

Question 1.4.2 - Service Delivery Proposal

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

As a minimum, your response should;

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

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

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

Question 1.4.2 - Service Delivery Proposal

1. Design of our offer: The Growth Company (GC) is a specialist North West (NW)-based social enterprise with 30+ years' experience of supporting more than 100,000 jobseekers with disabilities across the CPA. Our model is the result of co-design with our **IPES Specialist Panel of leading disability organisations**, experts (meeting quarterly) in the main disabilities/health conditions impacting IPES participants. This includes **REDACTED**. Our proposed solution is evidence-based and informed by: • **data analytics**, examining caseload files of those with complex needs on GC's current contracts including Work and Health Programme (WHP), Business Growth Hub (self-employment support for unemployed) and **REDACTED** (DWP ESF-funded programme for 2 years+ unemployed/health conditions/disabilities), as well as case files from previously delivered Work Choice and SES. This analysis has been used to build future participant profiles • **service user insight** – running focus groups with current WHP ESA clients to identify what support/interventions would be most useful (e.g. 75% cited flexible employment opportunities; 90% cited the need for an understanding, empathetic Key Worker).

2. Content of our offer and how it meets requirements: Our pan-disability provision for IPES is underpinned by five key features: **1. Key Workers (KWs) (Spec. 1.7/10)**, experienced in supporting those with complex barriers into work, and trained to support jobseekers with a wide range of disabilities through a training package co-designed with Specialist Panel members. KWs will have the requisite skillset to build rapport, understand each participant's needs and create strong levels of trust. They will coordinate personalised support for participants, drawing on wider team support of our (e.g. Financial Inclusion/Self-Employment Advisors/Employer team) and wide-ranging network of health/disability Delivery Partners (DPs) for specialist interventions (see (2) below). Av. caseloads of **REDACTED** will facilitate more intensive, more frequent interactions than on existing programmes (e.g. WHP) and they will have flexibility/autonomy to adjust appointment time/frequency/location (e.g. in order to meet participants in outreach locations). Participants with particularly acute needs will be assigned to **Lead Advisors** (av. Caseloads **REDACTED**) who receive additional training to specialise in areas (e.g.) Asperger's/Anxiety disorders. The same KW/Lead Advisor will stay with the participant throughout their journey, providing a consistent single point of contact, whilst ensuring a holistic approach to meeting employability/health/social/skills needs. **2. Intensive, specialist support to address complex needs (Spec. 1.10):** KWs will provide at least monthly face-to-face (F2F) support from initial engagement to completion, augmented with online and phone support. GC takes an asset-based approach. KWs are trained in analysing individual need and using specialist tools (e.g. our ASSET assessment) to draw out strengths, focusing on ability, not disability. Interventions are designed with

Specialist Panel input and continually reviewed against participant feedback. Specialist interventions provided on demand by our DPs include **REDACTED** workplace assessments for those with mental health conditions; **REDACTED** online Cognitive Behavioural Therapy resources; **REDACTED REDACTED** service. **3. Building Sustainable Support Networks (Spec. 2.37-38):** Using tried and tested approaches on SES and Work Choice, we will support participants to connect to the local community, and build strong supportive relationships through: • securing buy-in of family members, who can be negative influences (e.g. with participant consent: addressing concerns in joint home visits; involving family in attending appointments; tackling concerns about benefit loss via shared Better Off Calculations) • case conferencing with the local authority (LA) or organisations supporting the participant • Deploying positive role models through GC's Peer Mentoring programme, where participants at an advanced stage of the programme support those earlier in their journey (e.g. by sharing positive experiences/outcomes, helping facilitate group work; chaperoning to appointments) • group workshops/activities (e.g. art/baking/walking groups), increasing participant contact and the opportunity to socialise/build peer networks, also reinforcing positive role models. **4. Integration with local services (Spec. 2.39-40):** As the NW's leading integration specialist – embedded/co-located with every LA, LEP and **REDACTED** CVS services – we will ensure participants receive coordinated, holistic support. Engagement & Integration Officers (EIOs) will utilise these links to help address specific participant barriers (e.g. referrals to housing or substance misuse specialists), developing sustainable networks to support progression into work. **5. Enhanced employer engagement (Spec 2.68-70):** Our Employer Team will capitalise on GC's position as NW's largest supplier of business support services (incl. operator **REDACTED**). We will draw on our network of 25,000 NW employers to: • create meaningful work placements for every participant • identify/broker high quality sustainable jobs, including 'job carving' (tailoring responsibilities/terms to participants' capabilities) • provide intensive in-work support tailored to employer/participant needs.

Identifying/Engaging Signposting Organisations (SOs): To promote IPES and ensure reach to those with limited JCP contact, GC will engage local services already supporting eligible individuals. EIOs will build on GC's relationships across all 5 NW subregions (e.g. on WHP, we have cross referral mechanisms with **REDACTED** health/disability/care/housing organisations. EIOs use an account management approach to work with SOs (e.g. sharing data, outcomes and success stories), and align with SOs marketing strategies (e.g. on Work Choice we aligned with LA-led "Get Oldham Working" and voluntary referrals are 10% above forecast.

Participant journey: The GC IPES programme comprises **5 stages:**

1. Engage and Referral: EIOs travel to JCP offices and SOs to equip referrers with sufficient programme information and engage prospective participants via information/engagement events. Upon referral, a participant record is created on our Case Management System, and handover meetings arranged.

Example: Mo lives in Knowsley, is 23 and has been on ESA for 5 years. He has autism spectrum disorder (ASD), suffers from low self-esteem and anxiety. He lives with his mum but struggles to make friends and is often lonely. Mo hears about the programme via **REDACTED** who refer him to JCP. At JCP he meets one of our EIOs who provides information/reassurance about the support he could receive on IPES. JCP makes the referral and we are notified via PRaP.

2. Warm handover and Plan: The EIO will attend a 3-way conference call with JCP. They will inform each participant about the programme, tell them who their KW will be (based on proximity/caseload availability/specialism) and agree a time, date and location convenient for the participant for the **first face-to-face meeting**, with their KW (<15 days of referral). From GC's SES delivery, we know home visits are often preferred initially for those with complex needs and can be an effective way of building trust. Other venues include GC's 3 NW hub offices, our network of 180+ outreach sites, or community hyper-local venues. The KW will conduct all ID and eligibility checks, discuss support needs and begin ASSET, our **Initial Assessment (IA)** tool, which is strength-based and co-designed with our IPES Specialist Panel. It will be conducted over multiple sessions and identifies starting points for work experience/skills/health/home/finances/support network, developing a rounded picture of the participant. Mental health screening tools such as GAD-7, PHQ-9, 12 or EQ-5D are used, alongside condition specific tools, e.g. neuro-muscular assessment. Following IA, each participant will work with their KW to build an **Action Plan**, personalised to their unique needs/strengths. KW and participant will work together to identify hierarchy of needs, helping KWs sequence interventions in a logical order to ensure the right support at the right time.

Example: The EIO calls Mo and his JCP Work Coach within 24 hours of referral. He explains that Mo's KW will be Amy, based in Liverpool with specialism in neurodiversity. Mo requests that his initial meeting with Amy is at home so his mum can attend. At the meeting, Mo's mum expresses concern about his readiness for work. Amy provides reassurance to both Mo and his mum that the programme will be personalised to Mo's needs and work in the long-term is a positive goal. Amy commences Mo's IA, identifying needs incl. job goal/job search support, anxiety coping

strategies, confidence building and stronger peer networks. Mo and Amy agree that his anxiety is a pressing issue and that leaving the house regularly to attend appointments would be a positive step. They schedule weekly F2F meetings at a local outreach venue. With Mo's consent his Mum is invited to travel with him initially, to help address concerns.

3. Pre-Work Support: In addition to weekly 1:1 KW contact (F2F or phone/skype), participants will be supported to access appropriate support from a broad menu of health/wellbeing and employability/skills interventions. Where appropriate, we emphasise condition management to stabilise disability/health early in the journey e.g. through workshops (e.g. Raising Self-Esteem, Managing Anxiety), or referral/case conferencing with our health/disability Delivery Partners (e.g. REDACTED multi-disciplinary team (incl. GPs, social workers, Psychologists, physiotherapists, dietitians), with clinical governance oversight. Referral to NHS support will be made where unmanaged clinical issues are identified e.g. REDACTED (NHS Manchester). Other barriers requiring priority attention may include housing advice (e.g. REDACTED), addiction support (REDACTED), debt management (Money Advice Service) or domestic violence support (REDACTED). Once urgent needs are better managed, focus can turn to **work support** e.g. 1:1 job search support, CV writing workshops, careers advice and soft skills development (e.g. resilience, confidence, team work). Augmenting F2F delivery, GC's REDACTED platform has 5000+ career development videos, eLearning courses, interactive tools (e.g. CV Builder, Interview Simulator, Cover Letter Builder, Job-Search engine, Career Assessments). All participants have an REDACTED log in and are supported in how to use it. **Financial support/better off calculations** are provided via our Financial Inclusion Officer. To provide valuable experience of a work environment, KWs work with the participant to identify a suitable **work placement** aligned with their interests/job goal. GC arrange REDACTED work placements p.a. through existing contracts e.g. REDACTED Using established links with employers and working in partnership with Specialist Panel members (e.g. REDACTED), our Employer team will identify suitable opportunities to match participants' needs. For most participants, work placements will be a significant step, necessitating intensive support from their KW to prepare for and complete the placement (e.g. travel planning/daily contact/shadowing). **Self-employed** participants will receive support from our SE Advisor, with added value through access to GC's Business Growth Hub (access to finance/product development support/expert advice).

Example: Amy helps Mo to access REDACTED online CBT tools to address his anxiety. On Amy's suggestion, Mo starts GCs weekly football club to help him make friends and build a support network and is linked

with a peer mentor. Mo has an interest in fitness, so Amy arranges a 4-week placement at **REDACTED** Leisure Centre. Before this, Amy works with the employer explaining Mo's condition/situations he finds challenging. They agree to Amy shadowing Mo on the first day. Amy also arranges for Mo to receive 1:1 Strategy Coaching from **REDACTED**. The placement goes well, and Mo is offered a part-time role.

4. In Work Support (IWS): Upon entering employment, our IWS places equal emphasis on providing tailored support to employer and participant to ensure job sustainability. All **participants** will receive tailored support for 182 days (or until an outcome achieved), with access to all pre-work support available. This includes continued KW support (offering min. weekly F2F contact). Participants complete an IWS Assessment with their KW covering: personal sustainability risks (e.g. childcare issues); health/disability impact management; wage/career progression opportunities. This determines review frequency (min. monthly) and method (F2F/phone). Specific support, set out in the participant's Employer Support Plan (ESP), may include: • benefits advice/support linked to increased hours/earnings • continued skills development • shadowing • negotiating flexible hours • condition management • job role/task modelling • continued access to wider support network. **Employers** will be provided with tailored IWS from the participant's KW e.g.: • support to become disability confident (min. Level 1) • facilitating reasonable adjustments, ensuring Access to Work is in place. Those entering **self-employment** (SE) will receive equivalent level of IWS from our SE Advisor.

As shaped by his Pre-Work Assessment, Mo has a F2F meeting with Amy on his day off each week for the first 4 weeks of the job, then fortnightly calls until he exits IPES after 6 months. Mo continues to receive support from **REDACTED** on how to effectively communicate with his colleagues at work and maintaining appropriate boundaries. After a few months, Mo feels like he is ready to increase his hours. Amy helps negotiate this with the employer and arranges a case conference with JCP to support Mo through the changes to his benefits.

5. Warm Handback: For participants reaching the end of provision and still on benefits, the KW will arrange a 3-way case conference with the JCP Work Coach to review their experience. This feeds into an IPES Progress Report and Exit Activity Plan detailing all activity taken and recommended next steps. This enables future provision to build on progress made and address enduring issues.

Participant journey rationale: We have ensured content is appropriate through:

• **Service user input** e.g. our new model provides multi-skilled KWs drawing on expertise from Specialist Panel/Delivery Partners, reflecting 95% of surveyed clients with a cited preference for one point of contact • **Content analysis** of the efficacy of interventions used in our other contracts E.g. our experience of SES revealed the importance of home visits to avoid drop out and supported work placements as a stepping stone to work • **Co-designing content with our IPES Specialist Panel**, e.g. 'Strategy Coaching' with **REDACTED** (helping participants find practical solutions to difficulties with autism/depression/ADHD/dyslexia) • **Integrating proven models into our offer**, e.g. ASSET is a tried and tested GC tool used with 1,500+ participants a year, facilitating 1:1 rapport between KW and participant. Co-location of staff at JCPs and other partners was used effectively on Working Well/WHP: '*Co-location is reported as making it easier to talk to other important enabling elements of the support ecosystem*' **REDACTED** (Working Well evaluation).

