flint, is 4th generation LTU and a former Remploy participant so understands the local issues experienced by participants. This approach supports the DWP's Life Chances agenda.

We identified third parties providing existing services to potential participants from the service areas most used by our WC and WP participants. These include the following key support areas: Housing; Ex-Offender Management; Substance Misuse; Skills & Training; Health & Social Care. Through a mapping exercise and 3 collaborative partnership events we further identified the specialist services required to provide additional support to the 3 WHP participant groups. We used this process to identify if services were already funded and available free of charge ensuring we did not duplicate services and did not allocate money for services already funded in a locality (a risk with a traditional subcontractor model). This led to the formation of the CPN, comprising mainly existing relationships [REDACTED]. All organisations were chosen because their services complemented our WHP offer and they already provided services to potential WHP participant groups. 3 Community Partnership Managers (CPM's) will manage the CPN provision in alignment with the 3 JCP districts and monitor the evolving needs of participants across the districts through our Case Management System (CMS) and regular meetings with our 3 District Performance Managers. Through a quarterly CPN steering group meeting, all partners share best practice, identify areas for integration, co-location and collaboration, ensuring services remain complementary and without duplication.

We understand the benefits of engaging with stakeholders the participant may already be engaged with. During the Participant Start Meeting the KW will ask the participant to provide details of other organisations currently supporting them. This provides a good indication of the participant's barriers and ensures KW's do not duplicate provision by making referrals for the same barrier. During this meeting the KW explains how giving **signed consent** to share information with other stakeholders can result in **better outcomes** as it avoids duplication of support, and ensures needs, barriers, challenges and changes in circumstances are identified quickly and addressed. If consent is provided the KW will contact the other stakeholder(s) to introduce themselves, explain the support provided during the WHP and to agree how best to provide a joined up service to the participant through close partnership working including: • information sharing • joint development sessions • multi-agency reviews • co-location. If the participant chooses not to sign, they receive the same level of service but are advised their outcomes may be compromised. Participants are advised they may withdraw consent at any time by a request in writing to their KW. By working in this way the KW is able to **use information received from other relevant stakeholders to improve the participant's journey** enabling the KW to: • gain a

better understanding of barriers & strengths •put together a multi-agency support package around the WHP journey •develop smarter AP's in partnership with participants with more realistic goals based on full and up to date information •identify issues early through information sharing before they escalate •provide a joined up, integrated approach to moving participants towards employment with clear and consistence messaging from all stakeholders •Avoid duplication of services.

We will assess the on-going relevance and effectiveness of a participant's personalised plan (Action Plan) in partnership with the participant by taking their personal views into account during their scheduled weekly reviews (changing to monthly after 8 weeks in work) and during weekly catch up calls from our Customer Co-ordinators, about how the WHP is helping them address their barriers and meet their goals. To assess the effectiveness of the AP, KW's will monitor progress against key milestones, checking number/type of jobs applied for against target, work placement/trials attended/completed, and progress towards earnings threshold. Progress made against points on the [REDACTED] is also reviewed, with measurements relating to distance travelled being fed into their Action Plan (AP). 6-weekly multi-agency reviews ensures their support is focused towards employment, and enables KW's to identify changes in circumstance that could impact a participant's outcomes e.g. medication change; homelessness. The AP is a living document and can be **refreshed online by the KW or participant at any time** (or on paper copy if preferred). AP's will also be refreshed where interventions are no longer relevant, e.g. if a participant looking for employment decides to become self-employed, the steps required to reach the new goal would be amended to reflect the new circumstances.

Managing programme exit: KW's identify time left on programme via alerts from our CMS and during reviews which occur throughout the programme. All participants receive an Exit review meeting with their KW (*all Exit reports will be set to JCP and the participant within 10 working days of exit, in line with final Provider Guidance criteria and in line with [REDACTED]*) prior to which a Multi-agency review provides a full picture of achievements/ additional support, which are fed into the Exit Plan. Exit review meetings cover •activities completed •distance travelled •qualifications gained •soft outcomes, e.g. increased confidence •behaviours •additional support required for positive progression •next steps, including linkage to wider services, warm handover to new provision if applicable. Participants are encouraged to continue to use Remploy Online (our online digital service) for indefinite ongoing employment support, including access to live chat with a specialist advisor all available 7 days a week. **Remploy Online is an enhancement to our participant journey, not an integral part of our delivery.* All completions are recorded on PRaP. Key differences in the management of exit includes: **Exit at the end of the 15 months:** *For those completing 456 days on programme who are not in work.* This group are most likely to be referred to alternative provision so all information detailed above is documented in the plan to avoid duplication in onward provision (particularly important for ESF funded provision). Participants are encouraged to continue job searching. **Early completers:** *For those reaching the earnings threshold/26 weeks trading prior to 15 months on programme* the focus is on next steps which ensures job sustainment and helps participants to further develop and progress within their existing role/self-employment or to a new one. KW's assess that all relevant adaptations/reasonable adjustments are in place and refer for further support if required, e.g. Access to Work Mental Health Support Service. Early completers also include *those JCP have decided the programme is no longer relevant for.* **When In Work Support is ending post 15 months,** *exit will occur after a further 26 weeks support or when the earnings threshold/26 weeks trading is reached, whichever is sooner.* As this group has required longer on WHP, their support needs are likely to be greater. We ensure that ongoing

packages of support are agreed during multi-agency reviews, adaptations, reasonable adjustments and onward referrals are in place, and participants understand how Remploy Online can continue to provide support.

We ensure participants experience a valued journey by providing a variety of ways in which participants can feedback throughout the programme. All feedback is collated by the Quality & Contract Manager (QCM) and reported monthly to the Remploy Contract Director and District Performance Managers (DPMs) so learnings and improvements can be continuously fed back into service delivery. We collect feedback which is **monitored and objectively measured**, e.g. • *Tell us what you think leaflets* (also online); • *"You Said – We Listened"* board in delivery sites (and in leaflet form) showing what has changed as a result of feedback; • *Remploy Online*, for those more comfortable feeding back remotely and/or anonymously; • quarterly participant forums lead by our Head of Customer Experience where participants discuss and feedback how they feel Remploy has supported them. From the DWP's and participants perspective we demonstrate value and progression through monitoring distance travelled via AP's and specialist tools e.g. [REDACTED] which measures progression against key goals. We share good news stories/case studies showing the impact of our service and the positive progress of participants. Monthly newsletters containing numbers of job starts and associated successes (which can be objectively measured) are created by DPMs and shared with JCP/DWP Managers. We continue to welcome DWP Managers into delivery sites to provide participants with a platform to talk to DWP about their experiences. We support DWP's *Life Chances* by having an accessible, equitable programme which transforms participants' lives.

Whilst the delivery of our service may differ based on participant's specific needs, personal preferences and locality, **we ensure all receive a consistent high quality service** by • Assessing all delivery sites before use via our "Outreach Location Checklist" to confirm all sites have adequate facilities, are Equality Act compliant, safe and accessible • All Local Performance Leads carry out weekly case load reviews and 6 monthly observations of delivery staff to ensure an equitable and fair service is provided to all, irrespective of needs or where/how they receive their service • Our CPM's, aligned to each of the 3 JCP districts in Wales, collect, monitor and act upon feedback about the support provided by all [REDACTED] members to WHP participants, sharing feedback during quarterly [REDACTED] meetings and 1 to 1 meetings to ensure consistent high quality support • having employer partners across the whole of Wales ([REDACTED] in North Wales, [REDACTED] in South-East and [REDACTED] in South-West), enabling us to provide access to work placements/tasters and job opportunities for all • Ensuring participants in rural areas with poor internet/phone signal receive the same level of service as those with access via KW's carrying hard copies of everything that can be accessed online, including job adverts as required.

We have allocated a separate funding pot to cover any specific customer needs. The KW will determine in partnership with the participant what additional support they may require in order to address their barriers and help them to gain and sustain employment. Where a service i) does not currently exist within our [REDACTED] ii) exists but is not funded within the [REDACTED], iii) is not available and/or funded through our [REDACTED] we will commission, pay for and/or develop a suitable service through our [REDACTED] facilitated through a separate funding pot of over [REDACTED], available for the duration of the contract. This is available to Remploy/[REDACTED] members so that new specialist provision can be procured on a call off basis or provided to support participant needs. All decisions about the use of the funding pot are made in agreement with the [REDACTED] Advisory Board comprising Remploy & [REDACTED] representatives who have oversight and governance ensuring money is spent and managed effectively.

Employer Engagement

Please describe in respect of each of the participant groups how you will engage with employers within the CPA to achieve Outcomes

Your response should include a detailed description of

- How you will engage throughout the life of the contract with employers you have identified in Appendix I in order to capitalise on the opportunities to achieve Outcomes for participants. Please outline any future employment opportunities you are aware of within this CPA.
- Your rationale behind this approach and how you think it will benefit participants and employers.
- How you will actively promote your services and work with local employers to create a range of employment opportunities for the participant groups including how you will identify and exploit future developments in the CPA to enable WHP participant groups to access employment opportunities.
- How your approach to working with both local large employers and small and medium enterprises (SMEs) and how your proposal will differ in terms of the in-work support to participants employed by different types of employers, employers with different types of infrastructure and participants with different needs.
- Your in-work support offer for the participant, employer and the self-employed and how this will promote up-skilling participants.
- How you will map participant needs to the employment opportunities within the CPA and how you will educate participants about the realities of their local labour market in context of how it applies to the individual participant.
- The three main challenges faced by local employers and/or sectors in the CPA, whether these are challenges which you could have an impact upon and how you will work with local employers to help them address these challenges (where applicable). If any challenges you have identified are ones which you cannot help address by working with local employers, please explain why not.
- Two examples of where you have successfully engaged with employers during provision of similar size or scope. Each example should include background on the nature and rationale for engagement, how your service successfully placed individuals into employment and helped the employer with a key challenge and what lessons you learn from this example that you will embed in your approach on the Work and Health Programme.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please complete Appendix 1 detailing key employers in the CPA you will engage with to achieve outcomes for participant groups.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

Remploy delivers a market-leading employer engagement model which transforms lives by driving better outcomes for those with a disability or health condition, the long-term unemployed or early access disadvantaged groups. We have established employer relationships spanning 10 years+ with over 3,500 employers in the UK, including 281 in North Wales, 928 in South-East Wales and 485 in South-West Wales. These employer partners operate across 4,500 sites in Wales and employ 87,500 personnel, ensuring Remploy have an unparalleled day-1 Welsh employer engagement offer.

We will engage with our employer partners throughout the life of the WHP via a dedicated **Employer Services Team (EST)**, led by [REDACTED]. The team in Wales includes an Engagement Manager and [REDACTED] Engagement Specialists who operate at local, regional and Welsh national levels. The EST adopts a multi-tiered employer engagement approach, tailored to individual employers. Our engagement principles are **1) Address employer perceptions that may exist regarding certain participant groups** such as disability in the workplace, and promote the business case for recruiting diverse talent. **2) Build employer capacity and capability** through specialist advice, guidance and training (Remploy is a Disability Confident Leader). **3) Help make simple adjustments to recruitment processes**, giving participants access to vacancies with a level of additionality e.g. working interviews /work trials to address participants barriers to employment e.g. lack of confidence; making it easier for employers to engage.

Our rationale for adopting this approach has been proven over many years in Wales, enabling us to develop a comprehensive picture of the local employment landscape, and thus better able to capitalise on opportunities. As a result we are able to build long term relationships which deliver improved outcomes, sustainment and progression. This is highlighted in Appendix 1, which lists both our Top 104 already established key employer relationships, and the top 25 employers we will target if successful in our bid.

Local Engagement: As local SMEs employ 62% of the working population in Wales we focus significant effort here. To capitalise on opportunities the EST is embedded within local communities to better understand and address local labour market challenges, and access the 'hidden jobs market'. This allows them to engage directly with local employers, employer representative organisations (CBI, FSB), JCP, and members of our [REDACTED], a partnership of specialist organisations which enhances our WHP offer, e.g. money management, skills training, housing support. This approach helps in identifying local labour market needs, to inform and inspire a participant's journey. We also directly market suitably matched participants to interested employers, e.g. to access the 'hidden' jobs market. As Tesco stores in North Wales are located in Welsh speaking communities such as Holyhead, Caernarfon, Bangor and Llandudno we market Welsh speaking participants to these stores. Local engagement is flexible, tailored and innovative. Examples include working with • Moneypenny in Wrexham to develop a guaranteed interview scheme and 6 month traineeship for vulnerable women who have experienced Domestic Abuse; • Abertawe Bro Morgannwg University Health Board to develop work trials to guarantee disabled participants interviews in catering, portering, domestic service, switchboard and administration • DVLA in Swansea to co-develop an employability programme for disabled and disadvantaged participants, and increase DVLA's disability confidence • Glyndwr University supporting health & wellbeing services for staff and students with mental health conditions. We also offer awareness sessions to local employers, JCP and recruiters to aid them in understanding the challenges disabled/disadvantaged people encounter in the workplace, and reinforce the benefits of recruiting diverse talent. In the last 6 months we have delivered over 50 sessions and aim to deliver over 250 across Wales in the next 12 months.

Welsh National/Regional Engagement - The EST have grown long-term strategic

partnerships across Wales that take many years to develop, allowing us to build trust, and secure sustainable, volume vacancies. We work with employers to identify/assess priorities, business growth expectations, skills gaps, workforce needs and help them to address Corporate Social Responsibility objectives. This approach helps link any initiatives to existing corporate aims reinforcing the business case for supporting diverse talent. We work with these employers to co-design large scale specific routeways into vacancies such as working interviews and works trials that allow participants to bypass standard interview processes, which can often be a barrier to employment. In Wales we have developed over 200 partnerships across sectors including retail (Marks and Spencer), security (G4S), banking (Lloyds) and construction (Mitie PLC). **Our EST has identified [REDACTED] vacancies and filled [REDACTED] in Wales since 2013.** National/Regional engagement includes • Developing business and engagement plans with Welsh employers such as Admiral, HSBC, Lloyds, CGI, Dwr Cymru (Welsh Water), Wales & West Utilities. Welsh Government identified these organisations, termed Anchors and Regionally Important Companies as operating in priority sectors and critical to the growth of the Welsh economy and as such we are committed to working closely with them. With Admiral we have already co-designed a recruitment routeway and mentoring service and with Lloyds a 2 week supported work experience programme • Co-design of routeways e.g. within retail, one of the largest employment sectors in Wales we worked with Tesco, McDonald's, Asda, Sainsbury, Poundland, Morrison's, Marks and Spencer (M&S). As M&S's chosen Disability Partner we provide participants for their Marks and Starts Programme via i) structured unpaid work placements of 2-4 weeks, after which, those suitable can access paid opportunities, bypassing interview ii) Direct Hire via M&S Development Sessions, participants go directly to interview without completing online application forms. We are proud of our [REDACTED] conversion rates for M&S placements into paid work • Helping Welsh employers build capability to support diverse talent. We are working with the NHS Shared Services Team in Swansea to attain Level 3 Disability Confident Leader Status by reviewing their recruitment processes and providing Mental Health First Aid Training • Job Carving roles whereby job roles/work duties are analysed and carved into stages, helping employers to identify a role's exact requirements and tasks that could be assigned to an individual with particular barriers e.g. Learning Disabilities. Through observation and undertaking the role ourselves we ensure the job continues to meet the employer's productivity requirements and is suitable for our participants.

Future employment opportunities we are aware of within the CPA include; • Cardiff Capital Region City Deal which will bring £1.2b of infrastructure (including a new South Wales metro), and business support funding into South-East Wales. The Deal is forecast to create 25,000 new jobs. As 50% of the population reside within the Devolved Deal Area (DDA) this will increase opportunities for participants living in the South East during the WHP. We learned of this development through our existing links with Regional Skills provider LSKIP (Learning Skills and Innovation Partnership) for South East Wales and have already begun engaging with Metro bidders e.g. Arriva to access potential opportunities • Anglesey's Nuclear Power Station, expected to create 5,000-10,000 jobs. We learned of this through our existing relationship with the North Wales Economic Ambition Board (NWEAB). We have partnered and co-located with WOW Training, a Holyhead accredited trainer in Security Industry Authority (SIA), Construction Skills Certification Scheme, Institution of Occupational Safety and Health accreditation to train participants. As self-employed contractors will be sought we have already trained 3 Anglesey Key Workers in Self-Employment support • Swansea Bay City Deal signed March 2017, expected to create 10,000 jobs and generate £1.3bn of investment in south west Wales. The deal focuses on energy, life sciences and smart manufacturing delivered through 11 projects including Swansea Bay Tidal Lagoon, commencing 2019.

Our EST has attended supplier events and already met the Development Director to develop a future partnership.

We will actively promote our service via our EST by 1) **Building local partnerships** with employer focussed organisations such as JCP; Regional Skills Partnerships; Business Wales Advisors delivering business support and recruitment agencies e.g. Meridian Business Support, Smart Solutions, Thomas Recruitment, Focused Recruitment, Centric; Community partners, and local employers to integrate initiatives e.g. jointly hosting job fairs and disability confidence events or attending their events. 2) **Inviting organisations and employers to co-locate** in Hubs to deliver services. Employer partners and members can witness the benefits of closer integration between providers for participants. We meet regularly to promote our services, agree areas of collaboration, ensure we are up to date with future labour market changes and new initiatives, and that local employers are not overwhelmed with duplicate marketing of participants to them. 3) **Joining community organisations** e.g. NWEAB as above 4) **Joining business networks** where we learn of employment opportunities e.g. Federation of Small Businesses, Chambers of Commerce, Business Wales 5) **Hosting Public sector roadshows**. In Sept 2016 we ran 3 events attended by 40 public sector organisations where we shared expertise, best practice and details of participant support available. We met the NHS Shared Services Team at this event and now work with them in Swansea. 6) **Direct marketing**; cold calling; telesales and digital campaigns; social networks (e.g. LinkedIn) and online through our employer portal; Coordinating open days at local venues to promote our programme to employers; Advertising Remploy programmes on the back of existing government initiatives e.g. disability confident; Speaking at business network events e.g. South Wales Chamber of Commerce and Federation of Small Businesses, seminars, attending Job Fairs; Using PR and case studies to highlight successes; Delivering awareness sessions, training and In Work Support (IWS); Marketing Remploy Online which offers employers tips, advice, case studies, peer-to-peer forums and online Advisers; As a Leader organisation, promoting Disability Confident alongside JCP

Our approach to local large employers and SMEs is unique to each employer and takes into account their demands, resources and workforce needs. With larger employers we focus on longer-term relationships to secure volume vacancies, co-design route ways and explore wider potential opportunities for participants. We link our engagement into their current policy objectives e.g. diversity agendas to support them achieve wider business goals. We assign Engagement Specialists who create and maintain local engagement plans. Longer-term relationships provide the opportunity to integrate our services with other local organisations such as colleges to co design programmes e.g. our Supported Internship programme for participants with a learning disability. SMEs have more limited resources, fewer vacancies and less flexibility with regards to the adaptation of roles. Our EST works with them to understand their precise requirements to match with suitable participants often with very short lead times. Whilst smaller scale and often more transactional in nature, these relationships form the mainstay of our work employing of our current Work Choice participants.

In Work Support (IWS) for larger employers is integrated with their internal resources, our Support Specialists liaise with HR, Operations, and Occupational Health and help train their employees to become Workplace Buddies to support participants in the workplace e.g. at M & S a participant was experiencing difficulties with aspects of their role which the employer fed back to our IWS Advisor. The Advisor liaised with M&S' Operations Manager to agree a change in role, a move to another Department and for Remploy to provide on-site job coaching, to help the participant sustain employment, all resulting in positive feedback from the employer and participant. With SMEs, IWS is more individualised as in many cases they are supporting one person. They are more

likely to benefit more directly from our IWS as it offers specialist advice and guidance which may not be available in-house e.g. Newport Auctions an SME in Newport, requested support for a participant with mild learning difficulties. The participant was struggling with aspects of his cleaning role including the pace in which he carried out his role to the inefficient methods he was adopting. Our IWS Advisor buddied up with the participant to provide 'on the job' support for 5 weeks. IWS included intensive one to one job coaching to ensure the candidate was carrying out his role effectively and given every opportunity to sustain his employment. He is now doing well and has exceeded 26 weeks in this role.

Our IWS offer is agreed by KWs with employers/participants before work starts and includes • regular calls/face to face reviews on-site to verify adaptations are in place, to consider further reasonable adjustments and to assess a participant's progress (utilising Access to Work where appropriate). Employers are invited to reviews, subject to participants' consent, if refused KWs meet separately with employers to ensure their feedback is considered in full (utilising Access to Work where appropriate) • an IWS "app" for participants/employers offers choice and control over IWS methods and communication. Participants can indicate if they are "happy" "OK" or "could be better" to alert KWs to potential issues • in-work 'buddy' systems to aid integration into the workforce • job coaching using techniques such as Training in Systematic Instruction for people who require assistance to learn • job carving to breakdown roles/duties • interventions to regain employment if a participant falls out of work • support to increase hours/pay via additional or new roles and upskilling via signposting for skills/vocational qualifications to mitigate against in work poverty e.g. many participants employed by TCFM as cleaners have been supported to achieve promotion into supervisor and management roles through literacy and language training and support with job applications. Self-employed participants receive bespoke IWS once they begin trading, including from our self-employment specialist. [redacted] partners e.g. Bellrock, supports participants to grow and develop their business. Each district has a Remploy self-employment champion who works with participants to address issues related to personal circumstances, with our [redacted] network supporting with specific barrier intervention e.g. Mental Health, Skills training, and mentoring.

We map participants needs to employment opportunities by targeting large and small employers to offer a range of opportunities e.g. with larger employers in sectors such as retail, cleaning, security and care we can access volume vacancies with lower entry requirements at a national level. We develop these relationships to offer clear progression paths through on job learning and development such as apprenticeships. With SMEs we work on a more local basis through our community embedded teams who map their opportunities to the participants we work with. We 1) Record participant experience, skills and aspirations in our Case Management System 2) Enter vacancies into our [redacted] shared with Key Workers and [redacted] partners to provide a wider view of local labour market trends 3) Match participant to vacancies by geography, skills/experience and aspiration, reviewed with participants to assess suitability 4) Work with KWs to gain an understanding of the types of employment sought by participants to specifically target employers with suitable available opportunities 5) Encourage all participants to access the hidden jobs market through their own job search activity.

We educate participants about the realities of their local labour market with the EST having a key role to play with participants from day 1. The EST share their knowledge and experience of local markets to help shape a participant's journey into work. They use presentation overviews of our employer relationships, including type of opportunity available with successful case studies. We run sector specific, and in the case of larger employers, company specific sessions in all delivery sites/field locations such as "What's

it like to work in McDonalds' which includes learning about the company, its culture and roles available, and invite past participants to share success stories. In rural/remote locations where employment opportunities are often with SMEs we demonstrate how to access them, e.g. in Minera, Wrexham we worked with Tomlinson's Dairy who struggled to fill vacancies due to their remote location. By working with the dairy to schedule participants on the same shift to allow taxi sharing, we were able to show to participants how it was possible to acquire and sustain employment in their local labour market.

The three main challenges faced by local employers **1) Skills** - According to the Employer Skills Survey 2015: Wales of 6000 employers, a lack of people with personal, technical and practical skills is a major challenge, especially in remote areas e.g. South West and North Wales **Remploy Solution:** We partner with Work Based Learning Providers, including those in rural communities e.g. Gower College and Coleg Cambria (CPN members), to access courses in literacy, numeracy and IT skills; We also identify, and directly market Welsh speaking participants to local employers with these requirements. **2) Retention/Turnover** - employers struggle to recruit/retain good quality staff and experience high turnovers. This is especially prevalent in areas with more employment opportunities and therefore choice for participants, e.g. South East Wales **Remploy Solution:** We co-develop with employers workshops and work trials to better prepare and match participants for work, examples include Admiral in Cardiff, and DVLA in Swansea. An ability to learn without interview pressure has helped increase retention for new employees. Employers who co-design programmes are also more committed to participants succeeding; Our strong IWS offer is evidenced by our WC sustainment rates, we achieved a contract entrant to 26 week sustainment rate of [REDACTED] of contracted performance. **3) Rurality and Accessibility** - Employers in remote areas e.g. Mid Wales struggle to recruit staff due to poor public transport and infrastructure. **Remploy Solution:** KWs explore all travel options with participants, plan routes, provide travel training and if required accompany them; KWs investigate alternative transport options with local organisations e.g. Llanfyllin Community Transport to extend bus routes and hours of operation; we coordinate taxi share schemes for participants; We engage with employers receptive to homeworking e.g. Enterprise Rentals which has resulted in [REDACTED] participants moving into work in the past 6 months; We work with employers to co-ordinate shift patterns with public transport e.g. Amazon in Swansea.

Successful Engagement - Example 1: In 2006 our EST approached TC Facilities Management (TCFM) a store cleaning company, seeking employment opportunities. TCFM shared with the EST their challenge of recruiting staff with the right attitudes and level of commitment. After several unsuccessful campaigns they realised they needed a partner to source better matched applicants. Working with Remploy, TCFM initially offered guaranteed interviews in Remploy locations. These progressed to 1-2 week work trials and ultimately into preparatory workshops and work trial booklets. In Wales 500 participants have to date secured work with TCFM. In 2016, [REDACTED] had sustained employment for over 13 weeks and [REDACTED] for over 26 weeks. This success has been rolled out UK-wide, where TCFM have now employed 1000 of our participants. **Example 2:** In 2016, as a result of a close relationship with JCP, Remploy was alerted to a shortage of security personnel in North Wales. Our EST approached local security employers Cynergy, Select Security, G4S, Securitas and Cordant with the aim of addressing the shortage by collaborating to co-design a security course for JCP candidates. The course covered employability skills, confidence building and security industry awareness. While Cynergy delivered 4 training courses, Remploy helped participants apply for SIA Licences. As a result 50 participants found work within the sector. **We have learned how success** is achieved by collaborating with employers to address market challenges and how sector specific training can increase participants' employment prospects considerably. This learning has been used to inform our current employer engagement.

Quality Management and Assurance of provision

Please provide a detailed description of how you and your supply chain (where relevant) will ensure the quality and consistency of service delivery through your management practices.

Your response should (in respect of both you and your supply chain (where applicable))

- Explain how you will monitor and manage the quality of provision to ensure that the standards set within the WHP Specification and your tender will be met from the start of, and throughout the life of, the contract.
- How you will ensure the quality of staff and the frequency and appropriateness of participant engagement, across the entire CPA.
- Clearly describe (where relevant) how you will manage and ensure the quality and consistency of delivery by any sub-contractors, stakeholders or specialist provision e.g. site visits, audits and observing delivery.
- Identify how you will continuously improve the quality of delivery of this provision using evidence gathered from the live running of the service, capacity build the supply chain partner (where relevant) and share best practice throughout your supply chain (where relevant). How you will apply this consistently across the whole CPA?
- 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. How you will apply this consistently across the whole CPA?
- 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 participant in the Work and Health Programme so that you can clearly articulate at any given time where these participants are in your participant journey towards achievement of outcomes.
- Explain 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.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

Remploy has a proven track record of delivering large-scale, national complex provision in Wales e.g. Work Choice, Specialist Employability Support and Access to Work Mental Health Support Service. For the delivery of the Work and Health Programme (WHP) we will use our tried and tested quality management systems successfully applied across the above programmes to ensure a high quality and consistent service throughout the life of the contract.

As we have the expertise to case manage the end to end journey for WHP participants across the whole of Wales we do not require a traditional supply chain of subcontractors to support a particular geography. However, to enhance our service offer we have created a [redacted] of [redacted] specialist organisations [redacted] of which have existing relationships with Remploy) who have made a signed commitment to align their services with those of Remploy to enhance our overall WHP provision. [redacted] members cover a wide range of specialisms which are designed to support the varied needs of participants referred to the programme to aid their journey into employment. These include: Housing and Homelessness, Offender Management, Education and Skills, Mental Health Services, Money and Debt Advice, Veteran Support, Substance Misuse support.

The quality of Remploy end to end provision is monitored and managed to ensure standards set within the WHP Specification and our tender are met throughout the contract by adhering to our Performance and Quality Management standards. DWP feedback in our 2016 PAT audit stated we had *"detailed/sound documented procedures/guidance in place which supports all aspects of the customer journey/delivery"*. These standards are implemented and managed by a Quality Assurance Team comprising: [redacted], who prior to go-live will conduct weekly contract readiness tests to verify WHP quality standards are in place, across Remploy, our [redacted] and stakeholders, and report on any risks or issues that impact upon contract commencement to our Senior Management Team (SMT); **Quality and Contract Manager (Q&CM)** monitors WHP contract and quality deliverables for Remploy in accordance with our Contract Management Framework (CMF) and Quality Management Framework (QMF); **Community Partnership Managers (CPMs)** support, develop and monitor the [redacted] and stakeholder services in line with Partnership Agreements through quarterly steering group meetings and individual monthly reviews; **Supply Chain Team** facilitate [redacted] due diligence reviews with subject matter experts at least annually or more frequently dependent upon risk; A **Quality and Compliance Team (QCT)** complete regular independent segregated audits on compliance with contractual standards as part of our governance requirements. The CMF encompasses i) expected standards of performance and quality, including **separation of duties** between those who achieve e.g. Key Workers, those who monitor e.g. District Performance Managers and those who audit e.g. QCT ii) **Performance and Quality MI Dashboard**, a real time information tool analyses, collates, tracks and reports on Key Performance Indicators (KPIs), Quality and Compliance, Customer Service Standards, File Checks and Observations. Findings are formulated into an overall RAG rated score providing a set of qualitative and quantitative measures which demonstrate improvement interventions. Results and recommendations are reported monthly to the Senior Management Team (SMT) and Remploy's Board. Our QMF includes i) management of document control and policy, ii) standard operating processes iii) self-assessments in line with DWP PAT, Estyn, Matrix and ISO 9000 identifying strengths and areas of improvement, monitored by the Q&CM to ensure actioned iv) Segregated Internal Audits by the QCT to test the effectiveness of internal controls to mitigate risk of contract delivery. The Q&CM supports delivery teams to implement recommendations from Quality Improvement Plans to agreed timescales. Audits will be conducted within 6 months of contract start

and on a risk basis v) Customer Feedback is shared monthly by the QCT with the Q&CM. As part of our governance any areas of concern or risks are escalated to the Head of Commercial Assurance via the Management Review Board risk register process. These are scrutinised by the Senior Management Team who will analyse and ensure measures are implemented to minimise and mitigate risk to contract delivery.

We ensure the quality of staff via a robust recruitment process to attract staff with the requisite skills, experience and qualifications to meet the needs of participants across the CPA e.g. *although less than [redacted] of participants referred to Work Choice speak Welsh, we continually monitor the number of Remploy's Welsh speaking staff, which is currently [redacted], to ensure we are supporting this need.* Once in post, staff undergo; induction; mentoring; observation; caseload review; 1:1s; annual appraisals; career/skills development via Remploy's Academy, an online learning tool. Our performance framework [redacted] drives individual performance via annual objective setting, in addition high performance is recognised by a transparent reward and bonus system. Underperformance is addressed through Performance Improvement Plans. If improvements cannot be evidenced a Performance Capability Review process is implemented. Remploy has held 'Investors **in People Gold Award**' for over 3 years in recognition of our excellent leadership, people management and processes.

