
Appendix A

ESF CFO Youth Resettlement Support Worker - Advice note for providers

This advice note has been drafted for all potential providers to consider in developing their bids for the regional CFO Youth Resettlement Support Worker (“Youth Support Worker”).

Annex A provides detail of the current Transforming Youth Custody Resettlement Project for information.

Youth sub-group providers will be required to provide a bespoke Support Worker to deliver resettlement services to young people aged 16-18 released from Young Offender Institutions under Youth Offender Team (YOT) supervision.

Following consultation with resettlement experts the Youth Justice Board for England and Wales (YJB) has identified a number of anticipated barriers and success criteria attached to delivering a model of this kind. Key learning points are outlined below. The provider is not required to address these but should give them due consideration in their proposed bids.

Key learning point 1: It is critical to have sufficient buy-in and partnership working with YOTs and the secure estate to ensure the Youth Support Worker model achieves targets.

Recommendations:

Providers are required to develop ‘service level agreements’ (SLA) with YOTs and YOIs. The SLAs should:

- Have named points of contacts for each Support Worker/Case Manager/Caseworker working with the young person;
- Providers should develop an agreed written work plan with the YOTs and YOIs they are working with, that specifies the inputs, outputs and outcomes to be achieved
- Establish agreed reporting mechanisms for progress against these objectives that incorporate the requirements of the commissioning body.
- Have an agreed course of escalation for any disagreements;
- Be extended to include any other relevant professionals e.g. social workers/children’s services;
- Outline clear roles and responsibilities for each worker and how they fit in with existing arrangements
- Specify clear expectations from each party e.g. how and when the Support Worker will be involved with young people
- Establish regular opportunities to meet and discuss operational progress and any difficulties encountered

Providers should also consider a method for securing early buy-in from YOTs and YOIs. This may include:

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- Identifying and approaching all relevant YOTs and YOIs before the contract commences and holding a meeting to discuss the Support Worker roles and responsibilities;
 - Engaging the YOT Management Board and arrange for the Youth Support Worker to report into the Board, where appropriate
 - Clarifying what the role of the Management Board will be with regard to the project e.g. whether blocks in access to services should be escalated there;
 - Identifying and joining local resettlement partnership boards or resettlement consortia or where there isn't one create a local resettlement partnership;
 - Youth Support Workers attending YOT and YOI resettlement team/planning meetings

Key learning point 2: The Youth Support Worker must have expertise and understands working within the youth justice system

Recommendations:

- Seek input from YOTs and YOIs for the Youth Support Worker job description in particular how they will fit with statutory provision
- Youth Support Workers must have a detailed knowledge and operational understanding of the youth justice framework; have undertaken 'child protection training' and preferably have experience of key working young people and have an understanding of risks and vulnerabilities posed by working with young people;
- Youth Support Workers must have strong coordinating/brokering skills
- Youth Support Workers should have knowledge of local structures and arrangements and the key providers of services;
- Youth Support Workers should have a good understanding of all relevant legislation;
- Youth Support Workers must be able to provide practical and emotional support to the young person and be able to undertake tasks such as taking young people to appointments

Key learning point 3: It is critical to ensure that Support Workers cover realistic geographical areas and can travel to different locations

Recommendations:

- Providers should ensure they have a sufficient number of Support Workers to deliver intense services for young people and for the specified period of time
- Providers should consider geographical factors when allocating cases and factor in travel time and costs to service delivery
- Providers may want to consider the use of video-conferencing where appropriate (for example for arranging a housing interview with a young person in custody)
- Reflect the need for mobility in the job description

Key learning point 4: Post release is a key opportunity to work with young people intensely to ensure effective engagement as this time is critical

Recommendations:

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- Youth Support Workers should work with the YOT to ensure there is always someone to meet the young person at the gate, and be that person if necessary
 - Ensure that Support Workers are trained in and are aware of safe working practices if significant lone working is required
 - Providers should ensure Youth Support Workers will have sufficient capacity to provide immediate intense support to young people on release, including out-of-hours support and may wish to reflect this requirement in the terms and conditions of employment of the individuals they second/employ.

Key learning point 5: Need to ensure the young person is supported beyond the end of supervision to prevent 'cliff-edge' and risk a rise in reoffending rates

Recommendations:

- Youth Support Workers should make arrangements to ensure the young person can access any appropriate 'mainstream' services within the community to ensure there is continuity of support. Links with local service providers will be required to assist with this.
- Work with the YOT and the young person to develop an agreed exit strategy for each young person
- Consult with young people about their hopes and aspirations and how they can be addressed in planning arrangements;

Key learning point 6: All successful Support Worker models have clear and strong project governance structures

Recommendations:

- Providers should evidence appropriate governance and escalation procedures
- Providers should ensure Support Worker role descriptions are clear, do not duplicate existing statutory roles and have clear routes of reporting and escalation, both to the provider and within the local arrangements.

Key learning point 7: Accessing appropriate accommodation and education, training and employment placements is difficult to sustain

Recommendations:

- Youth Support Workers should have knowledge of local providers and arrangements;
- Youth Support Workers should identify and link into local initiatives;
- Youth Support Workers need to ensure placements are appropriate and should involve the young person and their family/carers where appropriate in the arrangements;
- Youth Support Workers must assist the young person in sustaining placements and overcoming any practical or emotional barriers;
- Youth Support Workers should assist the young person in understanding and accessing appropriate benefits to support placements;

Appendix B

Information on the Transforming Youth Custody (TYC) Resettlement Project

The YJB and MoJ are committed to improving the resettlement of young people in order that progress in custody is built upon on release. We want all young people to be returning to suitable accommodation, with more going into education, training or employment and fewer going on to reoffend. The following work streams are being developed as part of this.

Resettlement Consortia

Under TYC four new resettlement consortia are being developed in England. These will be developed in South and West Yorkshire, the East Midlands, South London and North East London.

These consortia will build on the consortia model previously developed with great success in Greater Manchester and a further six areas. Resettlement consortia bring together senior leaders from the secure estate, YOTs, voluntary services and local authorities – particularly children's services and housing – to take a strategic approach to developing flexible and co-ordinated resettlement services to improve the provision and access to mainstream and specialist services.

It is anticipated that all ESF Youth Resettlement Support Workers operating in an area with a consortium will be well embedded and linked into the arrangements to work collaboratively across the local area in the interests of delivering effective resettlement for young people.

Local Employer Forums

The YJB/MoJ are currently working to establish two local employer forums in London and Greater Manchester. The forums will bring employers together to ensure that every young person coming out of custody in these areas, both of which have high numbers of young people in custody, will be able to access training and work placement opportunities. If the model is successful, the intention is to replicate it in all the resettlement consortia areas.

It is anticipated that all ESF Youth Resettlement Support Workers operating in an area with an employer forum will be linked into the arrangements to work collaboratively across the local area in the interests of providing employment opportunities for young people leaving custody.

Resettlement Planning in Custody

As part of wider work to reform YOIs, we are working to improve resettlement planning processes in custody. The YJB and NOMS have been working together to develop a number of measures to improve sentencing planning and case management. These are set out below.

This work includes:

- Improved case management processes to ensure that a young person's resettlement needs are considered from the outset of their sentence planning in custody;
- Multi-disciplinary engagement in a young person's case management and sentence planning, ensuring a more holistic approach to a young person's resettlement, and;
- Greater engagement from the young person's YOT and other external agencies to achieve greater 'buy-in' to their resettlement planning.

SCHEDULE GB: CONTRACTORS TENDER INCLUDING BUDGET PROFILE AND CLARIFICATIONS, PARTICIPANT THROUGHPUT PROFILE AND FINANCIAL PROFILE

Organisation Details

Please note the Authority reserves the right to require a successful consortium to form a single legal entity

in accordance with regulation 28 of the Public Contracts Regulations 2006.

01. Please confirm the full name of the contracting body that will, if successful, hold the contract awarded by the Authority.

Career Connect Ltd

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02. Consortia and Sub-Contracting:

Please select one from the options below:

- a) Your organisation is bidding to provide the services required itself.*
- b) Your organisation is bidding in the role of Prime Contractor and intends to use third parties to provide some services.*
- c) The Potential Provider is a consortium.*

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b) Bidding in the role of Prime Contractor

03. If the Potential Provider is a division or subsidiary, what is its relationship with the Parent Company (ownership, directorship, authority...)?

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Achieve North West Connect (ANWC) is a wholly owned subsidiary of CareerConnect. Upon a satisfactory outcome from the tender process existing Achieve NW staff will TUPE into ANWC as a wholly owned subsidiary of CareerConnect, alongside a transfer of legitimate assets. An appropriate governance structure has been accepted by the Boards of both Achieve NW and CareerConnect and are detailed in a Directors Agreement signed by both parties. In summary this structure comprises:

ANWC BOARD comprises a minimum number of directors to include:

- Trustee of CareerConnect
- 2 directors from the present Achieve NW (one of whom will act as Chair)
- 2 CareerConnect directors

This ANWC Board will focus on:

- Operational delivery
- Performance (including financial) and quality
- Risk

- Business Development

The designated Trustee of CareerConnect will report to the CAREERCONNECT BOARD OF TRUSTEES. The CareerConnect Board of Trustees is the ultimate governing body of the charity CareerConnect. The ANWC Board will be represented on the CareerConnect Board.

Additionally, to ensure accountability and performance:

- CAREERCONNECT AUDIT & (STRATEGIC) RISK BOARD SUBCOMMITTEE – will be attended by an ANWC Operations Director
- CAREERCONNECT INVESTMENT & REMUNERATION BOARD SUBCOMMITTEE – will be attended by an ANWC Operations Director
- An ANWC Director will also attend the CareerConnect OPERATIONAL RISK GROUP which comprises operational managers from across CareerConnect and:
 - o Monitors all key risks at operational level
 - o Operational manager report on mitigation for strategic risks
 - o Ties directly to Risk Register – review of which central to agenda.

04. Please confirm you have attached a one-page chart illustrating your ownership structure including relations to any parent or other group or holding companies.

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Yes

05. IMPORTANT: Only answer this question if you are bidding as a consortium. If you are not a consortium please save and continue to the next Questionnaire and complete all remaining Questionnaires.

Please provide details of the actual or proposed percentage shareholding of the constituent members within the consortium.

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06. IMPORTANT: Only answer this question if you are bidding as a consortium. If you are not a consortium please save and continue to the next Questionnaire and complete all remaining Questionnaires.

If the consortium is not proposing to form a corporate entity, please provide full details of alternative proposed arrangements.

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07. IMPORTANT: Only answer this question if you are bidding as a consortium. If you are not a consortium please save and continue to next Questionnaire and complete all remaining Questionnaires.

The Authority recognises that arrangements in relation to consortia may (within limits) be subject to future change.

You should therefore respond in the light of the arrangements as currently envisaged.

Please confirm that you will notify the Authority of any future proposed change in relation to consortia so that they can make a further assessment by applying the selection criteria to the new information provided.

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You will need to hover your mouse over the column names to display the full details.

08. Please provide details of your insurance cover.

If you do not have this information enter "none" in the column "Type of Insurance" field.

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Organisation Details	Supplier			
08. Please provide details of your insurance cover. If you do not have this information enter "none" in the column "Type of Insurance" field.	Career Connect Ltd			
Record Label	Type of Insurance	Company	Sums Insured	Expiry Date
1	Employers liability			2015-03-31 00:00:00
2	Public/products liability			2015-03-31 00:00:00
3	Excess public/products			2015-03-31 00:00:00
4	Professional indemnity			2015-03-31 00:00:00
5	Property			2015-03-31 00:00:00

Lot 1 North West

Organisational Structure

01. Please complete the Implementation Plan Template and submit as an attachment to this question via the adjacent paperclip icon. Use all the fields provided in the template and ensure that you clearly articulate the full range of your proposed activity during the period covered (i.e. up to end of week 52 from contract commencement). [Use ONLY the template provided. The template is locked to prevent you from including additional fields, sections or tables].

Have you completed and uploaded the template as per instructions?

Career Connect Ltd

<<Attached separately>>

02. Outline your strategy for making best use of the April – June 2015 mobilisation period to ensure that throughput of participants commences in July 2015. [Note if the relevant ECA includes a designated ESF sub-region then participant commencements must specifically occur at this level also]. Your response should focus on logistics and resourcing issues rather than stakeholder management which are covered as part of Question 20.

[300 words]

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ANWC has an Implementation and Mobilisation Plan. This builds on expertise of managing the transition from NOMS CFO R1 to 2. Our strategy for April-June 15 includes:

- Staff and Union engagement; finalisation of Employee Liability Information and beginning the TUPE transfer to CareerConnect from the CRCs
- Building a presence at delivery sites. Some staff will move locations, but our approach will build on existing working arrangements at sites, e.g. HMP Styal
- Addressing staffing gaps through internal and external recruitment exercises.
- Finalising staff security clearances, logistics and vetting for all prison and community sites, e.g. the issuing of keys, desk space, IT access, co-location with resettlement teams and access for youth support workers.
- Undertaking a gap analysis to ensure staff have appropriate training, including CATs, action plans, safeguarding and DAF.
- Delivering training to ensure staff familiarity with the delivery model and ECA targets. E.g. the focus on social inclusion and hard-to-help groups, and identifying staff champions for these sub-groups.
- Ensuring subcontractors are ready to deliver targeted participant interventions staggered from September 2015. We will finalise our supply chain list, confirm contract terms and ISPA, key deliverables, start dates, volumes and security clearances.
- Ensuring referral routes are in place and filling any gaps across participant pathway stages.
- Developing and testing a performance management framework to monitor delivery against agreed profiles.
- Setting up processes for compliance with NOMS CFO evidence requirements in relation to starts and other outcome stages.