Reviews/measuring progression: Each participant's Action Plan will have time-bound activities and built-in review points. All participant activity is logged and tracked on the CRM to enable Action Plan reviews by KWs on the following cycles: **Weekly:** KWs will review inactive/non-progressing participants with Managers **Monthly:** KWs will review Action Plans 1:1 with participants **Quarterly:** KWs will complete a 1:1 F2F repeat assessment to measure progress **Ad-hoc reviews:** KW post-interview, pre-work, in-work etc. (F2F/phone/video) • **Case Conferencing with JCP:** determined by assessment of individual needs, but no less than 3 case conferences during pre-work phase and a final warm handback at 15 months where IWS is not received. Participants are reassessed via ASSET to measure progression. Sample progress indicators informing quarterly reviews include: • **General self-efficacy** (increased ASSET score) • **Wellbeing** (increased ASSET wellbeing score) • **Job search self-efficacy** (e.g. CV, IT skills developed, careers workshops attended) • **Job search activity** (e.g. jobs applied for, interviews attended) • **Work Experience** (e.g. work placement completed).

Maintaining Engagement to maximise outcomes: This is achieved through: • investing in the regular presence at JCP of EIOs to promote the programme, answer queries, ensure seamless referrals • ensuring participants are contacted within 24 hours of referral to maintain momentum • empowering participants to control their own journey by choosing how (F2F/phone/email/skype) and where (office/home/outreach) they engage • ensuring interventions continue to be relevant, impactful and appropriately sequenced through participant feedback/ reviews/data analysis to identify what works • local venues for appointments (SES revealed strong correlation between appointment travel time and disengagement) • KWs tracking participant activity to identify disengagement risks in weekly

caseload reviews. **Re-engagement:** KW will attempt to re-engage non-attendees through text/phone call and/or letter, sending relevant jobs and offering to meet in different locations. EIOs will work with JCP to identify/re-engage participants.

Social Value (SV): GC's is a member of Social Enterprise UK (current UK Skills, Training and Employment Social Enterprise of the year) and GM SV Network, and we are currently pioneering new approaches to social outcome/civic engagement with 43 contractually-embedded commitments for WHP. Drawing on our experience of delivering on these commitments, we will support the SV agenda on IPES through: • annual completion of the Life Chances Workforce Monitoring Template • an annually updated Diversity and Equality Delivery Plan • advertising all GC vacancies via JCP • guaranteeing interviews to candidates from priority groups (disabled people, young people, older workers, BAME, ex-offenders, apprentices) meeting the minimum job criteria • offering apprenticeships and work placements to priority groups • supporting employers to become disability confident; apply for Access to Work; meet other SV commitments e.g. pay living wage • provide all staff with volunteering days • offer all employers preferential access to GC's Green Growth service to support reduction in energy/materials/water use. As we are not using any end-to-end providers, we will ensure a **consistent approach** across the CPA. **SMEs:** **REDACTED** of GC's strategic and delivery partners are SMEs; we have budgeted **REDACTED** over contract lifetime for the hire of SME-run community venues for co-location; and will invest in SME capacity building support via EIOs. All measures are designed to support an IPES **REDACTED** direct/indirect spend with SMEs.

Question 1.4.4 - Delivering a Personalised Service

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

As a minimum, your response should;

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

- Explain how you will manage participant exit from the IPES provision including the warm hand-back and describe the process involved.

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

Question 1.4.4- Delivering a Personalised Service

The Growth Company (GC) is a North West (NW) social enterprise with 30+ years of supporting 940,000+ NW residents to unlock their potential through meaningful work. We have designed an IPES model where GC, in partnership with pan disability specialists, provides specialist, personalised, intensive support for each participant regardless of barrier, geography or proximity to employment.

Identifying individual participant strengths and needs: GC will utilise an asset-based assessment methodology for IPES; these holistic approaches are “*place-based, relationship-based, citizen-led and promote social justice and equality*” (Foot, 2012). In 2018 GC applied our proprietary Asset-based Initial Assessment and Action Plan (ASSET) to help REDACTED participants with disabilities (e.g. DWP’s REDACTED) Working Well) find work. ASSET ensures Key Workers (KWs) identify individual skills, networks, aspirations and accessible community resources; alongside needs/barriers to work. GC’s holistic ASSET maximises personalisation via the following design principles: 1) Relationship-based: (not process driven) personal, face-to-face (F2F) time, emphasising quality interactions (e.g. motivational interviewing), trust building and promoting understanding of individual circumstances (e.g. learning disabilities or anxiety triggers); 2) Strengths-based: harnessing capabilities, personal potential, interests (e.g. hobbies) and existing networks/community connections (e.g. REDACTED) to understand individual ‘assets’, build motivation and exciting progression goals; 3) Accessible: with REDACTED-integrated tools for disabilities (e.g. REDACTED for those with dyslexia, dyspraxia/dyscalculia /autism spectrum etc.) and reviewed by GC’s IPES Specialist Panel of leading disability organisations (e.g. REDACTED (visual impairment); REDACTED (Neurodiversity); REDACTED (Mental Health) and REDACTED 4) Integrated: capturing the full range of professional and community touchpoints to create a seamless, individual participant journey. KWs use GC’s living map of local NW neighbourhood assets (urban/rural/coastal) to coordinate support; 5) Co-produced with Participants to build understanding and empower individuals with greater personal agency and responsibility.

GC has applied learning from data analysis of c. REDACTED NW clients with disabilities and expertise from similar GC NW provision (e.g. Working Well, Work Choice and REDACTED). This has produced profiles of expected IPES participants and helped us model the specialist support required e.g. KWs meet mild/moderate mental health needs within the Liverpool City Region. Our model has been informed by GC’s IPES Specialist Panel for their expert input to design a service which meets the needs of disabled people (e.g. United Response input re: learning disabilities). GC has also carried out extensive consultation with local/regional NW stakeholders including LEPs (REDACTED), REDACTED

GC's IPES approach has been reinforced with NW service user insight, which has informed our Outreach Model (KWs > REDACTED mobile), enabling KWs to meet Participants in places that suit them most (home, coffee shops, local community venues) depending on their location (e.g. close to public transport in Liverpool or coastal/rural locations in Cumbria), physical ability and mental health needs (e.g. anxiety in public spaces).

GC will apply ASSET using the following methodology: 1) Initial Assessment (IA): After the initial 'Engage and Referral' phase (Step 1), the 'Warm Handover and Plan' phase (Step 2) begins. Step 2 involves a detailed IA, which will be carried out by an IPES Key Worker (KWs), trained in analysing individual needs and co-designing participant journeys towards employment. IAs will be led by the KW at IPES commencement using GC's holistic ASSET to review individual work, health, life and skills, using tools (e.g. family relationships) to draw out strengths, focusing on ability, not disability. For example, KWs assess current networks/social connections (positive/negative), personal resilience, benefits/debt (e.g. understanding financial capability), condition management and strengths (e.g. current/potential vocational skills). Personalised IA processes include: • 2x1 hour+ *IA sessions* (to establish trust), flexing around individual circumstances, emotional resilience, complexity and communication style e.g. additional time may be taken for participants with learning disabilities or will include breaks for those with stress/anxiety; • *Motivational interviewing techniques* and questioning, based on behavioral insight analysis and tailored to personal circumstances (avoiding unnecessary questions and drill down into the most relevant areas); • *Additional specialist assessment*, where IA highlights specialist need. Key Workers will assess using proven clinical tools: GAD-7 (anxiety); PHQ9 (depression) and IPES NW Panel partners will supply additional participant evaluations, e.g. learning disability assessments from neurodiversity experts, REDACTED

2) Action Planning: The KW and participant will coproduce an individual Action Plan (delivered <20 days of initial meeting) which will be: structured around work-focussed progression targets; planned in a logical order to address a participant's hierarchy of needs (e.g. tackling the most acute barriers to work early, such as housing or mental health) and; personalised to unique strengths/needs. The participant will own the Action Plan, which will be reviewed and challenged by their dedicated KW, who help participants build specific, realistic and achievable goals. GC will continue our established SMART training practice to help KWs ensure goals are: Specific (e.g. working with visual impairment specialists REDACTED for a fixed number of sessions); Measurable (e.g. increase confidence/motivation using our Asset tool, used at review stages); Achievable (e.g. small steps to improve healthy lifestyles); Realistic (e.g. job targets in line with the local labour market) and; Time-bound (to support regular review and progression).

Addressing barriers throughout each participant's time on IPES: using GC's ASSET Action Plan, GC KWs will apply their skills/capabilities and insight (see below) to understand, and unpick, obstacles throughout a Participant's time on IPES. The Action Plan will be implemented and continuously reviewed with the participant and KW working together during the 'Deliver' phase (Step 3). GC will support each personal journey in Step 3 through: **1. Dedicated, expert Key Workers (KWs)** to coordinate individual journeys. • Low caseloads: REDACTED FTE KWs will operate across NW with average caseloads of REDACTED. Low caseloads will enable more face time to understand and tackle participant barriers. • Outreach model: To meet the needs/barriers of less mobile participants, our agile model enables KWs to meet participants in community venues and their own home. Up to 90% of KW time will be in the community. • Lead Advisors: Participants with particularly acute needs will be assigned to a Lead Advisor, specially trained in areas such as Asperger's and Anxiety disorders. 30% Lower caseloads (av.) REDACTED will facilitate greater intensity of support to address the most complex barriers • Clinical governance support for KWs: via specialist partner, REDACTED whose clinical governance accredited multi-disciplinary team (including GPs, social workers, Psychologists, physiotherapists, dieticians) is available for telephone advice/ guidance. • Dynamic review: To ensure that the Delivery phase/Action Plan stays relevant, KW will constantly review progress and update plans/interventions. KWs will re-run assessments as appropriate over the programme, rebuilding each Action Plan to reflect changing priorities, and reschedule interventions accordingly to build the correct intensity/sequence. Where appropriate, three-way clinical reviews will be held between KW, participant and ABL. **2. Place-based Integration to meet local needs:** GC is a well-established NW provider of employment services, supporting over REDACTED people in to work, with REDACTED referral relationships in place with relevant specialist services to the IPES participants, including REDACTED (Drug/Alcohol users). GC will invest in dedicated staff to support IPES integration. Our REDACTED x FTE Engagement and Integration Officers (EIOs) will leverage wraparound support relationships and develop new support routes into work/progression. EIOs have a crucial role in engaging local services, maintaining support 'maps' for KWs to access, smoothing referrals, establishing communication protocols and avoiding duplicating provision. Our EIO model is based on current provision in Liverpool City Region/Greater Manchester and, as part of the regional services network, our team is highly trusted by LEPs/LAs and community partners. **3. Flexible and accessible tech to increase intensity and choice:** GC will invest in two 24/7 online platforms which provide accessible/flexible content to support participant progression. Online content/tools will align with ASSET

Action Plans to maintain journey intensity and progression outside regular meetings (and continuing through In-Work Support phase). The **REDACTED** platform includes a digital library of wellbeing guides, videos and webinars; online CBT; wellbeing programmes and health checks; plus, a 24/7 telephone careline. **REDACTED** platform includes 1000s of career/support/job search videos, eLearning, tools (e.g. CV Builder, Interview Simulator, Job-Search Engine/Alert System). To boost choice and empower participants, GC will provide ultimate flexibility in how (skype for business, phone, computer), what (talk to advisor, access materials/IA results, change appointments, look for jobs) and when they access IPES provision (24/7).

Ongoing engagement to provide a positive and meaningful IPES experience: The dynamic ASSET-generated Action Plan boosts engagement, avoids loss of momentum, and makes the IPES experience positive/meaningful. 121 reviews, using the ASSET, enable Action Plans to adapt (and promote personal choice) during the 'Deliver' phase (Step 3). To continuously ensure GC is providing the right interventions to the individual at the right time, monthly formal reviews (Participant and KW together) will look at feedback, measure progress (e.g. new networks, social barriers, skills acquired/demonstrated) and establish the most important/worthwhile next steps for each individual. Ongoing monthly case reviews with weekly catch up sessions carried out by KWs/Lead Advisors will monitor/track participant (using E-Syncs (CRM)) progression, bring fresh perspective/challenge and help identify potential disengagement before it happens. KWs will help demonstrate ASSET progress (e.g. through data visualisations and certificates) and motivate Participants by celebrating success. KWs use reviews to reinforce, motivate and help participants see the distance travelled towards work. Complementing the dynamic ASSET, GC will ensure IPES remains positive and meaningful by: 1) Flexible communication methods: GC will enable participants to choose how, (F2F/phone/email/Skype), when (appointment scheduling) and where (office/outreach/colocation) they engage. This is in addition to offering flexible outreach and home-visiting service (outlined above) 2) Focus on key transition points: To boost engagement and maintain a positive experience throughout IPES transition points (e.g. from Deliver into In-Work Support) KWs flex Action Plans to meet individual needs (e.g. visits and mindfulness techniques). KWs will ensure transition is a seamless experience that remains positive and does not overwhelm. 3) Customer insight: GC routinely collects customer feedback to improve the experience we provide. For example, we implemented new digital job search tools **REDACTED** in response to feedback from current NW service users.