Although not direct sub-contractors, we still ensure the quality of [redacted] staff through; due diligence e.g. vetting policies, DBS checks and staffing structures/levels to verify their ability and capacity to deliver the agreed specialist service to participants; collaborative working where we share knowledge and experience; quarterly partnership meetings; upskilling/training smaller/niche organisations e.g. as [redacted] of Work Choice (WC) participants in Wales present with mental health as a primary condition we provide Mental Health First Aid training (MHFA); monthly reviews with CPMs, audits and staff observations to ensure the quality of participant engagement.

Frequency of participant engagement across the CPA is ensured through our Key Worker (KW) model, designed to deliver a service tailored to each participant's individual need, including frequency of meetings and subject to continuous review. Engagement is as a minimum weekly but can be increased based upon the judgment of the KW observation of progress; participant feedback and commitment. Our Case Management System (CMS) monitors attendance against agreed participation and activities; supporting notification to DWP of lack of engagement. Appointments are diarised in advance, reminders sent to participants via text, phone call, letters & post cards and activities and attendance noted and recorded by KWs, including specialist interventions to facilitate tracking. Appropriateness of participant engagement is assessed by KWs and participants at weekly reviews and measured using tools such as [redacted]; a unique and innovative, evidenced based distanced travelled tool that can assess and demonstrate the impact of services for individual participants. This tool can be tailored to specific programme or participant groups, e.g. for adults managing their mental health and recovering from mental illness. CPMs will also conduct joint case reviews with [redacted] specialists to assess appropriateness of interventions and share this feedback with KWs. KWs update CMS if additional support is required or needs to be delivered differently, allowing ongoing monitoring. The CMS flags slow/no progress allowing KWs to reassess provision e.g. change time, venue, frequency or alternative support.

The quality and consistency of specialist interventions delivery by members of our [redacted] is ensured by supporting members to complete and pass our stringent due diligence process. All members also enter in to and sign a Partnership Agreement to demonstrate their commitment to align support with Remploy's prime capability and alongside other specialists (through co-location where possible) to deliver a holistic and integrated service which meets the needs of WHP participants. Our **Community**

Partnership Managers (CPMs) develop and maintain the [REDACTED] including ensuring delivery of a consistent and good quality service. CPMs are aligned by JCP district to ensure the [REDACTED] reflects the local needs of participants. To ensure quality and consistency, CPM's facilitate the completion of due diligence and partnership documentation as well as • coordinate quarterly [REDACTED] meetings to share best practice, good new stories, positive feedback and report on Q&CM and QCT audits • hold monthly observations of service delivery and reviews with each [REDACTED] member including site visits to ensure ongoing suitability • work with KW's to identify and fill gaps in provision • refresh the [REDACTED] to address participants changing needs and to reflect demographic changes • analyse and share customer feedback with the [REDACTED]. We have built into our programme a process for collecting participant feedback each time they receive support or a service from the [REDACTED]. The QCT independently collate participant feedback monthly, analysing results and sharing these with the CPM who addresses any areas of concern directly with the specialist. If quality and performance is deemed to be unsatisfactory and cannot be addressed through Quality Improvement Plans the organisation will be removed from the network and a new partner sought. District Performance Managers will also monitor the effectiveness of the support delivered by the [REDACTED] by examining the correlation between job starts and sustainability. In addition Local Performance Leads track outcomes impacted by support delivered by the [REDACTED] through daily, weekly and monthly tracking.

We continuously improve quality of delivery using evidence obtained from live dashboard reporting and MI systems. These track performance, contract and quality KPI's and are integral to the successful management of caseloads at key stages of the participant journey. Our ongoing quality control and evaluation methods which are applied consistently across the CPA deliver continuous improvement managed by the Q&CM. The Q&CM analyses information gathered from self-assessments, audits, observations, site visits, participant and employee feedback, customer forums, quality improvement meetings, commissioner reviews and issue improvement recommendations and actions; monitored on a rolling basis but as a minimum quarterly at the local district level. **We capacity build by upskilling** [REDACTED] members through specialist training including disability training and MHFA. **We share best practice,** knowledge and research at quarterly KPI reviews, Partnership Development Events and by providing access to Remploy's online forum/resources, facilitated by Data Sharing Agreements.

We obtain Participants feedback consistently across the CPA through our quality controlled processes, which are applied across all contracts. Our aim in obtaining feedback is to identify trends and how participants can influence our delivery model. **"Quality Matters"** our UK wide point of contact for compliments, comments and complaints, is monitored and updated by the QCT. Monthly reports are evaluated and shared with Remploy and our CPN. Every Customer will be encouraged to complete a feedback module within the CMS throughout their journey including feeding back to Key Workers the services they have received from members of the CPN. Branch/field offices promote the completion of **"Tell us what you think"** leaflets with resultant actions evident on **"You said - We Listened"** boards prominently displayed in branches and in leaflets distributed at outreach locations. Customer focus groups are conducted quarterly to obtain direct participant feedback and we use mystery shopper activities and annual surveys. Findings will be evaluated with the Q&CM and CPM and improvement plans created with completion timescales. All monthly feedback is issued to the Remploy Board who oversee completion of continuous improvement actions. Remploy's **Head of Customer Experience & Safeguarding, a member of the QCT,** ensures participants have a strong voice.

We handle complaints in accordance with our **"Quality Matters"** feedback process,

which uses **independent investigators** to ensure impartiality. While we are committed to excellent service we acknowledge some individual participants may not always be satisfied with the service they receive. For this reason KWs inform participants of the complaints process at induction, provide a written copy and ensure it is displayed in all our branches. Complaint methods include: speaking to KWs/District Performance Managers (DPM), sending an email to a dedicated email address, contact by telephone, 'Tell us what you think' leaflets, website or in writing to Quality Matters.

Complaints have 4 stages. 1) Informal complaint to KW/DPM, addressed in 10 working days 2) Formal complaint via telephone/email, investigated by an independent manager, written acknowledgement with response on findings/outcome within 20 working days 3) Advanced Formal, escalated at participant request or no resolution after 20 days or complainant not satisfied with outcome. Board Director conducts investigation, if not resolved, escalated 4) Executive Board review, if complainant dissatisfied, advised of further redress via impartial Independent Case Examiner; staff cooperate with Case Examiner and recommendations are implemented. Complaints may be withdrawn at any stage, however corrective/preventative action continues.

Complaint processes are reviewed by our QCT to verify they meet Remploy standards; if improvement is required we share our process and/or support them to improve their own. Complaints received are shared with their CPM for review and discussion and sent to the QCT for central collation and reporting. Complaint findings have been outlined above.

We will accurately track and monitor the progress of participants via our CMS which today tracks 40,000 participants across 50 contracts. The CMS records participants' progress and outcomes; identifying where a participant is in their journey. This is enhanced through the use of [REDACTED] that can evidence progress made toward sustained employment by participants at any given point. A diary function tracks attendance against agreed participation, with non-attendance flagged for discussion. Mandatory fields ensure data is captured to monitor the journey from referral through participation, attendance, diagnostic assessment and result, attrition rate, Action Plans, progress achieved, reviews, specialist interventions delivered, programme length of stay; qualifications, skills, training, work placements, outcomes, employment and sustained employment, In Work Support, earnings thresholds/26 weeks trading and Exit. Specialist interventions will be updated in the CMS by KWs who liaise with specialists for an update on a participant's progress, including any non-attendance in accordance with the [REDACTED]. They also update the CMS with the Participants' feedback on the service received. Reporting is available by Remploy, Specialist Partner, Participant Group, JCP office and District to help identify performance trends and best practice.

Our proposal for delivery of services will not adversely affect current contracts as we will use previous experience of implementing large UK employment programmes. In Q1 2016 we implemented 5 programmes across Wales while maintaining service on 50 existing contracts. This included mobilising a national delivery capability, developing a software portal, creating a supply chain and TUPE. During this time WC sustainment performance exceeded target at [REDACTED]. As the largest WC incumbent in Wales with an existing pan-Wales capability we can implement the replacement WHP programme with minimal risk to DWP. To plan for WHP • a stress test has been conducted by our Executive team to verify organisational capacity and capability • a standalone delivery model has been developed based on the WHP specification, MI data of current and forecast demand, current resources (premises, staffing) and percentage utilisation, financial/commercial viability, planned contract closures, future planned business (e.g. awarded tenders, subcontracts), partner capacity • we have considered the transition of current WC and WP staff along with the impacts of TUPE.

Supply Chain (b)

Please describe how your organisation will deliver the provision without the use of a supply chain.

Your response should include as a minimum:

- How you will provide all services which you are contractually obliged to deliver to participants within your organisation and why you have chosen not to use a supply chain.
- How you will provide the Contracting Body with assurance that individual participant requirements will be covered in totality by your organisation, and if not what your process will be to engage with specialist providers as and when required.
- How you will ensure continuity of service provision should there be restructuring of your organisation through the life of the contract.
- Detail your contingency plan for maintaining the entire scope of your proposal within your bid should your organisation need to engage a supply chain partner to ensure continuity of service provision ahead of contract start date and during the life of the contract.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

Remploy, as a current provider of Work Choice (WC), Work Programme (WP), Specialist Employability Support and Access to Work Mental Health Services in Wales has the resources and capability to deliver the Work and Health Programme (WHP) without a supply chain of subcontractors. We have the core expertise to case manage the end to end journey for WHP participants in all 3 participant groups and especially those with health and disability issues (the largest cohort on WHP) across Wales.

We will provide all services we are contractually obliged to deliver to participants through Remploy's dedicated WHP delivery teams. Remploy WHP office and field based teams of Key Workers (KW) will case manage all participant journeys covering the whole of Wales from our existing Community Hubs, offices and outreach premises. Our end to end provision includes referral, initial contact, face to face participant Start Meeting, profiling, action planning, review, job search and match, work placements, in work support, programme exit and when required signposting/referral to other specialist provision: We use a variety of specialist evaluation tools e.g. [REDACTED] to determine interventions required e.g. confidence and motivation, sector insights, referral to specialists, employer sales days, work experience and work placements. This support goes beyond the activities provided by Jobcentre Plus ensuring that participants are engaged in activity that enables them to find and retain work.

We have chosen not to use a supply chain as • by using directly employed peripatetic staff that can be assigned to areas of demand we maintain high utilisation rates resulting in a more efficient service • we specialise in supporting the WHP groups to gain work through our experience of delivering employability programmes in Wales as detailed above. In the last 12 months our caseload has comprised [REDACTED] of participants with Health conditions and disabilities, [REDACTED] Long term unemployed and [REDACTED] Early Access Disadvantaged Groups; with crossover between the 3 • we have the experienced staff to deliver WHP across Wales through the transition of our WC and WP staff to WHP, as the older contracts tail off; complimented by the transfer of TUPE eligible staff of incumbent providers • we already have full geographic coverage across Wales suitable for WHP. In addition our Community Partnership Managers (CPMs) are responsible for working with their counterparts at other organisations, such as JCP and Communities First (and its successor programmes post 2018), to avoid duplication of provision and to develop and maintain a provider network of additional support relevant to each district. District Performance Managers are also linked into the Regional Skills Partnerships and employability and skills forums to ensure we are supporting the wider agenda in Wales. As an example of their work, since opening our Swansea Hub in Q4 2016 we have co-located with 18 partners. As a consequence • participant attendance has increased by 30 per week and average job starts have risen from 8 to 20 per month • localisation of participant support is guaranteed • the use of funded services is maximised and service duplication avoided • best practice is fostered • staff are upskilled e.g. Remploy trains partners in Mental Health First Aid and partners such as Christians Against Poverty train Remploy staff on In Work Benefit calculations • we facilitate co-design of support.

To provide the Contracting body with assurance Individual participant requirements will be covered in totality our solution ensures each participant is supported by an experienced KW from initial referral through to sustained employment. KWs ensure individuals receive a tailored service, based on need. Weekly supervisions and joint case reviews with Local Performance Leads provide a platform for KWs to seek advice, guidance and confirmation that participants are being fully supported. Where specialist interventions are required that cannot be provided for internally, KWs will initially refer to our [REDACTED] as explained below or Directory of Services (DoS). The DoS compiled by Remploy for each Local Authority area provides staff and participants with a complete reference guide to all advice, assistance

and support services within that area e.g Local Authority Housing. CPMs are responsible for ensuring the DoS is accurate and up to date. CPMs undertake weekly case reviews with KWs to remain informed of participant need thus avoiding service gaps. Where no provision exists, the CPM will • use local knowledge and research to seek new specialist providers • ask [redacted] members for specialist recommendations • attend networking events/forums • advertise via Remploy's website 'Partnership Pages' and industry networks eg, Employment Related Services Association, Occupational Health Providers Association. CPMs ensure we do not duplicate funded provision. Once providers are identified due diligence is undertaken, including testing their capability and capacity.

Although we do not require a traditional supply chain to provide end to end management in a particular geography we have created a [redacted].

The [redacted] is a deliberately constructed group of organisations who provide a wide range of specialisms to meet the support needs of WHP participants. Specialisms include: Housing and Homelessness, Offender Management, Education and Skills, Mental Health, Money and Debt Advice, Veteran Support, Substance Misuse (please see Appendix 7).

[redacted] have made a signed commitment to integrate their services with Remploy to enhance WHP provision. Whilst the concept of the [redacted] is new, the individual partnerships it contains are not; over 70% have existing relationships with Remploy, half of which are more than 2 years old. Whilst this is useful added value support that ensures we meet individual participant requirements for all customers, it will particularly add value to those from Early Access Disadvantaged Groups who may already be receiving support from [redacted]. All [redacted] will be integrated into the case management of participants by our trained Key Workers (KWs) who in consultation with participants will engage services at the point of need.

The [redacted] was developed following a mapping exercise of the specialist services required to provide additional support to the 3 participant groups. During this exercise we identified if services were already funded to avoid duplicating provision (which could be the case if we were using subcontractors). In addition we have set aside **a separate funding pot of [redacted]** (the amount is based on forecast volumes and will increase if volumes grow) to be used by Remploy and [redacted] to fund new or unfunded, specialist provision on a call off basis. The fund will be managed by Remploy but monitored by a [redacted]

[redacted] to ensure the money is spent and managed effectively. The [redacted] is aligned with the 3 JCP districts and managed by 3 **Community Partnership Managers (CPM)**. This ensures the services available are relevant to the participants referred to WHP within each district. Each CPM is responsible for:

- completing [redacted] due diligence and partnership documentation
- coordinating quarterly CPN meetings to share best practice/ideas
- performance and quality managing [redacted] through observations and monthly reviews
- analysing and sharing customer feedback with [redacted]
- working with KW's to identify and fill gaps in provision
- refreshing the [redacted] to address participants changing needs and to reflect market changes in provision.

District Performance Managers (DPMs) will monitor the effectiveness of the [redacted] by examining the correlation between job starts and sustainability. **Local Performance Leads (LPLs)** will track outcomes impacted by support delivered by the [redacted] through daily, weekly and monthly tracking. Where an issue with the quality or performance is identified, the CPM will take this up directly with the organisation. If quality and performance cannot be addressed successfully the organisation will be removed from the [redacted] and a new partner sought.

We will ensure continuity of service provision should there be a restructure of our organisation by adhering to our robust performance management and Merlin processes which ensure we continue to meet all performance obligations regardless of change. Our Head of Performance Management ensures continuity of service provision during a

reorganisation, assessing service impacts to mitigate against any potential disruption to participants and commissioners. This includes • analysing performance across Remploy contracts to identify areas where performance needs to improve • considering alternative Remploy activities or delivery models to improve • reviewing potential supply chain partners based on existing relationships and information available • conducting a financial analysis across all options to identify the most cost effective solution • informing and seeking agreement from commissioners to proceed with planned changes • liaising with the Head of Supply Chain Management and local CPM to plan and prepare new sub-contractors for go-live • liaising with the DPMs and LPLs to maintain service until go-live and plan for staff and premises reorganisation. As an example, in 2015 circumstances changed on our Work Choice programme due to Remploy's transition from government control into private ownership. Work Choice (supporting 15,000+ clients and accounting for [REDACTED] of annual revenue) changed from 'Grant in Aid' provision to a Payment by Results (PbR) DWP contract. This change had a significant impact on key areas of our organisation: culture, staff, performance, risk, financial management, profiling, data processing and reporting. To ensure competent and effective management of [REDACTED] widespread changes to Remploy and Work Choice, we established a **Transformation Project Board (TPB)**. The TPB was led by our CEO and senior team and supported by experienced functional leads from our managed services (finance, HR, performance, operations, training and IT) who led a detailed Project Plan to bring about the transformation and ensure performance of the Work Choice contract was maintained. Progress against the Project Plan was reported against consistently through weekly and monthly Workstream Updates, Risk Review and TPB Project Reports.

We will maintain the entire scope of our proposal under the leadership of a Remploy Cymru Contract Director. With our existing experienced staff and infrastructure resources across Wales there are no circumstances in which we would need to engage a supply chain ahead of contract start date. However during the life of the contract, the Contract Director supported by our DPMs, will be responsible for identifying if and when an end to end supply chain is required. In such an instance we will mobilise a supply chain quickly using proven and established Merlin compliant processes, overseen by a Head of Supply Chain Management and our CPMs. Our Dec 2016 Merlin assessment achieved a score of 75%, the largest % improvement seen by DWP between assessments. During mobilisation DPMs will maintain performance levels at all times supported by the LPLs and peripatetic field teams, until the supply chain is live. The process includes; i) Asking current [REDACTED] to explore their capacity and capability to deliver end to end services ii) Revisiting WHP EOIs submitted iii) Running a new EOI procurement process (4-6 weeks) including EOI issue, scoring, short-listing, negotiation, offer and acceptance.

Recent experience of mobilising supply chains includes DWP Specialist Employability Support, Care Quality Commission Experts by Experience and ESF Cheshire & Warrington contracts. Following our 2015 restructure we made supply chain arrangements on WC that were not previously possible under "Grant in Aid including on-boarding 13 end to end partners in 4-6 weeks e.g. Inspire 2 Independence and Papworth Trust as a result of 1) Commissioner instigated change; DWP requested additional support for participants 2) Remploy restructuring e.g. suppliers were engaged to ensure service continuity in areas where Remploy made a business decision to withdraw direct provision e.g. Northern Rights (an existing WC subcontractor in Durham) was asked to extend its coverage to Newcastle and Sunderland due to our restructure and its high performance. The successful transition process included a warm handover of participants and use of our premises to minimise disruption. We will adopt these same proven processes to engage any supply chain for the WHP should the need arise.

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:

- A clear explanation of how you will ensure the staff deployed/recruited on WHP will have relevant skills or experience, covering all customer groups. How you will ensure you and your supply chain partners are consistent across the whole supply chain and how you will ensure all staff are trained to an appropriate standard.
- Minimum and maximum caseload per advisor including a rationale for why this is considered appropriate against your delivery proposal, from day one and through the life of the contract.
- The number of existing staff and those who will need to be recruited through the life of the contract, for you and your supply chain (where applicable).
- A clear description of how you, and your subcontractors; 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.
- A clear explanation of how you, and your subcontractors, will manage sickness absences and annual leave during peak times, including contingency arrangements for managing the absence while maintaining the quality of service delivery and performance levels.
- How you will manage your staffing level as volumes of participants increase and decrease over the life of the contract.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please complete Appendix 4 to provide human resource details.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

All staff resources required to deliver and manage WHP are detailed in Appendix 4. As Remploy has the skills, experience and capacity to manage the contract and deliver a full end to end journey for participants across the whole of Wales, we will not be using a supply chain of sub-contractors. **All Remploy staff deployed to WHP** will have the relevant skills and experience to support all 3 customer groups as they are currently deployed in delivering Work Choice (WC), supporting individuals with Health conditions and disabilities (H&D), and have experience of delivering Work Programme (WP) for the Long-Term Unemployed (LTU) and Early Access Disadvantaged Groups (EADG). In the last 12 months our caseload in Wales comprised of; [REDACTED] H&D, [REDACTED] LTU and [REDACTED] EADG; with crossover between the 3 groups. Delivery staff have or are working towards NVQ Level 3 Employment Related Support (ERS) which includes a module on Disability. They are trained in Mental Health First Aid Training (MHFA), motivational interview techniques, job coaching, Training in Systematic Instruction (TSI). We also have [REDACTED] trained Self Employment Specialist across Wales. All incumbent WC providers' staff, identified as eligible for TUPE will have WC experience and on joining Remploy will undergo a skills gap analysis to identify and address training needed to support all 3 customer groups. **We ensure recruited staff have the relevant skills/experience** by •Providing clear job descriptions, detailing qualifications, skills, competencies, experience and/or knowledge required •Using competency-based interviews to assess behaviours and skills required to verify information/qualifications given during the recruitment process •Recruiting staff matching the demographics/needs of participants as this enables us to better understand the challenges they face and helps support DWP's commitment to Life Chances. [REDACTED] of Remploy staff in Wales have a disability or chronic health condition and many live in areas deemed to be deprived or disadvantaged •Recruiting Welsh speaking staff and supporting Remploy and TUPE staff to learn Welsh via 'Learning at work' time from e-learning modules. Currently [REDACTED] of Remploy staff speak Welsh, helping to support Welsh speaking WCWP participants. Once recruited, we ensure staff skills remain relevant to the needs of the WHP and its participants through regular reviews to identify training or development required. **Minimum and maximum caseload per Advisor from day 1 (up to month 6 of the contract) = [REDACTED], and throughout the life of the contract [REDACTED]** Caseloads have been calculated by dividing our projections of total WHP participants over the life of the programme by the total number of delivery staff who will support the end-to-end WHP participant journey (delivery-facing roles are listed within Appendix 4). Our customer journey is delivered on an expert/functional basis, with all delivery staff sharing responsibility for directly engaging with and supporting participants. The caseload sizes provide the flexibility required to provide targeted and tailored support to participants and respond quickly to their needs, while remaining compliant with DWP's Customer Service Standards. Low caseloads, particularly for In-Work Support (for comparison these are between [REDACTED] for WC/WP), means we are able to drive a Work First approach, getting participants into work more quickly than on WC, providing more intensive support once in-work. **Staff numbers:** As TUPE applies Remploy will have an available resource pool of [REDACTED] comprised of [REDACTED] existing Remploy WC staff and [REDACTED] individuals whose current WC employers believe they are eligible for transfer. Ready for day 1 delivery Remploy will have identified sufficient existing staff in all required locations, delivery and management roles to undergo 2 weeks WHP training between [REDACTED] to ensure we are ready to receive WHP referrals from [REDACTED] across the whole CPA. This is because as WC referrals cease it allows us to move staff across to WHP delivery. At go live, up to [REDACTED] TUPE staff members will transfer into Remploy and will begin 2 weeks training ready for operational deployment on [REDACTED]. We will then be fully resourced for the first 6 months of delivery. Our staff resource plans align with the ramping up of WHP participant starts, reaching [REDACTED].

at month 18 and peaking at [REDACTED] at month 34. We do not envisage the need to recruit any additional staff for the 1st 6 months of delivery due to utilisation of existing/TUPE staff from day 1. As WC demand decreases we will move further WC staff over to WHP contract. Should a shortfall in staff occur at any time or a need for more specialist roles is identified, we will recruit through our long-term recruitment partner, Equal Approach. **We will recruit, train and retain staff as follows:**

Recruitment: Advertising (including listing Welsh speakers as desirable), shortlisting, competency-based interview, appointment subject to DBS check, references and eligibility to work in the UK. Whilst we do not envisage a need to recruit, our approach, developed with preferred recruitment partner Equal Approach will ensure we only select candidates with the relevant skills and experience. **Training:** On joining

Remploy staff (including TUPE staff) undergo mandatory induction comprising e-learning and group training. Front line staff receive training in Disability Confidence, MHFA, motivational interview techniques, job coaching and TSI and are supported to achieve a minimum of NVQ Level 3 in ERS. At the launch of new programmes, we train staff on contract objectives and requirements, including business process flows and verification needs. Personal development is supported via our learning and development system, The "Remploy Academy". **Retention:** achieved through

- Employees owning a [REDACTED] share of Remploy, providing a voice in our direction
- competitive remuneration package, benchmarked against industry standards
- performance-based bonus scheme
- reward recognition programmes
- 1:1's, monthly, mid-year and annual reviews with line managers including career planning
- support with reasonable workplace adjustments
- 24/7 access to an Employee Assistance Programme. Our retention of Investors in People Gold Standard (3+ years now) demonstrates our ongoing commitment to employees.

We manage sickness and annual leave in line with our published Attendance Management policy: **Sick leave:**

On notification of sickness, Line Managers (LMs) re-allocate workloads to appropriately skilled staff or reschedule appointments, ensuring participants are notified. We cross-train staff e.g. Key Workers and Support Specialists to provide contingency and second from other contracts/locations to create additional capacity to maintain quality and performance levels e.g. staff from nearby hubs with WC experience. **Planned leave/training** is agreed 2 weeks in advance by LMs based on minimum staffing levels needed. To ensure continuity for participants we inform them of changes with alternative staff details. To mitigate the risk of staff absences staff productivity is calculated at [REDACTED], providing the ability to flex capacity. We also quote a conservative caseload size and rounded up the staffing rates. We further mitigate against staff absence by having a mix of full time and part time workers who work flexibly and by being able to access additional Key Workers through Remploy Online. **We will manage WHP staffing levels as participants increase/decrease over the contract life**

through joint planning between the WHP Contract Director and WC Service Delivery Manager (SDM) to transition staff from WC to WHP as WC volumes decline towards contract end. On a daily, basis District Performance Managers (DPM) working with Local Performance Leads will use live dashboards to monitor workloads to ensure an average caseload of [REDACTED] is maintained. **Increases will be managed by**

- further deploying WC staff to WHP under the direction of the WHP Contract Director and WC SDM
- re-deploying peripatetic teams to manage short-term increases in demand
- recruiting temporary staff on part-time contracts. Equal Approach recently on-boarded [REDACTED] experienced staff in Cardiff in less than 3 weeks using a pre-screened bank of personnel who had attended previous interviews.

Decreases will be managed by

- re-allocating staff to areas where demand exist
- re-assigning cross-trained staff to roles with demand
- re-deploying staff to other contracts or new business awarded
- natural staff attrition
- redundancy.

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.

Your response should:

- Explain why you consider your delivery infrastructure to be suitable for this provision and the specified participant groups (please see paragraphs 2.11 to 2.19 of the WHP Specification), and how you will ensure consistency across the whole CPA.
- Where applicable, describe any outreach or co-location 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 parity of services across the CPA.
- Explain why you consider digital services or other non-face to face services, if appropriate, would be suitable for this provision and the specified participant groups (please see paragraphs 2.11 to 2.19 of the WHP Specification). Please provide two examples of where these services have been successfully deployed on current or previous relevant contracts. Why and how were they successful?
- Clearly describe how your proposal will achieve full coverage and consistency across the entire CPA.
- If you intend to use existing premises, outreach centres or co-location, explain how delivery of this provision will fit with current use.
- 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 life 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. Please provide one example of how you have managed fluctuating volumes on a previous contract.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please complete Appendix 5 to provide your delivery infrastructure details.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

Remploy has a robust and existing pan-Wales delivery infrastructure comprising

- 6 Remploy Community Hubs where we co-locate with our **Community Partnership Network** (CPN) of specialist organisations. Hubs are located in Cardiff, Pontypridd, Newport and Merthyr Tydfil in the Devolved Deal Area (DDA), Swansea in the South West and Wrexham in North Wales
- 6 Remploy offices in Rhyl, Neath, Caerphilly, Newtown Bridgend and Ebbw Vale
- 55 community outreach premises (see Appendix 5 for a complete list). Our infrastructure also includes office and field-based, peripatetic delivery teams, IT systems *e.g. billing and case management* and **Remploy Online** an optional digital service. All are available to the Work and Health Programme (WHP) from Day 1 of delivery, offering DWP/Welsh Government a low risk solution.

Our delivery infrastructure is suitable for the WHP and specified participants as

1) All premises are Equalities Act compliant and designed to meet the needs of participants with disabilities and health conditions (e.g. current Work Choice (WC) participants, of which we deliver 75% in Wales) and through which 13,000 participants regularly access our service. As three quarters of WHP participants are expected to have a disability or health condition we know these premises are suitable. All are designed for wheelchair users, the visually and hearing impaired and located on major transport routes ensuring ease of access. 2) We recognise some customers may not be able to access our premises for a variety of reasons e.g. rural or isolated location, lack of transportation, the nature of their disability/mental health condition and low levels of self-confidence, and so have designed a national infrastructure of urban community hubs and rural/remote community outreach covering the entire CPA.

All participants will be able to access our services within 45-60 minutes via public transport significantly less time than the 90 minutes travel each-way detailed within the WHP specification. We will also travel to meet participants providing them with choice and control over venue e.g. In North Wales of WC delivery is provided by field teams working across remote areas such as Anglesey, Colwyn Bay, Bangor, Llandudno, Mold and Carmarthen. This approach reduces participants' travel costs and time and alleviates any anxieties caused by travelling or attending unknown locations. Our approach is particularly suited to those at higher risk of non-engagement such as the Long Term Unemployed and Early Access Disadvantaged Groups who can face numerous challenges e.g. caring responsibilities. 3) We are transitioning 6 existing Remploy branches into Hubs for our WC contract to support co-location with CPN members, aiding delivery of a more integrated and holistic service to participants. Swansea and Newport are already operational and a Project Manager has been assigned to transition our 4 remaining branches into hubs by the end of October. Since opening the Swansea Hub in Quarter 4 2016, participant attendance has increased by 30 per week and average job outcomes have increased from 8 to 20 per month 4) Our infrastructure is aligned to JCP Districts, strengthening JCP communication and local integration 5) Additional space is available in each location to absorb fluctuations in participant volumes 6) Our Case Management System and Billing systems are currently used to deliver WC and Work Programme.

We ensure consistency across the whole CPA by adhering to quality management systems which have been used to successfully deliver UK-wide programmes such as WC, Specialist Employability Support and Access to Work Mental Health Support Service. Our Quality & Contract Manager and UK Quality and Compliance Team will monitor consistency across 1) Our community hubs and outreach teams which are equipped to deliver a consistent end to end WHP provision. Field workers operate a "branch in a boot" which enables them to replicate the hub environment by setting-up group training facilities such as Job Action Groups in outreach locations using dongles and laptops for participant use. In areas with poor or limited connectivity participants are provided with the same materials as in Hubs via electronic devices or hard copy

versions. 2) Hubs and outreach, which both include co-location with specialist organisations e.g. Remploy Hub in Swansea (we co-locate with 18 specialists) and Llanelli Council's Community Hub (we co-locate with 10 specialists). Where possible we co-locate to join up with existing local services, increase our knowledge, share best practice, prevent duplication, and reduce premises costs.

Outreach and Co-location Services have been designed to be flexible, provide participants with choice and control and parity of service wherever they live. 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, [REDACTED]). Where possible we co-locate with specialist providers of services in our hubs/other providers' hubs to deliver an integrated and holistic service e.g. at the Llanelli Hub we work alongside [REDACTED] The Wallich and Royal British Legion. Our outreach and co-located sites are designed to increase accessibility and provide flexible, demand-responsive services covering rural areas. All Key Worker's (KWs) drive, have access to a car, carry a cash float for settling participant expenses during outreach delivery and have access to mobile technology, e.g. mobile phones, laptops, internet. Whilst the way in which outreach services are delivered may differ according to environment (e.g. group sessions may need to be smaller), we ensure parity and quality of service remains the same through quality checks of Action Plans and observations of staff by a dedicated Quality and Contract Manager. Our design *rationale* comes from our experience of delivering in Wales since 1945. We know some participants will face challenges as a result of living in rural areas with poor transport links and the majority will have a disability or health condition. We have designed a service which is accessible by all irrespective of location or need, by bringing it into local communities.

