Question 2.4.1 Service Delivery Proposal
Please provide a detailed description of the design and content of your offer for the provision including how this meets the requirements outlined within the Specification and how it will be tailored to the individual. As a minimum, your response should; • Explain how you will engage participants from referral to start on the provision to ensure a high percentage of starts, to minimise the attrition rate between referrals and starts and detail how you will allocate to your advisors. • Explain how an individual participant will receive regular reviews against their tailored Action Plan, and by whom, to ensure that they progress while participating in the provision and how progress will be measured in these reviews. • Include the duration of each phase of the provision for an individual participant, the method of delivery e.g. face-to-face, telephone, web based, individual, group work etc. and a rationale for why this is appropriate for the target participant group. • Explain how you are going to adapt the content to meet the individual needs of the customer in terms of using digital platforms compared to face to face and detail how you will ensure accessibility in line with all legal requirements, including compliance with the Equality Act 2010. • Explain how you will ensure participants remain actively engaged with your provision and encourage referrals on to the provision. • Explain how you will identify suitable employment opportunities to support participants • Provide details of how you will improve the Participant's understanding of, and ability to apply for, employment opportunities and how you will build a structured, sequenced and personalised action plan. • Explain how you will provide sector specific job advice, including advice on transferring sectors, relevant to the individual. • Include a 1 side diagram detailing the customer journey. **Please note that the page limit does not apply to the diagram detailing the customer journey**

Present your response **at the top of a new page,** within these preset margins in Arial font size 12 up to **6** sides of A4, **excluding** the question text and these instructions.

Capita has worked closely with our JETS Scotland Supply Chain Partners (SCPs), ***The Lennox Partnership, Reed in Partnership*** and ***The Wise Group,*** to co-design a high-impact, evidence-based JETS service, informed by: engagement with Capita and our SCPs' health and welfare teams on tailored participant support; in-depth analysis of the Scottish delivery landscape, including local labour market opportunities and challenges; best practice learnings e.g. [REDACTED]; and Capita's digital, automation and AI expertise. Our SCPs will use Capita's [REDACTED] platform, underpinned by [REDACTED]. Our **JETS Scotland Participant Journey** spans ***ENGAGE, ASSESS, ADDRESS*** *and* ***PROGRESS*** *phases,* as follows*:*

ENGAGE Phase (referral to start): *Average duration: 10 days.* Upon acceptance of PRaP referral (within 2 Working Days (W/D), *CSS 1*), Participants will receive an automated welcome text/email (within 2 W/D, *CSS 4*) to JETS Scotland, giving the date/time and named Adviser for their Initial Meeting (IM, within 15 W/D of PRaP referral), providing a welcome pack and link to log into the JETS Scotland portal (sent via email or phone). To energise Participants, an engaging welcome page will: highlight programme features and case studies; confirm IM details; and prompt them to create an online profile. The portal will ask Participants to 'accept' the IM or select a more convenient slot (within 15 W/D). This early information, accessible 24/7, will allay any concerns about the IM, and together with being pre-allocated a named Adviser and IM date/time, will ensure a high % of starts**. Evidence:** This builds on learnings on maximising the conversion of referrals to starts based on our [REDACTED] experience of delivering employability support. **To minimise attrition**, the system will track if Participants confirm/rearrange/do not respond and sends follow-up text alerts to any who do not respond within 48 hours, and a third attempt for any who still do not respond. Where there is no response, we will contact the Participant via phone to confirm attendance and provide log-in link (*CSS 2,3*). All participants will receive automated reminders 48 and 24 hours before their IM. **Adviser allocation** is automated via [REDACTED], which features in-built workforce management and appointment scheduling tools. [REDACTED] will allocate Participants to SCPs based on their postcode, and to specific Advisers based on caseload capacity and local labour market knowledge. **Evidence:** This process is based on best practice [REDACTED]. Advisers will work with allocated Participants (ave. caseload size 57) throughout their journey into work, building a trusting, positive relationship which will maximise buy-in and ongoing engagement.