As current R2 provider ANW is familiar with apportioning contract targets/resources across different geographical areas. E.g. we agreed specific targets for Cumbria, Lancashire, Cheshire and Greater Manchester in addition to Merseyside's standalone targets. This means we are accustomed to managing risk, contingency and transition to ensure commencements occur at ESF sub-regional level. This will be in accordance with our throughput profiles.

03. Detail key management and administrative personnel (i.e. non-client facing roles) that will be funded through this contract and describe how they give assurance to the Authority as to your organisation's ability to service the requirements of the contract.

[350 words]

Career Connect Ltd

As R1 and R2 provider for Merseyside and NW, ANWC has a well-established track record of servicing NOMS CFO contract requirements. Regular audits demonstrate confidence in our ability to deliver a high performing, quality service, within budget. This includes operating to clear financial parameters and with a well-managed and fairly treated supply chain. This is largely due to our management and administrative structures which support the offender facing delivery by staff and subcontractors. Key personnel:

- SENIOR DIRECTOR (REDACTED): Responsible for the overall delivery of the contract including the interface with NOMS CFO; contract mobilisation and transition; strategic relationships with stakeholders and partners; and line management of operational managers.
- BUSINESS AND CONTRACTS DIRECTOR (REDACTED): Responsible for subcontracting, spot purchase arrangements and partnership agreements. This includes compliance with contractual arrangements and performance management of all subcontractors.
- QUALITY ASSURANCE MANAGER (REDACTED): Ensuring all staff and subcontractors deliver a quality service. This will include interrogating CATs and observing staff and subcontractors' delivery.

- **FINANCE OFFICER** [REDACTED] Focussed on financial compliance with the contract and ensuring that spend remains within budget and is eligible. There will be oversight from the CareerConnect Finance Director.
- **PERFORMANCE AND PATHWAYS DEVELOPMENT MANAGER** [REDACTED] : Half of this role will focus on data integrity and performance management across the contract, including all ESF sub regions. This manager will also be responsible for the Administrative Team.
- **PROJECT MANAGERS** [REDACTED] Responsible for local delivery in custody and community, including management of stakeholder relationships. Line management of Case Managers.
- **REGIONAL ADMINISTRATORS** [REDACTED] who will focus on collecting outcome evidence and undertaking quality assurance to ensure it meets the Authority's requirements. This team will check data integrity reports to ensure that Case Managers fulfil the contract requirements and their work with participants.

CareerConnect will provide additional support in key functions; Finance, ICT, HR, Workforce Development and Audit and Compliance.

This model enables ANWC to achieve the balance between participant facing delivery of the programme and servicing the requirements of the Contract, ensuring the Authority can continue to have confidence in our ability to deliver and comply with the Contract.

04. How will the Contractor provide assurance to the Authority that all required security vetting checks have been undertaken on all Contractor Staff (including Subcontractors)? Your response should detail arrangements to make sure that evidence of the same is available to the Authority on request as well as timescales for responding.

[200 Words]

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Our approach to security vetting includes:

- ANWC staff will continue to be subject to enhanced DBS checks, refreshed every 3 years in line with the Authority's requirements.
- Sub-contracts will clearly outline the requirement for all staff to have enhanced DBS checks. Adherence to this will be robustly monitored.
- ANWC's Regional Admin Team will record DBS numbers, date of certification and other relevant information for ANWC/sub-contractor staff on a central database (CD) and use this to prompt when updates are due.
- Prior to staff gaining access to CATS the relevant PM will ensure evidence in accordance with the SYOps and NUA1 is submitted e.g. proof of Identity. Evidence will be collated and logged on the CD.
- A significant proportion of current ANWC/sub-contractor staff already have prison security vetting. We will liaise with relevant prisons to obtain security vetting for additional staff. The CD will record dates of prison clearance and reference numbers.
- ANWC will check the security status of staff (including TUPE transfers, new staff, sub-contractors) as part of our mobilisation plan, ensuring staff have the relevant vetting for July start.
- CD and collation of evidence will mean evidence of security vetting checks is available immediately to the Authority on request.

05. How will the Contractor ensure that both they, and their Subcontractors (where relevant) comply with the Authority's stated Information Security Requirements, including that the IT is appropriately secured?

[350 Words]

Career Connect Ltd

We will apply existing measures to all those delivering this contract. Information Security (IS) Requirements will be specified within subcontracts and form a key area of scrutiny within audit and compliance processes. Where non-compliance is identified a timed improvement plan will be required and its implementation monitored, or in serious cases/failure to implement corrective actions, dismissal of ANWC staff, termination of subcontractor's contract.

PROCESS MEASURES TO MANAGE INFORMATION RISK, CAREERCONNECT WILL:

- Identify and record all CareerConnect/ANWC and supply chain staff with access to Authority Data
- Use existing robust Business Continuity and Disaster Recovery framework to ensure recovery from information risk incidents and contract specific escalation requirements
- Ensure staff can only access appropriate information (eg CATS project manager and case manager level access)
- Mandatory contract specific IS training (including mobile devices and social media); Data Protection training.

PERSONAL INFORMATION PROTECTED ACROSS SUPPLY CHAIN THROUGH:

- Minimising paper versions of Personal Data; ensuring their secure storage.
- For ICT systems we ensure that personal data is encrypted for transmission (FIPS 140-2). Our network is securely protected

- Personal data will not be stored on private computers, laptops or pen drives.
- Storage of personal data within CareerConnect's secure system housed within secure premises. Access will enable data to be viewed and amended, but not stored, on remote computers (eg in community locations) using standard security to govern data transfer including certificate and encryption.
- Remote computers fully password protected with up to date software patches and anti-virus software
- All confidential Authority Data subject to controlled disposal:

- We have the capability to activity log all data access and downloading from main +system enabling manager oversight and production of activity summaries.

06. In the event that there are such transfers, how will the Contractor ensure compliance with both TUPE regulations and (where applicable) any additional employee pension protection requirements, including where relevant, detail of how transfers to Subcontractors will be supported by the Contractor?

[400 words]

Career Connect Ltd

CareerConnect have successfully managed over a dozen recent episodes of TUPE (including Salford Connexions and the NW Prison's careers service of comparable size) and will apply this experience to ensure full compliance with TUPE regulations. TUPE will be managed by a nominated CareerConnect HR lead supported by our outsourced specialist HR legal advisors (Peninsula HR).

The ANW Board and CareerConnect have already agreed the transfer of ANW staff to Achieve NW Connect (as a wholly owned subsidiary of CareerConnect) upon a satisfactory tendering outcome. The principles and arrangements for which are detailed in a signed Memorandum of Understanding between the two parties. In summary, CareerConnect:

- Has already undertaken due diligence to identify and manage liabilities/risks
- Has worked with ANW to undertake early engagement and consultation with affected CRC staff and Unison ahead of the statutory timeframe for consultation and notification that we will follow from point of award notification.
- Will ensure it takes over the liability for all statutory rights, claims and liabilities arising from the contract of employment, and provide ongoing employee protection
- Will use Peninsula HR for specialist legal input

PENSION PROTECTION

CareerConnect is in advanced negotiations for admitted body status to the Greater Manchester Pension Scheme (this has already been agreed for our staff delivering a contract in Salford). In the event that this is unsuccessful staff will transfer to the Greater Merseyside Local Government Pension Scheme to which CareerConnect has full admitted status. Both outcomes would fully protect existing pension rights.

TRANSFERS TO AND BETWEEN SUBCONTRACTORS

CareerConnect recognise that TUPE will apply to any subcontractor and their employees where there are changes within the supply chain. All subcontracts will make clear the duties of subcontractors in relation to TUPE and in the event of business transfers between subcontractors CareerConnect will ensure (and as appropriate support) those subcontractors involved observe the due TUPE staff consultation processes and timelines, ensure that full and correct information is passed from transferor to transferee to enable due diligence, and terms and conditions of employment of the employees are fully protected. We will also ensure that pension contributions will be protected in line with legal obligations, that is up to a maximum of [REDACTED] of the employees contributions.

In the event of a transfer between a subcontractor and CareerConnect we will ensure the same process is followed and provide access to the local government pension scheme.

07. Assurance must be provided to the Authority that the proposed contracting entity is financially viable and capable of supporting a contract of this size. Your response must detail the financial capacity and sustainability of the bidding entity or that of the parent company/companies, and make reference (where appropriate) to appropriate financial statements (e.g. audited accounts) or the ability to offer Parent Company Guarantee(s) if required to do so by the Authority. [350 words]

[Note: You may upload attachments to evidence statements made in response to this question via the adjacent paperclip icon. Any attachments should be clearly labelled as being related to this question and should be specifically cross-referenced in your response. Please note, any information contained in the same will only be considered in respect to this question.]

Please indicate in your response whether you uploaded any attachments as part of your response to this question.

[350 words]

Showstopper question: A minimum score of 70 will be required.

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CareerConnect has the following financial viability and capability to support a contract of this size:

Reserves of [REDACTED] comprising free reserves of more than [REDACTED] plus a pension surplus in excess of [REDACTED] (13/14 Accounts p.36). The free reserves are primarily held in cash [REDACTED] or cash investments (i.e. not fixed assets) thereby providing a more than adequate basis for sustainably managing a contract (and in particular cashflow) of this size.

CareerConnect has extensive contract management experience including payment by results contracts including National Careers Services and the largest social investment bond issued by the DWP. External Auditors have found 'no material weaknesses in the Charity's internal control systems' which have consistently been found 'to operate effectively' (12/13 Accounts, p.11; 13/14 Accounts p.11).

[REDACTED]

CareerConnect has a balanced budget projected for the next two years (which includes scenarios with and without NOMS CFO 3 contract). CareerConnect's resilience is underpinned through very active business development and a diverse portfolio of business spanning:

- National and local government contracts
- Purchased and traded services (including to schools across NW; financial services)
- Social investment bonds
- International consultancy services
- Development and sales of new resilience and employability products and services.

- [REDACTED]
- Using the International scale of measures CareerConnect has a [REDACTED]
 - No outstanding CCJs or writs against the charity (p.3 and 10)
 - External audit report contains no adverse comments (p.3)
 - Charity's DBT (Days Beyond Term) rating is 11 against average of 12, with almost all invoices settled between 0-30 days.
 - Recommended annual purchase of goods (i.e. not services) contract value of [REDACTED] (p.2)

As CareerConnect is the bidding entity we do not envisage that a Parent Company Guarantee will be required (but facility is agreed if required).

*****Finance and Compliance*****

Please complete the Budget Profile Template and submit as a separate attachment via the adjacent paperclip icon. Complete all budget lines relevant to your delivery model, ensuring that any elements of profit are captured within the 'Operating Margin' line only and do not appear either wholly or proportionately within any other budget line. [Please note that whilst the completed template is not scored as a standalone item, the following 4 questions will be scored by making reference to both the individual responses and the relevant sections of the completed template. Additionally, the completed template will form part of the Contract.]

Have you completed and uploaded the template as per instructions?

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Yes

<<Attached separately>>

08. Outline your intended approach to profiling costs, including your rationale for any imbalance between payment by results and core cost elements across the lifetime of contract and how you will ensure that these do not exceed permitted values by the end of the Contract Period.

[350 words]

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APPROACH TO PROFILING COSTS

- Maximising resources on direct delivery (Support costs: [REDACTED]) while providing sufficient infrastructure to ensure performance, quality and compliance of delivery and continuing investment in developing the service
- Informed by the financial allocation and NW Specification's throughput figures (including in GA11.1)
- Existing ANW contract performance in the ECA applied to the R3 specification with allowance made for the client groups facing significant barriers to progression

RATIONALE FOR PAYMENT BY RESULTS (PBR)/CORE COST ELEMENTS

Developed using:

- Anticipated in-flows of the client cohorts based on available population; anticipated participant referral and engagement, taking account of contract lead-in period when outcomes cannot be claimed; and reductions in participant starts ahead of project closure.
- Timespans, projected delivery costs and outcome rates from engagement to outcome(s) achievement, based on: consideration of each stage of client journey for each cohort, informed by existing ANW delivery and contract parameters.

ENSURING DELIVERY REMAINS WITHIN PERMITTED VALUES

CareerConnect's proven financial/performance management framework will provide a breakdown of delivery cost, outcome earning and performance at: contract (e.g.16-18), payment stage (e.g.enrolments), subregion (e.g.Cumbria), team, caseworker, subcontractor and hard-to-help groups (e.g.older offenders). Reports are provided weekly, monthly, quarterly and annually to directly drive contract management. This accountability ensures that performance to profile is everyone's responsibility. [REDACTED]

Based on monthly monitoring any performance that is either 'failing,' or having two 'at risk' months in a quarter, is subject to a timed improvement plan with sanctions as appropriate. R3 performance management is led by the ANWC Operational Directors and across teams by the Project Managers.