Assessing the ongoing relevance/effectiveness of a participant's Action Plan

To continuously evaluate and ensure Action Plan relevance/effectiveness throughout the **Deliver** phase (Step 3), GC's KWs, supervised by Lead Advisors, will: Review participant progress (monthly) face-to-face. The review meeting will consist of progress against Live action plan, emerging barriers, next steps and the KW will refresh the Action Plan following each interaction. As well as KW/Participant progress meetings, KW's will conduct quarterly comprehensive reassessments so that KWs and Participants have a shared understanding of progress, recognise achievements (e.g. work experience or support networks developed) and carry out additional assessments as potential new barriers emerge. KWs will actively encourage Participants to input into their plans, step in to ensure focus and address problems as they arise, rather than just at review points. Momentum and ownership will boost engagement and motivation which is a key indicator of future job outcomes. Throughout 'Deliver', GC's SMART targets/goals will help support relevance and measurable progress. KWs record all data on E-Syncs (so that the intervention intensity can be checked) by Lead Advisors and assured by GC's IPES Service Manager and QA function.

Case Conferencing: GC's Case Conferencing Standard Operating Procedure (SOP) determines the frequency, channels of communication and format of our case conferencing approach – defining our service standards i.e. (1) all case conferences will last between 30 minutes to 1-hour (max); (2) case conference will take place between days 182-210 (6 month); days 273-301 (9 month); and days 364-392 (12 month). The SOP builds on experience with working with other professionals in supporting participants with complex support needs, e.g. **REDACTED** The SOP covers: 1) Case Conferencing best practices (e.g. joint objectives, communication protocols, and clear responsibilities); 2) Explicit Participant consent for data sharing and full compliance with DWP data security standards 3) A case conferencing timetable, determined by IA/Action Plan requirements, but no less than three Case Conferences during the Pre-Work 'Deliver' Phase and a final Warm Handback at 15 months where IWS is not received. 4) A Standard agenda and follow-up with Action Plan updates 5) Follow-up timescales and KW actions when meetings are missed/not possible (e.g. reschedule within 10 days). GC will deliver the majority of Case Conferencing by calling JCP with the Participant but will use JCP meeting spaces where agreed.

Underpinning the SOP, and to ensure individual Participant needs are being met, GC will apply three **JCP Case Conferencing Principles**: 1) Participant Involvement: To ensure individual needs are always considered, GC will use Case Conferencing as an opportunity to jointly empower

participants, promoting choice, Action Plan responsibility and use of individual assets (e.g. neighbourhood social groups) 2) Data-sharing: To exchange information that will benefit the long-term progress of Participants, e.g. information that has not previously been disclosed (e.g. housing or debt problems). Information exchange will facilitate access to additional support to add to the Action Plan (e.g. other benefits) 3. Joint planning/ understanding: to promote shared understanding of the impact/benefit of the support/services that GC is integrating around the participant, (e.g. ESOL and work experience/ volunteering and Sustainable Support Networks).

Personalised In-Work support (IWS): Using our links with 25k NW employers, GC's Employer Engagement Consultants carry out detailed job-finding and opportunity analysis (with the KW), connecting individual needs to the range of employers and sectors in the region (e.g. Lancashire manufacturers looking to fill roles with manual and technical requirements). GC will also use our links with the IPES Specialist Panel to identify suitable opportunities to match participant needs. GC will deliver a min.16 hours of unpaid Action Plan-aligned work experience in the pre-work 'Deliver' phase, enabling Participants to demonstrate relevant and sought-after soft skills and digital literacy to show they can cope and flourish in the work environment, boosting attractiveness to future employers. To prepare participants for this transition to work and ensure sustainable placements, each will receive tailored in-work support, delivered by the same KW, to promote continuity. We will achieve this by: 1) Completing a Pre-Work/Work Experience Assessment for each participant. KWs will carry out this assessment (building on ASSET) focusing on personal goals and individual risks to a successful placement (e.g. caring responsibilities or health condition management), Work Environment Impact factors (e.g. psychosocial effect of the workplace on wage/progression). 2) Developing a personal Employment Support Plan: (using IWS Assessment results) delivered in the IWS phase, establishing reviews, contact and support (e.g. KWs accompanying Participants to work to ease transition into employment).

Sustainable Support Networks: As an essential element of our ASSET, (emphasising a personalised, asset-based approach) KWs will support participants to build and use a support network by: 1) Mapping individual support networks (e.g. potential with GC stakeholders, peers and friends/family) and finding potential mentors who can act as positive role models. KW's will use our living map of local assets (e.g. our relationships with 500+ NW organisations) to refer participants to local networks and programmes (e.g. Walking groups in East Lancashire and condition management networks, such as **REDACTED** (IPES Panel member)

REDACTED in Liverpool) to take advantage of existing provision. 2) Tackling barriers to relationships using **REDACTED** to address specific barriers (e.g. relationship building or CBT) to developing a support network and addressing issues arising from negative support networks (e.g. KW engaging with unsupportive/protective peers/family). 3) Running GC facilitated peer support groups that match participant need (e.g. GC will run KW/peer facilitated groups for non-work-related activities (e.g. painting, baking etc.) and integrate with WHP provision as appropriate. GC will use selected peer mentors to meet/greet, facilitate group work and provide support.

Managing participant exit from IPES provision: At 'Warm Handback', (Step 5), KWs will arrange an exit interview with their assigned participants. This meeting will provide an opportunity to reflect on the IPES experience and determine appropriate next steps. KWs will complete a full exit report within 10 working days of IPES programme completion. The aim of the exit process will be to: 1. Achieve a warm-handback to JCP work coach, showing the progress made, individual achievements and next steps (e.g. unresolved barriers); 2. Provide evidence/record of achievement to future employers about personal strengths, workplace skills and job goals; 3. Determine reasons for disengagement if applicable. Make sure that Participants are aware of their exit and empower them to continue/take control of their journey towards employment (or job progression).

Question 1.4.5 - Employer Engagement and Employer Support Offer

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

As a minimum, your response should;

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

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

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

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

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

Question 1.4.5 - Employer Engagement and Employer Support Offer

1. Overview of Growth Company's (GC) employer engagement/support offer:

GC is the largest provider of publicly funded business support services in the North West (NW). Trusted by central (e.g. **REDACTED**) and local (e.g. **REDACTED**) government, GC supports **REDACTED** businesses annually to deliver socially responsible expansion/growth, giving us insight into their needs and workforce development opportunities for IPES participants. GC has links with SMEs and large employers through our management/delivery of: **>Recruitment services for participants with disabilities:** **REDACTED** DWP provision (e.g. WHP in GM and ESF **'REDACTED** in Liverpool City Region), supporting **REDACTED** businesses to recruit participants with health conditions/disabilities at scale and tailor in work support, helping 232 participants sustain employment. **>Business support to SMEs:** **REDACTED** Business growth and support services, including Business Finance services (**REDACTED** SME loans) and Business Growth Hub (BGH), integrating business advice/support with employment/skills interventions, supporting **REDACTED** new business starts/self-employment per annum and Chairing the Northern Powerhouse Growth Hub Network. **>Business support to large employers:** GC operates MIDAS, the NW's leading inward investment agency, working with **REDACTED** large employers, global corporates and inward investors established in the NW, coordinating services from local authorities, skills providers and employment provision to help large employers recruit locally and retain talent (e.g. **REDACTED** jobs created with **REDACTED**) **>Integrated employment and workforce development:** **REDACTED** of Education and Skills Funding Agency employer facing contracts including **REDACTED** (largest provider in the NW), with over 15,000 learner assessments to identify training needs/develop bespoke packages of workforce development support

2. Approach to working with employers: GC is a trusted partner to NW businesses. Our relationships with large/small employers in the NW consistently demonstrate that employers engage better with services which: clearly articulate business benefits; are easy to access; provide in work support relevant to their business context; provide continuity of relationships; and communicate using simple, jargon-free language. Within this context, our approach for IPES is to: **>Integrate with local commissioners and providers:** GC has well-established links with each LEP and Local Authority in the NW to integrate employer engagement and join-up publicly funded support. For example, through our business support contracts in the NW, GC has agreed joint working protocols for engaging employers in each NW LEP including co-located/integrated marketing, creating employment opportunities for IPES participants with employers e.g.

OCS and NSL. **>Invest in a specialist IPES Employer Engagement Consultant (EEC) team:** a **REDACTED** FTE-strong team, trained to engage employers, promote benefits of employing IPES participants, develop bespoke in work support and build employer confidence/capability in working with staff with disabilities. The team will be supported by our wider business facing infrastructure (**REDACTED**-strong team, marketing specialists/account managers/support staff), which includes sector specific approaches to employer engagement such as **REDACTED** providing direct access to employers such as **REDACTED** **>Segment our approach to working with employers:** reflecting the different needs, opportunities and in work support requirements of both large/small employers and other factors including sector and geography, recognising the diversity of the NW. The **REDACTED** provides an exclusive route to SMEs, and similarly **REDACTED** enables GC to work directly with large inward investors – securing opportunities for IPES participants early in the recruitment process ahead of other recruitment channels. **>Deliver creative employer engagement:** multi-channel, evidence-based marketing and relationship/account management to reach new employers. This includes GC's Business Mentoring Programme, leveraging relationships with national employers such as **REDACTED** to buddy up with local SMEs, while also creating employment opportunities for IPES participants. **>Co-design and develop each in work support package:** reflecting the needs of both the employer and participant, the culture and capacity/capability within the organisation, the wider resources and support networks available. Our in-work support offer will include a number of features across all employers:

- Tailored support to the participant and employer to help sustain employment, focusing on long term sustainable support post-IPES delivery
- Continuity of participant support (and their supervisor and/or business owner) via their Key Worker (KW), addressing barriers to job sustainability as they arise
- A risk-based approach to targeting resource, with a minimum of face-to-face contact on a 4-weekly basis, with more interventions where need/risk dictates
- Ongoing benefits advice and support linked to increased hours/earnings
- Facilitating any reasonable adjustments in the workplace, ensuring Access to Work (AtW) assistance is in place
- Access to a full suite of GC business growth/support products, including finance, workforce development, organisation design, and sustainability

Our unique approach highlights the different in work support offered to participants by different employers: **Local large employers:** EECs (and our wider business facing team) will undertake strategic account management of large employers, building on our links with **REDACTED** large employers in the NW. This methodology includes regular face-to-face meetings with

senior recruiter/ managers and HR leaders; partnerships with other suppliers / commissioners to coordinate support (e.g. IPES alongside **REDACTED**); and supporting large employer supply chains (e.g. **REDACTED**). The in-work support offer for large employers will reflect the more mature HR business processes, CPD and support infrastructure in place and will include:

- Tailored in work SLAs for large employers employing multiple IPES (and other provision e.g. WHP) participants, including regular on-site support
- Bespoke training and development (facilitated by the **REDACTED** for the workforce to upskill HR, line managers and staff regarding disability support
- Promoting wellbeing in the workforce, including accessing occupational health and wider wellbeing services (e.g. **REDACTED** in GM)

Local SMEs: Alongside our large employer networks, EECs will build on our existing partnerships with 7,500+ SMEs in the North West – leveraging these existing relationships to positively promote IPES to SME recruiters to meet their business needs. Our strategy for engaging SMEs reflects both the upsides (e.g. proximity to the decision maker, speed of recruitment, agility around specific participant needs) with the challenges of more limited support infrastructure and confidence supporting staff with disabilities, helping to build capacity/capability, confidence, and access to resources to better support new staff with disabilities in the workplace. In work support will include:

- An out-of-hours contact line to address immediate support requirements and rapid problem resolution to sustain participant employment
- Capacity building SME's HR approaches to recruitment and retention, leveraging GC's Business Growth Hub resources
- Creating a sustainable SME peer support network through IPES
- Supporting SMEs to access business support, e.g. Business Growth Hub
- Self-employment/business start-up support via our business support services

3. Engaging and supporting employers to provide sustained employment

Sourcing employers: Each year, GC delivers marketing campaigns reaching 24,000 employers in the NW. To source employers for IPES, GC's Recruitment Services Manager will be accountable for developing a Marketing Plan to secure the live leads required to achieve the IPES job start profile. This will consist of: a) existing employer relationships, with commitments secured from employers such as **REDACTED** to use IPES as a recruitment channel and b) new employer relationships. New employers will be sourced through the following:

- Leveraging existing referral relationships with local authorities, skills providers and industry bodies in the NW to create warm referrals, including quarterly meetings with **REDACTED** Cheshire/Warrington, Cumbria and Lancashire LEPs to discuss/shape/feed-back on pan-region economic needs.
- Exclusive access to **REDACTED** vacancies (GC's ethical recruitment agency), placing 750 staff into NW employers per annum, including for example **REDACTED** (25+ placed monthly over the last three years).
- A multi-channel marketing campaign to capitalise on GC's digital/social media visibility (41 channels with 487,000 followers) and opportunities in local press/radio (e.g. **REDACTED**).
- Promoting via intermediaries and business influencers such as professional services firms, employer representative groups (e.g. **REDACTED**) to generate direct referrals, as well as service champions e.g. LEP Board members & high-profile employers e.g. **REDACTED** GC Chair).
- Integrated employer engagement with DWP and ESFA provider employer-facing teams, to coordinate activity/reduce duplicative contact for employers.
- Online webinars to showcase the benefits of IPES and support available, using Disability Confident as a hook for recruitment.