Encouraging referrals onto provision: We will build on our SCPs' strong relationships with JCP and share programme-specific marketing materials with each office, provide webinar briefing sessions for Work Coaches, and share local good news stories. Our Partnership Manager will directly engage JCP Managers/Work Coaches to promote JETS Scotland by sharing success stories and impact data.

ASSESS Phase: *Average duration from Initial Meeting (IM) to job start/programme exit: 91/182 days*. **The IM** will take place within 15 W/D days of PRaP referral (achieving 99% Start/FTA reporting, recorded in PRaP within 15 W/D, *CSS 5*). This will be 1:1 (60 mins via video call/phone or safe face to face) and will focus on

getting to know the Participant, understanding motivations for joining, their needs and goals. The Adviser will check the Participant's ID and reconfirm eligibility. They will outline the tailored JETS Scotland offer, issue the Welcome Pack (paper copies on request *CSS 6*), and talk through the details, inc. CSSs, Health & Safety, GDPR responsibilities, Adviser contact methods, engagement/attendance requirements, complaints process, JETS locations/contact details, maps, and travel and expenses declaration. At the IM, the Adviser and Participant will complete a holistic diagnostic assessment of Participant barriers, aspirations and motivation to work. Our bespoke assessment blends effective, proven assessment tools, including:

- **Skills analysis**: to determine current skill levels and capability (inc. basic/IT skills) and learning styles, transferable skills, and any skills gaps.
- **Employment**: reviewing job goals, career aspirations, work history, and readiness to work, mapped against job prospects/local labour market.
- **Health and Wellbeing**: understanding levels of participant wellbeing as it relates to employability including: self-confidence, self-esteem, COVID-related anxiety and any specialist in work support needs.
- **Services audit**: mapping the services the individual will engage/is engaged with to ensure that JETS support does not duplicate/aligns with other activities.
- **Wider assessment of needs:** including digital exclusion; caring responsibilities; social/rural isolation; transport/travel to work needs; finance and benefits. The Adviser will support the Participant to develop realistic job goals and career paths, and agree steps to overcome barriers and realise these, which they will **prioritise and sequence**. This will inform a ***personalised Action Plan*** co-produced by the Adviser and Participant. It will include a summary of discussion and SMART actions. A record of the initial Action Plan, date/time and access details for the next 1:1 Booked Meeting, CSSs and Induction Pack will be emailed to the Participant.

The Action Plan will be finalised by the Adviser and Participant at the next Booked Meeting (within 10 W/D, *CSS 7*), electronically signed by the Participant, issued by email with an embedded link to acknowledge receipt (paper version on request).

Regular Participant reviews: Participants will receive support and coaching via 1:1 **Booked Meetings** (>30 minutes) with the Participant's dedicated Adviser every 10 W/D minimum (frequency amended on the Participant's request, *CSS 8*). These will be via phone/video call or safe face to face interactions. Booked Meetings will be used to: review activity/progress against actions, identify emerging needs and plan further support/activities; update the Action Plan; discuss wellbeing; and review job goals and job search activity (*CSS 8*). The Action Plan will be saved on [REDACTED], our **360° customer-view Case Management System**, and will act as a 'living document' which the Adviser/Participant can update (i.e. add/complete actions) at any time. [REDACTED] will automate reminders for Advisers and Participants to complete tasks set in the Action Plan e.g. complete a course or book/re-book Meetings, maximising progression. [REDACTED]'s in-built scheduling tool will facilitate Participant and Adviser session bookings, and will only permit scheduling of a Booked Meeting within the next 10 W/D. All interactions (regardless of channel) are recorded, giving real-time analytics on the date, time, duration, and method of support received. **ADDRESS Phase - Pre-Work Support:** *Average duration from IM to job start/programme exit: 91/182 days* (flexible sessions from 20-120 mins, 1:1/group/self-directed, via phone/video call or safe face to face):

