[2.5.1] Marketing and Referrals

Please describe how you will ensure the desired number of participants attend this provision.

Your response should:

- Identify the organisations that you will engage with to generate referrals, this should include a broad range of organisations from a variety of sectors
- Describe any existing links with these organisations and how these will support referrals or if not yet in place, your strategy for establishing these
- Demonstrate how you will achieve maximum occupancy on the provision, including how you will prevent participant disengagement and drop-out prior to them starting on provision
- Explain how you will attract participants from all the specified priority groups
- Detail your marketing strategy for promoting this provision including the different channels that you will use and why you consider this to be suitable for the specified priority groups

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

G4S and its REDACTED local supply chain members have formed the Local Delivery Partnership (LDP). LDP members are already working with ESF priority groups e.g. REDACTED delivers employability-related provision in the ESF focus areas of REDACTED, REDACTED, REDACTED, REDACTED, and is well placed to leverage existing relationships.

1. & 2. Generating referrals: a three-tier strategy to identify eligible participants

A) Using our strategic links: G4S's Partnership Manager role has been created to ensure that ESF is represented at all relevant strategic groups e.g. Health and Wellbeing Board, Public Health England ETE Forum, and the Skills, Training and Employment Partnership. This will ensure our delivery is aligned with existing services and will promote referrals. G4S's Performance Manager (PM) REDACTED has an established relationship with JCP REDACTED Partnership Manager REDACTED, and we will work with JCP to agree referral protocols from JCP and WP providers REDACTED. G4S sits on the NW Prisons Forum and has good strategic links with the Justice sector through our custody healthcare contracts in the REDACTED. We will use these relationships to promote referrals of eligible groups e.g. ex-offenders or those with drug and alcohol dependency. G4S has national links with the REDACTED which we will use to support marketing to and referrals from ex-service personnel. All subcontractors already contribute to strategic forums in their localities e.g. REDACTED is part of the Families Health and Wellbeing Board, the REDACTED and has strong links with the REDACTED.

B) Using our operational links: Our supply chain will leverage their **existing relationships** to generate referrals. These include good links with:

- *All* REDACTED *JCPs in the region*: through G4S's CWP delivery, REDACTED Adult Skills and Mandated Work Activity, REDACTED Council's WP delivery and REDACTED ESF Troubled Families, WP and Work Choice programmes.
- *Local community centres:* e.g. REDACTED Council will target marketing activity in its community centres in REDACTED five priority wards including REDACTED.
- *Housing providers:* e.g. REDACTED.
- REDACTED prison education provider REDACTED will refer eligible prison leavers.

C) Establishing new links: All subcontractors will have a Community Engagement Manager (CEM) to raise profile and generate new referral streams across the lifetime of the contract. Together with G4S's Partnership Manager (PM), the CEMs will work with the LEP, councils, CCGs, social housing providers and faith groups, to increase ESF access. e.g. attending community events or running stands at leisure/shopping centres and, in REDACTED, linking directly with GPs via the new Health and Wellbeing Workers. Our PM will prioritise relationship building with organisations delivering ESF-funded BBO and SFA provision, ensuring DWP ESF directly adds value to both.

3. How we will achieve maximum programme occupancy: During Implementation the LDP will jointly agree a detailed local engagement strategy, ensuring full coverage and no duplication. G4S has agreed stretching but achievable volume targets with each subcontractor and during delivery our PM will monitor referral volumes, identify trends and address predicted shortfalls before they happen by leveraging strategic networks or providing additional CEM capacity to generate more referrals. G4S will re-allocate volumes to better performing subcontractors to ensure sufficient referral outcomes, partnering with new subcontractors if needed to ensure maximum occupancy.

4. How we will prevent disengagement and drop-out prior to commencement

At the initial face-to-face Keyworker meeting, we will learn enough about the participant to identify the personal benefits of participation, e.g. for disadvantaged parents it might be *'to become a good role model for your child'*. We will contact the participant every REDACTED until the referral has been made or rejected and will offer drop-in coffee morning sessions or provide immediate practical help such as access to IT systems or free phone calls to help participants feel comfortable with and supported by our delivery in the crucial early days of the programme.

5. How we will attract eligible participants: The CEMs will use their existing relationships to highlight the programme and its benefits, developing specific marketing materials targeting priority groups. Subcontractors have been selected for their expertise in attracting disadvantaged groups and their links with referral agencies. ***Specific examples*** include:

Disabilities, health conditions: REDACTED Council will co-locate with the CCG's new 'Health works' programme in REDACTED, offering a progression from e.g. the Mental Health Employment Pilot team. REDACTED employs professional health workers and specialist learning difficulties advisors to offer a personalised service.

Lone & disadvantaged parents/carers: REDACTED Council will promote ESF in Sure Start Centres across the borough. REDACTED currently partners with REDACTED, delivering 'Parents on the Ball' for lone parents whose children are on the 'at risk' register, or are in care. Part of the process of developing stability in these families is sustaining employment, and parents will be referred to ESF if eligible.

Over 50s: we will run targeted campaigns in JCP premises with flyers and newsletters detailing the support on offer, including good news stories showing that employers welcome older workers.

JSA and Care Leavers 18-21: REDACTED and REDACTED Councils will leverage their links with child care services; G4S will arrange referral mechanisms with the REDACTED in REDACTED, REDACTED and REDACTED and will incentivise engagement using stadium tours, match tickets and official merchandise.

Ex-armed forces: REDACTED will use its links with the REDACTED in REDACTED and REDACTED to market the programme across the region, emphasising the high rates of success in getting this group back into work.

Ethnic minorities: REDACTED will leverage links with the REDACTED has a strong business start-up offer which will be an initial attraction, its staff speak a range of community languages to promote trust and initial engagement.

No/low qualifications: REDACTED offer accredited training through existing delivery.

6. Our marketing strategy: The LDP will have an overarching strategy to co-ordinate all subcontractor marketing activity, ensuring it complies with ESF and DWP requirements. E.g. REDACTED Council will use council publications; its web and social media sites; local community centres as well as passing information to partners. G4S's marketing team will contribute support through social and other media e.g. REDACTED campaigns, local radio items, ESF-branded posters. We will conduct targeted DWP-approved marketing campaigns e.g. by circulating 'good news' stories in print and email, letter drops in the most disadvantaged wards and targeted mail shots through e.g. housing associations. G4S's PM will analyse priority group uptake monthly, refining marketing strategy if needed or if eligibility changes.