Our digital service is appropriate and suitable for WHP as it enhances participant's experience by allowing them to access training and development services at any time. Currently [REDACTED] of WC participants across Wales use the service for 4-6 months. In addition to helping participants it helps us to improve services by providing KW's with visibility of participant activity between appointments. Using online analytics, we can determine an individual's level of engagement and identify if and when they require additional support to keep them motivated. It also • increases touch points between meetings in the branch/outreach to maintain focus • Access to Online advisors (online and by phone), support tools and information 7 days a week, evenings and weekends, especially beneficial to those participants with health conditions who require more flexible contact hours. Speaking to someone remotely can break down barriers as participants often feel more able to disclose and share information in this format. We currently have 10,000 registered Remploy Online users; of these [REDACTED] have a disability/health condition, [REDACTED] a mental health condition and [REDACTED] a Learning Difficulty or Disability. Our digital service is complementary to our WHP provision and is not a replacement for face to face services. Participants who choose not to use the system or who are unable to do so due to poor connectivity can still access its content through field teams carrying mobile devices and hard copy material. Examples of how we have successfully deployed digital services include **Example 1: A Flexible Support Fund** participant received notice of a job interview at 5.00pm on a Friday for the following Monday. As the participant needed support to prepare he accessed Remploy online over the weekend to speak to an Online Advisor (all have the same training and qualifications as KW's). He received practical and emotional support and access to a suite of tools for interview preparation. Due to this support the participant felt able to attend the interview and was offered a job in November 2015 and has been employed there ever since. Without Remploy Online he advised he would not have felt sufficiently confident to attend the interview at such short notice. **Example 2: Remploy's Digital**

team analysed information gathered by Online Advisors and found WC participants disclosed barriers more quickly than during face to face meetings. To ensure that this information was captured by the participant's KW, Online Advisors now add the new information to the CMS, alerting the KW to it via email. KW's then build this into their assessment which provides a more comprehensive picture of the barriers/needs to be addressed through the Action Plan, making the Action Plan more tailored and relevant.

Our proposal will achieve full coverage and consistency across the entire CPA through Remploy and our [REDACTED] fixed and outreach locations and our field based peripatetic teams. We have specifically chosen our locations, partners and delivery model based on our understanding of Wales' geography and the challenges it presents. Through our decades of experience of delivering across Wales we have developed a deep understanding and knowledge of the demographic challenges faced. Consistency has been assured through our quality management processes, dedicated quality personnel and management oversight e.g. all new community premises are subject to an "Outreach location checklist" prior to being approved for use. We also flex delivery to where provision is needed by continuously reviewing forecasts and demand and analysing referral volumes and flows into our programmes to determine if new premises are required e.g. in 2016 when working with TATA Steel to support staff facing redundancy, we set-up a temporary office for 4 months on TATA's Port Talbot site to deliver a support programme. Currently we are reviewing Holyhead premises in response to the planned new nuclear power plant at Wylfa Newydd in Anglesey, to access the forecast 5,000-10,000 jobs for participants. We also employ a flexible workforce consisting of a mix of full and part time staff which allows us to respond to demand changes and by recruiting staff from the areas where delivery is needed.

We intend to use existing premises, outreach and co-location as these ensure full CPA coverage. Remploy premises and outreach locations already deliver end to end WC and Work Programme. WC and WP share features with WHP such as group sessions and job clubs, ensuring the new programme will fit well with current use. The conversion of branches into hubs prior to go-live and co-location with [REDACTED] within hubs and outreach will improve the integration of services which is embedded within our WHP solution. As WHP begins, WC and WP will diminish, enabling the fully utilisation of premises for WHP. The WHP Contract Director will balance the needs of the transition from WC and WP to WHP by monitoring referral numbers, number of live cases and the number exiting WC and WP to ensure all premises can accommodate demand and continue to be fit for use. The premises of [REDACTED] will also be used to deliver WHP as they are already familiar to the target groups. Our Community Partnership Managers have verified with [REDACTED] that each location can accommodate WHP requirements and that sufficient space and facilities are available. As referenced above we are seeking new premises in Holyhead, until these can be established we are co-locating with a [REDACTED] WOW Training. **Contingency plans for managing fluctuating participant volumes** are initiated by Local Performance Leads, who understand the capacity of all premises. The minimum and maximum volumes that can be managed without adverse impact on premises are [REDACTED] and [REDACTED] of forecast demand. Contingency plans include • seconding staff in from other premises as additional space exists • allocating peripatetic field staff to the areas of demand • cross-training staff located within the same premises eg, KWs and Support Specialists • Upskilling staff as part of their development to prepare for more skilled roles • co-locating with CPN members to increase office space. **Example;** In the last 12 months our WC referral volumes in the Valleys increased from 15 to 60 per month. We managed this fourfold increase by seconding staff into our 3 branches in Merthyr, Caerphilly and Ebbw Vale. These sites possessed the additional space and facilities to accommodate the additional resource.

Management Structure

Please submit an Organisation Chart alongside the response below. Please note there is no page limit requirements on the organisation chart.

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

Your response should:

- Describe your proposed management structure for the live running of this provision, including any subcontractor roles directly managed by your organisation (where relevant) 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, during mobilisation and live running, alongside existing commitments and any potential future commitments.
- Outline the risks you have identified within your management structure and how you will mitigate against them including any escalation routes for both you and your subcontractors (where relevant).
- 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 be 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.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

Remploy's management structure has been specifically designed for the Work & Health Programme (WHP) with **all personnel from Contract Director to front-line staff 100% dedicated** (our Quality & Contracts Manager and Engagement Manager begin working on WHP from go-live, building to 100% FTE from month 7). Our WHP structure does not include a supply chain of subcontractors but does include a [REDACTED]

[REDACTED] of specialist organisations, overseen by Community Partnership Managers. **Proposed management structure.** 100% WHP dedicated are: Contract Director; [REDACTED] District Performance Managers; [REDACTED] Community Partnership Managers; Quality and Contract Manager (Q&CM) from month 7; Engagement Manager (from month 7). Supporting the Remploy Cymru team and funded through contractual overheads are: [REDACTED] Chief Executive Officer (CEO) ([REDACTED]), responsible to the Remploy Board. Reporting into the CEO is Remploy's Senior Management Team

- Service Delivery Director [REDACTED] overseeing all contract delivery including WHP
- Commercial Assurance Director [REDACTED] monitoring contract performance across Remploy contracts, supported by a Head of Performance [REDACTED]
- Director of Employer Services [REDACTED] responsible for Remploy's national employer engagement strategy
- Finance Director [REDACTED]
- Central Business Support Functions providing a range of shared services across Remploy, including direct allocations of resource from Management Information [REDACTED], Finance [REDACTED] throughout the life of WHP, and short-term mobilisation support from HR [REDACTED] and PMO (Implementation Manager, [REDACTED] and Programme Manager, [REDACTED])

We have the capacity to manage this provision through proven systems and a track record of mobilising contracts without adverse effect on existing business. Since 2014 we have mobilised 5 new programmes across Wales while maintaining service levels on 50 live UK contracts. WHP will be managed via a dedicated management team from day 1. This team will be separate from our Work Choice (WC) management team to ensure suitable focus across each contract. The WHP Contract Director and WC Service Delivery Manager will jointly agree resourcing for both programmes across all roles/geographies prior to contract award. WHP teams will be drawn from existing staff in Wales and trained on WHP systems/processes prior to go live. As WC referrals cease we will transition WC staff to WHP. At contract go-live on 01/12/17, up to [REDACTED] WC staff will transfer to Remploy under TUPE and will be deployed across both WC and WHP following induction and training. By the end of month 1, [REDACTED] staff will be in-post across Wales, providing full resourcing up to month 6 against DWP's forecast volumes. Due to TUPE, we do not envisage the need to recruit for contract start, but to mitigate potential staff shortfalls in the TUPE pool we will run a concurrent external recruitment process. Staff shortages throughout WHP lifetime will be met through the same process. At the point of TUPE transfer a change programme commences, led by our HR Team, to select/appoint the longer-term teams for WHP and WC, based on an assessment of skills, experience and geography of all staff. The TUPE pool of [REDACTED] staff of Remploy WC and transferring staff will be used to fill WHP and WC roles by [REDACTED]. During this period, our National Transition Manager will be available to support WHP and WC management teams to ensure their effective delivery. As activity on WC decreases staff will transition to WHP, where FTE staffing peaks at [REDACTED]

Risks identified within our management structure

- **Risk:** Conflict in resourcing during transition between WC and WHP. **Mitigation:** to ensure an equal focus we have dedicated contract management teams reporting to the same Director and a shared resourcing plan for WC and WHP
- **Risk:** Organisational change impacts WHP delivery. **Mitigation:** Our WHP management structure for Wales is dedicated to WHP delivery, it is not dependent on other commercial contracts
- **Risk:** Key personnel leaving the business. **Mitigation:** We will operate a flexible structure with sufficient staff cross trained at multiple levels to cover different geographies, eg, role of District Performance

Manager can be performed by Local Performance Leads • **Risk:** Non-compliance.

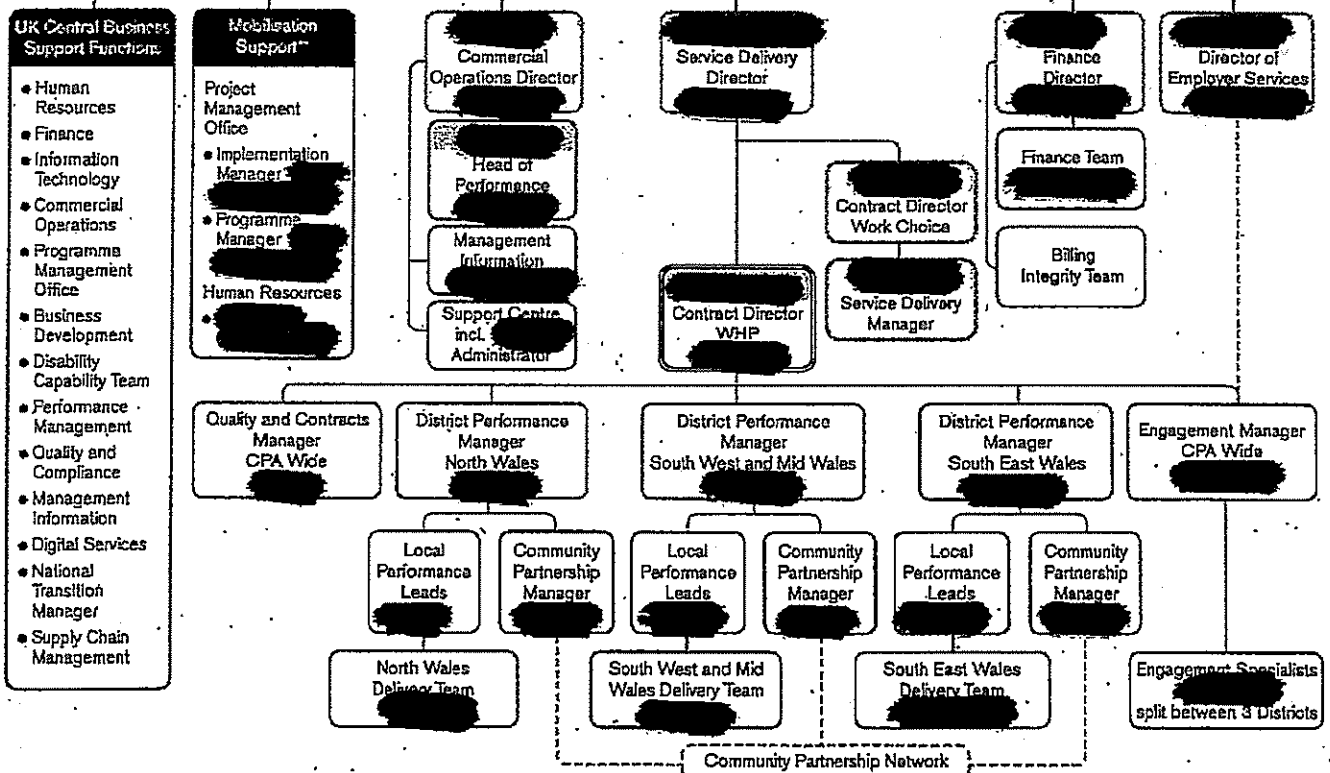
Mitigation: Segregation of duties between those who deliver eg, Service Delivery, and those who process/validate claims and Quality audit e.g. Billing Integrity team.

Escalation routes: Remploy has an established Governance structure led by the Board to ensure that there is a robust system in respect of risk management. Clear lines of responsibility, accountability, mechanisms and reporting lines ensure clear escalation routes from delivery staff → District Performance Managers → Contract Director → Service Delivery Director → Remploy Executive Board with CEO having ultimate responsibility. All staff are made aware of our Whistleblowing process during their induction. **The systems and processes used to prevent fraud** form part of our governance framework and include a **Contract Management Framework** and **Quality Management Framework**. These frameworks include standard operating procedures (SOPs) and expected standards of quality & performance. They also encompass the **separation of duties** between those who achieve (Key Worker) from those who monitor (Q&CM) and those who audit (Billing Integrity Team). SOPs are embedded in daily operations and established within the contract during implementation to detail /evidence ongoing support to participants. SOPs are also embedded in our Case Management System (CMS) which reports on performance, quality and compliance metrics, generating real time MI which can be drilled down to district and local levels. Our processes and CMS hold comprehensive descriptors and a document library of key evidential requirements for each stage of the participant journey. System based evidence required from referral includes eligibility, ID checks, participant consent and understanding of WHP, ongoing development, attendance records, Action Plans (AP's), outcome achievement, earnings, tracking and exit from provision. These are all monitored through a suite of MI within the CMS. Live data can be accessed by delivery staff including District Performance Managers (DPM) who will monitor outputs daily and enact remedial actions if standards are not met. The Q&CM will monitor contract and quality deliverables across Remploy. The Quality and Compliance Team will conduct independent audits on contractual standards, testing and reporting the effectiveness of internal controls and processes, including sampling AP's and participant attendance on a scheduled and non-scheduled basis. This method is aligned to DWP PAT Audit inspection requirements in: Governance, Service Delivery, Claims/Payments and Data Security. As we already deliver services in line with these systems and processes, DWP can be assured of a proven model. Segregation of duties is maintained as PRaP input is completed by our Support Centre. All values are validated against the evidence contained within the CMS and rejected to the DPM if standards are not met to allow corrective measures to be actioned. The Billing Integrity Team sample Support Centre activity to ensure validation is appropriate and will also check Customer Service Standards and Self-Employment Outcomes. Self-Employment checks align with DWP Provider Guidance (PG); At Job Start participants complete a Declaration Form, confirming; name of business, start date of trading, hours of trading and contact details, providing a copy of their HMRC registration. Local Performance Leads verify this information before passing to the Support Centre for PRaP processing. Until outcome (payment point), the In Work Support (IWS) KW checks IWS needs with the participant and their working/trading hours. During reviews KWs monitor/audit progress towards earnings threshold (26 weeks trading for self-employed). Once an outcome is reached, the KW contacts the participant and requests another signed Declaration Form, also signed by the KW, confirming the job details again, along with a statement that the participant has worked/traded every week as per the outcome definition in PG. They also request a copy of the HMRC confirmation, stating the participant has received their Unique Tax Reference number. The Declaration is uploaded by the Support Centre which makes a call to the participant to check eligibility as per PG.

Remploy Management Structure

- ☐ Senior management team ☐ Work Choice
☐ Central support ☐ WHP delivery team

Peak Contractual Delivery Staffing = [Redacted]
 *Approximate time allocation to WHP contract - cost covered within overheads allocation.
 **Short-term UK Central Business Support during mobilisation, costed directly to Wales WHP contract



100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

100

Performance Rationale

PART A

Please outline the rationale for the Performance Offer as outlined in the CCR.

Your response should:

- Clearly identify each step in how you calculated your Performance Offer and provide a rationale for the baseline offer for each participant group, detailing the key elements of delivery and the associated level of uplift for each element that you expect to make up your Performance Offer. Detail any research evidence and/or experience from relevant past delivery which underpins your Performance Offer for each participant group including any assumptions and dependencies in each step.
- Clearly identify the key risks to each dependency and to each assumption underlying your Performance Offer being as you have calculated and how you would ensure that you achieved your Performance Offer if any of those risks occurred.
- Clearly explain why you believe that your Performance Offer is achievable and realistic detailing any research evidence and/or experience from relevant past delivery which underpins your Performance Offer.
- Describe how you will proactively manage the achievement of performance levels and customer service standards as detailed at paragraphs 2.5 and 2.6 and paragraph 4.23 of the WHP 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 develop and implement effective solutions to correct failures to meet performance levels and customer service standards in a timely manner and ensure that it does not re-occur for both you and your supply chain.
- Explain how you will proactively engage with the Contracting Body to notify us of any issues and remedial actions rather than waiting for scheduled review meetings.
- Outline your CSSs in line with paragraph 2.5 of the Specification. Please ensure these are SMART: Specific, Measurable, Achievable, Realistic and Time bound.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

Remploy has taken an evidence-based approach to building our performance rationale, matching each participant group (PG) to data from Remploy and Maximus People Services (MPS) gathered from previous programmes to determine a baseline from which we have built our Performance Offer (PO). In Wales, our experience delivering Work Choice (WC) to 75% of Wales WC customers as a PRIME, and Work Programme (WP) as part of a Supply Chain means we have extensive knowledge & MI/Data on all 3 PGs within the Devolved Deal Area (DDA) and Non-DDA, leading to the following PO:-

Participant Group	Referral Share	DDA / Non-DDA	Cust Flow %	Outcomes (flow x offer)	Offer	Combined Offer
Disabled		DDA				
		Non-DDA				
LTU		DDA				
		Non-DDA				
Early Access		DDA				
		Non-DDA				
TOTAL						

■ **The Health & Disability Group (HDG)** – We have used sustainment performance for our WC Wales CPAs from April 15 to Feb 16 as our baseline as they have had most time to achieve 26wk outcome () (Source: WC performance data from DWP & Remploy case management MI). We have identified additional performance steps that enable us to derive our PO of . • **HDG Step 1:** Between April 15 and Dec 16, of Remploy WC starts in the DDA and in the non-DDA left programme without completing their allotted time, meaning nearly of cohorts couldn't achieve outcome. From mid-2016, initiatives with JCP Wales and more intensive engagement reduced attrition to . MI trend analysis coupled, with the DWP WHP Selection tool and process, will reduce this to , resulting in uplift on baseline performance by for DDA and non-DDA (e.g. outcomes from the "engaged" cohort in DDA= conversion; therefore of customer is more than the converted when we retained ; = an uplift of) • **HDG Step 2:** Payment on HMRC earnings means that customers can achieve outcome quicker than 6 months by either higher than National Living Wage or more than 16 hours in work. of Remploy's WC customers enter work on 32 hours or more meaning the outcome would be achieved at 13 weeks instead of 26. of DDA and of non-DDA participants fall out of work after 13 weeks but before 26 weeks. Therefore of the attrition will achieve outcome resulting on a further uplift from Step 1 of in DDAs and in Non DDA. • **HDG Step 3:** WC has to achieve sustained outcome 26 weeks out of 30. The opportunity to find customers another job is minimal however WHP lends itself to being able to return participants into employment. Our WP delivery in Wales demonstrates that of customers achieve outcome by 2 or more jobs. This is consistent with the MPS PRIME contract data for London. Conservatively, we applied an uplift of to DDA & non DDA. • **HDG Step 4:** WHP design means Remploy can now fulfil our employer partners' vacancies that are under 16 hours. Whilst we do not claim for such jobs on WC, we currently see jobs under 16 hours account for DDA and non-DDA of all WC participant job starts with no variation on sustainability. We have therefore factored in this uplift (from Step 3). • **HDG Step 5:** Remploy has managed employer relationship sites in Wales, employing people. Jobs under 16 hours accounts for Avg. of total positions. Now that Remploy can actively fill these positions on WHP we have applied a safe upgrade of in DDA and in non-DDA. • **HDG Step 6:** On WP, DWP introduced HMRC reporting to track customers that providers did not claim for, yet customer reached outcome. These

payments reflect [REDACTED] of Remploy's total WP outcomes in Wales but DWP has not implemented on WC. As Remploy are retaining more customers (HDG Step 1) we have opted for a conservative uplift at [REDACTED] (uplift of [REDACTED] for DDA/Non DDA). •**HDG Step 7:** WHP is 15 months pre-employment support whereas WC is 6 months with some customers extending 6 additional months. Our speed into work data shows performance between month 9 and 12 improves by [REDACTED] based on the flight path trend, an additional [REDACTED] performance will occur between months 12 and 15 (uplift of [REDACTED]). •**HDG Step 8:** Our delivery solution contains a range of initiatives to enhance performance based on experiences: increased staff resources on Employer Account Management and In Work Support; use of digital support; Place, Train & Fade; Behavioural Science techniques & our Community Partnership Network to ensure Customers have access to effective barrier resolution. Based on pilots within WC and the use of various elements on other programmes i.e. Flexible Support Fund (FSF) we calculate that over time these initiatives will further increase performance by [REDACTED] however, as we have never utilised all these initiatives on the one programme we are conservatively committed to [REDACTED] (uplift of [REDACTED] equivalent to the minimum uplift achieved by using some initiatives on FSF). **Summary HDG:** Each uplift Step shown for DDA means the baseline performance builds as follows:- Baseline [REDACTED] x Step1 [REDACTED] x Step2 [REDACTED] x Step3 [REDACTED] x Step4 [REDACTED] x Step5 [REDACTED] x Step6 [REDACTED] x Step7 [REDACTED] x Step8 [REDACTED] = PO [REDACTED]. The same multiplier approach result in a non- DDA PO of [REDACTED] and together produce a combined PO of [REDACTED]. •**The LTU PG** – Aligns closest to WP PG1&2, we have therefore adopted MPS best practice and delivery strategy which is successfully proven by their achievement of [REDACTED] of Minimum Performance Level for 26 week sustained outcomes (ranked 3rd UK wide). We have used DWP performance data as well as MPS case management data in formulating this analysis, which has given us a combined PO of [REDACTED]. Using MPS referral to 6 month outcome performance for the 12 most recent completed cohorts (June 14 – May 15) we established a combined baseline offer of [REDACTED] that takes account of current performance in DDA and non- DDA and identified 6 Steps that impact positively and negatively on this baseline as follows: •**LTU Step 1:** WHP outcomes must be achieved within 21 months of referral. Our analysis shows that [REDACTED] of WP outcomes were achieved within 21 months of referral. Therefore our baseline is reduced by [REDACTED]. •**LTU Step 2:** Customers will be further from the labour market as they enter at 24 months not 9-12 months. Our analysis of data from programmes supporting customers who've been unemployed for this length of time suggests that this will result in a [REDACTED] decrease in performance in comparison to WP, resulting in a multiplier of [REDACTED] on our baseline performance. •**LTU Step 3:** As with HDG Step 6, we analysed the HMRC payments made to MPS for unclaimed outcomes which equated to [REDACTED] on average of the claims made. Therefore an uplift of [REDACTED] applied to the baseline. •**LTU Step 4:** As with HDG Step2; by measuring customers on earnings as opposed to 26 weeks in work, the MPS jobs analysis shows that [REDACTED] more customers will achieve an outcome. Thereby an uplift on baseline performance by a factor of [REDACTED]. •**LTU Step 5:** Wales has not performed as well as other CPAs on WP for PG 1 and 2. We have opted to de-risk our PO by applying a [REDACTED] decrease based on the variation between MPS performance and the lower Wales WP PRIME performance; reducing baseline performance by a factor of [REDACTED] against baseline. •**LTU Step 6:** Adopting the same approach as in HDG Step 8 a further uplift of [REDACTED] is achieved. Using the step multiplier shown for HDG DDA above = PO [REDACTED] (DDA, [REDACTED] non- DDA) •**The EARLY ACCESS PG (EAPG)** – We used DWP performance data and MPS Case Management MI relating to the equivalent PG3 referral to outcome performance on their WP Prime Contracts in formulating this analysis. This has given us a combined PO of [REDACTED]. Using this data from most recent exit cohorts (referrals June 14 – May 15) we established a combined baseline performance level of [REDACTED] that takes account of current performance in DDA and non-

DDA and identified 6 Steps that impact positively and negatively on this baseline: •**EAPG Step 1:** As with LTU Step 1, [REDACTED] EAPG customers achieve outcome in first 21 months and as such the figure is used as a factor of our baseline level. •**EAPG Step 2:** As with LTU Step 3, WHP validation through real time information (RTI) rather than provider-initiated offers an uplift in performance. Unclaimed outcome payments from WP represent [REDACTED] additional performance; we therefore applied a [REDACTED] increase. •**EAPG Step 3:** As with LTU Step 4, by measuring customers on earnings as opposed to 26 weeks in work, the MPS jobs analysis shows that [REDACTED] more customers will achieve an outcome; improving baseline performance by a factor of [REDACTED]. •**EAPG Step 4:** As with LTU Step 5, performance in Wales for this group is on average, [REDACTED] of that in the regions in which MPS deliver contract to date; therefore baseline performance is adjusted by this reduction. •**EAPG Step 5:** WP had high levels of Fail to Attend (FTA) and drop out due to a lack of commitment by some customers. Our analysis of data from voluntary programmes e.g. WC, ESF etc. suggests an uplift of [REDACTED] reflects better engagement with voluntary groups and a greater willingness to work. Therefore baseline is improved by [REDACTED]. •**EAPG Step 6 - Adopting the same approach as in HDG Step 8 a further uplift of [REDACTED] is achieved.** Using the step multiplier shown for HDG DDA above =combined **PO [REDACTED]**. Across all 3 PGs the Steps identified as benefiting or impacting achievement of our PO are evidence based and stand alone and are not dependent on any other Steps. Our **PO is achievable and realistic** for all 3 PGs as it is based on experience and evidence from previous delivery, impact of programme design, plus successful pilots of design elements within our WHP solution. Over time we expect the activities featured in HDG Step 8 to result in a further uplift of between [REDACTED] across all PGs beyond what is included in our PO. This ensures we mitigate against any risks, exceed our PO and continually improve throughout the contract.

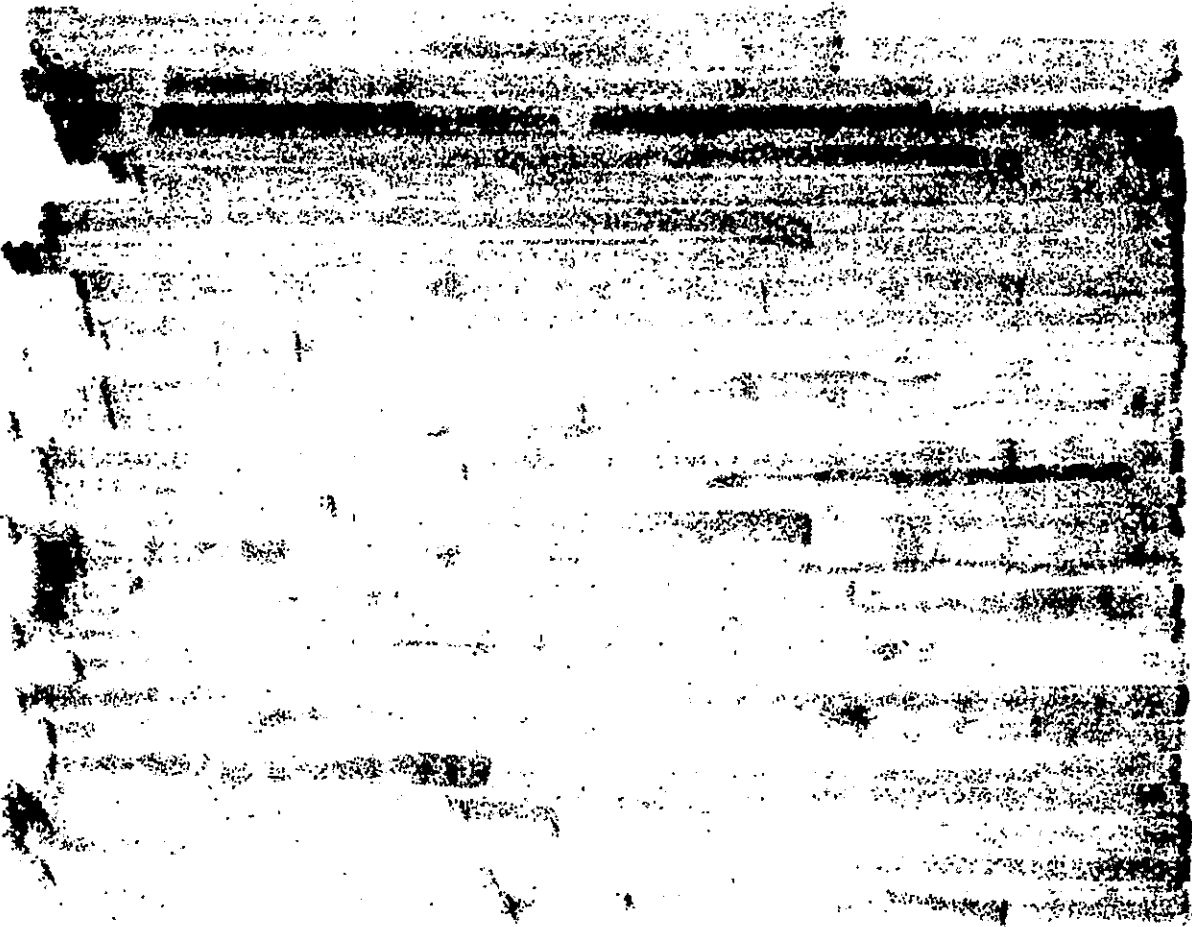
The **Key Risks (KR)** to each evidence step underlying our PO and **how we Ensure Achieved (EA)** are: •**HDG Step 1: KR** - The DWP WHP Selection Tool does not work properly and/or JCP do not assess customers fully prior to referral. **EA** - Through existing delivery Remploy has developed strong relationships with JCP in Wales, which mean regardless of the tools and process, dialogue and 2-way feedback will prevail. •**HDG Step 2, LTU Step 4 & EAPG Step 3:** There is **no Risk** in relation to measuring earnings as opposed to time in work however the **KR** is an Economic down turn in Wales (e.g. impact of Brexit) however we expect to **EA** - a range of new investment opportunities in Wales (e.g. Swansea Bay City Deal) offsetting any downturn risks and will exploit new opportunities through our enhanced Account Management resources. •**HDG Step 3: KR** - Ability to track customers and re-place them if the leave employment. **EA** - Our focus on high engagement and utilisation of nudge theory and behavioural science techniques, supported by digital channels, will increase participant contact, and the increase in FTE within our In Work Support (IWS) team and Engagement Specialists (ESs) [REDACTED] above levels on previous programmes) ensures rapid response and increase in accessible vacancies. •**HDG Steps 4 & 5:** There is **no risk** to Step 4 as indicated in our explanation of the Step above. For Step 5 **KR** - doubling of resource to capture more vacancies (As in Step 3 above) a key delivery element to **EA** - is enhanced FTE on Employer Engagement. •**HDG Step 6, LTU Step 3 and EAPG Step 2: KR** - HMRC RTI has not been used to the degree it will on this programme. **EA** - Remploy support centre can be used to manually track should RTI fail. Although HDG Step 6 performance is not dependent on HDG Step 1, our success in reducing the attrition rate will further mitigate against risk. •**HDG Step 7: KR** - the performance does not grow between months 12-15. **EA** - While our analysis shows this period will provide [REDACTED] uplift in performance by doing what we have always done, the Place, Train and Fade approach of our delivery model aims to ensure all outcomes are achieved over a shorter period ensuring we achieve this Step. •**HDG Step 8** There is no **KR** to this Step as we are proposing an up-lift

significantly below what our evidence base suggests is achievable (applies also to LTU Step 6 & EAPG Step 6). •**LTU Step 1 & EAPG Step 1: KR** – outcomes achieved at slower rate than on existing programmes **EA** – Our key delivery element of Place, Train and Fade will speed up time from start to job outcome. •**LTU Step 2: KR** – deficit in performance is greater than historic evidence predicts **EA** – The Place, Train and Fade model Remploy is adopting for WHP is proven to work with LTU customers as evidenced in our delivery of Flexible Support Fund in Wales to WP Leavers. The voluntary (rather than mandatory) nature of EAPG customers will further mitigate against this risk •**LTU Step 5 & EAPG Step 4: KR** – that performance reduces below the level of current WP Prime Contractors in Wales **EA** – Remploy as an existing WP sub-contractor is performing stronger than Rehab (WP prime) so our experience combined with key delivery elements will mitigate against this risk. •**EAPG Step 5: KR** – FTA and disengagement levels remain at WP mandatory customer rate due to customers being wrongly informed by JCP at referral stage **EA** – Voluntary nature of customers, the new referral process and warm handover combined with our key delivery elements ensures customers committed to the programme support offered and sustaining in work. **How we will proactively manage the achievement of performance levels and customer service standards (CSS)** At contract commencement the Contract Director (CD), District Performance Managers (DPMs) and central Performance Team will extract contractual targets, CSS and quality & compliance requirements to set individual and team targets. They build a contract dashboard which provides live reports on all Key Performance Indicators (KPIs). DPMs interrogate the dashboard daily to identify improvement opportunities, transfer best practice between delivery teams and facilitate early intervention to ensure commissioner profiles and business expectations are met. Underperformance is managed through a clear, structured, incremental process that includes Performance Improvement Plans (PIP) implemented against a defined period. The contract dashboard is fed by data from our Case Management System (CMS). Our CMS makes the recording and processing of management information highly effective and is based on one of the industry's most proven systems, achieving ISO Quality accreditation. Our CD and DPMs conduct structured participant caseload reviews with frontline staff (minimum fortnightly), monitoring performance and achievement against profiles, providing managerial support and guidance. Caseloads are monitored to ensure they remain within service level agreements. Staff performance discussions and outcome reviews are timetabled by risk/circumstance, with reviews occurring more frequently where issues are high risk/priority and recorded electronically for audit purposes. DPMs monitor forecasts weekly to spot any issues or trends. Local Performance Leads submit profile forecasts to prepare for the monthly meetings when actual data is reviewed. A RAG system is used to measure KPI attainment consisting of Platinum (100%), Green (95-99%), Amber (80-94%) and Red (79% or lower); only green and platinum attainment is considered acceptable. A Contract Performance Pack is prepared by our Quality & Contract Manager (QCM) for the monthly meeting and includes numbers of referrals, starts, ratios, timelines, job brokerage, attendance records/timesheets, progress against Individual Action Plans, job outcomes/sustainment and all other KPIs. Reports are shared with DWP in line with contractual reporting requirements. Any performance issues are provided to DWP via telephone updates/scheduled review meetings. **Developing and implement effective solutions:** Performance is managed by DPMs with support from our dedicated QCM. The processes detailed above identify performance which needs to be addressed and we act on findings by implementing a Performance Improvement Review where performance is rated Red or Amber. This includes a PIP comprising actions and activities created/set over a defined period, monitored at weekly/monthly meetings. Reasons for poor performance will be analysed and any corrective measures required to prevent recurrence implemented. Poor performance from individual staff is addressed through our

