

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

Reed & Remploy are both Disability Confident Leaders & have drawn on their collective experience of supporting 115k people with disabilities & complex barriers into work to develop a service delivery model to support 2,080 IPES North East (NE) Participants towards & into employment. We have also facilitated workshops with the REDACTED & conducted focus groups (e.g. with Service Users at REDACTED) to refine our model (e.g. making Participant choice central to our delivery). The **Rationale for our approach** to service delivery is built on four elements: Intensive & Personalised Support: Key Workers (KWs) will work with Participants from Warm Handover to programme completion, providing consistent 1:1 personal/skills development support. All KWs will: be trained in specialisms (e.g. Systematic Instruction); have small caseloads (max 25); & will have the ability to meet Participants for longer (up to 75 mins) & more frequently (weekly if required) than other provision to ensure KWs maintain Participant motivation & are responsive to needs. Integrated Support Networks: Our model encourages family, friends & support/key workers to attend sessions & input into Action Plans (APs), to support progression & ensure sustainable work. KWs & Partnership Manager (PM) will integrate IPES with local support (e.g. we work with REDACTED who provide mental health support) & use our £294K Specialist Support Fund to purchase provision for more complex needs &/or where there are service gaps. All arrangements will be captured in our Route Planner Tool (RPT). Comprehensive Employer Engagement & Support: KW will identify/create suitable employment opportunities for their Participants & upskill employers via: training (e.g. becoming Disability Confident); toolkits (e.g. Remploy's Disability Guide); & aiding workplace/role adjustments. All employers will have a bespoke Employer Support Plan (ESP) detailing the support we will provide. Improvement & Progression For All: Our model promotes making every contact count. KWs will monitor/record all progress made, celebrating achievement of personal/skills development goals & barrier management/ reduction. KWs will ensure APs are regularly updated to reflect completed activity & emergent needs.

Our **Example Participant Journey** is outlined below. Reed/Remploy have jointly designed, & will operate the same delivery model, apply the same staffing model & caseloads, & use the same tools & products to drive consistency/high quality:

PHASE 1 INTRODUCTION/ENGAGEMENT - Warm Handover: During the Warm Handover call our Engagement Worker (EW) will: • positively promote the benefits of IPES & outline support available • note that costs are covered • answer queries (e.g. accommodating caring responsibilities) • adapt communication (e.g. easy to understand language) • identify any adjustments required for the Initial face-to-face Meeting (e.g. assistive technology) & the most appropriate venue (61 sites in NE) • & explain they can bring a family member, friend, &/or support worker to the Initial Meeting. The EW will allocate a KW, book an Initial Meeting in the KW's diary, confirm details with the Work Coach & create a record for the KW. The KW will call to introduce themselves/the service, confirm required adaptations, & address any concerns the Participant may have. A 2nd call will be made if there is a gap of more than 7 days prior to the Initial Meeting to maintain momentum. The KW will also call the Participant's support worker/family member (with consent & where appropriate). An automated text reminder is sent to the Participant 24 hours before their appointment. We are confident this approach will minimise attrition rates as this keep warm activity is similar to Work & Health Programme (WHP) where Reed & Remploy have the joint highest referral to start conversion rates.

KW Allocation is based on geography to maximise KW face-to-face time & enable KWs to build local relationships for work opportunities/specialist support. All KWs will receive in-depth training, including common physical/mental health conditions, communication styles & supported employment, enabling them to support the full range of Participant needs. Expertise will be shared among KWs via weekly team case reviews to maximise Participant progress. All Participant interactions, details, & Plans will be recorded on our Participant Management System, Orion, facilitating ongoing support if a KW leaves (following a phased handover). Alternative data capture/handover arrangements will be made for Special Customer Records. We have profiled our staffing to ensure the same KW will work with a Participant from Warm Handover to completion while maintaining a max caseload of 25. To ensure high quality/frequent contact is maintained, KWs will be managed against KPIs by their Business Manager via daily calls, weekly MI checks & monthly meetings.

Identifying Signposting Organisations (SOs): Reed & Remploy work with 100+ potential SOs including disability/health organisations (e.g. established links with **REDACTED** via Reed's WHP delivery), Councils & VCSEs (e.g. we signpost WHP Participants to **REDACTED**). Our Partnership Manager (PM) will work with JCP to agree local approval arrangements (captured in SO's RPT) & our Marketing team will develop bespoke, DWP compliant marketing materials for prospective SOs.

Initial Meeting (face-to-face) (up to 75 mins): KWs will introduce Participants to our programme, conduct ID/eligibility checks & provide a Welcome Pack (in line with the spec & in a suitable format). The Initial Meeting will include a Participant assessment & development of the Initial AP. The meeting may take place over multiple sessions due to complex needs. We have combined Reed & Remploy resources to create a **diagnostic assessment process** for IPES comprising 3 key assessments: 1) Readiness to Work: KWs will encourage strengths identification/barrier disclosure across 5 categories: *Skills/Quals; Employability; Mindset; Health; Personal Circumstances.* 2) Vocational Profiling: Adopts a Participant-focused approach to identify job goals, preferred jobs/work environments & strategies needed to find & secure a job. 3) Health: Explores disability/health condition(s), to develop KW understanding of its impact on daily life, informing support content/sequencing. Where required Participants will undertake additional assessments including: Functional Skills, Learning Styles, & Character Traits. Our assessments provide a benchmark for measuring progress. **Initial AP:** A bespoke, work-focused AP will be created, informed by the assessments, agreed/signed by the Participant /KW & updated within 20 working days to detail a structured set of interventions to remove barriers. APs will include SMART actions & reflect adaptations, e.g. 1:1s booked around medical appointments. At the end of the Initial Meeting Participants will receive a copy of the AP & details of next meeting. All diagnostic results & future/planned face-to-face meetings will be recorded on the AP/Orion.

PHASE 2 SUPPORT INTO EMPLOYMENT – KW Reviews: During their time on IPES, Participants will receive: Weekly contact (face-to-face/phone/email) based on Participant choice; & Fortnightly face-to-face support via: alternating AP reviews & Personal Development Sessions (PDS). AP reviews will be 60-75 mins (nearly double Work & Health Programme reviews) to discuss progress & identify SMART objectives to respond to emerging needs. Meetings will motivate & recognise achievement, & encourage a strong Participant/KW relationship. PDS (60-75 mins) will support progress across: *Health, Disability & Wellbeing; Employability; Skills & Quals.; & Personal Circumstances.* These sessions will be adapted from existing courses for 1:1 delivery. At least quarterly, KWs will re-

assess Participants' Readiness to Work & use 3 questionnaires (self-efficacy/self-esteem/mental wellbeing) to enable measureable progression & re-focus activities based on completed activity/need. These reassessments map against: managing health condition/disability; self-efficacy; wellbeing; job search self-efficacy; job seeking activity; & experience in a work environment. Out of hours Participants will have access to an online Adviser to support with urgent queries/concerns. At 3, 9 & 15 months (or job entry) KWs will arrange a **JCP Case Conference** with a Work Coach, allowing sufficient time for Participant progress between meetings. It will act as a further check to ensure Participant needs are being met via the AP.

The **relationship between Participant & a high-quality KW** is key to Participants **remaining actively engaged with IPES** with frequent contact supporting rapport/trust building. This relationship empowers **Participant choice**, with Participants working with their KW to choose interventions most relevant to their needs/barriers & aspirations. Reed/Remploy have worked closely over 6mths to combine their expertise to design a suite of **engaging & relevant interventions** which will be adapted to reflect needs (e.g. easy-read formats for Participants with learning disabilities), learning styles & required pace. Participants will choose activities from 4 key areas: 1.) Health, Disability & Wellbeing including: • Advocacy Support, such as attending health/other appointments, e.g. for addiction support. • Mindfulness for condition management • Coping with stress/anxiety • Talking to an employer about health/disability • Managing your health at work • Requesting reasonable adjustments • Remploy's Wellbeing Zone, incorporating a lifestyle tracker & online communities. 2.) Skills & Qualls (incl. soft skills) including: • KW support to improve English, Maths, ICT & ESOL skills using in-house materials, e.g. Reed's Digital Inclusion Handbook & Sector Taster sessions; • Behavioural Science-informed activities to develop soft skills many IPES Participants find challenging including resilience & self-confidence; & working with others e.g. 23% of Autistic people report lack of confidence as the biggest barrier to finding a job (NAS, 2017). 3.) Employability: • *Better-Off Calculation* to show financial benefits of work & the impact on benefits; • Discussions about *in-work support* & adjustments (e.g. via Access to Work) to ensure health is considered from the outset; • Vocational Profiling to provide the basis for job searching/carving (e.g. work patterns), which drive employer engagement & job matching activities; • *Employment Preparation* modules e.g. CV Building, Application Forms (incl. support to complete forms), Identifying Job Goals, Modern Jobsearch. Participants will be supported to develop work-related independence skills (e.g. using assistive technology); • Participant & KW working together to *secure a job* including: exploring job goals, identifying suitable work opportunities e.g. in-demand NE sectors such as hospitality; cold-calling employers; completing job applications; creating a workplace adjustments passport (used by a number of employers e.g. **REDACTED**); undertaking mock interviews; arranging interview adjustments e.g. questions in advance & KW attendance • Our *Self-employment (SE)* offer reflects DWP's recommendations in their *Understanding SE* report 2019 e.g. centralised SE guidance, & includes: SE podcasts; 1:1 Intro to SE session with KW to discuss the financial/practical implications; business plans; referral to SE specialists (e.g. our partner **REDACTED**) for technical support & to identify SE shadowing opportunities. 4.) Personal Circumstances including: • Money management • Balancing caring responsibilities • Disclosing convictions • Building peer networks via social activities & avoiding negative peer influences. Research shows a holistic approach to addressing complex needs has a positive impact on job outcomes (CESI, 2014).

Reed & Remploy have developed an **IPES Toolkit**, a library of materials for all internal activities/interventions including: KW IPES Guidance Manuals (e.g. on conducting the Introductory call); 'how to' guides for both KWs & Participants (e.g. conducting job searches); & information to support KW understanding of specific health conditions/disabilities. Alongside our internal delivery, KWs will use our **RPT** to integrate with local provision &, when required, purchase services using our **Specialist Support Fund**. Our RPT contains 92 organisations that we work with, all of whom have been quality assured & have service level agreements in place. The RPT details locally available interventions including: skills courses (e.g. via current providers including **REDACTED**); short qualifications (e.g. CSCS via partner **REDACTED**); & specialist support for personal barriers such as domestic abuse (e.g. from our partner **REDACTED** who offer therapeutic courses). The RPT filters relevant, local services aligned to the Participant diagnostic, enabling Participant choice, with Participants & KWs 'planning a personal route' into work & integrating relevant support. Details of any new/existing provision the participant is accessing will be recorded on Orion & in the AP. Prior to go live, we will grow our RPT, adding Remploy's existing NE partners (e.g. through SES delivery) & identifying new ones to provide KWs with a range of providers to meet Participants' varied needs/barriers across the CPA. All will be quality assured by the PM & have service level agreements in place confirming referral/eligibility & data-sharing. KWs/PM will identify further suitable organisations throughout delivery, e.g. via continued engagement in local forums such as **REDACTED**. Our £294k Specialist Support Fund will be administered by the PMs who will monitor suitability/spend.

Disengagement & Re-Engagement: Participants disengage for a variety of reasons, e.g. health deterioration, fear of starting a work placement, negative family/friend influences. Weekly contact enables KWs to build strong relationships, quickly identify those at risk & provide additional support (e.g. confidence building). If a Participant fails to attend, KWs will make contact within 24hrs (& daily for 5 days) to identify reasons & encourage re-engagement. KWs will also attempt to contact other support workers/family. If the Participant declares they no longer wish to participate or if the KW is unable to make contact, this will be recorded & JCP notified. If JCP advises there is a valid reason for non-engagement (e.g. health), the KW will encourage & support re-engagement as/when appropriate.

Experience of a Work Environment: KWs will support Participants to complete a work placement (min 16 hours) that meets their needs/aspirations. Our experience & research shows work placements can alleviate Participant concerns such as the workplace being an overwhelming environment (NAS, 2017) or mental health relapses (MIND, 2017). KWs will identify appropriate opportunities by: contacting employers with suitable roles (e.g. single task roles for Participants with learning disabilities); building on our links with Disability Confident employers & local VCS (e.g. **REDACTED**); exploring Academy opportunities (e.g. **REDACTED**); & using existing participation in local employer forums to promote the benefits of working with IPES. Our work placement preparation sessions support Participants to identify any on-placement support &/or reasonable adjustments required e.g. assistive technology, discuss what to expect/who to ask for support & practice tasks in advance if appropriate. KWs will ensure employers are prepared for the work placement (e.g. have a workplace buddy in place). Reed holds the Fair Train Work Experience Standard (Gold level) which ensures high quality of placements. Successful placements will be a springboard to paid employment giving

Participants recent work experience, a reference & helping KWs identify additional support required before entering work/in the workplace.