Engaging employers: EECs will use strategic sales techniques and GC's proprietary Training Needs Analysis toolkit to understand employer needs; their recruitment pressure points; the current support/HR context; and wider environment to determine suitability for IPES candidates. EECs will then work closely with the participant's KW to co-design pre-work support (e.g. job requirements, culture) and then in work support requirements – for both the participant and employer. This may include:

- Identifying work experience opportunities as a pre-cursor to employment
- 'Job carving' to align job responsibilities to participant's skills/abilities
- Recruitment advice re: attracting people with disabilities
- HR policy and procedures to better support participants with disabilities
- Accessing additional funding/resources (e.g. Access to Work)

Supporting employers to provide sustained employment opportunities:

KWs will work with the participant and employer to develop an Employment Support Plan, completed and issued within 10 working days of the participant starting employment, setting out:

- Personalised support to be delivered by the KW in the workplace, including socialisation and integration with other work colleagues; journey to work planning; and identifying a buddy/mentor in the workplace
- Specialist support to be provided by our IPES NW Specialist Panel partners (e.g. **REDACTED**); Access to Work funding to support

adaptations in the workplace; and **REDACTED** other community-based resources (e.g. providing content on visual impairment accessibility)

- Training, development and support will be provided to the employer, which may include, for example, support in becoming Disability Confident; disability and mental health awareness training (e.g. Mental Health First Aid)
- The additional business support and workforce development support relevant to the employer, from skills training to business advice, that will support job creation and progression opportunities for IPES participants

4. Capitalising on, and developing, local employment opportunities

GC brings significant strategic and local insight to support long-term employment opportunities in the NW for IPES participants. As well as our portfolio of provision across the region, and our existing relationships with local authorities and city regions, GC operates a Careers Intelligence Unit and delivers a widely shared monthly Brexit Monitor, used to shape employer engagement strategies. GC **REDACTED** (inward investment service) positions us to understand inward investor recruitment priorities and emerging business needs, enabling KWs to effectively tailor participant support to meet local employer needs. Our analysis suggests local employment opportunities by 2026 (Oxford Economics) via:

- Cheshire and Warrington: 10% growth in Arts, entertainment & recreation sector with Chester Northgate and Warrington Time Square leisure zones.
- Cumbria: Expansion at Kingmoor Park Enterprise Zone (EZ) and key sites (e.g. Cumbria Coal mine) driving 5% growth in Construction activities.
- Lancashire: A 9% employment growth in Administration and support services with an expansion at Blackpool Airport and Hillhouse International EZs
- Liverpool City Region: Wirral Waters and Bramley-Moore Dock's developments underpinning 10% growth in Construction.
- Greater Manchester: 12% growth in Professional, scientific & technical activities with developments at St John's Quarter and Airport City EZ

We will continue to capitalise on/develop local employment opportunities using:

- Sector based intelligence via GC's sector-based employer forums e.g. GC's partnership with **REDACTED** networks (e.g. **REDACTED**) to inform IPES support
- Identifying opportunities within supply chains for self-employment and new business start-ups (e.g. through GC's **REDACTED**)
- Ongoing engagement with local economic development leads (e.g) **REDACTED** to ensure provision remains responsive to emerging local labour market needs and economic developments (e.g. raising digital skills to improve social mobility)

- Ensuring our resourcing model is flexible and responsive to local growth opportunities, enabling participants to benefit from new employment opportunities as they emerge over the lifetime of the contract

5. Sourcing/tailoring opportunities for experience in a work environment:

Over the last three years, GC has created **REDACTED** + work experience opportunities across the NW, ranging from short work tasters in a supportive, sheltered environment (including VCS and public sector employers) through to longer term work placements as a stepping stone into permanent employment with the organisation. This includes organisations such as **REDACTED**. Our strategy for sourcing work experience opportunities reflects the employer engagement approach detailed above – creating a diverse portfolio of local work experience opportunities in different sectors, employers and environments to reflect IPES participant abilities/aspirations. KWs will:

- Benefit from our network of work experience providers (such as **REDACTED**) to provide opportunities in real-world customer facing services
- Engage with our Specialist Partners (including) **REDACTED** to offer work experience opportunities both directly and via their networks of VCS providers
- Build on our relationships with 22 NW Local authorities (e.g. delivery of **REDACTED** supporting families with debt/health/offending issues)

6. Upskilling employers to support participants and access resources:

GC has developed a structured curriculum for employers recruiting participants with disabilities/complex support needs. The curriculum will include support for:

>Line managers: Equipping managers with essential training to meet the needs of the participants recruited and employment context (e.g. disability specific awareness raising; Mental Health First Aid; guidance on performance management; evidence of factors likely to improve employee retention)

>HR functions: Providing advice and support to HR functions about recruitment/ retention best practice to attract and retain people with disabilities

>Wider workforce: Finding champions and advocates in the workplace; identifying mentor volunteers; and mentor support/development as part of the Employment Support Plan, KWs will provide access to external resources following completion, including AtW and personal support networks.

7. Promoting the Disability Confident scheme to employers: GC is awaiting confirmation of its Disability Confident Leader status (due pre-contract award) and is a passionate advocate of recruiting people with disabilities to its employer networks. We commit to supporting employers to achieve Disability Confident status during the contract (providing regular reports to DWP). To achieve this, we will promote the Disability Confident scheme through:

- EECs promoting Disability Confident to build employer capacity/capability
- Delivering Disability Confident webinars that promote the benefits, stages and support available via GC to achieve Disability Confident Level 1 status
- Integration with local campaigns, such as the Mayor's Good Employer Charter in GM, to support the creation of higher quality jobs available to all

8. Facilitating partnership working with employers, specialists and networks:

Our IPES ethos/methodology is to build self-sustaining support around the participant, complementing specialist interventions with community/workplace peer support networks. KWs are trained in asset-based approaches to assessment and personalised support, ensuring they do not create a dependency relationship but instead identify each participant's strengths, interests and requirements KWs will:

- Develop and support the sustainability of post-IPES provision, mapped out in their Employment Support Plan, ensuring employer, specialist support and the participant's wider networks are integrated/aligned.
- GC's IPES Specialist Panel will support participants to build their confidence and mental resilience (e.g. **REDACTED** will develop financial wellbeing).

Question 1.4.9 - Supply Chain (b)

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

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

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

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

Question 1.4.9 - Supply Chain (b)

Our IPES delivery model for the North West (NW) offers a new approach to best meet the complex needs of participants with disabilities. The Growth Company (GC) will provide 100% end-to-end case management, providing a consistent high-quality service, with our network of pan-disability specialist organisations providing a wide range of evidence-based, demand-led interventions to address specific barriers, as well as advisory, clinical governance and training services.

1. How we will provide all in-scope services and why no end-to-end SC

GC will deliver the full range of case management, employer engagement and in-work support services outlined in the specification via our experienced Key Workers (KW)s, Employer Engagement Consultants and other specialist front-line resource. We are well-placed to self-deliver through our: *relevant regional experience* in terms of scale (e.g. REDACTED 60k+ NW residents) and scope (e.g. Work Choice/WHP/SES); *unrivalled NW infrastructure* across the entire CPA, with REDACTED fixed premises, REDACTED outreach sites and REDACTED front-line staff, including REDACTED KWs; *extensive strategic links* (e.g. integrated into every NW local authority/established links with 15k+ NW businesses via services like -REDACTED NW's leading inward investment agency). Our chosen model of self-delivery with specialist partners provides: • **consistency of approach**, with participants receiving the same high-quality case management service across the region • **flexibility**, with the range of partners continually adapting to respond to changing cohort needs over contract life • **maximum front-line investment**, subdivision of the contract by specialism/geography reduces frontline resources via: fewer economies-of-scale; inefficiency (under-occupancy of caseloads); and two-sets (Prime/Sub) of management overheads. Delivery partners would also need to deliver IPES alongside other services to ensure viability (potentially diversionary). Our solution: centralises performance/contract management through one set of overheads; leverages scale/efficiencies; and ensures a dedicated IPES focus - allowing specialist/third sector partners to augment the service with their unique capabilities.

2. How individual participants' requirements will be met

Our analysis of disabled participant journeys (e.g. via SES, Work Choice, Working Well) identified that participant barriers included: physical health (54%), mental health (36%), Learning Difficulties & Disabilities (LDD)/neuro-diversity (6%), sensory impairments (4%). Whilst GC has 30 years' experience of supporting people with disabilities into work, we have sought partners who provide specialist capabilities to increase the responsiveness of our delivery model. Following extensive consultation and an open procurement process, we have engaged 10 organisations as: **i) Strategic Partners (SPs)** an advisory role, represented on our IPES Specialist Panel to embed their disability specialism in the heart of delivery;

ii) Delivery Partners (DPs), offering a range of specialist interventions our KWs can draw upon based on participant need.

Name/ type	Role	Why Chosen
REDACTED REDACTED S/DP	<ul style="list-style-type: none"> • Visual impairment expertise • Staff CPD • Community support network • Braille service 	180 years' experience of supporting people with sight loss in the North of England. Wide specialist service portfolio
REDACTED S/DP	<ul style="list-style-type: none"> • LDD/Neuro-diversity expertise • Specialist assessments • Staff training/development 	Support 1000+ neuro-diverse people PA. Practitioner training and bespoke screening tools to assess for dyslexia/ dyspraxia/Autism/ADHD
REDACTED S/DP	<ul style="list-style-type: none"> • Physical disability expertise • Online/telephone advice e.g. money, adaptations, housing • Staff training and CPD 	Leading disability charity with brand recognition amongst target groups and wide range of support offered
REDACTED SP	<ul style="list-style-type: none"> • Supported Employment expertise • Access to training resource 	Will help embed best practice in supporting participants and employers to sustain in work
REDACTED S/DP	<ul style="list-style-type: none"> • Mental Health expertise • Workplace assessments • 121 support and training 	Leading mental health charity, helping embed mental health best practice into delivery
REDACTED S/DP	<ul style="list-style-type: none"> • Hearing impairment expertise • Paid for services e.g. signers • Staff training 	UK's largest charity for people with hearing loss, provides advocacy and practical support
REDACTED DP	<ul style="list-style-type: none"> • Digital health/wellbeing participant App/Portal • Webinars, health checks, 24/7 helpline 	Award-winning resources that support participant health condition management pre/post-work
REDACTED DP	<ul style="list-style-type: none"> • Digital career development resource for participants including videos, tools, e-learning, jobsearch engine 	Agile, digital career resource adding value to KW offer – flexible access to resources around participant need
REDACTED DP	<ul style="list-style-type: none"> • LDD experts • Staff training/CPD • Peer Mentors 	Specialist learning disability charity with a strong NW track record in employment services

<p>REDACTED</p> <p>DP</p>	<p>• Health condition advice/ support to KWs/participants</p>	<p>NW-based health and wellbeing specialist with strong NHS links</p>
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We will spend approximately **REDACTED** of contract value on the partners detailed above. All SPs and DPs will operate on a pan-NW basis. In addition, we will draw on services from a pool of ad-hoc Specialist Signpost Organisations (**SSOs**) to whom KWs can signpost participants. Currently **REDACTED** organisations have expressed interest including: • **REDACTED** We will continually monitor how effectively we are meeting participant needs, engaging different organisations as required.

3. Contract management practices

GC is a Merlin-accredited “Good” supplier and we develop positive partnerships with our supply chains. For IPES SPs/DPs, we will set/track/report transparently on key performance drivers; deliver a robust performance management function; drive continuous improvement of minimum standards; and share best practice to drive improvements in quality, performance and compliance. Our approach aligns with **Merlin Standard principles: Design**, in selecting the right partners, we identified and evaluated organisations who could best provide integrated, holistic support for jobseekers with the main disabilities/health conditions identified. **Commitment**, on contract award, our SLAs will be consistent with agreements made prior to final bid submission and contain agreed, fair and proportionate cost models. **Conduct** - GC’s expectations of IPES partners will be clearly defined in KPIs based on quality and responsiveness of service, tailored to each organisation (e.g. **REDACTED** response time for telephone health advice). Our Supply Chain Management Framework (SCMF) describes the key processes, activities and tools we will use to ensure expectations are met. **Review**: The Service Manager will review/evaluate performance monthly against KPIs to drive continuous improvement, including reported: observations of training/advice sessions; participant, staff and employer feedback; responsiveness/service quality measured by e.g. mystery shopping.

