

2.4.1 Delivery Proposal for Gateway to Employment – Specialist Support for Claimants with Multiple Barriers Midland Shires JCP District

Supplier Name:

Please provide a detailed account and breakdown of the proposed content, key stages and method of delivery for the Gateway to Employment provision, with supporting rationale and clearly detailing and subcontracted elements. Your response should include: -

- Details of how you propose to engage with JCP Work Coaches, with regards to handling initial referrals and taking forward the provision;
- Details of how you will identify the appropriate levels of support required for the individual claimants through the initial, in-depth face to face diagnostic assessment
- Details and design of the individual activity plan
- Details of how your proposal for the content of the 10 week course will meet the requirements of the individual and also Paragraph 3.1 of the Specification
- Details as to your proposals/steps to help ensure claimants achieve an initial job outcome and sustain the job through In Work Support
- Details of your plans to manage the performance of the provision, including how you will monitor and measure effectiveness to achieve the required performance outcomes as detailed within Part 9 of the Specification
- An outline description of the systems your organisation will use to administer the provision effectively (e.g. keep accurate and auditable records on claimants, outcomes etc) and to gather/analyse/act upon claimant feedback.

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

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

PPDG's Gateway to Employment proposal combines the knowledge & expertise of a reputable district based provider, incorporating proven delivery principles & recognised best practice from supporting local claimants who face multiple/significant mental & physical health barriers. PPDG will prioritise high levels of **personalised support & daily activity** to promote the positive impact that work has on an individual & re-motivate, re-energise & re-focus both ESA/IS & JSA claimants to find suitable employment via:

Referral Management: PPDG will operate a centralised referral service that provides JCP Work-Coaches with a single point of contact. Based on leading best practice from our Work Programme (98% attachment), this includes:

Dedicated Contact Centre: providing dedicated telephone line & expert staff;

Warm Referral Interview: JCP Work-Coaches, with the claimant present, can book the initial interview & carry out a light touch assessment to capture key data to plan for any concierge requirements (access assistance, warm-up support i.e. courtesy calls). Claimants will be offered the opportunity to bring a friend/family member along to their first appointment for moral support;

Online Booking System: claimants booked on to the next available initial appt;

Claimant Tracking System (CTS): automatically allocates a site based on the referring JCP Office/proximity to claimant address. Will generate & dispatch an appointment letter confirming attendance details & benefits of participation.

On-going referral management & engagement with JCP Work Coaches:

implemented by local site managers to identify & plan for local & district demand. We will regularly review local claimant counts to identify any peaks & seasonal adjustments to plan resource for predicted demand.

Our **referral management & ongoing service uptake solutions** offer JCP:

- Proactive & collaborative engagement of claimants including warm referral, courtesy calls/alerts & attendance management support, i.e. travel assistance;
- An **established referral system** managing 300+ referrals per week;
- Trained & qualified management/delivery staff with established working relationships & business friendships with local/regional JCP Work Coaches;
- **Inbuilt flexibility to meet demand** (estate of 7 sites & peripatetic resource).
- **Promotion of the programme to JCP staff & claimants** via a flexible engagement strategy i.e. market stalls at the Central England Stakeholder events & DWP providers meetings; local JCP office presence i.e. floor walking; onsite referral support; tasters & awareness sessions; staff presentations at communications meetings; promotional materials & aide memoires for staff.
- Scheduled referral reviews/telecoms with JCP managers as required.

Intensive/In-Depth Diagnostic Interview: Our evidence shows intensive diagnostic assessment/planning increases attendance/commitment, contributing to increased job outcome performance with better prepared claimants progressing faster/earlier into sustainable employment. Individual levels of support will be identified/planned for during a 1 hour in-depth 1:1 initial Diagnostic Interview, conducted by Employment Coaches (EC) & supported by qualified Health Care Professionals (if required) to include:

- **'My Story' Review:** a discussion based, **whole life assessment** that supports claimants to **reflect & take stock** of their individual circumstances & self-identified barriers to progression/employment, to include: personal circumstances review including identifying health barriers to attendance and employability and situational needs, i.e. child/care responsibilities, work experience to date, transferable skills, current aspirations & job readiness.