PHASE 3 - IN WORK SUPPORT (IWS): KWs will develop **Participant IWS Plans** at an Into Work Meeting, where support needs are confirmed & put in place (with support worker/family involvement where appropriate). KW support could include:

- identifying transport routes/times
- addressing caring responsibilities
- supporting Access to Work applications & ensuring adaptations are in place
- accompanying Participant to work
- devising coping strategies
- check in calls/texts daily for first week & weekly thereafter.

External support may include Remploy's Access to Work Mental Health programme. Monthly In Work AP reviews support progression via e.g. increased hours, tasks, or a 2nd job. IWS Plans for SE Participants will also include KW/local support to meet legal requirements & links to local/national initiatives, e.g. Mutually Inclusive. KWs/employers will develop an **Employer Support Plan (ESP)** to enable them to effectively support Participants in work. The ESP, shared with the Employer within 10 days of job start, includes:

- supporting adaptations
- giving employer training/advice (e.g. adjusting verbal/non-verbal communication)
- linking to local/national specialist support including training opportunities to support progression
- accessing our toolkit on recruiting, managing & developing people with a disability.

IWS/frequency of reviews (at least monthly) will be confirmed in 3 way meetings with the employer, Participant & KW prior to starting to work & support will slowly move from KW to the employer over the IWS period. At provision end all engaged Participants will have a face-to-face **Exit Review** with their KW. The KW will produce a timely & concise Exit Activity Plan outlining: support provided, measured improvements, experience in a work environment & ongoing support needs. This will be provided to the Participant & (with consent) shared with employer/JCP (prior to the warm handback). Where a Participant has not secured work, the KW will book the final Case Conference meeting with JCP to facilitate a **warm handback**. Participant/JCP/KW will discuss the Exit Activity Plan & potential next steps. The KW will write an IPES Progress Report for all Participants (including disengaged) within 10 working days of IPES end. The report will outline reasons provision ended, progress made, experience gained & next steps. The report will be shared with JCP for warm handbacks.

Social Value (SV): Reed & Remploy are committed to positive social change with Reed 18% owned by the Reed Foundation Charity & Remploy 20% staff owned. For IPES, our SV approach is to:

- support 957 Participants into sustainable work, including with disability confident employers
- provide accessible work placements, SE & flexible working opportunities
- promote Green practices via our ESF award-winning Carbon Neutral Processes & Environmental & Sustainability Policy
- pay at least the Living Wage to all IPES staff
- commit to gender equality & equal pay (e.g. via our Women in Leadership mentoring scheme)
- Evaluate apprenticeship opportunities for IPES roles
- Encourage Participants to engage with their local community (e.g. signing up to a GP/supporting local events)
- adopt a hiring policy prioritising local staff.

Our IPES Manager will coordinate/report on SV activities.

We will optimise SME direct/indirect spend on IPES via:

- Our ring-fenced £294k Specialist Support Fund
- **REDACTED** indirect spend (e.g. stationery/cleaning)
- **REDACTED** Participant spend (e.g. travel/clothing/childcare)
- our RPT, which will maximise local SME utilisation through Participant referrals
- providing support to SMEs, helping them to become disability confident via our Employer Offer
- SME co-location sites (e.g. **REDACTED**) paid from a **REDACTED** co-location budget, which support a community delivery model.

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

Reed & Remploy have combined their expertise (115k Participants with disabilities into work) to develop a North East (NE) IPES model which increases confidence, promotes independence & offers work experience as a route into employment. Our model has been refined following workshops with service users (e.g. SES Participants), REDACTED, & has been endorsed by local delivery partners including REDACTED (substance misuse). Low caseloads (max 25) & high contact time (up to 75 mins per appointment) ensures flexibility to deliver personalised services. Dedicated Key Workers (KWs) (trained in activity such as Supported Employment) will design tailored pathways towards/into work, sequenced to Participant need.

Identifying Participant strengths, needs & barriers: Our IPES trained Engagement Worker (EW) will use Participant information (provided by the JCP Work Coach) to tailor **Warm Handover** conversations to Participants' needs/barriers. For example, our EW will provide additional reassurances about our IPES offer to anxious Participants (e.g. informing them all costs will be covered) & will use clear, unambiguous language with Participants with learning disabilities (which affects significantly more adults in South Tyneside than the national average, PHE 2016). During the Warm Handover our EW will identify barriers/constraints to programme engagement such as limited mobility or poor public transport (e.g. in less accessible areas, e.g. REDACTED (East Riding), with only 6 bus services per week REDACTED 2018) & identify solutions e.g. arranging private transport. Participants will be able to ask questions about the IPES service & will be given a choice of dates/times/locations for their initial meeting with a KW at one of our 61 accessible fixed/co-located sites (or at home in exceptional circumstances). The KW, assigned based on geography, will call the Participant prior to their first meeting to introduce themselves, answer questions & confirm any personal adjustments/arrangements in place for the meeting e.g. private room/hearing loop. KWs will hold an **initial face-to-face meeting** within 15 days of referral to begin building a relationship with the Participant which will be key to delivering personalised support. With Participant permission, the KW will involve family members, friends & existing support workers in the initial (and subsequent) meetings to help: identify specific needs/barriers; integrate with existing support/commitments; & create the Participant's tailored journey towards work. KWs are trained to support all needs & common disabilities, completing modules such as Systematic Instruction & Motivational Interviewing, enabling them to build rapport & trust. Reed/Remploy have developed a *diagnostic assessment* tailored to IPES Participants, focused on **identifying barriers, needs, strengths & aspirations & understanding the impact of barriers to work**. All Participants will be assessed against: 1. Readiness to Work: to identify strengths/barriers across 5 categories: Employability; Skills & Qualifications; Mindset; Health; & Personal Circumstances; 2. Vocational Profiling: to identify interests, job objectives /aspirations, & preferred roles/environments; & 3. Health/Wellbeing: to understand the Participant's disability/health condition & any treatment/ management; health-related behaviour (diet/exercise); & social circumstances (typical day). Participants may also be assessed against *Character Traits, Functional Skills & Learning Styles* to fully explore additional barriers/support needs. KWs will complete the assessments at a pace that suits the Participant (via multiple appointments if necessary), recognising that Participants may be anxious at programme start &/or have complex needs which are better supported by shorter sessions. The assessment results inform the types & methods of support we will accounting for

Participant need/choice. KW & Participant will create/sign an **Action Plan (AP)**, in the initial meeting, to address immediate needs, which will be developed within 20 working days to show a structured journey towards/into work. All activities will be **specific, realistic & achievable** with SMART goals recorded so achievements can be celebrated & progress measured.

To ensure **all Participants receive on-going, personalised support** throughout their time on IPES, a consistent KW will provide: weekly contact (meeting, call or email) & fortnightly meetings. KW/Participant will choose from a range of internal & local external interventions to support identified barriers, needs & aspirations & these will be sequenced to maximise impact. Reed & Remploy have combined/adapted existing materials/workshops/workbooks & developed new ones to create a range of interventions that can be delivered 1:1 to Participants with complex barriers to work. These include: • Personal Development Sessions across four areas: Employment (e.g. Self-Employment & Identifying Job Goals); Disability (e.g. Talking about your Disability & Workplace Adjustments); Health & Wellbeing (e.g. Mindfulness & Peer Support); Qualifications & Skills (e.g. Self-Awareness & Travel Training); Personal Circumstances (e.g. money management) & • Tailored online support including a Careers Centre & Wellbeing Zone (to promote independent activity) & online Adviser (for personalised help out of hours). KWs will use our Route Planner Tool (RPT), a catalogue of local provision, to meet specific needs/address barriers such as: • insecure housing (e.g. via Framework, one of our Work & Health Programme (WHP) providers); • rehabilitation (e.g. **REDACTED** has helped 78 WHP Participants with pain/disability); • domestic abuse (e.g. working with **REDACTED** to support victims/survivors); • vocation qualifications (e.g. SIA licence offered by WHP partner **REDACTED**). The RPT will be maintained by our Partnership Manager & **REDACTED** includes referral/eligibility arrangements. We have 618 existing relationships & will add Remploy's/new ones by go-live. We have ring-fenced 3.7% of the contract value to pay for specialist provision, when needed.

Ongoing relevance & effectiveness of a Participant's AP: Through supporting individuals with complex issues, we have found that issues such as confidence concerns or family complications present via ongoing engagement & support, once established & trusting relationships are developed. KWs will be trained to identify underlying barriers more likely to be disclosed over time & ensure that activities are achievable/realistic. **APs will be reviewed/updated formally monthly & informally refreshed** via weekly calls & fortnightly 1:1 face-to-face meetings to respond to changes in circumstances (e.g. health relapse/job start) & progress made against SMART actions. As Participants progress they may take greater ownership for tasks. Our model includes a range of metrics to ensure the AP is relevant/effective & supports a positive & meaningful IPES experience. These include: monthly KW/Participant AP reviews; weekly KW team case conferencing, monthly caseload reviews with the BM; case conferencing sessions with JCP; & formal feedback from support networks. Quarterly Participant reassessments (Readiness to Work & Wellbeing) will confirm progress in the Participant's condition management, self-efficacy, wellbeing, job search self-efficacy/activity & experience in a work environment & will be used to re-focus activities.

Case conferencing: Our approach to case conferencing will maintain the relationship between Participant, JCP Work Coach & KW to ensure Participants needs are being met & to support next steps following IPES for those who do not secure work. We will personalise the process via: *Scheduling:* We will hold

meetings at 3, 9 & 15 months (or at job entry), allowing time for Participants to progress between meetings at a pace that is right for them. We will agree date, location & time at least 10 working days in advance, arranged around Participant commitments (e.g. medical appointments). *Confidentiality:* KWs will ensure that Participants are fully informed of the meeting's content & reassure them that confidentiality will be maintained if requested. *Content:* APs will be agreed with the Participant prior to case conferences. The content of each meeting will change as the Participant progresses, with meetings focusing on achievements, distance-travelled & identifying solutions for future barriers (e.g. changes to benefits on starting work). KWs will invite Participants to reflect on achievements/ concerns prior to the meeting so they shape the discussion. *Goals:* At the end of the case conference, the KW will articulate goals/agreed actions & record them on Orion. *Adaptations:* KWs will ensure adaptations (e.g. quiet rooms for Participants with noise sensitivity) are taken into account. *Venue:* Where it is not possible to hold the meeting in a JCP office, meetings will be held in appropriate locations (e.g. one of our community sites) with the Work Coach participating via telephone. *Adding value:* We will measure the effectiveness of case conferencing via case conferencing feedback, completed by the Participant, KW & Work Coach & reviewed by BMs to ensure best practice is identified & shared among KWs. We propose the following measures as **Customer Service Standards for Case Conferencing:** (1) 10 working days' notice given for each case conference meeting; (2) An updated AP within 5 working days of the case conference. As Disability Confident Leaders, Reed/Remploy's supportive approach to **tailoring experience in a work environment** is person-centred, driven by Participants' aspirations & abilities, while accounting for individual needs/barriers identified via diagnostic assessments. KWs will actively engage employers aligned to the Participant's interests/skills & support them to access volunteering/work experience via: • direct approaches to employers; • completing application forms (particularly important for people with learning disabilities, Scope 2017); • using positive case studies (e.g. among Participants with mental health conditions who fear work may cause a relapse (Centre for Mental Health, 2017); • building Participants' workplace confidence via our self-confidence & resilience modules; • addressing concerns about workplace discrimination (e.g. deafblind people fear workplace discrimination, Sense 2017) & • helping to identify personal support needs including sensory adaptations (e.g. headphones for autistic Participants). To ensure we find the right work environment for Participants, KWs will identify appropriate placements via: Our networks of employers who are supportive of this Participant group (e.g. Remploy work with **REDACTED** who offer work placements for people with learning disabilities); Disability Confident employers (e.g.) **REDACTED**; volunteering organisations (e.g. 20 WHP Participants placed via **REDACTED**), employers offering training (e.g. **REDACTED**); & involvement in employer forums (e.g. **REDACTED**) to promote the benefits of working with IPES. We will engage local Chambers of Commerce to identify self-employment buddies, providing shadowing opportunities for Participants; this will be key in areas such as Richmondshire (more than 22% of the workforce is self-employed). KWs will use personal approaches to engage employers, discussing individual Participants' needs & aspirations; supporting employers to identify opportunities e.g. through job carving. KWs will tailor the experience via: visiting workplaces to ensure environments are appropriate for Participants (e.g. busy workplaces can be socially overwhelming for Participants with autism, NAS, 2016); discuss the role &

any workplace adaptations that would make the placement accessible for the individual Participant, e.g. using Access to Work. Where appropriate, KWs will suggest a phased start, ramping up hours. Placement support will be provided to employers & Participants, with the KW identifying level & type of support required (including external support & personal networks) to make the experience a success. 1) KWs will develop an *Employer Support Plan (ESP)* detailing the support KWs will provide to the employer to enable them to support Participants. This could include: • 3-way meetings with the employer & Participant to put support mechanisms in place; • advice/guidance on support/adjustments; • agreeing a 'work buddy' where needed; • pre-work call before the placement to confirm arrangements/address outstanding issues; & • KW attendance on the Participant's first day. 2) KWs will create a *Placement Support Plan* with the Participant to reflect differing needs. This will include practical pre-start support e.g. detailed travel planning/practice journeys, & check-in calls/texts during the placement to check progress & address any concerns/issues. Post-placement the KW & Participant will discuss skills learnt, any changes to job goals & update their AP with actions to reflect their next steps back into work. KWs will adopt a similar approach to sourcing/securing paid employment ensuring the role & environment align with the Participant's aspirations & readiness for work.