4. Delivery alignment to IPES requirements

Our model of self-delivery with specialist partners will align with IPES Critical Success Factors (CSFs). **CSF 1**: GC and our SPs/DPs have extensive expertise and proven track records of helping ‘people who have a disability and complex barriers to work’. For example, GC’s **REDACTED** contract (2+years unemployed, 23% mental health conditions) is ranked 2nd of 12 providers for starts, 4th for sustained outcomes (Yr 3/Apr 19); **REDACTED** achieve 90% sustained jobs; 25% progress in job role. **CSF 2**: GC/partners will help ‘ensure each participant receives a personalised offer of support’ through GC’s Specialist KWs, trained to manage specific disabilities and health conditions with input from our SP partners (e.g. **REDACTED** visual impairment awareness). Our DPs will provide targeted, specialist interventions (e.g. **REDACTED** clinical governance accredited multi-

disciplinary team). GC/partners will also help the 'development of a sustainable support network' (e.g. GC's Peer Mentoring programme) and 'increase independence, confidence and motivation' of participants (e.g. REDACTED condition management support). Participant needs and how we meet them will be continually evaluated, filling gaps by sourcing additional services.

5. Transparency of costs with specialist delivery partners

We agree to Cabinet Office guidance on Open Book Contract Management and will attend the annual contract review to share this information. GC will promote data sharing and financial transparency across our specialist partner network.

6. Incentivising and motivating our workforce

GC will incentivise/motivate our IPES workforce through: • **Reward/recognition**, celebrating success, rewarding contribution at individual/team-level, with a variable pay component linked to individual targets; competitive salaries to motivate/retain high achievers; annual staff award ceremonies; performance league tables for job outcome achievement; OTE component for employer engagement staff • **Robust performance management**, monthly individual performance reviews between staff and their line manager, enabling recognition/reward of success, putting development plans in place to support paid progression and decisive action to exit staff where necessary • **Career progression**, through GC's wide range of services, in-house/externally commissioned training and development opportunities e.g. Lead Advisors. REDACTED of GC managers were promoted internally.

7. Ensuring continuity of service provision

Retaining end-to-end KW delivery within GC minimises risk of a supplier withdrawing and ensures consistency of case management approach across the region. Where required, we will replace DPs with 'like-for-like' provision to maintain consistency of specialist provision. Our Service Manager will maintain a reserve list of organisations, pre-assessed against IPES requirements.

8. Contingency arrangements should we need an end-to-end supplier

Should GC need to subcontract to an end-to-end supplier, we will promote the opportunity to our network of 400+ organisations (incl. relevant end-to-end) on GC's People Services Provider Network; and/or go back out to market, widely publicising subcontracting opportunities (e.g. on Contracts Finder). We have a well-established SCMF in place (GC currently subcontracts to 180 organisations), enabling us to assess/select/mobilise quickly and with no risk to service delivery.

Question 1.4.10 - Performance Rationale

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

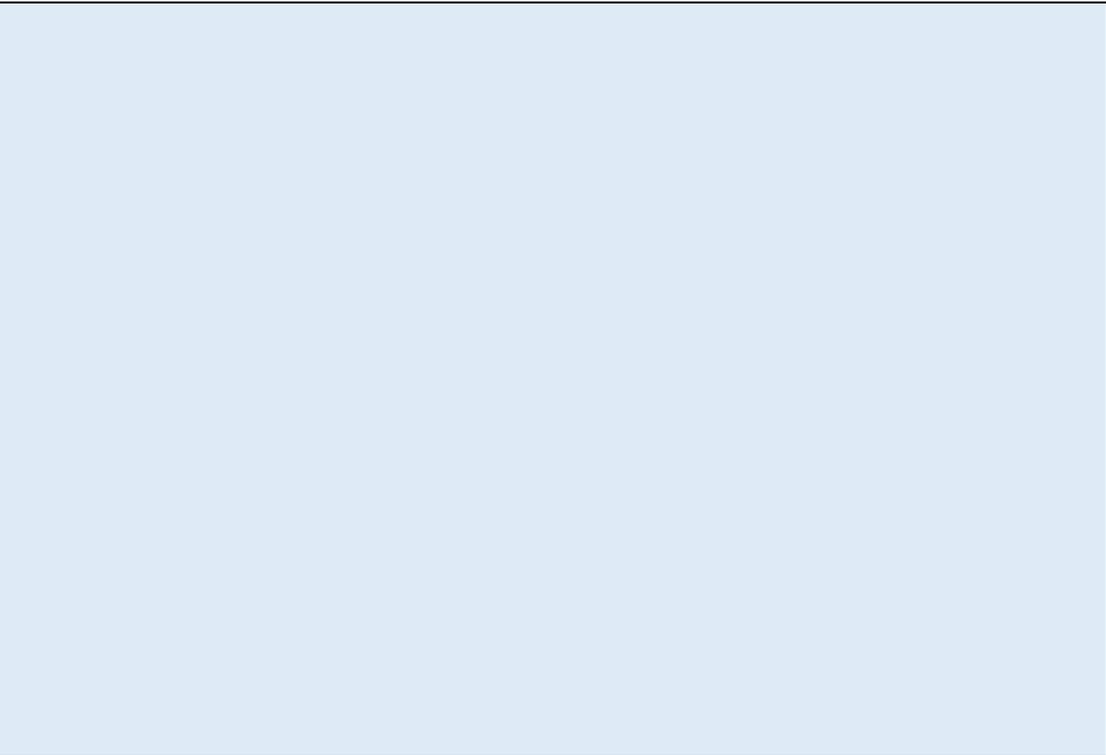
As a minimum, your response should;

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

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

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

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



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

Question 1.4.10 - Performance Rationale

Section Redacted in entirety

Question 1.4.11 - Quality, Management and Assurance of provision

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

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

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

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

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

Question 1.4.11 - Quality, Management and Assurance of provision

The Growth Company (GC) will bring ISO9001 Management Practices to ensure high-quality North West (NW) IPES provision. Our Management Practices have been refined via similar NW provision (e.g. Working Well (WW) Extension) and externally assessed (e.g. Merlin/PAT/CMO). GC will use a supply-chain of 10 specialist partners (e.g. REDACTED) to enable delivery of all IPES requirements. Our quality approach includes:

Monitoring/managing provision quality: During Implementation, contract quality measures/targets will be detailed within a Quality Assurance Framework (QAF) (applied across GC/subcontractors) capturing IPES quality standards including Customer Service Standards (CSS) and Performance Indicators (PI) (e.g. Earnings PI). GC will then monitor the quality of delivery against these measures through: GC's MI team will use our E-Syncs system, which underpins our monitoring/management approach, capturing quality, performance and compliance data. Supporting quality management, scheduled QAF compliance checks (e.g. direct delivery observations, caseload analysis) will be sequenced over the IPES Participant Journey. The IPES Service Manager will be accountable for quality/performance of direct and subcontracted delivery. A monthly IPES Board will review performance against profile including quality measures, identifying trends, remedial action, and issues for escalation to the Authority. **Ensuring quality staff, frequency and appropriateness of engagement:** GC's IPES delivery model is predicated on the quality of Key Workers (KWs), their ability to engage/assess participant needs, and provide personalised support. We will ensure the quality of engagement through Values-Based Recruitment: to attract staff with the values/behaviours needed to engage and support participants within a performance-driven culture. Induction: KWs (TUPE transferred/recruited) will complete a 10-day Induction process (co-designed with strategic partners) that will include QAF compliance, IPES standards to set clear quality expectations from go-live. Ongoing Training: through GC's Key Worker Academy, equipping KWs with the skills to engage and support participants (e.g. undertaking asset-based assessments; motivational interviewing techniques); Contact Frequency: will be determined by contract specifications (e.g. minimum monthly interactions) and by our dynamic action planning, supporting bespoke meeting and engagement schedules for each participant. These will be monitored daily by Lead Advisors and at a contract level, monthly by the Service Manager. Contact Appropriateness: Individual Assessments, Action Plans and 1:1 review will drive personalised contact/activity. Plans are captured in the E-Syncs system, which is monitored by KWs/Lead Advisors, checking contact/progression. Monthly checks with Strategic partners, ensure ongoing appropriate contact over time. **Managing and ensuring sub-contracted delivery:** GC will manage/ensure delivery of our specialist delivery partners through the

following measures: Setting KPIs/MSLs: agreeing consistent minimum performance levels/customer service standards tailored to each organisation (e.g. ABL's response time for telephone health advice), with performance reviewed monthly by the Service Manager; Observations: of partner delivery (reflecting our approach to KWs) including site visits, joint Action Plan reviews; and audits undertaken by GC's Audit and Compliance Officer; and Feedback: from participants and staff, and at a strategic level through the IPES Specialist Panel, with strategic partner representatives sharing insight/practice/improvement to GC's Operations Manager.

Collaborative working to support continuous improvement: GC is recognised as a collaborative partner in the delivery of specialist employment services. Our approach will be to: 1) work in an open, honest and transparent way with DWP/IPES suppliers, including sharing case studies from direct/supply chain delivery; 2) inviting DWP/IPES suppliers to KW shadowing to experience the service first hand; host events at GC offices for other IPES suppliers to share knowledge and insight; 3) host cohort/need specific workshops with our specialist partners focusing in on particular areas of need/performance – inviting DWP/ IPES suppliers; 4) and participate in DWP Operations, Partnership and Stakeholder Forum meetings to share/discuss delivery challenges/ experiences, innovative approaches to delivery. Outcomes of these meetings will flow down to operational delivery via bi-monthly Senior Management Team (SMT) meetings and monthly staff meetings to share and embed best practice and findings. **Case Study of working collaboratively:** Within the WW Extension programme (**REDACTED**), GC integrated with **REDACTED** service to support participants with loneliness, social isolation, smoking cessation and healthy eating; co-locating sessions in GC offices. The integrated support offer and collaboration improved attachment to job start outcome from **REDACTED** in April 18 to **REDACTED** August 18. **Driving Continuous Improvement (CI):** GC's CI approach is to: use live E-Syncs MI dashboards to flag trends/issues to inform targeted support (e.g. training needs/process improvements/investment (e.g. system updates)). Gather/implement NW Stakeholder feedback via Employer Engagement Consultants/Engagement and Integration Officers, to improve integration and our service to employers. Capacity-building supply-chain with training/development programme; regular solution-focused workshops; collaborative events and secondments to share best practice; supporting organisations to achieve Disability Confident Level 3. Sharing best practice/process changes will be led by our IPES Specialist Panel created in-line with Merlin principles (supply-chain collaboration) and designed to define quality/best practice utilising expertise and through participant voice; and with DWP and other IPES suppliers through our Quality and Compliance Officer who will work closely with the DWP Performance

Manager to share learning. **Reviewing procedures and sharing learning:** GC will review procedures and share learning with DWP via: Self-assessment <6-months of go-live (annually refreshed) to reflect on/proactively amend quality procedures; Meeting with NW IPES Board monthly to review delivery against requirements embed changes across NW, recognising geographic diversity; Support/facilitate DWP-led research and review activity e.g. DWP System tests, participant sampling and additional requirements to support the Programme Evaluation Strategy. Lessons learnt from “what works” shared with DWP and other IPES suppliers via regular face-to-face meetings and codified into procedures stored on our 24/7 accessible portal. **Obtaining/acting upon participant feedback:** GC will obtain/source feedback from participants through: Multi-channel surveys and questionnaires paper-based (GC provided/distributed on induction) and via e-surveys (e.g. SurveyMonkey); Ongoing qualitative research derived from frontline KW/participant relationships (e.g. from post-phase feedback) and shared at monthly delivery meetings with all KWs and Operations Manager; Specialist Panel: partners represent participant voice to co-create delivery based on what works for specific groups and meeting quarterly. Feedback (and complaints: see below) will be collated and presented at monthly IPES Board meetings. The Board will then utilise this to agree design solutions/amendments and appropriate escalation e.g. informing DWP (for minor amendments to delivery), escalating to secure agreement for DWP (for a significant alteration to delivery), or sharing with the IPES Specialist Panel (where decisions require specific expertise/market-testing against desired outcomes). The Service Manager will work with KWs to respond to feedback and we will share updates (e.g. via email) with Participants about how we listened and acted on feedback. **Handling/acting upon complaints:** GC’s Complaints Process is designed to provide participants with a clear route to articulate issues at the right level and have them resolved swiftly: 1. Familiarisation via KWs who will explain the feedback/complaints process at the initial meeting and provide copies of the procedure (including escalation e.g. Independent Case Examiner). 2. Complaints are recorded on a Complaints Log held centrally and impartially reviewed monthly by SMT Lead. Information will also be added to participants E-Syncs record. 3. Complainants updated by the IPES Operations Manager in <3 working days (or max 15 working days where complaints require investigation/escalation to other staff) confirming receipt and follow-up timescales, contact details. 4. Resolution and Escalation of Complaints: Most complaints will be resolved during the initial interaction (within 15 working days) with a max 8-week investigation/resolution period for all complaints. Where complaints are not resolved. **Accurately tracking/monitoring participant journeys:** GC’s MI team will use our E-Syncs System (Action Plan progression targets) to accurately track IPES

