

2.4.1 Delivery Proposal for Lone Parent Support IS/JSA – South West Wales JCP District

Supplier Name:

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

1. Details of how you propose to engage with JCP Advisors, with regards to handling initial referrals, method of contact and time scales for taking forward the provision;
2. Details and design of the 8 weeks provision and how this will help claimants -
 - Instil good work ethics including effective communication, team working, time keeping and personal presentation;
 - Increase work capability -basic computer skills, knowledge of what employers want; work experience and retraining opportunities;
 - Produce a CV, job searching - Universal Jobmatch, applying for jobs including on-line;
 - Increase and maintain claimants motivation, address confidence levels and low self-esteem, improve assertiveness;
 - manage current circumstances including balancing caring responsibilities, work/life balance and money management,
 - improve interview skills (mock interview techniques and feedback),
 - Create a personal action plan and identify future actions;

An outline description of the systems your organisation will use to administer the provision effectively (e.g. keep accurate and auditable records on claimants, outcomes, claims etc) and to gather / analyse / act upon claimant feedback.

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

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

1)Gingerbread will work closely with JCP district and office managers in order to arrange initial office visits from day one of contract award. This will include Gingerbread Project Officers engaging directly with Work Coaches (WCs) through office meetings and providing specific marketing materials for them to refer to when discussing the programme with their customers.

Provision timescales will be clearly communicated from day one, allowing Work Coaches the ability to refer directly into the most suitable course. Referral methods will be discussed after contract award, but it is expected that WCs can refer into a specific course through an opportunity number. Once Gingerbread has been notified of the referrals (either through a nominal roll or through notification by some other method i.e. email), our Project Officers (POs) will contact each potential customer by telephone within 5 days to: explain the content of the course; ensure the customer understands their commitment; and to help them with any issues that may need resolving prior to attendance such as childcare or travel. The telephone conversation will also function as an initial interview in order to establish the customers' skills, experience and suitability for the course and is therefore a key part of the contract delivery model. This process has been used in many other contracts where referrals are solely through JCP and courses run this way are usually over-subscribed due to their popularity and these methods. We are therefore confident that it will work both to attract customers who will benefit from the provision, and to then retain them on the programme. The method of contacting customers directly was introduced to reduce drop out between referral and start, and also to prepare the customers fully so that when they do start they are less likely to drop out (our programmes typically have a retention rate of between 90% and 92%). It establishes an initial rapport between customer and Project Officer, and allows the PO to make a start on forming the action plan which will guide the customers' whole journey through the provision. The below initial profile is subject to change based on discussions with DWP after contract award. We have taken into consideration school holidays and travel needs in order to maximise single parents' ability to fully commit to attendance on the programme.