- **Individual Skills Audit:** a review of qualifications/functional skills utilising market leading systems BKSbLIVE (Skills)/ Fast Path Assessment (Aspiration). These assessments measure claimants existing, transferable skills against their job goals/ambitions to identify any skills mismatch/deficits. The results will identify: a) motivational needs/skills issues preventing them from moving into work & b) interventions required to build job suitability/improve work prospects.
- **CV Review:** Utilising bespoke software to review/create tailored CV's enabling learners to successfully market themselves to potential employers.
- Development & agreement of a detailed & realistic **Individual Action Plan** to record all relevant activities to be undertaken including any signposting & specialist services to be called off & attendance support arrangements including access/travel planning & childcare support. Their designated EC will schedule regular support & record attendance/progress on an ongoing basis.

Individual Activity Plan: Delivered by qualified & experienced Multi-Functional Trainers (MFT's), providing **25-30 contact hours per week, Mon-Fri** from local & established PPDG/partner sites. Claimants will have a multitude of barriers to employment & there is rarely an ideal standardised or 'one-size fits all' model. Our proposed delivery content and methodology can be adapted to meet the individual requirements. Delivery will be individualised via the right combination of 1:1 person-centred support; modular training; workshops/group discussion & individual guided/reflective learning to meet learner need. Activities be sequenced differently and delivered at a different pace, with elements intensified or condensed depending on the claimant's capability/capacity. Delivery content is founded on our bespoke and proven Pertemps **Individual Advancement Programme (PIAP)** model. An inspiring motivational programme that brings about long-term behavioural change & enables claimants to see the positive impact employment has on their social/personal wellbeing. The Gateway to Employment content includes:

<p>Weeks 1 & 2</p> <p>PIAP modules & daily w'shops</p>	<p>Module 1. 'Success'-group discussions/workbook exercise: help learners identify what success is, enabling them to recognise achievements & the positive impact of work on health/wellbeing.</p> <p>Module 2. 'Potential'-group activity: learners taught to recognise ways their potential can be limited enabling them to emphasise their strengths, includes learning styles preference exercise.</p> <p>Module 3. 'Perceptions/Assumptions'-opportunity for learners to challenge their pre-conceptions/barriers through practical group activity, i.e. risks factors/non-health related barriers.</p> <p>Module 4. 'How the mind works' - guided learning: helps learners understand their ability to control how they think/feel & choose to express themselves & respond to different situations.</p> <p>Module 5. 'Values, attitudes & beliefs'-workshop: teaching learners how these can limit or enhance their potential.</p> <p>Module 6. 'The Hilltop'- defining the learners view of the world, Learners will identify where their values, attitudes & beliefs have come from & ultimately gain control over how they see things.</p> <p>Module 7. 'Listening'-looks at the effectiveness of listening skills, i.e. subjective/objective & how this can be improved.</p> <p>Module 8. 'Trust & Cox's Ladder'-Workshop: investigating & providing solutions to cope with new/stressful situations.</p> <p>Module 9. 'What do I want from my life'-group discussion: for</p>
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	<p>learners to identify/manage the behavioural/lifestyle changes necessary to reach their true potential & employment prospects.</p> <p>Module 10. 'How do I reach my true potential'-guided learning: instilling the understanding that making change is not just about 'mind set', but how change/employment can have a profound effect on our physical/ emotional state. Learners will learn how to recognise imagery/visualisation as a tool for setting goals.</p> <p>Module 11. 'Goalsetting & Affirmations'-Workshop: teaching how goal-setting works in order to give learners the best possible opportunity of achieving their individual goal/positive progression.</p>
Weeks 3-6 (up to 120 hrs)	<p>Delivery of a combination of appropriately selected units, i.e. Searching/Applying for a Job; Personal Presentation & Hygiene & Developing Personal Confidence to address perceived barriers to work & to develop employability skills required for sustaining work via: City & Guilds Entry Level or Level 1 Certificate in Employability Skills</p>
Week 7 (30 hrs)	<p>Provision of ITQ training dependent upon individual need, based upon the results gathered during each individuals Initial Interview, either; City & Guilds Entry Level Award for IT Users (Entry Level 3) OR BCS Level 1 Award in IT User Skills (ITQ1)</p>
Weeks 8 & 9	<p>Following on from Week 7, progression onto further learning: BCS Level 2 Certificate in IT User Skills (ITQ2) (60 hrs)</p>
Week 10 AM & PM sessions	<p>Practical Support for Jobsearch & Signposting:</p> <p>1) Utilising a range of Job Opportunity Group modules to support & improve jobsearch activity, i.e. Application Writing; Using the Internet to Access Employers & Effective Speculative Letters & guidance regarding realistic & attainable job roles.</p> <p>2) Signposting to locally delivered support/specialist organisations to assist in barrier removal, i.e. health condition management, debt & self-employment advice.</p>