09. Outline your approach to profiling DAF, including detail of the points of the participant pathway which you envisage it will be accessed at, as well as a general overview of items likely to be purchased, approximate value, relevance to the client group and process for checking eligibility of items (against ESF Regulations) and authorising purchases. [Please note that the response provided should be consistent with any information provided within your submitted Participant Throughput Profile template.]

[400 words]

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Our approach to profiling the DAF:

- Acknowledging delivery starts from July 2015 and the gradual close down during the last 6 months of 2020 and resultant impact on participant numbers.

- A relatively consistent DAF monthly profile during 2016-2019, reflecting a broadly consistent delivery during this time.
- On-going monitoring against the DAF profile to ensure funding remains available throughout the contract and doesn't exceed budget.

We expect participant access to DAF to be more prevalent at short courses/achievements, followed by employment and interview pathway stages. Examples include:

- Education and Vocational courses essential to the participant journey. This includes short courses not normally provided by OLASS, sub-contractors or another agency e.g. asbestos removal, off-shore, general beauty (must be linked to the action plan/CATS).
- Child-care provision, travel costs, interview clothes, tools and equipment essential for training and employment.

Approximate value of items will depend on participant need and necessity of purchase e.g. typical costs for Personal Protective Equipment is £45.00, whereas Asbestos Removal course is approx. £700.

Oversight by Case Manager (CM) and discussion with participant ensuring purchases are economically sound. We expect most DAF applications to be < [REDACTED] as during R2 this was the case for 91% of applications. None will exceed £999.99 in accordance with ESF regulations.

Eligibility and authorising procedures:

- Ensuring staff are familiar with procedures for DAF eligibility (100% approval during R1 and R2), application process and recording on CATS, with training provided during April-June 2015 mobilisation stage.
- Only CMs will submit applications to ensure it aligns to participant need. A standardised pro-forma will capture business case which details motivation, engagement, items required and cost.
- Manager validation of submitted DAF applications, including risk information and support from the Offender Manager/Supervisor along with CATS Action Plan. This ensures purchase is relevant and essential to the chosen pathway. Manager sends applications to the Regional Team for final verification and authorisation. Requests for purchases > [REDACTED] will require additional sign off by a Director.
- Ensuring staff are aware of ESF regulations. The Regional Team will regularly share updates to guidance. Queries regarding ESF eligibility will be raised with the SPOC within the Regional Team. If necessary the Regional Team will contact NOMS CFO for clarification.

10. Outline your approach to recovering costs for any staff which are not fully allocated to this contract and/or support functions and infrastructure which will be shared across multiple contracts (e.g. indirect costs), detailing any relevant apportionment methodologies or timesheet processes. Your response should demonstrate how your approach ensures an appropriate balance between direct delivery to participants and management/administrative support for the contract.

[350 words]

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STAFF NOT FULLY ALLOCATED TO CONTRACT/SUPPORT AND INFRASTRUCTURE COSTS. Our enclosed budget is based on the following established CareerConnect methodology which uses:

- APPORTIONMENT of recharge PER EMPLOYEE based on share of total cost
- APPORTIONMENT of recharge based on annual CONTRACT VALUE as proportion of overall group turnover
- All Career Connect staff use a TIMESHEET SYSTEM provided by 'Etime' which is directly linked to the charity's Proactis accountancy system. This ensures that staff record their time as a user

selected activity against a predefined set of project codes. This ensures that only time actually spent supporting a specific contract is recharged to that contract.

Applied to cost centres:

- Finance: Insurance, external audit charges, finance software charges - apportionment (contract value); staff time based - timesheets.
- HR: Apportionment (per employee)
- Quality & Workforce Development: Apportionment (per employee); quality assurance of supply chain timesheets; for delivery of substantive training programmes – timesheets plus resources/licenses/accreditation fees
- Audit and compliance: Apportionment (contract value)
- ICT: Service desk, systems support etc: Apportionment (per employee)
 - o Equipment: enabling a mobile working solution for all staff based on laptop with full connectivity and mobile phone with associated supplier and software license charges.
- Serviced office accommodation: Apportionment (per employee)
- Executive: Apportionment (per employee).

This established and accurate system will ensure [REDACTED]

Our model focuses resources on [REDACTED] of budget (including surpluses to be reinvested in frontline provision). This achieves an appropriate balance between direct delivery and management and support costs. Direct delivery includes:

- Operational Directors– providing day-to-day control, strategic contract, relationship management, interface with the Authority and continued service development.
- Project Managers- number is driven by Achieve NW's experience of delivering NOMS CFO 2 based on ratio to caseload managers, specialist lead managers and the need to provide effective management across the ECA.
- Case Managers– based on known effective caseload ratios for the clients targeted by Round 3 in NW.
- Subcontractors– building on the present ANW provider base in order to provide the additional specialist services we have identified for the targeted clients.

11. Provide justification for the contract value allocated to both the Operating Margin and Indirect Costs budget lines and explain how the same ensures that participants receive maximum value from the contract. Where relevant, including detail of any infrastructure/staff costs or social reinvestment of elements of the operating margin as well as any leveraging in of investment from other funding streams/contracts which would not appear in the Budget Profile Template to enhance outcomes for participants.

[400 words]

Showstopper question: A minimum score of 70 will be required.

Career Connect Ltd

Our budget takes full account of CAREERCONNECT'S CHARITABLE STATUS which maximises the value of funding available to be directed to delivery and securing outcomes for participants, including:

- NO DIVIDENDS OR SHAREHOLDERS to take money from delivery
- Tax exempt/taxation recoverable; including 80% rebate on business rates for premises
- Surpluses directly re-invested in services to participants

OPERATING MARGIN – [REDACTED]

INDIRECT COSTS – [REDACTED]

[REDACTED] These costs are based on an established recharge methodology comprising: actual staff time spent supporting contract via timesheets e.g. ICT staff; recharge based on contract value as proportion of overall turnover e.g. audit and compliance; recharge per staff member as an apportionment of overall cost of a service e.g. HR; actual costs of equipping staff to work flexibly and remotely (e.g. laptops, mobile phones) in order to best support participants. This provides value for money as these costs are equitably shared across contracts bringing significant economies of scale.

SOCIAL REINVESTMENT – all surpluses (Operating Margin) will be reinvested to develop the impact of services delivered. For example: developing employer and stakeholder engagement; developing digital support channels to maximise access to support when it is needed; new psychometric assessment and planning tools to support positive progression.

ADDED VALUE FROM OTHER CONTRACTS NOT SHOWN ON BUDGET PROFILE includes:

- Additional levels of support to young offenders through CareerConnect's targeted youth support contracts delivered across Liverpool City Region (LCR) and Salford
- Maximised synergy with the adult National Carers Service provided by CareerConnect through NW prisons and within the community across LCR, Lancashire and Cheshire
- The provision above enables CareerConnect to provide Family centric interventions - strengthening the family and the support it can offer to a participant's pathway.
- We deliver a highly successful £4m DWP social impact bond programme whose target cohorts include young offenders. This means we have a network of social investors, who are anxious to continue working with us and are actively seeking new commissioners with whom to work.
- CareerConnect are members of the reachfor consortium of regional careers service providers who work collaboratively to share development costs for new services e.g. for vulnerable participants; developing new assessment tools.

12. How will the Contractor ensure that Contractor and (where applicable) Subcontractor staff understand and comply with the CATS System Operating Procedures (SyOps)? Your response should also include details of mechanisms which you will implement to ensure that the Authority is notified within 5 working days of any Contractor Staff who cease to require CATS accounts.

[300 Words]

Career Connect Ltd

End-to-end case management will only be delivered by ANWC Case Managers (CMs). ANWC staff will be the only CATS users, ensuring we have control over the CATS system, providing greater security.

As the current NOMS ESF provider we have ensured all staff understand and comply with the SyOps requirements. This will continue in R3, with targeted development as appropriate. We will develop our systems including:

- Prior to July 15 delivery we will issue guidance to all internal staff about the importance of complying with SyOps requirements. This includes the requirement to hold a minimum of the Baseline Personnel Security Standard (BPSS). Anyone working directly with offenders will have an Enhanced DBS check before they start on the Project. Sub-contractors will be made aware of these requirements and the necessity to provide evidence to the ANWC Business Director that relevant checks have taken place.

- There will be no access to CATS until completion and approval of the NUA1 as well as completing NOMS CFO CATS Training.
- All staff will receive the 3 CATS Security Operating Procedures (A1, A2 and B1.) Manager will ensure they understand and sign each document to confirm they agree to be bound by them. Documents will be kept centrally by the Regional Team.
- The Regional Team will hold all evidence that BPSS, Enhanced DBS checks, CATS Training, signed SyOps documents and approval of NUA1 forms are complete using a central database. NOMS will have immediate sight of the database should they require.
- ANWC will address any access or training issues through the Quality Assurance Manager and local Manager.
- Manager will notify the SPOC in the Regional Team immediately of any staff who cease to require CATS accounts. SPOC will then notify the Authority immediately, well within 5 working days. The SPOC will update the central IT database.

*****Approach to Delivery*****

13. Demonstrate your approach to ensuring that NOMS CFO provision is targeted at those offenders which will receive maximum benefit from the same (rather than those requiring minimal levels of intervention and support) to enable them to access mainstream provision. Your response should make reference to hard-to-reach groups, those identified for additional regional focus and the general cohort.

[400 words]

Career Connect Ltd

Case Managers (CMs) will be clear of the need to target those with multiple barriers to employment. We will manage expectations and respond to the needs of stakeholders by working closely with partners to ensure referrals are appropriate.

GENERAL COHORT:

- Clear and regular promotion of the project to publicise target groups and the overall aims of the project.
- We will establish clear and robust referral routes. [REDACTED]
- Set CMs clear targets to only work with offenders identified as a priority by the Authority. This will be monitored in staff supervision using CATS performance reports.
- Work closely with the Offender Managers/Supervisors in the completion of participant Resettlement/Sentence plans.
- Ensuring all information is taken into account to ensure a broad and sound assessment of need, e.g. BCST.
- ANWC community delivery model targets areas of greater disadvantage [REDACTED]

ADDITIONAL REGIONAL FOCUS:

We will seek referrals from keyworkers who engage with these groups for example:

- Disabled offenders - HMP Garth and HMP Wymott. These establishments have a greater representation of this group and stakeholders have identified clear gaps in provision.

HARD-TO-REACH:

Our targeted approach will build upon our practice with the general cohort.

We will allocate resources to deliver sub-projects to groups in specific locations, [REDACTED]

for example:

- Vulnerable women- At HMP Styal we will target young BAME female victims of domestic violence.
- Men/women mental health problems- At St Joseph's Approved Premises, Salford (for high risk offenders with significant mental health problems) we will target residents who require additional support with social inclusion and health.
- Older offenders- HMP Garth/Wymott - we will target the high number of Greater Manchester releases focussing on those who have greater support needs relating to social inclusion.
- Drug and alcohol misuse (men/women)- At HMP Liverpool and HMP Styal ANWC mentors will target prisoners on the 'Journey to Recovery' wings who are at an early stage in their recovery.
- Young people-Our Youth Support Worker will be based in [REDACTED]

14. Detail any accommodation related provision or support you will deliver as part of the Contract or will facilitate access to, which will contribute towards the general cohort becoming more socially-included.

[300 words]

Career Connect Ltd

Participants with an identified need will receive accommodation support. CATS shows approximately one-third of current participants require this. Accommodation needs are often related to and/or complicated by other risk-factors e.g. substance abuse, mental-health. We will adopt a whole-system approach to simultaneously address accommodation and other barriers to improve social-inclusion.

Case Managers (CMs) will deliver accommodation support, including:

- ENROLMENT: Custody CM will ascertain any existing tenancy (ideally at sentence commencement) and will inform the landlord of the participant's incarceration. Support will be offered to maintain tenancies.

o ITG Support: participants are [REDACTED] less likely to re-offend if accommodation is secured on release, resulting in increased social-inclusion.

- ANWC will ensure complementarity with other provision. Identifying gaps will support CRC 'Assurance Measures' e.g. where short-term tenancies are secured through CRC's, ANWC will provide more sustainable options. [REDACTED] his enables participant referral routes into housing stock, access to ETE schemes and assistance in maintaining tenancies.

15. Detail any health (including mental health and substance misuse) related provision or support you will deliver as part of the Contract, or will facilitate access to, which will contribute towards the general cohort becoming more socially-included.

[400 words]

Career Connect Ltd

- ANWC's delivery model will respond proactively to ALL participants with health related needs. This approach recognises the significant impact of health related barriers on a participant's ability to acquire requisite skills and improve social inclusion.

- The management team understand strategic priorities of health providers, NHS Trusts (custody/community) and ESIF 2014/20 plans. We will ensure provision is complementary e.g. NHS's strategy to tackle health-related worklessness.

- We will liaise with key professionals at rehabilitative/detox centres for advice on appropriate interventions, adopting a 'whole-system approach', and improving social-inclusion.