PROFILE

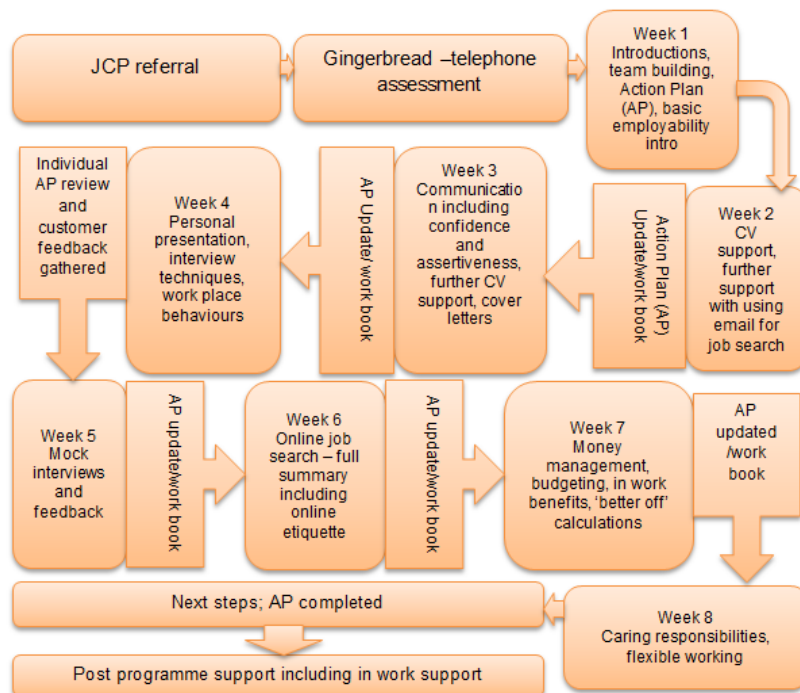
G=Gorseinon M=Morrison

April	May	June	July	August	Sep	Oct
	G1 M1				G2	G3

2)The content of the programme incorporates all the elements required by the specification in addition to being enhanced by our unique specialist knowledge of working and supporting single parents, helping them to move closer to the labour market and to progress into employment.

Gingerbread has been delivering employment focused programmes for single parents in partnership with Marks & Spencer since 2004; we have worked with 4,665 single parents in that time supporting an impressive 48% of these into employment

Model overview All delivery stages will have embedded single parent specific elements based on our extensive knowledge of working with single parents and supporting them into employment.



Each week will begin with a short icebreaker and welcome, to encourage a strong group dynamic and help create a peer support network within the group. They will all also conclude with the completion of a 'lessons learnt' summary sheet by each customer. This will be submitted to the Project Officer for their comments and form part of the single parents' workbook which contributes to their overall Action Plan (AP). After week 5 (or earlier if considered to be highly job ready), customers will also be able to access support from an Employer Engagement Officer, who will provide individualised job search support and discuss employment sector progression options.

Week 1 *Begin to create a personal Action Plan and increase and maintain claimants' motivation, address confidence levels and improve assertiveness.* A full introductory session will be held with the purpose of establishing a group dynamic and building the initial confidence and motivation of each individual as part of the group. This will include a number of exercises based around our assertiveness and life skills course modules. The POs will begin each customer's Action Plan and discuss with the single parent any particular needs or barriers which might impact on their ability to complete the course. Information gathered will include a list of which customers have email addresses and what support they need with their CV, which will be used to inform the next session.

Week 2 *Produce a CV, improve basic computer skills, and increase knowledge of what employers want.* This will involve a full and detailed look at each customer's CV, including adding email addresses where appropriate. We will address concerns such as how to detail gaps in employment caused by childcare and how to represent the transferable skills gained as a single parent. We will get the parents to consider how their CV is viewed, including taking part in exercises to demonstrate how an employer may sift through applications. Those who have IT limitations will be given a short basic IT

session to support them to participate in the rest of the provision and to help them with their ongoing job search.

Week 3 *Instil good work ethics including effective communication and team working, to address confidence levels and improve assertiveness.* This week will include further work on confidence and motivation, including further assertiveness training. As part of this session we will work on appropriate communication and how different methods of communication are perceived. The second part of the session will be a final look at each CV and covering letter exercises.

Week 4 *Improve knowledge of work experience and re-training opportunities, improve interview skills, instil good work ethics including time keeping and personal presentation.* The group will work together to identify good workplace behaviours, including a discussion on self-presentation and timekeeping. All will be asked to dress appropriately for their mock interviews in week 5. Individuals will be asked to think about what they might need to do to develop their skills in order to be attractive to employers, such as work experience; this will be expanded on in their final AP meeting. The final session will run through interview techniques including good and bad examples in preparation for week 5. [NB social media moved to week 6 to fit with online session]

Week 5 *Improve interview skills, address confidence levels and self-esteem.* All customers will participate in a mock interview, however the session will begin with a confidence building exercise in order to provide a boost for those who may feel nervous about participating. All members of the group will feedback verbally and a summary of the feedback will be written up and will form a part of their work book/action plan.