Gateway to Employment support activities designed to:

- assess claimant's individual story to ascertain/eradicate any barriers to work.
- highlight & support claimants to access specialist support available locally.
- stabilise conditions & promote long-term behavioural/attitudinal change.
- promote the positive impact work can have on individual's wellbeing.
- empower claimants to truly believe that employment is within their reach.

Securing an Initial Job Outcome: includes:

- Condition Management within the Workplace Surgeries which prepare/equip claimants for entering work including detailing Access to Work entitlements.
- Access to facilities & equipment including computer suites / internet for online jobsearch/applications; interview rooms; refreshment areas.
- Bolt-on sessions which reintroduce claimants to the local labour market.
- Access to self-employment advice from BES (for those with disabilities this is often an excellent option as it provides flexibility e.g. working from home)
- Support from qualified Job Search co-ordinators including 1:1 jobs-match; application support; interview prep & follow-up activity; 'search & research' sessions to find local vacancies; agency registration & sector-led jobsearch.
- Scheduled sessions on using/maximising web based tools & digital job search resources including Universal Job Match & Linked In.

- Vacancy brokerage from our Employer Liaison Team to ensure claimants have access to 'friendly' employers e.g. those with JCP Positive About Disabled People '2 tick' standards, who are willing to see past a physical/mental health condition & offer e.g. flexible working arrangements.

In Work Support: Based on existing best practice that has secured 49% job sustained at 26 weeks rates for which DWP has recently congratulated us on. Those entering employment will be supported for 13 weeks to manage the transition to work & sustained employment via a proactive service including:

Employment Transition Plan: including Access to Work entitlements.

Critical Friend Service: e.g. telephone (including out of hours & emergency help-line), text & email tracking service determined by individual need.

Specialist Support: including a same day response from their EC.

Rapid Response Service: those likely to or who have fallen out of work will be referred to a Job Search Co-coordinator to source alternative work

Performance Management: MI & qualitative feedback is gathered to ensure programme effectiveness & required performance outcomes are achieved via:

Reporting MI Services: Robust systems including PPDG's Management Information System capturing data i.e.: attendance at initial apt; prevalent barriers; support accessed (internal & specialist); accredited skills achievements & job outcomes. The central MI data collates validated performance for each claim/outcome code in an accurate & timely manner. It features a comprehensive programme of bespoke reports which provides delivery staff/managers with real-time information. Used to monitor learner progress & by managers to analyse staff/delivery site performance;

Weekly Performance Reporting: by the site manager to the central Ops Team, where an analysis of performance vs. profile is undertaken;

Monthly reconciliation: re-profiling/budgeting activity ensuring reconciliation with profiles to achieve Key Performance Indicators (KPI)

KPI's: monitored weekly to ensure achievement of the intended outcomes.

Monthly Performance Reviews: held by Contract Lead & Site Manager to review the output of the quality monitoring/performance measures. Any under-performance/non-compliance is addressed & corrective action implemented.

Administration & MI Systems: to monitor quality & customer satisfaction via:

Claimant Tracking System: provides an individual electronic record of attendance/progress & will track labour market status. Updated daily by the EC & MFT. Produces performance reports including starts/job outcomes.

Central Claims & Administration Team: validate all performance data & evidence i.e. job outcome evidence (payslips & employer confirmation letters). Once validated & compliance checked the team will collate a contract invoice & performance report, issued to JCP as directed & our Regional Operations Director for performance monitoring. If a claimant refuses to attend, requests to leave or fails to attend for more than one day without good reason the EC will inform the central claims team who will notify JCP accordingly.

Claimant Evaluation & feedback: captured via electronic learner surveys at the start, mid-point & programme exit. The Continuous Improvement Team will analyse claimant feedback bi-monthly to identify areas for improvement.

Observation of Learning: monitored by our Curriculum Development Manager via 'Joint Observation of Teaching & Supported Learning Strategy'.