In Work Support (IWS): KWs will adopt the above approach on job offer to deliver a tailored transition into work. The ESP will detail the personalised support outlined above plus: • Help to understand Participant workplace needs & provide appropriate support; • Manager/staff workshops to raise awareness; • Remploy webinars (e.g. Mental Health & Hidden Disabilities); • Reed workshops (e.g. Working with Colleagues with a Disability); • Daily/weekly calls/emails to review progress & adjust support to address emerging concerns; & weekly reviews between the employer, Participant & KW to support progression. Participant Into Work APs will be developed in an Into Work Meeting. Agreed support will be tailored e.g. designing suitable coping strategies & check-in calls/texts daily for the first week (weekly thereafter). KWs will, as appropriate, support the Participant in meetings with managers/colleagues. Participants will have access to Remploy's Access to Work Mental Health, a confidential support service for those in work experiencing depression, anxiety, stress or other mental health issues affecting their work. This will be particularly useful in areas such as Rotherham where we know IAPT waiting times are too long. As some Participants may require further support, we will agree a staggered start, allowing KWs to accompany Participants for the first day (e.g. for induction and/or familiarisation. This works well for Participants with learning disabilities (Scope, 2017). KWs will provide Participants with ongoing IWS IAG & support through 1:1 meetings (in the workplace as appropriate) & calls/emails. Support frequency will be tailored to Participant need, taking place at least fortnightly, with face-to-face meetings at least monthly. Monthly reviews will address concerns, build employer/external support prior to IPES Exit &, if appropriate, consider opportunities to develop e.g. increased hours, promotion & training, utilising existing, funded provision e.g. ESFA Skills Support for the Workforce. Participants will be signposted to in-work training & provided access to our e-learning modules, e.g. Aiming for Promotion.

We will build sustainable support networks that connect Participants to the community & build strong supportive relationships, critical for long-term resilience & sustainability beyond IPES exit. People with mental health conditions are at risk of isolation (Mental Health Foundation, 2016), & people with learning disabilities

can feel isolated & lonely (Mencap, 2016) which can significantly impact health & wellbeing (PHE, 2015). KWs will identify support networks as follows: Other agencies: Where Participants have other KWs (e.g. social worker or Recovery Adviser), we will, with permission, share progress & continuing needs so support can be holistically addressed during the programme & at programme exit. We will help build support networks by (as appropriate) linking to other services e.g. supporting victims of domestic or sexual violence (e.g. REDACTED). Family network: We will engage (as appropriate) with the Participant's family (e.g. parent, partner) from programme start. We will identify & address their concerns (e.g. low confidence that the Participant will succeed, or concerns about benefit changes) through a combination of practical advice (e.g. Better-Off Calculation) & giving them tools & techniques to support the Participant. We will supplement this through agreed signposting to local sources of ongoing support e.g. REDACTED (carers support). Where family relationships need to be improved (e.g. due to impact of substance misuse), we will work with local provision (e.g. REDACTED) to help repair/strengthen relationships. Peers: Some Participants may not have peer networks (Mencap, 2016) while others may have negative peer groups linked to former lifestyles (e.g. drug/alcohol addiction). We will support Participants to widen social circles by joining groups aligned to interests identified via assessment (e.g. REDACTED (arts & craft), REDACTED walks (wellbeing) & REDACTED (nature)). Participants will be encouraged to access Remploy's Wellness Hub, which includes a closed forum for Participants to connect with others on IPES, & will link to local mentoring schemes e.g. our partner REDACTED. Employers: Our ESPs ensure employers are equipped to become a new & effective support network for the Participant. Employers will be encouraged to use Workplace Champions/buddy systems to build sustainable support networks.

Participant Exit: At the end of provision, all Participants still engaged on IPES will receive an Exit Review. Exit Reviews will be face-to-face, & family, friends, &/or support workers can attend. For Participants not in work, the Review will take place in the Participant's local JCP office (or community venue if appropriate). In the review, the KW will review support provided, progress against AP milestones (including experience in a work environment) & assess Participant's next steps & continuing support needs towards securing work. These will be captured in an Exit Activity Plan. The KW will also book the final JCP Case Conference meeting to facilitate a warm handback, where the Exit Activity Plan will be shared and discussed. For Participants who have transitioned into work, the KW will facilitate a meeting with the Participant & employer to discuss progress & identify ongoing support requirements. The KW will ensure that the Exit Activity Plan reflects Participants' IWS needs, & details the continuing support put in place. The ESP will also be updated to ensure the employer is aware of continuing Participant support needs (e.g. support worker funded via Access to Work). A copy of the Exit Activity Plan will be provided to the Participant &, with permission, shared with JCP & the employer. The plan will be produced within 10 working days of provision ending. The KW will also produce an IPES Progress Report for all Participants once the provision has ended, including Participants who are disengaged. The report will outline the reason provision has ended, progress, experience gained in a working environment & next steps. This report will be produced within 10 working days of provision ending & shared with JCP where a Warm Handback is required.

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

Reed & Remploy have proven experience of sourcing work placements & jobs for Participants with complex needs & disabilities across North East England (NEE), e.g. Reed has worked with 1,630 employers in NEE to place 2,896 people into work since January 2018. We have combined our expertise to develop a robust IPES employer engagement approach & Employer Support Offer.

OUR EMPLOYER APPROACH: Our IPES Manager will be in place from 15/11/19 to create our Employer Engagement Strategy. The Strategy will ensure consistent employer messaging & outline key processes/approaches to help Key Workers (KWs) **engage & support employers to provide sustained work opportunities.** Low caseloads (max 25) enable our 24.5 KWs to source work for Participants, with 2 KW hours per week dedicated to employer engagement. This ensures targeted engagement, with KWs promoting Participant skills, giving advice on adapting roles, providing workplace support for the Participant/employer & covering Participant costs e.g. interview clothes. KWs will also be responsible for the in-work progression of Participants, supporting the move from lower to higher earnings, & for securing second/replacement jobs. KWs will be trained in: • Employer engagement techniques, including our offer & key messages; • Disability Confident; • The benefits of employing disabled people; • Job carving; • Accessible recruitment; • Reasonable adjustments; & • Support for employers & employees, e.g. Access to Work. Our Partnership Manager will engage VCSE organisations to integrate our IPES offer with local services. As part of this activity they will identify any local employment opportunities with these organisations & communicate them to KWs, e.g. supported employment with a local social enterprise.

Our approach to **IDENTIFYING/ENGAGING EMPLOYERS** begins with the Participant & ensures each work opportunity is tailored to their personal needs.

Participant-led Approach: Our IPES assessment helps KWs identify Participant strengths/barriers. KWs focus on vocational profiling to identify aspirations/job goals, preferred types of work (e.g. sector/roles), suitable work environments, & support strategies necessary to find/secure a job. This activity drives our employer engagement & ensures work is appropriate to Participant skills/goals. Monthly Action Plan reviews & minimum monthly Personal Development sessions with Participants will build on initial profiling to understand learning style, and develop work skills & solutions to workplace needs. KW & Participant interactions will ensure employer engagement remains appropriate & is adjusted to reflect any changes in goals/needs, & skills acquired. This will form the basis of our Employer Offer by helping the KW understand what the Participant requires in the workplace.

Sourcing Employers: Building on our existing relationships across NEE, KWs will: • Target employers that have previously provided opportunities for Participants with complex needs; • Focus on sectors/employers linked to the skills/goals of Participants, e.g. we sourced a Business Support Officer role at **REDACTED** for a Participant with a hearing impairment seeking an admin role; • Ensure roles liable to automation/in declining sectors (e.g. retail) are used as stepping stones to sustained employment; • Target Disability Confident employers & those who have shown commitment to employing disabled people, e.g. Remploy works with Disability Confident Leaders like **REDACTED** to offer supported internships & work for their Participants; & • Review locally available roles advertised by large employers we hold accounts with (& managed by our NEE Employer Team), e.g. since Nov 2018, Reed has placed 550 NEE residents into jobs with account-managed employers including **REDACTED**. KWs will use

local intelligence (see **REDACTED**) to focus on stable/growing sectors (e.g. digital in the North East) & sectors struggling to recruit (e.g. care, pan CPA).

Engaging Employers: Once an employer is identified, the KW will directly contact them to enquire about an opportunity, or proactively engage them to discover if there are any vacancies/placements that can meet specific Participant needs. For example, easily accessible jobs for Participants with physical disabilities with no need to drive &/or limited physical elements, e.g. data entry/admin roles. Where an opportunity is via an account-managed employer, the KW will liaise with our NEE Employer Team for opportunity details & to arrange a work trial/interview. KWs will be an advocate for the Participant, sell their capabilities & dispel myths about employing those with health needs, e.g. poor mental health is not an indicator of poor performance (MIND, 2018). They will: promote the business case for a diverse workforce & encourage businesses to provide a work opportunity (e.g. work trial, placement, job); outline our Employer Offer (described below); discuss different recruitment options such as working interviews; offer 3-way meetings to explore options & potential support needs/solutions; & provide local case studies (including videos) of employers successfully supporting our Participants. KWs will also explore future opportunities to establish a pipeline of jobs, working with employers to understand their needs in advance of a vacancy so Participants can be trained & prepared for the opportunity when it becomes available.

Through experience & Reed-commissioned research (a 2019 Report on employing people with health conditions/disabilities conducted with 250 employers (90% SME)), we understand **SMEs & large employers** have different concerns & requirements often linked to their infrastructure. **SMEs** typically have: • Less in-house HR expertise & fewer structured practices; • More immediate/specific requirements for single roles; & • Reservations about employing those with a health condition due to concerns around absence. **Large employers** often have: • Clearly defined recruitment processes; • Capacity to create vacancies via job carving & supported employment opportunities; & • Structured support & staff development practices. Our approach will be tailored to each employer & individual we place. Our SME support includes: • Intensive guidance from KWs on making adaptations; • Use of our sites to conduct interviews; • Help to create a business case to become more diverse; • IAG on adjusting recruitment & on-boarding practices; • Advice for staff on managing a health condition; & • Improving disability awareness with Participants' line manager/colleagues. For large employers our KWs will: • Demonstrate the economic benefit of our fully-funded service; • Support managers/HR teams to adapt roles via job carving; • Create bespoke training to prepare Participants for specific roles; & • Deliver co-designed induction training.

Horizon Scanning: We will maintain our knowledge of future opportunities via: KWs will keep up-to-date with local labour market needs & trends (e.g. ensuring roles sourced are sustainable & not liable to automation in the near future, for example the 65% of retail roles at risk of automation, ONS 2017) & identify any new developments/initiatives that will provide opportunities for Participants such as the relocation of **REDACTED** to Leeds in 2020 & Section 106 jobs/Local Authority (LA) developments with targets for local employment such as **REDACTED** development creating 130 office & hospitality jobs. Local partners: Our Partnership Manager & KWs will work with JCP & local partners to link delivery, access vacancy lists & identify upcoming opportunities & events, e.g. Job Fairs. Labour Market Information generated by our NEE Employer Team from: the Reed Job Index (real-time recruitment data from reed.co.uk), engagement with local/regional

networks & partners (e.g. **REDACTED**) & reviewing LEP documents, e.g. Leeds City Region Labour Market Analysis 2018.