participant progression. Data captured includes individual activities, health and wellbeing, job readiness and Action Plan milestones. E-Syncs allows managers to see, MI e.g. caseloads, progress by cohort (e.g. disability or area), phase progression and metrics (e.g. referral to start, appointments, job readiness, health and wellbeing, case conferences) to monitor individual, cohort and contract progress. Re-assessments (e.g. via E-Syncs) and monthly reviews continuously update Action Plans, feeding E-Syncs MI and supporting live reporting enabling us to articulate the position of each participant towards the achievement of outcomes. **Mitigating impact on other contracts:** GC will use mobilisation and portfolio contract management measures used across 60 contracts implemented across the NW (valued at over **REDACTED**) since 2015 while maintaining high quality, high performing services. We will mitigate the impact on other contracts through: a dedicated IPES mobilisation team headed up by Senior Implementation Manager **REDACTED** (10+ years' experience implementing and managing contracts e.g. ESF), accountable for high quality service delivery; contract specific resources dedicated to IPES; and the developing contract specific supply chain and Service Level Agreements (undertaking due diligence to ensure IPES delivery capacity/capability alongside existing contract commitments). GC's Board oversees the contract portfolio, bid pipeline and implementation investment requirements, available to DWP. **Ensuring continuity of performance during final 18 months of provision:** GC has a track-record of delivering high performance across similar provision (e.g. our WW programme has increased job start KPIs by **REDACTED** during the final 6 months of contract (**REDACTED** v/s target). Our Operations Manager will develop an Exit Strategy and be accountable for Monitoring performance: using E-Syncs metrics/profiles; active case-load management (monthly) to monitor delivery against requirements to adjust priorities (e.g. KW activities). Manage performance: Dedicated exit resources (e.g. employer engagement/KWs) work with partners to review cases; drive up in-work support (IWS) to ensure participants stay in work by increasing intensity/variety of IWS.

Question 1.4.12 - Delivery Infrastructure

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

As a minimum, your response should;

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

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

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

Question 1.4.12 - Delivery Infrastructure

The Growth Company (GC) is the North West's (NW) largest provider of people and business services. Our **REDACTED** NW contract portfolio means we have an unrivalled delivery infrastructure of 13 fixed premises, 197 outreach sites throughout all parts of the Contract Package Area (CPA).

1. Delivery infrastructure for engaging and supporting participants

From this strong starting point, we have designed our infrastructure strategy for Intensive Personalised Employment Support (IPES) to best engage participants, increase choice and maximise accessibility. This has been informed through:

- Consultation with current Employment Support Allowance (ESA) customers on Working Well and Work & Health Programme (WHP) to understand preferred location and method of contact (e.g. 33% preferred face-to-face (F2F) contact near to their home)
- Input from our IPES NW Specialist Panel (e.g. those suffering from anxiety and/or depression are more likely to prefer quiet/intimate settings)
- Lessons learnt from delivering similar programmes e.g. WHP, Work Choice and Specialist Employment Support (SES) (e.g. strong correlation between journey time to appointment and risk of drop out).

Our infrastructure comprises:

- Three fixed '**Hub**' offices located in high-demand areas: Manchester, Preston, Liverpool (plus an additional 10 GC fixed locations as contingency)
- 197 outreach '**Spoke**' offices, located in all lower-tier local authority (LA) areas not serviced by a Hub which blend access to GC's extensive estate and that of our partners (LAs/community orgs/employers)
- **Home Visits** to suit individual needs, either temporary (e.g. escalation in medical condition) or long term (e.g. participant suffering social anxiety) balanced with need to combat social isolation by bringing participants into premises for peer group activity
- **Digital Services** via **REDACTED** *Careers Empowerment Solution* and **REDACTED** online/phoneline with live chat and digital wellbeing resources, providing 24/7 access to support
- **Telephone/Skype case conferencing** to augment F2F delivery, improving access and connecting participants to specialist staff more quickly.

This is supported by an agile, digitally-enabled staffing model (equipped with laptops and mobile internet) enabling Key Workers (KWs), Engagement and Integration Officers (EIOs) and Employer Engagement staff to use locations and channels to deliver support at a place and time that works best for participants/Employers. GC has developed an agile estates model to deliver services across the NW that respond to

peaks/troughs in demand and shifting patterns of cohort needs, including existing fixed locations where GC has a long-term commitment; existing agreements in place with serviced office accommodation to easily flex up/down to meet demand; and a diverse portfolio of outreach sites. This agile and flexible model will enable GC's IPES delivery to respond to changing flows and ensures parity of service accessibility for participants whether in rural (e.g. Cartmel), urban (e.g. Manchester) and coastal (e.g. Morecambe) communities.

2. IPES Hub offices: facilities, transport links and suitability

Facilities: Our Hub offices will host KWs (plus additional frontline staff) for 1-to-1 appointments (including private rooms), specialist interventions and group activities (training rooms). Hubs will also feature accessible job station PCs, photocopiers and free WiFi.

Transport links:

- **Manchester City Premises:** REDACTED – 200m from Manchester Oxford Road train station/free shuttle bus stops; bus stop directly in front of office on 797 line to Piccadilly Gardens (GM's central bus terminus with routes across all ten local authorities).
- **Liverpool City Premises:** REDACTED, 1 minute from James Street train station, 12-minute walk from Liverpool Central train station (0.5 miles), 1-minute walk from nearest bus stop (e.g. no.14 to Kirkby and no.14a to Widnes)
- **Preston Premises:** REDACTED, 1 mile from Preston train station, 1-minute walk from nearest bus stop (e.g. no.59 to Blackburn Town Centre and no.1 to Longridge)

Suitability: Hubs have been chosen from our existing estate based on participant flows - our three offices are within 30-minute reach of c.86% of IPES participants (Nomis 2018 claimants). All premises are Equality Act (EA) 2010 compliant and accessible for disabled participants through: widened spaces/access ramps (mobility restrictions); hearing loops (hearing impaired); adapted desks/keyboards/mice (physically disabled); adapted monitors (visually impaired); disabled parking and disabled access toilets. They are subject to GC's independent accessibility/EA2010 audit programme managed by REDACTED (Head of Health and Safety). In addition, locations will promote disability confident employer status (e.g. posters and information); provide a safe/secure environment for vulnerable groups (e.g. victims of domestic violence) and minimise environmental impact (e.g. recycling facilities, energy reduction strategies, Building Research Establishment Environmental Assessment Method (BREEAM) sustainability compliance/rating).

3. IPES Spoke offices

We have identified 197 outreach locations. This includes:

- **Co-location** in-principle agreements for semi-permanent desk space and collaborative working with participants at partner offices **REDACTED** in Liverpool City Region)
- **Community venue outreach** e.g. **REDACTED**
- **Jobcentre Plus (JCP) locations** (where desirable to meet participant/needs (e.g. warm handovers) and compliant with JCP local estate plan/lease agreements. GC currently operates from 46 NW JCPs
- **Home visits**, particularly useful for those with mobility issues and an effective way of building early rapport with the participant and their support network, these are facilitated by fully agile KWs with low caseloads.

Based on our experience of delivering SES, we anticipate c.30% of F2F meetings to be in the participants home or hyper local site (e.g. local cafe).

Suitability: Our multi-faceted outreach model is successful on GC's similar NW programmes, including WHP, **REDACTED**. For example, through our **REDACTED** contract we were able to make use of working within the local JCP office (Everton) to help explain/promote the programme in detail. This provided an opportunity for our staff to pre-screen potential participants for eligibility. Our conversion rate performance increased by **REDACTED** percentage points over a 2-3 month period.

Outreach sites will flex over contract lifetime, with our day-one offer adapting to referral demand and participant needs. We will ensure co-location/outreach coverage throughout contract lifetime through GC's Group Premises Manager, **REDACTED** sourcing additional venues to meet participant/delivery need. All outreach sites are EA assessed, and close to transport links to ensure suitability. **REDACTED** of KW time is modelled as peripatetic, which enables staff to go to where the customer feels most comfortable. KWs are equipped with mobile equipment (e.g. internet-enabled laptop, phone, printer/scanner), enabling full service delivery. This ensures parity of service, with participants from rural/low demand areas receiving the same service level as those in urban/high demand areas. All participant attendance, activity, progression and satisfaction will be monitored by our Service Manager to ensure parity is achieved.

Rationale: Our outreach model provides staff the freedom to tailor services to align with participants' personal circumstances, particularly important for those with mobility restriction. It also ensures **full coverage and consistency**, with sites covering all local district areas not directly

covered with a Hub, including low demand, rural areas (e.g. Ribble Valley) and isolated coastal towns (e.g. Fleetwood). This ensures that, regardless of geography, all participants will have F2F access to their KW within 45 minutes travel time; and access to the same type, frequency and intensity of interventions.

4. Use of existing premises

Our solution assures day one (02/12/19) deliverability by leveraging existing GC sites (all three Hubs are existing GC delivery locations). Implementation plans build in sufficient time to confirm arrangements for outreach sites. No new premises need to be secured. GC's Estates Manager has conducted an initial due-diligence to determine the capacity and resource requirements of IPES against existing usage and confirmed that each site can meet the forecast volume levels including upper/lower scenario tests. The benefits of incorporating within GC's existing Hub sites include cross-referral between relevant contracts (e.g. ability to refer IPES participants to our Skills Support for the Unemployed contract); and a reduction in overhead - co-location in GC offices reduces service charges **REDACTED** allowing additional investment in frontline service delivery.

IPES delivery will be in a dedicated, visible space. In outreach sites, KWs will bring their laptop/supporting materials to dedicated, working areas separate from other services. In the unlikely event that office space no-longer becomes available, the contingency measures outlined below will be deployed.

5. Contingency for demand fluctuations

GC have planned for monthly referrals using DWP's flat profile of starts. In the event of very high fluctuations **REDACTED** or unforeseen unavailability of accommodation, GC's contingency plans are as follows:

- Use additional GC offices as Hubs (e.g. we have 9 premises in Greater Manchester alone)
- Negotiate additional/more permanent fixed/outreach agreements with lease holders or stakeholders/partners

If volumes fall substantially below projected **REDACTED** we can scale down our outreach locations accordingly.

Questions 1.4.14 - Human Resources, Recruitment & Training

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

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

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

- How you will manage your staffing level as participant volumes increase and decrease over the life of the contract.

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

Questions 1.4.14 - Human Resources, Recruitment & Training

To deliver and manage the Intensive Personalise Employment Support (IPES), The Growth Company (GC) will deploy, recruit and train a high-quality, high-performing team, applying 20+ years' North West (NW) experience successfully delivering employability and health contracts. GC's workforce model has **REDACTED** Full Time Equivalent (FTE) staff, 85% will be Participant facing, creating our 'Team around the Participant' (TAP) model for improved outcomes. **Key IPES roles include:**

Operations Manager **ROLE (R):** management of IPES to meet Critical Success Factors, outcomes and Customer Service Standards. Single/dedicated point of local leadership for IPES in NW.

COMPETENCIES (C): Performance, quality and people management; strong communications. GC's **REDACTED** (20 years' relevant experience) will fill this role. **Full Time Equivalent (FTE):** **REDACTED**

Service Manager **R:** to manage IPES day-to-day, coordinate four Lead Advisors and IPES Specialist Panel members, drive referrals, best practice and monitor service quality. **C:** Results orientated; performance management; people management; **FTE:** **REDACTED**

Lead Advisors **R:** to supervise the work of the **REDACTED** Key Workers (**REDACTED** ratio) and manage a small caseload of participants (av. **REDACTED**) with the most complex needs. **C:** Case management/workflow expertise, management, and direct experience of dealing with multiple conditions. **FTE:** **REDACTED**.

Key Workers (KWs) **R:** To support participants with an average caseload of **REDACTED**, equipping them with the skills/confidence to move into work/delivering In-Work Support. Conducting Initial Assessments (IA), co-designing/reviewing Action Plans, integrated/multi-agency working and sequencing support to meet complex needs. **C:** Working with multi-barriered clients/welfare-to-work/health/disability background; building rapport; co-case management; solution/results orientated. **FTE:** **REDACTED**.

Engagement & Integration Officer **R:** to leverage GC's regional relationships (e.g. every Local Enterprise Partnership, Local Authority (LA) and 30K NW businesses) and established integration model (e.g. used for Greater Manchester Combined Authority's (GMCA) Working Well for 4+ years) to integrate services for participants. Working with LAs (e.g. GM Integration Boards) to establish pathways into Sustainable Support Networks/aligned health support. **C:** Influencing others, Disability Confident, understanding NW regional services landscape **FTE:** **REDACTED**.