- Managers will audit CATS monthly to ensure Case Managers (CMs) meet specific targets for the general cohort (e.g. disabilities/health conditions).

HEALTH-RELATED PROVISION INCLUDES:

ENROLMENT:

- The CM will identify health-related concerns from outset, liaising with relevant providers to improve engagement

SHORT COURSES/ACHIEVEMENTS:

- Facilitated by CMs and sub-contractors

- ANWC will continue to work collaboratively with GOOP at HMP Styal by delivering leadership awards to accredit health-based learning. In R3 we will replicate this accreditation process at other establishments.

TTG SUPPORT:

- CMs, Mentors and Sub-contractors will ensure continued support from custody into the community, with a range of providers e.g. NHS, community mental-health teams and substance misuse organisations.

16. Detail any family/community network related provision or support you will deliver as part of the Contract, or will facilitate access to, which will contribute towards the general cohort becoming more socially-included.

[350 words]

Career Connect Ltd

Our Case Managers (CMs) recognise the important role of the participant's family and peers and their influence on a participant's achievements and aspirations. We have identified a range of provision which will support our participants in their local community.

Provision/support we will deliver in custody, TTG and in community:

- [REDACTED]

We will facilitate access to:

- POPs and Family Intervention Workers.

- [REDACTED]

- Young Person's Intervention Worker will foster positive relations with family members/peers to promote the importance of education, training and employment.
- Childcare provision (through the DAF).
- Vocational/educational courses, volunteering opportunities, social inclusion groups, job brokerage via Subcontractors and other providers.
- All community CMs will subscribe to online local council websites- to receive updates on local provision. Participants will be supported to subscribe also, encouraging personal ownership and self-confidence in making stronger links in their local community.

For participants with children we will facilitate access to:

- Sure Start
- Food banks
- Complex Families projects- where support is deemed necessary.

17. Outline sequentially the typical journey that a participant from the main cohort (i.e. not from the designated hard-to-help groups or those identified for additional ECA focus) can expect along the stages of the participant pathway.

[400 words]

Showstopper question: A minimum score of 70 will be required.

Career Connect Ltd

ANWC's end-to-end case-management approach recognises participants require a tailored approach. We will continually review the effectiveness of this approach to ensure additionality, innovation and cost effectiveness.

REFERRAL POINT: We will actively promote our service throughout establishments and CRC/NPS, utilising previous ANWC beneficiaries to motivate ambivalent offenders.

ENROLMENT/ASSESSMENT OF NEED/ACTION PLANNING- CASE MANAGERS (CMS) WILL:

- [REDACTED]

CORE ACTIVITY: Participants will benefit from CM expertise of offender-management and education, training and employment. CMs will prioritise and address key issues including:

- [REDACTED]

SUPPORTIVE MEASURES:

- [REDACTED]

SHORT COURSES/ACHIEVEMENTS: CMs will refer participants to relevant courses linked to social inclusion and employment aspirations, e.g. Trusted Tenants and sub-contracted Warehousing courses delivered prior to release maximising the participants' confidence and commitment.

PARTICIPANT FEEDBACK: Feedback will be gathered by CMs at identified gateway stages and throughout the Contract, to further refine and inform our practice, including ANWC's Progress-Star.

ENGAGEMENT IN COMMUNITY: Participant attends appointment with TTG mentor and custody and community CMs, maximising continued engagement with Action Plan. Information sharing with OM is ongoing.

Community CM/Mentors continue support, delivering core activity interventions and making referrals to further training where relevant.

[REDACTED]

[REDACTED]

18. Please detail your approach to delivery for the designated hard-to-help groups, in terms of adding value to very specific existing services or providing delivery to fill identified gaps in provision. Reference should be made to the requirements as set out in the relevant regional ECA Specification, as well as any discussions with stakeholders.

[400 words]

Career Connect Ltd

We will deliver sub-projects in specific locations with identified Case Manager (CM) Champions for each hard-to-reach group.

MEN/WOMEN WITH SIGNIFICANT DRUG & ALCOHOL MISUSE

Identified Gap: HMPs Liverpool/Styal have reported gaps in specialist employability support for prisoners with substance related issues. Our approach:

- [REDACTED]

VULNERABLE WOMEN

[REDACTED]

CMs, with support from partners will deliver interventions to improve self-confidence and aspirations:

- [REDACTED]

MENTAL HEALTH:

[REDACTED]

[REDACTED] s: an environmentally clean way for participants to cycle to

Women:

[REDACTED]

Our approach facilitates swift access to these services e.g. Lancashire Women's centre. We will specifically target BAME Women.

OLDER OFFENDERS

YOUNG PEOPLE

Development Fund will be used to support our approach to hard-to-help groups.

19. Describe the progression routes from your delivery into existing services and planned future provision. Particular attention should be given to Local Enterprise Partnership (LEP) commissioned activity within the 2014 – 2020 ESF Operational Programme, as well as services to be delivered via CRCs.

[350 words]

Career Connect Ltd

Throughout the Contract we will remain responsive to the delivery model of the LEPS, CRC partners and mainstream providers.

We have developed relationships with the LEPs to secure progression routes, ensuring we add value to programmes addressing social exclusion and worklessness.

ANWC have:

- Begun discussions with the Greater Manchester Growth Company (who provide support to the LEP and will manage the ESF programmes) to help inform their offender-related programmes. Similar meetings initiated in Liverpool City Region (LCR), Cumbria, Lancashire and Cheshire.
- Developed a strategy in Greater Manchester (GM) to engage with potential prime contractors in relation to the "prime commissioning model". We will also identify key local commissioners to inform service specifications.

ANWC will continue to:

- Influence provision through membership of strategic bodies, eg joining the Through-the-Gate Project Board in GM and Cheshire. As Combined Authority arrangements for GM and LCR progress we will seek similar opportunities.
- Develop further progression routes through the LEPs e.g City Deal- plans to develop 50,000 new jobs throughout Lancashire.

ANWC has established relationships and progression routes with:

- Work Programme primes in ECA (A4E, Ingeus, Seetec, G4S and Avanta).
- Voluntary programmes to further support disadvantaged groups e.g. Work Choice, Shaw Trust supporting individuals with disabilities and mental health issues into employment; Lifeline to support substance misusers.

- CareerConnect's embedded National Careers Service delivery; the principle provider in Liverpool City Region (LCR), Lancs, Cheshire and prisons in NW.
- Education, Training and Employment providers in Cumbria, Lancashire and Merseyside and the wider region e.g. Apprenticeships, Further Education Colleges and a variety of employers.
- CareerConnect's position as provider of young people's services across NW facilitating linkages with local authority funded services for young offenders.

The CRC will have a range of services to address multiple issues for participants. ANWC are ideally placed to continue liaising with operational and senior managers to establish best practice in servicing progression. ANWC will:

- Provide a bridging service for the 'hardest-to-help' to access the CRC mainstream offer.
- Feedback participant's progression with Offender Managers to assist KPIs.
- Co-deliver with partners at CRC 'one-stop-shops' to facilitate progression to the mainstream offer and avoid duplication of provision.

20. Outline your strategy for making best use of the period between April and June 2015 and early stages of delivery thereafter to manage stakeholder expectations and to ensure there is a smooth transition from the current round of delivery.

[300 words]

Career Connect Ltd

April-June 2015 is key to managing stakeholder expectations. ANWC's Engagement Plan centres on giving clear information to stakeholders about R3 and what that will mean from their perspective. All NW sites identified for R3 delivery are currently part of ANW's R2 programme. We will ensure stakeholders understand the differences between the two by emphasising:

- Greater focus on social inclusion
- The likelihood of a longer participant journey
- Focus on those furthest away from the labour market and key target groups within this
- The prominence of custodial based delivery

We will achieve this by:-

- From contract award, CareerConnect (CC)/ANWC meeting with heads of reducing reoffending at individual prison establishments to clarify the participant offer. E.g. target groups (including hard-to-help), monthly volumes and referral routes.
- From contract award, CC/ANWC meeting with CRC/NPS leads to reiterate community delivery locations, target groups, referral mechanisms and monthly throughput. This will be imperative, as delivery and numbers will be less than current volumes, with the shift in emphasis of the starter profile. We will reiterate our offer of intensive interventions using mechanisms such as the ANWC Board which will include CRC/NPS attendance.
- Using existing partnership groups and engagement with other relevant bodies to reinforce our message. E.g. LEPs, OLASS cluster meetings, DWP partnership meetings, JobCentre Plus, Work Programme providers, NCS, housing providers and colleges.

ANWC will hold stakeholder briefings event during April-June to clarify R3 delivery. We will invite Prisons, NPS, CRCs, JCP, work programme, NCS, and other pathway providers. Additionally key stakeholders will have a named manager contact.

During the early stages of delivery Case Managers (CMs) will reinforce key messages to stakeholders through regular contact. Enrolments of only the hardest to reach participants will reinforce the message about the target cohort for the NOMS CFO delivery. ANWC management team will regularly monitor stakeholder engagement.

[300 words]

ANWC's model places Case Managers (CMs) in a central role to maintain relationships with community-based participants. This enables ANWC to support the likely longer participant journey, to overcome barriers and re-visit stages to help maintain relationships, e.g. by addressing engagement barriers, like poor communication, learning-difficulties and low confidence.

ESTABLISHING A RELATIONSHIP AND RAPPORT:

1. [REDACTED]

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]

5. [REDACTED]

6. [REDACTED]

7. [REDACTED]

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11. [REDACTED]

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99. [REDACTED]

100. [REDACTED]

[illegible]

- Conduct Community CM best practice sessions on maintaining relationships.
- Monitoring CATS and participant feedback, identifying areas for development.

[350 words]

Career Connect Ltd

ANWC's approach will focus on gathering and responding to participant feedback, building upon tried and tested approaches in R2. We will target 100% participant feedback (exceeding the Authority's 85% aim) using a range of methods to refine our approach. To fulfil participant baseline requirements we will:

- Place Participant feedback sheet in Case Manager's (CM) starter packs (with required starter paperwork). CMs will have a mandatory target to complete a participant feedback sheet following 2 completed Core Activities.
- Use CATS performance reports to serve as a prompt to CMs that participant feedback is required. The Regional Team complete weekly Data Integrity checks on CATS- to identify those CMs who require a prompt to complete participant feedback and to log this on CATS.
- Participant feedback will be a substantive agenda item on monthly supervision sessions between CMs and line manager.
- Participant feedback form to be a contract requirement for subcontractors in their delivery of interventions. Delivery against this will be actively monitored.

Additional processes and how we'll use feedback:

- Re-visit feedback at key stages to monitor participant's experience and progress.
- Service users group to encourage innovative ways to add value to our provision. We'll trial a participant suggestion once a quarter.
- Use the Development Fund to pilot and trial sub-projects which add further value.
- Establish a young advisors' group to engage our NEET participants to inform the project's decision-making and improve our practice and services.
- Suggestion boxes and comments book to be completed by participants and their family members in custody and community delivery sites to encourage honest views. This will be monitored by managers in supervision sessions and used to develop staff practice.
- Twitter- to engage the views of our current participants and ex-service-users.

- Managers will use staff/sub-contractor observations to gather feedback from participants regarding their experience to further improve our delivery.

Alignment

23. What will be your approach to managing expectations of individual prison establishments or community sites where CFO delivery may be limited (e.g. only targeted at an identified hard-to-help group)?

[250 words]

Career Connect Ltd

ANWC will:

- FROM CONTRACT AWARD:

- o Map the full range of existing provision (with CRC/NPS and resettlement providers) pre-empting expectations and gaining 'buy in'. This will ensure there is an identified gap and that stakeholders understand how R3 will complement existing services; e.g. CRC 'Assurance Measures'.

- o During April-June Mobilisation Stage: ANWC will actively promote the rationale for targeted delivery and pathways e.g. working longer with participants to address more complex needs to increase social-inclusion.

- o Run briefings/ launch events promoting R3 rationale to prioritise particular locations e.g. optional prisons, Blackburn (high BME population) and St Joseph's Approved Premises (mental health).
- o Build on relationships with prison, CRC/NPS leads and Education, Training and Employment partners through regular communication and attendance at meetings e.g. OLASS Cluster meetings. Thereby improving referral routes and updating stakeholders about other services for those not eligible e.g. NCS if close to employment.
- o Communicate clearly about delivery sites, staffing, CM availability and the rationale for this e.g. locations where only a TTG service is delivered.

•DURING 2015:

- o Promote R3 achievements to stakeholders using case-studies. This will instil confidence that provision is targeted appropriately.
- o Attend ongoing briefings to continually emphasise that we target the hardest-to-reach.
- o Utilise Prison radio, TVs in reception and visitor areas to promote R3 aims and expectations.
- o Provide explicit referral forms, identifying CFO criteria. If unsuitable, providing clear feedback and alternative pathways, e.g. DWP
- o Co-locate with resettlement providers to assist managing day-to-day expectations of those referring.

24. What will be your approach to managing expectations of individual prison establishments or other stakeholders regarding the shift in focus from 'employment' to 'social inclusion' between NOMS CFO's delivery as part of the 2007 – 2014 ESF Operational Programme and the 2015 – 2020 Operational Programme?