We will **CAPITALISE ON/DEVELOP OPPORTUNITIES** by offering: A single point of contact (the KW) from engagement to placing Participants & providing in-work support that will help build long-term employer relationships enabling multiple opportunities over time. Participant training: KWs will develop Participant soft & work-related skills (e.g. communication), & secure/develop opportunities that offer training - including supported employment, working with LA supported employment teams/specialists (e.g. **REDACTED**). Employer routeways combining recruitment, tailored training, placement/trial &/or guaranteed interviews to provide employers with trained Participants who fully understand the role. For example, Remploy has supported 3,000 Participants to take part in **REDACTED** work experience programme, comprising pre-employment training & retail/logistics work placement (50% of completers find work within 3 months). Advice using Reed/Remploy expertise as Disability Confident Leaders to engage/upskill employers to adjust recruitment on-boarding & support practices e.g.: • Promote work trials as employers recognise the value of "working interviews", allowing individuals to demonstrate their skills in the workplace (BASE, 2019); • Discuss flexible working options, e.g. time off for appointments, as 71% of employers are willing to change work patterns to meet candidate needs (Reed/Disability Rights UK, 2016); • Make reasonable changes for interviews such as adjusting lighting/sound for any over/under sensitivity; & • Amend application or interview processes, e.g. provide questions in advance, offer extra time for the interview/any required testing, allow support workers to attend, reduce the number of people on any panel, & use plain English. An Employer Support Plan (within 10 days of Participant job-start) to outline the support the KW will provide to the employer & Participant. It will include activities from our Employer Offer (outlined below), e.g. our KW & Participant attending the employer site before starting work to learn tasks & get to know the setting/people.

WORK EXPERIENCE: Unless an individual enters paid employment first, every Participant will gain 16hrs experience in a work environment to build confidence & work skills. Reed & Remploy bring extensive NEE links with large, SME & VCSE partners (e.g. **REDACTED**) which our Partnership Manager/KWs will build on to identify/secure placement opportunities. Reed also holds the Fair Train Standard (Gold) for the quality of work placements provided. A work placement will be built into each Participants' Action Plan & appropriately sequenced as part of their journey into work. In identifying & securing work placements, KWs will ensure they are **tailored** to meet Participant **abilities & aspirations**, & are provided in a safe & secure environment through:

- Jointly identifying placement objectives, determining required placement support & agreeing the type of role/environment they would like to experience (linked to their skills/strengths & ultimate job goal);
- A 3-way meeting with the placement provider & Participant to put support & supervision mechanisms in place (including any KW pastoral care, familial &/or specialist support) & agree the tasks, outcomes & goals of the placement;
- Providing advice/guidance on any support/adjustments, ensuring Participants are treated as members of staff & agreeing a 'work buddy' where needed;
- Preparing the Participant for the placement through travel planning, discussing expected conduct & explaining what to do if something goes wrong; &

- Ensuring the placement provider has all required insurances & policies (e.g. Safeguarding) in place & that the Participant will receive any induction training. Where appropriate, the KW will source a placement linked to local vacancies & guaranteed interviews if available. We have successfully used this approach on our NEE WHP, e.g. we arranged a work placement & peer mentor for a Participant with **REDACTED** (Derby), after which they successfully secured a part-time role.

EMPLOYER SUPPORT OFFER: Our Reed/Remploy jointly developed offer will help increase the capacity & sustainability of employers, including SMEs, to recruit /retain individuals with disabilities/health conditions. Our offer has four elements:

1. We will **UPSKILL EMPLOYERS** so they can provide effective workplace support to our Participants (alongside, & post IPES provision):

Workplace Adjustments/Adaptations: There may be physical access issues in the workplace such as poor layouts & issues with lighting/background noise. KWs will work with the employer to identify & implement workplace adjustments e.g. for a Participant with Autism Spectrum Disorder (ASD) a busy workplace can be socially overwhelming so sensory adaptations e.g. noise cancelling headphones can help. KWs will help change perceptions on the cost of workplace changes e.g. average cost for a person with a learning disability is only £75 (Mencap 2016). KWs will support Access to Work applications if required, e.g. Reed supported HMRC Tax Office (Leeds) to apply for a workplace assessment & fund specialist screen reading software for a partially sighted Participant on our NEE WHP contract.

Job/Role Adaptations: KWs will work with the employer pre/post job start to: identify required adaptations; adjust the job/remove a task in order to meet a specific individual's needs; use systematic instruction to break down tasks (e.g. for those with learning disabilities); increase the frequency of breaks &/or agree to build work hours over time to establish routines e.g. we worked with **REDACTED** in Derby to reduce work hours to help a Participant with PTSD & depression enter work.

Employer Training/Advice from KWs including: • Providing inclusive environments, important for Participants with sensory impairments who can feel excluded; • Staff/manager workshops to raise awareness, answer questions & ensure they are positive/welcoming as Participants may lack confidence & require extra support from colleagues; • Recognising Participant workplace needs & giving appropriate support; • Need for different communication methods e.g. adjusting verbal/non-verbal communication to support Participants with ASD; • Encouraging use of workplace disability champions using best practice from Reed where we have 2 Disability & 6 SEND Champions; • Supporting access to external training to raise understanding/knowledge, e.g. in Doncaster, we supported **REDACTED** to secure Deaf & Disability Awareness training for managers; & • Remploy webinars (delivered to 760 people since 2016) on Mental Health (e.g. Anxiety & Depression: spotting signs & early interventions) & Hidden Disabilities (e.g. ASD, Multiple Sclerosis, Fibromyalgia & Chronic Fatigue Syndrome).

Toolkits/Guides: We will make sure employers are familiar with the wealth of employer materials including: • Employer Guidelines e.g. DWP's practical guide for line managers on recruiting, managing & developing people with a disability/health conditions (Reed & Remploy were contributors) & Mencap's Best Practice Guides when employing someone with a learning disability &; • Case Studies e.g. Channel 4's diversity journey & Reed's employer testimonials/videos & brochures highlighting the benefits of hiring people with disabilities & the support available to them (via Reed & other services e.g. Fit for Work & Access to Work).

Specialist Services: We will ensure employers understand the support available to them/their employees from local experts (described below-Partnership Working)

2. IN-WORK SUPPORT (IWS) provided to both the Participant & the employer. At job offer the Participant will attend an Into Work Meeting with their KW (& including their employer where needed) to: establish initial support activities & needs, e.g. work buddy; ensure support networks are in place; let the Participant (& employer) know what additional IWS is available & how they can access it; & agree frequency of KW visits &/or employer meetings to discuss progress. In the meeting the KW will also create the Participants' In-Work Action Plan (IWAP) with agreed activities to help them remain in work. The KW will complete an Employer Support Plan with every employer (informed in part by the Participant IWAP). The level of interaction with the employer during IWS will be based on Participant & employer wishes, but recognising that SMEs will need more support KWs will offer increased levels of: workplace support to address issues; tailored health advice, e.g. Fit for Work, Access to Work; Disability Awareness mentoring to line managers; & 3-way IWS meetings as needed to discuss progress/concerns & agree solutions.

3. We will PROMOTE DISABILITY CONFIDENT to employers using Reed's & Remploy's position as Disability Confident (DC) Leaders to encourage & support businesses to achieve at least DC L1. We will: • Use our social media channels (e.g. LinkedIn (4,535 followers)) to promote the scheme via employer success stories & highlighting the benefits; • Support national campaigns, e.g. we published success stories & promoted the DC scheme via HMG #DisabilityConfident campaign (Nov 2018); • Promote Remploy's Disability Confident training; • Provide advice/guidance on how to become a DC employer, e.g. businesses we have supported to join the scheme include **REDACTED** & **REDACTED** • Celebrate & use national events to raise awareness e.g. Our South Yorkshire WHP team supported Disabled Access Day 2019 & contacted 380 NEE employers across Social Care, Cleaning & Warehouse sectors to increase understanding of best practice & disability inclusion; & • Conduct/publish research on best practice, employer participation & employees with health conditions, e.g. our 2018 research with 250 NEE employers on in-work progression & disability.

4. We will FACILITATE PARTNERSHIP WORKING to help Participants overcome their barriers to work/sustaining & ensure employers/Participants are using wider support networks/specialist services when IPES support ends. Details of external support will be included in the IWAP/Employer Support Plan. Any third parties already supporting the Participant will be included in the creation of the plan(s) to ensure their support/services are incorporated. KWs will use our Route Planner Tool (a catalogue of local services with 340 NEE organisations to date), to identify further external organisations that would benefit the Participant &/or employer then support employers/Participants to access their services, e.g. Healthy Working Futures for Managing Health at Work support.

The KW will facilitate case-conferencing between employer, Participant & wider networks/specialists at the start & throughout the IWS period as needed & at frequencies agreed with all parties. KWs will update the Participant IWAP & the Employer Support Plan during monthly reviews (or sooner if an issue is identified through offered KW weekly contact) & utilise external support when appropriate. Over time KWs will shift IWS from KW-led to employer/externally-led, with details of employer support responsibilities outlined in the Employer Support Plan. The KW will ensure the employer understands these, will provide instruction/training if needed & identify sources of external support should the employer need it. This

activity ensures that on outcome achievement & programme exit there is no sudden loss/reduction of support, but a smooth transition into sustained work.

Question 1.4.6 Supply Chain (a)

(a) Please describe your approach to choosing your supply chain partners who will have responsibility for a proportion of end to end service delivery. If you do not intend to use a supply chain in this end to end sense, please do not answer this question and instead answer question (b).

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

- How you have identified the organisations that provide all in-scope Services (see 1.13 of the IPES Specification) and why you have chosen these as partners to deliver IPES.
- The likely size and location of your supply chain both from the Contract Start Date and throughout the contract term to the Contract End Date.
- A clear explanation of your contract management practices with your supply chain, including how these comply with the principles of the Merlin Standard.
- How you will provide the Authority with transparency of costs, margin and overall profit of sub-contractors, including by way of open book accounting.
- How your supply chain's delivery will be aligned to the requirements of the contract.
- How you will incentivise and motivate your supply chain throughout the term of the contract.
- How you will provide the Authority with assurance that participants' requirements will be met by your supply chain, and if not what your process will be to engage with specialist providers. Please provide details of these specialist providers including their location and portfolio.
- How you will ensure continuity of service provision where there is any change within the supply chain.
- Detail your contingency plan for maintaining the entire scope of your proposal within your bid should members of your supply chain withdraw prior to commencement of delivery of this contract.
- Please also complete Appendix 1 detailing your supply chain partners, including SMEs, and provide a completed Subcontractor Declaration (Appendix 2) from all subcontractors listed in your response to this question.

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 1.4.6 Supply Chain (a)

Reed has chosen to partner with Remploy who will deliver 40% of IPES volumes in North East England (NEE). This approach brings together 2 Disability Confident Leaders with expertise in supporting Participants with disabilities/complex needs & working with employers to achieve successful outcomes. The partnership will be in place for the lifetime of the IPES programme, with Remploy ready to receive referrals on day one. Reed & Remploy will harness the expertise of a bank of local specialist providers, to meet all Participant needs & barriers to work. Reed holds the Merlin standard (90% - “Excellent”), & has an existing track record of successful supply chain (SC) management e.g. we manage 29 end-to-end & 400+ specialists across 11 DWP contracts.