Employer Engagement Consultant **R:** To provide a quality/bespoke recruitment service to employers, sourcing sustainable placements/jobs. **C:** Influencing skills; Sales experience/relationship management/pipeline development. **FTE:** **REDACTED**.

Financial Inclusion Officer **R:** To provide benefits/debt advice, access to entitlements, support participants as they increase earnings/manage UC, building financial capability e.g. personal/family

budgeting. **FTE: REDACTED** Self Employment Specialist R: to provide high-quality start-up advice and assistance to participants. **C**: wide ranging business/start-up experience, commercial awareness, cashflow forecasting. **FTE: REDACTED**. Quality & Compliance Officer R: leads on compliance, data integrity, quality management and overseeing consistent application of IPES/GC policies **C**: Methodical approach, an eye for detail and proficient with IT; **FTE: REDACTED**.

Ensuring all IPES staff have relevant skills/experience: GC has tried/tested workforce requirements, JDs, role behaviours/qualifications and have co-designed the model with IPES Specialist Panel partners (e.g. **REDACTED**, neurodiversity specialists) to enhance our skills pool/training. Frontline staff will be expert in IA/Action Planning (e.g. with NVQ level 4 in Advice & Guidance) case-conferencing (as applied in GC's Working Well service) and expertise in integrating/sequencing support in multi-agency programmes. All Lead Advisers will have relevant experience and undertake, role-specific tests/diagnostics (e.g. action plan development, motivational interviewing). GC will leverage IPES Specialist Panel capabilities for staff training e.g. **REDACTED** GC will deploy our values-based recruitment methodology (e.g. psychometric testing on aptitude/behaviours such as care/resilience) to select candidates. A Quality & Compliance Officer will manage recruitment/appointment/ongoing staff training, ensuring all appointments meet GC criteria and role requirements. **Average Caseloads and Staff/Participant ratio rationale:** GC has developed our average caseload and staff to participant ratio based on: 1) Resource planning of estimated time/support requirements for each participant, including conducting assessments/ action planning; face-to-face (F2F) support; supported job search/job preparation; joint working with JCP and aligned agencies. 2) Outcomes/in similar GC contracts with similar cohorts (e.g. **REDACTED** job outcomes to date). 3) CRM analysis to establish correlation between caseloads and performance. GC has used this baseline data to determine optimal IPES resourcing, achieving outcomes without over-resourcing. 4) Greater performance from TAP. Alongside intensive/dedicated participant KW support (min. 3 hours F2F per participant per month and more, where greater intensity is required), our TAP model widens the skills/resources to meet interrelated needs, including social isolation. This enhances engagement/improves F2F time to increase IPES intensity with an average caseload for each KW of **REDACTED** Flexible short-term resource transfer across all delivery areas to meet KW shortfalls (e.g. due to attrition or referral spikes) will keep caseload size consistent. **KW consistency:** Each participant will have a dedicated KW/Lead Advisor throughout their time on the programme. Our approach includes: **1) Robust IA processes and staff**

scheduling to ensure we assign participants to the right person (e.g. with specialisms, experience and time), first time; **2)** Providing supportive/challenging management. Our structure includes Lead Advisors to supervise/support KWs and deliver directly (providing exciting varied roles that KWs can progress in). **3)** GC will be the single provider of KWs, which will support consistency through one management, training and performance framework. **4)** All KWs will have contracts tied to the IPES term. GC's model supports geographical equity/consistency through minimum guaranteed contact times, range of contact options and Skype/video conferencing to increase choice and reach. **REDACTED** of KW time will be available for outreach.

Recruitment requirements and Strategy: Our position is that TUPE will apply. Numbers of additional staff required to meet our staff resource profile will be assessed during mobilisation. We will run a parallel recruitment process to generate a pipeline of candidates (with all roles filled via TUPE first as applicable). For initial recruitment, and throughout the contract lifetime, GC will: 1) Review our Applicant Tracking System which has a list of shortlisted candidates for key roles (e.g. KWs); 2) Advertise roles internally/externally, leveraging our NW presence (e.g. links with 300+ NW community/health organisations); 3) Screen applicants, with support from Specialist Panel; 4) Run a competency-based assessment centre/interviews for shortlisted candidates; 5) Offer contracts subject to Refs/Baseline/DBS/Right-to-Work checks.

Training: 1) Induction Training (overseen by GC's Learning and Development Team and co-designed with IPES NW Specialist Panel) will comprise e-learning and 30 hours classroom time for all staff. This will embed knowledge of the IPES contract, main requirements/CCS and support KWs to deliver a high-quality client journey (covering IA diagnostics, 1:1 Action Plan development, motivational interviewing, integrating with local services/sequencing interventions). Induction will include compliance practices such as Data Security and Safeguarding. 2) Ongoing CPD: IPES staff can access 500+ courses through our Career Growth Programme, (including Institute of Employability Professionals content) on our e-learning platform. Staff will benefit from specialist training, coaching and work shadowing provided by IPES Specialist partners, e.g. **REDACTED** Line managers work with staff to co-design Personal Development Plans: setting goals, training, support and metrics to improve efficiency and outcomes for clients. Staff progress will be monitored via monthly coaching/reviews and an Annual Performance Review.

Staff Retention: Alongside competitive salaries, GC offers critical illness cover, childcare vouchers, discounts and flexible working to help staff improve work/life balance. GC's reward and recognition culture is underpinned by **REDACTED** dedicated annually to recognition activities including: Annual Celebrating Excellence Awards (across 6 categories e.g. Excellence in Inclusion) and Monthly Valued STAR Awards (for staff who go above/beyond in their roles at GC) with winners receiving a certificate, gift-voucher and celebration lunch. Robust, transparent performance management procedures ensure managers/staff have focused and structured performance conversations that give staff the opportunity to excel. GC provides services across the NW region and is therefore able to provide long-term career prospects for high-achievers. Staff are encouraged to take ownership of their own development and access funded in-house/external training.

Managing sickness and annual leave: GC has built caseloads to respond to sickness and absence and costed **REDACTED** days annual leave per employee. We will mitigate unplanned absence through: **1)** Robust HR and safeguarding policies to support/ protect staff (e.g. structured case conferencing of complex cases by team managers) **2)** Getting the basics right, including manageable caseloads to reduce stress; and regular appraisals so that staff know what is expected of them; **3)** Effective HR systems/processes, including a leave management policy requiring staff to book holidays in advance; **4)** Investment in a staff health and wellbeing offer. Contingency arrangements include assigned Lead Advisors who are known to participants and can provide service continuity when their KW is unavailable.

Managing staff levels: GC has protocols to deal with fluctuating participant volumes and is experienced at working with DWP, JCP and other referral partners in managing resources to meet demand (e.g. on Working Well we moved KWs from Trafford (low volumes) to meet high demand in Salford). It is a significant advantage that GC employs **REDACTED** KWs in the region who can be flexibly redeployed as necessary. The EOI will monitor fluctuations through regular JCP engagement and via detailed MI analysis/ forecasting. We have built flexibility into our model, ensuring that front line staff have short term capacity to increase/decrease caseloads to respond to customer flows. 1) Volume increases are managed through: • pre-identified Candidate Pools to enable rapid vacancy filling • deploying Lead Advisors and KWs from other programmes where this will not impact delivery. 2) Low volumes are managed through: • our agile staffing methodology, e.g. KWs travelling across a range of locations based on demand • flexible short-term resource transfer across all delivery. GC will use our MI system to monitor

throughflows, caseload sizes and take remedial action (e.g. invest in new staff) if caseloads increase above the threshold.

Question 1.4.15 - Management Structure

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

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

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

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

Question 1.4.15 - Management Structure

1. Organisation chart and management arrangements The Growth Company (GC) has an existing, experienced leadership and management team in place led by Managing Director (Employment) **REDACTED**. **REDACTED** has ten years' experience leading large scale, complex employment and specialist support programmes in the North West (NW), accountable for high performing provision including) **REDACTED**; **REDACTED** ESF (DWP); Work Choice (Shaw Trust/DWP) and Work and Health (**REDACTED**). **REDACTED** will drive IPES quality and performance through a dedicated management and delivery team reflecting the following design principles:

- **Prioritised investment in Key Worker (KW) roles** to create lower caseloads, higher quality interaction between participants and KWs, and more effective, personalised support pre-and post-job start, with KW volumes mapped to concentrations of forecast participants, i.e. **REDACTED** FTE KWs operating in GMCA and Liverpool City Region (LCR).
- **Creation of Lead Adviser roles** to (in addition to managing their own caseload of participants with the most complex needs) provide additional coaching and management support to KWs. They will support the quality of assessments, case management and progression of participants through observation of case work practice, Action Plan reviews, and co-case conferencing complex cases
- **Investment in dedicated teams designed to engage:** stakeholders (Engagement and Integration Officer), ensuring participants access the right service at the right time locally; and employers (Employer Engagement Consultant), enabling participants to access jobs contextualised to their specific aspirations/needs
- **IPES performance management** through the Service Manager role, accountable for the quality and performance of direct delivery and our network of specialist delivery partners, ensuring alignment and consistency of practice across direct/partner delivery, reporting to the Operations Manager and GC's wider performance management and governance arrangements
- **Leveraging GC's corporate services** (e.g. Human Resources, Information Technology, Supply Chain/procurement, Learning, Estates, Safeguarding) to provide back office and enabling functions without burdening the IPES contract with a significant overhead. These are functions rather than specific roles to maximise flexibility and responsiveness (e.g. peaks/troughs in activity over the contract term). In addition, our **IPES Specialist Panel** of leading disability organisations (e.g. **REDACTED**) meets quarterly to provide expert oversight of the contract, challenging and supporting delivery, evaluating the efficacy of support interventions, ensuring consistency of support across the CPA, identifying new and emerging needs and sharing best practice.

2. Capacity to manage provision alongside existing/future commitments

GC delivers multiple employment related contracts in the NW region, providing a strong foundation to deliver IPES. We have an existing senior management infrastructure in place (reporting into **REDACTED**), with contract-specific separate management teams for each contract; existing management events (e.g. weekly performance reviews, consistent management information reports, board oversight etc); significant delivery capacity (including **REDACTED** + existing employment-related services staff in the NW); and GC's corporate services are headquartered in Manchester. In this context, we have undertaken a review of management and resource capacity to support IPES in the NW and our corporate services: **>Capacity to deliver IPES against existing commitments:** we have in place a forward resource plan and allocate delivery staff resource against specific contracts/roles, minimising cross-contract roles to ensure accountability and focus. All IPES frontline delivery roles (transferred following TUPE and newly recruited in the case of gaps) will be dedicated to the contract. At a management level, we have forecast the impact on existing workloads and included backfill arrangements within our mobilisation transition transformation (MTT) proposals and then shift to steady-state. **>Capacity to deliver IPES against future commitments:** we operate 12-month rolling staff/cashflow/resource forecasts with bid pipeline management held at Senior Management Team level with direct Board oversight. To ensure capacity to deliver IPES, we will deploy ringfenced mobilisation resource, separate from the ongoing current contract delivery; and oversee MTT activity via GC's Steering Group. **>Delivery partner capacity to meet existing/future commitments:** As part of our due-diligence process we have reviewed strategic and delivery partner capacity/capability to deliver IPES alongside existing commitments. This will be reviewed again at MTT to ensure no change of circumstance.

3. Systems and processes to prevent fraud

GC has well-established systems and processes to capture, record, audit and report on contractual performance guided by GC's Anti-Fraud policy. This includes:

>Attendance records / action plans and participant consent: KWs are required to obtain written consent from participants at their initial meeting. KWs are responsible for recording all attendance records online through our MI system (E-Syncs). Action Plans will be reviewed and electronically signed in E-Syncs by participants at each meeting. **>Evidence to support claims for outcomes:** Employer Engagement Consultants are

responsible for contacting employers to verify starts, and recording information on E-Syncs, including employer/business name, identifier, job title, working hours, start/end dates and contact name/details. We have existing workflows for recording claim information, including mandatory contact with employer before payment request is generated. Our central contract compliance team independently verifies claims (including for Special Customer Record Participants and Self Employment (SE)) and processes them via PRaP. **>Evidence to prevent fraud for participants in SE:** GC's SE support will enable us to create auditable artefacts to support evidence of SE jobs. i.e. SE Support Plan; support with HMRC registration; business planning, business account set up and support; production of materials and invoicing for business purposes; work with DWP for Govt Gateway support for SE, KW and GC's SE Advisor's ongoing In Work Support to SE participants will also confirm evidence of continued trading. **>Evidence to provide participant eligibility:** Following referral from Jobcentre Plus an initial appointment will be booked with the participant, and they will be required to bring relevant documentation to prove eligibility (e.g. name, address, right to work and reside, evidence of benefit claimed). KWs will then review the evidence and record the details onto E-Syncs, completing and submitting claim forms. Our central contract compliance team reviews start details on our Management Information System against PRaP referrals. **>Audit and assurance:** Our central contract compliance team, with separate accountability directly to the Managing Director, conducts a substantial programme of audits of all relevant programme documentation recorded on E-Syncs, analysis of financial verification, alongside paper-based checks. This includes risk-based site/organisation inspection visits; observations of KW engagement with participants; review of signatures and other evidence collected by KWs.