[250 words]

Career Connect Ltd

ANWC will:

• FROM CONTRACT AWARD:

- o April-June run stakeholder briefings and launch events highlighting social inclusion driver (ESIF funding), R3 targets, pathway stages and increased prison focus. As existing provider we are ideally placed to emphasise the shift in focus and manage expectations e.g. explaining addition of 'specialist support referrals' to address barriers, will attract payment.
- o Promote priority groups and the socially-inclusive approach e.g. HMP Garth/Wymott, older offenders, prioritising disabilities and social isolation.
- o Promote the R3 approach which mirrors existing resettlement theories and practice e.g. 'desistence'.
- o Promote the focus on social-inclusion and desire to reduce long-term dependency on cross-departmental provision, to stakeholders. e.g. LEPS, Work Programme and 'Complex Families.' This will develop innovative partnership working, offer complementarity and manage expectations.
- o Develop case studies demonstrating the 'typical journey' to stakeholders, using examples from the general cohort and 'hard-to-help' groups (e.g. mental-health needs). This will illustrate the complexity of cases, increased time-frame of journey and holistic approach.
- o Training events will ensure CMs understand the focus on social-inclusion, supporting with managing 'day-to-day' expectations.

• JULY2015 ONWARDS:

- o Continue to inform BCST and provide referral forms, identifying criteria, emphasising the focus on social-inclusion. If unsuitable, provide feedback and suggest alternative routes e.g. NCS if closer to employment.
- o Utilise prison radio/TVs in reception and visitor areas to promote aims/expectations.

- o Provide ongoing briefings and newsletters continually promoting the shift in focus.
- o Co-locate with resettlement, OMU and other teams e.g. substance misuse, emphasising the 'whole-system approach' across all pathways.

25. How will you manage referrals to the CFO programme which are not appropriate e.g. for offenders who do not fall into the hard to reach category or are already close to the labour market?

[250 words]

Career Connect Ltd

To pre-empt and respond to inappropriate referrals we will:

- [REDACTED]
- Establish regular liaison with Prisons/CRCs/NPS to explain delivery sites where appropriate referrals can be maximised e.g. Selected Approved Premises; Linden Bank (sex offenders), Adelaide House (Women).
- Use April-June to promote R3 target group through site-specific launch events, e.g. stakeholder briefings and partnership/team meetings at HMP Styal to explain referral criteria for vulnerable women with multiple needs.
- Share office space with other ETE/resettlement providers, e.g. resettlement wings/LDU job-clubs. This enables CMs to directly intercept referrals and educate key referrers about inappropriate referrals.
- Work with resettlement teams/OMUs, to identify appropriate referrals by feeding into BCST/resettlement action-plans. Introduce clear referral routes/form, specifying eligibility criteria. The Quality Assurance Manager (QAM) will provide clear feedback/actions to Manager/CM to address any inappropriate referrals.
- Suggest alternative appropriate routes e.g. JCP, employer/housing partners. This builds on key relationships, benefitting CFO participants in turn.
- Use the expertise/networks of our embedded NCS workers.
- Highlight to OMs any inappropriate self-referrals and suggest alternative routes for these individuals.
- QAM and others will use CATS to monitor referrals/performance monthly. This will highlight/address issues related to poor assessment of needs (e.g. if only ETE related outcomes are achieved, indicating referrals are close to labour market). This will be addressed through staff supervision.

26. Describe your intended approach to liaising with both CRCs and NPS to secure referrals, avoid duplication and ensure that due consideration is given to participant's level of risk.

[300 words]

Career Connect Ltd

ANWC realises the importance of maintaining constructive and ongoing relationships with the CRCs and the NPS in the NW to secure referrals, avoid duplication and give consideration to risk. We will achieve this through:-

- The CRCs and NPS will continue to have representation on the ANWC board
- The ANWC director will meet with NPS and CRC leads after contract award to agree referral criteria and mechanisms and to ensure we are aware of NPS and CRC offers relating to offender Education Training and Employment (ETE) services. We will also seek access to those sections of offender records which can be shared with partner agencies through n-delius.

- Sharing offender risk information at referral, particularly in relation to risk factors which may impact upon work, training or voluntary placements. We will agree protocols to ensure that any change in risk status is communicated by Offender Managers. Given their offender-management background, our Case Managers (CMs) are experienced in risk and will bring added value to this area.
- We will have locally based managers responsible for the maintenance of our relationships with the CRCs and NPS. This will enable continued awareness of other ETE arrangements and ensure we complement rather than duplicate such delivery. We will be flexible in our approach.
- Community based staff will be co-located with CRC and NPS colleagues where practical. Our experience confirms that this helps ensure referrals, the communication of information, and avoids duplication. Prison based staff will be aware of CRC delivery within establishments through their co-location with the reducing reoffending team.
- A clear publicity strategy with colleagues in the NPS and CRCs which will emphasise our focus on the hardest to reach cohort, with multiple barriers to engaging with employment and mainstream services. Managers, CMs and subcontractors will be responsible for promoting the ANWC offer.

27. Outline your strategy for engaging with all LEPs relevant to the ECA. Your response should detail how you will raise awareness of your own provision, avoid duplication and ensure that participants are referred to appropriate LEP funded activity.

[400 words]

Career Connect Ltd

Our strategy builds on exploiting CareerConnect (CC)/ANW existing relationships with LEPs across the ECA. This includes using our strong regional presence as a provider of careers related services, our membership and input to LEP's related Employment & Skills Groups (ESG) and subgroups driving Growth Sector initiatives.

Our strategy acknowledges the challenge of positioning the R3 offer alongside LEP funded activity. It directly responds to the minimal coverage of offenders in the recent regional LEP ESF submissions, e.g. Lancashire Strategic Economic Plan. Our approach also responds to the general lack of understanding of the Transforming Rehabilitation agenda and the service boundaries of provision.

From contract award CC/ANWC will:

- Primarily focus on relationship development and thought leadership on the ESG, their lead members/chair, e.g. to discuss referral routes beyond R3 provision.
- Use briefing material with LEPs to raise awareness about target groups, monthly volumes, hard-to-help sub-groups and reiterate the shift in focus from R2. This will help avoid duplication.
- Tailor our approach to recognise the differing capacity/support structures of NW LEPs and resultant targets for influence (from the large secretariat for Liverpool City Region (LCR) LEP; GM Growth Company in Greater Manchester; to leaner Board centred approaches in Cheshire and Cumbria).
- Engage with existing contacts at each LEP to identify, recruit and develop a key point of contact/champion for R3 provision.
- Engage with lead officers/commissioners at local authorities where LEP funding is pass-ported to support direct delivery or for open commissioning. E.g. As is often the case for LCR.
- Identify the timeline and meetings for influencing and informing strategic planning processes. Thereby allowing us to plan and target our participation and resources most effectively, e.g. link to the annual cycle for LEP Business Plans and discrete sectoral/spatial plans and initiatives.
- Work with LEPs to ensure provision aligns to, and maximises participant opportunities within and resulting from local City Deals arrangements. E.g. within Preston and Lancashire Deal, ensuring that employment opportunities in the infrastructure and domestic construction programmes are secured through commissioning conditions, CSR leverage and potentially planning conditions.

This strategy enables us to raise awareness of provision and influence LEP planning to ensure the needs of local offenders are addressed and coordinated with R3 wider provision. It also ensures ANWC remain abreast of LEP funded activity to ensure staff fully utilise referral opportunities. This will avoid duplication and add value by joining up existing provision and plugging service gaps.

Contract and Performance Management

28. Please clearly complete the Supply Chain Matrix Template and submit as a separate attachment via the adjacent paperclip icon. Please ensure that you include details of all Subcontractors or spot purchase arrangements; areas of responsibility including target groups, geography/sites to be covered, indicative proportions of total contract value; and confirmation of whether their contribution is confirmed at this stage.

Have you completed and uploaded the template as per instructions?

Career Connect Ltd

Yes

<<Attached separately>>

29. Provide detail of the supply chain or internal resource that you will have in place to provide coverage for all required throughput including both the general cohort and any ring-fenced elements (e.g. ESF transition areas, hard-to-help groups) as relevant to ECA.

[400 words]

Career Connect Ltd

ANWC's operational staffing model and supply chain will meet the demands of the general cohort, transition areas and hard-to-help groups. █ FTE administrators will ensure all required throughput is met through regular data integrity checks.

All Case Managers (CMs) are internal staff and will deliver support:

- Case managers (CMs) are internal staff and will deliver support
- Enrolment, Assessment and Action Plan.
- Core Activity (and ongoing support/referral through the journey).
- Supportive Measures (referral to specialist Services)
- Participant feedback
- CATS recording

Supply chain (sub-contractors and spot purchases) will deliver:

- Supportive Measures (mentoring and work tasters)
- Short courses and Achievements
- Participant feedback
- Real interviews
- Employment opportunities (inc ILM)
- Sustained employment

Additionally CMs and supply chain will promote the social inclusion of participants, e.g. re-establishing family links.

Staffing/supply chain to achieve throughput is:

CUMBRIA:

LANCASHIRE:

MERSEYSIDE:

CHESHIRE/GREATER MANCHESTER:

HARD-TO-HELP GROUPS

The CM allocation below forms part of the total NW staffing number. The exception is the Youth sub-group which has additional resource as stated below.

YOUNG PEOPLE (16-18 YRS)

MEN MENTAL HEALTH PROBLEMS

WOMEN MENTAL HEALTH PROBLEMS

MEN/WOMEN DRUG/ALCOHOL MISUSE

OLDER OFFENDERS

VULNERABLE WOMEN

Interpreting services available across the North West.

30. Detail your approach to performance managing both Sub-contractors and internal staff. Your response should specify the process for allocating targets, frequency of contract/internal review meetings, attendees and sign-off process for any changes to allocations, as well as extraordinary measures applied for poor performance.

[400 words]

Career Connect Ltd

For R3 ANWC will build on its existing robust processes for managing the performance of both sub-contractors and internal staff. Our approach includes:-

- [REDACTED]
- ANWC will start the new contract with experienced and skilled staff with a proven track record of delivery in R1 and R2. We therefore have confidence in their ability to perform to target. We have a tried and tested process for managing and monitoring staff.
- All new staff receive a full induction outlining expectations.
- [REDACTED]

31. Detail your approach to ensuring participants' CATS records are updated both regularly and accurately. Your response should detail and provide justification for whether you intend to adopt an administrative hub approach or whether individual Case Managers will be responsible for entering information.

[300 words]

Career Connect Ltd

For R3 we will build on our extensive R1 and 2 experience of using CATS. We understand the importance of ensuring CATS accurately reflects the R3 participant pathway as it is the cornerstone of performance management and payment processes. Our approach includes:

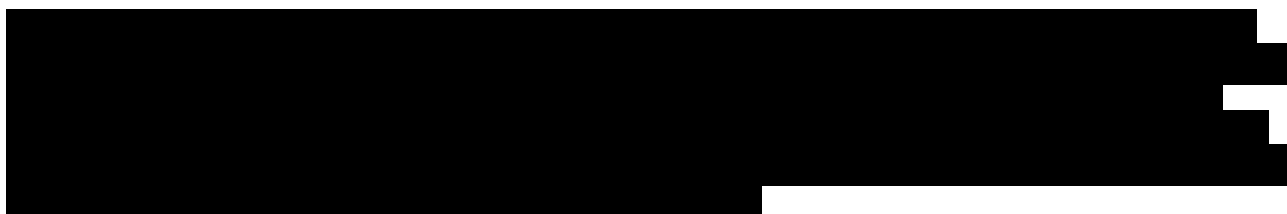
- Ensuring ANWC staff are trained and competent in the use of CATS. This will include initial NOMS CFO training prior to contract delivery and training updates throughout the contract duration.
- Case Managers (CM) are solely responsible for regular and accurate updates of their participant CATS records. R1 and 2 experience shows this is the best way to ensure records are updated at the point of contact, meaning the participant journey on CATS is clear and sequential. Records will be more accurate, timely and sequenced with no room for misinterpretation.

- Accurate recording on CATS ensures ANWC can utilise the performance reports to monitor performance of the project.
- Managers will continue monthly audits of case files and CATS records. This will identify issues at the earliest opportunity, with the Manager notifying the Quality Assurance Manager (QAM) of concerns.
- QAM will undertake monthly random CATS samples, giving feedback to the Manager and CM. Issues raised will invoke additional training.
- Regional Administrators (RAs) will access weekly CATS and Data Integrity reports, advising CMs/sub-contractors of required updates. RAs closely monitor responses and advise the Manager of outstanding updates within one week.
- RAs will claim payment stages. Our central hub approach to checking sufficiency of evidence and CATS records prior to claiming outcomes provides a consistent approach and reduces the likelihood of outcome rejection. Having a SPOC has proved effective for NOMS and ANW to deal with any issues or queries that might arise.
- We will continue to make good use of the help section in CATS including the best practice and quality guides.