We identified organisations via: face to face discussions before ITT release; & an IPES Expression of Interest (EOI), circulated via industry websites (e.g. ERSA/Contracts Finder) & our partner network of 750 providers (to encourage a diverse range of responses) & scored against set criteria to ensure fairness/transparency. Through this we selected end-to-end partner Remploy & identified a pool of potential specialists. Remploy: Reed & Remploy will deliver the full customer journey, combining our joint expertise & best practice to collaboratively deliver IPES. We chose Remploy based on set EOI criteria which align with DWP’s Critical Success Factors for IPES: Track record: Remploy delivers DWP Specialist Employability Support (SES) nationally & has 70 years’ experience supporting the participant group, giving them in-depth knowledge of how to support participants with complex health/personal barriers towards work e.g. they supported 30,000 Participants on Work Choice (2010-18), achieving 125% of Job Sustainment targets. Integration: Remploy has links with JCP & NEE services that support jobs & health improvement outcomes (e.g. 581 account-managed employers in Leeds & co-location with Sheffield IAPT). Ethos & social value: Remploy’s values & social value approach align with IPES & Reed’s e.g. we both hold Disability Confident Leader status & are accredited Living Wage employers. Location: Through existing relationships, Remploy can secure co-location/outreach sites that provide full coverage of NEE alongside Reed’s infrastructure e.g. their strategic relationship with the **REDACTED** provides access to a network of 17 sites, providing complete geographical coverage including in areas of low volume. Reed/Remploy are embedded in NEE communities & will deliver in distinct locations aligning with our existing local stakeholder links & fixed/co-location premises:

Reed (60% of delivery)	Remploy (40% of delivery)
W.Yorkshire, S.Yorkshire, Derbyshire & Staffs. Moorlands, Newcastle, Sunderland, Gateshead, N.Tyneside	Durham, E.Riding, Hull, N. Lincs & NE Lincs, N. Yorkshire, Northumberland, Nottinghamshire, S.Tyneside,

Size: Remploy will support 40% of referrals throughout the contract period. The size of our specialist SC will flex, based on participants’ needs. Over the contract life, we commit to spending **REDACTED** through our **Specialist Support Fund (SSF)**.

We can **provide DWP with assurance that all participant needs will be met** through our **approach to engaging specialists** & our existing integration partner relationships. Where services are funded/accessible we will work with integration partners, only commissioning services which add value. Our SSF (**REDACTED** of the total contract value) will be broken down into an indicative annual budget allocated to Reed & Remploy individually. We have made suggestions to DWP about us committing to spend an agreed range of the ring-fenced budget each year with paid specialists, which we will finalise with DWP on contract award. Our

final **portfolio of specialist providers** will combine our existing Work & Health Programme (WHP) partners with new ones identified through our EOI process, Remploy's existing relationships & our ongoing stakeholder engagement. New partners will be added to our Route Planner Tool (which catalogues local specialists) following completion of due diligence checks & an SLA (incorporating GDPR requirements). Key Workers (KW) will use the SSF flexibly to provide pre & in work specialist support as required. Through their interactions with participants & providers, KWs will identify need for new specialists to meet new/emergent participant needs or service gaps (e.g. due to long waiting times for support) & support our Partnership Manager (PM) to source new providers. The PM will review spend from our SSF to ensure: funding is spent in line with monthly profiles, is fairly distributed across NEE, & is directed effectively at key participant barriers.

Location: Specialist SC partners will deliver across the Lot, from their premises or Reed/Remploy offices/co-location sites, ensuring equal access for all participants. Reed's **contract management practices** are independently validated by our 2018 'Excellent' Merlin score (including 100% for 'Contracting'). Our report noted: "*Reed recognises the importance of working with Partners to ensure successful delivery of the service & Partners made frequent reference to 'it's a true partnership'*".

Merlin principles underpin our SC Management Framework (applied on over 80 contracts) which we will apply to IPES: **1.) Remploy:** During implementation, our Implementation Team will support Remploy to ensure: agreed staffing structures/numbers are in place (via joint recruitment); their staff are trained on our delivery model, processes & Orion (our participant management system), though our jointly designed/delivered induction; & robust policies are in place e.g. safeguarding. We have jointly agreed performance targets & profiles, based on our combined understanding of the delivery areas & cohort. During delivery we will work collaboratively, supporting each other's delivery to achieve outcomes & identify innovative solutions. Our IPES Manager (IM) will conduct weekly provider support calls with Remploy's Business Managers & use our forecasting tool to identify outcome pipelines & opportunities to improve performance. Monthly Joint IPES Performance Reviews will provide a structured opportunity for both parties to formally capture opportunities for performance/quality improvement, & share best practice across our delivery to maximise benefit to participants. Reed & Remploy will follow standardised quality & compliance processes. During implementation, our Compliance Team will create a Process Manual outlining use of: tools (e.g. the assessment tool); policies (e.g. Equality & Diversity); & evidence (e.g. 16 hours work placement). Our Compliance Exec & Quality & Continuous Improvement (CI) Exec will support Remploy to ensure standardised compliance/quality in delivery. The IM will conduct quarterly observations & sample participant files monthly to ensure participant needs are being met (e.g. those needing specialist support are accessing this). We will conduct quarterly participant surveys to identify/action improvements, & best practice which we will roll out across Reed & Remploy delivery. If concerns occur, our IM will issue a Performance Improvement Notice lasting up to 3 months, detailing actions to be completed. The IM will support Remploy to develop a Performance Improvement Plan & review progress at weekly calls & Contract Performance Reviews, supporting them to improve e.g. via training. If no improvement is shown, they will receive a Contract Default Notice, which if not remedied in 20 days, results in contract termination. **2.) Specialist provider process:** Through our existing Route Planner tool (RPT), hosted on Orion, we have a proven system for managing specialists including referrals,

performance, quality & payment, e.g. the RPT allowed us to make 1,513 paid specialist referrals on NEE WHP in 2018. Our PM will manage specialist partners against feedback & KPIs e.g. agreed response time & feedback score, which will be tracked monthly. We will **support** specialists & Remploy by delivering a bi-annual Capacity Assessment, to identify development needs, provide training/resources to develop capability & capacity e.g. webinars on new funding streams. We pay promptly (within 30 days or sooner) & provide advance payments, if required, to aid cash flow/up-front investment.

Transparency of costs: As part of the IPES tender process we have held in depth & open discussions with Remploy to understand delivery costs & anticipated profit margin, based on our joint experience delivering similar contracts, to ensure full visibility & risk management for Reed & DWP. Twice a year, we will ask Remploy to provide **complete IPES management accounts**, so our Finance Team can review margin, profit & costs, including SME spend, during delivery. They will also provide year end **company management accounts**, so we can analyse whether costs are proportional & in line with expectations (e.g. indirect costs apportioned to IPES), & identify/interrogate any accounting variances. Information will be requested in advance to ensure we meet DWP timelines & shared with DWP through the annual contract review process to ensure visibility & transparency.

Alignment with contract requirements: Remploy will deliver our jointly developed end-to-end participant journey which has been designed to meet or exceed the IPES service requirements (e.g. offer of weekly meetings). We will set clear KPIs/expectations aligned to these requirements. Our contract with Remploy will mirror our contract with DWP ensuring all relevant contract requirements are passed down & enforceable e.g. complying with DWP security policies & standards. We will manage Remploy against all requirements using our robust contract management processes described above. Specialist providers will deliver support/interventions to address specific needs that align with pre & in work support service requirements, including self-employment & building support networks. These will be pre-agreed, recorded in their SLA & used by the Partnership Manager to monitor their delivery against MI/feedback.

We will **Incentivise & Motivate** Remploy by cultivating a 'one team' approach on IPES & continuing to share materials/training/resources, involving them in delivery model development & continuous improvement. To deliver wider business benefit to Remploy, we will take a shared investment approach e.g. jointly developing approaches to embedding Disability Confident principles. We will motivate Specialists via: capacity building support, & systematic review of MI & participant feedback, with effective providers receiving contract extensions/increases.

Withdrawal prior to commencement: To maintain the entire scope of proposal, our Head of SC Development will replace Remploy & Specialists with contingency providers (with DWP approval), & Implementation Team will provide intensive support allowing them to go live in 6 weeks. As Remploy's delivery share is 40%, we will assess whether to split this into smaller sub-contracts, or take a share ourselves, to optimise delivery. **Delivery Continuity:** If Partners withdraw during delivery, we will follow the above process. Contracts include notice periods (6 months for Remploy) & exit clauses to support transfer & ensure exiting Partners work with incoming Partners for a staged phasing out/in to avoid service gaps. With all data recorded on Orion, any new end to end Partner will have immediate access to case notes, & warm handovers will support continuity & minimise the risk of participant disengagement.

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

Reed's proven Quality Management Framework (QMF) has enabled us to achieve accreditations including Ofsted (Grade 2) & is used across our DWP delivery. The QMF will be applied to both Reed/Remploy delivery to ensure a consistent, high-quality IPES service across the North East (NE). Our QMF reflects DWP's Customer Charter & will be adapted to meet all requirements on IPES, including all Minimum Performance Levels (MPL) & Customer Service Standards (CSS). Reed will be **Accountable For Monitoring & Managing** IPES quality, using QMF processes: Clear lines of responsibility: Our IPES Manager (reporting to our Programme Director (PD)) will: be responsible for IPES quality; be the DWP point of contact; & report to Reed's Board weekly. Our Business Managers (BMs) will oversee Key Workers' (KW) delivery, reporting to the IPES Manager. Risk Management (Compliance, Validation & Internal Audit (IA)), Quality & Continuous Improvement (QCI), HR & Innovation & Change (I&C) teams support quality delivery. Remploy's BM will be responsible for their delivery, monitored by our IPES Manager; Reed & Remploy will use Orion, our participant management system to record participant data & generate real-time MI reports monitoring outcome quality at contract/KW level. Orion's auto-prompts remind KWs to complete tasks (e.g. Action Plan (AP) reviews) to support quality delivery. QCI will use MI to measure service impact. Observations/file checks: BMs will: observe 1:1 KW activities quarterly to assess interventions against Ofsted's Common Inspection Framework & Matrix Standard; audit 20% of Participant files per KW per quarter to review: AP quality; frequency of appointments; Participant progression; completed/scheduled activities; & KW notes to review suitability. BMs will review KW 1:1 quality (ad-hoc, monthly, & quarterly) & if required, increase frequency/quantity of checks & observations until concerns are addressed. Governance: PD, IPES Manager, QCI Team & Reed Board will hold monthly NE IPES-specific Risk Assessment Meetings (RAMs), reviewing both Reed/Remploy delivery. They will review a consolidated Scorecard of key performance/quality metrics & MPLs/CSSs against targets to identify any issues & causes. Associated SMART improvement actions are sent out within 3 working days, reviewed at the next RAM & tracked to completion; IA: Reed's independent IA team conduct systematic on-site audits, reviewing risk & quality indicators, including spot checks & interviewing/shadowing KWs to check understanding & adherence. Process improvements: Wider trends & process issues identified via the above channels will be reported to the QCI Team, PD & IPES Manager & fed into quarterly Quality Improvement Plans (QIP), with process changes/improvements rolled out across delivery & tracked to completion. Learnings feed into our Performance Management Framework, so that quality standards underpin staff behaviours & performance improvement.

Staffing Quality: Reed/Remploy will operate the same staffing structure to support consistency/quality. We will use our proven recruitment processes to ensure staff have the right skills, quals (e.g. NVQ L3 IAG for KW) & experience to deliver high quality support. All staff will complete a full IPES induction including policies, processes, Orion & IPES-specific training e.g. MPLs/CSSs & disability awareness. Additional/refresher training will be delivered throughout the contract. Reed's BM will manage its KW performance via: quarterly Caseload Assessment Reviews (CAR), which use file checks/Orion MI to conduct a detailed review of KW caseloads to ensure all Participants are progressing as profiled, including reviewing the **frequency/appropriateness of Participant engagement**, feedback

& AP activities; & Quarterly Performance Reviews (QPR) which use performance KPIs, MI & metrics, file checks/observations to measure KW quality/performance. All staff will have QPRs & annual Professional Development Reviews with their line manager to support ongoing development & quality performance.

Partner Delivery: Remploy is a recognised high-quality provider with significant DWP delivery experience as a prime, reducing quality performance risks. Our IPES Manager will assess achievement of MPL/CSS & share quality concerns /improvement ideas via weekly calls (using Orion MI) & Monthly Performance Reviews. Best practice & service improvements will be formally captured/reviewed via Quarterly IPES Reviews. Our IPES Manager will manage quality delivery via quarterly observation site visits, sampling Participant files & verifying Remploy's monthly observations. QCI bi-annual audits will include Remploy files. Our IPES Manager will replicate our internal improvement process if quality issues arise, capturing actions in a QIP. Local specialist organisations will be quality-assured prior to being added to our catalogue of NE providers. Partnership Managers will continually monitor delivery quality using Orion MI & KW/Participant feedback.