- **Personalised approach** via a dedicated Adviser for the Participant's time on provision. Providing consistent contact (every 10 W/D min), personalised IAG and support via a 'critical friend' approach, challenging self-limiting attitudes and behaviours, building confidence, self-efficacy and motivation to maximise chances of gaining employment in the prevailing local labour market/goal sector conditions.
- **JETS Scotland portal** with a personalised Participant calendar with tasks and appointments, and ability to book Adviser 1:1s (all requiring secure log-in). The portal records and tracks all Participant activity e.g. assessment results, activities undertaken, and support received (inc. financial). It provides access to [REDACTED], offering Participants a range of self-paced, gamified, interactive training, learning modules. Including written and video content e.g. 'How to' sessions on using Microsoft applications, bite-size presentations, sector-specific 'Intro to…' modules/units (including self-employment) for those wishing to consider different employment sectors/routes. Participants will be awarded points and certificates on completion of units, which are saved [REDACTED], a digital record of all on-programme achievements which can be shared with employers.
- **CV Builder**: Our platform enables Participants to upload their CV or use an integrated CV Builder, including sector and role-specific templates in our CV Library. Our cutting-edge CV Scorer identifies the CV's strengths/weaknesses, and signposts to specific content (videos, tips, online materials) to strengthen it. For Participants job searching in multiple sectors, Advisers will help them to create multiple, tailored CVs. • **Jobsearch support** blending Adviser-led, self-directed and group activities. This will include local employer/sector research, creating a LinkedIn profile, job application support, careers IAG linked to Skills Development Scotland *My World of Work*, preparing for current interview practices (e.g. phone/video), self-employment advice e.g. via Business Gateway online tools and support, moving into work training (e.g. Covid-19 workplaces, home-working). An interactive tool will support Participants to develop cover letters for common job roles and sectors.
- **Transferable skills:** Advisers supporting Participants to identify the value of existing experience and skills, how these transfer to local sectors and/or employers. Utilising [REDACTED] matches Participants to local vacancies. Advisers will provide sector-based skills advice and book Participants onto our rolling programme of transferable skills workshops and sector/employer briefings.
- **Interview skills** through [REDACTED], providing live interview simulation and tailored feedback, plus Adviser support to discuss expectations and overcome anxieties. We know from experience that strong job interview performance is key to achieving job start.
- **Health and Wellbeing support** providing holistic support to address physical or mental health concerns and improve wellbeing. Advisers will sequence support based on individual need, to include IAG, 1:1 and group sessions, and expert advice from Health and Wellbeing Advisers. Subjects include nutrition, substance misuse, anxiety, stress awareness, sleep and healthy relationships. Participants will have 24/7 access to [REDACTED]
- **Peer networks** built through group workshops and access to thematic, digital group forums within our JETS Scotland portal e.g. for carers and lone parents. • **Financial support** e.g. travel, interview clothing, self-employment equipment.

- **Signposting** and warm referrals by the Adviser to local Employability Pipeline provision (stages 2-5), specialist support (e.g. Inverclyde ADP, Castlemilk Law & Money Advice Centre), childcare, and skills provision e.g. SDS Individual Training Accounts, Fife College's Diploma in Leadership & Management (distance learning).

PROGRESS Phase: An **Exit Review** will be completed with all Participants leaving the programme where possible (1:1, c60 mins via video call/phone or safe face to face). Advisers will create an **Exit Report** for Participants not progressing into employment/self-employment, provided within the last 10 W/D of them being a JETS Scotland Participant (*CSS 10*). It will summarise all on-provision activity, recognising achievement, and recommending future steps e.g. follow-on provision. This will be sent to the Participant via email and will be stored on [REDACTED]. A Transition Plan will be created for those moving into work/self-employment. This will offer practical transition support e.g. budgeting, travel to work routes, workplace support (e.g. Access to Work), in-work development to achieve longer-term career goals, and will agree In-work Support (IWS) contact methods based on Participant preferences (phone/email/text/[REDACTED] web chat). We will maintain weekly contact for the first month as we know this is when a high proportion of Participants leave work, making regular contact critical to achieving sustained outcomes. Ongoing IWS is every 10 W/D min., determined via RAG rating (indicating likelihood of falling out of work) until outcome threshold/duration is achieved. Offering added value and exceeding DWP requirements, we will give **JETSPlus support** to all completers/leavers following exit, comprising 3 months' continued portal access for self-directed learning/job search and to [REDACTED] mental health platform.