32. Detail the extent to which you will 'flow down' payment terms to Subcontractors. Where relevant to your model, your response should cover (i) payments to Subcontractors for end-to-end provision for core clients, (ii) end-to-end for those requiring higher levels of support (e.g. hard-to-help groups) and (iii) those delivering interventions specific to participant pathway stages (e.g. training provider delivering a specific course) including (iv) any call-off contract arrangements. Please explicitly state if any of the scenarios are not relevant to your model.

[400 words]

Career Connect Ltd



Achieve North West in R1 and R2 had a similar sub-contracting arrangement. Our suppliers were clear about expectations, outcome and payments and had stability in income streams. This has proved successful, creating a stable operational environment that has made our supply chain a cornerstone in the success of the programme. We recognise the importance to suppliers of clarity of purpose and regular, predictable income and will continue to offer the same in R3.

Key elements of our approach with suppliers will be:

- All suppliers will be contracted on the basis of a [REDACTED] [REDACTED]
[REDACTED]
- Payment will not solely be based on achievement of NOMS CFO contract payment stages, but will also be based on a range of other measurable achievements within a support framework, such as the development of family links.
- Where payments are connected to direct evidence requirements these will be subject to clearance by our regional management team.
- Local managers and the Business Director meet with sub-contractors each month to discuss operations and agree outcomes. Suppliers bring evidence of achievement to the meeting which is then agreed and submitted to our Finance Officer for payment. This is in advance of clearance by NOMS CFO data integrity.
- Reconciliation will occur at a later date in the event of evidence being rejected.
- All payments will be made monthly and we will make payment within 15 working days of invoice.

We have no desire to offer less favourable terms to our supply chain than we receive ourselves from NOMS CFO. Our offer will be the same for ALL sub-contractors across the supply chain. It is a transparent, easily understood and justified mechanism that supports relationship building with our partners and creates trust and stability. In R1 and R2 we have an enviable record of having no supplier instigate dispute procedures or seek arbitration.

Career Connect/ANWC is Merlin accredited, underlining our corporate approach.

33. Detail how you will align the management of your supply chain with the principles outlined in Schedule P Market Stewardship Principles, including where applicable, the steps you will take to ensure that any Subcontractors receive a meaningful volume of business and the process for regularly reviewing spot purchasing arrangements to determine if a more stable contractual relationship should be offered.

[350 words]

Career Connect Ltd

ANW has an established and effective supply chain management process that aligns to Market Stewardship Principles in schedule P. We will adhere to these principles in R3. We have built strong relationships with our suppliers based on trust and fairness, this will continue in the future. CareerConnect are Merlin accredited.

During R1 and R2 we shared risk equitably with suppliers in line with our contract requirements. We will adopt this approach in R3.

The Regional Management Team will regularly review spot purchase arrangements, assessing whether there is a business case to move to full contracting arrangements where consistent demand for supplier services are apparent.

We will develop contracts with meaningful volumes of activity and outcomes following discussion with our potential partners, taking into account Participant Throughput Profile.

[REDACTED]

As part of the management process we hold partnership/suppliers meetings monthly. Targets are discussed and if necessary amended. Issues relating to referral or any other problems experienced by the supplier are also considered and actions agreed.

[REDACTED]

As standard we will offer:

- Contracts that cover the life of the programme subject to mid-way break clause and on-going performance review.
- Training and support through need identified by the project management and suppliers at meetings.
- Bonus for achievement with hardest to help groups.
- Sub-contractor forums and newsletters to share good practice.

ANWC will appoint suppliers through an open and transparent Approved Supplier List which is regularly refreshed. All opportunities are advertised and subject to competition to ensure consistent value for money.

Suppliers will have a visible presence in the project and will be promoted widely in newsletters, as happens in our R2 delivery.

All non-contracted services are accessed only by agreement on mutually beneficial terms.

We work with a range of community focused organisations and support the principles of the Government compact, ensuring our work is harmonised with the social aims of civil society.

34. Detail how you will/would ensure that any Subcontracting or Spot Purchase arrangements are substantially in the same form as Schedule Q Industry Standard Partnering Agreement, or provide justification for any variation.

[300 words]

Career Connect Ltd

The substantial format of the Industry Standard Partnership Agreement (ISPA) will be adopted by ANWC for use with its supply chain including both sub-contractors and spot purchases. We foresee no problem with its form or content. The document supports fair and appropriate arrangements that help support the often difficult financial constraints of small organisations.

ANWC will continue to engage in extensive discussion with suppliers pre-contract to agree terms. We will seek to support sustainable long term partnerships. This is advantageous to both parties ensuring consistency of delivery for the project and supporting cash flow and staff retention with the supplier.

We will engage with our suppliers to develop an ISPA immediately following notification of contract award. Suppliers will have agreed all terms prior to operational commencement in July 2015.

Two events will be held with suppliers prior to individual meetings. These will be held in April 2015. The meetings will discuss the overall purpose, ethos and aims of the project and implications for the supply chain. We will introduce the ISPA and work through content and potential implications of each section. There will be an opportunity in advance of formal contract meetings to discuss concerns that may arise (with suppliers and the Authority).

We will clearly identify in the contracts the governance mechanisms as well as key personnel for both parties, meeting schedules, site visits and the dispute procedures. The ISPA allows ANWC to continue our existing practices.

In R1 and 2 ANW included a schedule relating to some ESF requirements particularly around the need for publicity and links to ESF regulation. For R3 we will include this alongside the other schedules.

It is the intention of ANWC to retain our good relationships with suppliers. Stable contracting arrangements are critical to this process and this is supported by the ISPA.

35. Detail management checks that will be undertaken on any documentation or CATS entries prior to submission of claims for Achievements.

[300 words]

Career Connect Ltd

ANWC already has robust verification and quality assurance procedures for documentation and CATS entries e.g. for starters and hard outcomes. For R3 we will further strengthen these

procedures in line with the payment and verification model. This will ensure supporting documentation and CATS entries for all Achievements meets required standards. This includes:

- Before delivery of Achievements we will ensure that all Case Managers (CMs) and sub-contractors are aware of those already agreed by NOMS. Should CMs identify further Achievements that would benefit participants they will consult the Regional Team who will contact NOMS for approval. This approach ensures appropriate validation and consistency across ANWC and sub-contractors.
- On-going training to ensure all ANWC staff and sub-contractors are aware of R3 requirements to evidence Achievements and the procedures to quality assure evidence e.g. participant pathway stages, eligibility forms, CATS evidence, DI checks, Action Plans.
- Sharing with all staff and sub-contractors the NOMS CFO Participant Achievements Guidance and Evidence documents.
- Submitting all evidence for Achievements to the Regional Team. They will check 100% of CATS entries to ensure that Gateway and Payment stages are met. They will quality assure evidence and contact CMs if further evidence is required on CATS or evidence is insufficient. If both CATS entries and evidence is sufficient the Regional Team will claim the Achievement.
- Any queries regarding the sufficiency of evidence will be directed to the appropriate team at NOMS CFO via the Regional Team.
- Prior to CM supervision, the Managers will audit a selection of cases to ensure the participant journey follows the requirements of the Action Plan and is clearly evidenced in CATs notes. Any concerns or issues will be addressed at this stage.
- Auditing of cases by the Quality Assurance Manager to ensure CATS records, Action Plans and other information clearly evidences the participant journey.

36. Describe how you intend to develop and foster innovation within your internal delivery structure or supply chain, and how any ideas for improving delivery will be shared with the Authority for subsequent inclusion within the Contract.

[300 words]

Career Connect Ltd

ANWC are experienced at fostering and developing innovation. We will continue to do this by:

INTERNAL STRUCTURE/SUPPLY CHAIN

- [REDACTED]

• Gathering participants' feedback through questionnaires, service-user groups. We will review and implement appropriate changes quarterly.

• Quarterly partnership forum: from January 2016 bringing together partnership and sub-contractors to share practice and develop a strong understanding of the wider landscape to allow optimum models of delivery throughout the participant's journey.

- [REDACTED]

- Engage with and be informed by prison councils.
- Attending national networking conferences.
- We will reward staff/participants at award ceremonies.
- Nominate innovative subcontractors at national ESF award schemes.
- Encourage the use of E-learning applications on smart technology.

- Remain subscribed to related ETE/LEPs/ Social Inclusion groups locally- to look across to other related contracts (Work Programme).

SHARE WITH THE AUTHORITY

We will:

- Share our innovation at monthly contract review meetings with the Authority.
- For an innovation/improvements requiring additional delivery we shall submit a business case detailing the cost, changes and the outcomes this would achieve.
- Use the Development Fund to trial new initiatives which fund innovative ways to support our participants.

37. Outline how your Contract and Performance Management activity in respect of your supply chain or internal delivery will provide demonstrable and continuing value for money to the Authority throughout the period of the Contract.

[300 words]

Career Connect Ltd

ANWC's on-going contract and performance management arrangements will specifically focus on ensuring R3 delivery is economic, efficient and effective. I.e. delivering value for money (vfm). We will achieve this by:

INTERNAL DELIVERY

- Managers/Case Managers (CM) undertaking regular review and monitoring of a Directory of Partnerships (developed for R1&2). This ensures we continue to work with partners who share our values and experience. Through these we have been able to access additional funding to complement delivery e.g. CSCS, FLT.
- Managers regularly testing internal staffing allocation. ANWC's flexible delivery model allows us to move CM resource to different delivery sites to maximise vfm while meeting participant need.
- Monthly performance management reviews of CM delivery to focus on targeting the hardest-to-help and achievement of outcomes. Evidence to support this will include individual supervision, monitoring of CATS records, and participant feedback from Quality Assurance Manager (QAM).

SUPPLY CHAIN

- Managers will regularly review course funding ensuring our approach represents best value and remains relevant to participant/geographical need. Managers will review labour market and other information, using links with LEPS and DWP.
- We will continue to review and develop the Approved Supplier list to plug service delivery gaps and avoid duplication. We will test vfm across all services e.g. accommodation, substance misuse, mental health provision. This ensures we retain dynamic delivery arrangements within our supply chain, with flexibility and the ability to draw on additional providers where necessary.
- In addition to offering vfm we will meet R3's social inclusion requirements and environmental issues working with providers such as Recycling Lives and Elixir.
- Prior to contract delivery we will agree specific measurable outcomes and evidence requirements. Vfm will be stringently monitored using contract review meetings. E.g. achievement of targets across payment stages, locations and target groups. Failure to meet contract requirements could result in a contract variation/termination.

*****Regional Cohort*****

Please complete the Participant Throughput Profile Template and submit as a separate attachment via the adjacent paperclip icon. Please ensure that you clearly detail volumes at each stage of the pay mechanism, that they do not exceed the permitted volumes by contract end and that the figures as presented correspond with the profiled DAF costs submitted within your Budget Profile Template. [Please note that whilst the completed template is not scored as a standalone item, the following 3

questions will be scored by making reference to both the individual responses and the relevant sections of the completed template. Additionally, the completed template will form part of the Contract]

Have you completed and uploaded the template as per instructions?

Career Connect Ltd

Yes

<<Attached separately>>

38. Specify delivery sites and associated staffing levels you intend to implement and how the same gives assurance of your ability to meet all targets and deliver a quality service to the general cohort.

[400 words]

Showstopper question: A minimum score of 70 will be required.

Career Connect Ltd

Main cohort delivery based on analysis of expected participant numbers/flow from each prison into community locations and staffing levels are based on this.

Staff on main cohort will also work with the North West ECA additional focus groups.

In addition to the core delivery sites detailed below, community based staff will work flexibly across a range of potential sites including CRC/NPS locations and sub-contractor/partner premises. This will be based on participant need for through-the-gate (TTG) cases.

Staff resource dedicated to hard-to-help sub-groups have been excluded below:

CUMBRIA

Carlisle LDU/Bowling Green Approved Premises (AP)- [REDACTED]

Workington LDU- [REDACTED]

Barrow LDU/Barrow Women's Centre- [REDACTED]
Managers- [REDACTED]

LANCASHIRE

HMP Wymott- [REDACTED]

HMP Garth- [REDACTED]

HMP Kirkham- [REDACTED]

Preston LDU- [REDACTED]

Blackburn LDU- [REDACTED]

Manager- [REDACTED]

MERSEYSIDE

HMP Liverpool- [REDACTED]

South Liverpool LDU- [REDACTED]

Wirral LDU/Tomorrow's Women Wirral- [REDACTED]
Manager- [REDACTED]

CHESHIRE/MANCHESTER

HMP Styal- [REDACTED]

HMP Risley- [REDACTED]

HMP Hindley- [REDACTED]

HMP Manchester- [REDACTED]
 Chester LDU- [REDACTED]
 Warrington LDU- [REDACTED]
 Rochdale LDU- [REDACTED]
 Manchester LDU- [REDACTED]
 M. [REDACTED] [REDACTED]

How resources will meet targets:

- CMs will be assigned individual sign-up and outcome targets for the national priority groups; CATS performance reports will be used to ensure these targets are achieved.
- Selected sites will meet priority groups within the general cohort e.g.

loops and wheelchair access.

- Co-located delivery in one-stop-shops, avoiding duplication of service. This will maximise referrals, access to relevant information (including risk) and facilitate swift access to partner services.
- Contingency measures- our resourcing model is flexible to move staff to respond to fluctuating demands.
- Subcontractors- will provide quality and help meet outcome targets set by the Authority.