Collaborative Working: Reed & Remploy will work collaboratively with all IPES providers, DWP & the wider market, to maximise employment, health & societal outcomes. To ensure ongoing collaborative learning & improvement, we will, for example: create/support creation of & participate in an IPES Provider Forum to identify good practices that we & other providers can adopt; share delivery models; share applicable best practice from other employment provision; offer shadowing opportunities; share work opportunities (e.g. relationships with national employers willing to work with other IPES providers); & emerging innovations. Best practice & improvement & refinement opportunities will be incorporated into our continuous improvement process. Collaboratively delivering performance improvement: On WHP, we identified longer waiting times for referrals to our specialist Autism provider in Derby than in Yorkshire. An immediate contract review identified too few peripatetic staff available in Derby. We supported them to recruit additional staff & provided caseload-management coaching, immediately reducing waiting times by 50% & improving the programme experience for Autistic participants.

Continuous Improvement (CI): Our QCI team will oversee CI across Reed & Remploy delivery, leading on our routine CI cycle (to maintain/improve quality in day-to-day delivery) & strategic improvement projects (identifying longer-term improvement actions to maintain quality & performance). *Routine CI cycle:* QCI will identify potential improvements via: Participant, staff & stakeholder/employer feedback/MI findings, internal evaluations (e.g. file checks) & best practice from our other DWP contracts. The IPES Manager & Head of QCI will agree SMART CI actions/responsibilities, timescales & expected impacts, which will be recorded & tracked within a QIP. Progress against QIP actions are reviewed in RAMs, & their impact analysed. *Strategic Improvement Projects:* Our LEAN Six-Sigma Black Belt QCI Team undertake Root Cause Analysis of quality/performance issues within specific contracts & identify/measure improvements which impact long term delivery. Actions driving significant uplifts will be rolled out across wider delivery to maximise impact. Capacity-building: Remploy's support needs will be identified & addressed by the IPES Manager via the Provider Capacity Analysis process to identify areas for support (e.g. workforce planning). Targeted support is provided & improvement areas are monitored via weekly calls/monthly Performance Reviews. Procedures are continually reviewed via internal reviews led by Head of QCI, external assessments e.g. Customer Service Excellence, & feedback/focus

groups. We will share learning with DWP to improve current/future provision. Reed/Reemploy **Feedback** will be obtained via: quarterly Evaluation of Service surveys; anonymous feedback forms; post-activity evaluations; exit reviews; bi-annual satisfaction surveys (Participants, employers & stakeholders); bi-annual Participant focus groups/1:1s; & QCI led forums on specific delivery elements. Our QCI team will collate/analyse feedback; identify issues/trends; include them in the QIP; & support the IPES Manager/BMs to implement actions. BMs will respond to feedback in writing within 2 weeks. The QCI team's "You Said, We Did" campaign, highlights the positive impact of feedback & generates additional comments.

Complaints: Reed/Reemploy will use the same process, which will be detailed in Welcome Packs & will be available in accessible formats. Our Complaints Process has 4 steps: 1) The BM investigates the complaint & tries to resolve immediately. Findings/actions are confirmed in writing within 5 working days; 2) Complaint is escalated to the IPES Manager, involving all parties as needed; 3) Complaint escalated to the PD & finally Operations Director (OD). At each escalation, the IPES Manager/PD/OD will complete an impartial assessment with written feedback within 10 working days; 4) If the Participant remains dissatisfied, they may complain to the Independent Case Examiner. **Impartiality:** At Stage 1 the subject of the complaint does not investigate; it is allocated to an alternative BM. Stages 2-4 are undertaken by staff independent of local delivery. The OD updates the Board at RAMs monthly & details all complaints & resolutions for DWP. All complaint evidence is collated by our QCI team & closed cases used to identify trends/service improvements for inclusion in the QIP.

Progress: KWs record all APs & activities, reviews & outcomes on Orion. Monthly Participant/KW AP reviews track individual progress & set new actions (responsive to changing needs/goals); quarterly re-assessments of Readiness to Work/3 Wellbeing Questionnaires measure distance travelled; & case-conferencing assesses progress against AP. In-work progress is measured via: achievement of in-work AP actions; feedback (employer/Participant) & time to outcome (vs profile). Full reports with case notes, diagnostics, & APs are instantly available on Orion, enabling access to full, live detail on Participants' journeys to outcomes.

Capacity: We will mobilise IPES without adversely affecting existing/future contracts through: **Dedicated resource:** Our Implementation team (Director & 5 Project staff) has capacity to implement multiple contracts. Delivery staff will be dedicated to IPES & supported by an experienced PD. **Robust infrastructures:** Experienced central teams & proven systems underpin delivery, systematically reviewed via overall business health checks. **Due Diligence:** Reed & Remploy assessed & agreed capacity/capability against existing/future commitments. **Clear governance:** Our Board has planned & resourced for growth in the next 12 months. Contracts are managed as stand-alone business units for ongoing viability.

Performance Continuity: Our IPES Manager will convene our Decommissioning Steering Group (DSG), chaired by our PD, to develop an IPES final 18 months decommissioning plan. The DSG will meet bi-monthly from May 2023 & monthly from Nov 2023. Quality levels/CSSs will not be impacted during decommissioning: we will maintain all commitments. Staffing will reduce in line with Participant numbers. Quality/performance will be maintained through: Participant profiling & caseload-management to ensure max caseloads not exceeded; staff retention incentives; retaining full Participant offer e.g. interventions & geographic coverage; management oversight until the last Participant completes IPES; & internal support teams ensure adherence to quality, performance & compliance requirements.

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

To provide **full coverage across North East England (NEE)** for face-to-face meetings &/or digital support, Reed & Remploy will deliver IPES from a network of: 12 fixed locations (existing Work & Health Programme (WHP) sites) providing Reed/Remploy with permanent bases & 49 co-location sites & partner premises where we will have a timetabled, formalised presence (e.g. Key Workers (KWs) attending once a week). We have contacted all co-location sites & have confirmed 1:1 rooms, accessibility, availability, & cost. On contract award, agreements with co-location sites will be signed. If sites are no longer available we will contact identified contingency sites. Co-location sites will be used to conduct outreach, alongside JCP sites. We have mapped our infrastructure to ensure we have multiple locations in each NEE sub-region (see Appendix 3 for full details of transport links, facilities & location addresses). If required we will secure outreach sites (short-term/ad hoc contracts) to ensure face-to-face KW support is available to Participants unable to travel outside their immediate locality.

To ensure our infrastructure is suitable, we used: • Our 18 years' experience providing employment, skills & health services in NEE; • Analysis of NEE travel patterns; • Our understanding of IPES customer travel challenges e.g. limited mobility, reduced public transport & distance from services, especially in rural & coastal areas (each of the 61 delivery sites across NEE is within 330m of public transport); • Our track record of tailoring delivery methods to engage & support Participants in mixed rural/urban areas; • Availability of local transport schemes; • Existing delivery in NEE & input from existing partners (e.g. **REDACTED** & **REDACTED**) to ensure our proposed sites provide full NEE coverage & accessibility. All 61 premises & digital support will be ready by 02/12/19 for go-live.

Sub-Region	Property Information
County Durham	4 Co-Location (<i>Durham, Seaham, Newton Aycliffe x2</i>) 3 Existing 1 New
Derbyshire	2 Fixed (<i>Chesterfield, Derby</i>) 2 Co-Location (<i>Buxton, Swadlincote</i>) 4 Existing 0 New
North & North East Lincolnshire	2 Co-Location (<i>Grimsby, Scunthorpe</i>) 2 Existing 0 New
North Yorkshire & Humberside	14 Co-Location (<i>Bridlington, Goole, Hull x2, Skipton, Northallerton, Knaresborough, Harrogate, Richmond, Pickering, Scarborough, Selby, York x2</i>) 14 Existing 0 New
North East	2 Fixed (<i>Newcastle, Sunderland</i>) 3 Co-Location (<i>North Shields, South Shields, Washington</i>) 3 Existing 2 New
Northumberland	2 Co-Location (<i>Alnwick, Morpeth</i>) 2 Existing 0 New
Nottinghamshire	11 Co-Location (<i>Kirkby in Ashfield, Worksop, Beeston, Arnold, Mansfield, Newark, Nottingham x4, West Bridgford</i>) 11 Existing 0 New
South Yorkshire	4 Fixed (<i>Barnsley, Doncaster, Rotherham, Sheffield</i>) 4 Existing 0 New
Staffordshire Moorlands	1 Co-Location (<i>Leek</i>) 1 Existing 0 New

Tees Valley	8 Co-Location (<i>Darlington, Hartlepool x2, Middlesbrough x2, Redcar, Stockton-On-Tees x2</i>) 8 Existing 0 New
West Yorkshire	4 Fixed (<i>Bradford, Huddersfield, Leeds, Wakefield</i>) 2 Co-Location (<i>Dewsbury, Pontefract</i>) 6 Existing 0 New

Co-location Rationale: Our NEE WHP delivery experience shows that transport frequency/time/cost & travel anxiety can prevent participation. To address these transport issues (& provide parity of access) we have included a network of co-location sites in our infrastructure approach. Through WHP we know co-location supports service integration, making provision easier to access for Participants. Where possible, we will timetable our presence in each site with other support services. Our IPES Manager will assess site availability/suitability quarterly & review the need for further sites throughout the contract, ensuring legal requirements continue to be met. Should premises no longer be suitable/available, the IPES Manager will utilise our in-house Property team to source suitable replacement premises with no loss of service to Participants.

JCP: We will utilise JCP offices where JCP staff request for us to deliver some/all appointments on their premises e.g. Initial Meetings & Case Conferences. We already work closely with JCP on our NEE WHP contract & deliver from JCP offices where required, e.g. we currently deliver appointments from JCP in Derbyshire including Alfreton, Matlock, Heanor, Belper, Long Eaton & Ilkeston.

Suitability/Facilities: All proposed sites have capacity to accommodate allocated staff & provide flexibility to respond to Participants' location preferences. Each site is centrally located/easily accessible by public transport/car for access from remote areas such as Bridlington (East Riding). Travel times will not exceed 90mins & in most cases will be significantly less to encourage engagement. All sites will be Equality Act 2010 compliant, assessed/checked by our Property team. All sites will have **facilities** that include: Wi-Fi, PCs & printers (or provision for KWs to bring laptops/mobile printers), telephones, toilets, seating areas, refreshments, 1:1 rooms & training rooms. KWs will have access to local job/support services online database/noticeboards. Facilities will be available to help Participants with specific needs to engage with provision, e.g. information in different formats (e.g. large print), hearing loops, screen readers & quiet zones. The availability/**suitability** of co-location sites will be verified by our Property team who will check accessibility, facilities & compliance with legislation. By applying this consistent approach to suitability assessments & requirements for facilities, we will ensure every Participant receives a consistently high-quality customer experience & **parity of services & resources** regardless of location.

We will use **existing sites** (fixed Reed offices & established co-location sites), with additional capacity (for the maximum 2 IPES KWs at each location), that will be reconfigured for IPES delivery. All locations are currently used to deliver other employment/health services, provide support to similar groups & have required facilities in place, enabling IPES delivery to **fit well with their current use**. The use of existing sites also brings: 1) **Savings** such as no/low set-up costs & opportunity for cost savings from joint-working with co-location partners, reflected

in our quality & pricing offer; & 2) **Efficiencies** such as collaborating with co-location partners, & facilitating access to complementary services in the same location (or nearby). For example, we have agreed co-location with **REDACTED** (Dewsbury) which offers chair-based exercise for people with disabilities/health conditions & access to vSPA's integrated voluntary sector & NHS health & wellbeing provision via co-location in South Derbyshire CVS.

Digital Services: KWs will use ICT, including Skype, & online training courses (accounting for local broadband infrastructure) to provide support. Participants will have access to: • Reed's Online Careers Centre (including e-learning modules & interview simulators); • The Reed App (instant access to local jobs); • Remploy's online adviser, to answer queries/provide out of hours advice; • Remploy's web-based Wellbeing Hub featuring mindfulness resources & a lifestyle tracker (e.g. sleep, activity, mood, alcohol) which syncs with wearable devices & is available via smartphones; • Telephone/online support from partners, e.g. **REDACTED** agreed we can refer Participants to their Distance Learning offer. Rationale: For many Participants with disabilities/long-term unemployed, travel barriers, e.g. travel times/anxiety can prevent participation. In NEE this is compounded by poor access/transport frequency in rural areas (**REDACTED**).