Week 6 *Understanding applying for jobs online including Universal Jobmatch.* This week will include a full summary of how to look for jobs online, including further individual support for those who have difficulty with basic IT. Project Officers will ensure that all customers understand how to access Universal Jobmatch, and are provided with advice about how to use it effectively. POs will help customers to sign up for relevant job alerts and will talk through the advantages and disadvantages of using social media and the importance of understanding how your online presence can affect your job search.

Week 7 *Managing current circumstances including money management.* The Project Officers will work with the customers utilising aspects of our 'mind your money' programme which helps single parents to budget effectively and understand the different complexities of money management both when unemployed and when moving into work. This will include discussion of the implication of Universal Credit (if relevant), in work benefits available and the single parents' obligations when it comes to housing benefit or allowances. 'Better off' calculations can be carried out where relevant.

Week 8 *Managing current circumstances including work/life balance and balancing caring responsibilities. Identify future actions.* Gingerbread is the expert on single parent circumstances and we will run this session to ensure that they understand the impact on their family which may result from progressing into employment. This will include identifying any potential issues which may arise with caring responsibilities and the importance of planning

travel to work to align with school drop off times. We will also ensure they understand their entitlements when it comes to childcare. This may incorporate a short session by the Family Information Service about childcare options in their area. We will talk through any potential issues and any concerns which may still be felt by the single parents about moving into employment, helping them to understand how resilient they can be. All customers will have a final Action Plan meeting where next steps will be outlined including progression to work placements, volunteering opportunities or further learning where relevant. We will help the parents to create their own job search plan and discuss with them any further contact they may require. We will ensure that we contact all customers regularly (at least weekly initially, then every other week after 6 weeks) in order to support them with their job search, or to provide in work support if they have moved into employment. *Throughout the programme and post-delivery all customers will have access to a number of external Gingerbread services including; our single parent helpline for support with complex financial or emotional single parent issues; Gingerbread membership, to access our online peer support forums; online information and guidance on many single parent issues; or the support to start a Gingerbread peer support group.* **Rationale:** Gingerbread are the charity for single parent families and have been supporting and representing the needs of single parents for 97 years. We have therefore decided to deliver the full service by ourselves as we can easily resource this without the need for subcontractors. We have the expertise and reputation among single parents that ensures we are able to engage and make progress with single parents in a way that other organisations are not. We have based the above delivery proposal not only on our knowledge of the barriers faced by single parents, and our knowledge of the local employment opportunities and barriers, but also on our many years' experience of successfully supporting single parents into sustainable employment; our flagship employability programmes consistently help more than 55% of participants into employment.

Our 2014 employability programmes delivered in partnership with Home Retail Group (Homebase and Argos), resulted in 66% of those completing the programmes progressing into employment

Systems Gingerbread delivers programmes across a number of major funders including DWP, SFA, WCVA, London Councils, Big Lottery and ESF co-financed programmes. We are therefore highly experienced at keeping accurate and auditable records. All customer data is recorded on to a database by a security cleared member of staff and is closely monitored both by the relevant administrator and by the Programme Manager. Any discrepancy in performance is identified immediately and addressed with the relevant member of staff. All members of delivery staff take part in monthly performance reviews with the Programme Manager and participate in a quarterly contract review meeting (CRM) with all relevant staff where performance trends are identified and best practice shared. These meetings are also used to review customer feedback, which is gathered at key stages of the programme (in this case at week 4 and on completion), and collated and analysed by a member of the administration team. Any 'trends' identified are discussed at the CRM and fed into a remedial action plan, which is reviewed at the POs' monthly performance reviews and at subsequent CRMs.

2.4.2 Premises Proposal for Lone Parent Support IS/JSA Claimants – South West Wales JCP District

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

Your response should include:

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

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

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All delivery will be managed from our Cardiff office and delivered by our South Wales delivery team. Gingerbread delivers all our programmes from local, accessible outreach locations in order to reach single parents within their communities. The below locations are ones which we have sourced through members of staff's local knowledge of the areas and through contacts with our partners. We are therefore assured that they are suitably accessible even for those areas which have limited public transport.