Deliver a quality service:

- Managers based in prisons to maintain good relationships with stakeholders and ensure the service continues to add value throughout the Contract.
- CMs will share ANWC's Directory of Services to facilitate participants' access to local support services e.g. Age UK for over 55s, British Legion for ex-service personnel.
- CMs will use their offender-management expertise and will receive ongoing training to deliver quality interventions to those identified in the priority groups.

• [REDACTED]

39. Specify delivery sites and associated staffing levels you intend to implement and how the same gives assurance of your ability to meet all targets and deliver a quality service those groups identified within the ECA for additional focus.

[400 words]

Career Connect Ltd

Delivery to North West ECA additional focus cohort is based on analysis of expected participant numbers/flow from each prison into community locations.

The percentage allocated to staffing resource indicates the approximate time Case Managers (CMs) will be allocated to these groups (excluding manager resource). Staff resource dedicated to hard-to-help sub-groups have been excluded below:

CUMBRIA

Carlisle LDU/Bowling Green Approved Premises-1CM(20%)

Workington LDU- [REDACTED]

Barrow LDU/Barrow Women's Centre-

LANCASHIRE

HMP Wymott- [REDACTED]

HMP Garth-[REDACTED]
HMP Kirkham-[REDACTED]
Preston LDU-[REDACTED]
Blackburn LDU-[REDACTED]

MERSEYSIDE

HMP Liverpool-[REDACTED]
South Liverpool LDU-[REDACTED]
Wirral LDU/Tomorrow's Women Wirral-[REDACTED]

CHESHIRE/MANCHESTER

HMP Styal-[REDACTED]
HMP Risley-[REDACTED]
HMP Hindley-[REDACTED]
HMP Manchester-[REDACTED]
Chester LDU-[REDACTED]
Warrington LDU-[REDACTED]
Rochdale LDU-[REDACTED]
Manchester LDU-[REDACTED]

How resources will meet targets:

- [REDACTED]
- Selected sites will meet priority groups within this cohort e.g.
 - o HMP Garth/Wymott/Risley/Kirkham: CMs will target older offenders and those with disabilities via existing projects e.g. Enabling Elderly & Disabled Prisoners project.
 - o Using Partners Of Prisoners and mentors to support prisoners with limited family ties.
 - o Target Vulnerable Prisoners Wings to engage with sex-offenders. Community locations will target Approved Premises e.g. Linden Bank and NPS sites where most sex-offenders are supervised post-release.
 - o Selected LDUs have good transport links and facilities for disabled participants; also located close to support groups e.g. Warrington Disability Partnership.
 - o Targeting referrals from GOOP to engage prisoners with mental health problems.
- Co-located one-stop-shops avoids duplication. This will maximise referrals, access to information (including risk) and facilitate access to partner services.
- Our resourcing model is flexible to move staff, responding to fluctuating demands. CMs will travel to meet TTG cases at sites accessible to the participant.
- Sub-contractors provide quality interventions to help meet targets set by the Authority.

Deliver a quality service:

- Managers [REDACTED] will audit cases on CATS, conduct staff supervision and observe practice.
- Managers will be based in prisons to maintain good relationships with stakeholders and ensure the service continues to add value throughout the Contract.
- CMs will share ANWC's Directory of Services to facilitate participants' access to local support services e.g. MIND for mental health support.
- CMs will use offender-management expertise to deliver quality interventions to those identified in target groups.
- [REDACTED] will ensure targets and Data Integrity measures are met and quality evidence is submitted.

40. Specify delivery sites and associated staffing levels you intend to implement and how the same gives assurance of your ability to meet all targets and deliver a quality service to the 5 designated hard-to-help groups within the ECA.

[400 words]

Career Connect Ltd

In addition to our 'core' flexible delivery staffing model ANWC will provide extra resource at the below sites to ensure a quality service is delivered to sub-group participants. Case Manager (CM) Champions will deliver intensive support to small caseloads with set outcome targets.

YOUTH SUB-GROUP, 16-18YEAR OLDS:

- [REDACTED] Our experience shows this delivery model will best meet the demand of Wetherby prison releases and fill gaps in existing Education Training and Employment (ETE) services.
- Strong focus on increasing vocational and social skills whilst obtaining qualifications. Working closely with mainstream providers.
- Onsite specialist support from Salford Young Father's Project and CLI Mentors.
- [REDACTED] will have a strong presence onsite in the three YOS teams and on relevant partnership boards including the HMPYOI Wetherby consortium.

MEN:

Mental Health Needs:

- [REDACTED]

Significant Drug and Alcohol misuses issues:

- [REDACTED]

WOMEN: ALL WOMEN FOR THE SUB-GROUPS BELOW WILL START THEIR JOURNEY AT HMP STYAL

- [REDACTED]

Mental Health Needs:

- [REDACTED]

Significant Drug And Alcohol Misuse Issues (Dependency For 10+ Years):

- [REDACTED]

VULNERABLE WOMEN

- [REDACTED]

OLDER OFFENDERS, INCLUDING THOSE REINTEGRATING FOLLOWING LONG SENTENCES:

- [REDACTED]

The Older Offender CM Champion will:

- [REDACTED]
- [REDACTED]

41. Describe your processes for ensuring that you maximise claims for achievements for participants that transfer out of the ECA, taking into account the constraints of the 7 day permissible 'transfer window'.

[250 words]

Career Connect Ltd

To maximise claims for achievements our approach will include:

- Regular liaison with Custody Admin, wing staff, Offender Supervisors, the participant and the use of P-Nomis. This will ensure we have accurate and up-to-date information about the participant's movements between custodial establishments and into the community.
- Regular liaison in the community with Offender Managers, participants and sub-contractors/partners to keep informed of participant transfers in the community or into custody.
- Ensuring staff are aware of and follow the procedures for dealing with transfers including local arrangements and the cross regional transfer protocol. We will stress the importance of prioritising these cases.
- ANWC staff check NOMs guidance in advance of submission of evidence.
- The Regional Team auditing 100% of cases on CATS reaching a payment stage. This ensures records are up-to-date, claims submitted and the case is ready for transfer.
- The Regional Team accessing CATS and Data Integrity Reports to notify Case Managers (CM) of required updates on CATS on a weekly basis. This ensures that records are up-to-date and ready for transfer.
- The Regional Team conducting daily checks of custody cases to ensure the capture of transfer notification. They will notify CM and Manager of outstanding evidence required and the necessity to update CATS immediately.
- CM updating CATS and collating evidence by the end of the third day post transfer.
- CM forwarding any evidence immediately to the Regional Team who will conduct a final check of CATS, the sufficiency of evidence and forward this to NOMS well within the 7 day deadline.

42. Describe your approach to ensuring that necessary activity still takes place for participants where there is no opportunity for further payment by results payments, (e.g. where this has already been accessed by a previous provider or where additional barriers for a participant have been identified). Your response should include arrangements to ensure activity takes place at both Contractor and Subcontractor level as applicable to your delivery model.

[400 words]

Career Connect Ltd

ANWC are committed to meeting the specific needs of participants where these may change, utilising available resources.

Contractor level:

- Using Contract Manager's (CM) expertise in assessing dynamic needs, and revisiting previous milestones when new needs and barriers are identified e.g. following a re-lapse into substance misuse.

- CMs will revisit gateways through 'in-house' provision without financial implication, e.g. re-prioritising accommodation and family relationship issues on release.
- CMs will develop participant-focussed action plans, reviewed monthly, broken into achievable stages. Participant ownership and ongoing assessment will enable activity to be re-visited.
- Using the DAF and Development Fund where appropriate for additional costs when revisiting particular stages.
- ANWC Managers will promote the benefits of revisiting stages according to individual need, regardless of payment. Quality Assurance Manager (QAM) will audit CATs cases to ensure Case Managers pro-actively assess previous milestones.
- Clear communication with 'out-of-area' providers, regarding outstanding achievements and claims within 7 day transfer period. This, and participant liaison, will determine whether activity needs re-visiting.
- Offsetting costs when payment stages need re-visiting with those requiring less financial input. We have planned for flexibilities and understand that average unit-cost [REDACTED] will vary depending on complexity of need. We will use the service-fee portion of financial allocation to cover costs not attracting payment.
- Using our established and extensive networks to access free services wherever possible e.g. The Money Advice Service. Otherwise we will negotiate on costs of courses and interventions.

Sub-Contractor level:

- Using providers experienced in dealing with hard-to-reach participants e.g. Salford Foundation who understand the dynamic complexity of needs and barriers.
- On-going communication regarding the need to re-visit activity as part of the 'journey' e.g. 'Sefton CVS' TTG mentoring may re-visit stages on release due to new and additional barriers such as low motivation, relationship breakdowns.
- We will agree payment profiles with some subcontractors which include payment for working with a specified number of participants and the need to revisit stages e.g. Cropt. This will manage subcontractor expectations and emphasise the importance of the holistic, individualised approach.
- Ensuring subcontractors are not financially disadvantaged e.g. by offering premium payments for hardest-to-reach participants.
- It is acknowledged that some participants may need to re-visit interventions therefore requiring to repeat a payment stage. Such cases will be discussed in contract review meetings. Should the subcontractor incur additional costs a payment mechanism will be agreed. Examples include participants with complex needs who may need several interventions at a particular payment stage.

43. Describe your approach to ensuring continuity of service and appropriate levels of support are offered to participants whom have gaps in the period with which they directly engaged with the Contractor (i.e. by virtue of spending part of the custodial portion of their sentence within prison establishments not identified as in scope for CFO provision).

[300 words]

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ANWC's approach will include:

- Minimising gaps in non CFO provision, by delivering in optional prisons.
- Continuous monitoring of CATS 'available to allocate' list ensuring timely allocation of case to Case Managers (CMs)
- Custody CMs will:
 - o Provide ANWC contact details to participant prior to transfer to a non CFO prison, to encourage contact through-the-gate (via new Offender Supervisor (OS) if transferred without notice).
 - o Provide participant with details of CFO provision in release area for out-of-area cases.

- o For 7 days following transfer, update CATS advising they have left CFO provision, progress made and release dates. Contact community CM (NW, out-of-area) to inform and update, allowing them to prepare support for release.
- o Update new OS on progress and CFO offer on release (particularly important when moved without notice), to enable the OS to encourage engagement TTG.
- o Where participants are transferred back to CFO establishments prior to release, original CM will liaise with new CM to update circumstances and progress so contact with participant is made at the earliest opportunity.
- When released from non-CFO establishment, Community CMs will:
 - o Prepare for release by liaising with OS/Offender Manager e.g. changes in circumstances, progress and release dates.
 - o Introductory letter with appointment details provided for engagement on release.
 - o 3-way meeting with participant, original custody CM and community CM (particularly for hardest-to-reach) will ensure a thorough handover.
- For continuity, mentors working with participants before transfer will support on release (meet at the gate, address priority needs e.g. benefit claims, medication).
- Family intervention work commenced e.g. through Partners of Prisoners, will continue, to smooth transition into the community and encourage engagement.
- ANWC will liaise with CRC/NPS to feed into re-settlement plans.
- Managers will ensure CMs are focussed through ANWC's prison practise group and monthly case audit.

44. How will you ensure that activity that takes place at each stage of the participant pathway is driven by the individual needs of the participants and that the same is clearly demonstrated within the CATS record.

[350 words]

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We will develop a range of processes and training events to inform ANWC staff and subcontractors of requirements with regards to the individual needs of the participants. Our approach will include:

- ANWC staff trained in the use of CATS by NOMS CFO and the Quality Assurance Manager (QAM). Thorough training will reinforce the importance of the participant journey being driven by individual needs and the need to clearly evidence this journey on CATS. Documents such as the Participant Achievements Guidance will also be shared.

[REDACTED]

- Regular auditing of cases on CATS by the ANWC QAM. Action plans and activity that takes place at each stage of the participant pathway will be checked to ensure they are appropriate to individual need and clearly demonstrated on CATS. Additional training will be provided if required.

- Auditing 100% cases on CATS by the Regional Team when a Payment stage is reached. This will ensure previous Gateway and Payment activity is relevant to need and clearly evidenced on CATs.

*****Regional Delivery Focus*****

45. Detail your anticipated staff presence within each relevant custodial establishment in the ECA. Your response should provide details of discussions with stakeholders within the custodial estate, progress with logistical requirements (i.e. security clearance, access to keys, desk space, telephony, ICT) and any formal arrangements/agreements entered into. Where issues are not yet resolved, provide detail of your strategy to resolve the same including timescales for doing so.

[400 words]

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ANWC has used its strong relationships with NW custodial establishments to reach formal agreement with prison leads at all of the mandatory and the two optional prisons. Each respective prison confirms:

- Understanding of the purpose of the Contract (Social Inclusion through Employment, Training and Education) and target groups.
- Formal agreement to support the proposed staffing model (see below).
- Agreement for level of subcontractors onsite
- Logistic support: telephony, desk space, ICT, Access to keys.
- Manager on-site: to effectively engage each prison resettlement lead.
- That delivery will not duplicate OLASS (agreed with prison lead and OLASS provider) and appropriate room space is available.
- Feedback mechanisms to support their KPIs
- Prison clearance – with target to clear all prison-based staff by May 2015.
- To begin our set-up and access for each prison from April 2015.
- Timescales for delivery (commencing 1st July 2015).