Property Readiness: We do not intend to use any new fixed delivery sites. All our proposed co-location sites are already used to deliver similar services & require minimal set-up/fit-out. The Property workstream in our Implementation Plan outlines all tasks, timescales & critical path to ensure all sites will be ready before 02/12/19. Our central Property team is fully resourced to begin Implementation activity on contract award & will verify suitability & formalise our agreed co-location arrangements. We have successfully mobilised outreach/co-location sites, e.g. 5 sites in 2017 for DWP WHP NEE across rural (Buxton, Swadlincote & Leek) and urban areas, e.g. in Dewsbury & Pontefract. Contingency arrangements include: • Use of 11 Reed Group offices for IPES management activities, e.g. **REDACTED**; &/or • Base staff in partner/community premises, e.g. we will discuss potential co-location with existing partners we work with on NEE WHP, e.g. **REDACTED** in Leeds & **REDACTED**

Fluctuating Volumes: To minimise any adverse impact of changes in volumes we can accommodate a +/-20% change in IPES annual flows without having a negative impact on our premises proposal. For example, if flows increased by 50, this would mean 2 additional KWs, who could be accommodated at any of our sites. As we have designed our infrastructure approach with our partner Remploy they understand potential flow fluctuations & will mirror our approach, ensuring they have the capacity to take on additional flows & adjust co-location sites/KW presence to meet changing volume patterns. We are able to source additional co-location/outreach sites, using our extensive partner network where possible e.g. our Leek co-location site can accommodate additional flows/KWs, & we would explore co-location with community venues to provide extra capacity such as **REDACTED** in **REDACTED**, 250m to 5 local bus routes). Our Business Managers will pro-actively monitor Participant volumes to identify sites receiving low flows. All co-location agreements will include a one month termination clause enabling us to end arrangements quickly/flexibly if no longer required.

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

1) STAFF RESPONSIBILITIES & SKILLS/QUALIFICATION/EXPERIENCE:

Reed & our joint delivery partner, Remploy, will deliver the full Participant journey, employing 31.9 FTE staff (at peak) in North East England (NEE). For go-live on 02/12/19, Reed will have 9.5 FTE staff in place, & Remploy will have 4 FTE staff in place. The key operational & management roles that we will deploy (at peak), & their key responsibilities (KR) & skills/experience/qualifications (SEQ) are below.

24.5 FTE Key Workers (KWs), 14 Reed & 10.5 Remploy (21 to be recruited, 3.5 to transfer internally). KR: Outreach with JCP & Signposting Organisations; engagement; assessment; action planning/addressing barriers; building networks; sourcing work; exit interviews; & in-work support to Participant/employer.

Caseloads: Low caseloads (max. 25, average 20) reflecting the intense support Participants require to move into/sustain work (min. weekly contact & fortnightly 1:1s). Caseload rationale: Based on caseload modelling & best practice from Reed & Remploy's experience supporting the hardest-to-help on voluntary employment contracts including SES, Work Choice & DWP ESF. SEQ: Min.5 GCSE's A-C (degree or relevant qualification desirable, e.g. hold/be working towards, an NVQ L3 Advice & Guidance); experience of working in a customer-facing/support role; interest in people; strong administration skills; & exceptional communication skills.

3.5 FTE Business Managers (BMs), 2 Reed & 1.5 Remploy (all to be recruited).

KR: Build/maintain strategic relationships including with JCP Managers; line manage 24.5 KWs, work with IPES Manager to drive achievement against profiled outcomes. SEQ: Experience delivering projects of a similar size/scale & people management (including supporting, mentoring, coaching). Worked in a KW/equivalent role. Degree/equivalent qualification (or A-level/equivalent & 2 years in management); strong admin, relationship building & communication skills.

1 FTE Partnership Manager, Reed (to be recruited). KR: Identify & build strong partner links with local specialists; maintain our Route Planner Tool to provide Reed & Remploy KWs with referral & eligibility information; oversee Specialist Support Fund spend; & support KWs to identify local work opportunities. SEQ: Strong interpersonal & stakeholder relationship skills; ability to work independently; experience developing/maintaining partnerships & building long-term, high value relationships. Qualified to degree-level/hold relevant professional qualifications.

1 FTE IPES Manager, Reed (to be recruited). KR: Responsible for overall contract delivery including: single point of contact for DWP; line-managing Reed BMs & Partnership Manager; performance-managing Remploy; ensuring targets are met & reporting progress to our Programme Director; & ensuring compliance & sharing best practice. SEQ: Experience of managing employment contracts, conflict resolution, working collaboratively & successfully with partners & building long-term relationships. Qualified to degree level (or equivalent).

0.3 FTE Programme Director, Reed (existing). KR: Responsible for applying lessons learnt from other programmes to IPES & taking key learning from IPES to inform other programmes. Ensures infrastructure & resource allocation is appropriate. Provides strategic direction to support performance achievement.

SEQ: Experience of delivering performance improvements, working with senior stakeholders & programme management. Qualified to degree level (or equivalent).

Remploy's **0.3 Operations (IPES) Manager** (existing) will provide oversight and strategic input on Remploy's delivery.

Our central contract support functions (all employed by Reed) will include:

0.1 FTE Engagement Worker (EW) (existing): Based FT in our Contact Centre,

the EW will work flexibly to arrange/conduct Warm Handovers, as required, via a three-way conference/telephone call with JCP Work Coaches & Participant. The EW will be fully trained in IPES logistics, the range of support offered on IPES & the benefits of participation. The EW will book the initial meeting between the KWs & Participants & will be able to identify barriers to engagement (e.g. transport/ accessibility), advising KWs to ensure appropriate solutions are implemented.

0.1 FTE PRaP Manager & 0.3 FTE PRaP Exec. (both existing): Designated contact for DWP's PRaP Operational Support. Responsible for managing referral admin & monitoring our Claims team performance to ensure accurate & efficient processing (e.g. accepting/rejecting PRaP referral within 2 working days).

0.2 FTE Claims Analyst (existing): Will reconcile payments, maintain accurate payment records, & oversee Remploy's self-billing process & payments.

0.1 FTE Validation Manager & 0.5 FTE Validation Exec. (both existing): Will manage Participant data & payment through DWP/Reed systems; & reconciliations to ensure referrals processed in line with Customer Service Standards (CSS).

To **ensure all staff recruited have relevant skills/experience**, we have identified essential criteria for all roles, against which Reed/Remploy's HR teams will screen staff. We will check all evidence (e.g. qualifications) during the process to minimise delays. Our recruitment, training & retention processes will be agreed with & mirrored by Remploy to ensure consistent high standards across delivery.

OUR RECRUITMENT/TRAINING/RETENTION APPROACH: Our HR & Learning & Development teams will support Remploy, the IPES Manager & BMs with staff recruitment, induction, ongoing training & retention to ensure effective delivery & ongoing high performance. Day one roles will be filled through our recruitment process outlined below (existing Reed/Remploy staff may transfer from similar contracts that are ending, including SES, if assessed as suitable via HR process).

Recruitment: Reed will advertise roles on reed.co.uk, social media, sector websites & local/regional press. Reed/Remploy will create a joint recruitment approach & our HR teams will screen applications for relevant qualifications, experience & attributes. Both teams will create pools of pre-screened candidates who we will engage on contract award. Those shortlisted will be interviewed & assessed against key competencies, e.g. ability to manage challenging situations.

Successful candidates will be given conditional offers once HR completes our vetting procedures per HMG Baseline Standards (e.g. DBS check). Reed will monitor Remploy's activity to ensure suitable staff are recruited on time. TUPE:

We have assessed the data & do not believe TUPE applies. If that position changes, we will use our established TUPE process to simultaneously manage TUPE/recruitment activity in conjunction with Remploy (who will have staff in scope for transfer). **Training:** Induction: Reed/Remploy staff will complete our co-designed IPES induction. For KWs this will include: • individual KPIs/contractual CSS (e.g. initial face-to-face meetings held within 15 working days); • delivering our personal development products; • systems and processes; • using our MI system (Orion) & MI recording requirements; • e-learning modules (e.g. Equality, Health & Safety, Safeguarding, Data Protection/GDPR); & • specialist training (e.g. understanding common mental and physical health conditions). Ongoing: Reed and Remploy are committed to staff CPD including: qualifications (e.g. L2 Health Champion Training); shadowing high-performing staff; & training bursaries. Staff are required to complete refresher training on new/amended policies, procedures, legislation & DWP requirements. **Retention:** At Reed, average length of service is 3.66 years due to: competitive starting salaries (in the sector's top quartile);

employee benefits & performance-related pay; a commitment to staff development (via annual personal development plans & quarterly reviews); an inclusive culture (e.g. we are a Disability Confident Leader & operate a Women in Leadership mentoring scheme); & encouraging employee innovation (e.g. our employee suggestion scheme). Remploy operates similar approaches to retention & holds the Investors in People Gold Standard.

MANAGING ABSENCE: We have built an average of 30 days' annual leave & sickness per staff member into our staffing model. Annual leave/sickness absence are proactively managed by BMs, in line with Reed's policies to maintain quality & performance levels. Annual leave must be approved 2 weeks in advance & be for a maximum of 2 weeks. Leave requests can be denied if there is good business case (e.g. too many KWs already on leave). Prior to going on leave, KWs will give their Participants the details of another KW for continuity of support. The IPES Manager/BMs will not take leave concurrently to ensure cover. If sick, staff must call their manager by 8:30am who will notify Participants/employers, reschedule appointments & ensure urgent appointments are covered by another KW. For longer absences (e.g. disability absence), we will second a KW from another contract that is ramping down, recruit & train temporary a KW, or a Reed/Remploy BM will take on a temporary caseload to ensure full coverage throughout the programme. Remploy has equivalent annual leave/sickness policies in place, & Reed's IPES Manager will conduct ongoing reviews to ensure these are applied & Remploy's annual leave/sickness does not impact performance/caseloads.

MANAGING CASELOADS & STAFFING LEVELS: To enable KWs to provide tailored, intensive support, we modelled caseload & staffing levels using: DWP referral volumes; time-bound activity assumptions, e.g. monthly 75-minute Action Plan reviews; & geographic assumptions, e.g. additional travel time for KWs in rural areas. This enabled us to identify the right staffing levels to meet KPIs & CSS. **Caseloads:** KWs are the only permanently caseload-carrying role within our model, supporting Participants both pre-work & in-work, with maximum caseloads of 25 (average 20). Participants will be supported by a consistent KW during their time on provision, allocated to them by the EW based on geography - KWs will cover defined geographical areas, so a Participant may be allocated to one of two KWs. Caseloads will include Participants with a range of support needs, with our **REDACTED** Specialist Support Fund helping KWs support more complex Participants. Reed/Remploy BMs will work with JCP staff to generate proportionate referrals from each NEE sub-region, balancing caseloads across KWs. BMs will profile caseloads, identifying drop-off points/forecasting flows to manage caseload sizes & identify where new staff may be required/KW geographies need to be flexed.

Staffing levels: Staffing is phased to reflect increasing volumes from go-live (peak Feb-2021) & decreasing volumes at contract end (reducing staff from Dec- 2023 when referrals cease). We have used our average recruitment timescales to model when to advertise roles so staff are in place & trained in line with referral volumes. Recruitment forecasts will be discussed & re-profiled at monthly Risk Assessment Meetings using actual delivery data, with new recruitment approved at Board-level. When headcount reduces, we support staff to move to other contracts/roles, using redundancies as a last resort. If referrals increase, we can promptly accommodate them, e.g. Reed/Remploy BMs take on temporary caseloads). For larger/long-term increases, we will recruit externally &/or transfer staff from completing contracts. If

referrals are lower, we will increase JCP engagement including delivering from JCP & Signposting Organisations sites to simultaneously promote the service.

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

Our North East England **MANAGEMENT STRUCTURE** provides clear lines of responsibility & defined roles/duties, extending from our Board to local delivery: Board: *Managing Director (MD)*, **REDACTED**, chairs the Board & is the ultimate accountable decision-maker. Our *Operations Director (OD)* reports to the MD & is responsible for the operation of all Reed contracts, reporting performance, quality & risk to the Board at monthly Risk Assessment Meetings. Programme Management: Our *Programme Director (PD)* will provide strategic direction & embed lessons learnt from other programmes to support IPES performance. The PD will report directly into the OD & manage the IPES Manager. The *IPES Manager* will: 1) be responsible for contract delivery & achievement of quality/performance targets; 2) manage our Business Manager (BM), the Partnership Manager (PM), & our relationship with Remploy; & 3) be DWP's point of contact & lead our stakeholder engagement strategy. *BM* will monitor/drive Key Worker (KW) performance, including: evaluating KW performance via observations & caseload reviews; encouraging KWs CPD; & monitoring referrals & starts. Our *PM* will manage our specialist partner network, ensuring Participants receive tailored support from a quality-assured provider. Delivery team: *KWs* will provide tailored, intensive pre-employment & in-work support to Participants & engage specialist partners/support networks. Support functions: Reed/Remploy *KWs* & management teams will be assisted by specialist teams outlined in Appendix 4.