Subcontractors: will not be used but we offer specialist support services i.e.: health/condition management; debt & substance abuse via our supply chain.

2.4.2 Premises Proposal for Gateway to Employment – Specialist Support for claimants with Multiple Barriers Midland Shires JCP District

Please provide details of the premises from which you propose to deliver the provision in the Midland Shires JCP District

Your response should include:

- full address details, including postcode, together with supporting rationale for choosing the location, i.e. why do you consider them suitable and how these locations will ensure full coverage of the required delivery area;
- details of facilities available at your proposed delivery location;
- details of how you will ensure suitable delivery locations for claimants with severe mobility issues initial, in-depth diagnostic assessment;
- if you intend to use existing premises for this provision, please explain how this would fit with their current use and confirm that they have sufficient capacity. Alternatively, where new premises are proposed, please give an indication of timescales required to secure these premises.

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

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Premises Solution & Rationale: PPDG will provide full coverage across Staffordshire & Shropshire from 3 localised PPDG Centres/partner sites & 4 outreach locations. Our localised premises strategy is based on 15 years delivery experience in the district with accessible sites based in the heart of local communities enabling claimants, including those with severe mobility issues, suitable premises & easy access via foot/public transport & car. The strength of our infrastructure offer is evidenced by the fact that a customer has never “dropped-out” of any programme on the basis of access. PPDG propose to deliver provision from:

Key Delivery Premises Address	No. of Training Rooms & Capacity & IT facilities	Proximity to local JCP Office
Groundwork Enterprise Centre Moorland Rd, Stoke on Trent, ST6 1EB	2 training rooms (each accommodating 12 learners) No. of learner PCs: min. of 12	30 minutes from JCP
PPDG Cannock Mill St, Cannock, WS11 0EF	3 training rooms (each accommodating 12 learners) No. of learner PCs: 18	1-5 minute walk
PPDG Telford 3 Hawsworth Road Central Park Telford, TF2 9TU	3 training rooms (each accommodating 12 learners) No. of learner PCs: 17	30 minute walk
Outreach Locations	No. of Training Rooms & Capacity & IT facilities	Proximity to local JCP Office
The White House 16- 20 Church St Tamworth, B97 7DH	2 training rooms (each accommodating 12 learners) No. of learner PCs: min. of 12	30 minutes from JCP
Anglesey Business Centre Anglesey Rd, Burton On Trent, DE14 3NT	4 training rooms (each accommodating 12 learners) No. of learner PCs: min. of 12	15-20 minute walk
New Zealand House , 160-162 Abbey Foregate Shrewsbury, SY2 6FD	2 training rooms (each accommodating 18 learners) No. of learner PCs: 8	20 minute walk
6-7 Eastgate Street Stafford, ST16 2NQ	2 training rooms (each accommodating 18 learners) No. of learner PCs: 16	10-15 minute walk

All premises are supported by excellent transport links i.e. bus/rail services:

Site	Transport Links
Ground-work Enterprise Centre	<u>Bus-stops</u> for regular, local bus routes are located on Moorland Road, i.e. 8, 92 & 98. <u>Longport Train Station</u> is a 25 minute walk away from the Centre (1.3 miles) with regular buses between the two sites, i.e. 8, 92 & 98.
PPDG Cannock	<u>Bus-stops</u> for local bus routes are a 2 min. walk, i.e. 1, 2, 2E, 6B & 70. <u>Cannock Train Station</u> is a 9 minute walk & there are regular buses between the two sites, i.e. 23 & 23A.

PPDG Telford	<u>Bus-stops</u> for regular local bus routes are a 2 minute walk from our Centre, i.e. 33, 33A, 44 & 481. <u>Telford Central Train Station</u> is a 15 minute walk & there are regular buses between the two sites, i.e. 33, 44 & 481.
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Facilities available: All PPDG's proposed delivery sites & outreach locations provide welcoming, friendly & positive environments for the delivery of employability programmes focussed on supporting claimants with multiple needs, including those with health & mobility issues. In selecting these premises we have applied **contract specific criteria**, matched to the requirements of the specification: 1) to support approx. 500 learners; 2) to deliver across Shropshire & Staffs; 3) to provide delivery sites that are accessible to all learners.