No issues outstanding although monthly monitoring meetings will be arranged to identify and resolve any unexpected issues or delays: April–June 2015.

Staff presence is linked to the Participant Throughput Profile, with an expectation that CM/Supply chain resource levels will flex to respond to caseload and delivery to targets.

Our proposed staff presence in each prison:

HMP GARTH

- [REDACTED]

HMYOI HINDLEY

- [REDACTED]

HMP KIRKHAM

- [REDACTED]

HMP LIVERPOOL

- [REDACTED]

HMP MANCHESTER

- [REDACTED]

HMP RISLEY

- [REDACTED]

HMP STYAL

- [REDACTED]

HMP WYMOTT

- [REDACTED]

46. Outline your rationale for your selection of prisons. Your response should clearly state where in-reach/peripatetic service delivery models are proposed for any sites.

[300 words]

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Although we will commence delivery in the two optional prisons, ANWC will be flexible throughout the Contract to respond to the demands of key stakeholders: prisons, Authority and NPS/CRC.

Our rationale is based on:

- Liaison with the optional prisons has identified gaps in provision.
- Commencing delivery at both optional prisons HMP Manchester and HMP Kirkham as this allows us to continue to support/engage participants who are transferred across establishments. Many participants who will have commenced at other CFO prisons will end their sentences at HMP Manchester and Kirkham.
- Building upon our existing strong relationship in HMP Manchester. We have been invited to deliver directly on the resettlement wing. This allows us to support participants back into Greater Manchester. Our Case Managers (CMs) will use their depth of local knowledge to maximise opportunities for releases.
- Building upon our strong relationships with HMP Kirkham and established links with local employers. The prison releases 50-60 prisoners a month, many of whom return to the NW. Our CMs run evening sessions for those who are on ROTL responding to the needs of the prison.
- In R1 and R2 we have experienced high levels of support from both establishments, leading to an enhanced service to participants. This will continue in R3.

- A qualitative and quantitative assessment of data, allowing us to overlay our understanding of social and employability needs throughout the NW, with an analysis of prison numbers, flows, staff ratios and demographics.

Case Managers (CMs) will be based in all specified prisons. We firmly believe this is the most effective means of engaging with participants, OMUs and partners. The model maximises resources onsite (reduced CM travel/prison entry time), facilitates referrals and provides a premium service to participants.

Additionally, our delivery model will include in-reach sub-contracted provision to fill existing gaps.

47. How will you ensure that you maintain an appropriate presence within community delivery sites? Your response should provide details of discussions with community stakeholders, progress with logistical requirements (i.e. security clearance, desk space, telephony, ICT) and any formal arrangements/agreements entered into. Where issues are not yet resolved, provide detail of your strategy to resolve the same including timescales for doing so.

[400 words]

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ANWC has had formal discussion and reached agreement with all respective CRC/NPS leads, NW Resettlement Lead (NEETS) and proposed subcontractors. This will ensure a smooth set-up and a continuing appropriate presence at community delivery sites. This includes confirmation of:

- Understanding of the purpose of the Contract, e.g. focus on social inclusion and target groups.
- Formal support for the Community Delivery Model (see below), staffing allocations and co-location in key community sites.
- Delivery of interventions at subcontractor/partner premises to increase participants' community networks.
- Logistical support, e.g. security clearance, desk space and access to interview/group rooms.
- Agreement that we will add value to existing CRC/NPS provision and target disadvantaged groups.
- A clear mechanism that promotes feedback to OMs/lead managers in CRC/NPS to ensure accurate recording of information and contribution to any relevant targets.
- No issues outstanding. We will use monthly pre-meetings to identify and resolve any unexpected issues/delays between April–June 2015. Quarterly review meetings thereafter.

There are three strands to ANWC's Community Delivery Model:

[REDACTED]

We acknowledge some offenders may need to be engaged with at appropriate sites to reflect their risk and restrictions.

2. [REDACTED]

3. [REDACTED]

RESPONDING TO CHANGE

- Linking back to the Participant Throughput Profile, on-going liaison with CRC/NPS leads to communicate any changes to resources to meet profile.
- Continued engagement and presence within strategic partnership groups (inc. CRC/NPS) to:
 - o Remain informed of any local/regional changes in funding/service provision.
 - o Ensure stakeholders are quickly updated on proposed changes to delivery profile.
 - o Proactively seek stakeholder feedback, evaluating the effectiveness of our community model.

48. Explain how you will prioritise potential participants where referral numbers outstrip profiles, making reference to the general cohort, those groups identified for additional ECA level focus and the 5 designated hard-to-reach groups.

[400 words]

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- [REDACTED]
- We will commence delivery in all 8 CFO prisons. We will be flexible in shifting delivery from the optional prisons (following consultation) where referral numbers outstrip profiles to ensure mandatory prisons are prioritised.
 - In the community, we will target provision to ensure we capture the general cohort, prioritising target groups e.g. Rochdale for BME participants (national priority). CMs will identify those most socially-isolated of these groups, i.e. those whose first language is not English.

[REDACTED]

ANWC does not intend to over-achieve on enrolments. Where referrals exceed profile, processes for prioritising include:

- CMs will:
 1. Identify and assess needs/barriers, eliciting key information (using motivational-interviewing) to ensure the hardest-to-reach are prioritised. Information from referral forms/BCST, Offender Supervisors and partners will inform assessments e.g. when substance misuse issues are detected; CM will explore subsidiary problems such as accommodation, health to ensure an accurate indication of needs.
 2. Identify those most socially-isolated, least able to access mainstream provision/employment-achieved with particular focus on national/regional priority groups and 'hard-to-reach' groups.
 3. Filter further within 'hard-to help groups' enrolling those who meet the criteria of two or more of these group and have additional barriers. therefore ensuring that we will prioritise the very hardest-to-reach. e.g. significant substance misuse issues and mental health (hard-to-help groups) and limited family links (ECA level focus).
 4. Remain informed of other providers' priorities, to ensure we select participants unlikely to receive other similar provision e.g. ESIF funding, DWP/Work Programme support. This will avoid duplication and offer complementarity.
- Manager/Performance Manager will:

5. Monitor CATS reports, update CMs and regional team monthly to show delivery against profiles. This will ensure a robust service is delivered to all priority groups e.g. if profiles are met for older offenders, CMs will prioritise other target groups below profile such as sex-offenders.
6. CM assigned individual priority group targets. Performance Manager will support CMs by providing monthly performance reports to ensure targets/referrals can be managed in line with profiles.
7. Quality Assurance Manager will audit cases and provide ongoing training to CMs.

49. How will you ensure that CFO delivery does not become a replacement for mainstream services?

[250 words]

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ANWC will target delivery on those who are deemed 'hardest to reach'. These participants will have multiple barriers to engaging with mainstream services, requiring ongoing support. In particular, we will:

- Provide clear criteria to only sign-up participants whose significant support needs mean they are unlikely to access mainstream services.
- Clearly promote the role of CFO to stakeholders (e.g. NPS/CRCs) in bridging the gap for participants to enable access to mainstream provision.
- Ensure regular communication between providers and thereby avoid duplication of service. E.g. by co-locating staff at partnership sites.
- Access shared training delivered by mainstream providers of Housing, Health and ETE services (including OLASS) to remain informed of their delivery models, funding streams and future plans to avoid duplication and maximise up-take of mainstream.
- Ensure Case Managers regularly liaise with Work Programme providers/DWP to prevent participants from receiving duplicated support; ensuring clear roles and different interventions are identified by each provider.
- Maintain relationships with LEPs to ensure complementarity with LEP funded activity.
- Encourage and maximise participants' engagement with mainstream provision in the longer-term. CMs/Subcontractors will tackle barriers, anxieties and deliver interventions which improve participant confidence and resilience, e.g. GOALS motivational programme, and working with local colleges to increase access to mainstream education through 'tasters' and short courses at community venues with colleges (e.g. West Cheshire).
- Work closely with YOS officers and local education welfare officers to ensure NEETS aged 16-19 continue formal school education or are supported in accessing the National Apprenticeship Scheme/Traineeships (in line with RPL).

50. Give an overview of the range of services that will be available to female participants with a particular focus on those which are specific to this group rather than part of the general offer to all participants.

[350 words]

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ANWC's approach is informed by our experience and expertise developed during R1&2. This incorporates the findings from relevant publications, such as the recommendations of the Corston Report (2007). Our approach takes into account the distinct needs of women and draws on our experiences of witnessing the positive impact of gender specific provision. We will continue to develop our services for R3 including:

- [REDACTED]

- Delivering a holistic approach through a network of one stop shop centres to vulnerable women with complex needs. Services include support for emotional and physical need, accommodation support, mental health, domestic violence/abuse, trauma and exploitation. Services will be delivered by a female CM (e.g. at Tomorrow's Women, Wirral), or a sub-contractor (e.g. Lancashire Women's Centre).

• [REDACTED]

51. Give an overview of the range of services that will be available to NEET participants with a particular focus on those which are specific to this group rather than part of the general offer to all participants.

[350 words]

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[REDACTED]

[REDACTED]

• [REDACTED]

We will prioritise referral of NEETs to:

- The Prince's Trust – e.g. The Enterprise Programme/Fairbridge and development awards
- Connexions–IAG for NEETS.
- Apprenticeships/Traineeships e.g. Winning Sales Academy
- Supported Housing Projects e.g. Stepping Stones, Project 66
- Everton in the City – Safe Hands Young Offender Project
- Substance Abuse Support: e.g. Early Break, Addaction
- Care Leavers Association – emotional and financial support
- Mentors – e.g. Talent Match for practical, family support and mediation.

52. Give an overview of the range of services that will be available to participants from a minority ethnic background with a particular focus on those which are specific to this demographic rather than part of the general offer to all participants. Your response should include detail of support for participants for whom English is not their first language.

[350 words]

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Research (Race and Criminal Justice System 2012) shows that over the last decade the population of minority ethnic prisoners has doubled which has meant that the overall proportion of this group has risen to almost 25% of the overall prison population. With this in mind we will target resources specific to this population. We will:-

- Target areas within the North West with comparatively high percentages of BAME population, namely:

[illegible]



Tender Submission

Please confirm the Lots where you are entering a Final ITT submission by selecting Yes/No/Not Applicable. You may only enter submissions against Lots where you have been shortlisted - submissions for other Lots will be discounted by the Authority.

Lot 1 North West

Career Connect Ltd

Yes

Lot 2 South East

Career Connect Ltd

No

Lot 3 Yorkshire

Career Connect Ltd

No

Lot 4 West Midlands

Career Connect Ltd

No

Lot 5 East Midlands

Career Connect Ltd

No

Lot 6 London

Career Connect Ltd

No

Lot 7 East of England

Career Connect Ltd

No

Lot 8 North East

Career Connect Ltd

No

Lot 9 South West

Career Connect Ltd

No

Declaration

*****Declaration*****

As a supplier / organisation looking to bid for public sector contracts you should be aware that as part of the government's transparency agenda tender documentation issued by government departments for contracts over £10,000 will be published on a single website, and made available to the public. You should also be aware that if your bid is successful, the resulting contract between you and the department will be published. In some circumstances, limited redactions will be made to tender documentation and/or contracts before they are published in order to comply with existing law, to protect commercial interests, and for the protection of national security.

Please confirm your acceptance of this statement.

Career Connect Ltd

Yes

Please confirm that you have read, and would be willing to contract, on the terms set out in the attached Security Policy.

Career Connect Ltd

Yes

Please confirm that your unqualified acceptance of the Terms and Conditions of Contract as set out in the attached documentation.

Career Connect Ltd

Yes

Please confirm that you have read and accept the Form of Tender, and that you have sent a signed copy to the Authority as an attachment to an RFx message by the specified deadline.

Career Connect Ltd

Yes

Please confirm that you have read and that you accept your legal requirements under the Certificate of Bona Fide Tendering , and that you have sent a signed copy to the Authority as an attachment to an RFx message by the specified deadline.

Career Connect Ltd

Yes


Please confirm that you will provide a Parent Company Guarantee(s) from your ultimate parent company if required to do so by the Authority.

Career Connect Ltd

Yes

I declare that to the best of my knowledge the answers submitted in this RFI are correct. I understand that the information will be used in the process to assess my organisation's suitability to be invited to tender for the Authority's requirement and I am signing on behalf of my organisation. I understand that the Contracting Authority may reject this RFI if there is a failure to answer all relevant questions fully or if I provide false/misleading information.

Career Connect Ltd

Declaration	Suppliers
I declare that to the best of my knowledge the answers submitted in this RFI are correct. I understand that the information will be used in the process to assess my organisation's suitability to be invited to tender for the Authority's requirement and I am signing on behalf of my organisation. I understand that the Contracting Authority may reject this RFI if there is a failure to answer all relevant questions fully or if I provide false/misleading information.	Career Connect Ltd
Record Label	Completed By:
I agree with the declaration.	Yes
Name	
Date	2015-01-08 00:00:00