Ignite performance framework and capability procedure. **We develop and implement effective solutions to correct failures, meet performance levels and customer service standards through** individual staff performance, including more intensive support through weekly 1 to 1's; skills gap analysis to identify appropriate additional training; observations; matching to a personal mentor; best practice sharing at weekly team meetings. Where insufficient improvements are made we implement our Capability Policy and Procedure. **To ensure solutions are implemented in a timely manner so they do not re-occur**, our DPMs and Performance Leads maintain a regular, visible presence within our locations to monitor implementation of solutions, drive timely improvements, identify challenges early and share best practice. They monitor progress against actions within PIPs, alerting the CD where improvements are not made within the time specified. **We will proactively engage with the DWP** Our CD is responsible for the overall relationship with DWP sharing weekly updates; and prior to go-live will agree the mechanism, format and regularity of communication. In addition to scheduled weekly updates, telekits and conference calls we will use ad-hoc telephone contact. Engagement with the 3 JCP commands across Wales is owned by the CD and our dedicated DPMs. By assigning a DPM to each JCP district, a positive relationship is developed through which issues are discussed openly. Our approach ensures we update DWP on issues as they occur rather than waiting for scheduled reviews. This was essential in the early months of our Specialist Employability Support contract where referral levels from local JCP DEA's exceeded by double the agreed monthly profiles. We agreed a resolution plan based on capping and reopening referrals to control flows through daily dialogue with our DWP Performance Manager and JCP Contact. Performance Leads, Engagement Specialists and Key Workers (KWs) will continue their existing positive relationships with the 62 JCP's in Wales through daily contact with JCP Work Coaches.

Remploy's CSS's are: •





Performance Rationale

PART B

Please provide an example of an existing contract with DWP or an equivalent of larger scope and scale than the Work and Health Programme, where you failed to achieve the performance offer you made in your tender at any point in the life-cycle of the contract and clearly explain how you have remedied the failure to achieve the level of performance offered in your tender. If you were not able to remedy the failure to achieve the level of performance offered, please explain whether the contract was terminated or whether DWP accepted a lower level of performance. If DWP accepted a lower level of performance, please explain how much lower that level of performance was than the performance offer in your tender and what steps you have taken to ensure that your Work and Health Programme Performance Offer will not lead to the same result. If you do not have any existing contracts with DWP or an equivalent of larger scope and scale than the Work and Health Programme, please provide an equivalent example for another Government Department or if you have no experience of performance issues, please outline how you would address them, covering any remedial action you would put in place.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

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.

Contract name: Work Choice CPA 5 Wales, North & Mid Wales and South East Valleys
Contract overview: Work Choice is the main Disability Support programme which Work and Health Programme will succeed. Primarily a much shorter programme, Remploy work with disabled participants between 6 months and 12 months on a non-mandatory basis with the focus of moving participants in to sustainable employment where they will be initially supported in work. Once they are settled and stable in the job they continue without support until they reach 26 weeks sustainment from the unsupported point. There are 2 PRIME providers in CPA 5 and since April 2015 (Remploy's start of Contract) there have been 3612 people enter the programme. Remploy have supported over 2700 of the 3612 customers which equates to 75% of the Market Share in CPA 5.
Contract dates: Remploy was awarded the contract in April 15 until April 17. We are now delivering an Extension From April 17 to September 17. **Value: £13m**

Our Performance Offer at time of tender is described below

Outcome Type	April 15>April 17	April 17>onward
Job Entry – Customers entering employment	██████	██████
Short – achieving 13 consecutive weeks in work	██████	██████
Sustained – 26 weeks out of 30 unsupported	██████	██████

Challenging and improving targets designed to give the DWP lower price per outcome and better value for money than previous and current services. Remploy provided a profile that started at a better conversion rate than previous performance and continued to improve throughout the contract e.g. █████ conversion to sustainment at the start of the contract, growing to █████ – incremental improvements for each cohort throughout.

Remploy's approach to monitoring, reviewing and improving performance:

Remploy's Contract Management Framework (CMF) ensures all contracts have robust governance and performance management. The CMF is owned by the Contract Performance team (CPT) which sits independent from our Delivery functions and is designed to give transparency of contract performance to the executive team whilst also driving and challenging performance throughout the life of the contract. At the commencement of each contract CPT extract the contractual targets and any quality and compliance requirements to set MI specifications. We create a contract dashboard that reports live on all Key Performance Indicators (KPIs) for both Remploy and Supply Chain Partners (SCP) against DWP targets. The Dashboard supports 2 Tiers of Monthly reviews (Tier 1 - CPA level reviews between Regional managers, Quality Managers and Performance Managers, Tier – 2 – Executive reviews with Regional Leads, Service Delivery Director and Commercial Director and CPT LEAD), ensuring that all performance KPIs are monitored against contract profile. It highlights any variance to profile facilitating early intervention to ensure that commissioner profiles and business expectations are met. Quarterly Self Assessments against KPIs; Performance Indicators and annual customer satisfaction surveys are fed into the Tier 1 & 2 reviews to provide continuous improvement cycles. Any underperformance is identified and managed through a clear, structured, incremental process that includes Performance Improvement Plans (PIP), implemented against a defined period. A Contract performance summary is submitted to the Executive team on a monthly basis identifying performance against profile, Risks, exposures and any support the delivery team may need from the executive directors e.g. Staffing increases, system changes, Marketing.

Challenges in meeting the Performance Offer: With the contract commencing in April 15, the first sustainments were due in Dec 15. The graph below shows the performance against the monthly contractual sustainment requirement and demonstrates some initial challenges in meeting the sustainment profile between Dec and March (contract requirement=100% - Source : dwp monthly performance data June 17):

The table below shows monthly combined cohort requirement against achieved

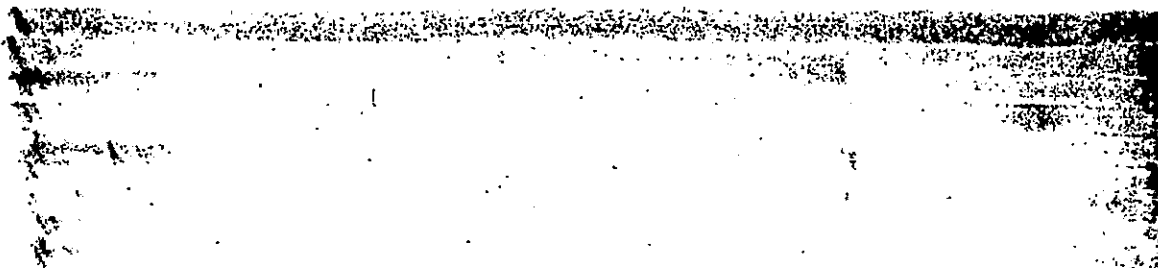
	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
Achieved in Month																			
Target in Month																			

It was identified in the Tier 1 and 2 internal performance reviews in May 15, just 2 months in to delivery (in line with our CMF), that whilst job entries (JE) were only slightly behind for April and May's Cohort, we would have a shortfall of sustainment's in December (Sustainment's required for Dec 15 and Jan 16 would come from Job Starts in April and May 15 – allowing for a supported period of 2 months). A Key benefit of the CMF is that we are able to identify the issues early and address to reduce impact

How we remedied the failure to achieve the Performance Offer: A Performance Improvement Plan (PIP) was instigated by Remploy's (CPT) at the end of May 15 to address low level of vacancies, low frequency of customer engagement, increased caseload management and move more people in to work quicker and in line with the DWP flight path. The PIP covered the period June 15 – Dec 15. Improvements Included:

- Engaging and profiling customers quicker once on programme
- Work first approach with everyone applying for jobs regardless of Support needs
- Place, Train & Fade pilot, with employers taking on participants who do not quite meet all aspects of the job specification but who did so because of our comprehensive In Work Support provision
- Additional account management resource to source more vacancies
- Caseload reviews weekly between Branch managers and advisers. Monthly profile targets were created which included Remploy achieving the DWP monthly JE target from June 15 Onwards and clawing back the deficit by Dec 15. Remploy discussed with DWP during our contract reviews of the action being taken. As we had proactively identified and resolved the issues quickly, no action was ever taken by DWP. By September 15, we had achieved enough Job Entries to bring us back on target which essentially meant that 7-8 months later (April 16) we had sufficient Sustainment's to bring us above 100% of DWP profile contract to date (shown in graph). This speedy and robust intervention means that cumulatively, Remploy were never more than 2 sustainment's behind target (for a maximum period of 4 months). By continuing on with this best practice, Remploy are now 150% of profile cumulatively and above 100% of our profile since April 16.

Assurances that WHP profile will be met: Remploy are confident WHP performance will not lead to the same initial difficulties because the learning and activity introduced as a consequence of this PIP has been built into our delivery solution for WHP. Remploy has applied some of these best practices to other CPAs and we now sit at 130% of sustainment profile nationally. Remploy delivers in excess of 40 contracts. All contracts are governed in line with the CMF by a contracts performance manager, as will the WHP. The transparency to our Executive team through the WHP ensures delivery functions have sponsorship and support in driving improvements. The Place, Train and Fade model and speedy profiling are a key part of our customer journeys and we have ensured additional account management support, learning from the WC PIP above.



Implementation

Please provide an implementation plan in the form of a detailed Gantt Chart to be attached at **Appendix 6** showing the critical path and interdependencies with supporting narrative.

Your written response, in addition to the Gantt Chart, should include:

- The date on which you propose to commence service delivery (first referral date) which must be the earliest date on which you could be ready to start providing services in accordance with the Contracting Body's requirements.
- Key milestones, timescales for implementation activities including start and end dates for each activity and the position of the person responsible for each activity and the escalation route for these activities.
- The timeline, including a narrative explaining its rationale, for staff recruitment and training.
- The timeline and key activities to secure and set up your proposed delivery locations.
- The timeline and key activities of engagement with all relevant stakeholders to ensure successful programme go-live.
- A narrative to expand on the Implementation Plan which identifies all key risks and dependencies (e.g. delays to securing premises, recruiting staff, IT etc.); provides a RAG (Red, Amber, Green) rating for each of these risks; and explains how these risks will be mitigated and managed including the timeframe for doing so to ensure that service delivery will still commence on your proposed date.

Please review your CPA specific Additional Assurance Report prepared by the Contracting Body to ensure all relevant risks identified in relation to this question are addressed in your response.

Please note that a page limit does not apply to the implementation plan to be provided at **Appendix 6**.

Please provide a separate response to this question in relation to each CPA for which you are tendering, clearly indicating to which CPA each response relates. A score of 3 or below for this question will mean that the tender, in relation to the CPA in question, as a whole is unsuccessful regardless of what scores are achieved for other questions.

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.

Remploy will be ready to commence delivery on the 1st December 2017 as we have existing staff resources and infrastructure across Wales and proven contract mobilisation experience which provides DWP with a **low-risk and swift implementation**. In the last 3 years we have implemented 5 new programmes across Wales including DWP Flexible Support Fund, on time and to budget, whilst maintaining service levels on Work Choice (WC). Successful implementation is based on a strong Project Management Office (PMO), led by Alun Wilkins, PRINCE2-qualified Project Manager (PM). The PM reports to a Project Board (PB) including our CEO, Service Delivery Director, and WHP Contract Director, who oversee our 3-stage approach. **1) Implementation Planning** starts during tender preparation. A Project Implementation Document is produced by the PM, tested and approved by the PB, before translation by the PM into a Project Plan and Work Packages, confirming Workstream Leads (WLs), key milestones, risks and mitigating actions, contingency plans. **2) WHP Contract Implementation**. The PM creates a detailed Daily Project Plan specifying actions and owners. **WLs are responsible for delivery of milestones** within their Work Package, including: ■ People: HR for staff recruitment, TUPE, training ■ Premises: Property Manager for premises set-up ■ Processes: Senior Quality Manager for contract documentation ■ Information Systems: IS Manager for Case Management System (CMS) / IS security ■ Stakeholders: Community Partnership Manager (CPM) for stakeholder engagement. The PM manages progress daily and reports twice a week to the PB via a Project Dashboard that reports progress and updates on risks/issues. If issues are unable to be resolved; individual action owners **escalate issues upwards** through WLs; WLs escalate to the PM; with final escalation through to the PB. Our Senior Quality Manager undertakes a Contract Readiness Review prior to service start to confirm DWP's requirements will be met. **3) Go-Live / Transition to Business As Usual**. From Day 1 the PM conducts weekly reviews for a minimum of 3 months, ensuring all requirements are embedded. Contract management responsibility transitions to our Performance Management Team with the approval of the PB, following an Implementation Review ensuring learnings are captured. The Implementation Plan (Appendix 6) contains all **key milestones** (identified by diamonds), **named WLs and individual actions with named owners, all with start and end dates**. In addition to recruitment/training, premises and stakeholder engagement timelines, key milestone dates are: signing DWP contracts (Head of Contracts, 16-27 October), tailoring our CMS to WHP requirements (IS Business Manager, [redacted]), and implementing our Contract Management Framework (Head of Performance, [redacted]). **The staffing and training timeline** led by Reshma Sharma, HR, starts [redacted] with WC and WHP dual delivery planning, finalised by [redacted] determining resource requirements to deliver both contracts from WHP go-live. Via analysis of DWP supplied TUPE data, we envisage filling all required roles through a combination of existing resource and TUPE transfers. Existing Remploy staff will be identified by [redacted] and be released from existing duties on [redacted] to undertake [redacted] WHP training [redacted], guaranteeing **Remploy will have sufficient staff in all roles/geographies** to deliver the service on [redacted] (ceasing of WC referrals allows resource to be transitioned to WHP). The formal TUPE process starts upon contract award. All TUPE eligible staff will be met by [redacted] TUPE assignment finalised by [redacted] transfer of staff into Remploy on [redacted]. Transferring staff begin induction and [redacted] WHP training [redacted] ready for operational deployment on [redacted], in time for month 2's ramp-up of caseload. By the end of month 1, we will be fully resourced for the first 6 months of delivery. External recruitment contingency processes will run concurrently during mobilisation to cover any potential shortfall in staffing for months 2 to 6, with employment offers made on [redacted] following confirmation of the TUPE assignment, start dates agreed by [redacted]. **Premises Timeline** is led by our Property Manager. Due to WC referrals ceasing we have capacity across our existing delivery infrastructure to

accommodate all WHP Participants, therefore **no new delivery locations are required**. Appendix 6 outlines the timeline to transition [redacted] branches to Community Hubs by [redacted] and configure all other existing fixed delivery sites to contract requirements by [redacted]. Existing and new outreach delivery locations, including co-location with [redacted] will be in place by [redacted] **Core Stakeholder**

Engagement is led by [redacted]. We already have a [redacted] comprising 41 specialist providers delivering services today. Any new providers joining the [redacted] will be ready to support Remploy's WHP delivery by [redacted] with quality assurance processes for existing / new members in place for WHP by [redacted] **Ancillary Stakeholder**

Engagement is led by the Contract Director, activities include •JCP District level engagement, launching WHP, ensuring referral processes are in place [redacted] •Arrange 1-2-1 meetings with strategic stakeholders (e.g. Welsh Govt and Regional Skills Partnerships to align priorities/services [redacted] •engaging local service providers (e.g. Community Mental Health Teams, Housing Association) to integrate services and avoid duplication [redacted] **Key Risks:** The PM owns our **Risk Register**, identifies key risks and scores by probability/impact, identifies mitigating actions / contingency plans, reporting these to the PB 2 x weekly via our Dashboard **Risk**. Implementation timescale, short mobilisation period **RAG: Green** **Mitigation:** Implementation begins [redacted] 4 weeks prior to contract award, at our own cost, providing additional mobilisation time to go-live [redacted] **Dependency:** DWP delay in awarding, issuing or signing contracts *could* impact go-live date. **Risk**. DWP delay in issuing final operational documents **RAG: Amber** **Dependency:** Operational documents required to finalise Standard Operating Procedures, reporting requirements, and staff training. **Mitigation:** Remploy to implement in-line with draft Provider Guidance until DWP release final versions of documentation **Risk**. Delivery locations not ready for go-live **RAG: Green** **Mitigation:** No new premises required, with all existing delivery sites (fixed / outreach) available and fit-for-purpose, with sufficient capacity. Contingency activity via our Property Manager can secure short-term serviced office solutions by [redacted] if required. **Risk**. Suitably trained staff not in place by [redacted] **RAG: Amber** **Mitigation:** [redacted] HR staff to lead TUPE, with further resource available. WC & WHP dual delivery plan identifies sufficient existing staff to transfer to WHP for day-1 delivery without affecting WC. External recruitment runs concurrently as contingency should TUPE result in a short-fall in required roles. **Dependency:** Current WC providers provide full ELI and access to employees following 10-day standstill period. **Risk**. Delivery of WC & WHP impacted while mobilising WHP **RAG: Green** **Mitigation:** Robust operational delivery plans covering dual running of WC and WHP finalised by [redacted] confirming staffing requirements for both contracts. Separate WHP & WC management teams ensure delivery of KPIs. Additional resources via PMO available to support mobilisation. **Dependency:** WC referrals cease prior to WHP go-live. **Risk**. [redacted] withdrawal **RAG: Green** **Mitigation:** Established relationships with 41 providers, already supporting WC delivery. [redacted] CPMs able to engage and on-board replacement providers by [redacted] should existing partners withdraw. An extensive Directory of Services also offers available alternative service options. **Dependency:** Providers confirm WHP Menu of Services prior to go-live. **Risk**. Non-approval of WHP Security Plan prior to go-live date **RAG: Green** **Mitigation:** Existing DWP compliant Security Plan approved for WC/SES contracts **Dependency:** DWP review / approve Security Plan in time for go-live confirming access to PRaP. **Risk**. CMS not ready for go-live **RAG: Green** **Mitigation:** Tailoring to WHP begins prior to award; completion by [redacted]. Clerical process enacted 1 week before go-live, if required. **Dependency:** Issue of final contractual documentation by DWP to confirm requirements in place. **Risk**. Roll-out of Digital Service unachievable (AAR Team Risk) **RAG: Green** **Mitigation:** Remploy Online enhances our WHP offer but it is not an intrinsic part of the journey nor is our Performance offer dependent upon it.

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

26

27

28

KEY EMPLOYERS

[illegible]

Schedule 1 Appendix B Part 1 Appendix 2 – Supply Chain Partners

Not Used

Schedule 1 Appendix B Part 1 Appendix 3 Supply Chain Declarations

Not Used

HUMAN RESOURCES

Prime/Supply Chain Organisation	Job Title	Full Time Equivalent	Key Responsibilities	Relevant Skills, Experience and Qualifications
Remploy	Remploy Cymru Contract Director.	[REDACTED]	Reporting to SD Director <ul style="list-style-type: none"> Overall responsibility for contractual performance Overall responsibility for financial performance Strategic Supplier relationship management with DWP/JCP/Welsh Government Line Management responsibility for District Managers Line Management responsibility for Quality & Contract Manager Responsible for effective succession planning to cover contract delivery Responsible for the coaching and mentoring of the direct reports 	Skills: Strong management and leadership; excellent communicator with the ability to adapt to a wide range of communication and learning styles and convey information clearly, concisely and without ambiguity; commercially aware; naturally competitive and results driven with the ability to inspire others to exceed goals and targets; Experience of: working in senior service delivery roles; proven track record of managing turnover, profit, costs and budgets; successfully managing target driven services within a high performance culture; leading teams to improve performance. Degree qualified or similar equivalent qualifications/relevant experience. Minimum of 5 GCSEs (or equivalent) at C or above including English Language and Maths Qualifications: Degree qualified or similar equivalent qualifications/relevant experience. Minimum of 5 GCSEs (or equivalent) at C or above including English Language and Maths
Remploy	Quality & Contract Manager	[REDACTED]	Reporting to Contract Director <ul style="list-style-type: none"> Single point of contact for Commissioner Identifying areas of improvement and driving continuous improvement Implementing internal improvement plans where required Drive through Commissioner instructed change Proactively identifying potential areas of risk and mitigating them Proactively driving the delivery of bid promises Monitoring Customer Service Standards Providing transparency of performance to the Remploy Executive Team Liaising with Central Quality and Compliance Team who complete independent segregated audits on compliance with contractual standards Creation of MI as required by Commissioner Analysis of MI with Senior Leadership teams to drive actions and improvements Monitoring accuracy of claims. 	Skills: Quality and performance focused; commercially aware; excellent communicator; analytical; problem solver; structured & organised; good negotiation skills Experience: Proven success in achievement of targets in a high performance culture; previous welfare to work or similar industry experience; previous leadership/management experience leading remote teams; contract development, business development and financial management and understanding; proven ability to establish, develop and grow a business. Qualification: Degree qualified or similar equivalent qualifications/relevant experience. Minimum of 5 GCSEs (or equivalent) at C or above including English Language and Maths

Remploy	District Performance Manager:	[REDACTED]	<p>Reporting to Contract Director</p> <ul style="list-style-type: none"> • Overall responsibility for district contract performance • Overall responsibility for district financial performance • District stakeholder engagement e.g. Regional Skills Partnerships and employment boards • Line management of Performance Leads & Community Partnerships Manager • Monthly caseload review by local team • Responsible for district Health & Safety • Responsible for district JCP Engagement Plans • Responsible for managing local employer engagement activity aligned with Strategic Employer Team • Responsible for district productivity and & activity aligned to referral flows across the district • Responsible for effective succession planning to cover operational delivery • Responsible for the coaching and mentoring of the performance leads 	<p>Skills: Confident and competent in networking and building and maintaining strategic and local relationships; demonstrable experience in developing people, coaching, mentoring and facilitating the embedding of new learning to positively impact on performance; strong leadership and interpersonal skills, specifically around listening, questioning, delegating and building relationships; demonstrable negotiating skills that promote commitment and action; able to plan and organise people, and carry out effective resource and succession planning; self-starter, able to prioritise and problem solve with minimal support; work in a flexible and autonomous manner; being visionary, promoting improvements and sharing best practice that supports business efficiency.</p> <p>Experience: Track record in the delivery of high quality health and employment services; knowledge of the local labour market and existing relationships with key stakeholders within Wales; significant proven experience of effective leadership and management in a performance driven environment; able to understand and manage profit and loss, cost control and budgeting;</p> <p>Qualifications: Level 3 Diploma in Management or equivalent qualifications; Minimum of 5 GCSEs (or equivalent) at C or above including English Language and Maths</p>
Remploy	Community Partnership Manager:	[REDACTED]	<p>Reporting to District Performance Manager</p> <ul style="list-style-type: none"> • Overall responsibility for managing District Community Partnership Network (CPN) • Sourcing provision in district aligned with customer need • Working with district stakeholders to understand existing provision and avoid duplication • Maximising paid for provision across the district and joining up services to enhance overall customer experience • Working with CPN members to ensure customer satisfaction • Tracking performance of CPN members aligned to outcomes • Monthly branch caseload review to ensure provision meets local need • Assist with ensuring effective Multi Agency Reviews take place • Weekly Induction Sessions with customers to discuss and highlight specialist support available to support their journey 	<p>Skills: demonstrable influencing and negotiating skills that promote commitment and action; excellent communication skills with the ability to adapt to a wide range of communication and learning styles both internally and externally; proven track record of delivering results, particularly through the development of partnership arrangements with third party organizations; • knowledge, understanding and experience of a range of tools, products, services and partner organisations which can complement, support and add value to the disabled customer's journey to employment;</p> <p>Experience: experience of contributing to/influencing local joint commissioning strategies in line with Regional Skills Partnerships priorities for example health, wellbeing, employment; excellent working knowledge of participant barriers, products and services available to them locally and funding streams; experience of working and communicating with multiple stakeholders, particularly medical professionals, service providers and employers; strong written communication skills with the ability to produce clear, accurate reports, statistics & documentation through competent ICT use; expertise in organizing and running effective and efficient steering groups.</p> <p>Qualifications: Level 3 Diploma in Employability Services Sector or</p>

Remploy	Local Performance Lead:	[REDACTED]	<p>Reporting to District Performance Manager</p> <ul style="list-style-type: none"> • Overall responsibility for local (branch and field) contract performance • Individual weekly caseload reviews with every team member • Team monthly 121 performance reviews • Line management of local (branch & field) teams • Observations & Quality checks • Daily Huddles • Responsible for branch productivity & activity • Responsible for local vacancy activity needed to achieve branch performance • Responsible for coaching and mentoring Key worker and this 	<p>Skills: Leadership, Communication</p> <p>Experience as Key Worker and Recruiter;</p> <p>Qualifications: NVQ L4 Business Management.</p> <p>Welsh Speakers desirable.</p>
Remploy	Customer Co-ordinator:	[REDACTED]	<p>Reporting to Local Performance Lead</p> <ul style="list-style-type: none"> • Responsible for all contractual SLA's relating to referral and programme starts • Responsible for the collation and sending of all Welcome Packs to new participants • Responsible for all administration related duties to ensure Key Workers are supported • Responsible for all branch petty cash reconciliation • Responsible for all purchase orders and purchase cards and related ordering to ensure smooth running of branch/field operation • Responsible for all tracking calls and updating of records as directed by KW 	<p>Skills: Excellent working knowledge of participant barriers, products and services available to them locally and funding streams; excellent customer service skills; ability to respond promptly to customer requests; strong communicator written and verbally, good listening skills; ability to plan, organise, manage priorities and own workload; ability to work to deadlines and under pressure; team player willing to help others and able to use own initiative; ability to take ownership for assignments and demonstrates accountability for results;</p> <p>ability to commit to working as part of a team to work towards shared goals; a self-starter with strong planning and organisational skills; High degree of accuracy and attention to detail.</p> <p>Experience: Previous experience of working in a customer facing environment and working to deadlines; proven success in achievement of targets in a high performance culture;</p> <p>Qualifications: Customer service (equivalent to National Vocational Qualification (NVQ Level 3); Intermediate IT Skills – Microsoft Office suite and Database use; Previous administration experience in a customer facing environment. Welsh Speakers desirable.</p>