Our rationale for JETS Scotland phase durations and delivery methods is based on Capita's experience of delivering high-quality face to face and remote services e.g. [REDACTED]. This includes:

- Learnings on delivery across a challenging geography e.g. streaming training courses online to maximise accessibility in rural areas, the Highlands and Islands.
- Maximising programme flexibility and resilience in light of ongoing Covid-19-related uncertainty, through a blend of face to face, digital, phone and self-directed delivery.
- Ensuring sufficient capacity to deliver in areas of high volumes e.g. Glasgow has high UC count, and which have been hardest hit by Covid-19 e.g. Aberdeen and Edinburgh have seen the steepest decline in vacancies (Centre for Cities report).
- Best practice e.g. [REDACTED] wellbeing support will be offered early on, to begin to address these barriers prior to job search.
- Maximising Participants' time on ADDRESS so that Advisers can join up each Participant's journey with other services, ensuring holistic support.
- Durations based on forecasted progression rates/timings [REDACTED] e.g. ave. 91 days to move into work/self-employment, attrition of 15% following IM.

Adaptation of content to meet individual needs and ensure accessibility: We have designed our Participant journey to ensure all elements can be delivered both remotely and face to face in fixed/outreach sites across Scotland, offering parity of provision. We propose to deliver ~80% provision through digital delivery using our [REDACTED]. Our delivery model has been developed to maximise accessibility in the use of digital platforms, including: [REDACTED]; ensuring use of plain English throughout, and that user-friendly instructions are available for all digital/remote content; building in time during our ***Engage*** and ***Assess*** phases to help Participants

to learn how to access/navigate the portal and its contents; options for speech recognition software and screen readers for blind, visually impaired, Deaf and hard of hearing users; Participant portal accessible 24/7, maximising accessibility for those with caring responsibilities. Based on our partnership's experience, we know some Participants will prefer not to or may have difficulty participating via remote delivery (particularly in areas of poor internet connectivity e.g. 48% of households on Orkney and 30% in the Highlands do not have access to superfast broadband (*SMD Rural Evidence Summary*)), so we have planned for face to face delivery using SCPs' fixed and outreach sites. We will also help digitally excluded Participants (ICT literacy and access) to access JETS Scotland by referring to local ICT provision and to digital inclusion initiatives e.g.
Connecting Scotland's tablets for people on low incomes.
More widely, we will ensure JETS Scotland is fully accessible for all Participants in line with our Equality Policy, the Equality Act 2010, other relevant legislation e.g. Human Rights Act 1998, Equality & Human Rights Commission Codes of Practice. Drawing on best practice from [REDACTED] we will: promote the programme using a range of media (website, social media, materials in JCP offices) to ensure all groups, and different communities, can engage in a way that suits them; use 'Plain English' in all marketing and communications; and allocate Participants with ESOL needs to Advisers speaking their language wherever requested and possible. We will monitor Participant demographic and engagement data to evaluate the ongoing effectiveness of our approach, taking positive action to address any gaps in engagement between different groups to achieve parity of access and outcomes. We will achieve Disability Confident Leader at Programme level within 12 months. All our SCPs already hold minimum Disability Confident Level 2 status.
Ensuring Participants remain actively engaged: We recognise maintaining engagement on voluntary provision is essential to success and have designed our JETS Scotland model to maximise engagement through: **Our** [REDACTED] platform provides a seamless and interactive Participant experience across web (video, voice, conference), phone, email, and SMS. This will empower Participants to engage using their preferred method(s) and to design their journey e.g. when/how they engage. **Safe face to face interactions** as required, utilising our SCPs existing premises e.g. in Clydebank and Irvine, and safe community locations e.g. Glasgow's public libraries. **A highly interactive journey**, with regular nudge communications which will: share new vacancies matching their skills/goals; remind Participants of Booked Meetings (48- and 24-hour reminders); and suggest [REDACTED] content. Participants can access [REDACTED] content 24/7 to promote ongoing engagement, [REDACTED]. **A personalised, work first approach** with a dedicated Adviser throughout the Participant's JETS journey, building a positive 'critical friend' relationship. Outside of Booked Meetings, a chat function enables ongoing contact. If a Participant misses a booked meeting, the system will automatically notify their Adviser, who will contact them within 2 W/D to establish the reasons and re-book (CSS 9). Real-time reporting of FTAs at Adviser, SCP and contract levels will ensure attrition is quickly addressed.
Identifying suitable employment opportunities to support participants: During 1:1s, Advisers and Participants will use [REDACTED]. Using these skills and a range of other criteria e.g. Participant's location, agreed job goals [REDACTED], wage/salary and working hours requirements [REDACTED]. **Evidence:**

