[2.6.1] Participant Journey & Provision Content

Please provide a detailed description of the design and content of the provision, including how this meets the requirements listed in section 3 of the specification.

Your response should:

- Provide an outline participant journey to illustrate how you will provide a structured intervention for each individual participant, including those who require a higher degree of support and the intended frequency of these interventions
- Explain how you will ensure that each individual participant will receive regular reviews to ensure that they progress while participating in the provision and achieve a Job Outcome
- Provide a detailed description of the design and content of the provision, including the duration of each element for individual participants and the method of delivery e.g. face to face, telephone, web based, individual, group work etc.
- Provide a rationale to clearly demonstrate why the provision content is suitable for the specified priority groups
- Explain how you will identify individual participants' barriers to entering work (including but not limited to child care and travel) and tailor the provision to overcome these
- Explain what in-work support you will provide to both the participant and where appropriate the employer and how you will ensure that it meets their needs to support the achievement of job outcomes

Insert your response in the pre-set, shaded space on the following pages. Your response MUST be limited to 5 sides of A4.

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

G4S has created the **Local Delivery Partnership** (LDP) for REDACTED, comprising REDACTED SME/public/private sector organisations that are deeply embedded in local communities who will deliver REDACTED% of frontline services, co-ordinated and supported by G4S. Partners have delivered employability-related services in the region for 10+ years and have a deep understanding of local labour markets, e.g. REDACTED is a registered charity that has delivered these services in REDACTED for 20+ years. Combining specialist local partners in this way in our Work Programme contracts has enabled G4S to be the highest performing Work Programme Prime (Prime with highest % referral to job outcome, CTD. Source: DWP's official MI, March 2016).

1. Our outline participant journey

We have consulted with REDACTED key stakeholders across REDACTED to develop a structured Participant Journey that provides the support that participants need, when and where they need it. Based on this experience, we have developed a modular journey with REDACTED interventions which address the most common needs of priority groups without duplicating the delivery already available in the county.

REDACTED

Appropriate degree of support: Keyworkers will use our assessment tool REDACTED to identify participant need, and the level of support required. This will allow us to focus support on those that will most benefit or those with higher needs – for example we have modelled that participants who have secured jobs and are about to commence work will complete our intensive daily programme REDACTED. This will be included in individual Action Plans. As a minimum, participants will receive fortnightly face to face contact from their Keyworker, REDACTED 1-1 goal reviews and quarterly Action Plan refreshes. The type and level of interventions will be dependent on participant need e.g. REDACTED will offer more intensive support for those with disabilities and health conditions, including brokering support from their Mental Health and Employment Pilot Team and Weight Management Services.

2. Regular reviews with each participant

During ***PLAN***, the participant and their Keyworker will complete an initial needs assessment, using our online diagnostic tool REDACTED has been developed using the latest behavioural research to support users to identify and overcome barriers to employment. Keyworkers and participants will use the outputs of the REDACTED assessment to develop a personalised **Action Plan** focused on progression towards a successful Job Outcome.

As part of the action planning process, participants will agree planned frequency of contact including minimum fortnightly face to face contacts and regular phone, social media or text communication. We will schedule monthly appointments in advance and use REDACTED messages/text reminders which are personally addressed to participants from their Keyworker. These interventions increase attendance, particularly from those with more chaotic lifestyles e.g. those with drug or alcohol dependencies. To ensure participants are progressing and that they stay motivated, the Action Plan will detail frequent interim goals e.g. for the 50+ priority group this might be completion of REDACTED Digital Skills Entry Level course. Progress against these goals will be reviewed at least monthly. As added value, participants will also complete a quarterly *'new needs' assessment* to identify emerging needs e.g. interview skills, as they get closer to the labour market. G4S's experience from ESF Family Support has shown that frequent reviews help voluntary participants to stay motivated and ensured G4S achieved more job outcomes than any other

provider.

3. A detailed description of design and content

PHASE 1: ENGAGE – Our comprehensive engagement plan targets each of the REDACTED LEP eligibility and priority groups. Participants will be introduced to ESF through: • Existing activities of our subcontractors including their established relationships with JCP • Our supply chain's Community Engagement Managers who will link with CVS and local authority services to reach out to those with health conditions • visiting Community Centres (e.g. REDACTED) to take part in complementary activities (important for e.g. lone parents) • Direct referrals from REDACTED and REDACTED local authorities, REDACTED partners REDACTED and G4S Health. To ensure referral methods remain effective they will be monitored and updated by REDACTED, G4S's North West Partnership Manager.

After referral, initial engagement will be face-to-face wherever possible – evidence from our CWP programme shows that this increases participation rates by REDACTED %. Participants will be invited to the ***initial meeting*** with a Keyworker who will remain with the participant throughout their journey to create a trusting, productive relationship. The Keyworker will explain the programme benefits, check eligibility, complete the ESF1420 (sent to DWP within REDACTED hours to minimise referral timescales) and issue the ESF2020. To prevent participant disengagement prior to provision start we provide ***immediate practical help*** such as free coffee drop-in sessions, access to IT systems or free phone calls. We will also contact the participant every seven days until the referral has been made or rejected.