CAPACITY: Our IPES Manager, PM, BM & *KWs* will be 100% dedicated to IPES. The IPES Manager will report to our PD (0.3 FTE) who will provide additional capacity, particularly during implementation/contract ramp-up, initially focusing on performance/quality metrics, enabling the IPES Manager to focus on staff/premises/stakeholder relationships. From year 2 onwards their roles will be as described above. Our PD will report to our OD who sits on the Board, which meets weekly to ensure each of our contracts are resourced to meet quality/performance targets. Our IPES delivery staff will be dedicated to this contract & report to the BM. We have profiled roles across the lifetime of the contact, including go-live staff & recruitment (e.g. 7 *KWs* at go-live) to enable prompt progression to business-as-usual, without moving staff from existing contracts. IPES will be resourced with new recruits or staff transferring from contracts that are completing, where their roles are no longer required. Required central resource from shared teams, including Claims & Quality has been calculated based on our experience of delivering similar contracts (e.g. Work & Health Programme (WHP)) & allocated to IPES. We continuously review central resourcing against current/future contract commitments to ensure we have the required number of staff in place, recruiting additional resource as required. We also have use of the Reed Group's central functions, including: payroll, property & IT teams to ensure we can meet increasing demand & Reed Specialist Recruitment to quickly resource new contracts. We have a **track record of implementing new contracts** while maintaining performance/quality on existing contracts, e.g. when implementing North East WHP (Sep-Dec 17) we continued to meet targets on existing contracts including our 10 DWP ESF contracts, which achieved 1,455 job starts & 101% of sustained outcome target in this period. We have non-operational teams including Marketing, Curriculum Development, Business Development & Implementation Team (Associate Director & 5 Project Managers/Executives), to ensure operational staff maintain a focus on delivery & are not involved in programme implementation. Our Director of Business Excellence reviews resource required for contract

implementation & when required we recruit new staff/transfer staff from contracts that are completing or have closed so operational staff are not impacted.

SYSTEMS & PROCESSES TO PREVENT FRAUD: We have delivered 51 DWP programmes in the last 10 years, including Work Programme, WHP & DWP ESF provision. As such, we have strong experience of working to DWP's contract compliance & fraud requirements, & in February 2019 DWP's Provider Assurance Team awarded Reed a Reasonable rating (second highest level), evidencing DWP's confidence that our processes & controls, including those to prevent fraud, are robust. At an organisational level, we have robust corporate policies in place, including whistleblowing & business ethics, all supported by mandatory training & refresher e-learning, to ensure staff embed effective fraud prevention practices in their day-to-day duties. Remploy will be required to work to/support the approach described below to minimise the risk of fraud across IPES delivery, supported by our IPES Manager. Robust structures built on segregation of duty are embedded throughout Reed, from Board level to operational & support functions. Reed's Director of Business Excellence sits on the Board, with oversight of compliance & audit functions (ensuring separation of duties from Operations & Finance).

Reed's **three lines of defence approach** ensures controls are in place to prevent & mitigate fraudulent activity: **1.)** Reed/Remploy frontline teams deliver in-line with internal guidance (reflects contractual guidance). All interactions are recorded on our participant management system, Orion, such as: attendance records, evidence (e.g. job start information) & permissions (e.g. consent forms). Orion provides a complete audit trail of all inputs, evidence & outcomes allowing tracking in-line with DWP requirements. BMs have robust file-checking processes in place, performing daily checks & ensuring at least 10% of files are checked per KW per quarter to check compliance/identify potentially fraudulent activity. **2.)** Our corporate teams provide expert guidance/controls e.g. contract-specific Process Manuals, develop & deliver training & respond to specific queries via phone/email. Our Compliance Team works with our Finance Team to establish claim processes & corresponding guidance which safeguard against fraud. Our Compliance Team will separately monitor IPES compliance/quality at six-monthly compliance audits & unannounced spot-checks (e.g. checking action plans), agreeing remedial actions with BMs. **3.)** Reed's independent Internal Audit (IA) team audits all controls to manage risk/mitigate fraud, ensuring they are effective, that risks are eliminated or reduced to an acceptable level & that they are managed continually. The IA team report to Reed's Audit & Risk Committee, consisting of Board-level Directors, who review IA reports, & programme management's response to issues raised via IA.

Claim evidencing & fraud prevention for Participants in self-employment (SE): Our claims processes are built on clear segregation of duties to mitigate the risk of fraud/ensure validity of claims. KWs will be trained on all evidence requirements at induction by our Compliance Team. We use a three-step validation process to identify potentially fraudulent activity: KWs collect outcome evidence & upload it to Orion; our Compliance Team checks that claims are valid for submission to DWP, & outcomes are checked/submitted for payment by our Claims Team to DWP. At 91/182 days our Claims Team will validate info by contacting Participants prior to claim submission to ensure that claims are correct. We recognise there is added risk in SE claims, therefore we undertake additional validation to minimise the risk of fraud. KWs will: collect Companies House/HMRC registrations/business account details as evidence; record SE job start; & confirm SE activity via calls/text/emails.

Question 1.4.17 - Implementation

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.

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.

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

- 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.

Please note that a page limit does not apply to the implementation plan to be provided at **Appendix 5**.

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 1.4.17 - Implementation

Our Implementation Team (Associate Director (AD), 5 Project Managers (PMs) & Project Execs) will be responsible for implementation, applying our Implementation Framework which has been used to successfully mobilise 11 DWP contracts since 2016 including our DWP Work & Health Programme (WHP) contract with 11 new offices set up, 11 supply chain partners mobilised & 100+ staff recruited/trained in 3 months. Our approach will **enable Reed/Remploy to accept referrals in North East England (NEE) on 02/12/2019** through: i) Pre-contract award activities to accelerate implementation/minimise risk e.g. begin developing IPES staff guidance manuals; ii) An Implementation Plan (IP) with 16 workstreams showing milestones & critical path (in bold in Appendix 5) & tasks/responsibilities; iii) AD responsible for IPES Implementation & PM responsible for managing progress against the IP, supported by workstream leads reporting progress daily; & iv) an Implementation Project Board (meeting weekly, chaired by AD) where workstream leads discuss progress & dependencies/risks & **escalate** if necessary. The team has identified IPES NEE implementation risks, RAG-rated their likelihood (L) & impact (I), & identified mitigations. These are captured in a Risk Register & will be monitored & updated daily during implementation, with emerging risks added & mitigation activities monitored closely. Urgent risks are immediately **escalated** to our AD (& Operations Director if needed). The Board is updated weekly ensuring appropriate resources are allocated & contingencies actioned if required. DWP will be informed of deviations from the critical path & planned action to ensure service delivery commences on time. Key milestones, timescales & responsibilities for workstreams identified as having higher levels of risk are detailed below.

HR (20/08/19-18/11/19): Owner, **REDACTED** (Head of HR) will ensure Reed/Remploy's 13.5 FTE go-live staff are in place, trained & have appropriate DBS checks. *Milestones* include: Recruitment needs identified/adverts placed by 23/08/19, interviews completed 04/10/19 & frontline induction/training complete by 02/12/19. *Key risks*: Unable to recruit high-calibre staff & recruitment/training not complete for go-live (**L**: Green, **I**: Red). *Mitigations*: Remploy will mirror our staffing structure & have agreed go-live staffing. We will adopt a joint approach to recruitment for efficiency with Reed/Remploy HR teams jointly finalising job adverts pre-award & advertising immediately after standstill. Reed/Remploy HR teams will access Reed's pool of pre-screened candidates, & advertise on reed.co.uk, social media, sector websites & local/regional press. We will utilise external HR specialists as a contingency if needed & Remploy will be supported by Reed HR & our Delivery Partner workstream lead. Reed/Remploy will co-deliver a full induction for all staff, including: policies & procedures; contract requirements & contract/role-specific training, e.g. Systematic Instruction training for all Key Workers; & systems & ICT training, ensuring staff are fully trained for go-live.

Property: (26/08/19-29/11/19): Owner, **REDACTED** (Head of Property). Will ensure Reed's 12 existing fixed sites & Reed/Remploy's agreed co-location sites are ready to receive Participants on day 1. All 49 proposed co-location sites (many existing partner sites) have confirmed 1:1 rooms, accessibility, availability, & cost, minimising risk. *Milestones* include: IPES delivery space at existing sites ready 02/09/19, co-location arrangements formalised 18/10/2019, & co-located sites ready for IPES delivery by 08/11/2019. *Key risks*: Co-located properties not available by go-live (**L**: Green; **I**: Red), property fit-out not complete by go-live (**L**:Green/**I**:Amber). *Mitigations*: We have identified contingency sites e.g. Reed Group's 11 sites across NEE. If required, our Property Team will use our

partner/their agency links across NEE to source new fixed/co-located sites.

Stakeholder Engagement: (19/08/19-13/12/19): Owner, REDACTED (Project Executive). Will ensure specialist partners, signposting organisations & JCP are ready to support delivery. All actions completed by 13/12/2019. *Key risks:* Arrangements not in place to drive referrals (**L:** Green; **I:** Red); lack of specialists in place to support Participants (**L:** Green; **I:** Amber). *Mitigations:* Reed/Remploy have well-established relationships with 250+ delivery partners & local JCP teams through existing contracts; e.g. Work & Health Programme, REDACTED (health/wellbeing) & SES (Remploy). Partner details including referral arrangements, eligibility criteria & info sharing approaches are catalogued on our system. Contact will be made with each partner post award to review/update existing details to reflect IPES & to discuss delivering outreach sessions to drive referrals & programme engagement. Agreements with new organisations will be formalised/captured on our system on contract award.

Delivery Partner Mobilisation: (23/08/19-06/12/19): Owner, REDACTED (Senior Innovation & Change Manager). Finalises agreements & contractual terms with Remploy & ensures Remploy is ready to receive referrals & meet contract requirements from day 1. All go-live actions completed by 29/11/2019. *Key risk:* Remploy not mobilised for go-live (**L:** Green; **I:** Red). *Mitigation:* We have worked closely with Remploy for 6 months to design & develop our response to IPES NEE. This has included sharing performance/quality KPIs to ensure they understand contractual obligations before we enter implementation activity. They understand the volumes & geographies they will be working with & have identified staff & delivery sites (e.g. REDACTED) ready for day 1 & have activate NEE relationships already in place through SES delivery. On contract award Remploy will be coached/managed by our Head of Supply Chain Management, with a phased handover to the IPES Manager from 15/11/19. Remploy are invested in the success of our model & have a clear understanding of their contractual obligations, meaning they are unlikely to disengage. We have identified contingency providers who can be quickly mobilised, &/or we can deliver some or all of Remploy's proposed delivery ourselves, should Remploy withdraw (low risk).

Risk Management: (20/08/19-29/11/19): Owner, REDACTED Head of Risk Management will identify MI requirements for performance management & DWP reporting, create contract specific compliance measures & develop Process Manuals to brief to Reed & Remploy staff at induction. *Milestones* include: Our Compliance Framework updated by 04/11/19 & Process Manuals created by 28/10/19. *Key risks:* Delays amending processes/procedures (**L:** Green; **I:** Amber). Staff training on Orion incomplete (**L:** Green; **I:** Amber). *Mitigations:* Compliance team has previously mapped DWP contract requirements & produced processes/manuals. They have analysed the IPES Participant journey, specification & contractual requirements, & will develop draft processes/systems pre contract award to enable quick development of the compliance measures/Process Manuals

Curriculum & Training Development (CTD): (23/08/19-08/11/19): Owner, REDACTED (Head of CTD). Reviews suitability of Remploy's delivery materials & ensures products/interventions are adapted to be suitable for 1:1 delivery. All actions completed by 22/11/19. *Key risks:* Materials not ready for contract start (**L:**Green/**I:**Amber). *Mitigations:* All interventions & materials have been used on existing DWP contracts. We will start reviewing & adapting them prior to contract award. We have profiled the time & cost of developing/adapting materials & have an experienced CTD team of 7 to work on this task.

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

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:

- 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.

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

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

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:

- 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.

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 **2** sides of A4, **excluding** the question text and these instructions.

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**

- 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)).

Your response should include as a minimum:

- 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.

- 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.

Your example should include as a minimum:

- 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

You should redact any participant personal data that you provide to DWP as part of your response.

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