[REDACTED] It produces a list of relevant vacancies to apply for (emailed to Participants to follow-up in between 1:1s), and summarises the skills needed to be competitive in the role/sector. We will identify suitable opportunities via: dedicated employer engagement resources, including our Employer Engagement Manager (EEM) leveraging Capita's pan-Scotland employer links (e.g. [REDACTED]) and each SCP's employer-facing team working within their delivery areas to engage employers, develop employer routeways and sector based academies, and offer advice to open up vacancies for Participants e.g. [REDACTED].

Improving Participants' understanding/ability to apply for jobs by:

- Sharing high-quality personalised IAG to help Participants understand their local labour market, growth/declining sectors (e.g. growth sectors include digital/creative, green energy, transport, logistics, and social care), hiring employers (e.g. [REDACTED]) and the skills they are looking for in recruits (e.g. tech/digital); future developments (e.g. [REDACTED]); and providing sector-specific advice based on agreed job goals. [REDACTED] provides [REDACTED], enabling us to quickly show Participants how many of their target jobs are in their travel-to-work area and what skills these require, to help to manage their expectations and focus job search.
- Ensuring each Participant has a quality CV and cover letter tailored for each agreed sector. With job coaching on how to engage with employers and pursue advertised/'hidden' vacancies and employability training e.g. virtual interview skills. Advisers will use 1:1s to ascertain jobsearch ability, providing coaching as needed.
- Helping Participants to understand how their transferable skills can be applied to new roles/sectors and promoting training for a post-Covid economy. [REDACTED].
- Supporting Participants to up/re-skill e.g. we are partnering with Microsoft to offer digital learning, as part of their commitment to upskill 1.5m people into digital jobs.

Providing sector-specific job advice, including transferring sectors advice: All Advisers will undergo induction training covering regional labour market conditions, including local growth/declining sectors, salary levels, shift patterns, large-scale job opportunities (e.g. [REDACTED]), and current/future skills demand (e.g. significant skills gaps in construction, public administration, social care). We will ensure they stay abreast of fluctuating conditions via monthly [REDACTED] update bulletins informed by the employer engagement activity of our EEM and SCP employer teams, Scottish employer advisory group and aggregated [REDACTED] data by our Data Analytics team. [REDACTED] will also enable Advisers to analyse how each Participant's skills map to in-demand skills and vacancies in their local area. They will use this to advise Participants of key sectors/roles for jobsearch, and to signpost them to our [REDACTED]. We will provide Transferable Skills workshops and sector sessions, and work closely with JCP and SDS as the £25m Covid-19 Transition Training Fund rolls out to enable Participants to benefit from re-skilling in growth areas of the economy, such as digital and green technologies.

[REDACTED]