Our established sites offer claimants with multiple barriers to employment:

- **DDA compliant delivery premises** with disabled access & lifts where necessary & specialist equipment (i.e. stairlifts; lifts to all floors; hearing loops; FS Me material for partially sighted customers; dyslexia support tools e.g. coloured screens & audio software), subject to Health & Safety legislation checks & risk assessed.

- **Access to private interview rooms** promoting an 'open forum' to the disclosure/discussion of health related conditions/barriers.

- **Locality of services** aligned to predicted demand/referral volumes;

- **Proximity to Jobcentre Plus** to support attendance of signing commitments;

- **No claimant needs to travel further than 30 minutes by public transport** from their home to any delivery location. These travel times are intended to be convenient to all & help claimants get into the habit of commuter distances;

- **Service Co-location** with voluntary/community sector partners providing specialist support, i.e. debt (Money Advice Service)

- **Infrastructural Suitability & Availability of facilities** to deliver key programme & post-programme support. i.e.: intensive/in-depth assessment (private interview rooms); Group Learning (equipped training rooms; extensive IT facilities i.e. ICT suites & break out space) & online Jobsearch activity areas/resources e.g. PCs, internet/telephone access & photocopying facilities, Jobs Boards, vacancy publications/displays featuring local growth sectors.

Suitable delivery locations for claimants with severe mobility issues:

PPDG offer claimants with issues that may limit their attendance a package of **travel solutions**, i.e. if a learner has difficulty reaching their nearest centre we have a **driver pick-up** service, community venues & Net Bus which can take the service to the learner if required. All sites are serviced by ground-floor meeting rooms &/or lifts to all floors ensuring that learner access is not inhibited due to any mobility issues.

Capacity & Fit: PPDG's sites are fully fitted out & equipped for employability training programmes servicing local communities & JCP claimant groups. Our estate capacity is monitored/managed via a threshold/room booking system, which ensures dedicated areas for programme delivery & minimises risk of disruption/displacement of existing delivery & identifies surplus resource. PPDG has identified significant capacity across its estate due to lower than predicted volumes on Work Programme & freed up resources via delivery rationalisation/reconfiguration. As standard for all contract delivery we have identified and planned alternative/contingency premises should availability be compromised. This is documented on our service/disaster recovery plan and includes named accommodation solutions that can be called off.

2.4.3 HR Proposal for Gateway to Employment – Specialist Support for Claimants with Multiple Barriers Midland Shires JCP District

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

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

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

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PPDG's proposed staffing structure is based on indicative referral volumes, proposed service offer & utilises best practice from similar delivery to support claimants facing multiple barriers to employment, providing packages of support that blend group activities with individually tailored support & assessment including Work Programme & DWP's Health Related Support.

Rationale, Skills & Experience: the proposed staffing structure/levels & contract management are deemed appropriate based on the following:

- Established operational & delivery managers with 6+ years performance management & DWP contract experience, with effective & existing working relationships with JCP District colleagues across the Midlands;
- Redeployment of qualified frontline staff that have proven competency to support claimants with multiple barriers & first-hand experience of the challenges unemployed claimants in the Midland Shires face;
- Deployment of staff that have L3 Employment Related Services (ERS).
- Utilisation of PPDG's experience & best practice i.e. caseload/learner ratios; staff management ratios & proven performance management structures;
- Resource plan incorporates best practice from similar delivery.
- Data analysis of local claimant counts mapping resource against demand.

Proposed Delivery Staff Structure (FTEs, Roles & Responsibilities):

- **Employment Coaches** (x 3 (1 per site @ 0.27 FTE)): ERS, Matrix IAG &/or Careers Advice & Guidance (level 3-5) qualified/accredited: will facilitate 1:1 Initial interviews; manage claimants to co-ordinate & monitor participation; action plan reviews & scheduled/specialist support, i.e. health management.
- **Multi-Functional Trainers** (x 7 @ 0.80 FTE): CTTLS/PTTLS/DTTLS qualified, completion of **internal training specialising in addressing multiple barriers, i.e. 'Overcoming barriers/objections' & 'Criminal Convictions'**, JCP Drug Awareness Training & accredited OCR Level 5 Diploma in Teaching Students with SpLD (Dyslexia): will deliver training modules; complete training paperwork & conduct learning reviews.
- **Healthcare Professionals:** ad hoc to support initial assessment
- **Jobsearch Co-ordinator** (x 3 FTE (1 per site @ 0.16)): will facilitate group & 1:1 supervised online jobsearch activity/training including coaching applications & targeted CV building and interview preparation to increase confidence levels when approaching employers/attending interviews.
- **Employer Liaison Coordinator** (0.09 FTE): employer engagement & candidate preparation support & mentoring;
- **Contact Centre Advisors** (0.21 FTE): provide aftercare & IWS tracking
- **Business Support Administrators** (0.06 FTE): central referral management & warm handovers; book initial assessments/programme places
- **Central Services Team:** includes Health & Safety; HR; Risk & Compliance.