Remploy	Work First Key Worker	[REDACTED]	<p>Reporting to Local Performance Lead</p> <ul style="list-style-type: none"> • Responsible for participant Journey from start of programme to participant starting work • Responsible for co-ordinating all elements of the Work First model for each participant • Responsible for ensuring specialist support is provided by CPN as required • Provide participant with motivational support and drive our work first approach • To manage the candidate experience, inspire and gain commitment to overcome barriers through successful delivery of development plans at all stages of the candidate journey through to sustained employment. • To meet or exceed KPIs and performance targets as set by the Line Manager • To ensure contract compliance by accurate data entry, completion of contractual and internal documentation and/or provider guidance • To make effective use of appropriate resources to ensure commerciality and value for money • Providing mentoring support, advice and guidance for both candidates and employers to ensure sustained employment, incorporating reasonable adjustments where appropriate • Determine the most appropriate occupational direction through core and job skills assessments, producing assessment reports, and either take actions or 'sign posting' the candidate to the appropriate service based on the recommendations in line with labour market reality 	<p>Skills: Good communicator, strong interpersonal skills, specifically around listening, questioning and building relationships, empathy, co-ordination, persuasion, customer focused with a strong commitment to customer care, strong team player with a positive and flexible approach to work and colleagues, creative problem solving skills and a positive approach to challenging and overcoming limiting beliefs, ability to plan and organise workload to meet required targets and deadlines;</p> <p>Understanding of the range of local services in the CPN available to support people with complex needs and the ability to signpost and broker available support as required; excellent working knowledge of participant barriers, products and interventions available to them locally and funding streams;</p> <p>Strong analysis/problem solving skills including ability to assess and analyse issues/barriers and devise personalised action plans to move clients towards/into employment; negotiation skills: including the confidence/liaise with employers to promote the benefits of recruiting people with complex needs and/or health conditions.</p> <p>Experience: of relationship building, strong interpersonal skills, the ability to listen to, work and build rapport with people with complex needs (including health conditions/disabilities) on a 121 and group basis; the confidence/ability to meet with senior level officers from local services in a case conferencing setting to coordinate services around the client;</p> <p>Qualifications: Level 3 NVQ Employment Related Support (ERS), Mental Health First Aid Training (MHFA) and received training in motivational interview techniques and Training in Systematic Instruction. Welsh Speaker Desirable</p>
Remploy	Support Specialists	[REDACTED]	<p>Reporting to Performance Lead</p> <ul style="list-style-type: none"> • Delivering group/individual development session to participants • Place, train and fade coaching for participants in work • Advising employers on reasonable adjustments • Ensuring plans developed by KW are followed to ensure progression for participants in the workplace • Delivering focussed Job Action Groups to individuals/groups in line with WF action plans • Highlighting local employer opportunities and campaigns • Providing peripatetic support based on increase/demand 	<p>Skills: Good communicator, strong interpersonal skills, specifically around listening, questioning and building relationships, empathy, co-ordination, persuasion, customer focused with a strong commitment to customer care, strong team player with a positive and flexible approach to work and colleagues, creative problem solving skills and a positive approach to challenging and overcoming limiting beliefs, ability to plan and organise workload to meet required targets and deadlines.</p> <p>Experience:</p> <ul style="list-style-type: none"> • extensive experience of employer engagement to secure work tasters, work placements and work trails for individuals. delivery of vacancy discovery session, mock interviews of vacancy screening sessions; • customer focused with a strong commitment to customer care; • excellent communication skills with the ability to adapt to a wide range of communication and learning styles <p>Qualifications: (CertRR) or Level 3 NVQ Employment Related Support (ERS) , have undergone Mental Health First Aid Training (MHFA) and received training in motivational interview techniques and Training in Systematic Instruction.</p> <p>Welsh speaker desirable</p>

Remploy	Work Place Key Worker	[REDACTED]	<p>Reporting to Performance Lead</p> <ul style="list-style-type: none"> • Responsible for customer achieving outcome threshold • Responsible for the Participant journey from handover from employment start to achieving earnings threshold • Accurate identification of candidate support needs (post employment) • Creating and delivering participant Action Plans which facilitates overcoming the identified barriers and achieving progression outcomes in work • Responsible for all work place support action plans, reasonable adjustments and reviews • Work with employers to provide in work adjustments and build employer capability and capacity to support customers • Maximising programme outcomes by meeting and exceeding targets relevant to the focus of the role 	<p>Skills: Good communicator, active listener, empathy, co-ordination, persuasion.</p> <p>Experience: Liaison with employers to promote the benefits of recruiting people with complex needs and/or health conditions. This includes undertaking individual job carving with employers and providing in-work support to ensure clients are given the best chance to progress in job placements.</p> <p>Training: Systematic Instruction.</p> <p>Qualifications: Level 3 NVQ Employment Related Support (ERS), have undergone Mental Health First Aid Training (MHFA) and received training in motivational interview techniques and Training in Systematic Instruction.</p> <p>Welsh speakers desirable</p>
Remploy	Online Adviser	[REDACTED]	<p>Reporting to District Performance Manager</p> <ul style="list-style-type: none"> • To support the delivery of the WHP programme to participants who want/have access to digital • Delivering digital development sessions • Out of hours/reactive response support for participants e.g interview prep • Support with Wellbeing, mental health issues and signposting • Proactive motivation towards actions and job goals, interlinked with branch support 	<p>Skills: Good communicator, active listener, empathy, co-ordination, persuasion, excellent working knowledge of participant barriers, products and interventions available to them locally and funding streams;</p> <ul style="list-style-type: none"> • strong analysis/problem solving skills including ability to assess and analyse issues/barriers and devise personalised action plans to move clients towards/into employment; <p>Experience: of supporting Disabled, Long Term Unemployed and Early Access Groups, goal setting, SMART Action Plans</p> <p>Qualifications: Level 3 NVQ Employment Related Support (ERS), have undergone Mental Health First Aid Training (MHFA) and received training in motivational interview techniques and Training in Systematic Instruction.</p> <p>Welsh speakers desirable</p>
Remploy	Engagement Manager	[REDACTED]	<p>Reporting to Contract Director</p> <ul style="list-style-type: none"> • Overall responsibility for strategic employer engagement • Line management of Engagement Specialists • Coaching engagement specialist to maximise opportunities for customers on WHP • Work with employers to build trust and confidence • Work with employers to enhance their capability to offer customer reasonable adjustments pre work – i.e. adjustments in recruitment practices • Work with employers to enhance their capability to offer reasonable adjustments to customer in work – i.e. equipment, job carving etc • To oversee the management and development of employer engagement plans at National, Regional and Local level aligned to Local Labour markets • Accountability for managing key employer relationships such as RICS and Anchor Companies 	<p>Skills: Excellent communication skills with both internal and external parties; Strong interpersonal skills particularly around building relationships; Customer and outcome focused and solutions based approach; Negotiation and influencing skills that promote commitment and action; Planning, problem solving and organisational skills; strong written communication skills with the ability to produce clear, accurate reports, statistics & documentation.</p> <p>Experience: 10 years Remploy Workshop/Work Choice experience; good understanding and knowledge of issues associated with barriers to work; proven track record of delivering results, particularly through the development of JCP relationships.</p> <p>Qualifications: Degree qualified or similar equivalent qualifications/relevant experience. Minimum of 5 GCSEs (or equivalent) at C or above including English Language and Maths</p> <p>Welsh speakers desirable</p>

Remploy	Engagement Specialist	[REDACTED]	<p>Reporting to Engagement Manager</p> <ul style="list-style-type: none"> To manage and develop regional / local relationships with employers to ensure agreed levels of appropriate, ring fenced opportunities for Remploy customers are achieved Work with National Employer Services team to fully understand regional employer opportunities and delivery expectations linked to existing national employer partners Ensure that all JCP offices are aware of the full portfolio of employer partners, opportunities, products and services on offer Work with employers to establish and agree preferential routeways for Remploy customers. Engaging proactively with identified / allocated Job Centre Plus Offices to achieve the required levels of referrals into the operation Be the single point of contact for all relevant employer enquiries/requests for advice and guidance Support employers to build capacity and capability for creating and supporting a more diverse workforce 	<p>Skills: Relationship building; ability to negotiate opportunities for participants; Knowledge of a variety of employment sectors with Wales</p> <p>Experience: Demonstrable experience of achieving and exceeding targets on employability contracts; extensive experience of employer relationship development and a strong commitment to customer care; significant experience of delivering successful employment outcome plans to agreed timescales; excellent communication skills with the ability to adapt to a wide range of communication and learning styles; demonstrable influencing skills that promote commitment and action; ability to manage conflicting objectives across WH-P and demonstrate strong negotiation skills to resolve any issues; strong completer/finisher with the ability to plan and organise people, workloads and business plan to meet challenging targets and deadlines; strong team player with a positive and flexible approach to both work and colleagues both internal and external; in depth knowledge of the disability agenda.</p> <p>Qualifications: Level 3 Certificate in Recruitment Practice (CertRP) or equivalent recruitment qualifications. Minimum of 5 GCSEs (or equivalent) at C or above including English Language and Maths Welsh speakers desirable</p>
Remploy	Support Centre Administrator:	[REDACTED]	<p>Reporting to Head of Support Centre</p> <ul style="list-style-type: none"> Responsible for data input/extraction from PRAP Oversee uploads into Remploy CMS Sample Audits of outcomes Verification of SE outcomes 	<p>Skills: • excellent working knowledge of participant barriers, products and services available to them locally and funding streams; • An ability to work at a fast pace to deadlines whilst maintaining a high level of accuracy; • Excellent customer service skills</p> <p>Experience : Proven success in achieving targets working within a high performance culture; • Good understanding of Microsoft office & internet-based applications - intermediate level;</p> <p>Qualifications: Customer service (equivalent to National Vocational Qualification (NVQ Level 2)</p>
Remploy	Implementation Manager	[REDACTED]	<p>Reporting to Strategic Programme Director</p> <p><u>Programme/Project/Change/Implementation Management:</u></p> <ul style="list-style-type: none"> Initiating, planning, managing and implementing/delivering complex projects in line with business requirements and expected outputs and benefits Accurately record and report relevant progress against milestones and expenditure and communicate this information to the appropriate stakeholders Risk Management - identification and management of risk, including mitigation, escalation and reporting Ensure projects produce the required outcome to the required standard of quality and within specified constraints of time and cost Ensure the project plan is maintained, managed and communicated Ensure the project management and administration approach meets the PMO framework Ensure accurate and up to date reporting for the project Ensure documentation is accurate, compliant, auditable and accessible 	<p>Skills:</p> <ul style="list-style-type: none"> Excellent IT/PC skills Building and maintaining relationships with sponsors and senior stakeholders Effective communication skills through all channels and organisation levels Confronts issues openly and quickly <p>Experience:</p> <ul style="list-style-type: none"> Highly developed programme, project / implementation and change management skills Possesses the expert knowledge to identify opportunities for change and the ability to convey the need for change. <p>Qualifications:</p> <ul style="list-style-type: none"> PRINCE2 accredited, or equivalent

NB If there is insufficient space in the above table to include all the HR roles to support deliver of the Work and Health Programme, please attach a supplementary sheet using the same table format

DELIVERY INFRASTRUCTURE DETAILS

Organisation Name(s) (including Prime Subcontractors, Specialist and ad-hoc)	Delivery Location(s) (including Outreach and co-location sites)	State if Existing/ New sites	Facilities Available	Permanent site, subcontractor site, outreach or co-location?	Public Transport links and proximity to the premises	Confirmation that delivery premises will comply with the Equality Act 2010
Remploy	Cardiff Remploy Hub, Golate Court, Golate Street, Cardiff, CF10 1EU	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Permanent Site	Nearest bus stop - Westgate Street Cardiff 34m Nearest railway station - Cardiff Central Station 0.3km	Y
Remploy	YMCA, Court Rd Barry, CF63 4EE	Existing	Group training room, IT suite	Outreach	Nearest bus stop - Hannell Street (Court Road) Barry 70m Nearest railway station - Caerleon Station 0.8km	Y
Remploy	Central Library Hub, The Hayes, Cardiff, CF10 1FL	Existing	1 to 1 room (multiple), Group training room	Outreach	Nearest bus stop - Canal Street Cardiff 65m Nearest railway station - Cardiff Central Station 0.3km	Y
Remploy	Star Hub, 18 Murlton Rd, Cardiff, CF24 2SU	Existing	1 to 1 room (multiple), Group training room	Outreach	Nearest bus stop - Murlton Road (Tweedsuir Road) Tremorfa 111m	Y
Remploy	Ely & Caerau Hub, 1, Cowbridge Rd W, Cardiff, CF5 5BQ	Existing	1 to 1 room (multiple), Group training room	Outreach	Nearest railway station - Cardiff Queen Street Station Nearest bus stop - Hed-y-telin (Cowbridge Road West) Caerau 36m	Y
Remploy	Grange Town Hub, Havelock Place, Grange Town, Cardiff, CF11 6PA	Existing	1 to 1 room (multiple), Group training room	Outreach	Nearest railway station - Waun-gro Park Station 0.8km Nearest bus stop - Durham Street (Clare Road) Grange Town 89m	Y
Remploy	Llandaff North and Gabalfa Hub, College Rd, Cardiff, CF14 2HU	Existing	1 to 1 room (multiple), Group training room	Outreach	Nearest bus stop - Gabalfa 'a Centre (Gabalfa Avenue) Llandaff North 92m	Y
Remploy	Salvation Army Penarth, 101a Plassey Street, Penarth, CF64 2UZ	New	1 to 1 room, Group training room, IT suite	Outreach	Nearest railway station - Llandaff Station 0.7km Nearest bus stop - Stanwell Rd (Stanwell Road) Penarth 92m	Y
Remploy	Swansea Remploy Hub, Alexandra House, Alexandra Road, Swansea, SA1 9ED	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Permanent Site	Nearest railway station - Dingle Road Station 0.3km Nearest bus stop - Alexandra House (High Street) Swansea 34m	Y
Remploy	The Hub, 36 Stepney Street, Llanelli, SA15 3TR	Existing	1 to 1 room	Outreach	Nearest railway station - Swansea Station 0.1km Nearest bus stop - Court House (Church Street) Llanelli 98m	Y
Remploy	The Barn Centre, Alexandra Road, Aberystwyth, SY23 1HX	Existing	1 to 1 room, Group training room	Outreach	Nearest railway station - Llanelli Station 0.9km Nearest bus stop - Cambrian Place (Chalysbeale Street) Aberystwyth 40m	Y
Remploy	Theatr Middam, Bath House Road, Cardigan, Ceredigion, SA43 1JY	Existing	Group training room	Outreach	Nearest underground/metro tram - Llanbadarn Vale Of Cardigan 218m	Y
Remploy	PAWS, 36-38 High St, Haverfordwest, SA61 2DA	Existing	Group training room, IT suite	Outreach	Nearest bus stop - Quay Street Haverfordwest 187m Nearest railway station - Haverfordwest Station 0.7km	Y
Remploy	St. Johns Community Hall, Church Street, Pembroke Dock, Pembrokeshire, SA72 6AR	Existing	1 to 1 room (multiple)	Outreach	Nearest bus stop - St John's (Bush Street) Penmar 120m Nearest railway station - Pembroke Dock Station 0.4km	Y
Remploy	Gwalla, The Bridge, St Lawrence Hill, Hakin, Milford Haven, SA73 3LE	Existing	1 to 1 room	Outreach	Nearest bus stop - Tesco (Grounds) Milford Haven 82m Nearest railway station - Milford Haven Station 0.1km	N
Remploy	Salvation Army Gorseon, Lime Street, Gorseon, Swansea, SA4 4AD	New	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Somerset (High Street) Gorseon 226m	Y
Remploy	Salvation Army Ammanford, Margaret Street, Ammanford, SA18 2WV	New	1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Gower Station 2.2km (Margaret Street) Ammanford 12m	Y
Remploy	Salvation Army Carmarthen, 109 Llanmains Street, Carmarthen, SA31 3AP	New	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Golden Lion (Llanmains Street) Carmarthen 11m	Y
Remploy	Salvation Army Morriston, 28 Morfydd Street, Morriston, Swansea, SA6 8BN	New	1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Carmarthen Station 0.5km Nearest bus stop - Church In The Middle Of The Road (Martin Street) Morriston 78m	Y
Remploy	Wrexham Remploy Hub, Regent House, Regent Street, Wrexham, LL11 1PR	Existing	1 to 1 room, Group training room, IT suite (multiple)	Permanent Site	Nearest railway station - Llanfawr Station 2.9km Nearest bus stop - School Of Art (Regent Street) Wrexham 56m	Y

Remploy	NEWGIS, 28-44 New St. Mold, CH7 1NZ	Existing		1 to 1 room, IT suite	Co-Location	Nearest bus stop - Bethesda (New Street) Mold 28m	Y
Remploy	Flint Library, Church St. Flint, CH6 5AP	Existing		1 to 1 room, Group training room, IT suite	Outreach	Nearest bus stop - Library (Church Street) Flint 33m Nearest railway station - Flint Station 0.3km	Y
Remploy	Ysgo Bro Hyddagen, 6 Bank Street, Machynlleth, SY20 8DP	Existing		Group training room, IT suite	Outreach	Nearest bus stop - Clock (Heol Penrhedyn) Machynlleth 75m Nearest railway station - Machynlleth Station 0.6km Nearest bus stop - High Street Dolgellau 78m	Y
Remploy	Royal Ship Hotel, Queens Square, Dolgellau, LL40 1AR	Existing		1 to 1 room, Wi-Fi	Outreach		Y
Remploy	Y Ganolian Community Centre, High Street, Portlismafog, LL49 9LU	Existing		Group training room	Outreach	Nearest bus stop - Station (High Street) Portlismafog 142m Nearest railway station - Portlismafog Harbour Pierheading Railway Station 0.1km	Y
Remploy	Cannell Felin Fach, Stryd Penlan, Pwllheli, LL53 5DE	Existing		1 to 1 room (multiple)	Outreach	Nearest bus stop - Bus Station (Station Square) Pwllheli 154m Nearest railway station - Pwllheli Station 0.1km Nearest bus stop - Bethesda (New Street) Mold 70m	N
Remploy	Mold Library, Earl Road, Mold, CH7 1AP	Existing		1 to 1 room, Group training room, IT suite	Outreach		Y
Remploy	Newport Remploy Hub, Clarence House, Clarence Place, Newport, NP19 7AA	Existing		1 to 1 room, Group training room, IT suite	Permanent Site	Nearest bus stop - Clarence Place Newport 33m Nearest railway station - Newport (S Wales) Station 0.6km	Y
Remploy	Cwmbran Library, Gwent Square, Cwmbran, NP44 1XQ	Existing		1 to 1 room, Group training room, IT suite	Outreach	Nearest bus stop - Llantarnam Grange (St David's Road) Cwmbran 119m Nearest railway station - Cwmbran Station 0.4km	Y
Remploy	Torfaen Voluntary Alliance, Portland Buildings, Commercial Street, Pontypool, NP4 6JS	Existing		1 to 1 room, Group training room, IT suite	Outreach	Nearest bus stop - Market Square (Market Street) Pontypool 63m Nearest railway station - Pontypool & New Inn Station	Y
Remploy	Abergavenny Community Enterprise Partnership, 29 Hillcrest Rd, Abergavenny, NP7 6BN	Existing		1 to 1 room, Group training room	Outreach	Nearest bus stop - Hillcrest Road Abergavenny 24m Nearest railway station - Abergavenny Station 1.6km	Y
Remploy	Caldicot Library, 6 Newport Rd, Caldicot, NP26 4XF	Existing		1 to 1 room, Group training room, Wi-Fi	Outreach	Nearest bus stop - Caldicot Cross (Sandy Lane) Caldicot 151m Nearest railway station - Caldicot Station 0.9km	Y
Remploy	Bulwark Community Centre, Laburnum Way, Bulwark, Chepstow, NP16 5RF	Existing		1 to 1 room, Group training room	Outreach	Nearest bus stop - Pembroke Road Bulwark 146m Nearest railway station - Chepstow Station 1.4km	Y
Remploy	Prion Church of St Mary, 5 Monk Street, Abergavenny, NP7 5ND	Existing		1 to 1 room, Group training room	Outreach	Nearest bus stop - Pavilion (Monk Street) Abergavenny 97m Nearest railway station - Abergavenny Station 0.7km	Y
Remploy	Pontypriidd Remploy Hub, 1st Floor Penparant House, Catherine Street, Pontypriidd, CF37 2TB	Existing		1 to 1 room, Group training room, IT suite	Permanent Site	Nearest bus stop - Catherine Street Pontypriidd 30m Nearest railway station - Pontypriidd Station 0.3km	Y
Remploy	Capel Farm Community Centre, Heol Tylwyd, Porth, CF30 8LW	Existing		IT suite	Outreach	Nearest bus stop - Capel Hill Stores (Heol Ty Llwyd) Tonyrefail 121m Nearest railway station - Porth Station 3km	Y
Remploy	Llantrisant Sports Centre, 7 Park View, Llantrisant, Pontyduon, CF72 8DL	Existing		1 to 1 room	Outreach	Nearest bus stop - Heol Pen Y Parc (Cardiff Road) Llantrisant 136m Nearest railway station - Pontyduon Station 2.1km	Y
Remploy	New Horizons Mental Health, 16 Dean St, Abergare, CF44 7BN	Existing		1 to 1 room, IT suite	Outreach	Nearest bus stop - Palladium (Canon Street) Abergare 147m Nearest railway station - Abergare Station 0.2km	Y
Remploy	Mountain Ash YMCA, Duffryn Rd, Mountain Ash, CF45 4DA	Existing		IT suite	Outreach	Nearest bus stop - Lady Abergare Flats (Granville Terrace) Mountain Ash 151m Nearest railway station - Mountain Ash Station 0.6km	Y
Remploy	Tonypandy Library, 21, De Winton Street, Tonypandy, CF40 2HA	New		1 to 1 area, IT suite	Outreach	Nearest bus stop - Davies Street (Court Street) Tonypandy 124m Nearest railway station - Tonypandy Station 0.8km	Y
Remploy	Treorchy Library, Station Road, Treorchy, CF42 6NN	New		1 to 1 room, Wi-Fi	Outreach	Nearest bus stop - Station Cafe (Station Road) Treorchy 154m Nearest railway station - Treorchy Station 0.2km	Y
Remploy	Bridgend Remploy Branch, Level 3 Brackla House, Brackla Street, Bridgend, CF31 1BZ	Existing		1 to 1 room, Group training room, IT suite	Permanent Site	Nearest bus stop - Cheapside Bridgend 30m Nearest railway station - Bridgend Station 0.2km	Y
Remploy	Pyle Life Centre, Hellig Fan, Kenfig Hill, Bridgend, CF33 6BS	New		1 to 1 room (multiple), IT suite	Outreach	Nearest bus stop - Ffald Road Pyle 66m Nearest railway station - Pyle Station 0.7km	Y

Remploy	Portcawl Library, 13 Church Pl, Portcawl, CF36 3AG	New		IT suite	Outreach		Nearest bus stop - Library (Church Place) Portcawl 48m	Y
Remploy	Salvation Army Maesteg, Castle St, Maesteg, CF34 9YL	New		1 to 1 room, Group training room, IT suite	Co-Location		Nearest bus stop - The Lamb (Castle Street) Cwmdu Street 35m Nearest railway station - Maesteg Station 0.2km	Y
Remploy	Merthyr Tydfil Remploy Hub, 1st Floor Ty Penderyn, 28 High Street, Merthyr Tydfil, CF47 8DP	Existing		1 to 1 area, Group training area, IT suite	Permanent Site		Nearest bus stop - Railway Station (Station Approach) Merthyr Tydfil 108m Nearest railway station - Merthyr Tydfil Station 0.1km	Y
Remploy	Family Matters, High Street, Merthyr Tydfil, CF47 8DP	Existing		Group training room	Outreach		Nearest bus stop - Railway Station (Station Approach) Merthyr Tydfil 108m Nearest railway station - Merthyr Tydfil Station 0.1km	Y
Remploy	Neighbourhood Learning Centre, 17-20 Pen-y-dre Prais, Merthyr Tydfil, Mid Glamorgan, CF47 9DY	Existing		Group training room, IT suite	Outreach		Nearest bus stop - Pen Gurnos (Hospital Road) Gurnos 132m Nearest railway station - Merthyr Tydfil Station 2.5km	Y
Remploy	Neath Remploy Branch, 1st Floor Market Chambers, The Parade, Neath, SA11 1PU	Existing		1 to 1 room, Group training room, IT suite	Permanent Site		Nearest bus stop - Railway Station (The Parade) Neath 28m Nearest railway station - Neath Station 0.1km	Y
Remploy	Port Talbot Library, 1st Floor Aberavon Shopping Centre, Port Talbot, SA13 1PB	Existing		1 to 1 room (multiple), Group training room (multiple), IT equipment available	Outreach		Nearest bus stop - Tesco (Hillbottom Way) Aberavon 178m Nearest railway station - Port Talbot Parkway Station 0.6km	Y
Remploy	Newtown Remploy Branch, 219 Ladywell House, Newtown, SY16 1JB	Existing		1 to 1 area, Group training area, IT suite	Permanent Site		Nearest bus stop - Ladywell House (Park Street) Newtown 81m Nearest railway station - Newtown (Powys) Station 0.3km	Y
Remploy	Media Resource Centre, Oxford Road, Llandindod Wells, LD1 6AH	Existing		1 to 1 room (multiple), Group training room (multiple), IT equipment available	Outreach		Nearest bus stop - Orchard Gardens Llandindod Wells 167m Nearest railway station - Llandindod Station 0.3km	Y
Remploy	Brecon Beacons National Park Authority, 7 Glamorgan St, Cambrian Way, Brecon LD3 7HP	Existing		1 to 1 room (multiple), Group training room (multiple)	Outreach		Nearest bus stop - Plas Y Ffynnon (Camden Road) Brecon 93m Nearest railway station - Glan Lledan Collieries (Jehu Road) Welshpool 135m	Y
Remploy	Welshpool Library, Brook St, Welshpool, SY21 7PH	Existing		1 to 1 room (multiple), Group training room (multiple)	Outreach		Nearest bus stop - Bodor Street Rhyll 78m Nearest railway station - Rhyll Station 0km	Y
Remploy	Rhyll Remploy Branch, Unit 1 & 2 Station Building, Station Square, Rhyll, LL18 1AT	Existing		1 to 1 room, IT suite	Permanent Site		Nearest bus stop - Bron Castell (High Street) Bangor 24m Nearest railway station - Bangor (Gwynedd) Station 1.4km	Y
Remploy	Ty Gwydr (Greenhouse Community Centre), 1 Rhos Trefellan, Stryd Mawr, Bangor, LL57 1AX	Existing		1 to 1 room, Group training room	Outreach		Nearest bus stop - Maes Y Mynydd (Tie Ambrose) Llangoch 52m Nearest railway station - Holyhead Station 1.8km	Y
Remploy	Holyhead Community Centre (WOW Training), S Slack Road, Holyhead, LL65 1LU	Existing		Group training room, IT suite	Outreach		Nearest bus stop - Ydely Llandudno (Grounds) Llandudno 109m Nearest railway station - Llandudno Station 0.9km	Y
Remploy	Ty Llywelyn Community Centre, Ffordd Yr Oneddi, Llandudno, LL30 1LA	Existing		1 to 1 room, Group training room, IT suite	Outreach		Nearest bus stop - Marine Hotel (Abergale Road) Old Colwyn 50m Nearest railway station - Colwyn Bay Station 1.5km	Y
Remploy	The Interchange, 317-319 Abergale Road, Old Colwyn Conwy, LL29 8YF	Existing		1 to 1 room, Group training room, IT suite	Outreach		Nearest bus stop - Turf Square (Bangor Street) Caernarfon 179m Nearest underground/metro/tram - Caernarfon (Welsh) Caernarfon 117m	Y
Remploy	Gisla, 22/23 Y Maes, Caernarfon, LL55 2NA	Existing		Group training room, IT suite	Outreach		Nearest bus stop - Rhyll Station 0.3km Nearest railway station - Crescent Road (Wellington Road) Rhyll 146m	Y
Remploy	The Little Theatre, Vale Road, Rhyll, Denbighshire, LL18 2BS	Existing		Group training room, IT suite	Outreach		Nearest bus stop - Chock (Victoria Terrace) Holyhead 21m Nearest railway station - Holyhead Station 0.2km	Y
Remploy	Ffordd Centre, Princess Street, Rhyll, LL18 1LS	Existing		Group training room, IT suite	Outreach		Nearest bus stop - Ysgol Ffordd Dyllyn (Dyllyn Road) Llandudno 226m Nearest underground/metro/tram - Victoria Station (Greal) Caernarfon 105m	Y
Remploy	Codag Menai - Ty Cyfle Holyhead, 68-72 Market Street, Holyhead, LL65 1UW	Existing		Group training room	Co-Location		Nearest bus stop - Turf Square (Bangor Street) Caernarfon 105m Nearest underground/metro/tram - Caernarfon (Welsh) Caernarfon 132m	Y
Remploy	Llandudno FC, Builder St West, Llandudno, LL30 1HH	Existing		1 to 1 room, Group training room, IT suite	Outreach		Nearest bus stop - Victoria Station (Greal) Caernarfon 105m Nearest underground/metro/tram - Caernarfon (Welsh) Caernarfon 132m	Y
Remploy	Cwmll Ianc Ty'r Ysgol, Canolfan Iauencill, South Penallt, Caernarfon, LL55 1NS	Existing		Group training room, IT suite	Outreach		Nearest bus stop - Victoria Station (Greal) Caernarfon 105m Nearest underground/metro/tram - Caernarfon (Welsh) Caernarfon 132m	Y
Remploy	Swyddfa'r Cynor, Penallt, Caernarfon, LL55 1BN	Existing		Group training room, IT suite	Outreach		Nearest bus stop - Victoria Station (Greal) Caernarfon 105m Nearest underground/metro/tram - Caernarfon (Welsh) Caernarfon 132m	Y

Remploy	Llangefni Library, 20 Bridgend Street, LL77 7PN	New		1 to 1 room, IT suite	Outreach	Nearest bus stop - Ysgol Y Bont (Industrial Estate Road) Llangefni 91m	Y
Remploy	Amwlch Library, Parys Road, Amwlch, Anglesey, LL68 9FA	New		1 to 1 room, IT suite	Outreach	Nearest bus stop - Ysgol (Wendon Drive) Amwlch 310m	Y
Remploy	Elbow Vale Remploy Branch, 133 Elbow Vale Innovation Centre, Festival Drive, Elbow Vale, NP23 8XA	Existing		1 to 1 room, Group training room, IT suite	Permanent Site	Nearest bus stop - Innovation Centre (M4046) Waulthwyd 83m	Y
Remploy	Salvation Army Aberllyry, Hill Street, Aberllyry, NP13 1DU	New		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Ebbw Vale Parkway Station 0.4km Nearest bus stop - Police Station (Somerset Street) Aberllyry 86m	Y
Remploy	Caeppilly Remploy Branch, Suite 3 Tredomen Business & Technology Centre, Tredomen Park, Ystrad Mynach, Henpoed, CF82 7FN	Existing		1 to 1 room, Group training room, IT suite	Permanent Site	Nearest railway station - Llanfihleth Station 3.2km	Y
Remploy	St Margaret's Business Park, Pengam Rd, Aberbargoed, Bargoed, CF81 9PW	Existing		Group training room	Outreach	Nearest bus stop - Ty Penallta (Tredomen Park) Tredomen 107m	Y
Remploy	St Paul's Church, 32 High St, Newbridge, Newport, NP11 4FH	Existing		Group training room	Outreach	Nearest bus stop - Biliannia Walk (Pengam Road) Biliannia 257m	Y
Remploy	Newbridge Mens, High Street, Newbridge, NP11 4FH	Existing		1 to 1 room (multiple) Group training room, IT suite, Wi-Fi	Outreach	Nearest bus stop - Police Station (High Street) Newbridge 16m	N
Remploy	Ystradgynlais Volunteer Centre, Wind Road, Ystradgynlais, Swansea, SA9 1AF	Existing		1 to 1 room, Group training room, IT suite	Outreach	Nearest bus stop - Police Station (Newbridge) Newbridge 16m	Y
AMBU EPP Cymru	Neath & Port Talbot LHB, Cimla Hospital, Cimla Neath, SA11 3SU	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Lyle Ladders (Wind Road) Glamfryd 114m	Y
Ajuda	Ajuda Training Academy, 15 Mount Stuart Square, Cardiff Bay, Cardiff, CF10 5DP	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - The Hollins (Alan Valley Road) Cimla 95m	Y
Barnardos	Barnardos, Trident Court, East Meors Rd, Cardiff, CF24 5TD	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Neath Station 1.9km	Y
Buildog Gym	Buildog Gym, Fawcett Close, Port Talbot, SA12 7PA	Existing		1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Cardiff Bay Station 0.3km	Y
Business in Focus	Unit 14/15 Bocam Park, Oldfield Road, Pencoed, Bridgend, CF35 5LJ	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Bocam Park (Poychurch Road) Pencoed 126m	Y
	Business in Focus Ltd, Enterprise Centre, Bryn Road, Tondur, Bridgend, CF32 9BS	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Station (Bryn Road) Tondur 53m	Y
	Business in Focus Ltd, Business Development Centre, Main Avenue, Trelorest Industrial Estate, Pontypool, CF37 5UR	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Tondur Station 0.3km	Y
	Business in Focus Ltd, Enterprise House, 126/127 Bute Street, Cardiff Bay, CF10 5LE	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Honeywell's (Main Avenue) Upper Boat 95m	Y
	Business in Focus Ltd, Redley House, Forestfach, Queensway, Swansea, SA5 4DU	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Trelorest Estate Station 0.4km	Y
	Business in Focus Ltd, 89 Lower Dock Street, Newport, NP20 2AH	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Cardiff Bay Station (Bute Street) Sutoron 46m	Y
	Whilbread Centre, Rhymney Walk, Rhymney, NP22 5XE			1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Cardiff Bay Station 0km	Y
	Business in Focus Ltd, 89 Lower Dock Street, Newport, NP20 2AH	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Forestfach 240m	Y
	Business in Focus Ltd, Pyle Enterprise Centre, Village Farm Road, Village Farm Industrial Estate, Pyle, Bridgend, CF33 6BL	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Queensway Turn (Kingway) Forestfach 240m	Y
	Business in Focus Ltd, Maesteg Business Centre, Tyn Feg, Heol Ty Gwyn Industrial Estate, Maesteg, CF34 0BD	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - East Dock Road Pilygwenly 166m	Y
					Subcontractor Site	Nearest railway station - Newport (S Wales) Station 1.3km	Y
					Subcontractor Site	Nearest bus stop - Station (Station Approach) Rhymney 123m	Y
					Subcontractor Site (Co-location options being discussed)	Nearest railway station - Rhymney Station 0.1km	Y
					Subcontractor Site (Co-location options being discussed)	Nearest bus stop - East Dock Road Pilygwenly 166m	Y
					Subcontractor Site (Co-location options being discussed)	Nearest railway station - Newport (S Wales) Station 1.3km	Y
					Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Bridge Street Cardiff Hill 095m	Y
					Subcontractor Site (Co-location options being discussed)	Nearest railway station - Pyle Station 1.5km	Y
					Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Hospital (Neath Road) Maesteg 358m	Y
					Subcontractor Site (Co-location options being discussed)	Nearest railway station - Maesteg Station 1.1km	Y