Full address details and facilities

Gorseinon

Gorseinon Institute

44 Lime Street

Swansea

SA4 4AD

Facilities

Training rooms, Kitchen facilities, Wi-Fi access, space for 1:1 interviews. We will bring our own IT equipment

Accessibility

This is within reasonable walking distance from three of the four main primary schools in Gorseinon; Pontbrenin, Gorseinon Infants and Gorseinon Juniors. Parents with children attending Penllergaer Primary would need to take the 141 bus (approximately 30 minutes) and delivery times may need to be altered to accommodate this as they only run once an hour.

Alternative Gorseinon location:

Canolfan Gorseinon Centre

Millers Drive

Swansea

SA4 4QN

Facilities

Modern training rooms, full café refreshment area, Wi-Fi access, space for 1:1 interviews. We will bring our own IT equipment

Accessibility; This is still within a 10 minute walk of the other three primary schools but is closer to Penllergaer Primary – we could potentially provide a taxi share from Penllergaer or it is approximately a 30 minute walk.

Morrison

Morrison Memorial Hall

11 Heol Gwernen

Swansea

SA6 6JR

Facilities

Training rooms, kitchen access, Wi-Fi access, laptops available for our use, space for 1:1 interviews. There is also a day nursery on site which could be useful for customers with young children

Accessibility; This venue is within walking distance of Morriston Primary School and should therefore be easily accessible for customers with children at this school.

Why we consider these premises suitable

We have looked very carefully at available venues in order to ensure reasonable access from all the key areas detailed in the specification and that these venues are accessible distances from local primary schools. We have ensured that all venues have Wi-Fi access and suitable training rooms, other venues which were contacted were unable to provide internet access, making training delivery difficult for this type of provision. We have also looked at public transport accessibility and in some locations may have to adapt the times of delivery to make access easier for single parents. This will be discussed with JCP Work Coaches before being decided. These venues are all currently used for training, support services, and community development activities and therefore are ideally designed for delivery of this type of contract.

Access for customers with mobility issues

We have contacted all the centres to ensure that they are fully DDA compliant and will be able to accommodate delivery with customers who have severe mobility issues. Where relevant we will pay for additional transportation for customers with mobility issues in order to ensure access should this be unable to be accommodated through JCP funds.

Timescales

All listed premises are potential outreach premises that rent rooms by the day/half day. Previous delivery experience suggests that the majority only require 2-3 weeks' notice, which is sufficient time to set up and prepare the first course as required. All materials and equipment are fully portable and can be moved to the location by the Project Officer/Employer Engagement Officer as needed. We do not anticipate there being any issues with timescales; we have contacted all venues and given them provisional dates so that we can immediately reserve the areas on contract award.

Access for customers in rural areas

Wherever possible we have tried to locate our premises in areas which will still be accessible to customers living in areas with limited public transport and accessible from school 'drop off' points. Our delivery times are flexible to accommodate any difficulties that may arise, particularly with bus timescales (this is noted above in the address section). Where necessary we will pay for any additional travel expenses which may arise if this falls outside of JCP's allocation (for example taxi share where necessary) and we have budgeted for this. We have provided an alternative location for Gorseinon which may be more accessible for customers whose child is attending Pennllergaer Primary to allow for maximum flexibility, the final location decisions will be made in consultation with JCP Work Coaches after contract award.