Staff Flexibility: All staff have peripatetic contracts, & can move Centres as/when required, i.e. where one area faces additional referrals. This also assures contingency arrangements arising from e.g. staff absence/ill health.

Management Structure: fits in within an established & experienced team of:
1) **Site Managers** (x 3 (1 per site @ 0.07 FTE)): responsible for management of all delivery staff & contract performance at each site; reports to 2) **Regional Operations Director** (0.05 FTE): district level management/monitoring of performance/resource; reports to 3) **National Operations Director** (0.02 FTE): overall contract performance/resource management; reports to Exec. Team.

2.4.4 Knowledge/Experience for Gateway to Employment – Specialist Support for Claimants with Multiple Barriers JCP District

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

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

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

PPDG have vast experience nationally of successfully working with & supporting claimants with multiple barriers into employment, including those with physical/mental health conditions including severe mobility issues. Our approach to working with these individuals is derived from an **extensive track record of delivering personalised /motivational barrier removal and skills & employment services** for agencies including DWP, SFA, MoJ, ESF & Local Authorities. PPDG supports each individual on programme to utilise self-reflection techniques to help them identify & address their individual barriers to work & provide the tools required to enable them to progress. Our work with claimants with physical/learning difficulties/disabilities is recognised by our '**JCP Positive about Disabled People Award**' & our success of supporting claimants facing multiple barriers is evidenced via:

DWP Health Related Support: a "warm up" service to re-introduce ESA, IB & IS claimants into the local labour market within the context of their condition /situation. A 6-8 week programme of roll-on/off employability, personal development & health-related activities programme via:

- **Whole life assessment:** to address the range of barriers learners face & to ensure their Coach understood those barriers that may prevent them from entering work. Used to determine the right blend /sequence of activities.
- **Employability skills:** bite size units i.e. communication; time management; self-presentation; team-working; qualities/attitudes & behaviours; employments rights (i.e. DDA). Supported by employer events/site visits.
- **Personal & Social Development:** to ensure progression is maintained i.e. budgeting; benefits; healthy living (BMI, diet, fitness); independent living; environmental awareness & emotional resilience. Delivered via workshops.

Performance/Success Rates: Course Completion rate of 89.7%.

Work Programme: Supporting unemployed claimants aged 18 + in receipt of JSA/ESA to move closer to employment with a bespoke client journey. We deliver a wide range of support in fully DDA compliant Centres, e.g. 1:1 mentoring support, personal/social skills development & vocational/functional skills providing the building blocks for those with multiple barriers to work/specialised needs, to progress into work. ***Performance/Success Rates:*** 1) Birmingham; Solihull & Black Country Year 4 performance to date: 2,781 referrals; Attachment Rate: 98% / 99% for ESA customers; Job Starts to date: 95% JSA / 43% for ESA customers; overall 67% job sustainment's (13/26 wk). 2) Midland Shires: 2010 to date: Attachment Rate: 97%; Job Starts to date: 45%; 29% job sustainment's (13/26 wk).

ESF Support for Families with Multiple Problems: support to remove entrenched issues/barriers to employment; break negative behaviours & move forwards through personalised Progress Measure-led interventions.

Performance: PPDG is the 2nd top performing provider (supply chain of 9), with 945 Attachments, 1250 Progress Measures & 56 Jobs to date.

NOMS–Improving the Employment Prospects of Offenders: tailored mentoring & employability support to offenders in custody; through the gate & in the community including short courses; 1:1 mentoring and Critical Friend service supporting those with complex and interrelated barriers.

Performance: 17,042 starts (4080 with a disability/health condition, 134% of required demographic target); 3,942 Job Outcomes (205% of target).