PHASE 2: PLAN – Participants will attend their ***Initial Engagement Meeting (IEM)*** at one of our REDACTED fixed delivery sites, within 20 working days of PRaP referral. The participant and their Keyworker will complete a detailed ***needs assessment*** using REDACTED augmented with structured questioning to identify practical barriers and map a journey towards employment. REDACTED identifies work history, skills and barriers e.g. care commitments, health conditions, motivation, self-esteem, social skills, and levels of resilience. It also builds confidence by highlighting strengths; and provides progression and career suggestions. Together, they will use REDACTED data to form the basis of an Action Plan. The Keyworker and participant will select activities which address their needs, setting time-bound actions with agreed review points. Participants will sign the Action Plan, confirming their commitment. At the IEM, participants will complete induction, including learning about Service Standards, complaints procedure, Health & Safety policy, data security & Participant Consent.

PHASE 3: PROGRESS: Once on programme each participant will receive regular 1-1 support from a named and consistent Keyworker. Keyworkers are selected for their ability to support participants and will be responsible for maintaining enthusiasm and managing disengagement, for example sending disengaged participants relevant vacancies to encourage them to return. They have access to a wide menu of interventions, vocational courses and referral support mechanisms to help participants achieve their goals. In this way, Phase 3 of each journey will be a unique combination of activities over a personalised timeline. Journeys will include a combination of the following elements:

▪***Interventions:*** Our REDACTED interventions can be delivered 1-1 or in groups and include:

IT skills	*Two week REDACTED training*	*Better off calculations*
Soft skills training	*Confidence building workshops*	*Motivational workshops*
Covering letters	*Cold calling employers*	*Assessment centres*

Work tasters	*Financial advice (managing debt)*	*Mock interviews*
Job search skills	*Interview techniques*	*Work placements*
Using social media	*Email/ Universal Jobmatch account*	*The hidden jobs market*
CV writing	*Identifying/addressing barriers*	*50+ mindset training*

Groupwork can be particularly effective for voluntary participants who motivate and support each other. Our bespoke programmes include:

a) REDACTED targeted at those without work experience e.g. care leavers and women from local Asian communities in e.g. REDACTED and REDACTED. It includes a 'Reverse Career Planning' activity which encourages participants to aspire to a long term career by considering the intermediate roles which would lead to such a job goal. Subcontractors will be set a target of REDACTED % of REDACTED participants completing a job placement and thus gaining a recent reference (G4S has delivered REDACTED placements in REDACTED and has access to a bank of REDACTED job placements).

b) REDACTED for those who are ready to enter work or who have found a job, REDACTED combines preparatory sessions on: employer expectations such as time-keeping, hours of work, dress code, sickness reporting, language in the workplace and personal hygiene and will be supported with their travel plans including bus, cycle or train routes, or car sharing opportunities.

▪***Additional accredited and non-accredited courses:*** will be delivered by all LDP partners e.g. REDACTED can offer IT, English, Maths and access to SFA funded courses.

▪***Self-Employment:*** Participants will be encouraged to explore self-employment options. REDACTED has dedicated self-employment staff and can upskill and mentor other LDP staff or, if the participant is happy to change providers, REDACTED will offer direct support. This approach works well on G4S' Work Programme contracts. We will also make referrals to our expert strategic partner REDACTED.

▪***Wellbeing:*** where appropriate we will use behavioural and CBT techniques to support participants out of negative mental cycles. ▪***Signposting:*** By using local providers who already have comprehensive links across REDACTED we reduce duplication as subcontractors use their extensive networks to identify the right local support service for participants e.g. REDACTED has referral pathways to REDACTED via their Health and Wellbeing Lead. REDACTED Council is commissioned to work with Housing Associations across the region e.g. REDACTED to deliver tenancy support and will utilise this to better support participants with homelessness or housing issues as they arise. REDACTED Council also has a Community Learning Division which participants will be signposted to for training in e.g. basic skills, confidence building. This in-depth understanding of the breadth of local delivery ensures that Keyworkers can brigade services to provide both wrap-around support and progression opportunities for participants.

b) Addressing gaps in current provision: Where specialist interventions are required by participants but not available through existing provision, our subcontractors will provide these interventions themselves e.g.:

- Money advice is integrated in our provision for independent 'better off' calculations and 1-1 financial advice including tax credits and benefits. G4S will share its 'Policy in Practice Better Off Calculator' which covers Universal Credit and legacy benefits.
- Vocational Routeways: e.g. REDACTED has delivered apprenticeships contracts for 6 years, providing both class and work based learning to participants and bespoke training packages to employers

- REDACTED Digital Skills course enables participants to undertake job search on the internet and letter/cv writing in Word.
- REDACTED has developed a programme providing wraparound support for disadvantaged parents whose children have entered local authority care.