Cais	The Orbit Centre, Rhydycar Business Park, Merthyr Tydfil, CF48 1DL	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site	Nearest bus stop - Terminus (Cae'r Wern) Ynywachi 161m Nearest railway station - Merthyr Tydfil Station 0.7km	Y
	Business in Focus Ltd, Ty Myddin, Old Station Road, Carmarthen, SA31 1LP	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Council Offices (Spilman Street) Carmarthen 117m Nearest railway station - Carmarthen Station 0.4km	Y
	Business in Focus Ltd, St. Asaph Business Park, St Asaph, Denbighshire, LL17 0LJ	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Business Park (Floidd William Morgan) St Asaph 206m	Y
	Business in Focus Ltd, 209/210, Ty Ladywell, Newtown, Powys, SY16 1JB	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Ladywell House (Park Street) Newtown 41m	Y
	Cais, 1st Floor, 30 Dean Street, Bangor, LL57 1UR	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Peniel Church (Garth Road) Hiralal 160m	Y
	Cais, Tyn Rodyn Rehabilitation Centre, Lower Penallt, Glanrafon Hill, Bangor, LL57 2PR	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Bangor (Gwynedd) Station 1.1km	Y
	Cais, The Living Room Cardiff, 58 Richmond Rd, Cardiff, CF24 3AT	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - University (College Road) Upper Bangor 171m	Y
	Cais, Change Shop, Imperial Buildings, Prince's Drive, Colwyn Bay, Conwy, LL29 8LF	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Bangor (Gwynedd) Station 0.7km	Y
	Cais, Dawn Centre, 35-37 Prince's Drive Colwyn Bay, Conwy, LL29 8FD	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Lowther Road (Richmond Road) Roath 65m	Y
	Cais, Station Court, 41-43 Station Road, Colwyn Bay, Conwy, LL29 8BP	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Cathays Station 0.6km	Y
	Cais, 4 Bryn Annex, Williams Street, Holyhead, LL65 1RN	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Central Hotel (Rhos Road) Colwyn Bay 120m	Y
	Cais, 12 Trinity Square, Llandudno, Conwy LL30 2RA	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Colwyn Bay Station 0.1km	Y
	Cais, 24 Trinity Square, Llandudno, Conwy, LL30 2RH	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Kwiksave (Conway Road) Colwyn Bay 167m	Y
	Cais, Troop Café, The Coach Park, Mostyn Broadway, Llandudno, LL30 1YL	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Colwyn Bay Station 0.4km	Y
	Cais, Gwaelw Office, 12 Floidd Yr Efalli, Llangefni, LL77 7ER	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Central Hotel (Rhos Road) Colwyn Bay 71m	Y
	Cais, 1st Floor Offices, 33-35 High Street, Llangefni, LL77 7NA	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Holyhead Station 0.4km	Y
	Cais, St David's Building, Lombard Street, Porthmadog, LL49 9AP	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Augusta Passage (Augusta Street) Llandudno 39m	Y
	Cais, Northgate House, North St, Haverford West, Pembrokeshire, SA61 2JE	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest underground/metrotram - Victoria Station (Great Orme Tramway) Llandudno 655m	Y
	Cais, Unit 4, Old Town Hall Workshops, Temple Street, Llandudnod Wells, LD1 5DL	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Trinity Square Llandudno 23m	Y
	Cais, Dewi Sant Centre, Clwyd Street, Rhyl, LL18 3LA	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest underground/metrotram - Victoria Station (Great Orme Tramway) Llandudno 655m	Y
	Cais, CJW Farm, Project, Mount Road, St Asaph, Denbighshire, LL17 0DH	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site	Nearest bus stop - Coach Park (Mostyn Broadway) Llandudno 119m	Y
	Swansea Youth Offending Service, Llwyn Celyn Campus, Cockett Road, Swansea, SA2 0FJ	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest underground/metrotram - Victoria Station (Great Orme Tramway) Llandudno 655m	Y
	Cais, Ty Hywyddo / Champions' House, 9-11 Grove Park Road, Wrexham, LL12 7AA	Existing		1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Post Office (Church Street) Llangefni 54m	Y
						Nearest bus stop - Library (High Street) Llangefni 17m	Y
						Nearest bus stop - Heol-y-parc (Lombard Street) Porthmadog 16m	Y
						Nearest railway station - Porthmadog Harbour Freshling	Y
						Nearest bus stop - Lidi Perrot's Road (Perrot's Road) Haverfordwest 50m	Y
						Nearest railway station - Haverfordwest Station 0.8km	Y
						Nearest bus stop - Tremont Road Llandudnod Walls 103m	Y
						Nearest railway stations - Llandudnod Station 0.2km	Y
						Nearest bus stop - St Helen's Place (High Street) Rhyl 51m	Y
						Nearest railway station - Rhyl Station 0.2km	Y
						Nearest bus stop - Roe Park (The Roe) The Roe 739m	Y
						Nearest bus stop - St Peter's Church (Cockett Road) Cockett 67m	Y
						Nearest railway station - Swansea Station 3km	Y
						Nearest bus stop - Yale College (Grove Park Road) Rhoskdu 48m	Y
						Nearest railway station - Wrexham Central Station 0.4km	Y

Cardiff and Vale College	Gais, 65 King Street, Wrexham, LL11 1HR	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Yale College (Grove Park Road) Nearest railway station - Wrexham Central Station 0.4km	Y
	Gais, 17 Egerlon Street, Wrexham, LL11 1NB	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Queens Square (Rhosddu Road) Wrexham 117m	Y
	Gais, Hafan Wen Detoxification Centre, Gate 4, Watery Road, Wrexham, LL13 7NQ	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Watery Road Level Crossing (Watery Road) Wrexham 177m	Y
	Cardiff and Vale College, City Centre Campus Dumballs Road, Cardiff, CF10 5FE	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Wrexham General Station 0.3km	Y
	Cardiff and Vale College 24 - 27 The Parade, Cardiff, CF24 3AB	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Dumballs Road Midlle (Dumballs Road) Butetown 55m	Y
	Cardiff and Vale College, Eastern Business Park St Melons Cardiff, CF3 5EA	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - West Grove Road 113m	Y
	Cardiff and Vale College, The Flary, Cardiff, CF10 3FA	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Wern Fawr Lane (Newport Road) Llantwney 237m	Y
	Cardiff and Vale College, Barry Campus, Vale of Glamorgan, CF62 8YJ	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Greyfriars Road Cardiff 100m	Y
	Ynys Bridge Court, Ground Floor, Unit 5, Cardiff, CF15 9SS	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - College (Colcol Road) Barry 180m	Y
	Celma	Celma, Units 1 to 4 Enterprise Workshops, 100 Treotre Road, Llanelli, SA15 2EA	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Co-Location	Nearest railway station - Barry Station 1.4km
Christians Against Poverty	Aberkenfig Community Church, Pandy Road, Aberkenfig, Bridgend, CF32 9PP	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Ynys Bridge West (Tyrant Road) Morgenslow 63m	Y
	Brackla Tabernacle Church, Oak Tree Way, The Triangle, Brackla, Bridgend, CF31 2DN	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Talis Well Station 0.7km	Y
	Bay Church, Leiton Road, Cardiff, CF10 5BR	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - School Road Morfa 192m	Y
	Chepstow Methodist Church, Albion Square, Chepstow, NP16 5DA	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Lunell Station 1.3km	Y
	Hopa Church, High St, Merthyr Tydfil, CF47 8UG	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Rugby Club (Bridgend Road) Aberkenfig 123m	Y
	Emmanuel Evangelical Church, Rutland Place, Newport, NP20 2EL	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Sarn Station 0.4km	Y
	Millford Haven Christian Fellowship, Marine House, Nantucket Avenue, Millford Haven, SA73 2BE	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Bryn Y Cae (Brackla Way) Brackla 264m	Y
	The Parish of St Catherine's, Upper Church Street, Gellwastad Grove, Pontypidd, CF37 2UF	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - James Street Cardiff Bay 33m	Y
	Belhal Trust Port Talbot, Aberravon Community Centre, Port Talbot, SA12 6UH	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Bridgend Station 1.2km	Y
	St Gwladys' Church, Bargoed Church Place, Bargoed, CF81 8RP	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - High Street Chepstow 189m	Y
Gandros Baptist Church Penthos Place, Gandros, SA5 8BS	St Gwladys' Church, Bargoed Church Place, Bargoed, CF81 8RP	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Brunswick Hotel (Church Street) Merthyr Tydfil 201m	Y
	Gandros Baptist Church Penthos Place, Gandros, SA5 8BS	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Merthyr Tydfil Station 0.4km	Y
	The Parish of St Catherine's, Upper Church Street, Gellwastad Grove, Pontypidd, CF37 2UF	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Royal Gwent Hospital (Cardiff Road) Newport 68m	Y
	Belhal Trust Port Talbot, Aberravon Community Centre, Port Talbot, SA12 6UH	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Newport (S Wales) Station 1.1km	Y
	St Gwladys' Church, Bargoed Church Place, Bargoed, CF81 8RP	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Quakers (Priory Road) Millford Haven 219m	Y
	Gandros Baptist Church Penthos Place, Gandros, SA5 8BS	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Millford Haven Station 0.2km	Y
	The Parish of St Catherine's, Upper Church Street, Gellwastad Grove, Pontypidd, CF37 2UF	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - St Catherine's Church (Gellwastad Grove) Pontypidd 52m	Y
	Belhal Trust Port Talbot, Aberravon Community Centre, Port Talbot, SA12 6UH	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Pontypidd Station 0.4km	Y
	St Gwladys' Church, Bargoed Church Place, Bargoed, CF81 8RP	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Michna Street (Julian Terrace) Aberravon 42m	Y
	The Community Church 5 Prices Lane, Wrexham, LL11 2NB	St Gwladys' Church, Bargoed Church Place, Bargoed, CF81 8RP	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Port Talbot Parkway Station Bargoed 108m
Gandros Baptist Church Penthos Place, Gandros, SA5 8BS		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - The Placewydd (Upper High Street) Bargoed 108m	Y
The Parish of St Catherine's, Upper Church Street, Gellwastad Grove, Pontypidd, CF37 2UF		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Bargoed Station 0.1km	Y
Belhal Trust Port Talbot, Aberravon Community Centre, Port Talbot, SA12 6UH		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Moorview Road (Upper Kings Head Road) Myrdd Cadie 69m	Y
St Gwladys' Church, Bargoed Church Place, Bargoed, CF81 8RP		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Swansea Station 2.8km	Y
Gandros Baptist Church Penthos Place, Gandros, SA5 8BS		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Merchant's Hill (Osborne Road) Pontnewynydd 36m	Y
The Parish of St Catherine's, Upper Church Street, Gellwastad Grove, Pontypidd, CF37 2UF		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Pontypidd & New Inn Station Pontnewynydd 36m	Y
Belhal Trust Port Talbot, Aberravon Community Centre, Port Talbot, SA12 6UH		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Park Street (Rhosddu Road) Rhosddu 187m	Y
St Gwladys' Church, Bargoed Church Place, Bargoed, CF81 8RP		Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Wrexham General Station 0.7km	Y

Communities First (Neath Port Talbot Council)	Oasis Church, 625 Middle Road, Swansea West, Glamorgan, SA5 5DL	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Heol Calfin (Middle Road) Ravenhill 19m	Y
	Agape Community Church, Channel View Community Hall, Lower Wyndham Terrace, Ty-Sigr, Risa, NP11 6QQ	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Swansea Station 3.4km Nearest bus stop - Hafod-y-bryn (Lower Wyndham Terrace) Pontymiser 15m Nearest railway station - Risa & Pontymiser Station Nearest bus stop - Edwinstow Arms (B4302) Talley 361m	Y
	St Michael & All Angels Church, Talley, Llandello, Carmarthenshire, SA19 7AX	Existing	1 to 1 room, Group training room	Subcontractor Site		Y
	Neath Communities First, Melin Advice Centre, 80 Bilton Ferry Road, Neath, SA11 1AP	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Southgate Street (Bilton Ferry Road) Melinryddan 112m Nearest railway station - Neath Station 0.8km	Y
Coleg Cambria	Coleg Cambria, Bereham Road, Wrexham, LL13 7UH	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Centenary Road Middle (Centenary Road) Bryn Offa 242m Nearest railway station - Wrexham Central Station 0.7km Nearest bus stop - Deeside College (Kelsterton Road) Kelsterton 137m Nearest railway station - Shotton Station 3.1km Nearest bus stop - Llystall College (B5429) Penitir-celyn 322m	Y
	Coleg Cambria - Deeside Campus, Kelsterton Road, Cornah's Quay, Deeside, Flintshire, CH5 4BH	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)		Y
	Coleg Cambria - Llysfael, Ruthin Road, Ruthin, Denbighshire, LL15 2LB	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)		Y
	Coleg Cambria - Northop College, Holywell Road, Northop, Flintshire, CH7 6AA	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Siankey Lane (Northop Road) Flint Mountain 833m Nearest railway station - Flint Station 4.2km	Y
	Coleg Cambria - Yale, Grove Park Road, Wrexham, LL12 7AB	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Yale College (Grove Park Road) Rhoddu 39m Nearest railway station - Wrexham Central Station 0.5km Nearest bus stop - Gollwyn Drive Entrance (Gollwyn Lane) Gollwyn 135m Nearest railway station - Shotton Station 2.8km	Y
	Coleg Cambria - Deeside Sixth, Gollwyn Lane, Cornah's Quay, Deeside, Flintshire, CH5 4BH	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Yale College (Grove Park Road) Rhoddu 39m Nearest railway station - Wrexham Central Station 0.5km	Y
	Coleg Cambria - Yale Sixth, Grove Park Road, Wrexham, LL12 7AB	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Yale College (Grove Park Road) Rhoddu 39m Nearest railway station - Wrexham Central Station 0.5km	Y
	Coleg Cambria - University Centre, Kelsterton Road, Cornah's Quay, Deeside, Flintshire, CH5 4BH	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Deeside College (Kelsterton Road) Kelsterton 137m Nearest railway station - Shotton Station 3.1km	Y
	Coleg Cambria - Camu, Grove Park Road, Wrexham, LL12 7AB	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Yale College (Grove Park Road) Rhoddu 39m Nearest railway station - Wrexham Central Station 0.5km	Y
	Flintshire Local Voluntary Council, Unit 3, Mold Business Park, Wrexham Road, Mold, Flintshire, CH7 1XP	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Industrial Estate (Wrexham Road) Mold 146m	Y
	Ty Gwydd/Greenhouse 1, Trevelyan Terrace, High Street, Bangor, LL57 1AX	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Bron Castell (High Street) Bangor 24m Nearest railway station - Bangor (Gwynedd) Station 1.4km	Y
	Cathays Community Centre, 36-38 Cathays Terrace, Cathays, Cardiff, CF24 4HX	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Mainly Road (Cathays Terrace) Cathays 33m Nearest railway station - Cathays Station 0.3km Nearest bus stop - Bp Landarcy (Pen-yr-heol) Pen-yr-heol 135m Nearest railway station - Skewen Station 1.4km	Y
	Gibran, The Courtyard, Darcy Business Park, Landarcy, Neath, SA10 6EJ	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Station (Court Road) Bridgend 65m Nearest railway station - Bridgend Station 0.1km	Y
	Gofal, 2nd floor, Danwen House, 2 Court Road, Bridgend, CF31 1BN	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Station (Court Road) Bridgend 65m Nearest railway station - Bridgend Station 0.1km	Y
	Gofal, 1 Pen Y Lan Road, Roath, Cardiff, CF24 3PG	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Station (Court Road) Bridgend 65m Nearest railway station - Bridgend Station 0.1km	Y
	Gofal, Unit 2C Foxes Lane, Oakdale Business Park, Cardale, Blackwood, NP12 4AB	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Rock Villas (A4048) Rock 287m Nearest railway station - Gilfach Fawgog Station 3.1km	Y
Gofal	Gofal, Unit 1, Melin Corng Business Park, Upper Boat, Treorest, CF37 5SE	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Treorest (Treorest Station) 1.2km Nearest railway station - Treorest Station 1.2km	Y
	Gofal, Beaufort House, Beaufort Road, Swansea, SA6 8JG	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Treorest (Treorest Station) 1.2km Nearest railway station - Treorest Station 1.2km	Y
	Gofal, 9a Tynwydd Road, Barry, Vale of Glamorgan, CF62 8HB	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Ty Newydd Rd Q (Ty Newydd Road) Barry 21m Nearest railway station - Barry Docks Station 0.7km	Y
		Existing		Subcontractor Site (Co-location options being discussed)		Y

[illegible]

Tim Dyllyn, Chwyd MHRG, Middle Lane, Denbighshire, LL16 3UR	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest bus stop - Lidi (Vale Street) Denbigh 121m	Y
Bryn Y Wal, Pentre Lane, Rhuddlan, Denbighshire, LL18 6LA	Existing	1 to 1 room, Group training room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tarcuin Drive (Bryn Cwmlin Road) Rhyl 573m	Y
Deside Community Hospital, Aston House, Plough Lane, Shotton, CH5 1XS	Existing	1 to 1 room, Group training room	Subcontractor Site	Nearest railway station - Rhyl Station 2.6km	Y
110 High Street, Portlithad, Gwynedd, LL49 9NW	Existing	1 to 1 room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Plough Lane (Chwyd Street) Higher Shotton 50m	Y
The Home Treatment Team, Hargest Unit, Ysbyty Gwynedd, Bangor, LL57 2PW	Existing	1 to 1 room	Subcontractor Site	Nearest railway station - Shotton Station 1.3km	Y
1 Y Adfeiried, 112 High Street, Portlithad, Gwynedd, LL49 9NW	Existing	1 to 1 room	Subcontractor Site	Nearest bus stop - Sportsman (High Street) Portlithad 143m	Y
Unit 16, Merthyr Industrial Estate, Pant, Dowlais, Merthyr Tydfil, CF48 2SR	Existing	1 to 1 room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Bangor (Gwynedd) Station 2.2km	Y
Room 10, Llanarth Court, Usk, Monmouthshire, NP15 2YD	Existing	1 to 1 room	Subcontractor Site	Nearest bus stop - Sportsman (High Street) Portlithad 143m	Y
Forglen House, St Marys Street, Risca, Newport, NP11 8QQ	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Merthyr Tydfil Station 2.8km	Y
47 Duckpool Road, Newport, NP19 8FL	Existing	1 to 1 room, Wi-Fi	Subcontractor Site	Nearest bus stop - Grestloak (Main Road) Great Oak 626m	Y
St Asaph, Traillagar Square, Tenby, Pembrokeshire, SA70 7DN	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Top Club (St Mary Street) Risca 16m	Y
14 Gloucester Terrace, Holloway, Haverfordwest, SA61 2JJ	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Risca & Pontymister Station 1.1km	Y
19 Winch Lane, Haverfordwest, Pembrokeshire, SA61 1SA	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Post Office (Church Road) Summer Hill 100m	Y
29/31 Commercial Road, Talbach, Port Talbot, SA13 1LN	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Newport (S Wales) Station 1.4km	Y
Frontallog House Offices, Ithod Road, Llandrindod Wells, LD1 6AS	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - South Parade Terminus Only (South Parade) Tenby 69m	Y
Unit 39, Aberaman Business Park, Aberaman, Aberdare, CF44 6DA	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Turby Station 0.4km	Y
Gallinudd Hospital, Lon Catwg, Pontdawe, Swansea, SA8 3DX	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Lidi Perrot's Road (Perrot's Road) Haverfordwest 112m	Y
Unit B3, Lakeside Technology Park, Llansamlet, SA7 9FE	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Haverfordwest Station 0.7km	Y
2/6 The Amy Evans Centre, 180 Holton Road, Barry, CF63 4HN	Existing	1 to 1 room	Subcontractor Site	Nearest bus stop - Leisure Centre (Winch Lane) Haverfordwest 246m	Y
Ty Ddu Bryn, Wrexham Maelor Hospital, Croesnewydd Road, Wrexham, LL13 7TD	Existing	1 to 1 room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Haverfordwest Station 0.8km	Y
Luke O'Connor House, 21 Barter Court, Hightown, Wrexham, LL13 8DT	Existing	1 to 1 room	Subcontractor Site	Nearest bus stop - Rugby Club (Dyllyn Road) Talbach 12m	Y
25 Foster Road, Wrexham, LL11 2LT	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Port Talbot Parkway Station 1km	Y
12 Salisbury Road, Wrexham, LL13 7AS	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - High School (Dyllyn Road) Llandrindod Wells 80m	Y
			Subcontractor Site (Co-location options being discussed)	Nearest railway station - Llandrindod Station 0.5km	Y
			Subcontractor Site	Nearest bus stop - Industrial Estate (B4275) Aberaman 144m	Y
			Subcontractor Site	Nearest railway station - Cwmfach Station 0.5km	Y
			Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Capel Bryn Seion (Graig Road) Gail-nudd 171m	Y
			Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Castle Court (Phoenix Way) Llansamlet 54m	Y
			Subcontractor Site	Nearest railway station - Llansamlet Station 1.9km	Y
			Subcontractor Site	Nearest bus stop - Holton Road School (Court Road) Barry 96m	Y
			Subcontractor Site	Nearest railway station - Barry Dock Station 0.5km	Y
			Subcontractor Site	Nearest bus stop - Maelor Hospital (Cross Newydd Road) Bryn Olla 116m	Y
			Subcontractor Site (Co-location options being discussed)	Nearest railway station - Wrexham Central Station 0.6km	Y
			Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Hill Court (Monger Road) Hightown 115m	Y
			Subcontractor Site (Co-location options being discussed)	Nearest railway station - Wrexham Central Station 1.7km	Y
			Subcontractor Site (Co-location options being discussed)	Nearest bus stop - The Gardens (Grove Road) Rhosddu 134m	Y
			Subcontractor Site (Co-location options being discussed)	Nearest railway station - Wrexham General Station 0.7km	Y
			Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Salop Road Lidi (Salop Road) Hightown 165m	Y
			Subcontractor Site (Co-location options being discussed)	Nearest railway station - Wrexham Central Station 0.7km	Y

LIFT Programme	Only Room, Anglesey CMHT, Caern Hospital, Llangefni, LL77 7PP	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Ysgol Y Bont (Industrial Estate Road) Llangefni 156m	Y
	Action Resource Centre, 45 Broughton Avenue, Swansea, SA5 5JS	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site	Nearest bus stop - St Cerydd Road (Broughton Avenue) Caerlliffrin 101m	Y
	Nacro, 21a Chester St, Wrexham, LL13 8BG	Existing	1 to 1 room, Group training room	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Swansea Station 3.5km Nearest bus stop - Market Street Wrexham 124m Nearest railway station - Wrexham Central Station 0.5km	N
	Nacro, Unit 22 Parc Ffordd, Flintshire, LL18 2DD	Existing	1 to 1 room, Group training room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Kingsley Avenue Mill Bank Road 95m Nearest railway station - Rhyl Station 0.6km	Y
Newport City Council	Nacro, 13 Princes Drive, Colwyn Bay, Conwy, LL29 8HT	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Kwiksave (Conway Road) Colwyn Bay 142m	N
	Newport City Council, Civic Centre, Godfrey Road, Newport NP20 4UR	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Colwyn Bay Station 0.3km Nearest bus stop - Civic Centre Top Car Park (Clyffia Park Road) Newport 30m	Y
	St David's House, Mochdre Business Park, Colwyn Bay, Conwy, LL28 5HS	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Newport (S Wales) Station 0.4km Nearest bus stop - Business Park (Conway Road) Mochdre 83m	Y
	57 Regent Street, Wrexham, LL11 1PF	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Colwyn Bay Station 2.9km Nearest bus stop - School Of Art (Regent Street) Wrexham 47m	Y
North Wales Training	Unit 2, Creamery Trade Park, Mochdre, Colwyn Bay, LL28 5EF	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Wrexham General Station 0.2km Nearest bus stop - Post Office (Conway Road) Mochdre 225m	Y
	Unit 22, Deeside Enterprise Centre, Rowleys Drive, Shotton, Flintshire, CH5 1PP	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Colwyn Bay Station 2.7km Nearest bus stop - Ash Grove (Chester Road East) Shotton 136m	Y
	NPTC Group, Dwr y Felin Road, Neath, SA10 7RF	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Neath College (Dwr-y-felin Road) Dwr-y-felin School 59m Nearest railway station - Neath Station 0.7km	Y
	NPTC Group - Swansea Campus, 8 St David's Road, Llanelli, SA6 6QL	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Morgantia (Clase Road) Llanelli 251m	Y
NPTC Group	NPTC Group - Construction Training Centre, Unit 7 Spelter Industrial Estate, Caerau, Bridgend, CF34 0TY	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest railway station - Llanelli Station 2.2km Nearest bus stop - Dyffryn Hotel (Heol Twyll) Spelter 98m	Y
	NPTC Group - Alan Campus, College Green, Margam, Port Talbot, SA13 2AL	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Dyffryn Hotel (Heol Twyll) Spelter 98m Nearest railway station - Margam Station 2km	Y
	NPTC Group - Pontardawe Campus, Alloy Industrial Estate, A474, Pontardawe, Swansea SA8 4EN	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tollgate Park (A48) Margam 253m Nearest railway station - Port Talbot Parkway Station 3.1km	Y
	NPTC Group, Llandarcy Park, Llandarcy, Neath, SA10 6JD	Existing	1 to 1 room (multiple), Group training room (multiple), IT suite (multiple)	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Graig Road Roundabout (Graig Road) Allwenn 234m	Y
RFEA	Royal British Legion, 18/19 High Street, Cardiff, CF10 1PT	Existing	1 to 1 room, Group training room, Wi-Fi	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - The Greenway Landarcy 132m Nearest railway station - Stewen Station 2.5km	Y
	The Salvation Army, Wind Street, Aberdare, CF44 7ES	Existing	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Westgate Street Cardiff 113m Nearest railway station - Cardiff Central Station 0.5km	Y
	The Salvation Army, Victoria Street, Abergavenny, NP7 5DS	Existing	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Wind Street Aberdare 17m Nearest railway station - Aberdare Station 0.5km	Y
	The Salvation Army, Abersychan Community Hall, High Street, Abersychan, NP4 7BG	Existing	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Richards Shop (Frogmore Street) Abergavenny 212m Nearest railway station - Abergavenny Station 1.2km	Y
The Salvation Army	The Salvation Army, Hill Street, Aberslilly, NP13 1DU	Existing	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - East View (High Street) Abersychan 87m Nearest railway station - Pontypool & New Inn Station Aberslilly 86m	Y
	The Salvation Army, 2 Alexandra Road, Abergystwyth, SY23 1LE	Existing	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Police Station (Somerset Street) Abergystwyth 25m Nearest railway station - Llanelli Station 3.2km	Y
	The Salvation Army, Margaret Street, Ammanford, SA16 2NW	Existing	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Yr Hen Ysgol Gymraeg (Alexandra Road) Abergystwyth 25m Nearest underground/metrotram - Llanbadarn (Vale Of Margaret Street) Ammanford 128m	Y
		Existing	1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Amman Valley Comprehensive (Margaret Street) Ammanford 128m Nearest railway station - Ammanford Station 0.8km	Y