Question 1.4.17 - Implementation	
<p>Please provide an implementation plan in the form of a detailed Gantt Chart to be attached at Appendix 5 showing the critical path and interdependencies with supporting narrative.</p> <p>Please confirm you will be ready to receive first referrals from Jobcentre Plus on 2nd December 2019 and evidence how you will ensure the required standards for the contract are met from the start of referrals.</p> <p>Your response should include as a minimum, but not be limited to:</p> <ul style="list-style-type: none">• Confirmation of your ability to commence delivery on 2nd December 2019 (first referral date) and be ready to start providing services in Accordance with the Authority's requirements.• Key milestones and timescales for activities including start and end dates for each activity and the position of the person responsible for each activity.• The timeline for staff recruitment and training.• The timeline and key activities to secure and set up your proposed delivery locations.• A narrative to expand on the Implementation Plan which: identifies all key risks (e.g. delays to securing premises, recruiting staff, IT etc.); provides a RAG (Red, Amber, Green) rating for each of these; and explains how they will be mitigated and managed, including the timeframe for doing so to ensure that service delivery will commence on your proposed date. <p>Please note that a page limit does not apply to the implementation plan to be provided at Appendix 5.</p>	
<p>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.</p>	

Question 1.4.17 - Implementation

The Growth Company (GC) can confirm that it will be ready to receive referrals from Jobcentre Plus on 02/12/19 and start providing services in accordance with the Authority's requirements. We will deploy a mobilisation approach adopted in over 60+ successful implementations (Total Contract Value (TCV) REDACTED) since 2015 including: **a) REDACTED** (2018) across the North West CPA (TCV REDACTED) to engage/support REDACTED voluntary starts pa; **b) 6 concurrent European Social Fund implementations (2019) REDACTED REDACTED starts.**

Key Milestones/Timescales To ensure contract readiness and required standards are delivered, GC's Senior Implementation Manager (REDACTED) has developed an Implementation Plan/Gantt Chart (Appendix 5) built around PRINCE2/Managing Successful Programme methodologies. Appendix 5 provides visibility of key milestones (M1 Pre-Implementation Planning; M2 Implementation Planning (end of standstill); M3 Service Delivery Commencement) and 8 workstreams/activities/timescales/leads including the following:

>Governance: REDACTED (10+ years' experience). Key activities: Implementation steering group established 14/03-18/03; Development of detailed implementation plan 18/03-05/04; Implementation closure 02/12-02/03 (2020) **>IT:** (REDACTED Head of IT with 19+ years of IT leadership). Key activities: REDACTED /E-Syncs configured 30/08-19/09 REDACTED /E-Syncs aligned to IPES requirements 20/09-14/11; Staff equipment issued 02/12; Digital systems operational by 25/11 **>Quality & Compliance:** REDACTED (Head of Quality & Compliance, Institute of Internal Auditors Certified). Key activities: Performance management & compliance systems/processes set up 16/09-18/10 and finalised by 04/11 **>Service Delivery Model:** REDACTED (Operations Manager with 20+ years in the welfare to work sector). Key activities: Service delivery materials drafted 29/08-25/09, Service delivery materials approved by 02/10; Service delivery materials finalised by 09/10; Learner travel, childcare, replacement care fund set up by 07/10; ABL health advisor go live by 02/12 **>Strategic/Delivery Partners:** REDACTED (Service Manager 15+ years in welfare to work). Key activities: Refresh due diligence 29/08-13/11; 1-2-1 meetings arranged with strategic/delivery partners to finalise requirements 12/09-12/11. Training on digital systems 13/11-29/11

Timeline for TUPE, Staff Recruitment and Training GC's position based on legal advice is that TUPE will apply, and additional recruitment will be required to meet our staff resource profile. GC's TUPE process reflects/adheres to all TUPE Regulations 2006/2014 and is compliant with the ACAS Code of Best Practice Four Stage TUPE Transfers guidance

via the following activities: **1) Pre-Transfer:** Analysis of published ELI; prepare plan (29/08/19). **2) Preparing for Transfer:** Updated ELI; initial engagement; transfer consultation; formulation of measures; Measures communication; confirm employees (02/12/19). **3) Transfer:** Staff welcome; induction; training on systems/processes/model (02/12/19). **4) Post Transfer:** Ongoing engagement; skills development planning; coaching (02/12/19 onwards). In addition to the TUPE process we will run a parallel values-based recruitment process to generate a pipeline of candidates (with all roles filled via the TUPE process first as applicable). Recruitment will consist of: **a)** Agree job profiles/person specification based on IPES requirements by 10/09; **b)** Advertise widely via multiple channels (e.g. supplier **REDACTED**) by 12/09; **c)** Manage the application process (additional tests/diagnostics) by 25/09; **d)** Manage selection process incorporating – screening; shortlisting; two-stage interviews; and Disclosure and Barring Service/Reference checks/Right-to-Work checks from 25/09 to 06/11 **e)** Employment welcome packs and inductions by 02/12 for non-TUPE roles. Roles not filled via TUPE will be recruited into post 02/12. **>Training:** our training and Continuous Professional Development (CPD) methodology will consist of: **>Induction:** setting out the GC values completing mandatory e-learning assessments (e.g. safeguarding, health & safety) by 02/12 **>Job specific training:** mapped to IPES specification requirements (embedding knowledge of the IPES contract/requirements/customer service standards). This includes specialist Key Worker (KW) training through GC's KW Academy (e.g. building positive social networks) by 13/12. **>Specialist training from strategic partners:** including training by **REDACTED** covering Neurodiversity; Dyslexia; Dyspraxia; Autism Spectrum; Mental Health by 13/12. *"Senior managers have implemented an exceptionally well considered CPD programme."* (Ofsted 2017).

Timeline and Key Activities for Proposed Delivery Locations GC will use our existing premises (200 fixed/outreach venues) across the North West, ensuring full coverage ahead of 02/12/19 (service delivery commencement):

>Fixed: Existing delivery locations finalised for delivery by 15/11. Achieved through; Site visits carried out for 1:1 meetings/events by 10/10; IPES suitability evaluations to ensure site accessibility for all customer needs (e.g. DDA compliant) 07/11; Reviewed/finalised as per DWP Branding guidelines 14/11.

>Outreach: Reconfirm agreements with community outreach locations by 14/11.

Implementation Risk Plan Our ISO31000 Risk Management Standards provide a granular analysis of risks identified by workstreams. Our Implementation Steering Group (chaired by **REDACTED**) will update/identify risks/issues at weekly meetings, plan mitigating actions (ownership/timescales) and map interdependencies. Risks are reviewed weekly to check contingency plans, requirements for additional escalation (e.g. to DWP) and additional resource commitments. All risks are (Red (R), Amber (A), Green (G)) rated and mitigations established. The top three risks within our draft Risk Plan are highlighted below:

1) Staff not ready to deliver GC's IPES model: RAG: (A) Mitigation: Structured TUPE process to support and induct transferring staff including training on GC's IPES model and the critical differences in approach. Similarly, for recruited staff, a tailored role specific induction and training programme. **Contingency:** Transfer on a temporary basis specialist resource from related services (e.g. ESFA ESF Skills SSU, or **REDACTED**) invest in additional training resources; increase the role of partners in supporting early referred participants **Timeframe:** 29/08-02/12

2) Premises not secured for delivery: RAG: (G) Mitigation: We will leverage existing premises (3 dedicated IPES sites (e.g. Preston) and will reconfirm agreements with our 197 community outreach locations (14/11/19) ahead of service commencement (02/12/2019). **Contingency:** GC have a 3-tier contingency plan for premises; 1) A bank of 10 existing GC NW premises (Hubs) which can be used as reserves if required; 2) 'Hyper Local' meetings, making use of locations near to participants (e.g. café's, libraries); 3) more face to face home based meetings (e.g. participants with anxiety) **Timeframe:** 29/08-15/11

3) Case Management System/Customer Portal Server Failure: RAG: (G) Mitigation: GC's case management system (E-Syncs) and customer portals (**REDACTED**) will be configured (19/09/2019) and aligned to IPES security requirements (14/11/2019) to underpin delivery for IPES. **Contingency:** Cloud hosted back up servers available **Timeframe:** 29/08-25/11.

Question 1.5.2 - Delivering a Personalised Service Tender Assurance

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

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

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

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

Question 1.5.2 - Delivering a Personalised Service Tender Assurance

Section redacted in entirety

**Question 1.5.3 - Stakeholder Engagement & Management Process
Tender Assurance Question**

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

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

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

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

Question

Section redacted in entirety

Question 1.5.4 - Jobcentre Plus Engagement Process Tender Assurance Question	
<p>Explain how you developed and maintained a strong relationship with Jobcentre Plus in order to assist in the delivery of services to participants under your DWP Employment Programme Contract. You should redact all participant personal data that you provide to DWP as part of your responses. Your response should include as a minimum:</p> <ul style="list-style-type: none">• How you worked with Jobcentre Plus in order to obtain a clear understanding of participants needs and/or barriers to work;• How you supported participants during the transition from Jobcentre Plus to your organisation in order to foster the confidence of participants;• How you ensured ongoing interventions with Jobcentre Plus were tailored and meaningful in order to improve the support provided to participants;• The steps you took to ensure services could continue to be delivered to participants during periods when Jobcentre Plus was less able to provide support (e.g. due to pressures on Jobcentre Plus resources, system outages, etc.);• The lessons you learnt and how you embedded these lessons into your ongoing delivery.	
<p>The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will not be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.</p> <p>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.</p>	
Question	

Section redacted in entirety

Question 1.5.5 - Employer Engagement Process Tender Assurance Question

Explain:

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

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

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

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

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

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

Question 1.5.5 - Employer Engagement Process Tender Assurance Question

Section redacted in entirety

Question 1.5.6 - Service Delivery – Adapting to Change Tender Assurance Question	
<p>Provide an example of when you have successfully adapted your delivery and/or business model to respond to significant changes in external factors outside of your control (e.g. changes relating to politics, local demographics, or the economy). Your example should be drawn from your DWP Employment Programme Contract, and should include as a minimum:</p> <ul style="list-style-type: none">• The process you followed to deliver that response effectively;• The risks associated with the process which you used;• How you ensured your delivery of services to participants was not affected;• How you ensured you continued to meet the performance and service levels of your DWP Employment Programme Contract;• The timeframes in which you managed the change;• The lessons you learnt and how you embedded these lessons into your ongoing delivery. <p>You should redact all participant personal data that you provide to DWP as part of your responses</p>	
<p>The answer to this Tender Assurance ITT Question will be included in the quality evaluation but will not be subject to Commercial Dialogue or open for amendment in the IPES Final Offer.</p> <p>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.</p>	
Question 1.5.6 - Service Delivery – Adapting to Change Tender Assurance Question	

Section redacted in entirety

Question 1.5.7 - Performance Management – Continuous Improvement Tender Assurance Question	
<p>i) Explain what steps you took, under your DWP Employment Programme Contract, to continuously improve the ways in which you delivered the contractual services to participants throughout the entire contract period, and how this directly contributed to performance improvement (i.e. improvement to contractual Minimum Performance Levels (MPLs) / Key Performance Indicators (KPIs)).</p> <p>Your response should include as a minimum:</p> <ul style="list-style-type: none">• How you identified the area(s) where changes could be made in order to improve service delivery and performance;• The process you adopted for implementing the changes needed to improve service delivery and performance;• How you monitored the effect of the changes you made;• The lessons you learnt and how you embedded these lessons into your ongoing delivery. <p>ii) Provide an example of how you recovered performance after a significant failure to meet contractual Minimum Performance Levels (MPLs) / Key Performance Indicators (KPIs), this must demonstrate a failure that resulted in you implementing internal performance improvement activity. Your example should be drawn either from your DWP Employment Programme Contract, or another contract that you hold with DWP for the delivery of employment related services.</p> <p>Your example should include as a minimum:</p> <ul style="list-style-type: none">• How you identified the nature and scale of the underperformance;• The approach you took to improve performance and the timescales that were involved• How you monitored progress and the reporting arrangements you put in place• The lessons you learned and how you embedded these lessons into your on-going delivery <p>You should redact any participant personal data that you provide to DWP as part of your response.</p>	

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

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

Question 1.5.7 - Performance Management – Continuous Improvement Tender Assurance Question

Section redacted in entirety