2.4.3 HR Proposal for Lone Parent Support IS/JSA Claimants – South West Wales JCP District

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

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

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

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FTE: *Head of Programmes Wales* 0.10. *Programmes Manager* 0.20. *Project Officer (PO)* 0.75 (this equates to one PO at 0.50 and one at 0.25 to support on days one, four and eight of the course). *Employer Engagement Officer (EEO)* 0.25. *Administrator* 0.25. *This contract will overlap the completion of a previous contract which has been funding a comparable service in Wales and we would therefore be able to fully resource this programme using existing members of staff.* **Rationale for volumes;** the above numbers are based on one Project Officer delivering all four courses with support on strategic days from an additional PO and from the EEO. We have based these numbers on our extensive experience of delivery in Wales including 'Growing Together' (Big Lottery) and ILM and Engagement Gateway contracts (WCVA). It takes into account travel times for our delivery staff. Delivery staff must have at least 5 years' experience of working with disadvantaged unemployed people and supporting them into employment. They usually have or are working towards PTLLS level 4 or equivalent and IAG level 3 or equivalent. All members of staff take part in a number of single parent awareness sessions and shadow full programmes prior to starting delivery with our customers. **Roles and Responsibilities:** ***Head of Programmes Wales;*** Overall manager of the contract and its fit strategically across Gingerbread programmes. Oversees the Programme Manager to ensure contract performance is in line with Minimum Service Levels and performance expectations. Reports to the Senior Management Team through the Operations Director. ***Programme Manager;*** responsible for daily management of the contract and resource allocation. Conducts monthly performance reviews with POs and EEO putting remedial actions in place where required. Monitors performance on a daily basis, addressing any identified cause for concern swiftly and efficiently prior to any impact on contract performance. Responds to customer complaints where the Project Officer has been unable to resolve them directly. ***Project Officer;*** Delivers the full course including training, action planning and in work support and supports the EEO with job search and progression. Provides regular reports to the Programmes Manager on customer progress, identifying and flagging any performance concerns immediately. ***Employer Engagement Officer;*** Supports single parents with their job search including sourcing and matching suitable vacancies, coaching customers for job interviews, identifying local opportunities, and helping customers prepare for their first day where relevant. ***Administrator;*** Records all data related to the project accurately and securely, ensuring it is readily available to managers. Checks and audits paperwork regularly. Monitors petty cash expenditure and travel claims. Verifies employment outcomes with employers. Submits monthly claims/invoices to DWP for income. ***Central Support Resource;*** A contribution towards the following roles has been included in the budgeting for this contract; HR and Finance Manager, IT Support and Office Manager.

Fit with overall management structure



2.4.4 Knowledge/Experience Lone Parent Support IS/JSA Claimants – South West Wales JCP District

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

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

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

Gingerbread is the charity for single parent families; all of our delivery and support services are designed in consultation with and on behalf of single parents. We therefore have extensive experience of delivering this type of provision to this customer group and our programmes consistently support in excess of **55%** of participants into employment. A specific example is provided below:

Contract Name; Work Programme, subcontracted through Working Links

Duration June 2011 – ongoing (statistics from 2011-2014)

Programme Targets		Programme Outcomes
850 programme starts	101%	860 programme starts
383 job starts	59%	507 job starts
264 jobs sustained	64.2%	325 jobs sustained

This programme is for single parents across Wales, South West England and Scotland who are on the Work Programme. It is a pre-employment training programme which consists of the following key areas:

- Work place behaviours; communication, presentation, timekeeping and team work
- Childcare options, flexible working, in work benefits
- Interview skills
- CV writing/improvement
- Job applications
- Recognising transferable skills
- Action planning
- Life skills
- Money management

We have used some of the elements of the programme to help us create the delivery model for the Lone Parent Support Contract. The training described above is followed by a two week work placement with Marks & Spencer (M&S). During the placement single parents are put through the 'new start' learning and development programme, working to the achievement of standards detailed on Marks & Spencer's coaching cards. On completion customers attend a 'Next Steps' day consisting of job search support and individual job brokerage, application completion, interview skills, CV support and further discussions about employee/employer rights and responsibilities. Single parents who don't move into employment are offered continued telephone support and job brokerage in order to support their further progression. Where single parents have moved into paid employment, Gingerbread Project Officers provide on-going support by telephone and in person where required to maintain a maximum employment sustainability rate. 86% of the above jobs were with M&S, demonstrating the strength of the partnership and our ability to work closely with employers to meet their needs as well as those of our customer group. As can be seen by the figures shown above, this is a highly successful contract. These impressive results are a representative sample of the many programmes Gingerbread has delivered to support workless single parents in the past 97 years. In the last 10 years alone we have put **4,665** single parents through similar programmes.