The Salvation Army, Greenfield Street, CF81 8RW	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - The Plasnewydd (Upper High Street) Barpoed 142m	Y
The Salvation Army, 63 Coily Road, Bridgend, CF31 1LT	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Bargod Station 0.2km	Y
The Salvation Army, 429 Cowbridge Rd East, Cardiff, CF5 1US	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Cemetery Road (Coily Road) Quarella 118m	Y
The Salvation Army, Ty Gobaith (Hopa House) Lifehouse, 240 Bute Street, Cardiff, CF10 5TY	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Bridgend Station 0.6km	Y
The Salvation Army, Clichion House Outreach Services, Vale Road, Splott, Cardiff CF24 2LS	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Raudnor Court (Cowbridge Road East) Canton 154m	Y
The Salvation Army, Northlands Lifehouse, 202 North Road, Cardiff, CF14 3XP	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Ninian Park Station 0.8km	Y
The Salvation Army, May Street, Cathays, Cardiff, CF24 4EW	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - North Church Street (Bute Street) Butetown 39m	Y
The Salvation Army, Walker Road, Splott, Cardiff, CF24 2EG	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Cardiff Central Station 0.5km	Y
The Salvation Army, Aberthaw Rd, Cardiff, CF5 4JB	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Railway Street (Moffland Road) Splott 110m	Y
The Salvation Army, Corporation Road, Cardiff, CF11 7AY	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Cardiff Queen Street Station Gabailla 29m	Y
The Salvation Army, 109 Llammas Street, Carmarthen, SA31 3AP	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - St Josephs Convent (North Road) Gabailla 29m	Y
The Salvation Army, Aubrey Terrace, Cwm, Ebbw Vale, NP23 7SN	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Cathays Station 1.8km	Y
The Salvation Army, Wesley Street, Cwmbran, NP24 3LX	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Woodville Road (Cnwys Road) Cathays 99m	Y
The Salvation Army, Lime Street, Gorseonon, Swansea, SA4 4AD	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Cathays Station 0.6km	Y
The Salvation Army, Sunninghill Terrace, Llanelli, SA15 3DQ	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Janet Street (Haberston Street) Splott 54m	Y
The Salvation Army, Crown Hill, Llanelli, CF38 2NB	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Cardiff Queen Street Station West) Caerau 170m	Y
The Salvation Army, Castle St, Maesteg, CF34 9YL	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Wain-gro Park Station 1.6km	Y
The Salvation Army, Gbeoland Place, Merthyr Tydfil, CF47 8BH	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Cambridge Street (Corporation Road) Grangeclown 74m	Y
The Salvation Army, 28 Morfydd Street, Morriston, Swansea, SA6 6BN	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Grangeclown (Cardiff) Station Carmarthen 11m	Y
The Salvation Army, Adwyn Place, Bridgend, CF32 7BW	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Golden Lion (Llammas Street) Carmarthen 11m	Y
The Salvation Army, 1 Hill Street, Newport, NP20 1LZ	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Cammarthen Station 0.5km	Y
The Salvation Army, Trehalftan Hall, Llanelli, SA16 1OB	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Central Garage (Marine Street) Cwm 58m	Y
The Salvation Army, 101a Plassy Street, Penarth, CF64 2UZ	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest railway station - Ebbw Vale Parkway Station 2.3km	Y
					Nearest bus stop - St David's Court (West Street) St David's 39m	Y
					Nearest railway station - Cwmbran Station 1.2km	Y
					Nearest bus stop - Somerfield (High Street) Gorseonon 296m	Y
					Nearest railway station - Gowerton Station 2.2km	Y
					Nearest bus stop - Brynirion (A484) Box 64m	Y
					Nearest railway station - Llanelli Station 1.6km	Y
					Nearest bus stop - Aspen Way (Crown Hill) Llanelli Fardre 89m	Y
					Nearest railway station - Treforest Estate Station 3.6km	Y
					Nearest bus stop - The Lamb (Castle Street) Cwmdu Street 35m	Y
					Nearest railway station - Maesteg Station 0.2km	Y
					Nearest bus stop - Rafe Club (Penny Street) Gbeoland 199m	Y
					Nearest railway station - Merthyr Tydfil Station 0.4km	Y
					Nearest bus stop - Church in The Middle Of The Road (Marin Street) Morriston 78m	Y
					Nearest railway station - Llanelli Station 2.9km	Y
					Nearest bus stop - Tynewydd Row (Llewellyn Street) Tynewydd Row 47m	Y
					Nearest railway station - Ton Pentre Station 6.2km	Y
					Nearest bus stop - Stow Hill Newport 167m	Y
					Nearest railway station - Newport (S Wales) Station 0.6km	Y
					Nearest bus stop - Lon Gwern (Lon Cuddyn) Newtown 70m	Y
					Nearest railway station - Newtown (Powys) Station 1.4km	Y
					Nearest bus stop - Stranell Rd (Stranell Road) Penarth 95m	Y
					Nearest railway station - Dingle Road Station 0.3km	Y

The Salvation Army, Carne Street, Penira, CF41 7LQ	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Griffin Hotel (Carne Street) Penira 73m Nearest railway station - Treorchy Station 0.8km	Y
	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Somerfield (High Street) Gorseinon 2.9km Nearest railway station - Gorseinon Station 2.2km	Y
The Salvation Army, Llane Street, Gorseinon, Swansea, SA4 4AD	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Pontymister Crossing (Commercial Street) Pontymister 115m Nearest railway station - Rieca & Pontymister Station 233m	Y
	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - White Gales (New Road) Neath Abbey 233m Nearest railway station - Skewen Station 0.6km	Y
The Salvation Army, Bethlehem Road, Skewen, Neath, SA10 6AW	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Argyle Street (Oxford Street) Swansea 188m Nearest railway station - Swansea Station 1.2km	Y
	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Somerfield (Upper Park Road) Tenby 8m Nearest railway station - Tenby Station 0.3km	Y
The Salvation Army, Upper Park Road, Tenby, SA70 7LT	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Perrott Inn (Susannah Place) Treheris 165m Nearest railway station - Quakers Yard Station 1km	Y
	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Labour Club (Penygraig Road) Penygraig 116m Nearest railway station - Tonypanddy Station 0.9km	Y
The Salvation Army, George St, Penygraig, Tonypanddy, CF40 1QN	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Kinnel Street Rhyll 69m Nearest railway station - Rhyll Station 0.2km	Y
	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Kinnel Street Rhyll 69m Nearest railway station - Rhyll Station 0.2km	Y
The Salvation Army, Windsor Street, Rhyll, LL18 1BW	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Kinnel Street Rhyll 69m Nearest railway station - Rhyll Station 0.2km	Y
	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Post Office (Short Bridge Street) Newkown 91m Nearest railway station - Newton (Pwysg) Station 0.3km	Y
The Salvation Army, 7-9 Market Street, Newtown, SY16 2PQ	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - The Plasnewydd (Upper High Street) Bargoed 142m Nearest railway station - Bargoed Station 0.2km	Y
	Existing		1 to 1 room, Group training room, IT suite	Co-Location	Nearest bus stop - Tynydd How 47m Nearest railway station - Tcn Penira Station 6.2km	Y
The Salvation Army, Actwyn Place Ogmore Vale, Bridgend, CF32 7BW	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Richmond Crescent Roath 143m Nearest railway station - Cardiff Queen Street Station 0.6km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Terrace House (Surgery Road) Cymcelyn 346m Nearest railway station - Ebbw Vale Town Station 2.6km	Y
St Giles Trust Cymru, 30 Richmond Road, Cardiff, CF24 3AS	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Colliavaud Place (Ocean Way) East Moors 98m Nearest railway station - Cardiff Bay Station 1.2km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tynydd How 47m Nearest railway station - Llanelli Station 0.9km	Y
Tal Calon Community Housing, Solls One, Griffin Lane, Rising Sun Industrial Estate, Blaitha, NP13 3JW	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Fairfield Avenue (Floidd Russell) Rhyll 119m Nearest railway station - Rhyll Station 0.5km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Westgate Street Cardiff 113m Nearest railway station - Cardiff Central Station 0.5km	Y
The Princess Trust, 16 Ocean Way, Cardiff, CF24 5PE	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Halfway Hotel (Cathedral Road) Cardiff 143m Nearest railway station - Ninian Park Station 1.4km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tudor Street Riverside 150m Nearest railway station - Cardiff Central Station 0.4km	Y
Town Hall, Town Hall Square, Llanelli, SA15 3AH	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Recreation Centre (Angel Street) Bridgend 324m Nearest railway station - Bridgend Station 0.5km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Inner Bypass (A4046) Ebbw Vale 66m Nearest railway station - Ebbw Vale Town Station 0.5km	Y
Morfa Hall, Bath Street, Rhyll, LL18 3EB	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Halfway Hotel (Cathedral Road) Cardiff 143m Nearest railway station - Ninian Park Station 1.4km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tudor Street Riverside 150m Nearest railway station - Cardiff Central Station 0.4km	Y
The Royal British Legion, 18/19 High Street, Cardiff, CF10 1PT	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Halfway Hotel (Cathedral Road) Cardiff 143m Nearest railway station - Ninian Park Station 1.4km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tudor Street Riverside 150m Nearest railway station - Cardiff Central Station 0.4km	Y
The Wallich, The Wallich Centre, Cathedral Rd, Cardiff, CF11 9JF	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Halfway Hotel (Cathedral Road) Cardiff 143m Nearest railway station - Ninian Park Station 1.4km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tudor Street Riverside 150m Nearest railway station - Cardiff Central Station 0.4km	Y
The Wallich, The Learning Centre, 3 Pendryis Street, Cardiff, CF11 6RJ	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Halfway Hotel (Cathedral Road) Cardiff 143m Nearest railway station - Ninian Park Station 1.4km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tudor Street Riverside 150m Nearest railway station - Cardiff Central Station 0.4km	Y
The Wallich, 10 Park Street, Bridgend, CF31 4AX	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Halfway Hotel (Cathedral Road) Cardiff 143m Nearest railway station - Ninian Park Station 1.4km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tudor Street Riverside 150m Nearest railway station - Cardiff Central Station 0.4km	Y
The Wallich, Rhylls House, James Street, Ebbw Vale, NP23 6UG	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Halfway Hotel (Cathedral Road) Cardiff 143m Nearest railway station - Ninian Park Station 1.4km	Y
	Existing		1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Tudor Street Riverside 150m Nearest railway station - Cardiff Central Station 0.4km	Y

Tuning Point Services	The Wallich (PAWS), Pendrill Court, London Road, Neath, SA11 1LF	Existing	1 to 1 room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - London Road Neath 105m Nearest railway station - Neath Station 0.3km	Y
	The Wallich, Richmond House, 31a Grosvenor Road, Wrexham, LL11 1BT	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Caerlŷon Grange (Rhosddu Road) Rhosddu 82m Nearest railway station - Wrexham General Station 0.4km	Y
Welsh Refugee Council	Tuning Point, Catalyst, 1-3 Vaughan Street, Llanelli, SA15 3TY	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - British Legion (Church Street) Llanelli 11m Nearest railway station - Llanelli Station 1km	Y
	120-122 Broadway, Cardiff, CF24 1NJ	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Berriman Street (Broadway) Split 16m Nearest railway station - Cardiff Queen Street Station 1.3km	Y
Whitehead-Ross Education & Consulting (WREC)	125 Lower Dock Street, Newport, NP20 1EG	Existing	1 to 1 room	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Kingsway Centre (Ebenezer Terrace) Newport 125m Nearest railway station - Newport (S Wales) Station 0.9km	N
	WREC, 71 Mansel Street, Swansea, SA1 5TN	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Christina Street A (Christina Street) Swansea 113m Nearest railway station - Swansea Station 0.8km	Y
Workways+ (NPT)	WREC, 137 New Road, Skewen, SA10 6HL	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Evelyn Road (Winifred Road) Skewen 39m Nearest railway station - Skewen Station 0.3km	Y
	Workways+, Purcell Avenue, Port Talbot, SA12 7PQ	Existing	1 to 1 room, Group training room, IT suite	Subcontractor Site (Co-location options being discussed)	Nearest bus stop - Purcell Avenue Sandfields 44m Nearest railway station - Baglan Station 1.8km	Y

NB If there is insufficient space in the above table to include all the organisations proposed to deliver specific elements of the service involved, please attach a supplementary sheet using the same table format

As per DWP's response to clarification question 80 on the Final Offer Stage Q&A Log, we have provided a delivery map to accompany the table above. The Remploy WHP delivery map below illustrates Remploy's delivery infrastructure, which will be utilised during WHP to provide full coverage across the entire CPA. Note: This map does not include CPN delivery locations from which they will deliver their own services.

Schedule 1 Appendix B Part 1 Appendix 6 – Implementation Plan

[REDACTED]

Work and Health Programme Stakeholder Relationship List

WHP Shortlisted Bidder	Remploy	CPA	6
------------------------	---------	-----	---

Stakeholder Classification	Definition	Confirmation Letter Required?
Core	If a Stakeholder meets one or more of these three conditions they are considered 'Core' 1. The withdrawal of this stakeholder is an integral part of the customer journey or would materially affect performance. OR 2. The withdrawal of this stakeholder would result in a gap service provision to a customer group or geographic area. OR 3. Greater than 1% of annual CPA referral volumes which will directly engage with this stakeholder's services. None of the above conditions are met, but the stakeholder provides a service which represents added value for the customer.	Yes
Ancillary		No

Stakeholder Name	Service Provided	Geographical Coverage	Estimated Proportion of Referral Volumes	Estimated Core or Ancillary Stakeholder or To Perform	Confirmation Letter Submitted
AMBU EPP Cymru	Condition management course to improve all aspects of health and well being	CPA wide	[REDACTED]	[REDACTED]	Yes
Aluda	Training provider delivering Health and Safety Courses throughout Wales inc First Aid Training, Manual Handling, Health & Safety, Food Hygiene, and Fire Safety and CQNSG safety passport qualification	CPA Wide	[REDACTED]	[REDACTED]	Yes
ASDES	Training in systematic instruction (TSI)	South Wales	[REDACTED]	[REDACTED]	Yes
Bellrock	Self employment support, training for our staff, independent review of business plans	CPA wide	[REDACTED]	[REDACTED]	Yes
Barnados	Care leavers - offering support for vulnerable young people leaving care and homeless young people aged 16 and above, including assistance in finding accommodation, developing life skills, advice on health matters and support with education, employment and training.	CPA Wide	[REDACTED]	[REDACTED]	Yes
Business in Focus	Business Funding - Start Up Loans & Business Grants - Business & Commercial Property across South Wales - Business Wales	CPA Wide	[REDACTED]	[REDACTED]	Yes
Bulldog Gym	For Serving Military and Veterans •Help to Source Funding •Armed Forces Welfare Support •One to One Mentoring •Social Events	Neath Port Talbot	[REDACTED]	[REDACTED]	Yes
Cais	Drug & Alcohol Support, Change Step Veterans programme, Cyle Cymru	CPA Wide	[REDACTED]	[REDACTED]	Yes
Cardiff and Vale College	Cardiff and Vale College has two hubs for community learning in the heart of the city - The Parade and The Friary. ECL, Basic Skills, ESOL Support, information, advice and guidance for carers	Cardiff/Vale of Glamorgan	[REDACTED]	[REDACTED]	Yes
Carers Wales	CETMA (Community Engagement, Technology, Media & Arts) is a social enterprise that provides social engagement, training, health and well-being	CPA wide	[REDACTED]	[REDACTED]	Yes
Celma	Swansea and Mid Wales	Swansea and Mid Wales	[REDACTED]	[REDACTED]	Yes
Christians Against Poverty	Debt And Financial Advice Counselling	CPA Wide	[REDACTED]	[REDACTED]	Yes
Coleg Cymru	Training Courses and Skills, Basic skills, Numeracy & Literacy	North Wales	[REDACTED]	[REDACTED]	Yes
Dynamix	Develop and deliver bespoke training courses focussing on well-being	South Wales	[REDACTED]	[REDACTED]	Yes
FLVC	FLVC is the umbrella Group Providing information, advice and training, developing and sharing effective volunteering services, including placing volunteers, providing training	North Wales	[REDACTED]	[REDACTED]	Yes
Gingerbread	Advice and support for single parents	CPA wide	[REDACTED]	[REDACTED]	Yes

Gibran	Gibran UK is a not-for-profit social enterprise, established in 2006. Gibran has secured funding from a range of sources to support women offenders, and we have recently extended our services to include men.	[REDACTED]	[REDACTED]	[REDACTED]	Core	Yes
Groundwork North Wales	Groundwork North Wales delivers programmes supporting young people and environmental improvements, volunteering, basic skills, literacy, numeracy, ILM, ESOL, community learning	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Gower College	Provides services to people with mental health problems, supporting their independence, recovery, health and wellbeing Crisis Intervention; Home and Family Support; Skills, Learning and Employment;	North Wales Swansea	[REDACTED]	[REDACTED]	Core	Yes
Genius Within	Neuro Diversity & Hidden Disabilities - group and 1 - 2-1 training sessions with courses such as Memory genius	South Wales	[REDACTED]	[REDACTED]	Core	Yes
HML	As part of our occupational health services, we offer expert medical advice, risk management services, dynamic health-promotion campaigns and on-site clinical support	CPA Wide	[REDACTED]	[REDACTED]	Core	Yes
NACRO	Nacro's Justice team works with young and adult offenders in prisons and in the community. They offer a wide range of services for a variety of different client groups to support people to change their lives, to prevent and reduce crime and the risk of reoffending.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Newport City Council	Support, advice for BME - Ex-offenders & Mental Health	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
NPTC Group Work Based Learning	Work placements with training and qualifications attached.	Newport	[REDACTED]	[REDACTED]	Core	Yes
North Wales Training	Traineeships, Apprenticeships, Jobs Growth Wales, essential skills	Neath Port Talbot, Swansea	[REDACTED]	[REDACTED]	Core	Yes
RFEA	Provide life-long, life-changing support, jobs and training opportunities to service leavers and veterans	North Wales	[REDACTED]	[REDACTED]	Core	Yes
The Poppy Factory	Work and work placements for veterans with health conditions or impairments.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Salvation Army	Financial and poverty advice and support, homelessness support, older people	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
SFM Training Wales	Training courses including SIA licencing	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
St Giles Trust	We are a charity helping ex-offenders and disadvantaged people to move their lives forward. We help people suffering disadvantages such as experiences of prison, homelessness, long term unemployment, addiction and severe poverty.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Swyddle	Provides recruitment and employability opportunities for Welsh speakers, helping develop confidence and ability in Welsh in professional lives.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Hafal	We are Wales' leading charity for people with serious mental illness and their carers. Covering all areas of Wales, Hafal is an organisation managed by the people we support: individuals whose lives have been affected by serious mental illness.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
LIFT Programme	The programme focuses on those who have spent more than six months out of work or training and provides training courses include Health & Safety, CSCS, SIA, Forklift Truck, Basic Skills and	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
The Princes Trust	Support young people into jobs, education or training, particularly supporting those looking to start their own business. Also supports care leavers	Swansea	[REDACTED]	[REDACTED]	Core	Yes
The Royal British Legion	The Royal British Legion provides lifelong support for the Armed Forces community - serving men and women, veterans, and their families.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Tai Calon	Tai Calon Community Housing is the largest social housing landlord in Blaenau Gwent - more than 6,100 homes including 11 Supported Living Schemes.	Blaenau Gwent	[REDACTED]	[REDACTED]	Core	Yes
Turning Point Services	Turning Point is a health and social care organisation that works across mental health, learning disability, substance misuse, primary care, the criminal justice system and employment.	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
The Wallich	Accommodation and Support for the homeless, offenders, young people	CPA wide	[REDACTED]	[REDACTED]	Core	Yes
Wales Refugee Council	Support, advice and information for refugees	CPA wide	[REDACTED]	[REDACTED]	Core	Yes

Whitehead Ross Education	Whitehead-Ross Education and Consulting (WREC) is a leading provider of innovative educational, youth and social welfare	South Wales	[REDACTED]	[REDACTED]	Core	Yes
Bridgend College	ESOL, Welsh, basic skills, literacy, numeracy, community courses, work based learning courses, apprenticeships	Bridgend, Cardiff, Maesteg, Pencoed,	[REDACTED]	[REDACTED]	Ancillary	No
Coleg y Cymoedd	ESOL, Welsh, basic skills, literacy, numeracy, community courses, work based learning courses, apprenticeships	Aberdare, Nantgarw, Rhondda and Ystrad Mynach	[REDACTED]	[REDACTED]	Ancillary	No
Coleg Gwent	ESOL, Welsh, basic skills, literacy, numeracy, community courses, work based learning courses, apprenticeships	Monmouthshire, Torfaen, Caerphilly	[REDACTED]	[REDACTED]	Ancillary	No
The College Merthyr Tydfil	ESOL, Welsh, basic skills, literacy, numeracy, community courses, work based learning courses, apprenticeships	Merthyr Tydfil	[REDACTED]	[REDACTED]	Ancillary	No
Grwp Coleg Llandrillo Menai	ESOL, Welsh, basic skills, literacy, numeracy, community courses, work based learning courses, apprenticeships	North Wales	[REDACTED]	[REDACTED]	Ancillary	No
Pembrokeshire College	ESOL, Welsh, basic skills, literacy, numeracy, community courses, work based learning courses, apprenticeships	Pembrokeshire	[REDACTED]	[REDACTED]	Ancillary	No
Adult Learning Wales	ESOL, Welsh, basic skills, literacy, numeracy, community courses	CPA wide - branch network and online delivery available	[REDACTED]	[REDACTED]	Ancillary	No
Acorn Learning Solutions Ltd	Apprenticeships, IT, ILM	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
ACT Training	Traineeships, Apprenticeships, Jobs Growth Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Babcock Training	Traineeships, Apprenticeships, Jobs Growth Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Cambrian Training Company	Apprenticeships, industry training	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
ISA Training	Traineeships, Apprenticeships	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
ITEC Training Solutions	Traineeships, Apprenticeships, Jobs Growth Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Wrexham Itec	Essential skills, industry training	Wrexham	[REDACTED]	[REDACTED]	Ancillary	No
T2 Training	Traineeships, Apprenticeships, Job Growth Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
PeoplePlus	Traineeships, Apprenticeships, Job Growth Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Rathbone Training	Programme	CPA wide except Gwent	[REDACTED]	[REDACTED]	Ancillary	No
Torfaen Training	Traineeships, Apprenticeships, Jobs Growth Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Educ8 Training	Apprenticeships, Jobs Growth Wales	CPA wide except North Wales	[REDACTED]	[REDACTED]	Ancillary	No
TSW Training	Apprenticeships, industry training, ILM, Jobs Growth Wales	CPA wide except North Wales	[REDACTED]	[REDACTED]	Ancillary	No
Workways NPT	one-to-one mentoring, gain new qualifications and work placements for individuals with work-limiting health conditions and disabilities, care responsibilities and low skills		[REDACTED]	[REDACTED]		
Ponhaffren Association	Provides courses, social events, advice and information for people with mental health problems	Neath Port Talbot	[REDACTED]	[REDACTED]	Ancillary	No
Action on Hearing Loss	Care, support, information, translation services, hearing aid support, support groups and information	Powys	[REDACTED]	[REDACTED]	Ancillary	No
Autism Spectrum Connections Cymru	An Autism One Stop Shop (OSS) for adults with an autism spectrum condition to access a wide range of advice and support	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
National Autistic Society	Residential and day care support, respite care, 1-1 support for people with autism	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
RNIB	RNIB Cymru provides a wide range of services and support to blind and partially sighted people across Wales.	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Downs Syndrome Association	Support, mentoring, employability support and training for people with Downs Syndrome	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Learning Disability Wales	Information, advice, training and support for people with a learning disability	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Jigsaw	Peer support groups for people with mental health problems	Newport	[REDACTED]	[REDACTED]	Ancillary	No
Shelter Cymru	Housing and Debt advice	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Llamau	Support for young and female homeless people	South Wales	[REDACTED]	[REDACTED]	Ancillary	No
Crisis	Housing and support services for homeless people	Swansea	[REDACTED]	[REDACTED]	Ancillary	No
Gwalla Trust	Charitable Trust providing non-repayable grants to people homeless, facing homelessness, have physical or mental disabilities.	South Wales	[REDACTED]	[REDACTED]	Ancillary	No

Citizens Advice	Advice and advocacy on financial and debt management, consumer issues, benefits and housing	RCT, Swansea	[REDACTED]	[REDACTED]	Ancillary	No
YMCA	Accommodation and support for young homeless	Swansea	[REDACTED]	[REDACTED]	Ancillary	No
Huggard	Support and accommodation for homeless people	Cardiff	[REDACTED]	[REDACTED]	Ancillary	No
Merthyr Cynon Food Bank	Provides food parcels for people in crisis	Merthyr Tydfil, RCT	[REDACTED]	[REDACTED]	Ancillary	No
Carers Trust Wales	Support for carers	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Sova	Sova is a charity that helps people steer clear of crime and to live healthier lives. Sova support BME & Migrant people (aged 25+) into Training, Volunteering & Employment.	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Gwent Association of Voluntary Organisations	Volunteering, projects for families, wellbeing, tackling poverty and dial-a-ride	South East Wales	[REDACTED]	[REDACTED]	Ancillary	No
Association of Voluntary Organisations in Wrexham	Volunteering, information, equipment loan	Wrexham	[REDACTED]	[REDACTED]	Ancillary	No
Dame Kelly Holmes Trust	Mentoring and support for young people	Bridgend and Blaenau	[REDACTED]	[REDACTED]	Ancillary	No
Groundwork Wales	Volunteering, environmental projects	South Wales	[REDACTED]	[REDACTED]	Ancillary	No
WCADA	Drug & Alcohol Support, Change Step Veterans programme, Cylfe Cymru	South West Wales	[REDACTED]	[REDACTED]	Ancillary	No
DrugAid	Drug & Alcohol Support, Change Step Veterans programme, Cylfe Cymru	South East Wales	[REDACTED]	[REDACTED]	Ancillary	No
Kaleidoscope	Drug & Alcohol Support, Change Step Veterans programme, Cylfe Cymru	South East and Mid Wales	[REDACTED]	[REDACTED]	Ancillary	No
TEDS	Drug & Alcohol Support, Change Step Veterans programme, Cylfe Cymru	South East Wales	[REDACTED]	[REDACTED]	Ancillary	No
Prime Cymru	Advice, support, mentoring for people 50+ looking to start their own business	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Welsh Government	Policy and strategy on employability, economic development, skills and health	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
North Wales Economic Ambition Board	Policy and labour market information on economy, jobs and skills	North Wales	[REDACTED]	[REDACTED]	Ancillary	No
South West and Mid Wales Regional Skills Partnership	Policy and labour market information on economy, jobs and skills	South West and Mid Wales	[REDACTED]	[REDACTED]	Ancillary	No
Learning and Skills Innovation Partnership	Policy and labour market information on economy, jobs and skills	South East Wales	[REDACTED]	[REDACTED]	Ancillary	No
National Training Federation for Wales	Policy and research on training, skills and apprenticeships as well as representative body for training providers	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Learning and Work Institute Wales	Policy and research on learning, skills, apprenticeships and Representative body for Housing Associations	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Community Housing Cymru	Financial, housing and mental health support for armed forces, veterans and dependants	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
SSAFA	Provide mental health support for veterans	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Combat Stress	The Welsh Veterans Partnership (WVP) is determined to enable the improvement of holistic care for veterans in Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Welsh Veterans Partnership	Improvement of holistic care for veterans in Wales	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Veterans NHS Wales	Provides holistic mental health services for veterans	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No
Wales Homes for Veterans	Accommodation and support for veterans	Cardiff, Pontypridd, Swansea, Carmarthen and Conwy.	[REDACTED]	[REDACTED]	Ancillary	No
British Red Cross	Carers support, first aid courses, mobility aids, refugee support, support with housing and hospital discharge	CPA wide	[REDACTED]	[REDACTED]	Ancillary	No

Schedule 1 Appendix B Part 1 Appendix 8 – Stakeholder Declarations



Educating People to Save Lives

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 14th July 2017

I hereby write to confirm that Ajuda training Academy are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Name: [REDACTED]

Date: 14th July 2017

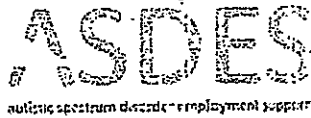
Position held in organisation: Company Director

Organisation: Ajuda Ltd

Ajuda Training Academy
15 Mount Stuart Square,
Cardiff Bay,
Cardiff,
CF10 5DP

t: 02920 576 883

info@ajuda.org.uk
www.ajuda.org.uk



Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 24/7/17

I hereby write to confirm that ASDES are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

A large black rectangular box redacting the signature of the Operations Manager.

A smaller black rectangular box redacting the signature of the Operations Manager.

A small black rectangular box redacting the signature of the Operations Manager.

A small black rectangular box redacting the signature of the Operations Manager.

Operations Manager

ASDES



Tanners Lane
Barkingside, Ilford
Essex, IG6 1QG

Tel [REDACTED]

Fax [REDACTED]

Web www.barnardos.org.uk

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 2nd August 2017

I hereby write to confirm that Barnardo's are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

[REDACTED]

2nd August 2017

Head of Employment, Training and Skills

Barnardo's

Patron: Her Majesty The Queen
President: HRH The Duchess of Cornwall
Barnardo's (a company limited by guarantee).
Registered Office: Tanners Lane, Barkingside,
Ilford, Essex, IG6 1QG. Registered No. 61625 England
Registered Charity Nos. 216250 and SC037605.

Barnardo's adheres to the Fundraising Promise and
Fundraising Standard Board guidelines.



Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 13/07/2017

I hereby write to confirm that Bellrock Business Ltd is willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 13/07/2017

Position held in organisation: Managing Director

Organisation Bellrock Business Ltd

Head Office Unit 4, Novus Business Centre Peterlee Co Durham SR82QJ



The Bulldogs
Giving our next generation a Fighting Chance in Life
Together we are STRONGER
More Than a Boxing Club



Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 01.08.2017

I hereby write to confirm that Bulldogs are willing to be included in Remploy's Work and Health Programme tender response for Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 1.8.2017

Position held in organisation: Project Manager

Organisation: Bulldogs

Bulldogs BCA,
Bulldogs Boxing & Community Development Centre, Fenbrook Close, Baglan Moors, Port Talbot, SA12 7PA
Email: [Redacted]

Bulldogs Boxing & Community Activities (Known as Bulldogs BCA)
Registered Charity No: 1156591

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 20th July 2017

I hereby write to confirm that Business in Focus Ltd are willing to be included in Remploy's Work and Health Programme, under response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

Name:

Date:

20th July 2017

Position held in organisation: Chief Executive

Organisation: Business in Focus Ltd





CAIS empowering change
grymuso newid

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 19th of July 2017

I hereby write to confirm that CAIS are willing to be included in Remploy's Work and Health Programme-tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely,

Signature:

Name:

Date: 19th of July 2017

Position held in organisation: Development Manager

Organisation: CAIS





Operations Centre
Jubilee Mill, North Street
Bradford, BD1 4EW

t: [REDACTED]
f: [REDACTED]
e: [REDACTED]
capuk.org

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 17 July 2017

I hereby write to confirm that Christians Against Poverty are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [REDACTED]

Name: [REDACTED]

Date: 17 July 2017

Position held in organisation: REGIONAL MANAGER

Organisation: CHRISTIANS AGAINST POVERTY

Lifting people out
of debt and poverty



Registered Office: Jubilee Mill, North Street, Bradford, BD1 4EW. Charity Registered No: 1097217 (England & Wales), SC038776 (Scotland). Company Limited by Guarantee.
Registered in England and Wales No: 4655175. CAP is authorised and regulated by the Financial Conduct Authority. Registration No: 413528. Product code: 100474v1

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 24.07.17

I hereby write to confirm that Cardiff and Vale College are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [REDACTED]

Name: [REDACTED]

Date: 24.07.17

Position held in organisation: Deputy Head of Skills

Organisation Cardiff and Vale College



Carers Wales
Unit 5
Ynys Bridge Court
Cardiff CF15 9SS

Department for Work & Pensions

31/7/17

To whom it may concern,

Work & Health Programme Stakeholder Confirmation Letter

I hereby write to confirm that Carers Wales is willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response, as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Director, Carers Wales



**WORK & HEALTH PROGRAMME
STAKEHOLDER CONFIRMATION LETTER**

To: Department for Work & Pensions

Date: 12/07/17

I hereby write to confirm that CETMA are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

Name:

Date: 12/07/17

Position held in organisation: Managing Director

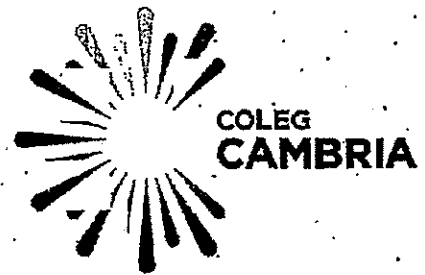
Organisation: CETMA

Providing Social Engagement, Training, Health & Wellbeing through the development of unique sustainable projects for individuals, organisations & businesses.

Any surpluses that the company makes will be ploughed back into the aims of the company.

www.cetma.org.uk

Registered Office: Units 1 to 4, Enterprise workshops, 100 Lower Trostre Rd, Llanelli, SA15 2EA
Company No: 06737296



Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: July 2017

I hereby write to confirm that Coleg Cambria are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

(Principal, Coleg Cambria) on behalf of.