PHASE 4: SUCCESS: participants leaving provision will be supported to identify future progression routes irrespective of outcome. Participants who enter employment will have comprehensive in-work support – see section 6 for more detail. As part of their exit review, participants will capture qualifications, progress, achievements and goals and recommendations to build on their success. A copy of their review will be given to participants, allowing them to evidence achievement. Upon ending 52 weeks provision or early completion, we will fully update PRaP ensuring a comprehensive record for any future support.

4. Why this provision is suitable for the REDACTED priority groups:

The LDP has been expressly formed in response to the LEP specification, with providers with specialisms in addressing the needs of the ESF eligibility/priority groups and with a track record of achieving sustained job outcomes. For example:

Disabilities; Health conditions: we have built 'overcoming health-related barriers' into assessment and action plans. Participant barriers in this area will be addressed through e.g. Condition Management and Aspirational Coaching sessions.

- **Drug & Alcohol dependencies:** all subcontractors are experienced in supporting people with drug and alcohol dependencies and are networked with specialist agencies to provide more intensive support as needed. E.g. REDACTED Council's links with Public Health; our Partnership Manager discussed how we will better align services to CCG priorities in the county with REDACTED, Public Health Specialist for REDACTED Council. E.g. we will meet with the Consultants Collaborative Network and work to fill the gaps caused by current geographical restrictions on funding.
- **Lone & disadvantaged parents and carers:** low caseloads, modelled on 1-1 support, means that we can be flexible and fit our meetings around caring responsibilities. Our wide range of employer networks will enable us to offer jobs with more flexible/alternative hours that align with caring responsibilities, e.g. employers offering flexible hours in REDACTED include REDACTED.
- **Over 50s:** our programme addresses likely barriers around health and IT skills, it's '50+ mindset' intervention will re-motivate and we will then provide access to skills training to enable access employment in growth sectors.
- **JSA 18-21 care leavers:** REDACTED Council works closely with Health and Social Care Services for young people in REDACTED and the surrounding areas. This in-depth knowledge will ensure that Action Plans and Journeys are aligned with mainstream services and are designed to provide the intensive support needed to help young people into work, e.g. weekly or daily interaction as appropriate.
- **Ex-armed forces:** this group has already demonstrated success in finding work and have many skills welcomed by employers; REDACTED Operations Manager REDACTED and is trained as a mentor to provide IAG specifically to ex-armed forces. Our re-motivation interventions will meet specific needs through sessions which will identify transferable skills, create new career paths and signpost to military charities for specific help such as REDACTED .
- **Ethnic minorities:** our range of engagement activities includes REDACTED support programme for women from the BAME community, providing free health checks, employability support, IT skills and fitness activities in a safe environment, and ESOL for employment provided across the county by REDACTED and REDACTED.

• **No/low qualifications:** our model offers access to in-house accredited training e.g. from REDACTED, and our extensive employer links mean that we will offer in-work progression opportunities through e.g. SFA Traineeships and Apprenticeships.

5. Identifying participant barriers and tailoring provision

Keyworkers will use REDACTED and their professional experience to identify participant barriers including attitudinal (e.g. unrealistic job goals), skills/experienced-based (e.g. lack of CSCS card or a recent reference) and practical (e.g. lack of transport or not having a copy of their birth certificate). Keyworkers and participants will agree an Action Plan which tailors provision to address such barriers, including warm referrals to mainstream services such as CAB's debt advice or substance misuse services. During assessments we will identify **travel barriers** e.g. mobility issues or high costs. We will support participants to plan routes or take part in local initiatives e.g. car sharing, cycle to work schemes. ***Childcare/care:*** we will help participants find an Ofsted/registered carer and support with managing childcare whilst participants undertake training or during first weeks in work.

6. In-work support provision: *A two-stage in-work support approach*

Stage 1 Keyworkers will agree an In-Work Support Plan (IWSP) including a risk-assessment and the frequency/type of support needed e.g. Day One text/call to ensure they are up in time for work and financial support for clothing, travel or tools for work. REDACTED will be offered to all who have found/are close to finding work. ***Stage 2*** will enable tracking and offer additional 'out of hours' support/signposting. G4S's Employment Support and Progression Team (REDACTED) will conduct a minimum (more if detailed on IWSP) monthly call with the participant and/or employer to check progress. They will have a directory of support available and signpost to e.g. CAB should they require specific help with Working Tax Credits. Further support will be available through our ESF project REDACTED or REDACTED groups creating a community of in-work participants to share experiences and ask for/offer support. G4S's Support Team will also offer advice to employers e.g. on applications for Access to Work funding for equipment or adaptions; funding for workforce training; signposting to local apprenticeship providers or offering mediation to address emerging workplace issues e.g. lateness. ***Rapid Re-engagement Process:*** if a participant is at high risk of falling out of work, their Keyworker will be alerted and support will be offered to source alternative vacancies or to contact the employer to address a specific issue. If a participant falls out of work, we will: notify their Keyworker; contact the participant to understand the reasons for job loss and discuss alternative opportunities; and arrange a face-to-face appointment within five working days to instigate intense job search activity.