Name:

Date: 25th July 2017

Position held in organisation: Director of Employer Engagement & Work-based Learning

Organisation: Coleg Cambria

Prif Weithredwr | Chief Executive

117 y Fflint CH5 4BR Kelsterton Road, Connah's Quay, Flintshire CH5 4BR
112 7AB Grove Park Road, Wrexham LL12 7AB
7UH Bersham Road, Wrexham LL13 7UH
18 Ruthin Denbighshire LL15 2LB
1 Sir y Fflint CH7 6AA Holywell Road, Northop Flintshire CH7 6AA

Dewch o hyd i ni ar:
Find us on:



www.cambria a .uk

roeswyr g ebaeth yn Gymraeg a Saesne
re pondence is lcomed in Welsh and in Engl

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 02/08/17

I hereby write to confirm that Dynamix Ltd are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [REDACTED]

Name: [REDACTED]

Date: 02/08/17

Position held in organisation: Trainer and Director

Organisation





GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Abertawe Bro Morgannwg
University Health Board



**Work & Health Programme
Stakeholder Confirmation Letter**

To: Department for Work & Pensions

Date: 2. 8. 17

I hereby write to confirm that ABMUHB EPP CYMRU are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 2. 8. 17

Position held in organisation: ABMUHB EPP Manager

Organisation: ABMUHB



Supporting and Developing Voluntary and Community Activity
Cefnogi a Datblygu Gweithgaredd Gwirfoddol a Chymunedol

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 21 July 2017

I hereby write to confirm that Flintshire Local Voluntary Council are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 21 July 2017

Position held in organisation: CHIEF OFFICER

Organisation: Flintshire Local Voluntary Council

Corlan, Mold Business Park, Wrexham Road, MOLD, Flintshire, CH7 1XP
Corlan, Uned Parc Busnes yr Wyddgrug, Ffordd Wrecsam, YR WYDDGRUG, Sir Y Fflint, CH7 1XP



Genius Within CIC
The Lewes Stand
Plumpton Racecourse
Plumpton Green
East Sussex
BN7 3AL

Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: Monday, 17th July 2017

I hereby write to confirm that Genius Within CIC are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

A large black rectangular box redacting the signature of the Chief Operating Officer.

Name:

A black rectangular box redacting the name of the Chief Operating Officer.

Date: July 17, 2017

Position held in organisation: Chief Operating Officer

Organisation: Genius Within CIC

Department for Work & Pensions

21st July 2017

RE: Work & Health Programme

Stakeholder Confirmation Letter

I hereby write to confirm that Gibran (UK) Ltd are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales, and hope that we will be utilised as a supply chain partner, delivering specialist services in our area of expertise.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely



Managing Director

Tel:  Email: 
www.gibran-uk.co.uk

Correspondence: The Court Yard, Shaw Trust Building, Darcy Business Park, Blandarcy, Neath, SA10 6EF

Registered Office: Parker & Co. Summit House, 10 Waterside Court, Albany Street, Newport, South Wales. NP20 5NT

Registered Number: 05968980

Work & Health Programme

Stakeholder Confirmation Letter


To: Department for Work & Pensions

Date: 02.08.17

I hereby write to confirm that Gingerbread are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely



Signature:

Name: 

Date: 02.08.17

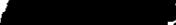
Position held in organisation: Head of Wales

Organisation: Gingerbread

President: 

Chief Executive: 

Chair of Trustees: 

Gingerbread Wales
Titan House, Cardiff Bay Business Centre
Titan Road, Ocean Park, CF24 5BS
Tel: 

NewLinkWales

Achieving wellbeing in your community.

Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 28th July 2017

I hereby write to confirm that Gofal / New Link Wales Out of Work Service are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 28th July 2017

Position held in organisation: Project Coordinator

Organisation: Gofal / New Link Wales Out of Work Service



Gwasanaeth
Di-Waith

Out of
Work Service

Out of Work Service, NewLink Wales,
Meridian Court, North Road, Cardiff CF14 3BE

Tel: [Redacted]

Email: [Redacted]

www.newlinkwales.org.uk/out-of-work-service



Gower College Swansea
Coleg Gŵyr Abertawe

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 19th July 2017

I hereby write to confirm that Gower College Swansea are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

Name:

Date: 19th July 2017

Position held in organisation: Learning Area manager: ABE, ESOL & Visual Arts

Organisation Gower College Swansea

Tel / Ffôn:

Fax / Ffacs:

Tycoch / Tycych • Swansea / Abertawe SA2 9EB

Email / E-bost: www.gowercollege@nonsch.wales

Principal / Pennaeth:



Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 18/07/2017

I hereby write to confirm that Groundwork North Wales are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 18/07/2017

Position held in organisation: Head of Resources

Organisation: Groundwork North Wales



/gwknorthwales



@gwknorthwales

groundworknorthwales.org.uk



Groundwork North Wales is a company limited by guarantee and registered in England. Company Registration No. 2614714. Charity Registration No. 1004132. Plas Power, 3-4 Plas Power Road, Tanyfron, Wrexham LL11 5GZ. VAT Registration Number 895 8564 87. Mae Groundwork North Wales yn gwmni wedi'i cyfyngu bwy warant so wedi ei gofrestru yn Lloegr. Rhif Cofrestrid y Cwmni 2614714. Rhif Cofrestrid Eiddo 1004132. Plas Power, 3-4 Ffordd Plas Power, Tanyfron, Wrexham LL11 5GZ. Rhif Cofrestrid TAW 895 8564 87.

3-4 Plas Power Road/3-4 Ffordd Plas Power, Tanyfron, Wrexham/Wrècsam, LL11 5GZ

Tel/Ffôn: [Redacted]

3-4 Llys Onnen, Parc Menai, Bangor, Gwynedd, LL57 4DF

Tel/Ffôn: [Redacted]



Prif Swyddfa Hafal
Uned B3
Parc Technoleg Lakeside
Ffordd y Ffenics
Llansamlet
Abertawe
SA7 9FE

drws agored
u afiechydd
meddwl difrifol

hafal

for menter
from 5.1.05
mental ill-2

Hafal Head Office
Unit B3
Lakeside Technology park
Phoenix Way
Llansamlet
Swansea
SA7 9FE

Ffôn: [REDACTED]
e-bost: [REDACTED]

www.hafal.org



Tel: [REDACTED]
e-mail: [REDACTED]

Work & Health Programme Stakeholder Confirmation Letter

To: Department for Work & Pensions
Date: 24 July 2017

I hereby write to confirm that Hafal are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Yours sincerely

[REDACTED]

Chief Executive
Hafal
24 July 2017

www.techymeddwicymru.net

Mae Hafal yn gwmni cylyngedig trwy warant, wedi'i gofrestru yng Nghymru a Lloegr Rhif 4504443. Croeseu'r gofdebau yn y Gymraeg a'r Saesneg. Swyddfa Gofrestredig Uned B3, Parc Technoleg Lakeside Ffordd y Ffenics, Llansamlet, Abertawe, SA7 9FE.



disability
confident



Hydrefus
Cymru



MINDFUL
EMPLOYER

ISO
9001:2008
CERTIFIED

www.mentalhealthwales.net

Hafal (meaning 'equal') is a company limited by guarantee, registered in England and Wales Number: 4504443. Correspondence welcomed in Welsh and English. Registered Office: Unit B3, Lakeside Technology Park, Phoenix Way, Llansamlet, Swansea, SA7 9FE.

Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 18th July 2017

I hereby write to confirm that Health Management Limited are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

Name:

Date:

Position held in organisation:

Organisation



18th July 2017

Managing Director

Health Management Limited



Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 2nd August, 2017

hereby write to confirm that The Lift Programme is willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely


Signature:

Name: 

Date: 02.08.2017

Position held in organisation: Senior Lift Mentor

Organisation: Lift Programme



newid bywydau
Newid bywydau
changing lives
reducing crime

Nacro Office,
Llanarthne Village Hall,
Llanarthne
Carmarthenshire
SA32 8JD

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 25 July 2017

I hereby write to confirm that Nacro is willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

Name:

Date:

25 July 2017

Position held in organisation: Strategic Operations Manager Wales

Organisation

Nacro

Mae'r holl ohebiaeth ar gael yn Gymraeg ar gais All correspondence is available in Welsh on request.

Nacro Elusau cofrestredig 226171. Cwmni Cofrestredig (Llundan) 203583. Nacro Registered charity 226171; Registered company (London) 203583.
Nacro Darparwr cofrestredig o dai cymdeithasol no. H2030. Cwmni Cofrestredig 264658; Cwmni cyfyngedig drwy warrant (Llundan) no. 1052092.
Nacro Registered provider of social housing no. H2030. Registered charity 264658. A company limited by guarantee (London) no. 1052092.
Seyddfa gofrestredig Llawn cynllun, 46 Stryd Loman, Llundan, SE1 0EH. Registered office 46 Loman Street, London, SE1 0EH.

Lef. fwr/Cofrestruon

Bwrdd/Dd Cylf

Tudalen/Isaf Cylf

Tal/Id

Deddf 1999/1999

At

Enw/Enw

Regeneration, Investment and Housing

Adfywio, Buddsoddi a Thal



Malpas Court, Oliphant Circle
Newport/Casnewydd
South Wales/Dde Cymru
NP20 8AD

CYNGOR DINAS
Casnewydd

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 17/07/17

I hereby write to confirm that Newport City Council are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

Name:

Date: 17/07/17

Position held in organisation: Community Regeneration Manager

Organisation: NEWPORT CITY COUNCIL



Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 31 July 2017

I hereby write to confirm that North Wales Training are willing to be included in Remply's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remply's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 31st July 2017

Position held in organisation:

Organisation: CEO, North Wales Training

North Wales Training Ltd | St Davids



INVESTORS
IN PEOPLE

Company Registered in England No. 2043590



Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 17th July 2017

I hereby write to confirm that Pathways Training NPTC are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 17th July 2017

Position held in organisation: Assistant Manager

Organisation: Pathways Training NPTC

Neath Campus, Dŵry-Felin Road, Neath, SA10 7RF
Campus Castellnedd, Heol Dŵry-Felin, Castellnedd, SA10 7RF

GRWP NPTC Group
Pŵl Wêthredwr Grŵp NPTC



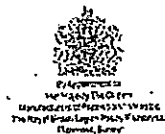
This is a Beacon
Award Winning College





THE POPPY FACTORY

getting you back to work



Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 17/07/17.

I hereby write to confirm that The Poppy Factory are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

[Redacted signature]

Signature:

Name:

Date: 17/07/17

Position held in organisation: Bid writer

Organisation The Poppy Factory

[Redacted text]

[Redacted text]

The Poppy Factory, 20 Patersham Road,
Richmond, Surrey TW9 6UR

W poppyfactory.org

Twitter @poppyfactory Facebook f/thepoppyfactory



CoS
The Confederation
of Service Charities



Registered with
FUNDRAISING
REGULATOR



VETERANS'
GATEWAY

Periton
Her Royal Highness The Duchess of Cornwall

The Royal British Legion Poppy Factory Ltd
Registered under the Charities Act 1960 no. 225343
Company registered in England no. 204405



RFEA

THE FORCES
EMPLOYMENT
CHARITY

First Floor
Mountbarrow House
12 Elizabeth Street
London SW1W 9RB

www.rfea.org.uk

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 31.07.17

I hereby write to confirm that RFEA are willing to be included in
Remploy's Work and Health Programme tender response for CPA 6
Wales.

Our organisation gives consent to be referenced within Remploy's
response as a core stakeholder given our agreement to [REDACTED]
Community Partnership Network member in Wales

Yours sincerely

Signature: [REDACTED]

Name: [REDACTED]

Date: 31.07.17

Position held in organisation: Development Manager

Organisation: RFEA



Employment
Plus
UK

Secretary for Mission

Date: 13 July 2017
Ref: Click here to enter text.

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 13th July 2017

I hereby write to confirm that The Salvation Army is willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership [redacted] les.

Yours sincerely

[redacted]
Signature.

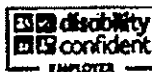
Name [redacted]

Date: 13/7/17

Position held in organisation: Secretary for Mission

Organisation The Salvation Army

Territorial Headquarters, 101 Newington Causeway, London SE1 6BN
Web: www.salvationarmy.org.uk



Registered Charity No. 214779 and in Scotland SC009359; Social Trust Registered Charity No. 215174 and in Scotland SC037691
Republic of Ireland Registered Charity No. CHY6399; Guernsey Register Charity No. CH318; Jersey NPO0840
General: André Cox. Territorial Commander for the United Kingdom with the Republic of Ireland: Commissioner Clive Adams

SFM

SFM TRAINING WALES

Head Office: 6 Warwick Rd Swansea, SA2 8DZ



Highfield

awarding body for compliance

Approved HABC Centre

Web: www.sfmtraining.co.uk

Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 2 August 2017

I hereby write to confirm that SFM Training Wales are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature

Name:

Date: 2 August 2017

Position held in organisation: Director

Organisation SFM Training Wales

Multi-award winning charity



St Giles Trust

Breaking the Cycle of Offending

Work & Health Programme
Stakeholder Confirmation Letter

To: Department for Work & Pensions
Date: 28/07/2017

I hereby write to confirm that St Giles Trust are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

[Redacted signature]

[Redacted signature]

[Redacted signature]

28/07/2017
Director of Services
St Giles Trust

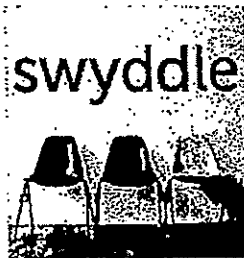
Head office: Georgian House, 64-68 Camberwell Church Street, London SE5 8JB



Company Registration No.: 2175146 (England)
Charity Register No.: 801355



Greenmark
Level 2 2014



Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 20 July 2017

I hereby write to confirm that SWYDDLE PAC are willing to be included in Remploi's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploi's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature:

Name:

Date:

21.7.2017

Position held in organisation: PARTNER

Organisation SWYDDLE PAC

Solis One
Rising Sun Industrial Estate
Blaina
Blaenau Gwent
NP13 3JW

[Redacted]

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 18.7.17

I hereby write to confirm that Tai Calon Community Housing are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: [Redacted]

Name: [Redacted]

Date: 18.7.17

Position held in organisation: Employment & Skills Programme [Redacted]

Organisation Tai Calon Community Housing [Redacted]



Prince's Trust

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 1st August 2017

I hereby write to confirm that The Prince's Trust Cymru are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member.

Yours sincerely,

Signature: [Redacted]

Name: [Redacted]

Date: 1st August 2017

Position held in organisation: Outreach Manager

Organisation: Prince's Trust Cymru

Patron Her Majesty The Queen

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 2nd August 2017

I hereby write to confirm that The Royal British Legion are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours Sincerely

Signature:

Name:

Date: 2nd August 2017

Position held in organisation: Advice and Information Leader - Wales

Organisation The Royal British Legion



The Wallich Centre
Cathedral Road
Pontcanna
Cardiff
CF11 9JF


www.thewallich.com

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 27th July 2017

I hereby write to confirm that The Wallich are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

Signature: 

Name: 

Date: 27/07/17

Position held in organisation: Head of Participation & Progression

Organisation The Wallich



BUDDSODDWR | INVESTORS
MEWN POBL | IN PEOPLE



Llywydd Anrhydeddus:
Prif Weithredwr

Elusen Gofrestredig Rhif: 2642780 yn Gofrestredig yng Nghymru a Lloegr
Cwmni Cyfyngedig Trwy Warant Rhif: 2642780
Y Wallich yw enw masnachu Wallich Clifford Community

Honorary President*
Chief Executive

Registered Charity no: 2642780 registered in England and Wales
Company Limited by Guarantee No: 2642780
The Wallich is the trading name of Wallich Clifford Community

**TURNING
POINT**

Inspired by possibility



Turning Point
Standon House
21 Mansell Street
London
E1 8AA

www.turning-point.co.uk

12th July 2017

Department for Work & Pensions

Dear Sirs,

Work & Health Programme Stakeholder

I write to confirm that Turning Point is content to be included in Remploy's Work and Health Programme tender response for CPA 6 (Wales).

Turning Point is a member of Community Partnership Network in Wales and has given consent to be referenced within Remploy's response as a core stakeholder.

Yours sincerely,

[Redacted signature]

Regional Manager, Employment Services
Turning Point & Turning Point Cymru



INVESTOR IN PEOPLE



Welsh Refugee Council

120 - 122 Broadway
Cardiff CF24 1NJ

Email: [REDACTED]

Work & Health Programme Stakeholder Confirmation Letter

To: Department for Work & Pensions
Date: 1st August 2017

I hereby write to confirm that the Welsh Refugee Council are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales. Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely,

Signature: [REDACTED]

Name: [REDACTED]

Date: 02.08.2017

Position held in organisation: *Chief Executive*

Organisation: Welsh Refugee Council

Newport
125 Lower Dock Street
Newport
NP20 1EG

Swansea
49 Walter Road
Swansea
SW1 5PW

Wrexham
33 Grosvenor Road
Wrexham
LL11 1BT

UK Registered Charity No: 1102449
Company Number: 4818136





137 New Road, Skewen, Neath, SA10 6HL

www.wrec.wales

Work & Health Programme

Stakeholder Confirmation Letter

To: Department for Work & Pensions

Date: 25/07/2017

I hereby write to confirm that Whitehead – Ross Education Ltd are willing to be included in Remploy's Work and Health Programme tender response for CPA 6 Wales.

Our organisation gives consent to be referenced within Remploy's response as a core stakeholder given our agreement to be a Community Partnership Network member in Wales.

Yours sincerely

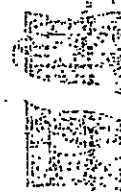
Signature: [Redacted]

Name: [Redacted]

Date: 25/07/2017

Position held in organisation: Employability Manager

Organisation - Whitehead – Ross Education Ltd



[REDACTED]

[REDACTED]
[REDACTED]

Schedule 1 Appendix B Part 2 - Contract Cost Register

Received through Bravo on 4 August 2017 10:00 a copy of which is embedded

[REDACTED]

Key:	Particulars in Previous Log	Question	Answer
	Item Location		
Question		Question	Answer
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			
31			
32			
33			
34			
35			
36			
37			
38			
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49			
50			
51			
52			
53			
54			
55			
56			
57			
58			
59			
60			
61			
62			
63			
64			
65			
66			
67			
68			
69			
70			
71			
72			
73			
74			
75			
76			
77			
78			
79			
80			
81			
82			
83			
84			
85			
86			
87			
88			
89			
90			
91			
92			
93			
94			
95			
96			
97			
98			
99			
100			

[illegible]

44	<p>PLEASE state who wrote or revised each contract provision and whether it is included in the current contract (Attachment A) (Appendix 7)? If so, as a confirmation item required from each of these parties, could the information not be supplied in the subcontractor declaration, and we also submit as part of the work?</p> <p>Could OVC's supply documents from the Public Register we recognize when a higher authority could not be identified?</p> <p>At the age agreed automatically when the provider increases the first 70% of their contracted national net salary, we will pay the increased national net and the additional 30% of the national net salary (excluding the 10% starting bonus) as a regular payment, less the cost of a 10% of a national net salary.</p> <p>How we receive the employer details with the 11 national net salary?</p>	<p>These subcontractors included in Appendix 7, Appendix 8, Appendix 9, and Appendix 10 are provided a contract Appendix 9, and are listed in the Appendix 9, Appendix 10, Appendix 11, Appendix 12, Appendix 13, Appendix 14, Appendix 15, Appendix 16, Appendix 17, Appendix 18, Appendix 19, Appendix 20, Appendix 21, Appendix 22, Appendix 23, Appendix 24, Appendix 25, Appendix 26, Appendix 27, Appendix 28, Appendix 29, Appendix 30, Appendix 31, Appendix 32, Appendix 33, Appendix 34, Appendix 35, Appendix 36, Appendix 37, Appendix 38, Appendix 39, Appendix 40, Appendix 41, Appendix 42, Appendix 43, Appendix 44, Appendix 45, Appendix 46, Appendix 47, Appendix 48, Appendix 49, Appendix 50, Appendix 51, Appendix 52, Appendix 53, Appendix 54, Appendix 55, Appendix 56, Appendix 57, Appendix 58, Appendix 59, Appendix 60, Appendix 61, Appendix 62, Appendix 63, Appendix 64, Appendix 65, Appendix 66, Appendix 67, Appendix 68, Appendix 69, Appendix 70, Appendix 71, Appendix 72, Appendix 73, Appendix 74, Appendix 75, Appendix 76, Appendix 77, Appendix 78, Appendix 79, Appendix 80, Appendix 81, Appendix 82, Appendix 83, Appendix 84, Appendix 85, Appendix 86, Appendix 87, Appendix 88, Appendix 89, Appendix 90, Appendix 91, Appendix 92, Appendix 93, Appendix 94, Appendix 95, Appendix 96, Appendix 97, Appendix 98, Appendix 99, Appendix 100, Appendix 101, Appendix 102, Appendix 103, Appendix 104, Appendix 105, Appendix 106, Appendix 107, Appendix 108, Appendix 109, Appendix 110, Appendix 111, Appendix 112, Appendix 113, Appendix 114, Appendix 115, Appendix 116, Appendix 117, Appendix 118, Appendix 119, Appendix 120, Appendix 121, Appendix 122, Appendix 123, Appendix 124, Appendix 125, Appendix 126, Appendix 127, Appendix 128, Appendix 129, Appendix 130, Appendix 131, Appendix 132, Appendix 133, Appendix 134, Appendix 135, Appendix 136, Appendix 137, Appendix 138, Appendix 139, Appendix 140, Appendix 141, Appendix 142, Appendix 143, Appendix 144, Appendix 145, Appendix 146, Appendix 147, Appendix 148, Appendix 149, Appendix 150, Appendix 151, Appendix 152, Appendix 153, Appendix 154, Appendix 155, Appendix 156, Appendix 157, Appendix 158, Appendix 159, Appendix 160, Appendix 161, Appendix 162, Appendix 163, Appendix 164, Appendix 165, Appendix 166, Appendix 167, Appendix 168, Appendix 169, Appendix 170, Appendix 171, Appendix 172, Appendix 173, Appendix 174, Appendix 175, Appendix 176, Appendix 177, Appendix 178, Appendix 179, Appendix 180, Appendix 181, Appendix 182, Appendix 183, Appendix 184, Appendix 185, Appendix 186, Appendix 187, Appendix 188, Appendix 189, Appendix 190, Appendix 191, Appendix 192, Appendix 193, Appendix 194, Appendix 195, Appendix 196, Appendix 197, Appendix 198, Appendix 199, Appendix 200, Appendix 201, Appendix 202, Appendix 203, Appendix 204, Appendix 205, Appendix 206, Appendix 207, Appendix 208, Appendix 209, Appendix 210, Appendix 211, Appendix 212, Appendix 213, Appendix 214, Appendix 215, Appendix 216, Appendix 217, Appendix 218, Appendix 219, Appendix 220, Appendix 221, Appendix 222, Appendix 223, Appendix 224, Appendix 225, Appendix 226, Appendix 227, Appendix 228, Appendix 229, Appendix 230, Appendix 231, Appendix 232, Appendix 233, Appendix 234, Appendix 235, Appendix 236, Appendix 237, Appendix 238, Appendix 239, Appendix 240, Appendix 241, Appendix 242, Appendix 243, Appendix 244, Appendix 245, Appendix 246, Appendix 247, Appendix 248, Appendix 249, Appendix 250, Appendix 251, Appendix 252, Appendix 253, Appendix 254, Appendix 255, Appendix 256, Appendix 257, Appendix 258, Appendix 259, Appendix 260, Appendix 261, Appendix 262, Appendix 263, Appendix 264, Appendix 265, Appendix 266, Appendix 267, Appendix 268, Appendix 269, Appendix 270, Appendix 271, Appendix 272, Appendix 273, Appendix 274, Appendix 275, Appendix 276, Appendix 277, Appendix 278, Appendix 279, Appendix 280, Appendix 281, Appendix 282, Appendix 283, Appendix 284, Appendix 285, Appendix 286, Appendix 287, Appendix 288, Appendix 289, Appendix 290, Appendix 291, Appendix 292, Appendix 293, Appendix 294, Appendix 295, Appendix 296, Appendix 297, Appendix 298, Appendix 299, Appendix 300, Appendix 301, Appendix 302, Appendix 303, Appendix 304, Appendix 305, Appendix 306, Appendix 307, Appendix 308, Appendix 309, Appendix 310, Appendix 311, Appendix 312, Appendix 313, Appendix 314, Appendix 315, Appendix 316, Appendix 317, Appendix 318, Appendix 319, Appendix 320, Appendix 321, Appendix 322, Appendix 323, Appendix 324, Appendix 325, Appendix 326, Appendix 327, Appendix 328, Appendix 329, Appendix 330, Appendix 331, Appendix 332, Appendix 333, Appendix 334, Appendix 335, Appendix 336, Appendix 337, Appendix 338, Appendix 339, Appendix 340, Appendix 341, Appendix 342, Appendix 343, Appendix 344, Appendix 345, Appendix 346, Appendix 347, Appendix 348, Appendix 349, Appendix 350, Appendix 351, Appendix 352, Appendix 353, Appendix 354, Appendix 355, Appendix 356, Appendix 357, Appendix 358, Appendix 359, Appendix 360, Appendix 361, Appendix 362, Appendix 363, Appendix 364, Appendix 365, Appendix 366, Appendix 367, Appendix 368, Appendix 369, Appendix 370, Appendix 371, Appendix 372, Appendix 373, Appendix 374, Appendix 375, Appendix 376, Appendix 377, Appendix 378, Appendix 379, Appendix 380, Appendix 381, Appendix 382, Appendix 383, Appendix 384, Appendix 385, Appendix 386, Appendix 387, Appendix 388, Appendix 389, Appendix 390, Appendix 391, Appendix 392, Appendix 393, Appendix 394, Appendix 395, Appendix 396, Appendix 397, Appendix 398, Appendix 399, Appendix 400, Appendix 401, Appendix 402, Appendix 403, Appendix 404, Appendix 405, Appendix 406, Appendix 407, Appendix 408, Appendix 409, Appendix 410, Appendix 411, Appendix 412, Appendix 413, Appendix 414, Appendix 415, Appendix 416, Appendix 417, Appendix 418, Appendix 419, Appendix 420, Appendix 421, Appendix 422, Appendix 423, Appendix 424, Appendix 425, Appendix 426, Appendix 427, Appendix 428, Appendix 429, Appendix 430, Appendix 431, Appendix 432, Appendix 433, Appendix 434, Appendix 435, Appendix 436, Appendix 437, Appendix 438, Appendix 439, Appendix 440, Appendix 441, Appendix 442, Appendix 443, Appendix 444, Appendix 445, Appendix 446, Appendix 447, Appendix 448, Appendix 449, Appendix 450, Appendix 451, Appendix 452, Appendix 453, Appendix 454, Appendix 455, Appendix 456, Appendix 457, Appendix 458, Appendix 459, Appendix 460, Appendix 461, Appendix 462, Appendix 463, Appendix 464, Appendix 465, Appendix 466, Appendix 467, Appendix 468, Appendix 469, Appendix 470, Appendix 471, Appendix 472, Appendix 473, Appendix 474, Appendix 475, Appendix 476, Appendix 477, Appendix 478, Appendix 479, Appendix 480, Appendix 481, Appendix 482, Appendix 483, Appendix 484, Appendix 485, Appendix 486, Appendix 487, Appendix 488, Appendix 489, Appendix 490, Appendix 491, Appendix 492, Appendix 493, Appendix 494, Appendix 495, Appendix 496, Appendix 497, Appendix 498, Appendix 499, Appendix 500, Appendix 501, Appendix 502, Appendix 503, Appendix 504, Appendix 505, Appendix 506, Appendix 507, Appendix 508, Appendix 509, Appendix 510, Appendix 511, Appendix 512, Appendix 513, Appendix 514, Appendix 515, Appendix 516, Appendix 517, Appendix 518, Appendix 519, Appendix 520, Appendix 521, Appendix 522, Appendix 523, Appendix 524, Appendix 525, Appendix 526, Appendix 527, Appendix 528, Appendix 529, Appendix 530, Appendix 531, Appendix 532, Appendix 533, Appendix 534, Appendix 535, Appendix 536, Appendix 537, Appendix 538, Appendix 539, Appendix 540, Appendix 541, Appendix 542, Appendix 543, Appendix 544, Appendix 545, Appendix 546, Appendix 547, Appendix 548, Appendix 549, Appendix 550, Appendix 551, Appendix 552, Appendix 553, Appendix 554, Appendix 555, Appendix 556, Appendix 557, Appendix 558, Appendix 559, Appendix 560, Appendix 561, Appendix 562, Appendix 563, Appendix 564, Appendix 565, Appendix 566, Appendix 567, Appendix 568, Appendix 569, Appendix 570, Appendix 571, Appendix 572, Appendix 573, Appendix 574, Appendix 575, Appendix 576, Appendix 577, Appendix 578, Appendix 579, Appendix 580, Appendix 581, Appendix 582, Appendix 583, Appendix 584, Appendix 585, Appendix 586, Appendix 587, Appendix 588, Appendix 589, Appendix 590, Appendix 591, Appendix 592, Appendix 593, Appendix 594, Appendix 595, Appendix 596, Appendix 597, Appendix 598, Appendix 599, Appendix 600, Appendix 601, Appendix 602, Appendix 603, Appendix 604, Appendix 605, Appendix 606, Appendix 607, Appendix 608, Appendix 609, Appendix 610, Appendix 611, Appendix 612, Appendix 613, Appendix 614, Appendix 615, Appendix 616, Appendix 617, Appendix 618, Appendix 619, Appendix 620, Appendix 621, Appendix 622, Appendix 623, Appendix 624, Appendix 625, Appendix 626, Appendix 627, Appendix 628, Appendix 629, Appendix 630, Appendix 631, Appendix 632, Appendix 633, Appendix 634, Appendix 635, Appendix 636, Appendix 637, Appendix 638, Appendix 639, Appendix 640, Appendix 641, Appendix 642, Appendix 643, Appendix 644, Appendix 645, Appendix 646, Appendix 647, Appendix 648, Appendix 649, Appendix 650, Appendix 651, Appendix 652, Appendix 653, Appendix 654, Appendix 655, Appendix 656, Appendix 657, Appendix 658, Appendix 659, Appendix 660, Appendix 661, Appendix 662, Appendix 663, Appendix 664</p>
----	---	--

[illegible]

[illegible]

Schedule 1 Appendix D – Post Tender Clarifications

Left intentionally blank

Schedule 1A – Implementation Plan

See Schedule 1 Appendix B Part 7 – Appendix 6

Schedule 1B – Contract Package Area and DDA

Wales CPA 6

Anglesey
Blaenau Gwent*
Bridgend*
Caerphilly*
Cardiff*
Carmarthenshire
Ceredigion
Conwy
Denbighshire
Flintshire
Gwynedd
Merthyr Tydfil*
Monmouthshire*
Neath Port Talbot
Newport*
Pembrokeshire
Powys
Rhondda, Cynon, Taff*
Swansea
The Vale of Glamorgan*
Torfaen*

Cardiff Capital Region DDA

Blaenau Gwent
Bridgend
Caerphilly
Cardiff
Merthyr Tydfil
Monmouthshire
Newport
Rhondda, Cynon, Taff
The Vale of Glamorgan
Torfaen

